

Ethical leadership and job satisfaction: Extending the dual mediation mechanism

Udin Udin^{1*}, Dini Nurfitri², and Mohsin Shaikh³

^{1,2}Department of Management, Universitas Muhammadiyah Yogyakarta, Indonesia

³School of Management, Dr. Vishwanath Karad MIT World Peace University, India

Abstract

Ethical leadership is crucial for the success and sustainability of modern organizations. Therefore, this study aims to explore and investigate the effect of ethical leadership on job satisfaction. Additionally, this study investigates the mediating roles of work stress and work-life balance (WLB) in the relationship between ethical leadership and job satisfaction. Using a cross-sectional design and self-administered questionnaire, the data are collected from 110 employees working in the private hospital in Indonesia and analyzed utilizing structural equation modeling (SEM) with SmartPLS 3.2 software. The results showed that ethical leadership is positively related to WLB as well as job satisfaction, and negatively to work stress. In addition, WLB positively affects job satisfaction, whereas work stress has no significant effect. Given indirect relationships and, more specifically, the findings indicate that WLB fully mediates the effect of ethical leadership on job satisfaction.

Keywords:

ethical leadership; work-life balance; work stress; job satisfaction.

JEL Code: D23, J28

Received June 9 2023; Received in revised form July 30 2022; Accepted August 27 2022; Available online October 31 2023

*Corresponding author

Email: udin@umy.ac.id



To cite this document:

Udin, U., Nurfitri, D., & Shaikh, M. (2023). Ethical leadership and job satisfaction: Extending the dual mediation mechanism. *BISMA (Bisnis Dan Manajemen)*, 16(1), 47–66. <https://doi.org/10.26740/bisma.v16n1.p47-66>

Introduction

Promoting a culture of ethical awareness and accountability in the healthcare system is crucial for ensuring patient welfare and trust. However, some ethical issues arise when patients need to be provided with accurate and complete information, leading to uninformed decision-making. Also, discrimination, failure to prioritize patient welfare fairly, and inadequate security measures to protect patient information become challenges. Therefore, addressing ethical problems in the hospital sector requires a commitment to ethical leadership ([Jian et al., 2022](#); [Mishra & Tikoria, 2021](#)) to create values, integrity and sustainable practices to contribute to a more ethical business environment.

[Abdelhay et al. \(2023\)](#) and [Oladimeji & Abdulkareem \(2023\)](#) revealed that ethical leadership significantly influences employee job satisfaction. Leaders' commitment to ethical values can increase their job satisfaction and productivity in the workplace. Ethical leadership promotes a sense of meaningfulness and enhances job satisfaction ([Aftab et al., 2022](#)). Ethical leadership further enhances employees' intrinsic and extrinsic job satisfaction ([Okan & Akyüz, 2015](#)).

Ethical leadership, in the study by [Ahmad & Umrani \(2019\)](#), found no evidence of a direct impact on employees' job satisfaction. This finding is consistent with [Ghujil \(2020\)](#) finding that ethical leadership has no significant effect on job satisfaction. Furthermore, ethical leadership fails to increase employee satisfaction in the workplace ([Naluwada, 2021](#)), leading to poor performance ([Sari et al., 2022](#)).

From the existing gaps in the literature, several studies recommended work-life balance (WLB) ([Koonmee et al., 2010](#)) and work stress ([Harvey et al., 2014](#); [Katircioglu et al., 2022](#)) to mediate the effect of ethical leadership on job satisfaction for employees working in the hospital industry. Ethical leadership creates a conducive work environment that nurtures WLB and employee job satisfaction ([Braun & Peus, 2018](#); [Coward et al., 2014](#)).

In the context of Indonesian private hospitals, ethical leadership issues often arise due to a dynamic healthcare landscape, unique cultural factors, and the need to balance financial viability with patient welfare. Leaders must be culturally sensitive and able to manage a multicultural workforce to ensure that all staff members feel respected and included in a harmonious work environment. Also, Indonesia faces a shortage of skilled healthcare professionals, including doctors, nurses, and specialized technicians. Private hospitals struggle to attract and retain qualified staff, leading to overworked healthcare professionals and potential burnout and dissatisfaction in the workplace. Many private hospitals force existing healthcare professionals to take on additional responsibilities, work longer hours, and offer limited paid

leave and time off, making it difficult for them to take breaks and recharge. This lack of time off can reduce work-related stress and job satisfaction.

This study, therefore, explores and investigates the effect of ethical leadership on job satisfaction. Additionally, this study examines the mediating roles of work stress and WLB in the relationship between ethical leadership and job satisfaction in a private hospital in Indonesia.

Literature review

Job satisfaction

Job satisfaction refers to the level of fulfilment and positive feelings individuals experience regarding their jobs ([Akehurst et al., 2009](#); [Hilton, et al., 2023](#)). Job satisfaction is important not only for individual well-being but also for overall organizational success. Satisfied employees are more likely to be motivated and committed to their work, leading to increased performance ([Mansyur et al., 2022](#); [Maryati et al., 2019](#)). Conversely, low job satisfaction leads to higher absenteeism, turnover and a higher likelihood of employees seeking employment elsewhere.

According to the Two-Factor theory proposed by Herzberg ([Alshmemri et al., 2017](#)), job satisfaction is determined by two primary factors: hygiene and motivators. First, hygiene factors are related to the work environment and the context in which the job is performed, for example, working conditions, salary, and compensation. The absence or dissatisfaction of these factors leads to job dissatisfaction. Second, motivator factors are directly related to the nature of the work, for example, meaningful work and a sense of growth and recognition.

Job satisfaction is further influenced by several factors ([Hasan, et al., 2023](#); [Robbins et al., 2018](#)), including the nature of the job (i.e., type of tasks, level of challenge, and autonomy in decision-making), work environment (i.e., supportive and positive work environment), recognition and rewards (i.e., adequate and fair compensation), opportunities for career advancement (i.e., availability of training programs, promotion prospects, and support for professional growth), supportive work relationships (i.e., clear communication among superiors and employees), alignment with personal goals and values (i.e., meaningful and purposeful work), leadership and management (i.e., effective leadership and supportive management), and WLB (i.e., balancing work responsibilities with personal life).

