E-ISSN : 2962-9713
P-ISSN : 2963-928X

Ethical Leadership And Employee Performance: The Mediating Role Of Motivation At PT PLN (Persero) Lampung Distribution Main Unit

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan etis terhadap kinerja karyawan serta menguji peran mediasi motivasi pada PT PLN (Persero) Unit Induk Distribusi Lampung. Kepemimpinan etis semakin penting dalam pengelolaan organisasi karena pemimpin tidak hanya dituntut untuk mencapai tujuan organisasi, tetapi juga menunjukkan keadilan, integritas, dan kepedulian terhadap kesejahteraan karyawan. Meskipun berbagai upaya peningkatan kinerja organisasi terus dilakukan, pencapaian kinerja karyawan masih menunjukkan ketidakkonsistenan dan disertai dengan perbedaan persepsi karyawan terhadap praktik kepemimpinan etis yang diterapkan. Penelitian ini menggunakan pendekatan kuantitatif dengan desain survei cross-sectional. Data dikumpulkan dari karyawan PT PLN (Persero) Unit Induk Distribusi Lampung menggunakan kuesioner terstruktur dengan skala Likert lima poin. Analisis data dilakukan menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM) melalui perangkat lunak SmartPLS 4. Kepemimpinan etis diukur melalui dimensi keadilan, integritas, bimbingan etis, orientasi pada manusia, pembagian kekuasaan, kejelasan peran, dan kepedulian terhadap keberlanjutan. Sementara itu, motivasi dan kinerja karyawan diukur menggunakan indikator yang telah teruji dan diadopsi dari penelitian terdahulu. Berlandaskan Teori Pembelajaran Sosial (Social Learning Theory) dan Teori Pertukaran Sosial (Social Exchange Theory), penelitian ini mengajukan bahwa kepemimpinan etis berpengaruh secara langsung terhadap kinerja karyawan dan secara tidak langsung melalui motivasi. Pemimpin yang etis berperan sebagai teladan yang mampu mendorong karyawan untuk membalas perlakuan yang adil dan dapat dipercaya melalui peningkatan motivasi serta kinerja kerja yang lebih baik. Temuan penelitian ini diharapkan dapat memperkaya literatur mengenai kepemimpinan etis serta memberikan implikasi praktis bagi pengembangan kepemimpinan dan strategi manajemen sumber daya manusia dalam meningkatkan kinerja karyawan pada organisasi pelayanan publik.

Kata Kunci: *Kepemimpinan Etis, Motivasi, Kinerja Karyawan, Mediasi, PLS-SEM.*

Abstract

This study examines the effect of ethical leadership on employee performance and investigates the mediating role of motivation at PT PLN (Persero) Unit Induk Distribusi Lampung. Ethical leadership has become increasingly important in organizational management because leaders are expected not only to achieve organizational goals but also to demonstrate fairness, integrity, and concern for employee welfare. Despite continuous efforts to improve organizational performance, employee performance achievements remain inconsistent and are accompanied by variations in employees' perceptions of ethical leadership practices This study employed a quantitative cross-sectional survey design. Data were collected from employees of PT PLN (Persero) Unit Induk Distribusi Lampung using a structured questionnaire with a five-point Likert scale. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. Ethical leadership was measured through fairness, integrity, ethical guidance, people orientation, power sharing, role clarification, and concern for sustainability. Motivation and employee performance were measured using established indicators adopted from previous studies.Grounded in Social Learning Theory and Social Exchange Theory, this study proposes that ethical leadership directly influences employee performance and indirectly affects performance through motivation. Ethical leaders serve as role models whose fair and trustworthy behavior encourages employees to reciprocate through higher motivation and better work performance. The findings are expected to enrich the literature on ethical leadership and provide practical implications for leadership

E-ISSN : 2962-9713
P-ISSN : 2963-928X

development and human resource management strategies aimed at improving employee performance in public service organizations.

Keywords: *Ethical Leadership, Motivation, Employee Performance, Mediation, PLS-SEM.*

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INTRODUCTION

The rapid diffusion of financial technology has reshaped payment behavior and placed e wallet services at The increasingly dynamic business environment requires organizations to improve employee performance continuously. Employee performance plays a crucial role in determining organizational effectiveness because it reflects employees' ability to accomplish tasks and responsibilities that support organizational goals. Organizations therefore need leadership approaches capable of creating a positive work environment, encouraging employee engagement, and motivating employees to achieve high performance.

