BUKTI KORESPONDENSI

ARTIKEL JURNAL INTERNASIONAL BEREPUTASI

Judul artikel   : The role of ethical leadership to employees work engagement: a social learning theory perspective

Jurnal   : International Journal of Social Economics, 2023.

Penulis   : Junaidi

No.	Perihal	Tanggal
1.	Bukti konfirmasi submit artikel dan artikel yang disbumit	25 Maret 2023
2.	Bukti konfirmasi review dan hasil review pertama	18 Agustus 2023
3.	Bukti konfirmasi submit revisi pertama, respon kepada reviewer, dan artikel yang diresubmit	21 Agustus 2023
4.	Bukti konfirmasi bahwa artikel diterima	21 Oktober 2023
5.	Bukti konfirmasi bahwa artikel sudah diproses untuk dipublish	1 Nopember 2021
6.	Bukti konfirmasi artikel published online	12 Nopermebr 2023

1. **Bukti konfirmasi submit artikel dan artikel yang disubmit**
(25 Maret 2023)

25-Mar-2023

Dear Mr. Junaidi:

Your manuscript entitled "THE ROLE OF ETHICAL LEADERSHIP TO EMPLOYEES WORK ENGAGEMENT: A SOCIAL LEARNING THEORY PERSPECTIVE" has been successfully submitted online and is presently being given full consideration for publication in the International Journal of Social Economics.

Your manuscript ID is IJSE-03-2023-0218.

Please mention the above manuscript ID in all future correspondence or when calling the office for questions. If there are any changes in your street address or e-mail address, please log in to ScholarOne Manuscripts at https://mc.manuscriptcentral.com/ijsec and edit your user information as appropriate.

You can also view the status of your manuscript at any time by checking your Author Centre after logging in to https://mc.manuscriptcentral.com/ijsec.

Please note that Emerald requires you to clear permission to re-use any material not created by you. If there are permissions outstanding, please upload these when you submit your revision or send directly to Emerald if your paper is accepted immediately. Emerald is unable to publish your paper with permissions outstanding.

Thank you for submitting your manuscript to the International Journal of Social Economics.

Sincerely,
International Journal of Social Economics Editorial Office

International Journal of Social Economics

THE ROLE OF ETHICAL LEADERSHIP ON EMPLOYEES' BEHAVIORS AND SOCIAL CAPITAL IN THE PUBLIC ORGANISATION

SCHOLARONE™
Manuscripts

THE ROLE OF ETHICAL LEADESHIP AMONG EMPLOYEES' TRUST, KNOWLEDGE SHARING AND JOB SATISFACTION: EMPIRICAL EVIDENCE FROM INDONESIA

Abstract

Purpose - This research examines the ethical leadership role in employees' trust, knowledge sharing, subsequently influencing employees' work engagement.

Design/methodology/approach - The sample consists of 610 public organisation employees in Indonesia, obtained through a survey study. Structural Equation Modeling (SEM) was used to test the research hypotheses.

Findings - The empirical results indicate that ethical leadership has a positive role in strengthening employees' trust, knowledge-sharing, and job satisfaction. As mediator variables, trust, knowledge sharing, and job satisfaction also have a crucial role in improving employees' work engagement. Furthermore, the mediator variables, directly and indirectly, affect the relationship between ethical leadership and employees' work engagement.

Research limitations/implications – This study validated Indonesian employees; therefore, future studies are needed to validate across the region and sector.

Practical implications - The current study enlightened the organization leaders and employees from human resources management and psychological context. Leaders need to enhance the ethical standards in the workplace to improve employee and organisation performance.

Originality/value - This study demonstrated the extent of the Khan concept toward combining employees' work engagement, ethical leadership, and knowledge sharing. It also combines employees' job performance and commitment to the organization.

Keywords: Ethical leadership, trust, knowledge sharing, employees' job satisfaction, work engagement.

Paper type: Research Paper

1. 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 organizational issue, several cases, such as unethical behavior among employees and organizational leaders globally, have motivated firms to conduct ethical business and leadership with an embedded stakeholder's trust. It refers to the organization's ability to sustain amid the uncertain conditions that have reshaped the workplace (Murtaza et al., 2016). Organizational 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 work place (Malik et al., 2022) and it develops their willingness to create and share knowledge (Curado and Viera, 2019; Engelbrecht et al., 2017; Han et al., 2021).

Since then, ethical cases and global company scandals have emerged, such as Wirecard, Tesla, etc., significantly increasing since before. It draws stakeholders' attention to the organization's

leaders' (e.g., ethical) roles 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 (Lee et al., 2013). However, in developing countries such as Indonesia, there is slow progress in the corruption fight (Quah, 2020; Rustiarini et al., 2021). The existence of ethical leadership and trust may possibly become a filter within government and also a factor in achieving organizations' goals, knowledge sharing, and job satisfaction, which subsequently influence employees' work engagement.

Ethical leadership and trust also have a key important point in enhancing organization performance and promoting employees' job satisfaction (Baskoro, 2022; Collins, 2021; Ren and Chadee, 2017), knowledge sharing (Jia et al., 2022; Kumar and Srivastava, 2021); and work engagement (Özsungur, 2019; Sharma et al., 2019; So et al., 2021; Zaman and Ansari, 2021) are examples of ethical leadership to employees in organizations and knowledge management fields. Ethical leadership also plays an important role in enhancing employees' trust (Malik et al., 2022), employees' job satisfaction (Özsungur, 2020), knowledge sharing (Goswami and Agrawal, 2022; Xia and Yang, 2020), and employees' organizational commitment (Al Halbusi et al., 2021; Fu et al., 2020; Hendri, 2019).

Trust also possibly facilitates employees to emerge at their convenience to share their knowledge (Kmieciak, 2021; Rutten et al., 2016). Besides, fostering the relationship between leaders and employees and also among employees, trust also contributes to the organization's commitment toward knowledge sharing (Tripathi et al., 2021; Xia and Yang, 2020). High levels of ethical leadership and trust in the workplace are essential to make sure the employees act in accordance with organizational goals and rules. Therefore, trust engenders higher cooperation and commitment among employees (Singh, 2022; So et al., 2021). 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 organizational performance by preventing unethical behavior through the integration of an ethical leadership role.

The preliminary study has some flaws, such as a preference for qualitative studies and the education field over the public organization field. Hence, a theoretical foundation is needed to extend (So et al., 2021). Besides, the conclusion falls to provide whether moral development or sociological development has a crucial role in comprehensively influencing employees' viewpoints and behavior toward ethically acceptable behavior in the workplace. Therefore, extant literature provides valuable evidence that scholars have attempted to investigate ethical leadership phenomena from the point of view of private and public organizations through integrating this perspective to develop a complete and fair understanding of ethical leadership phenomena. Hence, the organization needs good ethical performance management for the organization going concerned. In their research, Singh (2022), and Xia and Fang (2020) recommended that future studies validate the effect of ethical leadership on employees' trust and knowledge sharing, which could also possibly influence employees' job satisfaction and work engagement in a public organization context. This study aims to address this gap by examining the effect of ethical leadership on employees' work engagement toward their trust, knowledge sharing, and job satisfaction. It also provides a complete view of the organization's leaders on the current condition. Hence, the aims of this study are to answer the following questions:

RQ1. Does ethical leadership play an important role in employees' trust, knowledge sharing, and job satisfaction?

RQ2. Do employees' trust, knowledge sharing, and job satisfaction positively mediate the relationship between ethical leadership and employees' work engagement?

The primary purpose of this study is to investigate the effects of ethical leadership on employees' trust, knowledge sharing, and job satisfaction, which also influence their engagement. An ever-growing number of studies on knowledge sharing in the last decade constitutes a large set of studies for review, offering opportunities to look back and reflect on how to move the organization context. Thus, a rigorous and empirical study on which constructs have a correlation to ethical leadership, trust, job satisfaction, knowledge sharing, and work engagement domains will not only provide a meaningful overview of the existing state of the research but will also draw organization researchers' attention to those less popular themes and provide a research domain for future scholars.

2. Literature review and research hypotheses development

2.1 Ethical leadership, trust, knowledge sharing and job satisfaction

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. It is linked to personal qualities including sincerity, reliability, altruistic motivation, moral obligation, and the capacity to do one's duties with a dedication to their organization (Fu et al., 2020; Rechberg and Syed, 2013). 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 the organization. Although there is a good connection between ethical leadership and the work environment, a lack of studies has examined the relationship between ethical leadership and employees' public organization or government office. Furthermore, literature also demonstrates the ethical leadership effect on workers in general. For example, ethical leadership has positive and significant effects on workers' trust in their managers (Engelbrecht et al., 2017; Kmieciak, 2021; Malik et al., 2022). In some organizational contexts, ethical leadership also has a positive effect on employees' attitudes and behaviors (Al Halbusi et al., 2021), knowledge sharing (Amber et al., 2022; Bavik et al., 2018). Similarly, ethical leaders either emphasize important tasks or give employees a feeling of meaningfulness concerning their tasks (Fu et al., 2020; Goswami and Agrawal, 2022). The psychological characteristics of the firm and its personnel, such as openness and dependability toward constructive communication and interaction, are also significantly improved by ethical leadership. Through two-way communication and trustworthiness to decrease fundamental barriers and pursue information exchange and trust among organisation members, it might promote work engagement among employees and their leaders and organisations (Amber et al., 2022; Faragher, 2005; Koay and Lim, 2022; Mason and Leek, 2008).

H1 Ethical leadership has a positive effect on employees' trust.

H2 Ethical leadership has a positive effect on employees' knowledge sharing.

H3 Ethical leadership has a positive effect on employees' job satisfaction.

2.2 Employees trust, knowledge sharing and work engagement

When working in a team atmosphere, trust is crucial for fostering information sharing among employees in an organisational setting (Edmondson, 1999). It has become a strategic resource and value to address the organization's goals and sustainability (Goswami and Agrawal, 2022). Recently, the unethical behaviour among organisation leaders and the rapid change in the working environment have made knowledge management gain momentum among researchers. Enhancing trust requires effective leadership, particularly genuine and open leadership approaches (George, 2003). According to several studies (Curado and Vieira, 2019; Kmieciak, 2021; Håvold et al., 2021), 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. According to Kahn (1990), trust and information sharing in team settings also play a significant part in the success of an organisation since individuals may leave if their knowledge and abilities stagnate. Besides social capital dimensions such as trust and a sense of belonging, religion also positively affects knowledge and information sharing (Junaidi et al., 2020). It suggests employee work engagement, which may be followed by employee trust levels and information sharing behaviour (Singh, 2022). Leadership that upholds moral principles and factors like culture, trust, and dedication have an impact on knowledge sharing. Knowledge sharing can be effectively sparked by ethical leadership as well (Sharma et al., 2019; Tynan, 2005; Xia and Yang, 2020). It is clear that there is a more nuanced relationship between ethical leadership, trust, knowledge sharing, and employee engagement in the workplace. These factors also help to lessen interpersonal conflict and improve psychological safety for workers. Hence, this study proposes the following hypothesis.

H4a Employees' trust has a positive effect on employees' knowledge sharing.
H4b Employees' trust has a positive effect and mediates the relationship between ethical leadership and work engagement.
H5a Knowledge sharing has a positive effect on employees' work engagement.
H5b Knowledge sharing has a positive effect on mediating the relationship between ethical leadership and employees' work engagement.
H5c Knowledge sharing has a positive effect in mediating the relationships between trust and employees' work engagement.

2.3 Knowledge sharing, job satisfaction and work engagement
Besides knowledge management, employee job satisfaction plays an important role in organisation success (Håvold et al., 2021; Ren and Chadee, 2017). Knowledge management also has a positive effect on employees' work engagement, which subsequently enhances their productivity and company value (Collins, 2019; Hendri, 2019; Schaufeli and Salanova, 2011; So et al., 2021). It is relevant to creating and developing a convenient environment in the workplace for strengthening employee motivation. The employees' reasons and expectations are important because they directly correlate to their actions. The growing number of companies operating globally also develops prospects in sharing information and knowledge, which directly affects working outcomes. Employees' knowledge-sharing positively affects effective knowledge management, making them work more creatively (Joplin et al., 2021; Özsungur, 2019; Rutten et al., 2016). However, the work engagement effect on employee knowledge sharing is not always the same due to different cultures, languages, education, and regions. It relies on many aspects that may moderate the correlation between work engagement and knowledge sharing (Engelbrecht et al., 2017; Koay and Lim, 2022; Kumar and Srivastava, 2021). Therefore, the study applied a boundary

condition to clarify this condition to help employee engagement, job satisfaction, and knowledge sharing. It also allows employees to share their work-related knowledge and boosts their efforts in innovative work toward the sharing of work-related ideas and expertise.

Several scholars attempt to validate the relationship between work engagement and knowledge sharing. For instance, Xia and Yang (2020) revealed that knowledge sharing has a positive effect on employee engagement and motivation. It also has a crucial role for organisation leaders and workers in information and knowledge sharing within and across organizations. Atapattu and Huybers (2021) and Tripathi et al. (2021) argued that employee job satisfaction and work engagement are positively influenced by knowledge sharing (KS) activity. Knowledge sharing has become an important resource for organisations to sustain competitive advantage in a knowledge-based economy. This result is supported by Singh (2022), who revealed knowledge sharing has a crucial effect on employees' work engagement. The recent study also examines the role of knowledge sharing as a mediator to address the relationship between ethical leadership, job satisfaction, and employees' work engagement. This study also expands the literature on human resources development. Accordingly, the following hypotheses were proposed.

H6a Knowledge sharing has a positive effect on employees' job satisfaction.
H6b Knowledge sharing has a positive effect in mediating the relationship between ethical leadership and employees' job satisfaction.
H6c Knowledge sharing has a positive effect on mediating the relationship between trust and employee job satisfaction.
H7a Knowledge sharing has a positive effect on employees' work engagement.
H7b Knowledge sharing has a positive effect on mediating the relationship between ethical leadership and employees' work engagement.
H7c Knowledge sharing has a positive effect in mediating relationship between trust and employees' work engagement.

2.4 Job satisfaction and employees' work engagement
Preliminary studies conclude that work engagement strongly correlates to company performance, job performance, job satisfaction, and organisational commitment (Atapattu and Huybers, 2021; Hendri, 2019; Huang, 2009). Some scholars refer to Schaufeli and Salanova (2011), who define work engagement as a positive fulfilment and work toward positive characterization and dedication. In addition, work engagement refers to the association between employees' work, including their engagement with the organization. Suppose employees are engaged in their work and organization. In that case, they are more enthusiastic about creating additional job resources, and performing comprehensive routine responsibilities faster and giving additional time and resources. Employees' who have a sense of belonging and are engaged in their work and organization will hone their skills and have strong motivation to enhance their performance and creative ideas with others. It also has a strong correlation to their commitment to their organization. Zaman and Ansari (2021) and Singh (2022) found work engagement has a strong correlation to job performance and job satisfaction among employees. It also has a crucial role for organisation' leaders and workers to enhance performance.

Furthermore, employees' job satisfaction also has a crucial impact on the work environment (Baskoro, 2022; Faragher, 2005; Fu et al., 2020). The employees' satisfaction and motivation are important because they directly correlate to their actions. It implies relevance to creating and developing a convenient environment in the workplace to strengthen employee motivation. In

addition, a high worker engagement level implies high energy levels and psychology (Gallego-Alvarez et al., 2020). The growing number of companies operating globally also develops prospects in knowledge management, sharing information and knowledge as one of the unities. Employees' knowledge-sharing positively affects effective knowledge management, making them work more creatively (Joplin et al., 2021; Ren and Chadee, 2017). Employees' knowledge-sharing positively affects effective knowledge management, making them work more creatively (Joplin et al., 2021; Ren and Chadee, 2017). It also allows employees to share their work-related knowledge and boosts their efforts in innovative work toward the sharing of work-related ideas and expertise. This study also examines the role of job satisfaction as a mediator to address the relationship between ethical leadership and knowledge sharing and employees' work engagement. Accordingly, the following hypotheses were proposed.

H8a Job satisfaction has a positive effect on employees' work engagement.
H8b Job satisfaction has a positive role in mediating the relationship between ethical leadership and employees' work engagement.
H8c Job satisfaction has a positive role in mediating the relationship between knowledge sharing and employees' work engagement.

4. Methodology
4.1 Questionnaire design
Indonesian public organisation employees were invited to be active in this study November 1 to December 31, 2021. This study also applied pretest and pilot tests to validate all the measurement items' and to avoid bias issues (Hair Jr et al., 2019; Podsakoff et al., 2003). The participants involved 680 employees. However, 610 samples were valid; this indicates the data response rate was around 93.43%.

Insert Table 1 Here

4.2 Measures
The all-measurement items in this study were conducted from dimensions developed by previous studies. A seven-point Likert scale anchored between 1 ("strongly disagree") and 7 ("strongly agree") was used for ethical leadership scales with ten items (Brown et al., 2005), which contain employees' traits and behaviours including leaders' ethical concerns and ethical standards in the work place. Trust adopted from Lee and Choi (2003), which employees' feel through their leaders, integrity, confidence, and sense of loyalty to their leaders. Knowledge sharing was adopted from Davenport and Prusak (1998) and Huang (2009) comprises eight items including learning something new in the workplace, sharing information with colleagues, and being informed of what they know. Employees' job satisfaction refers to Faragher (2005) comprises of employees' achievement and work targets, and psychological dimensions. Work engagement comprises seven items, and refers to Albrecht et al. (2015) which comprise of employees' sense of belonging to their organization, emotion, and discussion among employees.

5.   Results
5.1 Measurement model
The result of the CFA model reproduces the covariance matrix of the observed variables with a good fit, such as ten items for ethical leadership, trust, knowledge sharing, job satisfaction, and

employees' work engagement. Moreover, $\chi^2/df = 3.575$, goodness-of-fit index (GFI) = 0.928, comparative fit index (CFI) = 0.955 and root mean square error of approximation (RMSEA) = 0.058. It indicating good reliability for all measurement items, constructs, and convergent validity.

Insert table 2 here

5.2 Structural model

The fit of the data to the proposed model was adequate (Anderson and Gebing, 1988; Hair Jr et al., 2019): $\chi^2/df = 3.399$, GFI = 0.905, NFI = 0.900, CFI = 0.931, IFI = 0.931, and RMSEA= 0.056. The results supported eight research hypotheses, as shown in Table 4. This study empirically validates that ethical leadership has a significant and positive effect on employees' trust, knowledge sharing, and job satisfaction ($\gamma_{11} = 0.701$, $p<0.001$; $\gamma_{21} = 0.496$, $p<0.001$; $\gamma_{31} = 0.554$, $p<0.001$), supporting H1, H2 and H3. Furthermore, trust also has a positive effect on knowledge sharing and less effect to work engagement ($\beta_{21} = 0.285$, $p<0.001$; $\beta_{41} = 0.016$, $p>0.05$), hence H4 is supported and H5a is unsupported in this study. Furthermore, knowledge sharing has a positive effect on job satisfaction and work engagement ($\beta_{32} = 0.304$, $p<0.001$ and $\beta_{42} = 0.146$, $p<0.05$), supporting H6a and H7a. Moreover, this study also shows employees' job satisfaction has a significant and positive effect on employees' work engagement ($\beta_{43} = 0.256$, $p<0.001$); hence H8a is supported.

Insert table 3 here
Insert Figure 2 here

5.3 Mediating effect

It concluded that all mediator variables have a significant direct effect on bridging the relationship between ethical leadership and employees' work engagement. For instance, trust has a positive role in mediating the relationship between predictor variables (e.g., ethical leadership) and outcome variables (e.g., knowledge sharing and work engagement) to support H4b, H5b, and H5c. Furthermore, employees' knowledge sharing activities also has a crucial role in bridging the relationship between ethical leadership and employees' work engagement as independent variables to dependent variables (e.g., employees' job satisfaction and work engagement). Hence, H6b, H6c, H7b, and H7c are supported. Lastly, job satisfaction also plays an essential role in mediating the relationship between ethical leadership, knowledge sharing and employees' work engagement.