Ethical leadership

Ethical leadership refers to a leadership style that is guided by moral principles and values ([Brown et al., 2005](#)). Ethical leadership is crucial for the success of any organization ([Udin, 2023](#)). Ethical leaders demonstrate integrity, fairness, and responsibility in their actions and interactions with others. Ethical leadership sets the tone for the entire organization to promote a

positive work culture ([Al-Halbusi et al., 2021](#)), trust, and employee engagement at the workplace.

Ethical leadership is a leadership style guided by moral principles and values ([Brown et al., 2005](#)). Ethical leadership is crucial for the success of any organization ([Udin, 2023](#)). Ethical leaders demonstrate integrity, fairness, and responsibility in their actions and interactions with others. Ethical leadership promotes a positive work culture ([Al-Halbusi et al., 2021](#)), trust, and employee engagement.

Ethical leaders prioritize doing the right thing over short-term success or personal gain. Ethical leadership encompasses several key aspects of a successful organization ([Brown et al., 2005; Zhu et al., 2019](#)): (1) integrity (i.e., leaders demonstrate honesty and consistency in their words and actions), (2) respect (i.e., leaders treat others with dignity and fairness), (3) ethical decision-making (i.e., leaders prioritize ethical considerations when making decisions), (4) communication and transparency (i.e., leaders promote open and transparent communication), and (5) long-term orientation (i.e., leaders consider the long-term consequences of their decisions and actions for sustainable and socially responsible outcomes). By demonstrating ethical principles and practices, leaders inspire employees, build trust, and create a positive work environment ([Ruiz-Palomino & Linuesa-Langreo, 2018](#)) that promotes work engagement ([Naeem et al., 2020](#)) and long-term success.

Ethical leaders build trust and respect ([Chughtai et al., 2015](#)) and encourage open and honest communication among employees. Ethical leaders create opportunities for employees to express their opinions and ideas. When employees feel heard and have a voice in decision-making, it enhances their job satisfaction ([Abdelhay et al., 2023](#)). Also, ethical leaders emphasize the organization's values and inspire employees by connecting their work to a larger goal ([Naeem et al., 2020](#)). Employees who understand the significance of the work would exhibit higher job satisfaction ([Oladimeji & Abdulkareem, 2023](#)). Thus the hypothesis is:

H1: Ethical leadership is positively related to employee job satisfaction.

Ethical leaders promote a positive work environment ([Khan et al., 2022](#)) by resolving conflicts in a fair manner. This helps reduce stress levels among employees. Ethical leaders also encourage employees to express their concerns and provide feedback ([Udin et al., 2022; Wong et al., 2020](#)) and ensure that everyone is well-informed to foster positive relationships among employees. Ethical leaders treat all employees fairly and impartially regarding organizational policies and procedures to minimize potential conflicts ([Babalola et al., 2018](#)). [Harvey et al. \(2014\)](#) found a significant negative relationship between ethical leadership and work stress. Thus, the hypothesis is:

H2: Ethical leadership is negatively related to employee work stress.

Ethical leaders recognize the importance of work-life balance ([Coward et al., 2014](#)) and encourage employees to prioritize their well-being. Ethical leaders define and communicate the organization's values and ethical standards ([Chughtai et al., 2015](#)) to create a shared understanding among employees. Also, ethical leaders foster a culture of innovation ([Shafique et al., 2020](#); [Van der Wal & Demircioglu, 2020](#)) that aligns with ethical principles and encourages employees to explore creative solutions that benefit the organization, society and their personal lives. Thus, the hypothesis is:

H3: Ethical leadership is positively related to employee WLB.

Work-life balance

Work-life balance (WLB) refers to the harmony between an individual's work and personal life ([Rantanen et al., 2011](#)). WLB is crucial for individuals working in any organization. Employees have to be able to effectively manage and prioritize the demands of their jobs while also allocating time and energy to personal activities, relationships, and self-care ([Diego-Medrano & Salazar, 2021](#)).

Achieving WLB is essential for maintaining overall well-being and fostering a fulfilling life ([Farber et al., 2023](#)). The right balance between work-related responsibilities and personal aspirations and leisure activities can reduce stress at the workplace ([Farber et al., 2020](#)). WLB varies from employee to employee, as it depends on individual priorities and values. For some employees, achieving WLB may mean spending more time with family, engaging in hobbies, or caring for their physical and mental health. For others, it may involve finding fulfilment, praying purposefully and satisfying their professional endeavours while still maintaining time for personal pursuits. Also, spending quality time with loved ones, nurturing relationships, and engaging in social activities contribute to overall happiness and well-being ([Medvedev & Landhuis, 2018](#)).

Employees with a good WLB are more focused and satisfied in their jobs ([Heriyadi et al., 2020](#)), leading to better outcomes. Balancing work and personal life allows employees to invest time and energy in nurturing relationships with family and friends. These positive relationships and supportive social networks can enhance job satisfaction by providing support and a sense of belonging ([Aruldoss et al., 2022](#)). Also, employees who experience a good WLB are more likely to stay with an organization long-term and better manage their time and prioritize tasks to increase higher job satisfaction ([Schnettler et al., 2021](#)). In addition, by promoting a culture that values WLB and demonstrating ethical behaviours within the organization, leaders can create an environment where employees thrive and go the extra

mile ([Poohongthong et al., 2014](#)) to demonstrate higher levels of job satisfaction ([Braun & Peus, 2018](#)). Thus, the hypothesis is:

H4: WLB is positively related to employee job satisfaction.

H5: WLB mediates the link between ethical leadership and employee job satisfaction.

Work stress

Work stress refers to the physical, mental, and emotional strain experienced by individuals ([Skaalvik & Skaalvik, 2015](#)) in response to their work-related demands. Work stress can stem from various factors, including heavy workloads, lack of autonomy, inadequate resources, interpersonal conflicts, and poor role ambiguity ([Meurs & Perrewé, 2011](#)).