Ethical leadership has emerged as an important leadership approach in modern organizations. Ethical leadership refers to the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships and the promotion of such conduct through communication, reinforcement, and decision making. Ethical leaders are characterized by fairness, integrity, trustworthiness, and concern for the interests of employees and society. Such leaders do not only focus on achieving organizational targets but also emphasize ethical processes and employee well-being.

At PT PLN (Persero) Unit Induk Distribusi Lampung, efforts to improve employee performance have continuously been implemented. However, organizational performance achievements have shown fluctuations during recent years, and several employees have still been categorized in low performance groups. These conditions indicate that employee performance improvements have not yet been fully stable and sustainable.

The preliminary survey conducted among employees further indicates that the implementation of ethical leadership has not been optimal. Employees generally perceive ethical leadership positively, yet several dimensions still require improvement. The dimensions related to fairness in decision making and ethical role modeling received lower evaluations than other dimensions. This condition suggests that employees may not equally perceive the consistency of ethical practices demonstrated by leaders.

Social Learning Theory developed by Bandura (1986) explains that employees learn appropriate behaviors by observing leaders as role models. Leaders who consistently demonstrate ethical behaviors encourage employees to imitate those behaviors in their work activities. Meanwhile, Social Exchange Theory developed by Blau (1964) explains that employees tend to reciprocate positive treatment from leaders through positive attitudes and behaviors, including increased motivation and higher performance.

Previous studies have produced inconsistent findings regarding the relationship between ethical leadership and employee performance. Tangkawarow et al. (2023) reported that ethical leadership does not directly influence employee performance, whereas other studies suggest that ethical leadership positively affects employees' attitudes and performance outcomes. Similarly, Ramadhon et al. (2024) found that motivation does not

E-ISSN : 2962-9713
P-ISSN : 2963-928X

mediate the relationship between leadership and employee performance, indicating that the mediating role of motivation remains inconclusive.

The empirical and theoretical gaps indicate the need for further investigation regarding the mechanisms through which ethical leadership affects employee performance. The novelty of this study lies in examining motivation as a mediating variable in the relationship between ethical leadership and employee performance within the context of a public utility organization in Indonesia. Therefore, this study aims to examine the direct effect of ethical leadership on employee performance and the indirect effect through motivation among employees of PT PLN (Persero) Unit Induk Distribusi Lampung.

Literature Review

Ethical Leadership

Ethical leadership refers to the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships and the promotion of such conduct through communication, reinforcement, and decision making (Brown et al., 2005). Ethical leaders emphasize moral values, integrity, fairness, and responsibility while fostering an ethical climate within the organization. Ferrell et al. (2015) define ethical leadership as the process of influencing others to achieve organizational objectives through behaviors grounded in moral values and social responsibility.

Ethical leadership is particularly important because leaders serve as role models whose behaviors are observed and imitated by employees. According to Bandura's Social Learning Theory, employees learn appropriate behaviors by observing individuals who possess authority and credibility. Consequently, leaders who consistently demonstrate fairness, honesty, and ethical conduct encourage employees to internalize similar values and behaviors in their work activities.

Kalshoven et al. (2011) conceptualized ethical leadership as a multidimensional construct consisting of fairness, integrity, ethical guidance, people orientation, power sharing, role clarification, and concern for sustainability. Through these dimensions, ethical leaders create a supportive work environment that promotes trust, commitment, and positive employee attitudes and behaviors.

Motivation

Motivation refers to the internal forces that initiate, direct, and sustain individuals' efforts toward achieving organizational objectives. Motivation determines the intensity, persistence, and direction of employees' work-related behaviors. Employees with high motivation tend to demonstrate greater enthusiasm, initiative, and commitment in accomplishing their responsibilities.

The relationship between ethical leadership and motivation can be explained through Social Exchange Theory proposed by Blau (1964). Employees who receive fair treatment, support, and respect from their leaders tend to reciprocate through positive attitudes and behaviors. Ethical leaders who demonstrate integrity, concern for employees, and transparent decision making foster positive exchange relationships that encourage employees to become more motivated and committed to their work.