Insert table 4 here

6. Discussion

6.1 Key findings

Overall, it can be said that a leader who applies ethical concerns in their activity as well as ethical and moral values in the workplace, conducts clear ethical standards for their employees has a strong correlation to their employees' perception that thar their leaders have integrity and also has a sense of belonging to their leader and organization. It means that the employees perceive that they have made a positive contribution to developing the organization performance and enhance their confidence and 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; Håvold et al., 2021; Rutten et al., 2016), knowledge sharing (Bavik et al., 2018; Goswami and Agrawal, 2022) and job satisfaction (Fu et al., 2020; Hendri, 2019). Furthermore, knowledge sharing and job satisfaction have a greater effect on employees' work engagement than trust. Where, trust has a negative effect on employees' work engagement. This result supports prior studies that concluded knowledge sharing (Han et al., 2021; Joplin et al., 2021) and job satisfaction (Singh, 2022; Zaman and Ansari, 2021) have a positive role in employees' work engagement. It implies the leadership approach not only builds employees' trust but also enhances their sense of belonging among employees and their organization. Besides, in human resources management, trust, knowledge sharing, and job satisfaction sharing play an important role in mediating relationships between ethical leadership and employees' work engagement. The employees also believe that the work engagement and knowledge sharing are in line with employees' expectations are concerned about the job satisfaction and work engagement among employees. Hence, it also corroborates that trust, knowledge sharing, and job satisfaction have become pivotal in bridging employees' minds and performance about worship economic and social values in the workplace.

6.2 Conclusions

Ethical leadership is an instrument for employees and organisations in the human resource development field. The exchange of information and knowledge is possible to emerge due to the rapid development of information and technology. Furthermore, trust, knowledge sharing, and job satisfaction roles are inevitable to mediates relationship between ethical leadership and employees' work engagement. The result provides substantial insights to encourage organisation 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, to promote ethical conduct and clear rules, the organization's leaders should work with regard to ethical standards and values.

6.3 Theoretical implications

This study has some main contributions to human resources management theory. First, the result of this study has extended Kahn's concept of ethical leadership and employees' work engagement and strengthens the same with empirical research. In the field of knowledge management research, there has been increased interest in the relationship between ethical leadership and workers' involvement at work through trust, information sharing, and job satisfaction. This study demonstrates the value of moral leadership in fostering workplace engagement among employees. The idea initially emphasises the employees' personal effort in the workplace. The recent study also tried to extend the nature and scope of work engagement, validating the correlation between the organisational view and work role performance in the public organization context. Hence, the diversity of organisation and regional cultures makes this study one of its kind to recognise the insight of employees' knowledge sharing, performance, and commitment to the organization. Second, the results show that the positive effect of ethical leadership to work engagement and knowledge sharing. Consequently, work engagement also has a positive role in knowledge sharing and hence work role performance and commitment. Therefore, making an effective conscious strategy for communication and interaction involving design management, including ethical

conduct, will help organisations improve their corporate image and performance. This is a significant contribution because it gives the job of ethical leadership some new dimensions. As mediator factors between moral leadership and work engagement, it also aids in understanding internal and external mechanisms of employee trust, knowledge sharing, and job satisfaction.

6.4 Practical implications

From a practical standpoint, this study offers a fresh perspective to aid in managing the organisation. Private and public organisations need to adopt a knowledge sharing culture and create relevant formal and informal forums for knowledge sharing amongst leaders and employees. It provides some benefits. First, it would give the employees opportunities to enhance their competencies and work experience, leading to increased organisational performance over time. Second, it would also help organization leaders and employees build work-related and support systems and networks, facilitating their modification and constancy. Networking, feedback-seeking behaviors, and individual, social, and information exchange within and across the organisation and region all have advantages. Third, it could help prevent the problem of employees' turnover and retain the unique knowledge they bring to the organization. Finally, it might help employees and organisations derive knowledge from employees and embed it into the organisational knowledge pool for greater use. By generating formal and informal knowledge sharing forums and committing to a knowledge-sharing culture, employees and organizations can encourage positive feelings of affective communication and commitment to their performance. This study emphasises the need for organisation leaders to engage in ethical leadership exhibited by their personal acts by a focus on creating a supportive atmosphere of fairness, honesty, and principled decision-making for those leaders who want to foster a knowledge-sharing role. Therefore, through the use of leadership performance indicators and leadership development programmes, management must foster ethical leadership among managers at all levels of the organisational structure. Managers' ethical behaviour should be evaluated as part of their performance.

6.5 Limitations and future research directions

There are some limitations to this study. First, the data collected is based on cross-sectional data; hence, CMV possibly becomes a potential problem in the sample. To against this issue, this study applied Harman's single-factor test. Future study needs to adopt a longitudinal design for rigorous testing of the proposed model. Second, the current study was only on public organization employees in Indonesia. Hence, the finding cannot be generalized. Therefore, future studies should use other regions and perspectives. With the greater sample, future work is also possibly more representative. It can also help practitioners and researchers examine the actions of employees' attitudes and awareness to elaborate on the impact of ethical leadership and other examined variables. Third, this study examined only ethical leadership, work engagement, knowledge sharing, and employees' job performance can successfully predict employees' commitment to the organization. Future studies need to explore other potential drivers of affective employees' commitment and job performance.

References

Al Halbusi, H., Williams, K.A., Ramayah, T., Aldieri, L. and Vinci, C.P. (2021), "Linking ethical leadership and ethical climate to employees' ethical behavior: the moderating role of person-organization fit", *Personnel Review*, Vol. 50 No. 1, pp. 159-185.

Albrecht, S.L., Bakker, A.B., Gruman, J.A., Macey, W.H. and Saks, A.M. (2015), "Employee engagement, human resource management practices and competitive advantage: An integrated approach", *Journal of Organizational Effectiveness: People and Performance*, Vol. 2 No. 1, pp. 7-35.

Amber, Q., Qazi, A.B., Javaid, N., Khan, I.A. and Ahmad, M. (2022), "Knowledge sharing in public organizations in Pakistan: leaders' ethical role and psychological capital of employees", *Information Discovery and Delivery*, Vol. 50 No. 1, pp. 99-114.

Anderson, J.C. and Gerbing, D.W. (1988), "Structural equation modeling in practice: a review and recommended two-step approach", *Psychological Bulletin*, Vol. 103 No. 3, p. 411.

Atapattu, M.M. and Huybers, T. (2021), "Motivational antecedents, employee engagement and knowledge management performance", *Journal of Knowledge Management*, Vol. 26 No. 3, pp. 528-54.

Baskoro, B.D. (2022), "The nexus of transactional leadership, knowledge sharing behavior and organizational creativity: empirical evidence from construction workers in Jakarta", *Journal of Work-Applied Management*, Vol. 14 No. 1, pp. 145-162.

Bavik, L.M., Tang, P.M., Shao, R. and Lam, L.W. (2018), "Ethical leadership and employee knowledge sharing: Exploring dual-mediation paths", *The Leadership Quarterly*, Vol. 29 No. 2, pp. 322-332.

Brown, M.E., Treviño, L.K. and Harrison, D. A. (2005). "Ethical leadership: A social learning perspective for construct development and testing", *Organizational Behavior and Human Decision Processes*, Vol. 97 No. 2, pp. 117-134.

Collins, C.J. (2021), "Expanding the resource-based view model of strategic human resource management", *The International Journal of Human Resource Management*, Vol. 32 No. 2, pp. 331-358.

Curado, C. and Vieira, S. (2019), "Trust, knowledge sharing and organizational commitment in SMEs", *Personnel Review*, Vol. 48 No. 6, pp. 1449-1468.

Davenport, T. and Prusak, L. (1998), *Working Knowledge: How Organizations Manage What They Know*, Harvard Business School Press, Boston, MA.

Edmondson, A. (1999), "Psychological safety and learning behavior in work teams", *Administrative Science Quarterly*, Vol. 44 No. 2, pp. 350-383.

Engelbrecht, A.S., Heine, G. and Mahembe, B. (2017), "Integrity, ethical leadership, trust and work engagement", *Leadership & Organization Development Journal*, Vol. 38 No. 3, pp. 368-379.

Faragher, E. B. (2005). "The relationship between job satisfaction and health: a meta-analysis", *Occupational and Environmental Medicine,* Vol. 62 No. 2, pp. 105-112.

Fu, J., Long, Y., He, Q. and Liu, Y. (2020), "Can ethical leadership improve employees' well-being at work? Another side on ethical leadership based on organizational citizenship anxiety", *Frontiers in Psychology,* Vol. 11 (July), pp. 1-13.

Gallego-Alvarez, I., Rodriguez-Dominiguez, L. and Valejjo, J.M. (2020), "An analysis of business ethics in the cultural context of different religions", *Business Ethics, the Environment & Responsibility,* Vol. 29 No. 3, pp. 570-586.

George, B. (2003), *Authentic Leadership: Rediscovering the Secrets of Creating Lasting Value*, John Wiley and Sons, Hoboken, NJ.

Goswami, A.K. and Agrawal, R.K. (2022), "It's a knowledge centric world! Does ethical leadership promote knowledge sharing and knowledge creation? Psychological capital as mediator and shared goals as moderator", *Journal of Knowledge Management*, Vol. ahead-of-print No. ahead-of-print.

Hair Jr, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2019), *Multivariate data analysis 9th Edition*, Cheriton House, NW: Cengage Learning.

Han, Z., Ren, H., Yang, S. and Han, Y. (2021), "Human resource practice management for knowledge intensive team: Impact on team innovation performance and substitution effect of empowerment leadership", *Sustainability*, Vol. 13, pp. 1-16.

Håvold, O.K.S., Håvold, J.I. and Glavee-Geo, R. (2021), "Trust in leaders, work satisfaction and work engagement in public hospitals", *International Journal of Public Leadership*, Vol. 17 No. 2, pp. 145-159.

Hendri, M.I. (2019), "The mediating effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance", *International Journal of Productivity and Performance Management,* Vol. 68 No. 7, pp. 1208-1234.

Huang, C.C. (2009), "Knowledge sharing and group cohesiveness on performance: an empirical study of technology R&D teams in Taiwan", *Technovation*, Vol. 29 No. 11, pp. 786-797.

Jia, R., Hu, W. and LI, S. (2022), "Ambidextrous leadership and organizational innovation: the importance of knowledge search and strategic flexibility", *Journal of Knowledge Management*, Vol. 26 No. 3, pp. 781-801.

Joplin, T., Greenbaum, R.L., Wallace, J.C. and Edwards, B.D. (2021), "Employee entitlement, engagement, and performance: The moderating effect of ethical leadership", *Journal of Business Ethics,* Vol. 168 (February)**,** pp. 813–826.

Junaidi, J., Chih, W. H. and Ortiz, J. (2020), "Antecedents of Information seeking and sharing on social networking sites: An empirical study of Facebook users", *International Journal of Communication*, Vol. 14, pp. 5705-5728.

Kahn, W.A. (1990), "Psychological conditions of personal engagement and disengagement at work". *Academy of Management Journal*, Vol. 33 No. 4, pp. 692-724.

Kmieciak, R. (2021), "Trust, knowledge sharing, and innovative work behavior: empirical evidence from Poland", *European Journal of Innovation Management*, Vol. 24 No. 5, pp. 1832-1859.

Koay, K.Y. and Lim, P.K. (2022), "Ethical leadership and knowledge hiding: testing the mediating and moderating mechanisms", *Journal of Knowledge Management*, Vol. 26 No. 3, pp. 574-591.

Kumar, V. and Srivastava, A. (2021), "Mapping the evolution of research themes in business ethics: a co-word network analysis", *VINE Journal of Information and Knowledge Management Systems*, Vol. ahead-of-print No. ahead-of-print.

Lee, H. and Choi, B. (2003), "Knowledge management enablers, processes, and organizational performance: An integrative view and empirical examination", *Journal of Management Information Systems*, Vol. 20 No. 1, pp. 179-228.

Lee, A.V., Vargo, J. and Seville, E. (2013), "Developing a tool to measure and compare organizations' resilience*", Natural Hazards Review*, Vol. 14 No. 1, pp. 29-41.

Malik, M., Mahmood, F., Sarwar, N., Obaid, A., Memon, M.A. and Khaskheli, A. (2022), "Ethical leadership: Exploring bottom-line mentality and trust perceptions of employees on middle-level managers", *Current Psychology,* pp. 1-16.

Mason, J.K. and leek, S. (2008), "Learning to build a supply network: an exploration of dynamic business models", *Journal of Management Studies*, Vol. 45 No. 4, pp. 774-799.

Murtaza, G., Abbas, M., Raja, U., Roques, O., Khalid, A. and Mushtaq, R. (2016), "Impact of Islamic work ethics on organizational citizenship behaviors and Knowledge-Sharing behaviors", *Journal of Business Ethics*, Vol. 125 No. 4, pp. 325-333.

Özsungur, F. (2019), "Ethical leadership, intrapreneurship, service innovation performance and work engagement in chambers of commerce and industry", *Journal of Human Behavior in the Social Environment,* Vol. 29 No. 8, pp. 1059-1081.

Özsungur, F. (2020), "The effects of ethical leadership on work engagement, intrapreneurship, and service innovation behavior: sample of chambers of commerce and industry", *International Journal of Public Leadership*, Vol. 16 No. 2, pp. 199-216.

Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y. and Podsakoff, N.P. (2003), "Common method biases in behavioral research: A critical review of the literature and recommended remedies", *Journal of Applied Psychology*, Vol. 88 No. 5, pp. 879-903.

Quah, J.S.T. (2020), "Corruption scandals in six Asian countries: a comparative analysis", *Public Administration and Policy: An Asia-Pacific Journal*, Vol. 23 No. 1, pp. 7-21.

Rechberg, I. and Syed, J. (2013), "Ethical issues in knowledge management: conflict of knowledge ownership", *Journal of Knowledge Management*, Vol. 17 No. 6, pp. 828-847.

Ren, S. and Chadee, D. (2017), "Ethical leadership, self-efficacy and job satisfaction in China: the moderating role of guanxi", *Personnel Review*, Vol. 46 No. 2, pp. 371-388.

Rustiarini, N.W., Yuesti, A. and Gama, A.W.S. (2021), "Public accounting profession and fraud detection responsibility", *Journal of Financial Crime*, Vol. 28 No. 2, pp. 613-627.

Rutten, W., Blaas-Franken, J. and Martin, H. (2016), "The impact of (low) trust on knowledge sharing", *Journal of Knowledge Management*, Vol. 20 No. 2, pp. 199-214.

Schaufeli, W. and Salanova, M. (2011), "Work engagement: on how to better catch a slippery concept", *European Journal of Work and Organizational Psychology*, Vol. 20 No. 1, pp. 39-46.

Sharma, A., Agrawal, R. and Khandelwal, U. (2019), "Developing ethical leadership for business organizations: a conceptual model of its antecedents and consequences", *Leadership & Organization Development Journal*, Vol. 40 No. 6, pp. 712-734.

Singh, A. (2022), "Work engagement, affective commitment, and career satisfaction: the mediating role of knowledge sharing in context of SIEs", *Benchmarking: An International Journal*, Vol. ahead-of-print No. ahead-of-print.

So, B.H., Kim, J.H. Ro. Y.J. and Song, J.H. (2021), "Developing a measurement scale for employee engagement: a validation study in a South Korea context", *European Journal of Training and Development*, Vol. ahead-of-print No. ahead-of-print. pp. 1-22.

Tripathi, D., Priyadarshi, P., Kumar, P. and Kumar, S. (2021), "Does servant leadership affect work role performance via knowledge sharing and psychological empowerment?", *VINE Journal of Information and Knowledge Management Systems*, Vol. 51 No. 5, pp. 792-812.

Tynan, R. (2005), "The effects of threat sensitivity and face giving on dyadic psychological safety and upward communication", *Journal of Applied Social Psychology*, Vol. 35 No. 2, pp. 223-247.

Xia, Z. and Yang, F. (2020), "Ethical Leadership and Knowledge Sharing: The Impacts of Prosocial Motivation and Two Facets of Conscientiousness", *Frontier in Psychology*, Vol. 11 (November), pp. 1-10.

Zaman, S. and Ansari, A.H. (2021), "Pathways to job engagement: evidences from the software industry", *VINE Journal of Information and Knowledge Management Systems,* pp. 1-19.
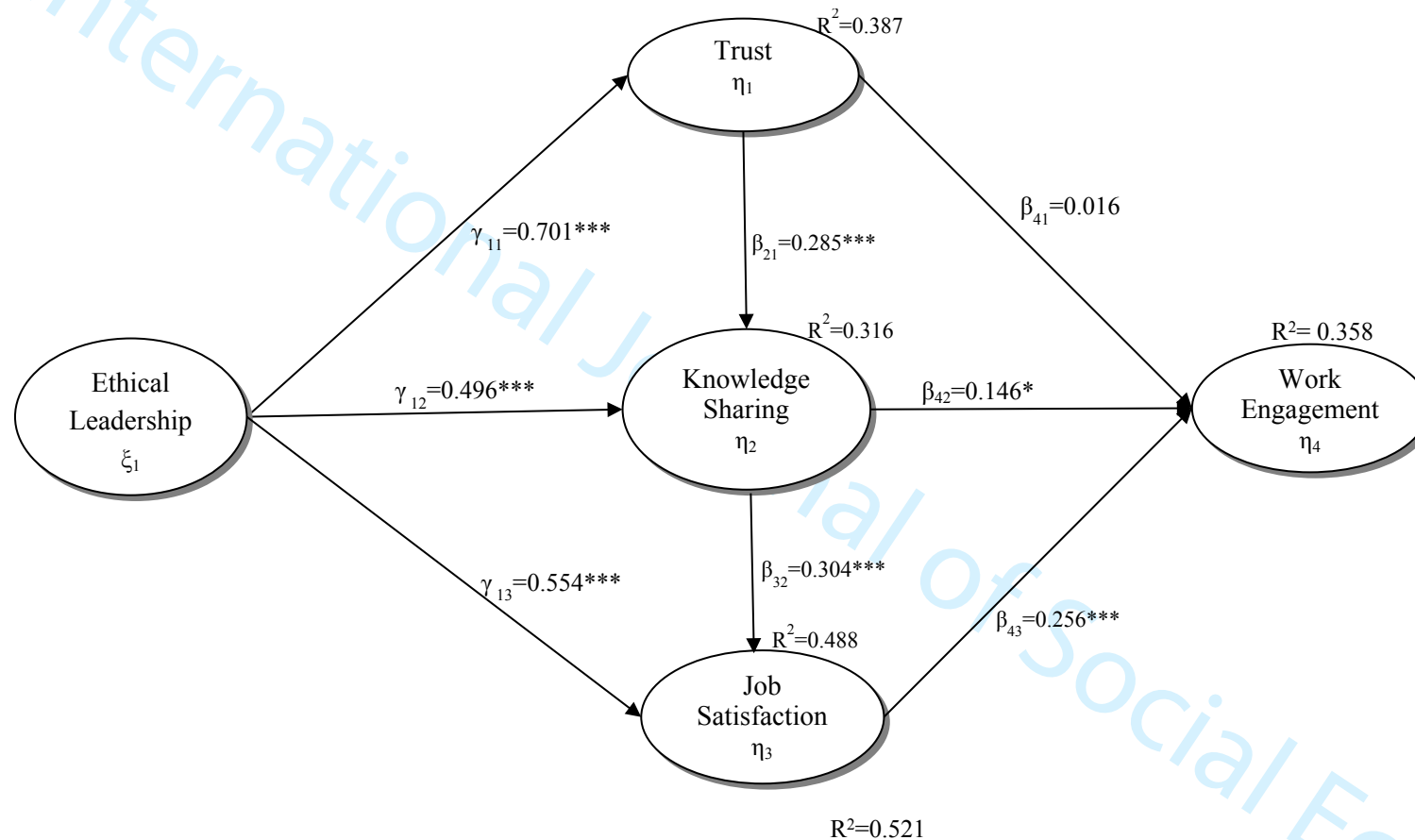
FIGURE 1 Structural model result

Note. χ^2/df = 3.399, GFI = 0.905, NFI = 0.900, CFI = 0.931, IFI = 0.931 and RMSEA = 0.056

Significant at *: $p<0.05$, **: $p<0.01$, ***: $p<0.001$

Table I. Respondent demographics

Demographic Items	Frequency	Percentage (%)
Gender		
Male	315	51.6
Female	295	48.4
Age		
Under 30 years old	118	19.3
31~45 years old	221	36.2
Over 45 years old	271	44.5
Education		
Bachelor and below	369	60.5
Master and PhD	241	39.5
Time period as employee		
Below 10 years	172	28.2
11~25 years	227	37.2
Over 25 years	211	34.6

Table II. Measurement results

Variables Item Scales	Factor Loadings	α	CR	AVE
Ethical Leadership (Koay and Lim, 2022**)**		0.933	0.935	0.590
EL1: Our leaders' conducts his/her personal life in an ethical manner.	0.683			
EL2: Our leaders' shown strong concern for ethical and moral value	0.707			
EL3: Our leaders communicate clear ethical standard for employees	0.746			
EL4: Our leaders shown ethical behavior in her/his decisions and actions	0.797			
EL5: Our leaders disciplines employees who violate ethical standards	0.748			
EL6: Our leaders make fair and balanced decisions	0.827			
EL7: Our leaders can be trusted	0.810			
EL8: Our leaders discuss business ethics or values with employees	0.835			
EL9: Our leaders are fair and objective when evaluate employee's performance	0.798			
EL10. Our leaders hold employees accountable for using ethical practice in our work	0.805			
Trust in leader (Håvold et al. 2019)		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			
Knowledge Sharing (Xia and Fang 2020)		0.920	0.923	0.572
KS1: If I got something new, I tell my colleagues about it.	0.751			
KS2: I share information I have with my colleagues.	0.753			
KS3: I think it is important that my colleagues know what I am doing.	0.715			
KS4: I regularly tell my colleagues what I am doing.	0.729			
KS5: When I need certain knowledge, I ask my colleagues about it.	0.798			
KS6: I like to be informed of what my colleagues know.	0.742			
KS7 I ask my colleagues about their abilities when I need to learn something.	0.808			
KS8 When a colleague is good at something, I ask them to teach	0.799			

me how to do it.