Organizations are responsible for recognizing and managing work stress to ensure the well-being and productivity of their employees ([Jeanguenat & Dror, 2018](#)). Strategies to address work stress may include creating supportive work environments, providing resources and support systems, improving communication, and addressing the underlying causes of stress within the organization ([Bhui et al., 2012](#)). Employees can also manage their work stress by practising self-care, seeking support, and developing effective coping mechanisms to recharge and reduce stress levels ([Ornelas & Kleiner, 2003](#)).

Work stress in organizations is a common issue that can significantly impact both employees and the organization's overall success. Work stress not only decreases employee morale and lower job performance ([Khan et al., 2022](#)) but also reduces job satisfaction ([Aruldoss et al., 2022](#)). High levels of stress also lead to absenteeism and reduce innovation within the organization ([Sanchez-Gomez et al., 2021](#)). Thus, the hypothesis is:

H6: Work stress is negatively related to employee job satisfaction.

Excessive work stress can lead to mental, physical, and emotional health problems ([Skaalvik & Skaalvik, 2015](#)), and ethical leadership is essential in managing and reducing work stress ([Schwepker & Dimitriou, 2021](#)). Ethical leaders are aware of the stressors their employees face and take proactive steps to address them by providing clear expectations, offering support and resources, fostering open communication, and promoting a healthy work environment ([Haque & Yamoah, 2021](#)) to create a more productive and positive job satisfaction ([Abdelhay et al., 2023](#)) for their employees in the workplace. Thus, the hypothesis is:

H7: Work stress mediates the link between ethical leadership and employee job satisfaction.

Research method

This study applied a quantitative approach to analyze the effect of ethical leadership on job satisfaction by testing the mediating roles of work stress and WLB. Using a cross-sectional design and self-administered questionnaire, the data were collected from 110 employees working in a private hospital in Kuningan Regency, West Java province, Indonesia.

The obtained sample of this study consisted of 110 respondents. Of the respondents, the majority are female (78 individuals, 70.9 percent), and male are only (32 individuals, 29.1 percent). The majority are between 31-35 (30 individuals, 27.3 percent) years old and between 20-25 (29 individuals, 26.4 percent). In the terms of marriage, most of the respondents are married (76 individuals, 69.1 percent). In addition, 37.4 percent (41 individuals) have been worked with their current organization for more than 10 years.

Based on the research framework, as shown in Figure 1, to collect data from the employees working in private hospitals in Indonesia, a structured 5-point scale questionnaire (ranging from 1 = strongly disagree to 5 = strongly agree) is established and developed. All measures of 4 constructs are developed based on existing literature and previous studies. For example, ethical leadership is measured using 6 items adapted from [Brown et al. \(2005\)](#), [Kim & Kim \(2020\)](#), and [Udin \(2023\)](#), and a sample item is “*My leader sets an example of how to do the ethical things the right way*”. WLB is measured using 6 items adapted from [Wu et al., \(2013\)](#), [Haider et al., \(2018\)](#), and a sample item is “*There is a good fit between work life and my personal life*”. Work stress is measured using 8 items adapted from [Tabak & Orit \(2007\)](#), [Shafiq & Manzoor \(2011\)](#), and a sample item is “*I try to take care of myself and avoid negative emotions*”. Moreover, job satisfaction is measured using 6 items adapted from [Shafiq & Manzoor \(2011\)](#), [Votmer et al., \(2012\)](#), and a sample item is “*I have a respectable nature of work*”.

The data obtained in this study is analyzed using structural equation modelling (SEM) with SmartPLS 3.2 software. PLS-SEM is chosen to examine the hypothesized model because it could better assess the small sample size ([Hair et al., 2021](#)) to achieve effective output for complex models.

Result and discussion

The reflective measurement model in this study was analyzed using SmartPLS 3.2 software to confirm the indicator's loading of each variable. From the results of the analysis in Table 1, two items from WLB (i.e., WLB1 and WLB2) and four items from work stress (i.e., WS1, WS6, WS7, and WS8) were excluded for further analysis due to their value is lower than cut-off values 0.60 ([Moores & Chang, 2006](#)) for exploratory research.

Table 1
Factor loadings

Items	Ethical Leadership	Work-life Balance	Work Stress	Job Satisfaction
EL1	0.760			
EL2	0.839			
EL3	0.882			
EL4	0.845			
EL5	0.894			
EL6	0.905			
WLB1		0.163*		
WLB2		0.127*		
WLB3		0.685		
WLB4		0.871		
WLB5		0.843		
WLB6		0.784		
WS1			0.446*	
WS2			0.837	
WS3			0.772	
WS4			0.690	
WS5			0.714	
WS6			0.458*	
WS7			0.489*	
WS8			0.408*	
JS1				0.737
JS2				0.778
JS3				0.756
JS4				0.850
JS5				0.844
JS6				0.789

Note: * = not valid item

To justify the internal consistency after excluding the items, as shown in Table 2, this study assessed the composite reliability (CR), Cronbach's alpha (CA), and average variance extracted (AVE) of the remaining indicators. Table 2 further showed that all items have factor loadings above 0.6, confirming the item reliability (Hair et al., 2021). Also, the results of CA and CR are above 0.7, indicating and validating construct reliability. In addition, the result of AVE is above 0.5, confirming convergent validity (Afthanorhan, 2013).

Table 2
Construct validity and reliability

Constructs	Items	Factor loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Ethical Leadership	EL1	0.758	0.926	0.942	0.732
	EL2	0.838			
	EL3	0.882			
	EL4	0.846			
	EL5	0.894			
	EL6	0.906			
Work-life Balance	WLB3	0.693	0.817	0.880	0.648
	WLB4	0.855			
	WLB5	0.850			
	WLB6	0.811			
Work Stress	WS2	0.876	0.790	0.858	0.604
	WS3	0.808			
	WS4	0.734			
	WS5	0.675			
Job Satisfaction	JS1	0.736	0.882	0.910	0.629
	JS2	0.777			
	JS3	0.756			
	JS4	0.850			
	JS5	0.845			
	JS6	0.789			

The analysis results in Table 3 also approved discriminant validity using the Fornell-Larcker criterion and Heterotrait-Monotrait Ratio (HTMT). All HTMT values of each variable are below 0.9, indicating that all indicators are valid.

