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The Influence Of Ethical Leadership On Employee Commitment With Ethical Climate As A Moderating Variable

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Abstrak

Penelitian ini merupakan penelitian kuantitatif dengan pendekatan eksploratif, yaitu suatu pendekatan yang mempunyai jenis yang mengandalkan penelitian-penelitian terdahulu, khususnya keempat penelitian tersebut di atas sebagai energi utama dalam menciptakan kebaruan dalam penelitian yang dilakukan. Data yang digunakan dalam penelitian ini merupakan data primer yang peneliti peroleh dari 500 karyawan Subaru yang tersebar di seluruh Indonesia. Data primer diperoleh dari penyebaran kuesioner online yang berisi 16 pertanyaan dan 4 pernyataan untuk setiap pertanyaan. Data ini dianalisis menggunakan alat analisis smart PLS 4.0. Hasil artikel ini menunjukkan bahwa hipotesis pertama yang diajukan peneliti dalam penelitian ini dapat dibuktikan karena P-Valuesnya positif dan berada di bawah taraf signifikansi 0,05 yaitu 0,013. Hasil tersebut disebabkan oleh gaya Kepemimpinan Etis yang dimiliki oleh seorang pegawai dapat membuat pegawai merasa nyaman, setia dan semangat dalam bekerja sehingga hal ini dapat meningkatkan komitmen pegawai untuk tetap loyal terhadap perusahaan. Selain itu pada baris kedua tabel ketiga efisiensi jalur menunjukkan bahwa variabel Iklim Etis dapat memperkuat pengaruh variabel Kepemimpinan Etis terhadap komitmen pegawai karena hal yang sama yaitu nilai-nilai yang mengarah pada hal positif dan positif. berada di bawah tingkat signifikansi 0,05, yaitu 0,000, yang bahkan lebih kecil dari uji langsung sebesar 0,013. Hal ini dikarenakan Iklim Etis dapat membuat kepemimpinan tetap berada pada ranah etika yang baik sehingga Kepemimpinan Etis semakin kuat dan komitmen pegawai semakin kuat. Dengan demikian, dapat disimpulkan bahwa hipotesis pertama dan kedua dalam penelitian ini dapat diterima.

Kata Kunci: *Kepemimpinan Etis, Komitmen Pegawai, Iklim Etika*

Abstract

This research is quantitative research with an exploratory approach, namely an approach that has a type that relies on previous research, especially the four studies mentioned above as the main energy in creating novelty in the research being carried out. The data used in this research is primary data that researchers obtained from 500 Subaru employees spread throughout Indonesia. The primary data was obtained from distributing an online questionnaire containing 16 questions and 4 statements for each question. These data were analyzed using the smart PLS 4.0 analysis tool . The result in this article show that the first hypothesis that the researcher proposed in this research can be proven because the P-Values are positive and are below the 0.05 significance level, namely 0.013. These results are caused by the Ethical Leadership style possessed by an employee which can make employees comfortable, loyal and enthusiastic at work so that this can increase employee commitment to remain loyal to the company. Apart from that, in the second row of the third table, the efficiency of the path shows that the Ethical Climate variable can strengthen the influence of the Ethical Leadership variable on employee commitment because of the same thing, namely the values that lead to positive and are below the 0.05 significance level, which is 0.000, which is even smaller than direct tester 0.013. This is because the Ethical Climate can make leadership stay in the realm of good ethics so that Ethical Leadership becomes stronger and employee commitment becomes stronger. Thus, it can be concluded that the first and second hypotheses in this research can be accepted.

Keywords: Ethical Leadership, Employee Commitment, Ethical Climate

INTRODUCTION

In the study, leadership behavior is increasingly developing value-based leadership discourse, one of which is ethical leadership discourse. Ethical leadership is the demonstration of normative character that should be through personal actions and interpersonal relationships as well as introducing the said character to followers through two-way communication, reinforcement, and decision making (Yulianti et al., 2022). Therefore, ethics lays down normative principles that govern every part of personal and professional life.