Job Satisfaction (Hendri 2019)		0.845	0.901	0.557
JS1: I have a sense of belonging to my organization.	0.704			
JS2: I have felt "emotionally attached" to this organization.	0.761			
JS3: My leader gives us a great deal in work place.	0.786			
JS4: Organization gives us fair salary.	0.750			
JS5: I am very happy in this organization	0.766			
JS6: My leader promote the employees fairly	0.721			
JS7: My leader giving enough supervision in workplace	0.779			
Work Engagement (Atapattu and Huybers, 2021)		0.924	0.935	0.617
WE1: We know what is expected out of me at work	0.798			
WE2: Our goals match with the vision and mission of the organization	0.843			
WE3: We find that the work we do has useful for my company.	0.815			
WE4: We feel empowered while working for our job as it gives us confidence about our abilities	0.746			
WE5 We believe that We are in-charge of the work we do in the organization we work for	0.851			
WE6 We understand how our works is contributing toward achievement of organizational goals	0.756			
WE7 We are aligned with the activities of the organization We work for	0.773			
WE8 We can group collaboration on work place	0.747			
WE9 We can maintain relationship on work place	0.729			

Fit statistics (N = 610)

χ^2/df = 3.575, Goodness-of-Fit Index (GFI) = 0.928, Nonnormed fit index (NFI) = 0.920, Comparative Fit Index (CFI) = 0.955, Incremental fit index (IFI) = 0.957, and Root Mean Square Error of Approximation (RMSEA) = 0.058

Table III. Mediation effects

IV	M	DV	IV->DV (c)	IV->M (a)	IV+M->DV		Bootstrapping 95% CI	
					IV (c')	M(b)	Percentile method	Bias-corrected
EL	TR	KS	0.414***	0.546***	0.544***	0.238***	[0.353, 0.476]	[0.495, 0.594]
	Standard Error		0.031	0.028	0.025	0.035		
EL	TR	WE	0.278***	0.546***	0.351***	0.134**	[0.184, 0.371]	[0.277, 0.425]
	Standard Error		0.047	0.028	0.038	0.054		
EL	KS	WE	0.261***	0.544***	0.351***	0.164**	[0.164, 0.359]	[0.277, 0.425]
	Standard Error		0.050	0.025	0.038	0.060		
EL	KS	JS	0.457***	0.544***	0.623***	0.307***	[0.393, 0.520]	[0.573, 0.674]
	Standard Error		0.032	0.025	0.026	0.039		
EL	JS	WE	0.230***	0.623***	0.351***	0.194**	[0.127, 0.332]	[0.277, 0.425]
	Standard Error		0.052	0.025	0.037	0.058		
TR	KS	WE	0.196**	0.531***	0.331***	0.254***	[0.093, 0.298]	[0.245, 0.417]
	Standard Error		0.052	0.031	0.043	0.055		
TR	KS	JS	0.738***	0.531***	0.860***	0.229***	[0.689, 0.787]	[0.817, 0.902]
	Standard Error		0.024	0.031	0.021	0.026		
KS	JS	WE	0.197***	0.667***	0.370***	0.260***	[0.083, 0.310]	[0.280, 0.461]
	Standard Error		0.058	0.033	0.046	0.053		

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Note: EL: Ethical leadership, TR: Trust, KS: Knowledge Sharing, JS: Job Satisfaction, WE: Work commitment
Significant at *: $p < 0.05$, **: $p < 0.01$, ***: $p < 0.001$

2. Bukti konfirmasi review dan hasil review pertama
(17 Agustus 2023)

International Journal of Social Economics - Decision on Manuscript ID IJSE-03-2023-0218

International Journal of Social Economics <onbehalfof@manuscriptcentral.com> Fri, Aug 18, 1:35 AM

to Junaidi

17-Aug-2023

Dear Mr. Junaidi:

Manuscript ID IJSE-03-2023-0218 entitled "THE ROLE OF ETHICAL LEADERSHIP ON EMPLOYEES' BEHAVIORS AND SOCIAL CAPITAL IN THE PUBLIC ORGANISATION" which you submitted to the International Journal of Social Economics, has been reviewed. The comments of the reviewer(s) are included at the bottom of this letter.

The reviewer(s) have recommended major revisions to the submitted manuscript, before it can be considered for publication. Therefore, I invite you to respond to the reviewer(s)' comments and revise your manuscript.

To revise your manuscript, log into https://mc.manuscriptcentral.com/ijsec and enter your Author Centre, where you will find your manuscript title listed under "Manuscripts with Decisions." Under "Actions," click on "Create a Revision." Your manuscript number has been appended to denote a revision.

You will be unable to make your revisions on the originally submitted version of the manuscript. Instead, revise your manuscript using a word processing program and save it on your computer. Please also highlight the changes to your manuscript within the document by using the track changes mode in MS Word or by using bold or coloured text.

Once the revised manuscript is prepared, you can upload it and submit it through your Author Centre. The deadline for uploading a revised manuscript is 17-Oct-2023 from receiving this email. If it is not possible for you to resubmit your revision within this timeframe, we may have to consider your paper as a new submission.

When submitting your revised manuscript, you will be able to respond to the comments made by the reviewer(s) in the space provided. You can use this space to document any changes you make to the original manuscript. In order to expedite the processing of the revised manuscript, please be as specific as possible in your response to the reviewer(s).

IMPORTANT: Your original files are available to you when you upload your revised manuscript. Please delete any redundant files before completing the submission.

Please note that Emerald requires you to clear permission to re-use any material not created by you. If there are permissions outstanding, please send these to Emerald as soon as possible. Emerald is unable to publish your paper with permissions outstanding.

Once again, thank you for submitting your manuscript to the International Journal of Social Economics and I look forward to receiving your revision.

Sincerely,

Prof. Terence Garrett

Associate Editor, International Journal of Social Economics

terence.garrett@alumni.ou.edu, terrygarrett50@gmail.com

Reviewer(s)' Comments to Author:

Reviewer: 1

Recommendation: Major Revision

Comments:
The main content of the paper is focused on the relationship between ethical leadership and various outcomes in the workplace, such as work engagement, knowledge sharing, job performance, and organizational commitment. I appreciate the time and effort that the authors put into this research. I offer my suggestions with the hope that the authors will find them useful.

1. A major concern pertains to the theoretical contribution of this study. It is interesting to know more about the relationship between ethical leadership and various outcomes in the workplace in the context of Indonesia. However, it is not a significant theoretical contribution because several studies have explored the link between variables stated in the hypotheses. In other words, the empirical results confirmed by hypotheses are not novel.

2. The author should offer a more convincing theoretical argument to support the proposed causal relationship. For example, according to previous studies, job satisfaction significantly affects trust and sharing behaviors. Yet, this causal direction is not mentioned in the study (page 14, Figure 1).

3. Many recent studies are missing from the literature review. I suggest more discussions could be made based on these studies so as to strengthen the development of the literature review.

4. The literature review needs to be more fully developed in order to reflect the new contributions of the study. A key point here is to clearly show what we know about the core relationship and the mediating effects surrounding it. I would suggest the authors develop a table to summarize relevant and key previous studies.

5. The study relied on self-reported data obtained through an adapted questionnaire. This method is subject to potential response biases, such as social desirability bias or recall bias. Respondents may provide answers that they perceive as more favorable or may not accurately recall their experiences.

6. The study only focused on employees of public organizations in Indonesia. Therefore, the findings from this study cannot be generalized to other regions or perspectives.

7. The methodology section is too short. Based on the information provided in the research paper, it does not explicitly mention the details of the methodology of the study (page 6).

8. There needs to be a more robust justification with more details about the data structure. For example, the largest number of respondents are over 45 years old (44.5%). The lack of diversity in terms of age may limit the generalizability of the findings to a broader population.

9. The author did not explain in detail the implementation process of sampling, nor did he explain why it was the most suitable for this study.

10. The data collection period for the survey was from November 1 to December 31, 2021. This relatively short timeframe may not capture potential variations in job satisfaction over a more extended period.

11. Another weakness is the lack of a sufficient literature review to build and explain the theoretical implications section (page 8). The theoretical implication section needs to be developed more to position the study in the relevant studies—e.g., what is the theoretical gap, and how does this study contribute to our understanding and other studies?

12. There are numerous tense issues, typographical errors, and grammatical faults in this article. Expert editing would be beneficial in detecting and correcting grammatical and typographical problems, as well as inconsistencies in referencing and in-text citations in the manuscript.

Additional Questions:

1. Originality: Does the paper contain new and significant information adequate to justify publication? See my comments to the author/s

2. Relationship to Literature: Does the paper demonstrate an adequate understanding and critical review/synthesis of the relevant literature in the field? Does the paper cite an appropriate range of literature sources and is any significant work ignored? Are the research aims clearly stated and well supported by relevant literature? See my comments to the author/s

3. Methodology: Is the research methodology appropriate and robust for meeting the research aims? Are the research constructs well defined and operationalized? Is the method of sample design adequately explained and justified? Is the sample adequate and appropriate for meeting the research aims? Are the methods of data analysis robust as well as explained clearly and adequately? Are the issues of research validity and reliability discussed and debated? Are the research limitations identified and discussed? See my comments to the author/s

4. Results: Are the findings analyzed and interpreted appropriately? Is the analysis of the findings well-structured and presented? Do the conclusions flow from data analyses and do they adequately tie together the other elements of the paper, i.e. research aims? Are the results reliable, valid and generalizable? See my comments to the author/s

5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper? See my comments to the author/s

6. Quality of Communication: Is the manuscript well written, presented and reasonably concise? Has attention been paid to the clarity of expression and readability, such as good sentences and structure of sections, good flow of arguments, and free of jargon use, acronyms, etc? Does the style of communication fit the journal's readership? See my comments to the author/s

Additional Questions:

Originality: Does the paper contain new and significant information adequate to justify publication? See my comments to the author/s.

Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored? See my comments to the author/s.

Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate? See my comments to the author/s.

Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper? See my comments to the author/s.

Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper? See my comments to the author/s.

Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: See my comments to the author/s.

Reproducible Research: If appropriate, is sufficient information, potentially including data and software, provided to reproduce the results and are the corresponding datasets formally cited?

Reviewer: 2

Recommendation: Minor Revision

Comments:
The research is important in an understudied context of public organizations' culture in Indonesia. It contributes to the existing body of research. The paper adequately covers the literature related to human resource development. The author has also provided a critical review of existing studies and developed hypotheses to fill in the research gap on the impact of ethical leadership, work engagement, and job performance. The methods employed are appropriate through a survey study, and structural equation modeling was used to test the research hypotheses. However, there are limitations in this study with regard to the sample and the cross-sectional data so the results could not be generalized. The findings were presented and analyzed clearly. The author needs to revise the implications conclusion section. There are limited and hardly any policy implications in this paper, the paper can provide a clear set of policies corresponding to the findings of the study, including practical, and societal relevance.

Additional Questions:

Originality: Does the paper contain new and significant information adequate to justify publication? The paper explores an interesting topic in an understudied context of public organization employees in Indonesia.

Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored? The paper adequately covers the literature related to human resource development. The author has also provided a critical review of existing studies and developed hypotheses to fill in the research gap on the impact of ethical leadership, work engagement, and job performance.

Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate? The methods employed are appropriate through a survey study, and structural equation modeling was used to test the research hypotheses. However, there are limitations in this study with regard to the sample and the cross-sectional data so the results could not be generalized.

Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper? The findings were presented and analyzed clearly.

Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper? The author needs to revise the implications conclusion section. There are limited and hardly any policy implications in this paper, the paper can provide a clear set of policies corresponding to the findings of the study, including practical, and societal relevance.

Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: The research is important and the quality of writing is well presented with a clear flow of conversation.

Reproducible Research: If appropriate, is sufficient information, potentially including data and software, provided to reproduce the results and are the corresponding datasets formally cited?

This journal is participating in Publons Transparent Peer Review. By reviewing for this journal, you agree that your finished report, along with the author's responses and the Editor's decision letter, will be linked to from the published article to where they appear on Publons, if the paper is accepted. If you have any concerns about participating in the Transparent Peer Review pilot, please reach out to the journal's Editorial office. Please indicate below, whether you would like your name to appear with your report on Publons by indicating yes or no. All peer review content displayed here will be covered by a Creative Commons CC BY 4.0 license.: Yes, I would like my name to appear with my report on Publons

3. Bukti konfirmasi submit revisi pertama, respon kepada reviewer serta artikel yang di submit
(21 Agustus 2023)

International Journal of Social Economics - IJSE-03-2023-0218.R1

International Journal of Social Economics <onbehalfof@manuscriptcentral.com> Mon, Aug 21, 11:00 AM

to Junaidi

21-Aug-2023

Dear Mr. Junaidi:

Your manuscript entitled "THE ROLE OF ETHICAL LEADESHIP TO EMPLOYEES WORK ENGAGEMENT: A SOCIAL LEARNING THEORY PERSPECTIVE" has been successfully submitted online and is presently being given full consideration for publication in the International Journal of Social Economics.

Your manuscript ID is IJSE-03-2023-0218.R1.

Please mention the above manuscript ID in all future correspondence or when calling the office for questions. If there are any changes in your street address or e-mail address, please log in to ScholarOne Manuscripts at https://mc.manuscriptcentral.com/ijsec and edit your user information as appropriate.

You can also view the status of your manuscript at any time by checking your Author Centre after logging in to https://mc.manuscriptcentral.com/ijsec.

Please note that Emerald requires you to clear permission to re-use any material not created by you. If there are permissions outstanding, please upload these when you submit your revision or send directly to Emerald if your paper is accepted immediately. Emerald is unable to publish your paper with permissions outstanding.

Thank you for submitting your manuscript to the International Journal of Social Economics.

Sincerely,
International Journal of Social Economics Editorial Office

THE ROLE OF ETHICAL LEADESHIP TO EMPLOYEES WORK ENGAGEMENT: A SOCIAL LEARNING THEORY PERSPECTIVE

SCHOLARONE™
Manuscripts

REVIEWERS' RESPONSE NOTES

Reviewer1' remarks	Authors response
The main content of the paper is focused on the relationship between ethical leadership and various outcomes in the workplace, such as work engagement, knowledge sharing, job performance, and organizational commitment. I appreciate the time and effort that the authors put into this research. I offer my suggestions with the hope that the authors will find them useful.	We would like to thank the Editor and Reviewers for their detailed and helpful feedback regarding our manuscript, and for providing us with the opportunity to revise our manuscript. We have revised the manuscript as suggested.
1. A major concern pertains to the theoretical contribution of this study. It is interesting to know more about the relationship between ethical leadership and various outcomes in the workplace in the context of Indonesia. However, it is not a significant theoretical contribution because several studies have explored the link between variables stated in the hypotheses. In other words, the empirical results confirmed by hypotheses are not novel.	Thank you so much for your positive comment. We have amended the introduction part to provide information that our research is worthy. Especially, to give insight how public organization which have faced to numerous financial scandals in some developing countries such as Indonesia. We hope the result of study has contribution to government to develop policy and rule with regard to ethical conduct. We also added some sentences in theoretical and practical contributions part.
2. The author should offer a more convincing theoretical argument to support the proposed causal relationship. For example, according to previous studies, job satisfaction significantly affects trust and sharing behaviors. Yet, this causal direction is not mentioned in the study (page 14, Figure 1).	We add one part "*2.1 Social learning theory and ethical leadership*" to support research framework.
3. Many recent studies are missing from the literature review. I suggest more discussions could be made based on these studies so as to strengthen the development of the literature review.	Thank you so much for positive comment and valuable suggestion. We have revised most of the literature part as suggested.
4. The literature review needs to be more fully developed in order to reflect the new contributions of the study. A key point here is to clearly show what we know about the core relationship and the mediating effects surrounding it. I would suggest the authors develop a table to summarize relevant and key previous studies.	Thank you so much for positive comment and valuable suggestion. We have added table 1 as suggested.
5. The study relied on self-reported data obtained through an adapted questionnaire. This method is subject to potential response biases, such as social desirability bias or recall bias.	Thank you so much for the reviewer's positive comment. We agree with reviewers' comments. This study asked respondents to complete the questionnaire with anonymity, and it randomly

Respondents may provide answers that they perceive as more favorable or may not accurately recall their experiences.	arranged measurement items and hid the label of constructs to reduce respondents' concerns when completing the questionnaire (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). As for post-detection, this study applied the Harman's single-factor test proposed by Eichhorn (2014) and the common latent factor (CLF) to conduct post-detection is the inherent weakness of the Harman's single-factor test to detect the CMV. The explained variance of the first factor is 20.87%. Besides, the factor loading of CLF was 0.65 that indicated a 42.65% variance of CMV. The EFA result shows no significant problem of CMV in the data.
	As for post-detection, this study applied the Harman's single-factor test proposed by Eichhorn (2014) and the common latent factor (CLF) to conduct post-detection is the inherent weakness of the Harman's single-factor test to detect the CMV. The explained variance of the first factor is 20.87%. Besides, the factor loading of CLF was 0.65 that indicated a 42.65% variance of CMV. The EFA result shows no significant problem of CMV in the data. Because of the limited space (words) in the IJSE journal (our manuscript was twice sent back by the editor due to the word limit), we cannot show all of the processes. (Please accept our appologise).
6. The study only focused on employees of public organizations in Indonesia. Therefore, the findings from this study cannot be generalized to other regions or perspectives.	We have added one sentence in the limitation part "Second, the participants were Indonesian government employees, so they cannot be considered representative of Indonesian worker as a whole".
7. The methodology section is too short. Based on the information provided in the research paper, it does not explicitly mention the details of the methodology of the study (page 6).	Thank you so much for the reviewer's positive comment. We agree with reviewers' comments. However, to reduce bias during the study, we applied common method variance (CMV) as post-detection data analysis, and the data collection refers to Podsakoff et al. (2003), including a pre-test and pilot test before the formal test.
	We adopted the high reliability and validity of the scales for all multi-items of the constructs from prior studies. We used the technique of back-translation and invited a professional translator to translate the English questionnaire into Indonesian language to make sure the meaning of the measurement items remained the same for each

	construct. We then tried a pretest and these wording were revised during the face-to-face interaction to ensure they were fully embedded within the Indonesian context. Subsequently, we conducted a pilot test of the measurement items and constructs to examine the reliability analysis, convergent validity, and discriminant validity with the suggested criteria before conducting the formal survey. However, because of the limited space (words) in the IJSE journal (our manuscript was twice sent back by the editor due to the word limit), we cannot show all of the processes in the manuscript. (Please accept our appologise)
8. There needs to be a more robust justification with more details about the data structure. For example, the largest number of respondents are over 45 years old (44.5%). The lack of diversity in terms of age may limit the generalizability of the findings to a broader population.	Table 1 provides information on the details of the socio-demographic profile of the participants. The total number of male respondents was greater than the total number of female respondents, with 51.6% men and 48.4% women. The most significant number of participants were over 45 years old (44.5%). It's slightly higher than employees who are 31–45 years old (36.2). As per Indonesia's law, the employees' government retirement limit is 58 years old, and most employees' range work time is from 30 years old. Hence, we decide that the demography of participants starts at 30 years old.
9. The author did not explain in detail the implementation process of sampling, nor did he explain why it was the most suitable for this study.	Thank you so much for the reviewer's positive comment. The introduction part and Table 1 have provided justification to investigate the research framework among local government employees (public organisations), and *the questionnaire* design part also has a revised data collection process.
10. The data collection period for the survey was from November 1 to December 31, 2021. This relatively short timeframe may not capture potential variations in job satisfaction over a more extended period.	Thank you so much for the reviewer's positive comment. Data collection process around two months is common and more effective. Because of the psychology and employees' daily activities.
11. Another weakness is the lack of a sufficient literature review to build and explain the theoretical implications section (page 8). The theoretical implication section needs to be developed more to position the study in the relevant studies—e.g., what is the theoretical gap, and how does this study contribute to our understanding and other studies?	Thank you so much for the reviewer's positive comment. Key findings, conclusions, theoretical and practical contributions has revised as suggested and to enhance the manuscript quality.