Table 3
Discriminant validity

Constructs	Ethical Leadership	Job Satisfaction	Work Stress	Work-life Balance
<i>Fornell-Larcker Criterion</i>				
Ethical Leadership	0.855			
Job Satisfaction	0.770	0.793		
Work Stress	-0.208	-0.188	0.777	
Work-life Balance	0.521	0.635	-0.068	0.805
<i>Heterotrait-Monotrait Ratio (HTMT)</i>				
Ethical Leadership				
Job Satisfaction	0.844			
Work Stress	0.206	0.196		
Work-life Balance	0.582	0.735	0.102	

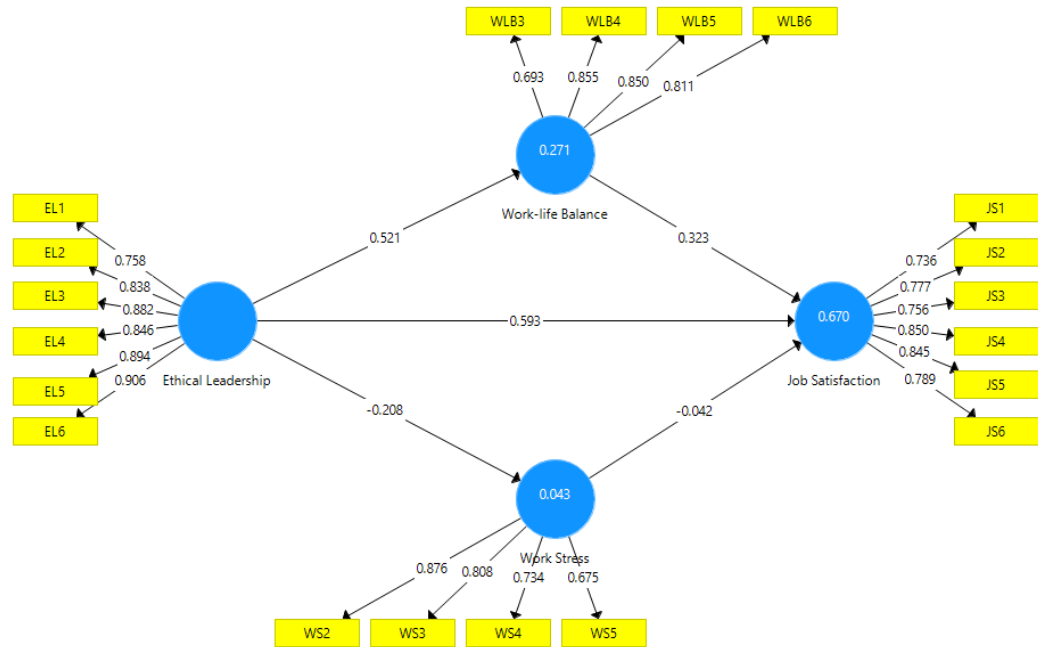


Figure 1
The research framework

Table 4
Path coefficients

Hypotheses	Original Sample	Standard Deviation	T Statistics	P Values
<i>Direct effects</i>				
Ethical Leadership → Job Satisfaction	0.593	0.082	7.238	0.000
Ethical Leadership → Work Stress	-0.208	0.097	2.146	0.032
Ethical Leadership → Work-life Balance	0.521	0.065	8.073	0.000
Work-life Balance → Job Satisfaction	0.323	0.073	4.454	0.000
Work Stress → Job Satisfaction	-0.042	0.070	0.607	0.544
<i>Indirect effects</i>				
Ethical Leadership → Work-life Balance → Job Satisfaction	0.168	0.041	4.102	0.000
Ethical Leadership → Work Stress → Job Satisfaction	0.009	0.017	0.508	0.612

Table 4 showed that ethical leadership is positively and significantly related to job satisfaction ($\beta = 0.593$, t -value = 7.238, $p < 0.01$) and WLB ($\beta = 0.521$, t -value = 8.073, $p < 0.01$) and significantly negatively related to work stress ($\beta = -0.208$, t -value = 2.146, $p < 0.01$). Therefore, H1, H2 and H3 are supported. In addition, WLB is positively and significantly related to job satisfaction ($\beta = 0.323$, t -value = 4.454, $p < 0.01$), supporting H4. However, in contrast to the expectation, work stress is not significantly related to job satisfaction ($\beta = -0.042$, t -value = 0.607, $p > 0.01$). Thus, H6 in this study is rejected.

The mediation effects in this study are measured using a two-step procedure proposed by [\(Preacher et al. \(2007\)\)](#): (1) measuring the significant effect of independent on mediating variables ($X \rightarrow M$), and (2), measuring the significant effect of mediating variables on the dependent variable ($M \rightarrow Y$). The findings revealed that the indirect effect of ethical leadership on job satisfaction through WLB is significant and positive ($\beta = 0.168$, $t\text{-value} = 4.102$, $p < 0.01$). In contrast, the indirect effect of ethical leadership on job satisfaction through work stress is not significant ($\beta = 0.009$, $t\text{-value} = 0.508$, $p > 0.01$). Thus, H5 in this study is supported, while H7 is rejected, as shown in Table 4.

Ethical leadership influences job satisfaction, work stress and WLB among employees. Employees' job satisfaction is positively affected when leaders demonstrate ethical behavior and foster an inclusive work environment. Ethical leaders communicate organizational goals and expectations effectively to reduce uncertainty and promote clarity ([\(Cakir et al., 2022\)](#)). Employees who understand their roles and have access to information are more likely to balance work-related responsibilities and their personal lives.

Ethical leaders empower employees by delegating responsibilities, providing autonomy, and supporting their growth and development. By encouraging participation and involving employees in decision-making processes, ethical leaders foster a sense of ownership to reduce feelings of injustice and work stress within organization. Also, ethical leaders reasonably handle conflicts and disputes ([\(Khan et al., 2022\)](#)). They promote open dialogue, actively listen to employee concerns, and seek resolutions considering everyone's perspectives to promote a harmonious work environment.