In the previous definition it was said that personal and interpersonal relationships can be through two-way communication, meaning that if we consider it again, it can be seen that ethics has two basic targets, the first is to be a good person, and the second is what should be the rules that determine and limit behavior. individual. According to (Rafsanjan, 2017) that when ethics related to professional life is considered, ethical leadership and professional ethics emerge. The distinguishing feature of professional ethics is that work is carried out within the scope of a code of ethics. According to this perspective, professional ethics is a code of ethics that is common in every part of the world in the profession. This makes it possible that ethical leadership is the ability to influence subordinates by

depending on the moral strength that each leader has (Rafsanjan, 2017).

Ethical leadership is one sub-branch of ethical behavior, having been a clear focus of attention during the early third millennium in the area of creating a healthy work environment and the resulting organizational, group and individual outcomes that require it. Of course, these elements do not yet work in an integrated and organized manner in the field of leadership (Sari, 2015) stated that ethical leadership can mean a person's ability and readiness to influence and guide a person or group of people to achieve common goals by emphasizing the importance of moral values.

Ethical leadership as the demonstration of appropriate normative behavior through personal actions and interpersonal relationships, and the promotion of such behavior to followers through two-way communication, reinforcement, and decision making. This definition implies that a leader must be a good, moral person. These leaders make fair and balanced decisions, and actively consider the appropriateness of those decisions in terms of their ethical consequences. They incorporate moral principles in their beliefs, behavioral values, and have strong ethical norms (Obicci, 2014). In the conceptual ethical leadership there are two main aspects, namely the first is a moral person (e.g., integrity, concern for others, justice, trust), and the second is a moral manager (e.g., communicating, being helpful, punishing, pressing ethical standards, role modeling behavior ethical) (Satyawadi, 2018). Thus, ethical leaders can embody various positive personal characteristics and try to influence their employees by actively managing ethical behavior.

According to the social cognitive theory of moral thought and action (Song, 2021) most individuals have internal moral standards to regulate their behavior. These moral standards control ethical behavior and prevent unethical behavior. A person usually behaves in accordance with their internal moral standards because they have feelings of guilt that will arise if their behavior violates their standards. Ethical leaders guide their subordinates or employees to be responsible for the moral consequences of their own actions, and also respect the interests of others (Mulyani, 2018).

Apart from the morals of an ethical leader, there are also things that can influence employees. A style or behavior that is usually carried out in the workplace. What can influence employee morale or behavior is the culture that is often implemented in an organization or company. A person easily adapts to the environment they find themselves in every day, this becomes a role model or something that can easily exist in every individual. For example, in an organization there is a punctual culture, so employees inevitably have to follow the culture in that organization or company (Mangkunegara, 2013). If there are employees who violate the company's culture or regulations, they must implement ethical

moderating variable. This research is quantitative research with an exploratory approach, namely an approach that has a type that relies on previous research, especially the four studies mentioned above as the main energy in creating novelty in the research being carried out (Fortuna, 2020). The data used in this research is primary data that researchers obtained from 500 Subaru employees spread throughout Indonesia. The primary data was obtained from distributing an online questionnaire containing 16 questions and 4 statements for each question (Abdurahman, 2016). These data were analyzed using the smart PLS 4.0 analysis tool with the hypothesis formulation below.

Hypothesis:

H1: Ethical Leadership Variables can influence Employee Commitment

H2: Ethical Climate can Moderates The Influence of Ethical Leadership on Employee Commitment

RESULT AND DISCUSSION

Validity Test

The validity test stage is the first stage that must be passed before entering the reliability and Path Coefficient test stage. The validity test stage aims to confirm each question item in this research. The following are the results of the validity test in this research (Gujarati, 2013):