12. There are numerous tense issues, typographical errors, and grammatical faults in this article. Expert editing would be beneficial in detecting and correcting grammatical and typographical problems, as well as inconsistencies in referencing and in-text citations in the manuscript.	Thank you so much for the reviewer's positive comment. We have double checked the manuscript to make sense language, grammar and tenses issue.
Additional Questions:	
1. Originality: Does the paper contain new and significant information adequate to justify publication? See my comments to the author/s	Thank you so much for your positive comment.
2. Relationship to Literature: Does the paper demonstrate an adequate understanding and critical review/synthesis of the relevant literature in the field? Does the paper cite an appropriate range of literature sources and is any significant work ignored? Are the research aims clearly stated and well supported by relevant literature? See my comments to the author/s	Thank you so much for your positive comment. The gap added in introduction part.
3. Methodology: Is the research methodology appropriate and robust for meeting the research aims? Are the research constructs well defined and operationalized? Is the method of sample design adequately explained and justified? Is the sample adequate and appropriate for meeting the research aims? Are the methods of data analysis robust as well as explained clearly and adequately? Are the issues of research validity and reliability discussed and debated? Are the research limitations identified and discussed? See my comments to the author/s	Thank you so much for your positive comment. The methodology part has revised as suggested.
4. Results: Are the findings analyzed and interpreted appropriately? Is the analysis of the findings well-structured and presented? Do the conclusions flow from data analyses and do they adequately tie together the other elements of the paper, i.e. research aims? Are the results reliable, valid and generalizable? See my comments to the author/s	Thank you so much for your positive comment. The result part has revised as suggested.
5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public	Thank you so much for reviewer positive comment. The theoretical and practical implication have revised as suggested

attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper? See my comments to the author/s	
6. Quality of Communication: Is the manuscript well written, presented and reasonably concise? Has attention been paid to the clarity of expression and readability, such as good sentences and structure of sections, good flow of arguments, and free of jargon use, acronyms, etc? Does the style of communication fit the journal's readership? See my comments to the author/s	Thank you so much for reviewer positive comment. We have double checked the manuscript to confirm consistency of language.
Reviewer2' remarks	**Authors response**
The research is important in an understudied context of public organizations' culture in Indonesia. It contributes to the existing body of research. The paper adequately covers the literature related to human resource development. The author has also provided a critical review of existing studies and developed hypotheses to fill in the research gap on the impact of ethical leadership, work engagement, and job performance. The methods employed are appropriate through a survey study, and structural equation modeling was used to test the research hypotheses. However, there are limitations in this study with regard to the sample and the cross-sectional data so the results could not be generalized. The findings were presented and analyzed clearly. The author needs to revise the implications conclusion section. There are limited and hardly any policy implications in this paper, the paper can provide a clear set of policies corresponding to the findings of the study, including practical, and societal relevance. **Additional Questions:**	We would like to thank the Editor and Reviewers for their detailed and helpful feedback regarding our manuscript, and for providing us with the opportunity to revise our manuscript. We have revised the manuscript as suggested.
1. Originality: Does the paper contain new and significant information adequate to justify publication? The paper explores an interesting topic in an understudied context of public organization employees in Indonesia	Thank you so much for reviewer positive comment. However, we revise introduction part and added social learning theory description to support research justification and contribution.
2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored? The paper adequately covers the literature related to human resource development. The author has also provided a critical review of existing studies and developed hypotheses to fill in the research gap on the	Thank you so much for reviewer positive comment. However, we revise literature part and added some references to enhance the quality of manuscript.

	impact of ethical leadership, work engagement, and job performance.	
3.	Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate? The methods employed are appropriate through a survey study, and structural equation modeling was used to test the research hypotheses. However, there are limitations in this study with regard to the sample and the cross-sectional data so the results could not be generalized.	Thank you so much for the reviewer's positive comment. We agree with reviewers' comments. Thank you so much for the reviewer's positive comment. We agree with reviewers' comments. This study asked respondents to complete the questionnaire with anonymity, and it randomly arranged measurement items and hid the label of constructs to reduce respondents' concerns when completing the questionnaire (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). As for post-detection, this study applied the Harman's single-factor test proposed by Eichhorn (2014) and the common latent factor (CLF) to conduct post-detection is the inherent weakness of the Harman's single-factor test to detect the CMV. The explained variance of the first factor is 20.87%. Besides, the factor loading of CLF was 0.65 that indicated a 42.65% variance of CMV. The EFA result shows no significant problem of CMV in the data. As for post-detection, this study applied the Harman's single-factor test proposed by Eichhorn (2014) and the common latent factor (CLF) to conduct post-detection is the inherent weakness of the Harman's single-factor test to detect the CMV. The explained variance of the first factor is 20.87%. Besides, the factor loading of CLF was 0.65 that indicated a 42.65% variance of CMV. The EFA result shows no significant problem of CMV in the data. Because of the limited space (words) in the IJSE journal (our manuscript was twice sent back by the editor due to the word limit), we cannot show all of the processes. (Please accept our appologise).
4.	Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper? The findings were presented and analyzed clearly.	Thank you so much for reviewer positive comment.
5.	Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society	Thank you so much for reviewer positive comment and valuable suggestion. We have revised the discussion, implication, contribution and conclusion part to enhance the quality of manuscript.

(influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper? The author needs to revise the implications conclusion section. There are limited and hardly any policy implications in this paper, the paper can provide a clear set of policies corresponding to the findings of the study, including practical, and societal relevance.	
6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: The research is important and the quality of writing is well presented with a clear flow of conversation.	Thank you so much for reviewer positive comment. We have double checked the manuscript to confirm consistency of language.

THE ROLE OF ETHICAL LEADESHIP TO EMPLOYEES WORK ENGAGEMENT: A SOCIAL LEARNING THEORY PERSPECTIVE

Abstract

Purpose - This study examines the role of ethical leadership in building employee trust, knowledge sharing, job satisfaction, and then influencing employee engagement in the workplace.

Design/methodology/approach -   The sample included 610 employees of public institutions in Indonesia, obta

Findings - Ethical leadership actively contributes to the growth of employee trust, exchange knowledge frequent, and job satisfaction, and then become key points to enhance employees engagement.

Research limitations/implications – Future research is required to validate across regions and organisations to in light of the findings of the topic study.

Practical implications - Organisational leaders and employees obtain a better understanding of ethics and organization management field, hence employees and leaders must encourage ethical values as conduct in the workplace.

Originality/value - This study demonstrated the extent of the Khan concept for a combination of employee engagement, ethical leadership, and knowledge sharing. It also incorporates employee job satisfaction and the organisational engagement among employees.

Keywords: Ethical leadership, trust, knowledge sharing, employees' job satisfaction, work engagement.
Paper type: Research Paper

1. Introduction

In the modern era, Enron was followed by other ethics scandals in business, government, sports, social organisations, and religious organisations. It raised questions about the ethical leadership of the organisation (Mohd Ghazali, 2021). A leader has a crucial role in being the driving force of ethical behaviour for employees and organisations (Ramlawati et al., 2023; Yazdanshenas and Mirzaei, 2022). Therefore, the government and professional organisations should develop clear ethical standards and laws in business and professional organisations for leaders and employees. It embedded stakeholder trust because ethical leadership is a source of wellspring to bring organisation sustainability, competitive advantage, and most importantly, to regain people's trust. Leadership refers to the process of influencing others to understand and agree, and it also facilitates action to achieve personal and organisational goals (Yukl, 2006). When leaders work based on ethical standards, employees feel safe and have more trust in the workplace, which facilitates reciprocity (Rutten et al., 2016), knowledge sharing (Curado and Viera, 2019; Engelbrecht et al., 2017; Majeed and Samreen, 2021), job satisfaction (Özsungur, 2020), and work engagement (Özsungur, 2019). Indonesians have a particular problem with white-collar crime in government positions such as ministers, governors, and auditors through financial report misstatement. In the local government context, the number of leaders suspected of abusing their power to manipulate their financial reports and corruption indicators has become a critical issue (Rustiarini et al., 2021).

A high level of ethical leadership in the workplace is essential to ensure employees act in accordance with the organisation's goals and ethical codes.

The presence of ethical leadership has become a filter within government and also a factor in achieving organisational goals as well as employee trust and work engagement (Koay and Lim, 2022; Rechberg and Syed, 2013). However, in developing countries such as Indonesia, progress in fighting corruption has been slow (Quah, 2020; Rustiarini et al., 2021). As of 2022, Indonesia's Corruption Perception Index (CPI) score is 34/100 and ranks 110/180 in the world. This score has increased by 2 points since 2012, compared to over thirty-two points in the previous decade (Transparency International, 2023). It's in line with African countries such as Gambia, Malawi, and Sierra Leone, as well as Nepal in South Asia. In addition, Colombia, Argentina, Brazil, Ethiopia, and Equatorial Guinea do much better, despite facing political instability and low social capital. Overall, ethical leadership can be seen as an innovative approach to enhancing employee engagement in the workplace by preventing unethical behaviour (Ramlawati et al., 2023).

In view of the numerous ethical scandals in numerous private, public, religious, and social organisations, there is a lack of ethical leadership. It makes the trustworthiness of the people in the government plummet. From a normative or philosophical standpoint, several academics have written about ethics and leadership and made recommendations for what leaders should do. However, a more developed and integrated social science perspective on ethics and leadership is still lacking (Bavik et al., 2018; Jia et al., 2022; Ramlawati et al., 2023). Basic queries, such as what constitutes ethical leadership, have been raised in response to ethical scandals. How do trust among employees, information exchange, and job satisfaction differ under ethical leadership? how the relationship between ethical leadership and employee engagement. Therefore, this study conducted a comprehensive ethical leadership framework and linked it to employees' social capital dimensions in order to clarify the current situation and provide insights for future research from the perspective of public organisations.

Previous research also focused on the social or organisational level based on the impact of organisational characteristics on the effectiveness of ethical leadership (Al Halbusi et al., 2021; Bavik et al., 2018; Engelbrecht et al., 2017). Therefore, this study examines the fundamental aspect of social learning theory (SLT) (Bandura, 1977), which assumes that employees' personal behaviour is formed by observing the behaviour of the leader and other people. According to the SLT, employee and organisation management is closely related to the personality and ability of the leader to empower other employees and share information and knowledge. In addition, learning from ethical leaders can increase employee job satisfaction and work engagement. Therefore, the main objective of this study was to investigate the influence of leadership ethics on employee work commitment, trust and exchange of knowledge, and job satisfaction. In their research, Singh (2022) and Xia and Fang (2020) recommended that future studies validate the effect of ethical leadership on employees' trust and knowledge sharing, which could possibly also influence employees' job satisfaction and work engagement in a public organisation context.

2. Literature review and research hypotheses development

2.1 Social learning theory and ethical leadership

Social learning theory suggests that ethical leaders influence the moral behaviour of society and individuals (Brown et al., 2005). The way members of an organisation behave develops through personal experience and observation of other leaders behaviour. If the aim is to promote ethical behaviour in organisations, the process becomes essential as role modelling influences the workforce to pick up on the expectations, organisational benefits, and consequences of

organisation members behaviour. Organisational leaders communicate the potential relevance of normatively appropriate behaviour to employees through moral leaders who explain the acquisition and regulation of observational learning (Bandura, 1977). It requires organisational leaders and employees to act as admirable and reliable role models. Ethical leadership has an effect on followers because it provides direction that followers cognitively assimilate to generate critical self-reactions and direct further actions (Ren and Chadee, 2017). This is because leaders now set the tone for the behaviour of their followers. Ethical leaders foster a sense of belonging as team members by discussing the popular issues of the organisation and their opinions and by participating in the decision-making process. Actively discussing, exchanging ideas, and sharing knowledge may influence job satisfaction (Håvold et al., 2021). The main value of trust and the moral component of social learning theory adequately conceptualises the influence of ethical leadership; it has become the result of employee behaviour, job satisfaction, and work engagement (Özsungur, 2020; Ren and Chadee, 2017; Yazdanshenas and Mirzaei, 2022).

Insert Table 1 Here

2.2 Ethical leadership, trust, knowledge sharing and job satisfaction

Ethical leadership refers to certain activities of employees in the workplace as well as their interpersonal interactions with organisational leaders and their colleagues. It is related to personal qualities such as sincerity, reliability, altruistic motivation, moral obligation, and employee competence (Rechberg and Syed, 2013). Ethical scandals in organisations have a strong correlation to ethical leadership because the organisation's code of conduct plays a central role in driving and guiding employee behaviour (Poma et al., 2023). For example, ethical leadership has a positive and significant impact on employees' trust in their leader and the sustainability of the organisation (Engelbrecht et al., 2017; Kmieciak, 2021). In some organisational contexts, ethical leadership also has positive effects on employees' attitudes and behaviours (Al Halbusi et al., 2021), knowledge sharing (Amber et al., 2022; Bavik et al., 2018), and job satisfaction (Ren and Chadee, 2017). The organsiation management is based on trustworthiness and willingness to engage in respectful dialogue and interaction among employees. Ethical leadership emerges through two-way communication and trustworthiness to reduce fundamental barriers and pursue knowledge sharing and trust among members of the organisation, which subsequently influences employee job satisfaction (Amber et al., 2022; Håvold et al., 2021; Koay and Lim, 2022; Mason and Leek, 2008).

H1   Ethical leadership has a positive impact on employee trust.
H2   Ethical leadership has a positive impact on employee knowledge sharing.
H3   Ethical leadership has a positive impact on employee job satisfaction.

2.3   Employees trust, knowledge sharing and work engagement

When working in a team atmosphere, trust is crucial to promoting knowledge sharing among employees in an organisational setting (Edmondson, 1999). It has become a strategic resource and value to address the goals and sustainability of the organisation (Goswami and Agrawal, 2022). Recently, knowledge management has gained momentum among researchers due to the unethical behaviour of organisational leaders and rapid changes in the working environment. Building trust requires effective leadership, especially authentic and open leadership approaches (George, 2003). Trust among colleagues helps employees to develop significantly in terms of information and

technology and shifts knowledge sharing activities from traditional methods to online platforms based on reciprocity (Curado and Vieira, 2019; Kmieciak, 2021; Håvold et al., 2021). Trust and knowledge sharing in team settings also play an important role in enhancing employee relationships (Kahn, 1990). It suggests employees' work engagement, which may be followed by employees' trust levels and knowledge sharing behaviour (Pradhan et al., 2019; Singh, 2022). It proves that leadership ethical principles and factors such as trust play an important role in employee engagement in the workplace. In addition, knowledge sharing can be effectively addressed through trust (Sumiyana et al., 2022; Tynan, 2005; Xia and Yang, 2020). Clearly, there is a deeper relationship between ethical leadership, trust, knowledge sharing, and employee engagement in the workplace.

H4 Trust has a positive effect on employee knowledge sharing.
H5 Trust has a positive effect on employee work engagement
H6 Trust has a positive effect and mediates the relationship between ethical leadership and work engagement.

2.4 Knowledge sharing, job satisfaction and work engagement

In addition to trust, employee job satisfaction plays an important role in organisational success (Håvold et al., 2021; Ren and Chadee, 2017). Knowledge sharing also has a positive effect on employees' work engagement (Schaufeli and Salanova, 2011). The growing number of companies operating globally also develops prospects for sharing information and knowledge, which directly affects work outcomes (Junaidi et al., 2020). Employee knowledge sharing has a positive effect on effective work engagement and makes employees work creatively and innovatively (Joplin et al., 2021; Özsungur, 2019; Rutten et al., 2016). The effect of employee knowledge sharing on job satisfaction and work engagement is not always the same because of geographical, cultural, and educational disparities. It also enables employees to share their work-related knowledge and increases their efforts towards innovative and collaborative work (Sumiyana et al., 2022). Some academics are attempting to confirm the link between involvement and knowledge exchange. For example, Xia and Yang (2020) found that knowledge sharing has a positive effect on employee engagement and motivation. It also has a crucial role for organisational leaders and employees in sharing knowledge within and across organisations (Joplin et al., 2021). Atapattu and Huybers (2021) and Håvold et al. (2021) argue that employees' job satisfaction and work engagement are positively influenced by knowledge sharing (KS) activities. This finding is supported by Singh (2022) who showed that knowledge sharing has a critical effect on employee work engagement. Accordingly, the following hypotheses have been proposed.

H7 Knowledge sharing has a positive effect on employee job satisfaction.
H8 Knowledge sharing has a positive effect on employee work engagement.
H9 Knowledge sharing has a positive effect on mediating the relationship between ethical leadership and employees work engagement.

2.5 Job satisfaction and employees' work engagement

Schaufeli and Salanova (2011) define work engagement as positive fulfilment and work towards positive characterization and commitment. Employees are invested in their jobs and the organisation they work for. In this situation, employees are more motivated to generate more work resources and carry out rote jobs that take longer and require more time and skill. Organisational leaders who are ethical, have a sense of belonging, and are engaged with their work have a positive impact on motivating employees to improve their performance and come up with innovative ideas (Joplin et al., 2021). Preliminary studies conclude that work engagement is strongly correlated with employees' job satisfaction and organisational commitment (Atapattu and Huybers, 2021; Huang, 2009).

Furthermore, employees' job satisfaction also has a crucial impact on the work environment (Håvold et al., 2021). This shows the significance of building a positive workplace culture to increase trust, motivation, and engagement. In addition, a high level of employee engagement implies a high level of energy and organisational performance resulting from the ethical leadership of the organisation (Gallego-Alvarez et al., 2020). An increasing number of global issues are also developing insights into knowledge sharing and social capital as one of the units. It makes employees work more creatively (Joplin et al., 2021; Ren and Chadee, 2017). It also allows employees to share their skills to enhance their efforts in innovative work and to share valuable information, knowledge, ideas, and expertise. Accordingly, the following hypotheses:

H10 Job satisfaction has a positive effect on employee work engagement.
H11 Job satisfaction has a positive role in mediating the relationship between ethical leadership and employees work engagement.

4. Methodology

4.1 Questionnaire design

The ethical leadership scales have h ten items (Brown et al., 2005). Trust was adopted from Lee and Choi (2003), which refers to the trust employees feel in their leaders, integrity, trust, and a sense of loyalty to their leaders. Knowledge sharing is taken from Davenport and Prusak (1998) and Huang (2009). Employees' job satisfaction is taken from Håvold et al. (2021), and work engagement consists of seven items and is taken from Albrecht et al. (2015). Indonesian public institution employees were invited to participate in this survey from November to December 2021. This study also applied a pre-test and pilot test to validate all measurement items and avoid bias issues (Hair Jr et al., 2019; Podsakoff et al., 2003). The participants were 680 local government employees working in accounting and finance departments. However, 610 samples were legitimate, which indicates that 93.43% of the data were responded to. The respondents received the questionnaires via Google Forms anonymously and at random after being formally invited to their offices. This protects against bias issues and guarantees the survey's objectivity.