This study also found that WLB positively enhances job satisfaction. Balancing work and personal life enable employees to devote quality time to their relationships, which, in turn, contributes to overall life and job satisfaction. Also, a well-balanced life allows employees to focus better and be more productive during working hours. They can bring a fresh perspective to their tasks after adequate rest for personal fulfillment. When employees have time for activities they enjoy and are passionate about, they tend to bring higher levels of motivation to their work ([\(Burke & Fiksenbaum, 2009\)](#)), significantly influencing job satisfaction ([\(Boakye et al., 2023\)](#)).

This study, of course, further revealed that work stress has no significant effect on job satisfaction. This finding confirms the previous study of [\(Ramlawati et al. \(2021\)\)](#). Work stress covers the physical and emotional strain that employees experience due to work-related factors such as high demands, long hours, and interpersonal conflicts. Employees vary in resilience, coping mechanisms, and how they respond to stress. This

individual variability leads to job satisfaction. Employees working in a high-stress job may not affect job satisfaction because they do not enjoy the challenges it presents. Also, the nature of the jobs is inherently more stressful due to their demands. Although employees can employ various coping strategies (Portero et al., 2020) to deal with work stress, some individuals may not engage in effective coping mechanisms, such as seeking social support or problem-solving, which allow them to maintain high job satisfaction despite experiencing stress.

Conclusion

This study concluded that ethical leadership positively relates to WLB and job satisfaction and negatively to work stress. In addition, WLB positively affects job satisfaction. Given indirect relationships and, more specifically, the findings indicate that WLB fully mediates the effect of ethical leadership on job satisfaction.

This study offers a significant theoretical contribution to building on existing knowledge by presenting WLB as a potential mediator, linking ethical leadership and employee job satisfaction. In the same way, the indirect effect of work stress is also becoming an interesting variable that needs further exploration for future research to verify these relationships. Moreover, the findings of this study provide practical implications that ethical leadership supports and empowers employees to experiment and try new things for happiness at work and in their personal lives. This implies that the leader's concern reinforces a sense of belonging and increases job satisfaction.

These four variables (i.e., ethical leadership, WLB, work stress, and job satisfaction) are measured and based on employee perceptions, which becomes the study's main limitation. Therefore, future research needs to pay attention to the bias effects since measuring the relationship between variables originating from the same respondent.

Author contribution

Udin Udin: Writing—original draft, writing—review & editing, and methodology. **Dini Nurfitri:** Investigation, validation, data curation, and visualization. **Mohsin Shaikh:** Conceptualization and supervision. All authors have agreed to the published version of the manuscript.

Declaration of interest

The authors declare no conflict of interest.

Acknowledgement

The authors express gratitude to all of the participating respondents for generously sharing their time and insights. Without their invaluable help and support, achieving an outcome in this study would not have been feasible.

References

- Abdelhay, S., Al Talay, M. S. R., Abdelhay, A., & El-Bannany, M. (2023). Relation between Employee Productivity, Job Satisfaction, and Ethical Leadership in the Context of Work-Life Conflicts. *Resmilitaris*, 13(3), 2534-2546.
<https://resmilitaris.net/menuscript/index.php/resmilitaris/article/view/3832/2968>
- Aftab, J., Sarwar, H., Kiran, A., Qureshi, M. I., Ishaq, M. I., Ambreen, S., & Kayani, A. J. (2022). Ethical leadership, workplace spirituality, and job satisfaction: moderating role of self-efficacy. *International Journal of Emerging Markets*, ahead-of-print(ahead-of-print).
<https://doi.org/10.1108/IJOEM-07-2021-1151>
- Afthanorhan, W. (2013). A comparison of partial least square structural equation modeling (PLS-SEM) and covariance based structural equation modeling (CB-SEM) for confirmatory factor analysis. *International Journal of Engineering Science and Innovative Technology*, 2(5), 198-205.
https://www.ijesit.com/Volume%202/Issue%205/IJESIT201305_27.pdf
- Ahmad, I., & Umrani, W. A. (2019). The impact of ethical leadership style on job satisfaction. *Leadership & Organization Development Journal*, 40(5), 534-547. <https://doi.org/10.1108/LODJ-12-2018-0461>
- Akehurst, G., Comeche, J. M., & Galindo, M.-A. (2009). Job satisfaction and commitment in the entrepreneurial SME. *Small Business Economics*, 32(3), 277-289. <https://doi.org/10.1007/s11187-008-9116-z>
- Al Halbusi, H., Ruiz-Palomino, P., Morales-Sánchez, R., & Abdel Fattah, F. A. M. (2021). Managerial ethical leadership, ethical climate and employee ethical behavior: does moral attentiveness matter? *Ethics & Behavior*, 31(8), 604-627.
<https://doi.org/10.1080/10508422.2021.1937628>
- Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Herzberg's two-factor theory. *Life Science Journal*, 14(5), 12-16.
https://www.lifesciencesite.com/ljsj/life140517/03_32120ljsj140517_12_16.pdf
- Aruldoss, A., Berube Kowalski, K., Travis, M. L., & Parayitam, S. (2022). The relationship between work-life balance and job satisfaction: moderating role of training and development and work environment.