Employee Performance

Employee performance refers to behaviors and actions that are relevant to organizational goals (Campbell & Wiernik, 2015). Performance emphasizes what employees actually do in carrying out their duties, including how they complete tasks, communicate, collaborate with others, and contribute to organizational effectiveness.

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Campbell and Wiernik (2015) argue that employee performance is a multidimensional construct that encompasses several behavioral dimensions, including technical performance, communication, initiative and persistence, leadership behavior, and teamwork contribution. Similarly, Mathis and Jackson (2011) explain that employee performance appraisal focuses on work outcomes and work behaviors that reflect employees' effectiveness in performing their responsibilities.

Employees who are motivated and supported by ethical leaders are more likely to demonstrate higher levels of effort, persistence, and commitment, which ultimately contribute to improved performance outcomes.

Research Gap and Hypothesis Development

Previous studies have produced inconsistent findings regarding the relationship between ethical leadership, motivation, and employee performance. Tangkawarow et al. (2023) reported that ethical leadership does not have a significant direct effect on employee performance, suggesting that ethical leadership may primarily influence employees' attitudes and values rather than performance outcomes directly. Furthermore, Ramadhon et al. (2024) found that motivation did not mediate the relationship between leadership and employee performance.

Despite these findings, Social Learning Theory suggests that employees tend to imitate the behaviors demonstrated by ethical leaders, while Social Exchange Theory proposes that employees reciprocate positive treatment through favorable attitudes and behaviors. Ethical leaders who exhibit fairness, integrity, and concern for employee welfare are therefore expected to encourage higher motivation and subsequently improve employee performance.

Accordingly, the following hypotheses are proposed:

H1: Ethical leadership has a significant effect on employee performance.
H2: Ethical leadership has a significant effect on motivation.
H3: Motivation has a significant effect on employee performance.
H4: Motivation mediates the relationship between ethical leadership and employee performance**.**

METHOD

Research design

This study employed a quantitative cross-sectional design. The objective was to examine the direct effect of ethical leadership on employee performance and the indirect effect of ethical leadership on employee performance through motivation as a mediating variable. A survey design was selected because it is appropriate for measuring employees' perceptions and testing causal relationships among latent variables within a relatively limited period (Creswell, 2014; Sekaran & Bougie, 2016).

Population and Sample

The population comprised all employees of PT PLN (Persero) Unit Induk Distribusi Lampung, totaling 555 employees in 2024. Since employees were distributed across several organizational units, probability sampling with a cluster sampling technique was employed to ensure representation from each organizational unit. The clusters consisted of the Unit Induk Distribusi Lampung, Unit Pelaksana Pelayanan Pelanggan (UP3), Unit Pelaksana Proyek Kelistrikan (UP2K), and Unit Pelaksana Pengatur Distribusi (UP2D).

The sample size was determined based on the recommendation of Hair et al. (2022) for Partial Least Squares Structural Equation Modeling (PLS-SEM), which suggests a minimum sample size of five to ten times the number of indicators. Since this study

E-ISSN : 2962-9713
P-ISSN : 2963-928X

employed 40 measurement indicators, the minimum required sample size was 200 respondents. A total of 209 questionnaires were returned, of which 200 questionnaires were complete and valid for analysis and subsequently used in this study.

Measurement of Variables

Data were collected using a structured questionnaire and measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The study operationalized three constructs, namely ethical leadership, motivation, and employee performance.

Ethical leadership was measured using the dimensions proposed by Kalshoven et al. (2011), consisting of fairness, integrity, ethical guidance, people orientation, power sharing, role clarification, and concern for sustainability. Motivation was measured using indicators that reflect employees' willingness to exert effort, persistence in performing tasks, work enthusiasm, and commitment to achieving organizational goals. Employee performance was measured through indicators related to work quality, work quantity, timeliness, cooperation, and responsibility in carrying out organizational duties.

Data Analysis

The data were analyzed using SmartPLS 4 with a two-stage PLS-SEM procedure. The measurement model (outer model) was assessed through convergent validity, discriminant validity using the Fornell-Larcker criterion, and reliability using Cronbach's alpha, composite reliability, and average variance extracted (AVE). The structural model (inner model) was evaluated using the coefficient of determination (R^2), predictive relevance (Q^2), and model fit indices, including the standardized root mean square residual (SRMR) and normed fit index (NFI). Subsequently, a bootstrapping procedure was performed to examine the significance of direct and indirect effects among the variables. The proposed hypotheses were considered supported when the structural relationships were significant at a p-value of less than 0.05 (Hair et al., 2022).