In this study, respondents were asked to complete the questionnaire anonymously, and the measurement items were randomly arranged and the construct labels hidden to reduce respondents' concerns when completing the questionnaire (Podsakoff et al., 2003). As for post-detection, this study applied Harman's single-factor test proposed by Eichhorn (2014), and the common latent factor (CLF) to conduct post-detection is the inherent weakness of Harman's single-factor test to detect the CMV. As for post-detection, this study applied the Harman's single-factor test proposed by Eichhorn (2014) and the common latent factor (CLF) to conduct post-detection because of the the inherent weakness of the Harman's single-factor test to detect the CMV. In addition, the proposed model and study assumptions were tested using structural equation modelling (SEM). The two-step method suggested by Hair Jr. et al. (2019), specifically CFA, was employed in this study to evaluate the validity and reliability of the study

constructs.

Insert Table 2 Here

5. Results

5.1 Measurement and structural model

In Table 3, shown the model fit of the data to the proposed model was adequate in the confirmatory factor analysis (CFA) model (Anderson and Gebing, 1988; Hair Jr. et al., 2019). Moreover, eleven research hypotheses were confirmed (Figure 1). This study confirmed the favourable and significant effects of ethical leadership on trust, knowledge exchange, and job satisfaction ($\gamma11 =$ 0.701, p<0.001; $\gamma21 = 0.496$, p<0.001; $\gamma31 = 0.554$, p<0.001), supporting H1, H2 and H3. Additionally, trust has a positive effect on knowledge sharing and less of an impact on work engagement among employees ($\beta21 = 0.285$, p<0.001; $\beta41 = 0.016$, p>0.05), thus supporting H4 and not supporting H5 in this study. Furthermore, knowledge sharing has a positive impact on job satisfaction and work engagement ($\beta32 = 0.304$, p<0.001 and $\beta42 = 0.146$, p<0.05), supporting H7 and H8. Moreover, this study also shows that job satisfaction has a significant and positive impact on work engagement ($\beta43 = 0.256$, p<0.001), thus supporting support for H10. It can be seen in Table 4 the mediator variables in mediate the relationship between ethical leadership and work engagement.

Insert table 3 here
Insert Figure 1 here
Insert table 4 here

6. Discussion

6.1 Key findings

Overall, it can be said that a leader who applies ethical concerns in their activities as well as ethical and moral values in the workplace has a crucial role in influencing employee behaviour as an ethical principle. Clear ethical standards for employees have a strong correlation to developing a positive work environment for employees through the ability and credibility of leaders. Ethical leadership also has a positive role in influencing employees' sense of belonging to the organisation. It means that a leader enhances employees' perception and contribution to develop organisational performance and work effectively. This result confirms previous studies that found that ethical leadership has a positive effect on employee trust (Al Halbusi et al., 2021; Engelbrecht et al., 2017; Håvold et al., 2021; Rutten et al., 2016). This indicates how the relationship between interactional fairness and employee innovation is significantly influenced by ethical leadership. Additionally, innovative employee behaviour in the management process might encourage employees to come up with good ideas. However, moral leaders place a high value on cultivating relationships of honesty and trust with their workforce. Employees will not worry that moral leaders will impose unjust and unfair sanctions since they can perceive the honesty, competency, and friendliness of such leaders through innovation and consulting activities (Atapattu and Huybers, 2020; Albrecht et al., 2015). As a result, the most crucial component influencing employees' trust in the workplace environment is leadership ethics. Employees' feelings of safety will be significantly improved if they perceive ethical leadership to foster innovative behaviours.

This study suggests that ethical leadership enhances knowledge sharing among employees within and across organisations. The first finding supports the findings of previous limited studies that examined the influence of leadership on knowledge sharing (Bavik et al., 2018; Goswami and

Agrawal, 2022). Ethical leaders promote knowledge sharing through incentives and sanctions that affect how employees perceive costs and benefits, as well as through moral actions that foster employee trust. They make just and reasonable decisions and define success in terms of both the results and the methods used to accomplish them. These leaders' followers impart their explicit and tacit knowledge to other members of the organisation. In addition, when conventional approaches fail, the followers of these leaders creatively apply their knowledge to create new ones. They promote creativity and innovation and look at fresh options for improved problem-solving. Ethical leaders promote fair sharing of resources and engage in principled decision making (Bavik et al., 2018), which encourages followers to share their knowledge for the benefit of the organisation. An ethical leader motivates followers to express and make suggestions (Yazdanshenas and Mirzaei, 2022), enables them to generate new ideas, and inspires them to generate new ideas by using their imagination (Xia and Yang, 2020). This is because knowledge of new ideas is generated through experimentation, problem solving, and learning from experience (Koay and Lim, 2022).

Employees' perception of the ethical aspect of their leader has been confirmed to increase their job satisfaction. This finding is consistent with other studies in the public sector (Joplin et al., 2021; Poma et al., 2023). In the rapidly changing public sector landscape, cooperation among public servants is needed to be more effective and efficient. Leaders who demonstrate ethical behaviour and manners towards individuals will serve as a reliable model for employees to practise with their colleagues. Moreover, an ethical climate created by ethical leaders also serves as a learning platform for employees to behave in a collaborative manner (Baskoro, 2022). Public organisations often face complicated problems that require many stakeholders to make decisions (Jia et al., 2022). Due to its unique characteristics, the public sector is more likely to be motivated by economic value. Specifically, under the influence of leadership ethics and superior-subordinate relationships, civil service motivation promotes behaviour outside the role of civil servants towards colleagues. Finally, through the prism of social learning theory (Bandura, 1986), we have explained why trust, knowledge sharing, and job satisfaction act as mediators between ethical leadership and employee commitment in the workplace.

Knowledge sharing and work satisfaction have a stronger impact on employee engagement than trust as mediating variables. However, employee work engagement suffers as a result of a lack of trust. This finding supports the notion that job satisfaction and knowledge sharing both contribute positively to employee engagement (Joplin et al., 2021; Singh, 2022). This suggests that effective leadership fosters both employee trust and a sense of shared identity. Trust, knowledge sharing, and job satisfaction also play a significant role in the ethics field in mediating the relationship between ethical leadership and employee work engagement. Employees also think that knowledge sharing and work involvement satisfy their expectations as engaged and satisfied workers. As a result, it also confirms that trust, knowledge sharing, and job satisfaction have emerged as crucial elements in connecting employees' ethics and performance.

6.2 Conclusions

Leaders in organisations in the public and private sectors, as well as business and management, can use ethical leadership as a tool. The quick advancement of information technology has made it feasible to share information and expertise. Additionally, the importance of trust, information sharing, and job satisfaction is inevitable to support employee engagement. The findings offer important knowledge to inspire organisational leaders and staff to embrace the social, emotional, and economic aspects of the workplace through innovation and teamwork. Employees' best efforts

and dedication to the organisation, for instance, are justified by their emotions due to explicit ethical behaviour and both reward and punishment systems. In order to involve staff in the process, leaders must develop ethical behaviour and fight against ethical issues during the decision-making process. The organisation's executives must therefore act in accordance with moral principles, ethical conduct, governmental regulations, and religious values in order to encourage moral behaviour in the work environment.

6.3 Theoretical implications

The social learning theory has been significantly influenced by this research in a number of ways, particularly as it relates to organisations and professional ethical behaviour like that of accountants and auditors. First, the results of this study extended Kahn's and social learning theories in the business and management context. The relationship between ethical leadership and employee engagement in the workplace through trust, knowledge sharing, and satisfaction is attracting more attention in the field of knowledge management research. as a component of the social learning theory in action. This study demonstrates the value of moral leadership in promoting employee engagement at work. The first idea emphasises the individual efforts of employees in the workplace. Recent studies have confirmed the link between leaders and employees organisational attitudes in the setting of public organisations. Therefore, the diversity of organisational culture and region is not an issue for gaining insight into employee knowledge sharing, performance, and employee commitment to the organisation. Second, the results show a positive impact of ethical leadership on work engagement and knowledge sharing. Therefore, develop an effective communication and interaction strategy consciously with regard to design management, including ethical behaviour. It will help organisations improve their brand image and performance.

6.4 Practical implications

This study presents a fresh viewpoint on organisational management from a practical standpoint. Both private and public organisations need to adopt ethical leadership as a guiding principle to enhance the knowledge-sharing environment and develop appropriate platforms to facilitate discussion forums among leaders and staff. This provides a number of benefits. First, it will give employees the opportunity to enhance their knowledge and work experience, which will ultimately increase the operational efficiency of the organisation. Additionally, it will support organisational leaders and workers in creating networks and processes that allow change and ensure their sustainability. Second, networking, responding to behaviours and individuals, socialising, and sharing knowledge within and across the organisation. Third, it can help prevent employee turnover problems and retain the unique knowledge they bring to the organisation. Ultimately, it can help employees and organisations draw knowledge from employees and integrate it into the organisation's knowledge base for greater use. By creating formal and informal knowledge-sharing forums and engaging in a culture of knowledge-sharing, employees and organisations can cultivate positive feelings about emotional communication. and commit to doing their job.

This study emphasises the requirement that organisational leaders exhibit ethical leadership through their personal behaviour. It focuses on developing an environment that encourages leaders who wish to advance ethical leadership and social capital to make decisions that are fair, honest, and guided by principles. Therefore, using leadership performance indicators and leadership development programmes, management should encourage ethical principles in daily activities. In order to stop government officials from acting immorally, leadership must serve as a driving force. This shows that organisations in the public sector might train their personnel by placing a strong

emphasis on moral leadership to combat unethical behaviour and enhance organisational performance. In order to do this, public sector leaders must give ethical leadership behaviours a high priority in their job, such as modelling ethical behaviour, advancing ethical principles, and providing support. Support, promote ethical principles, act as an ethical role model, and give ethical counsel. Public organisations can create ethical leadership training programmes to teach their managers about ethical behaviour and emphasise its value for their staff. To establish relationships and encourage the values of public service among employees, managers should show concern for employee welfare through their ethics policies.

6.5 Limitations and future research directions

This study has a number of restrictions. First off, because the data was gathered from cross-sectional data, CMV might become a potential issue in the sample. This study used the single factor test proposed by Harman to address this problem. To thoroughly test the suggested model, next research must use a longitudinal strategy. Second, the participants were government employees working for Indonesia, so they cannot be seen as being typical of all Indonesian workers. Therefore, various regions and perspectives should be used in future research. Future research could possibly be more representative with a larger sample. Examining the attitudes and behaviours of employees can also assist practitioners and researchers in expounding on the consequences of ethical leadership and other researched variables. Third, this study only examined employees' ethical leadership, work commitment, knowledge sharing, and job performance to successfully predict employees' organisational commitment. Future studies should explore other potential drivers of employee emotional engagement and job performance.

References

Al Halbusi, H., Williams, K.A., Ramayah, T., Aldieri, L. and Vinci, C.P. (2021), "Linking ethical leadership and ethical climate to employees' ethical behavior: the moderating role of person-organization fit", *Personnel Review*, Vol. 50 No. 1, pp. 159-185.

Albrecht, S.L., Bakker, A.B., Gruman, J.A., Macey, W.H. and Saks, A.M. (2015), "Employee engagement, human resource management practices and competitive advantage: An integrated approach", *Journal of Organizational Effectiveness: People and Performance*, Vol. 2 No. 1, pp. 7-35.

Amber, Q., Qazi, A.B., Javaid, N., Khan, I.A. and Ahmad, M. (2022), "Knowledge sharing in public organizations in Pakistan: leaders' ethical role and psychological capital of employees", *Information Discovery and Delivery*, Vol. 50 No. 1, pp. 99-114.

Anderson, J.C. and Gerbing, D.W. (1988), "Structural equation modeling in practice: a review and recommended two-step approach", *Psychological Bulletin*, Vol. 103 No. 3, p. 411.

Atapattu, M.M. and Huybers, T. (2021), "Motivational antecedents, employee engagement and knowledge management performance", *Journal of Knowledge Management*, Vol. 26 No. 3, pp. 528-54.

Bandura, A. (1977), "Self-efficacy: toward a unifying theory of behavioral change", *Psychological Review*, Vol. 84 No. 2, pp. 191-215.

Bavik, L.M., Tang, P.M., Shao, R. and Lam, L.W. (2018), "Ethical leadership and employee knowledge sharing: Exploring dual-mediation paths", *The Leadership Quarterly*, Vol. 29 No. 2, pp. 322-332.

Brown, M.E., Treviño, L.K. and Harrison, D. A. (2005). "Ethical leadership: A social learning perspective for construct development and testing", *Organizational Behavior and Human Decision Processes*, Vol. 97 No. 2, pp. 117-134.

Curado, C. and Vieira, S. (2019), "Trust, knowledge sharing and organizational commitment in SMEs", *Personnel Review*, Vol. 48 No. 6, pp. 1449-1468.

Davenport, T. and Prusak, L. (1998), *Working Knowledge: How Organizations Manage What They Know*, Harvard Business School Press, Boston, MA.

Edmondson, A. (1999), "Psychological safety and learning behavior in work teams", *Administrative Science Quarterly*, Vol. 44 No. 2, pp. 350-383.

Engelbrecht, A.S., Heine, G. and Mahembe, B. (2017), "Integrity, ethical leadership, trust and work engagement", *Leadership & Organization Development Journal*, Vol. 38 No. 3, pp. 368-379.

Gallego-Alvarez, I., Rodriguez-Dominiguez, L. and Valejjo, J.M. (2020), "An analysis of business ethics in the cultural context of different religions", *Business Ethics, the Environment & Responsibility,* Vol. 29 No. 3, pp. 570-586.

George, B. (2003), *Authentic Leadership: Rediscovering the Secrets of Creating Lasting Value*, John Wiley and Sons, Hoboken, NJ.

Goswami, A.K. and Agrawal, R.K. (2022), "It's a knowledge centric world! Does ethical leadership promote knowledge sharing and knowledge creation? Psychological capital as mediator and shared goals as moderator", *Journal of Knowledge Management*, Vol. ahead-of-print No. ahead-of-print.

Hair Jr, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2019), *Multivariate data analysis 9th Edition*, Cheriton House, NW: Cengage Learning.

Håvold, O.K.S., Håvold, J.I. and Glavee-Geo, R. (2021), "Trust in leaders, work satisfaction and work engagement in public hospitals", *International Journal of Public Leadership*, Vol. 17 No. 2, pp. 145-159.

Huang, C.C. (2009), "Knowledge sharing and group cohesiveness on performance: an empirical study of technology R&D teams in Taiwan", *Technovation*, Vol. 29 No. 11, pp. 786-797.

Joplin, T., Greenbaum, R.L., Wallace, J.C. and Edwards, B.D. (2021), "Employee entitlement, engagement, and performance: The moderating effect of ethical leadership", *Journal of Business Ethics,* Vol. 168 (February)**,** pp. 813–826.

Junaidi, J., Chih, W. H. and Ortiz, J. (2020), "Antecedents of Information seeking and sharing on social networking sites: An empirical study of Facebook users", *International Journal of Communication*, Vol. 14, pp. 5705-5728.

Kahn, W.A. (1990), "Psychological conditions of personal engagement and disengagement at work". *Academy of Management Journal*, Vol. 33 No. 4, pp. 692-724.

Kmieciak, R. (2021), "Trust, knowledge sharing, and innovative work behavior: empirical evidence from Poland", *European Journal of Innovation Management*, Vol. 24 No. 5, pp. 1832-1859.

Koay, K.Y. and Lim, P.K. (2022), "Ethical leadership and knowledge hiding: testing the mediating and moderating mechanisms", *Journal of Knowledge Management*, Vol. 26 No. 3, pp. 574-591.

Lee, H. and Choi, B. (2003), "Knowledge management enablers, processes, and organizational performance: An integrative view and empirical examination", *Journal of Management Information Systems*, Vol. 20 No. 1, pp. 179-228.

Majeed, M.T. and Samreen, I. (2021), "Social capital as a source of happiness: evidence from a cross-country analysis", *International Journal of Social Economics*, Vol. 48 No. 1, pp. 159-179.

Mason, J.K. and leek, S. (2008), "Learning to build a supply network: an exploration of dynamic business models", *Journal of Management Studies*, Vol. 45 No. 4, pp. 774-799.

Mohd Ghazali, N.A. (2021), "Factors influencing ethical judgements of accounting practitioners: some Malaysian evidence", *International Journal of Social Economics*, Vol. 48 No. 3, pp. 384-398.

Özsungur, F. (2019), "Ethical leadership, intrapreneurship, service innovation performance and work engagement in chambers of commerce and industry", *Journal of Human Behavior in the Social Environment,* Vol. 29 No. 8, pp. 1059-1081.

Özsungur, F. (2020), "The effects of ethical leadership on work engagement, intrapreneurship, and service innovation behavior: sample of chambers of commerce and industry", *International Journal of Public Leadership*, Vol. 16 No. 2, pp. 199-216.

Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y. and Podsakoff, N.P. (2003), "Common method biases in behavioral research: A critical review of the literature and recommended remedies", *Journal of Applied Psychology*, Vol. 88 No. 5, pp. 879-903.

Poma, E., Pistoresi, B. and Giovinazzo, C. (2023), "Mental well-being and government support in Europe. The mediating role of trust in people and institutions", *International Journal of Social Economics*.

Pradhan, R.K., Dash, S. and Jena, L.K. (2019), "Do HR practices influence job satisfaction? Examining the mediating role of employee engagement in Indian public sector undertakings", *Global Business Review*, Vol. 20 No. 1, pp. 19-132.

Quah, J.S.T. (2020), "Corruption scandals in six Asian countries: a comparative analysis", *Public Administration and Policy: An Asia-Pacific Journal*, Vol. 23 No. 1, pp. 7-21.

Ramlawati, R., Serang, S., Arminas, A., Junaidi, J. and Wicaksono, R. (2023), "The role of ethical leadership on employee commitment to the organization: The mediating role of job satisfaction and job engagement*", Organizational Psychology*, Vol. 13 No.1, pp. 73-91.

Rechberg, I. and Syed, J. (2013), "Ethical issues in knowledge management: conflict of knowledge ownership", *Journal of Knowledge Management*, Vol. 17 No. 6, pp. 828-847.

Ren, S. and Chadee, D. (2017), "Ethical leadership, self-efficacy and job satisfaction in China: the moderating role of guanxi", *Personnel Review*, Vol. 46 No. 2, pp. 371-388.

Rustiarini, N.W., Yuesti, A. and Gama, A.W.S. (2021), "Public accounting profession and fraud detection responsibility", *Journal of Financial Crime*, Vol. 28 No. 2, pp. 613-627.

Rutten, W., Blaas-Franken, J. and Martin, H. (2016), "The impact of (low) trust on knowledge sharing", *Journal of Knowledge Management*, Vol. 20 No. 2, pp. 199-214.

Schaufeli, W. and Salanova, M. (2011), "Work engagement: on how to better catch a slippery concept", *European Journal of Work and Organizational Psychology*, Vol. 20 No. 1, pp. 39-46.

Singh, A. (2022), "Work engagement, affective commitment, and career satisfaction: the mediating role of knowledge sharing in context of SIEs", *Benchmarking: An International Journal*, Vol. 29 No. 10, pp. 3302-3332.

Sumiyana, S., Wivaqussaniyyah, W., Darwin, M. and Hadna, A.H. (2022), "Partnership building between NGOs and Indonesian local governments: a case study of integrative leadership immersing itself in innovativeness', *International Journal of Social Economics*, Vol. 49 No. 7, pp. 1029-1048.

Transparency International. (2023), "Corruption perception Index 2022", available at: Corruption Perceptions Index 2022 - Transparency International Indonesia. (Accessed at August, 20th, 2023).

Tynan, R. (2005), "The effects of threat sensitivity and face giving on dyadic psychological safety and upward communication", *Journal of Applied Social Psychology*, Vol. 35 No. 2, pp. 223-247.

Xia, Z. and Yang, F. (2020), "Ethical Leadership and Knowledge Sharing: The Impacts of Prosocial Motivation and Two Facets of Conscientiousness", *Frontier in Psychology*, Vol. 11 (November), pp. 1-10.