- Journal of Advances in Management Research, 19(2), 240-271.
<https://doi.org/10.1108/JAMR-01-2021-0002>
- Babalola, M. T., Stouten, J., Euwema, M. C., & Ovadje, F. (2018). The relation between ethical leadership and workplace conflicts: The mediating role of employee resolution efficacy. *Journal of Management*, 44(5), 2037-2063.
<https://doi.org/10.1177/0149206316638163>
- Bhui, K. S., Dinos, S., Stansfeld, S. A., & White, P. D. (2012). A synthesis of the evidence for managing stress at work: a review of the reviews reporting on anxiety, depression, and absenteeism. *Journal of environmental and public health*, 2012, 515874.
<https://doi.org/10.1155/2012/515874>
- Boakye, A. N., Asravor, R. K., & Essuman, J. (2023). Work-life balance as predictors of job satisfaction in the tertiary educational sector. *Cogent Business & Management*, 10(1), 2162686.
<https://doi.org/10.1080/23311975.2022.2162686>
- Braun, S., & Peus, C. (2018). Crossover of Work–Life Balance Perceptions: Does Authentic Leadership Matter? *Journal of Business Ethics*, 149(4), 875-893. <https://doi.org/10.1007/s10551-016-3078-x>
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97(2), 117-134. doi: <https://doi.org/10.1016/j.obhdp.2005.03.002>
- Burke, R. J., & Fiksenbaum, L. (2009). Work Motivations, Satisfaction, and Health Among Managers: Passion Versus Addiction. *Cross-Cultural Research*, 43(4), 349-365.
<https://doi.org/10.1177/1069397109336990>
- Cakir, M. S., Wardman, J. K., & Trautrim, A. (2022). Ethical leadership supports safety voice by increasing risk perception and reducing ethical ambiguity: Evidence from the COVID-19 pandemic. *Risk Analysis*, n/a, 1-15. doi: <https://doi.org/10.1111/risa.14053>
- Chughtai, A., Byrne, M., & Flood, B. (2015). Linking Ethical Leadership to Employee Well-Being: The Role of Trust in Supervisor. *Journal of Business Ethics*, 128(3), 653-663. <https://doi.org/10.1007/s10551-014-2126-7>
- Cowart, T., Gilley, A., Avery, S., Barber, A., & Gilley, J. W. (2014). Ethical leaders: Trust, work-life balance, and treating individuals as unique. *Journal of Leadership, Accountability and Ethics*, 11(3), 70-81.
https://www.researchgate.net/publication/319911439_Ethical_Leaders_Trust_Work-Life_Balance_and_Treating_Individuals_as_Unique
- Diego-Medrano, E., & Salazar, L. R. (2021). Examining the work-life balance of faculty in Higher education. *International Journal of Social Policy*

- and Education, 20(5), 71-83.
https://www.researchgate.net/publication/350950852_Examining_Work-Life_Balance_of_Faculty_in_Higher_Education
- Farber, J., Payton, C., Dorney, P., & Colancecco, E. (2023). Work-life balance and professional quality of life among nurse faculty during the COVID-19 pandemic. *Journal of Professional Nursing*, 46, 92-101. doi: <https://doi.org/10.1016/j.profnurs.2023.03.005>
- Farber, J. E., Payton, C., & Dorney, P. (2020). Life balance and professional quality of life among baccalaureate nurse faculty. *Journal of Professional Nursing*, 36(6), 587-594. doi: <https://doi.org/10.1016/j.profnurs.2020.08.010>
- George, B., & Pandey, S. K. (2017). We know the Yin—But where is the Yang? Toward a balanced approach on common source bias in public administration scholarship. *Review of public personnel administration*, 37(2), 245-270. <https://doi.org/10.1177/0734371X17698189>.
- Ghujil, H. S. (2020). Examining the relationship between ethical leadership and job performance through job satisfaction, employee organizational commitment, and employee trust. Alliant International University, Alhambra.
- Haider, S., Jabeen, S., & Ahmad, J. (2018). Moderated mediation between work life balance and employee job performance: The role of psychological wellbeing and satisfaction with coworkers. <https://doi.org/10.5093/jwop2018a4>
- Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). A primer on partial least squares structural equation modeling (PLS-SEM). Thousand Oaks: Sage publications. <https://doi.org/10.1007/978-3-030-80519-7>
- Haque, A. u., & Yamoah, F. A. (2021). The Role of Ethical Leadership in Managing Occupational Stress to Promote Innovative Work Behaviour: A Cross-Cultural Management Perspective. *Sustainability*, 13(17), 9608. doi: <https://doi.org/10.3390/su13179608>
- Harvey, P., Harris, K. J., Kacmar, K. M., Buckless, A., & Pescosolido, A. T. (2014). The Impact of Political Skill on Employees' Perceptions of Ethical Leadership. *Journal of Leadership & Organizational Studies*, 21(1), 5-16. <https://doi.org/10.1177/1548051813483834>
- Hasan, M., Hossen, M. M., Likhon, T. S., & Hossain, G. M. S. (2023). Assessing The Implications Of Job Satisfaction Towards Employee Performance: Insights From Public Servant Professionals (PSPS). *International Journal of Information, Business and Management*, 15(1), 57-74. https://www.researchgate.net/publication/366618605_Assessing_the

[Implications of Job Satisfaction towards Employee Performance Insights from Public Servant Professionals PSPs](#)

- Hasan, T., Jawaad, M., & Butt, I. (2021). The Influence of Person–Job Fit, Work–Life Balance, and Work Conditions on Organizational Commitment: Investigating the Mediation of Job Satisfaction in the Private Sector of the Emerging Market. *Sustainability*, 13(12), 6622. <https://doi.org/10.3390/su13126622>
- Heriyadi, H., Tjahjono, H. K., & Rahayu, M. K. P. (2020). Improving organizational citizenship behavior through job satisfaction, leader-member exchange, and work-life balance. *Binus Business Review*, 11(2), 97-104. <https://doi.org/10.21512/bbr.v11i2.6193>.
- Hilton, S. K., Madilo, W., Awaah, F., & Arkorful, H. (2023). Dimensions of transformational leadership and organizational performance: the mediating effect of job satisfaction. *Management Research Review*, 46(1), 1-19. <https://doi.org/10.1108/MRR-02-2021-0152>
- Jeanguenat, A. M., & Dror, I. E. (2018). Human Factors Effecting Forensic Decision Making: Workplace Stress and Well-being. *Journal of Forensic Sciences*, 63(1), 258-261. doi: <https://doi.org/10.1111/1556-4029.13533>
- Jian, Q., Wang, X., Al-Smadi, H. M., Waheed, A., Badulescu, A., & Samad, S. (2022). Proposing a Robust Model to Reduce Employees’ Turnover Intentions in an Ethical Leadership Framework: Empirical Evidence from the Healthcare Sector. *International Journal of Environmental Research and Public Health*, 19(15), 8939. <https://doi.org/10.3390/ijerph19158939>
- Katircioglu, S., Arasli, H., & Cizreliogullari, M. N. (2022). The Role of Ethical Leadership in Psychological Capital and Job Satisfaction of Immigrant Workers: Evidence From the Hotel Industry of Cyprus. *SAGE Open*, 12(3), 1-20. <https://doi.org/10.1177/21582440211069959>.
- Khan, H., Abbas, J., Kumari, K., & Najam, H. (2022). Corporate level politics from managers and employees perspective and its impact on employees' job stress and job performance. *Journal of Economic and Administrative Sciences*, ahead-of-print(ahead-of-print). <https://doi.org/10.1108/JEAS-12-2021-0246>
- Khan, M., Mahmood, A., & Shoaib, M. (2022). Role of Ethical Leadership in Improving Employee Outcomes through the Work Environment, Work-Life Quality and ICT Skills: A Setting of China-Pakistan Economic Corridor. *Sustainability*, 14(17). <https://doi.org/10.3390/su141711055>
- Kim, M.-J., & Kim, B.-J. (2020). The Performance Implications of Job Insecurity: The Sequential Mediating Effect of Job Stress and Organizational Commitment, and the Buffering Role of Ethical