Table 1
Validity Test

Variable	Question Item	Loading Factor
Ethical Leadership (X1)	Ethical leadership can make employees comfortable at work	0.829
	Ethical leadership can make employees loyal to the company	0.822
	Ethical leadership can make employees enthusiastic at work	0.831
	Ethical leadership can make employees not give up easily	0.845
	Ethical leadership can	0.833

	make employees ready to face all challenges	
	Ethical leadership can make employees committed to the company	0.839
Employee Commitment (Y)	Employee commitment can be created because employees are comfortable and enthusiastic about working	0.862
	Employee commitment can be created because employees are comfortable and happy at work	0.878
	Employee commitment can be created because employees are loyal to the company	0.869
	Employee commitment can be created because employees are comfortable and enthusiastic about working	0.877
	Employee commitment can be created because of the comfort of active employees at work	0.882
	Employee commitment can be created because of the loyalty of leaders who are liked by employees	0.895
Ethical Climate	Ethical Climate can influence a superior's	0.928

(Z)	Leadership Style	
	Ethical Climate can strengthen the influence of Ethical Leadership on Employee Commitment	0.945
	An Ethical Climate can increase Employee Morale	0.939
	An Ethical Climate can increase Employee Loyalty	0.941

Valid > 0.70

Realibility Test

The 16 question items that have been used in this research, namely 6 question items for the Ethical Leadership variable, 6 question items for the Employee Commitment variable, and 4 question items for the Ethical Climate variable have been validated and the results have proven that the 16 question items are valid. The next stage is reliability testing with the following results (Sarstedt et al., 2014):

Table 2
Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Ethical Leadership	0.886	0.845	Reliable
Employee Commitment	0.961	0.910	Acceptable
Ethical Climate	0.992	0.951	Acceptable

Reliable > 0.70

Path Coefisien

The 16 question items used in this research, with details of 6 question items for the Ethical Leadership variable, 6 question items for the Employee Commitment variable, and 4 question items for the Ethical Climate variable have been validated and the results are valid. Furthermore, the variables mentioned in this research have been tested for reliability and the results are reliable. The following are the results of the Path Coefficient test in this research (Ghozali, 2016):

Table 3
Path Coefisien

	Variable	P-Values	Noted
Direct Influence	EL-> EC	0.013	Accepted
Indirect Influence	ETC* EL-> EC	0.000	Accepted

Signifianct Level < 0.05

In the first line, the path efficiency in the research proves that the first hypothesis that the researcher proposed in this research can be proven because the P-Values are positive and are below the 0.05 significance level, namely 0.013. These results are caused by the Ethical Leadership style possessed by an employee which can make employees comfortable, loyal and enthusiastic at work so that this can increase employee commitment to remain loyal to the company. This is in line with research (Sumarjaya, M. B. dan Supartha, 2017); (Mulyadi, 2021); (Munajah & E. Purba, 2018) & (Ernawati & Aidil Fadli, 2022). Apart from that, in the second row of the third table, the efficiency of the path shows that the Ethical Climate variable can strengthen the influence of the Ethical Leadership variable on employee commitment because of the same thing, namely the values that lead to positive and are below the 0.05 significance level, which is 0.000, which is even smaller than direct tester 0.013. This is because the Ethical Climate can make leadership stay in the realm of good ethics so that Ethical Leadership becomes stronger and employee commitment becomes stronger. Thus, it can be concluded that the first and second hypotheses in this research can be accepted.

CONCLUSION

In the first line, the path efficiency in the research proves that the first hypothesis that the researcher proposed in this research can be proven because the P-Values are positive and are below the 0.05 significance level, namely 0.013. These results are caused by the Ethical Leadership style possessed by an employee which can make employees comfortable, loyal and enthusiastic at work so that this can increase employee commitment to remain loyal to the company. This is in line with research (Sumarjaya, M. B. dan Supartha, 2017); (Mulyadi, 2021); (Munajah & E. Purba, 2018) & (Ernawati & Aidil Fadli, 2022). Apart from that, in the second row of the third table, the efficiency of the path shows that the Ethical Climate variable can strengthen the influence of the Ethical Leadership variable on employee commitment because of the same thing, namely the values that lead to positive and are below the 0.05 significance level, which is 0.000, which is even smaller than direct tester 0.013. This is because the Ethical Climate can make leadership stay in the realm of good

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