Yazdanshenas, M. and Mirzaei, M. (2022), "Leadership integrity and employees' success: role of ethical leadership, psychological capital, and psychological empowerment", *International Journal of Ethics and Systems*.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
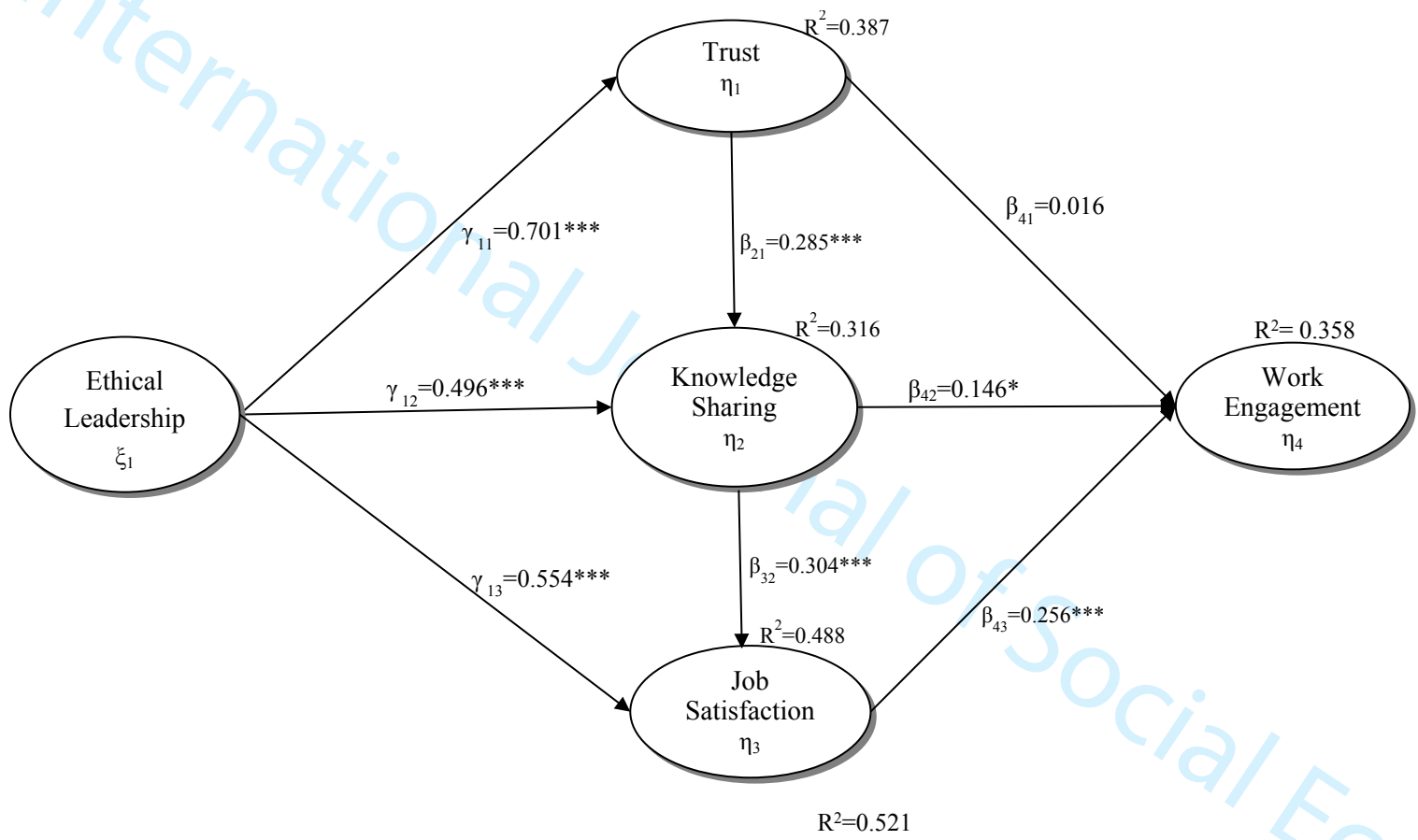
FIGURE 1 Structural model result

Note. $\chi^2/df = 3.399$, GFI = 0.905, NFI = 0.900, CFI = 0.931, IFI = 0.931 and RMSEA = 0.056

Significant at *: $p<0.05$, **: $p<0.01$, ***: $p<0.001$

Table 1. Structured literature review of research study

No.	Authors	Research Domain and study constructs	Methodology	Results
1.	Al Halbusi, Wiiliams, Ramayah, Aldieri and Vinci (2021)	Private sector Ethical leadership, Ethical climate and ethical behaviour in Iraq	Quantitative through two-wave data collection	Moderate relationship between ethical leadership, ethical conduct and ethical behaviour.
2.	Amber, Qazi, Javaid, Khan and Ahmad (2021)	Public sector Ethical leadership and knowledge sharing in Pakistan	Quantitative Structural equation modeling (SEM)	Ethical leadership has positive and significant effect to knowledge sharing activity
3.	Atapattu and Huybers (2021)	Multi-national companies (MNC) Team work, performance, knowledge management, and employees engagement in Srilanka	Quantitative Structural equation modeling (SEM)	Team work, performance, knowledge management play important role in influencing employees' engagement
4.	Bavik et al. (2018)	Multi-national companies (MNC) Ethical Leadership, Moral identity and knowledge sharing among employees in Hong Kong	Quantitative Structural equation modeling (SEM)	Ethical leadership has positive and significant effect to knowledge sharing activity with and without moral identity as mediator
5.	Curado and Vieira (2019)	Smal Medium-Sized Enterprises (SMEs) Trust, Knowledge sharing and commitment to organization in Portuguese	Quantitative Partial Least Square (PLS)	Trust has positive and significant effect to knowledge sharing and employees' commitment to organization
6.	Engelbrecht, Heine, and Mahembe, (2019)	Private sector Ethical leadership, psychological capital, knowledge sharing and knowledge creation in South Africa	Quantitative Structural equation modeling (SEM)	Ethical leadership has positive and significant effect to worker trust and engagement in work environment
7.	Goswami and Agrawal (2022)	Public sector Ethical leadership and knowledge sharing in India	Quantitative Structural equation modeling (SEM)	Ethical leadership has positive and significant effect to worker psychological well-being and also knowledge sharing and creation process
8.	Håvold et al. (2021)	Public sector Trust, job satisfaction and work engagement in Norway	Quantitative Structural equation modeling (SEM)	Trust has positive and significant effect to worker job satisfaction and work engagement
9.	Kmieciak (2021)	Public sector Trust and knowledge exchange in Poland	Quantitative Partial Least Square (PLS)	Trust has positive and significant effect to worker knowledge exchange process
10.	Koay and Lim	Public sector	Quantitative	Ethical leadership has

		(2022)	Ethical leadership, knowledge sharing and worker organization commitment in Malaysia	Structural equation modeling (SEM)	positive and significant effect to knowledge sharing, and worker work engagement
11.	Özsungur (2019; 2020)		Private sector Ethical leadership and work engagement in Turkey	Quantitative Structural equation modeling (SEM)	Ethical leadership has positive and significant effect to worker work engagement
12.	Ren and Chadee (2017)		Private sector Ethical leadership and job satisfaction in China	Quantitative Structural equation modeling (SEM)	Ethical leadership has positive and significant effect to worker self-efficacy and job satisfaction
13.	Rutten et al. (2016)		Private sector Trust and knowledge sharing in Netherland	Quantitative Structural equation modeling (SEM)	Trust has positive and significant effect to worker knowledge sharing activity
14.	Singh (2022)		Private sector Job satisfaction, knowledge sharing and work engagement in US	Quantitative Structural equation modeling (SEM)	Job satisfaction has positive and significant effect to worker knowledge sharing activity and engagement in workplace
15.	Pradhan et al. (2019)		Public sector Ethical leadership, Job satisfaction and worker engagement in India	Quantitative Structural equation modeling (SEM)	Ethical leadership has positive and significant effect to worker job satisfaction and engagement
16.	Mohd Gazali (2021)		Private sector Corporate ethics and ethical judgement in Malaysia	Quantitative Structural equation modeling (SEM)	Corporate ethical value has positive and significant effect to accountant ethical judgement

Table 2. Respondent demographics

Demographic Items	Frequency	Percentage (%)
Gender		
Male	315	51.6
Female	295	48.4
Age		
Under 30 years old	118	19.3
31~45 years old	221	36.2
Over 45 years old	271	44.5
Education		
Bachelor and below	369	60.5
Master and PhD	241	39.5
Time period as employee		
Below 10 years	172	28.2
11~25 years	227	37.2
Over 25 years	211	34.6

Table 3. Measurement results

Variables Item Scales	Factor Loadings	α	CR	AVE
Ethical Leadership		0.933	0.935	0.590
EL1: Our leader conducts his/her personal life in an ethical manner.	0.683			
EL2: Our leaders have shown strong concern for ethical and moral values	0.707			
EL3: Our leaders communicate a clear ethical standard for employee	0.746			
EL4: Our leaders have shown ethical behavior in her/his decisions and actions	0.797			
EL5: Our leaders discipline employees who violate ethical standards	0.748			
EL6: Our leaders make fair and balanced decisions	0.827			
EL7: Our leaders can be trusted	0.810			
EL8: Our leaders discuss business ethics or values with employee	0.835			
EL9: Our leaders are fair and objective when evaluate employee performance	0.798			
EL10. Our leaders hold employee accountable for using ethical practises in our work	0.805			
Trust		0.869	0.871	0.575
TR1: I trust my leader.	0.698			
TR2: I trust the integrity of my leader.	0.743			
TR3: I have confidence that my leader will treat us fairly.	0.787			
TR4: I am satisfied with my leader ethics.	0.803			
TR5: I have a strong sense of belonging to my leader.	0.757			
Knowledge Sharing		0.920	0.923	0.572
KS1: If I get something new, I tell my colleagues about it.	0.751			
KS2: I share information I have with my colleagues.	0.753			
KS3: I think it is important that my colleagues know what I am doing.	0.715			
KS4: I regularly tell my colleagues what I am doing.	0.729			
KS5: When I need certain knowledge, I ask my colleagues about it.	0.798			
KS6: I like to be informed of what my colleagues know.	0.742			
KS7 I ask my colleagues about their abilities when I need to learn something.	0.808			
KS8 When a colleague is good at something, I ask them to teach me how to do it.	0.799			
Job Satisfaction		0.845	0.901	0.557
JS1: I have a sense of belonging to my organization.	0.704			
JS2: I have felt "emotionally attached" to this organization.	0.761			
JS3: My leader gives us a great deal at work place.	0.786			
JS4: The organization gives us a fair salary.	0.750			
JS5: I am very happy in this organization	0.766			
JS6: My leader promotes the employees fairly	0.721			
JS7: My leader giving enough supervision in the workplace	0.779			
Work Engagement		0.924	0.935	0.617
WE1: We know what is expected of me at work	0.798			
WE2: Our goals match the vision and mission of the organisation	0.843			
WE3: We find that the work we do is useful for my company.	0.815			
WE4: We feel empowered while working for our job, as it gives us confidence about our abilities	0.746			
WE5: We believe that We are in-charge of the work we do in the organisation we work for	0.851			
WE6: We understand how our work contributes towards the achievement of organisational goals	0.756			

WE7: We are aligned with the activities of the organisation We work for	0.773	
WE8: We can group collaboration in the workplace	0.747	
WE9: We can maintain relationships at work	0.729	

Fit statistics (N = 610)

χ^2/df = 3.575, Goodness-of-Fit Index (GFI) = 0.928, Nonnormed fit index (NFI) = 0.920, Comparative Fit Index (CFI) = 0.955, Incremental fit index (IFI) = 0.957, and Root Mean Square Error of Approximation (RMSEA) = 0.058

Table 4. Mediation effects

Hypotheses	IV	M	DV	IV->DV (c)	IV->M (a)	IV+M->DV		Test Result
						IV (c')	M(b)	
H6	EL	TR	WE	0.278***	0.546***	0.351***	0.134**	Supported
		Standard Error		0.047	0.028	0.038	0.054	
H9	EL	KS	WE	0.261***	0.544***	0.351***	0.164**	Supported
		Standard Error		0.050	0.025	0.038	0.060	
H11	EL	JS	WE	0.230***	0.623***	0.351***	0.194**	Supported
		Standard Error		0.052	0.025	0.037	0.058	

Note: EL: Ethical leadership, TR: Trust, KS: Knowledge Sharing, JS: Job Satisfaction, WE: Work engagement

Significant at *: $p < 0.05$, **: $p < 0.01$, ***: $p < 0.001$

4. Bukti konfirmasi bahwa artikel diterima (21 Oktober 2023)

International Journal of Social Economics - Decision on Manuscript ID IJSE-03-2023-0218.R1

International Journal of Social Economics <onbehalfof@manuscriptcentral.com> Sat, Oct 21, 10:23 AM

to Junaidi

21-Oct-2023

Dear Junaidi, Junaidi

It is a pleasure to accept your manuscript IJSE-03-2023-0218.R1, entitled "THE ROLE OF ETHICAL LEADESHIP TO EMPLOYEES WORK ENGAGEMENT: A SOCIAL LEARNING THEORY PERSPECTIVE" in its current form for publication in International Journal of Social Economics.   Please note, no further changes can be made to your manuscript.

This email will be followed by a second message containing a copy of your author accepted manuscript (AAM) which is the version that we will typeset and publish in the journal.

Your article will now go through editorial checks by Emerald's editorial team to ensure it meets our publication standards. These checks can take up to five days; we'll be in touch if we have any queries at this stage. Once this step has been completed you will receive an email directing you to Emerald Submit to select your publishing licence and submit your article to production. If you are publishing in one of our subscription journals and wish to make your article open access you can choose this option in Emerald Submit.

If you have not received an email with editorial queries or an invitation to complete licensing on Emerald Submit within 10 working days of acceptance, please do contact the JEO (Journal Editorial Office), you can find their details on the journal homepage:

https://www.emeraldgrouppublishing.com/journal/ijse

Once you have completed licensing on Emerald Submit, your article will enter the production process and you'll be provided with a proof. You will need to approve your proof before your article is published. If you have any queries about the proofing system you can contact the journal's Supplier Project Manager (SPM) whose contact details are on the journal homepage: https://www.emeraldgrouppublishing.com/journal/ijse.

By publishing in this journal your work will benefit from Emerald EarlyCite. Once the above steps are completed your article will be published online in EarlyCite. EarlyCite is the author

proofed, typeset version of record, fully citable by DOI. The EarlyCite article sits outside of a journal issue and is paginated in isolation. The EarlyCite article will later be collated into a journal issue according to the journals' publication schedule.

Thank you for your contribution. On behalf of the Editors of International Journal of Social Economics, we look forward to your continued contributions to the Journal.

Sincerely,
Prof. Terence Garrett
Associate Editor, International Journal of Social Economics
terence.garrett@alumni.ou.edu, terrygarrett50@gmail.com

5. Bukti konfirmasi artikel diproses untuk di publish
(1 Nopember 2023)

Update on your article 'THE ROLE OF ETHICAL LEADESHIP TO EMPLOYEES WORK ENGAGEMENT: A SOCIAL LEARNING THEORY PERSPECTIVE'

sivakeerthika.emerald@tnq.co.in

Wed, Nov 1, 10:17 AM (7 days ago)

to Junaidi, sivakeerthika.emerald

Dear Junaidi Junaidi,

Article Title: THE ROLE OF ETHICAL LEADESHIP TO EMPLOYEES WORK ENGAGEMENT: A SOCIAL LEARNING THEORY PERSPECTIVE
Article ID: 712675

Thank you for choosing to publish with Emerald Publishing.

Your article which will publish in *International Journal of Social Economics* has been received for production.

We aim to have your article published within 30 days of beginning production. Proofs of your article will be sent to you for review within the next 7 working days. Once you've received your proof, please review it and submit any corrections within 5 working days of receipt. If we do not receive any corrections from you, we will assume that no changes are required and proceed with publication.

If you have any questions about the production process, please contact me and I'll be pleased to support you.

Kind regards,

Sivakeerthika Saravanan
sivakeerthika.emerald@tnq.co.in

The role of ethical leadership to employees work engagement: a social learning theory perspective

Junaidi Junaidi

Department of Accounting, Universitas Muhammadiyah Palopo, Palopo, Indonesia

Abstract

Purpose – This study examines the role of ethical leadership in building employee trust, knowledge sharing (KS), job satisfaction and then influencing employee engagement in the workplace.

Design/methodology/approach – The sample included 610 employees of Indonesia Islamic Bank, obtained through an online survey. Structural equation modelling was used to test the research hypotheses.

Findings – Ethical leadership actively contributes to the growth of employee trust, exchange knowledge frequent and job satisfaction and then become key points to enhance employees' engagement.

Research limitations/implications – Future research is required to validate across regions and organisations to in light of the findings of the topic study.

Practical implications – Organisational leaders and employees obtain a better understanding of ethics and organisation management field, hence employees and leaders must encourage ethical values as code of conduct in the workplace.

Originality/value – This study demonstrated the extent of the Khan concept for a combination of employee engagement, ethical leadership and KS. It also incorporates employee job satisfaction and the organisational engagement among employees.

Peer review – The peer review history for this article is available at: https://publons.com/publon/10.1108/IJSE-03-2023-0218

Keywords Ethical leadership, Trust, Knowledge sharing, Employees' job satisfaction, Work engagement

Paper type Research paper

1. Introduction

In the modern era, Enron was followed by other ethics scandals in business, government, sports, social organisations and religious organisations. It raised questions about the ethical leadership of the organisation (Mohd Ghazali, 2021). A leader has a crucial role in being the driving force of ethical behaviour for employees and organisations (Ramlawati *et al.*, 2023; Yazdanshenas and Mirzaei, 2023). Therefore, the government and professional organisations should develop clear ethical standards and laws in business and professional organisations for leaders and employees. It embedded stakeholder trust because ethical leadership is a source of wellspring to bring organisation sustainability, competitive advantage and most importantly, to regain people's trust. Leadership refers to the process of influencing others to understand and agree, and it also facilitates action to achieve personal and organisational goals (Yukl *et al.*, 2009). When leaders work based on ethical standards, employees feel safe and have more trust in the workplace, which facilitates reciprocity (Rutten *et al.*, 2016), knowledge sharing (KS) (Curado and Vieira, 2019; Engelbrecht *et al.*, 2017; Majeed and

Samreen, 2021), job satisfaction (Özsungur, 2020) and work engagement (Özsungur, 2019). Indonesians have a particular problem with white-collar crime in government positions such as ministers, governors and auditors through financial report misstatement. In the private and public context, the number of leaders suspected of abusing their power to manipulate their financial reports and corruption indicators has become a critical issue (Rustiarini et al., 2021). A high level of ethical leadership in the workplace is essential to ensure employees act in accordance with the organisation's goals and ethical codes.

The presence of ethical leadership has become a filter within government and also a factor in achieving organisational goals as well as employee trust and work engagement (Koay and Lim, 2022; Rechberg and Syed, 2013). However, in developing countries such as Indonesia, progress in fighting corruption has been slow (Quah, 2020; Rustiarini et al., 2021). As of 2022, Indonesia's Corruption Perception Index (CPI) score is 34/100 and ranks 110/180 in the world. This score has increased by 2 points since 2012, compared to over thirty-two points in the previous decade (Transparency International, 2023). It's in line with African countries such as Gambia, Malawi and Sierra Leone, as well as Nepal in South Asia. In addition, Colombia, Argentina, Brazil, Ethiopia and Equatorial Guinea do much better, despite facing political instability and low social capital. Overall, ethical leadership can be seen as an innovative approach to enhancing employee engagement in the workplace by preventing unethical behaviour (Ramlawati et al., 2023).

In view of the numerous ethical scandals in numerous private, public, religious and social organisations, there is a lack of ethical leadership. It makes the trustworthiness of the people plummet. From a normative or philosophical standpoint, several academics have written about ethics and leadership and made recommendations for what leaders should do. However, a more developed and integrated social science perspective on ethics and leadership is still lacking (Bavik et al., 2018; Jia et al., 2022; Ramlawati et al., 2023). Basic queries, such as what constitutes ethical leadership, have been raised in response to ethical scandals. How does trust among employees, information exchange and job satisfaction differs under ethical leadership? How ethical leadership influences employee work engagement toward trust, knowledge sharing, and job satisfaction Therefore, this study conducted a comprehensive ethical leadership framework and linked it to employees' social capital dimensions in order to clarify the current situation and provide insights for future research from the perspective of public and private organisations.