- Leadership. *International Journal of Environmental Research and Public Health*, 17(21), 7837. <https://doi.org/10.3390/ijerph17217837>
- Koonmee, K., Singhapakdi, A., Virakul, B., & Lee, D.-J. (2010). Ethics institutionalization, quality of work life, and employee job-related outcomes: A survey of human resource managers in Thailand. *Journal of Business Research*, 63(1), 20-26. doi: <https://doi.org/10.1016/j.jbusres.2009.01.006>
- Mansyur, A., Arfah, A., & Semmaila, B. (2022). Relationship Between Transformational Leadership Style and Job Satisfaction on Employee Performance. *Point of View Research Management*, 3(2), 108-120. <https://ejournal.iain-manado.ac.id/index.php/KIJMS/article/view/580/396>
- Maryati, T., Astuti, R. J., & Udin, U. (2019). The effect of spiritual leadership and organizational culture on employee performance: The mediating role of job satisfaction. *International Journal of Innovation, Creativity and Change*, 9(3), 130-143. https://www.ijicc.net/images/vol9iss3/9310_Maryati_2019_E_R.pdf
- Medvedev, O. N., & Landhuis, C. E. (2018). Exploring constructs of well-being, happiness and quality of life. *PeerJ Section: Brain, Cognition and Mental Health*, 6, e4903. <https://doi.org/10.7717/peerj.4903>
- Meurs, J. A., & Perrewé, P. L. (2011). Cognitive Activation Theory of Stress: An Integrative Theoretical Approach to Work Stress. *Journal of Management*, 37(4), 1043-1068. <https://doi.org/10.1177/0149206310387303>
- Mishra, B., & Tikoria, J. (2021). Impact of ethical leadership on organizational climate and its subsequent influence on job commitment: a study in hospital context. *Journal of Management Development*, 40(5), 438-452. <https://doi.org/10.1108/JMD-08-2020-0245>
- Moore, T. T., & Chang, J. C.-J. (2006). Ethical decision making in software piracy: Initial development and test of a four-component model. *MIS quarterly*, 30(1), 167-180. <https://doi.org/10.2307/25148722>
- Naeem, R. M., Weng, Q., Hameed, Z., & Rasheed, M. I. (2020). Ethical leadership and work engagement: A moderated mediation model. *Ethics & Behavior*, 30(1), 63-82. <https://doi.org/10.1080/10508422.2019.1604232>
- Naluwada, S. (2021). Ethical leadership, employee engagement and job satisfaction of workers at Stanbic Bank. Makerere University, Kampala. <http://hdl.handle.net/20.500.12281/9400>
- Okan, T., & Akyüz, A. M. (2015). Exploring the Relationship between Ethical Leadership and Job Satisfaction with the Mediating Role of the Level of Loyalty to Supervisor. *Business & Economics Research Journal*, 6(4), 155-177. <https://www.berjournal.com/wp->

[content/plugins/downloads-manager/upload/BERJ%206\(4\)15%20Article%209%20pp.155-177.pdf](#)

- Oladimeji, K. A., & Abdulkareem, A. K. (2023). Ethical Leadership and Employee Performance in the Public Sector: The Mediating Effects of Motivation and Satisfaction. *Jurnal Studi Pemerintahan*, 13(2), 133-148. <https://doi.org/10.18196/jgp.v13i2.14903>
- Ornelas, S., & Kleiner, B. H. (2003). New developments in managing job related stress. *Equal Opportunities International*, 22(5), 64-70. <https://doi.org/10.1108/02610150310787504>
- Poohongthong, C., Surat, P., & Sutipan, P. (2014). A study on the relationships between ethical leadership, work-life balance, organizational socialization, and organizational citizenship behavior of teachers in Northern Thailand. *The Journal of Behavioral Science*, 9(2), 17-28. <https://doi.org/10.14456/ijbs.2014.2>
- Portero de la Cruz, S., Cebrino, J., Herruzo, J., & Vaquero-Abellán, M. (2020). A Multicenter Study into Burnout, Perceived Stress, Job Satisfaction, Coping Strategies, and General Health among Emergency Department Nursing Staff. *Journal of Clinical Medicine*, 9(4), 1007. doi: <https://doi.org/10.3390/jcm9041007>
- Preacher, K. J., Rucker, D. D., & Hayes, A. F. (2007). Addressing Moderated Mediation Hypotheses: Theory, Methods, and Prescriptions. *Multivariate Behavioral Research*, 42(1), 185-227. <https://doi.org/10.1080/00273170701341316>
- Ramlawati, R., Trisnawati, E., Yasin, N., & Kurniawaty, K. (2021). External alternatives, job stress on job satisfaction and employee turnover intention. *Management Science Letters*, 11(2), 511-518. <https://doi.org/10.5267/j.msl.2020.9.016>
- Rantanen, J., Kinnunen, U., Mauno, S., & Tillemann, K. (2011). Introducing Theoretical Approaches to Work-Life Balance and Testing a New Typology Among Professionals. In S. Kaiser, M. J. Ringlstetter, D. R. Eikhof & M. Pina e Cunha (Eds.), *Creating Balance? International Perspectives on the Work-Life Integration of Professionals* (pp. 27-46). Berlin, Heidelberg: Springer Berlin Heidelberg. https://doi.org/10.1007/978-3-642-16199-5_2
- Robbins, S. P., Judge, T. A., & Beward, K. E. (2018). *Essentials of organizational behaviour*. Prentice Hall: Pearson. https://homepages.se.edu/cvonbergen/files/2018/03/Essentials-of-Organizational-Behavior_14th-ed_Chapters-1-and-2.pdf
- Ruiz-Palomino, P., & Linuesa-Langreo, J. (2018). Implications of person–situation interactions for Machiavellians' unethical tendencies: The buffering role of managerial ethical leadership. *European Management Journal*, 36(2), 243-253. <https://doi.org/10.1016/j.emj.2018.01.004>