Previous research also focused on the social or organisational level based on the impact of organisational characteristics on the effectiveness of ethical leadership (Al Halbusi et al., 2021; Bavik et al., 2018; Engelbrecht et al., 2017). Therefore, this study examines the fundamental aspect of social learning theory (SLT) (Bandura, 1977), which assumes that employees' personal behaviour is formed by observing the behaviour of the leader and other people. According to the SLT, employee and organisation management is closely related to the personality and ability of the leader to empower other employees and share information and knowledge. In addition, learning from ethical leaders can increase employee job satisfaction and work engagement. Therefore, the main objective of this study was to investigate the influence of leadership ethics on employee work commitment, trust and exchange of knowledge and job satisfaction. In their research, Singh (2022) and Xia and Yang (2020) recommended that future studies validate the effect of ethical leadership on employees' trust and KS, which could possibly also influence employees' job satisfaction and work engagement in a private and public organisation context.

2. Literature review and research hypotheses development

2.1 Social learning theory and ethical leadership
Social learning theory suggests that ethical leaders influence the moral behaviour of society and individuals (Brown et al., 2005). The way members of an organisation behave develops

through personal experience and observation of other leaders' behaviour. If the aim is to promote ethical behaviour in organisations, the process becomes essential as role modelling influences the workforce to pick up on the expectations, organisational benefits and consequences of organisation members' behaviour. Organisational leaders communicate the potential relevance of normatively appropriate behaviour to employees through moral leaders who explain the acquisition and regulation of observational learning (Bandura, 1977). It requires organisational leaders and employees to act as admirable and reliable role models (See Table 1). Ethical leadership has an effect on followers because it provides direction that followers cognitively assimilate to generate critical self-reactions and direct further actions (Ren and Chadee, 2017). This is because leaders now set the tone for the behaviour of their followers. Ethical leaders foster a sense of belonging as team members by discussing the popular issues of the organisation and their opinions and by participating in the decision-making process. Actively discussing, exchanging ideas and sharing knowledge may influence job satisfaction (Håvold *et al.*, 2021). The main value of trust and the moral component of social learning theory adequately conceptualises the influence of ethical leadership; it has become the result of employee behaviour, job satisfaction and work engagement (Özsungur, 2020; Ren and Chadee, 2017; Yazdanshenas and Mirzaei, 2023).

2.2 Ethical leadership, trust, knowledge sharing and job satisfaction

Ethical leadership refers to certain activities of employees in the workplace as well as their interpersonal interactions with organisational leaders and their colleagues. It is related to personal qualities such as sincerity, reliability, altruistic motivation, moral obligation and employee competence (Rechberg and Syed, 2013). Ethical scandals in organisations have a strong correlation to ethical leadership because the organisation's code of conduct plays a central role in driving and guiding employee behaviour (Poma *et al.*, 2023). For example, ethical leadership has a positive and significant impact on employees' trust in their leader and the sustainability of the organisation (Engelbrecht *et al.*, 2017; Kmieciak, 2021). In some organisational contexts, ethical leadership also has positive effects on employees' attitudes and behaviours (Al Halbusi *et al.*, 2021), KS (Amber *et al.*, 2022; Bavik *et al.*, 2018) and job satisfaction (Ren and Chadee, 2017). The organisation management is based on trustworthiness and willingness to engage in respectful dialogue and interaction among employees. Ethical leadership emerges through two-way communication and trustworthiness to reduce fundamental barriers and pursue KS and trust among members of the organisation, which subsequently influences employee job satisfaction (Amber *et al.*, 2022; Håvold *et al.*, 2021; Koay and Lim, 2022; Mason and Leek, 2008).

H1. Ethical leadership has a positive impact on employee trust.

H2. Ethical leadership has a positive impact on employee KS.

H3. Ethical leadership has a positive impact on employee job satisfaction.

2.3 Employees trust, knowledge sharing and work engagement

When working in a team atmosphere, trust is crucial to promoting KS among employees in an organisational setting (Edmondson, 1999). It has become a strategic resource and value to address the goals and sustainability of the organisation (Goswami and Agrawal, 2023). Recently, knowledge management has gained momentum among researchers due to the unethical behaviour of organisational leaders and rapid changes in the working environment. Building trust requires effective leadership, especially authentic and open leadership approaches (George, 2003). Trust among colleagues helps employees to develop significantly in terms of information and technology and shifts KS activities from traditional methods to

No.	Authors	Research domain and study constructs	Methodology	Results
1	Al Halbusi *et al.* (2021)	Private sector Ethical leadership, ethical climate and ethical behaviour in Iraq	Quantitative through two-wave data collection	Moderate relationship between ethical leadership, ethical conduct and ethical behaviour
2	Amber *et al.* (2022)	Public sector Ethical leadership and knowledge sharing in Pakistan	Quantitative Structural equation modelling (SEM)	Ethical leadership has positive and significant effect to knowledge sharing activity
3	Atapattu and Huybers (2021)	Multi-national companies (MNC) Team work, performance, knowledge management and employees engagement in Sri Lanka	Quantitative Structural equation modelling (SEM)	Team work, performance, knowledge management play important role in influencing employees' engagement
4	Bavik *et al.* (2018)	Multi-national companies (MNC) Ethical leadership, moral identity and knowledge sharing among employees in Hong Kong	Quantitative Structural equation modelling (SEM)	Ethical leadership has positive and significant effect to knowledge sharing activity with and without moral identity as mediator
5	Curado and Vieira (2019)	Small- and medium-sized enterprises (SMEs) Trust, knowledge sharing and commitment to organisation in Portuguese	Quantitative Partial Least Square (PLS)	Trust has positive and significant effect to knowledge sharing and employees' commitment to organisation
6	Engelbrecht *et al.* (2017)	Private sector Ethical leadership, psychological capital, knowledge sharing and knowledge creation in South Africa	Quantitative Structural equation modelling (SEM)	Ethical leadership has positive and significant effect to worker trust and engagement in work environment
7	Goswami and Agrawal (2023)	Public sector Ethical leadership and knowledge sharing in India	Quantitative Structural equation modelling (SEM)	Ethical leadership has positive and significant effect to worker psychological well-being and also knowledge sharing and creation process
8	Håvold *et al.* (2021)	Public sector Trust, job satisfaction and work engagement in Norway	Quantitative Structural equation modelling (SEM)	Trust has positive and significant effect to worker job satisfaction and work engagement
9	Kmieciak (2021)	Public sector Trust and knowledge exchange in Poland	Quantitative Partial least square (PLS)	Trust has positive and significant effect to worker knowledge exchange process
10	Koay and Lim (2022)	Public sector Ethical leadership, knowledge sharing and worker organisation commitment in Malaysia	Quantitative Structural equation modelling (SEM)	Ethical leadership has positive and significant effect to knowledge sharing, and worker work engagement
11	Özsungur (2019, 2020)	Private sector Ethical leadership and work engagement in Turkey	Quantitative Structural equation modelling (SEM)	Ethical leadership has positive and significant effect to worker work engagement

Table 1.
Structured literature review of research study

No.	Authors	Research domain and study constructs	Methodology	Results
12	Ren and Chadee (2017)	Private sector Ethical leadership and job satisfaction in China	Quantitative Structural equation modelling (SEM)	Ethical leadership has positive and significant effect to worker self-efficacy and job satisfaction
13	Rutten *et al.* (2016)	Private sector Trust and knowledge sharing in the Netherlands	Quantitative Structural equation modelling (SEM)	Trust has positive and significant effect to worker knowledge sharing activity
14	Singh (2022)	Private sector Job satisfaction, knowledge sharing and work engagement in the USA	Quantitative Structural equation modelling (SEM)	Job satisfaction has positive and significant effect to worker knowledge sharing activity and engagement in workplace
15	Pradhan *et al.* (2019)	Public sector Ethical leadership, job satisfaction and worker engagement in India	Quantitative Structural equation modelling (SEM)	Ethical leadership has positive and significant effect to worker job satisfaction and engagement
16	Mohd Gazali (2021)	Private sector Corporate ethics and ethical judgement in Malaysia	Quantitative Structural equation modelling (SEM)	Corporate ethical value has positive and significant effect to accountant ethical judgement

Source(s): The author's work

Table 1.

online platforms based on reciprocity (Curado and Vieira, 2019; Kmieciak, 2021; Håvold *et al.*, 2021). Trust and KS in team settings also play an important role in enhancing employee relationships (Kahn, 1990). It suggests employees' work engagement, which may be followed by employees' trust levels and KS behaviour (Pradhan *et al.*, 2019; Singh, 2022). It proves that leadership ethical principles and factors such as trust play an important role in employee engagement in the workplace. In addition, KS can be effectively addressed through trust (Sumiyana *et al.*, 2022; Tynan, 2005; Xia and Yang, 2020). Clearly, there is a deeper relationship between ethical leadership, trust, KS and employee engagement in the workplace.

H4. Trust has a positive effect on employee KS.

H5. Trust has a positive effect on employee work engagement

H6. Trust has a positive effect and mediates the relationship between ethical leadership and work engagement.

2.4 Knowledge sharing, job satisfaction and work engagement
In addition to trust, employee job satisfaction plays an important role in organisational success (Håvold *et al.*, 2021; Ren and Chadee, 2017). KS also has a positive effect on employees' work engagement (Schaufeli and Salanova, 2011). The growing number of companies operating globally also develops prospects for sharing information and knowledge, which directly affects work outcomes (Junaidi *et al.*, 2020). Employee KS has a positive effect on effective work engagement and makes employees work creatively and innovatively (Joplin *et al.*, 2021; Özsungur, 2019; Rutten *et al.*, 2016). The effect of employee KS on job satisfaction and work engagement is not always the same because of geographical, cultural and educational disparities. It also enables employees to share their work-related knowledge and

increases their efforts towards innovative and collaborative work (Sumiyana *et al.*, 2022). Some academics are attempting to confirm the link between involvement and knowledge exchange. For example, Xia and Yang (2020) found that KS has a positive effect on employee engagement and motivation. It also has a crucial role for organisational leaders and employees in sharing knowledge within and across organisations (Joplin *et al.*, 2021). Atapattu and Huybers (2021) and Håvold *et al.* (2021) argue that employees' job satisfaction and work engagement are positively influenced by KS activities. This finding is supported by Singh (2022) who showed that KS has a critical effect on employee work engagement. Accordingly, the following hypotheses have been proposed.

H7. KS has a positive effect on employee job satisfaction.

H8. KS has a positive effect on employee work engagement.

H9. KS has a positive effect on mediating the relationship between ethical leadership and employees work engagement.

2.5 Job satisfaction and employees' work engagement

Schaufeli and Salanova (2011) define work engagement as positive fulfilment and work towards positive characterisation and commitment. Employees are invested in their jobs and the organisation they work for. In this situation, employees are more motivated to generate more work resources and carry out rote jobs that take longer and require more time and skill. Organisational leaders who are ethical, have a sense of belonging and are engaged with their work have a positive impact on motivating employees to improve their performance and come up with innovative ideas (Joplin *et al.*, 2021). Preliminary studies conclude that work engagement is strongly correlated with employees' job satisfaction and organisational commitment (Atapattu and Huybers, 2021; Huang, 2009).

Furthermore, employees' job satisfaction also has a crucial impact on the work environment (Håvold *et al.*, 2021). This shows the significance of building a positive workplace culture to increase trust, motivation and engagement. In addition, a high level of employee engagement implies a high level of energy and organisational performance resulting from the ethical leadership of the organisation (Gallego-Alvarez *et al.*, 2020). An increasing number of global issues are also developing insights into KS and social capital as one of the units. It makes employees work more creatively (Joplin *et al.*, 2021; Ren and Chadee, 2017). It also allows employees to share their skills to enhance their efforts in innovative work and to share valuable information, knowledge, ideas and expertise. Accordingly, the following hypotheses:

H10. Job satisfaction has a positive effect on employee work engagement.

H11. Job satisfaction has a positive role in mediating the relationship between ethical leadership and employees work engagement.

3. Methodology

3.1 Questionnaire design

The ethical leadership scales have h ten items (Brown *et al.*, 2005). Trust was adopted from Lee and Choi (2003), which refers to the trust employees feel in their leaders, integrity, trust and a sense of loyalty to their leaders. KS is taken from Davenport and Prusak (1998) and Huang (2009). Employees' job satisfaction is taken from Håvold *et al.* (2021), and work engagement consists of seven items and is taken from Albrecht *et al.* (2015). Indonesian Islamic bank employees were invited to participate in this survey from November to

December 2021. This study also applied a pre-test and pilot test to validate all measurement items and avoid bias issues (Hair *et al.*, 2019; Podsakoff *et al.*, 2003). The participants were 680 Islamic bank employees working in accounting and finance departments. However, 610 samples were legitimate, which indicates that 93.43% of the data were responded to (See Table 2). The respondents received the questionnaires via Google Forms anonymously and at random after being formally invited to their offices. This protects against bias issues and guarantees the survey's objectivity.

In this study, respondents were asked to complete the questionnaire anonymously, and the measurement items were randomly arranged and the construct labels hidden to reduce respondents' concerns when completing the questionnaire (Podsakoff *et al.*, 2003). As for post-detection, this study applied the Harman's single-factor test proposed by Eichhorn (2014) and the common latent factor (CLF) to conduct post-detection because of the inherent weakness of the Harman's single-factor test to detect the CMV. In addition, the proposed model and study assumptions were tested using structural equation modelling (SEM). The two-step method suggested by Hair *et al.* (2019), specifically CFA, was employed in this study to evaluate the validity and reliability of the study constructs.

4. Results

4.1 Measurement and structural model

In Table 3, shown the model fit of the data to the proposed model was adequate in the confirmatory factor analysis (CFA) model (Anderson and Gerbing, 1988; Hair *et al.*, 2019). Moreover, eleven research hypotheses were confirmed (Figure 1). This study confirmed the favourable and significant effects of ethical leadership on trust, knowledge exchange and job satisfaction ($\gamma11 = 0.701, p < 0.001; \gamma21 = 0.496, p < 0.001; \gamma31 = 0.554, p < 0.001$), supporting H1, H2 and H3. Additionally, trust has a positive effect on KS and less of an impact on work engagement among employees ($\beta21 = 0.285, p < 0.001; \beta41 = 0.016, p > 0.05$), thus supporting H4 and not supporting H5 in this study. Furthermore, KS has a positive impact on job satisfaction and work engagement ($\beta32 = 0.304, p < 0.001$ and $\beta42 = 0.146, p < 0.05$), supporting H7 and H8. Moreover, this study also shows that job satisfaction has a significant and positive impact on work engagement ($\beta43 = 0.256, p < 0.001$), thus supporting support for H10. It can be seen in Table 4 the mediator variables in mediate the relationship between ethical leadership and work engagement.

| Demographic items	Frequency	Percentage (%)
Gender		
Male	315	51.6
Female	295	48.4
Age		
Under 30 years old	118	19.3
31~45 years old	221	36.2
Over 45 years old	271	44.5
Education		
Bachelor's and below	369	60.5
Master's and Ph.D.	241	39.5
Time period as employee		
Below 10 years	172	28.2
11~25 years	227	37.2
Over 25 years	211	34.6
Source(s): The author's own work		

Table 2.
Respondent
demographics

Variables Item scales	Factor loadings	α	CR	AVE
Ethical leadership		0.933	0.935	0.590
EL1: Our leader conducts his/her personal life in an ethical manner	0.683			
EL2: Our leaders have shown strong concern for ethical and moral values	0.707			
EL3: Our leaders communicate a clear ethical standard for employee	0.746			
EL4: Our leaders have shown ethical behaviour in her/his decisions and actions	0.797			
EL5: Our leaders discipline employees who violate ethical standards	0.748			
EL6: Our leaders make fair and balanced decisions	0.827			
EL7: Our leaders can be trusted	0.810			
EL8: Our leaders discuss business ethics or values with employee	0.835			
EL9: Our leaders are fair and objective when evaluate employee performance	0.798			
EL10. Our leaders hold employee accountable for using ethical practises in our work	0.805			
Trust		0.869	0.871	0.575
TR1: I trust my leader	0.698			
TR2: I trust the integrity of my leader	0.743			
TR3: I have confidence that my leader will treat us fairly	0.787			
TR4: I am satisfied with my leader ethics	0.803			
TR5: I have a strong sense of belonging to my leader	0.757			
Knowledge sharing		0.920	0.923	0.572
KS1: If I get something new, I tell my colleagues about it	0.751			
KS2: I share information I have with my colleagues	0.753			
KS3: I think it is important that my colleagues know what I am doing	0.715			
KS4: I regularly tell my colleagues what I am doing	0.729			
KS5: When I need certain knowledge, I ask my colleagues about it	0.798			
KS6: I like to be informed of what my colleagues know	0.742			
KS7 I ask my colleagues about their abilities when I need to learn something	0.808			
KS8 When a colleague is good at something, I ask them to teach me how to do it	0.799			
Job satisfaction		0.845	0.901	0.557
JS1: I have a sense of belonging to my organisation	0.704			
JS2: I have felt "emotionally attached" to this organisation	0.761			
JS3: My leader gives us a great deal at work place	0.786			
JS4: The organisation gives us a fair salary	0.750			
JS5: I am very happy in this organisation	0.766			
JS6: My leader promotes the employees fairly	0.721			
JS7: My leader giving enough supervision in the workplace	0.779			
Work engagement		0.924	0.935	0.617
WE1: We know what is expected of me at work	0.798			
WE2: Our goals match the vision and mission of the organisation	0.843			
WE3: We find that the work we do is useful for my company	0.815			
WE4: We feel empowered while working for our job, as it gives us confidence about our abilities	0.746			
WE5: We believe that We are in-charge of the work we do in the organisation we work for	0.851			
WE6: We understand how our work contributes towards the achievement of organisational goals	0.756			
WE7: We are aligned with the activities of the organisation We work for	0.773			
WE8: We can group collaboration in the workplace	0.747			
WE9: We can maintain relationships at work	0.729			

Note(s): Fit statistics (N = 610)

χ^2/df = 3.575, goodness-of-fit index (GFI) = 0.928, non-normed fit index (NFI) = 0.920, comparative fit index (CFI) = 0.955, incremental fit index (IFI) = 0.957 and root mean square error of approximation (RMSEA) = 0.058

Source(s): The author's own work

Table 3.
Measurement results
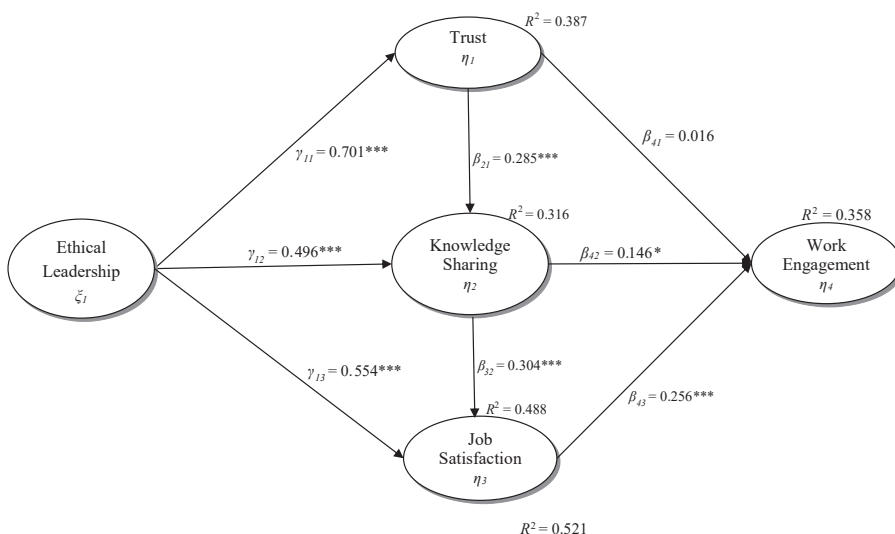
Note(s): $\chi^2/df = 3.399$, GFI = 0.905, NFI = 0.900, CFI = 0.931, IFI = 0.931 and
RMSEA = 0.056, Significant at *$p < 0.05$, **$p < 0.01$, ***$p < 0.001$
Source(s): Author's own work

| Hypotheses | IV | M | DV | IV → DV (c) | IV → M (a) | IV + M → DV | | Test result |
						IV (c')	M(b)	
H6	EL	TR	WE	0.278***	0.546***	0.351***	0.134**	Supported
	Standard error			0.047	0.028	0.038	0.054	
H9	EL	KS	WE	0.261***	0.544***	0.351***	0.164**	Supported
	Standard error			0.050	0.025	0.038	0.060	
H11	EL	JS	WE	0.230***	0.623***	0.351***	0.194**	Supported
	Standard error			0.052	0.025	0.037	0.058	

Note(s): EL: ethical leadership, TR: Trust, KS: knowledge sharing, JS: job satisfaction, WE: work engagement
Significant at *: $p < 0.05$, **: $p < 0.01$, ***: $p < 0.001$
Source(s): The author's own work

5. Discussion

5.1 Key findings

Overall, it can be said that a leader who applies ethical concerns in their activities as well as ethical and moral values in the workplace has a crucial role in influencing employee behaviour as an ethical principle. Clear ethical standards for employees have a strong correlation to developing a positive work environment for employees through the ability and credibility of leaders. Ethical leadership also has a positive role in influencing employees' sense of belonging to the organisation. It means that a leader enhances employees' perception and contribution to develop organisational performance and work effectively. This result confirms previous studies that found that ethical leadership has a positive effect on employee trust (Al Halbusi *et al.*, 2021; Engelbrecht *et al.*, 2017; Håvold *et al.*, 2021; Rutten *et al.*, 2016). This indicates how the relationship between interactional fairness and employee innovation

is significantly influenced by ethical leadership. Additionally, innovative employee behaviour in the management process might encourage employees to come up with good ideas. However, moral leaders place a high value on cultivating relationships of honesty and trust with their workforce. Employees will not worry that moral leaders will impose unjust and unfair sanctions since they can perceive the honesty, competency and friendliness of such leaders through innovation and consulting activities (Atapattu and Huybers, 2021; Albrecht *et al.*, 2015). As a result, the most crucial component influencing employees' trust in the workplace environment is leadership ethics. Employees' feelings of safety will be significantly improved if they perceive ethical leadership to foster innovative behaviours.