- Sanchez-Gomez, M., Giorgi, G., Finstad, G. L., Alessio, F., Ariza-Montes, A., Arcangeli, G., & Mucci, N. (2021). Economic Stress at Work: Its Impact over Absenteeism and Innovation. *International Journal of Environmental Research and Public Health*, 18(10), 5265. <https://doi.org/10.3390/ijerph18105265>
- Sari, N. P., Muhammad, H., & Aliansyah, E. S. (2022). The Influence of Ethical Leadership, Compensation, and Culture on Employee Performance. *Jurnal Bisnis, Manajemen dan Perbankan*, 8(2), 100-111. <https://doi.org/10.21070/jbmp.v8vi2.1617>
- Schnettler, B., Miranda-Zapata, E., Grunert, K. G., Lobos, G., Lapo, M., & Hueche, C. (2021). Testing the Spillover-Crossover Model between Work-Life Balance and Satisfaction in Different Domains of Life in Dual-Earner Households. *Applied Research in Quality of Life*, 16(4), 1475-1501. <https://doi.org/10.1007/s11482-020-09828-z>
- Schweperker, C. H., & Dimitriou, C. K. (2021). Using ethical leadership to reduce job stress and improve performance quality in the hospitality industry. *International Journal of Hospitality Management*, 94, 102860. <https://doi.org/10.1016/j.ijhm.2021.102860>
- Shafiq, M. M., & Manzoor, M. U. (2011). A study of job stress and job satisfaction among universities faculty in Lahore, Pakistan. *Global Journal of Management and Business Research*, 11(9), 13-16. https://globaljournals.org/GJMBR_Volume11/3-A-Study-of-Job-Stress-and-Job-Satisfaction.pdf
- Shafique, I., Ahmad, B., & Kalyar, M. N. (2020). How ethical leadership influences creativity and organizational innovation. *European Journal of Innovation Management*, 23(1), 114-133. <https://doi.org/10.1108/EJIM-12-2018-0269>
- Skaalvik, E. M., & Skaalvik, S. (2015). Job Satisfaction, Stress and Coping Strategies in the Teaching Profession-What Do Teachers Say? *International education studies*, 8(3), 181-192. <https://doi.org/10.5539/ies.v8n3p181>
- Tabak, N., & Orit, K. (2007). Relationship between how nurses resolve their conflicts with doctors, their stress and job satisfaction. *Journal of Nursing Management*, 15(3), 321-331. <https://doi.org/10.1111/j.1365-2834.2007.00665.x>
- Udin, U. (2023). Ethical leadership and employee performance: The role of Islamic work ethics and knowledge sharing. *Human Systems Management*(Preprint), 1-13. <https://doi.org/10.3233/HSM-220197>
- Udin, U., Dananjoyo, R., & Linarta, D. V. (2022). Pelatihan Kepemimpinan Etis dan Manajemen Pengetahuan di PT Ningsri Sukses Abadi. *ABDIMAS UNWAHAS*, 7(2), 6-17. <http://dx.doi.org/10.31942/abd.v7i2.7470>

- Udin, U., Sukirno, R. L. S., & Dananjoyo, R. (2023). The impact of work-life balance on employee performance: Examining the mediating-moderating role of job satisfaction and affective commitment. *FWU Journal of Social Sciences*, 17(3), 74-85. <http://doi.org/10.51709/19951272/Fall>
- Van der Wal, Z., & Demircioglu, M. A. (2020). More ethical, more innovative? The effects of ethical culture and ethical leadership on realized innovation. *Australian Journal of Public Administration*, 79(3), 386-404. <https://doi.org/10.1111/1467-8500.12423>
- Voltmer, E., Rosta, J., Siegrist, J., & Aasland, O. G. (2012). Job stress and job satisfaction of physicians in private practice: comparison of German and Norwegian physicians. *International Archives of Occupational and Environmental Health*, 85(7), 819-828. <https://doi.org/10.1007/s00420-011-0725-5>
- Wong, A., Wang, X., Wang, X., & Tjosvold, D. (2020). Ethical leaders manage conflict to develop trust. *Leadership & Organization Development Journal*, 41(1), 133-146. <https://doi.org/10.1108/LODJ-10-2018-0363>
- Wu, L., Rusyidi, B., Claiborne, N., & McCarthy, M. L. (2013). Relationships between work–life balance and job-related factors among child welfare workers. *Children and Youth Services Review*, 35(9), 1447-1454. <https://doi.org/10.1016/j.childyouth.2013.05.017>
- Zhu, W., Zheng, X., He, H., Wang, G., & Zhang, X. (2019). Ethical Leadership with Both “Moral Person” and “Moral Manager” Aspects: Scale Development and Cross-Cultural Validation. *Journal of Business Ethics*, 158(2), 547-565. <https://doi.org/10.1007/s10551-017-3740-y>