This study suggests that ethical leadership enhances KS among employees within and across organisations. The first finding supports the findings of previous limited studies that examined the influence of leadership on KS (Bavik *et al.*, 2018; Goswami and Agrawal, 2023). Ethical leaders promote KS through incentives and sanctions that affect how employees perceive costs and benefits, as well as through moral actions that foster employee trust. They make just and reasonable decisions and define success in terms of both the results and the methods used to accomplish them. These leaders' followers impart their explicit and tacit knowledge to other members of the organisation. In addition, when conventional approaches fail, the followers of these leaders creatively apply their knowledge to create new ones. They promote creativity and innovation and look at fresh options for improved problem-solving. Ethical leaders promote fair sharing of resources and engage in principled decision making (Bavik *et al.*, 2018), which encourages followers to share their knowledge for the benefit of the organisation. An ethical leader motivates followers to express and make suggestions (Yazdanshenas and Mirzaei, 2023), enables them to generate new ideas and inspires them to generate new ideas by using their imagination (Xia and Yang, 2020). This is because knowledge of new ideas is generated through experimentation, problem solving and learning from experience (Koay and Lim, 2022).

Employees' perception of the ethical aspect of their leader has been confirmed to increase their job satisfaction. This finding is consistent with other studies (Joplin *et al.*, 2021; Poma *et al.*, 2023). In the rapidly changing private and public sector landscape, cooperation among employees servants is needed to be more effective and efficient. Leaders who demonstrate ethical behaviour and manners towards individuals will serve as a reliable model for employees to practise with their colleagues. Moreover, an ethical climate created by ethical leaders also serves as a learning platform for employees to behave in a collaborative manner (Baskoro, 2022). Islamic bank organisations often face complicated problems that require many stakeholders to make decisions (Jia *et al.*, 2022). Due to its unique characteristics, the private and public sector is more likely to be motivated by economic value. Specifically, under the influence of leadership ethics and superior-subordinate relationships, civil service motivation promotes behaviour outside the role of civil servants towards colleagues. Finally, through the prism of social learning theory (Bandura, 1977), we have explained why trust, KS and job satisfaction act as mediators between ethical leadership and employee commitment in the workplace.

KS and work satisfaction have a stronger impact on employee engagement than trust as mediating variables. However, employee work engagement suffers as a result of a lack of trust. This finding supports the notion that job satisfaction and KS both contribute positively to employee engagement (Joplin *et al.*, 2021; Singh, 2022). This suggests that effective leadership fosters both employee trust and a sense of shared identity. Trust, KS and job satisfaction also play a significant role in the ethics field in mediating the relationship between ethical leadership and employee work engagement. Employees also think that KS and work involvement satisfy their expectations as engaged and satisfied workers. As a result, it also confirms that trust, KS and job satisfaction have emerged as crucial elements in connecting employees' ethics and performance.

5.2 Conclusions

Leaders in organisations in the public and private sectors, as well as business and management, can use ethical leadership as a tool. The quick advancement of information technology has made it feasible to share information and expertise. Additionally, the importance of trust, information sharing and job satisfaction is inevitable to support employee engagement. The findings offer important knowledge to inspire organisational leaders and staff to embrace the social, emotional and economic aspects of the workplace through innovation and teamwork. Employees' best efforts and dedication to the organisation, for instance, are justified by their emotions due to explicit ethical behaviour and both reward and punishment systems. In order to involve staff in the process, leaders must develop ethical behaviour and fight against ethical issues during the decision-making process. The organisation's executives must therefore act in accordance with moral principles, ethical conduct, governmental regulations and religious values in order to encourage moral behaviour in the work environment.

5.3 Theoretical implications

The social learning theory has been significantly influenced by this research in a number of ways, particularly as it relates to organisations and professional ethical behaviour like that of accountants and auditors. First, the results of this study extended Kahn's and social learning theories in the business and management context. The relationship between ethical leadership and employee engagement in the workplace through trust, KS and satisfaction is attracting more attention in the field of knowledge management research. As a component of the social learning theory in action, this study demonstrates the value of moral leadership in promoting employee engagement at work. The first idea emphasises the individual efforts of employees in the workplace. Recent studies have confirmed the link between leaders and employees organisational attitudes in the setting of organisations. Therefore, the diversity of organisational culture and region is not an issue for gaining insight into employee KS, performance and employee commitment to the organisation. Second, the results show a positive impact of ethical leadership on work engagement and KS. Therefore, develop an effective communication and interaction strategy consciously with regard to design management, including ethical behaviour. It will help organisations improve their brand image and performance.

5.4 Practical implications

This study presents a fresh viewpoint on organisational management from a practical standpoint. Both private and public organisations need to adopt ethical leadership as a guiding principle to enhance the knowledge-sharing environment and develop appropriate platforms to facilitate discussion forums among leaders and staff. This provides a number of benefits. First, it will give employees the opportunity to enhance their knowledge and work experience, which will ultimately increase the operational efficiency of the organisation. Additionally, it will support organisational leaders and workers in creating networks and processes that allow change and ensure their sustainability. Second, networking, responding to behaviours and individuals, socialising and sharing knowledge within and across the organisation. Third, it can help prevent employee turnover problems and retain the unique knowledge they bring to the organisation. Ultimately, it can help employees and organisations draw knowledge from employees and integrate it into the organisation's knowledge base for greater use. By creating formal and informal knowledge-sharing forums and engaging in a culture of knowledge-sharing, employees and organisations can cultivate positive feelings about emotional communication. And commit to doing their job.

This study emphasises the requirement that organisational leaders exhibit ethical leadership through their personal behaviour. It focuses on developing an environment that

encourages leaders who wish to advance ethical leadership and social capital to make decisions that are fair, honest and guided by principles. Therefore, using leadership performance indicators and leadership development programmes, management should encourage ethical principles in daily activities. In order to stop employees from acting immorally, leadership must serve as a driving force. This shows that organisations in the private and public sector might train their personnel by placing a strong emphasis on moral leadership to combat unethical behaviour and enhance organisational performance. In order to do this, leaders must give ethical leadership behaviours a high priority in their job, such as modelling ethical behaviour, advancing ethical principles and providing support. Support, promote ethical principles, act as an ethical role model and give ethical counsel. Banking organisations can create ethical leadership training programmes to teach their managers about ethical behaviour and emphasise its value for their staff. To establish relationships and encourage the values of service among employees, managers should show concern for employee welfare through their ethics policies.

5.5 Limitations and future research directions
This study has a number of restrictions. First off, because the data was gathered from cross-sectional data, CMV might become a potential issue in the sample. This study used the single factor test proposed by Harman to address this problem. To thoroughly test the suggested model, next research must use a longitudinal strategy. Second, the participants were Islamic bank employees working for Indonesia, so they cannot be seen as being typical of all Indonesian workers. Therefore, various regions and perspectives should be used in future research. Future research could possibly be more representative with a larger sample. Examining the attitudes and behaviours of employees can also assist practitioners and researchers in expounding on the consequences of ethical leadership and other researched variables. Third, this study only examined employees' ethical leadership, work commitment, KS and job performance to successfully predict employees' organisational commitment. Future studies should explore other potential drivers of employee emotional engagement and job performance.

References

Al Halbusi, H., Williams, K.A., Ramayah, T., Aldieri, L. and Vinci, C.P. (2021), "Linking ethical leadership and ethical climate to employees' ethical behavior: the moderating role of person-organization fit", *Personnel Review*, Vol. 50 No. 1, pp. 159-185.

Albrecht, S.L., Bakker, A.B., Gruman, J.A., Macey, W.H. and Saks, A.M. (2015), "Employee engagement, human resource management practices and competitive advantage: an integrated approach", *Journal of Organizational Effectiveness: People and Performance*, Vol. 2 No. 1, pp. 7-35.

Anderson, J.C. and Gerbing, D.W. (1988), "Structural equation modeling in practice: a review and recommended two-step approach", *Psychological Bulletin*, Vol. 103 No. 3, p. 411.

Amber, Q., Qazi, A.B., Javaid, N., Khan, I.A. and Ahmad, M. (2022), "Knowledge sharing in public organizations in Pakistan: leaders' ethical role and psychological capital of employees", *Information Discovery and Delivery*, Vol. 50 No. 1, pp. 99-114.

Atapattu, M.M. and Huybers, T. (2021), "Motivational antecedents, employee engagement and knowledge management performance", *Journal of Knowledge Management*, Vol. 26 No. 3, pp. 528-554.

Bandura, A. (1977), "Self-efficacy: toward a unifying theory of behavioral change", *Psychological Review*, Vol. 84 No. 2, pp. 191-215.

Baskoro, B.D. (2022), "The nexus of transactional leadership, knowledge sharing behavior and organizational creativity: empirical evidence from construction workers in Jakarta", *Journal of Work-Applied Management*, Vol. 14 No. 1, pp. 145-162.

Bavik, L.M., Tang, P.M., Shao, R. and Lam, L.W. (2018), "Ethical leadership and employee knowledge sharing: exploring dual-mediation paths", *The Leadership Quarterly*, Vol. 29 No. 2, pp. 322-332.

Brown, M.E., Treviño, L.K. and Harrison, D.A. (2005), "Ethical leadership: a social learning perspective for construct development and testing", *Organizational Behavior and Human Decision Processes*, Vol. 97 No. 2, pp. 117-134.

Curado, C. and Vieira, S. (2019), "Trust, knowledge sharing and organizational commitment in SMEs", *Personnel Review*, Vol. 48 No. 6, pp. 1449-1468.

Davenport, T. and Prusak, L. (1998), *Working Knowledge: How Organizations Manage what They Know*, Harvard Business School Press, Boston, MA.

Edmondson, A. (1999), "Psychological safety and learning behavior in work teams", *Administrative Science Quarterly*, Vol. 44 No. 2, pp. 350-383.

Eichhorn, B.R. (2014), *Common Method Variance Techniques*, SAS Institute, Department of Operations and Supply Chain Management, Cleveland State University, Cleveland, OH.

Engelbrecht, A.S., Heine, G. and Mahembe, B. (2017), "Integrity, ethical leadership, trust and work engagement", *Leadership & Organization Development Journal*, Vol. 38 No. 3, pp. 368-379.

Gallego-Alvarez, I., Rodriguez-Dominiguez, L. and Valejjo, J.M. (2020), "An analysis of business ethics in the cultural context of different religions", *Business Ethics, the Environment & Responsibility*, Vol. 29 No. 3, pp. 570-586.

George, B. (2003), *Authentic Leadership: Rediscovering the Secrets of Creating Lasting Value*, John Wiley and Sons, Hoboken, NJ.

Håvold, O.K.S., Håvold, J.I. and Glavee-Geo, R. (2021), "Trust in leaders, work satisfaction and work engagement in public hospitals", *International Journal of Public Leadership*, Vol. 17 No. 2, pp. 145-159.

Goswami, A.K. and Agrawal, R.K. (2023), "It's a knowledge centric world! Does ethical leadership promote knowledge sharing and knowledge creation? Psychological capital as mediator and shared goals as moderator", *Journal of Knowledge Management*, Vol. 27 No. 3, pp. 584-612.

Hair, J.F. Jr, Black, W.C., Babin, B.J. and Anderson, R.E. (2019), *Multivariate Data Analysis*, 9th ed., Cengage Learning, NW, Cheriton House.

Huang, C.C. (2009), "Knowledge sharing and group cohesiveness on performance: an empirical study of technology R&D teams in Taiwan", *Technovation*, Vol. 29 No. 11, pp. 786-797.

Jia, K., Tianlun, Z., Weiwei, Z., Samma, F.R., Ali, A. and Tachia, C. (2022), "The linkage between ethical leadership, well-being, work engagement, and innovative work behavior: the empirical evidence from the higher education sector of China", *International Journal of Environmental Research and Public Health*, Vol. 19 No. 9, p. 5414.

Joplin, T., Greenbaum, R.L., Wallace, J.C. and Edwards, B.D. (2021), "Employee entitlement, engagement, and performance: the moderating effect of ethical leadership", *Journal of Business Ethics*, Vol. 168, February, pp. 813-826.

Junaidi, J., Chih, W.H. and Ortiz, J. (2020), "Antecedents of Information seeking and sharing on social networking sites: an empirical study of Facebook users", *International Journal of Communication*, Vol. 14, pp. 5705-5728.

Kahn, W.A. (1990), "Psychological conditions of personal engagement and disengagement at work", *Academy of Management Journal*, Vol. 33 No. 4, pp. 692-724.

Kmieciak, R. (2021), "Trust, knowledge sharing, and innovative work behavior: empirical evidence from Poland", *European Journal of Innovation Management*, Vol. 24 No. 5, pp. 1832-1859.

Koay, K.Y. and Lim, P.K. (2022), "Ethical leadership and knowledge hiding: testing the mediating and moderating mechanisms", *Journal of Knowledge Management*, Vol. 26 No. 3, pp. 574-591.

Lee, H. and Choi, B. (2003), "Knowledge management enablers, processes, and organizational performance: an integrative view and empirical examination", *Journal of Management Information Systems*, Vol. 20 No. 1, pp. 179-228.

Majeed, M.T. and Samreen, I. (2021), "Social capital as a source of happiness: evidence from a cross-country analysis", *International Journal of Social Economics*, Vol. 48 No. 1, pp. 159-179.

Mason, J.K. and leek, S. (2008), "Learning to build a supply network: an exploration of dynamic business models", *Journal of Management Studies*, Vol. 45 No. 4, pp. 774-799.

Mohd Ghazali, N.A. (2021), "Factors influencing ethical judgements of accounting practitioners: some Malaysian evidence", *International Journal of Social Economics*, Vol. 48 No. 3, pp. 384-398.

Özsungur, F. (2019), "Ethical leadership, intrapreneurship, service innovation performance and work engagement in chambers of commerce and industry", *Journal of Human Behavior in the Social Environment*, Vol. 29 No. 8, pp. 1059-1081.

Özsungur, F. (2020), "The effects of ethical leadership on work engagement, intrapreneurship, and service innovation behavior: sample of chambers of commerce and industry", *International Journal of Public Leadership*, Vol. 16 No. 2, pp. 199-216.

Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y. and Podsakoff, N.P. (2003), "Common method biases in behavioral research: a critical review of the literature and recommended remedies", *Journal of Applied Psychology*, Vol. 88 No. 5, pp. 879-903.

Poma, E., Pistoresi, B. and Giovinazzo, C. (2023), "Mental well-being and government support in Europe. The mediating role of trust in people and institutions", *International Journal of Social Economics*, Vol. ahead-of-print No. ahead-of-print.

Pradhan, R.K., Dash, S. and Jena, L.K. (2019), "Do HR practices influence job satisfaction? Examining the mediating role of employee engagement in Indian public sector undertakings", *Global Business Review*, Vol. 20 No. 1, pp. 19-132.

Quah, J.S.T. (2020), "Corruption scandals in six Asian countries: a comparative analysis", *Public Administration and Policy: An Asia-Pacific Journal*, Vol. 23 No. 1, pp. 7-21.

Ramlawati, R., Serang, S., Arminas, A., Junaidi, J. and Wicaksono, R. (2023), "The role of ethical leadership on employee commitment to the organization: the mediating role of job satisfaction and job engagement", *Organizational Psychology*, Vol. 13 No. 1, pp. 73-91.

Rechberg, I. and Syed, J. (2013), "Ethical issues in knowledge management: conflict of knowledge ownership", *Journal of Knowledge Management*, Vol. 17 No. 6, pp. 828-847.

Ren, S. and Chadee, D. (2017), "Ethical leadership, self-efficacy and job satisfaction in China: the moderating role of guanxi", *Personnel Review*, Vol. 46 No. 2, pp. 371-388.

Rustiarini, N.W., Yuesti, A. and Gama, A.W.S. (2021), "Public accounting profession and fraud detection responsibility", *Journal of Financial Crime*, Vol. 28 No. 2, pp. 613-627.

Rutten, W., Blaas-Franken, J. and Martin, H. (2016), "The impact of (low) trust on knowledge sharing", *Journal of Knowledge Management*, Vol. 20 No. 2, pp. 199-214.

Schaufeli, W. and Salanova, M. (2011), "Work engagement: on how to better catch a slippery concept", *European Journal of Work and Organizational Psychology*, Vol. 20 No. 1, pp. 39-46.

Singh, A. (2022), "Work engagement, affective commitment, and career satisfaction: the mediating role of knowledge sharing in context of SIEs", *Benchmarking: An International Journal*, Vol. 29 No. 10, pp. 3302-3332.

Sumiyana, S., Wivaqussaniyyah, W., Darwin, M. and Hadna, A.H. (2022), "Partnership building between NGOs and Indonesian local governments: a case study of integrative leadership immersing itself in innovativeness", *International Journal of Social Economics*, Vol. 49 No. 7, pp. 1029-1048.

Transparency International (2023), "Corruption perception index 2022", available at: Corruption Perceptions Index 2022 - Transparency International Indonesia (accessed 20 August 2023).

Tynan, R. (2005), "The effects of threat sensitivity and face giving on dyadic psychological safety and upward communication", *Journal of Applied Social Psychology*, Vol. 35 No. 2, pp. 223-247.

Xia, Z. and Yang, F. (2020), "Ethical leadership and knowledge sharing: the impacts of prosocial motivation and two facets of conscientiousness", *Frontier in Psychology*, Vol. 11, November, pp. 1-10.

Yazdanshenas, M. and Mirzaei, M. (2023), "Leadership integrity and employees' success: role of ethical leadership, psychological capital, and psychological empowerment", *International Journal of Ethics and Systems*, Vol. 39 No. 4, pp. 761-780.

Yukl, G., O'Donnell, M. and Taber, T. (2009), "Influence of leader behaviors on the leader-member exchange relationship", *Journal of Managerial Psychology*, Vol. 24 No. 4, pp. 289-299.

About the author
Junaidi Junaidi is Lecturer in the Department of Accounting, Universitas Muhammadiyah Palopo. He holds a bachelor's degree in STIE Muhammadiyah Palopo and a master's degree in Accounting in Economic and Business Faculty, Islamic University of Indonesia which major in Islamic accounting and finance. He holds a Ph.D. degree in Business Administration from the National Dong Hwa University, ROC Taiwan. His research interests include Islamic banking and finance, auditing, corporate social responsibility, ethical leadership and Islamic consumer behaviour, especially related to the Islamic perspective. His work has been published in the *International Journal of Islamic and Middle Eastern Finance and Management*, the *Journal of Islamic Marketing*, the *International Journal of Communication*, the *Journal of Islamic Accounting and Business Research*, the *Bank and Bank Systems*, the *VINE Journal of Knowledge Management*, the *FWU Social Sciences Journal*, the *Management and Accounting Review* and the *Cogent Business and Management*. Junaidi Junaidi can be contacted at: junaidi@umpalopo.ac.id