RESULTS AND DISCUSSION

Data Collection and Respondent Profiles

Data collection was carried out through online questionnaires distributed to employees at PT PLN (Persero) Distribution Main Unit of Lampung between June 2 and June 7, 2026. From a total population of 555 employees across the main unit and seven operational units, 209 responses were received. Following rigorous data cleaning and outlier verification, 200 responses were declared complete and valid for structural equation modeling. This final sample size of 200 satisfies the empirical requirements and rule-of-thumb standards for PLS-SEM analysis.

The demographic breakdown indicated that the respondents are predominantly male (64%), which reflects the field-intensive, technical nature of power distribution operations. Regarding age distribution, the largest group belongs to the 31–35 years bracket (38%), followed by the 36–40 years bracket (28%), demonstrating a highly mature, stable, and productive workforce. The educational background is highly qualified, with 55% holding a bachelor's degree (S1/D4) and 25% holding an associate degree (D3). Crucially, 56% of the respondents have a company tenure exceeding 11 years, while 25% have served for 9–11 years. This extensive professional tenure ensures that the participants possess deep institutional knowledge and can provide objective, longitudinal assessments of their leaders' ethical behavior.

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Table 1. Respondent Characteristics Based on Work Unit

No	Work Unit	Number of Respondents	Percentage (%)
1	UID Lampung	57	57/200 =29 %
2	UP2D Lampung	16	16/200 = 8 %
3	UP2K Lampung	3	3/200 = 2 %
4	UP3 Tanjung Karang	35	35/200 = 18 %
5	UP3 Metro	29	29/200 = 15 %
6	UP3 Kotabumi	28	28/200 = 14 %
7	UP3 Pringsewu	32	32/200 = 16 %
Total		**200**	**100 %**

Source: Processed primary data (2026)

Descriptive Statistical Analysis

All model constructs were evaluated utilizing a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

a. Ethical Leadership (X): The overall construct mean score was 4.18, falling into the "Good" category. The highest-rated indicator was X1 ("My supervisor listens to what employees have to say"; mean = 4.30), showing a high level of consultative openness. Conversely, the lowest-rated indicator was X5 ("My supervisor makes fair and balanced decisions"; mean = 4.06), which underscores that structural fairness in operational workloads requires continuous corporate attention.
b. Work Motivation (M): The cumulative mean score was 4.08 (Good). Employees registered an exceptionally high professional commitment through indicator M6 ("I have a high commitment to my work"; mean = 4.31).
c. Employee Performance (Y): The overall mean score was 4.17 (Good). Respondents demonstrated precise role clarity regarding their Key Performance Indicators through indicator Y2 ("I always understand the target results I must achieve"; mean = 4.35).

Measurement Model Evaluation (Outer Model)

To validate the structural integrity of the research instrument, the measurement model was assessed based on convergent validity, discriminant validity, and internal consistency reliability following the guidelines established by Hair et al. (2022).

Table 2. Measurement Model Reliability and Convergent Validity

Latent Construct	Outer Loading Range	Cronbach's Alpha	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Ethical Leadership (X)	0.813 – 0.879	0.957	0.963	0.723
Work Motivation (M)	0.824 – 0.876	0.964	0.969	0.719
Employee Performance (Y)	0.799 – 0.867	0.976	0.978	0.712

Source: Primary data processed (2026)

As shown in Table 1, all indicator outer loadings exceeded the minimum required threshold of 0.70 (with the lowest loading recorded at 0.799 for indicator Y11). The Average Variance Extracted (AVE) scores for all constructs were significantly greater than the 0.50 benchmark, confirming strong convergent validity. Additionally, the values for Cronbach's Alpha and Composite Reliability surpassed 0.70, proving excellent internal consistency reliability.

Table 3. Discriminant Validity - Fornell-Larcker Criterion Matrix

Latent Construct	Ethical Leadership	Employee Performance	Work Motivation

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	(X)	(Y)	(M)
Ethical Leadership (X)	**0.850**		
Employee Performance (Y)	0.740	**0.844**	
Work Motivation (M)	0.807	0.753	**0.848**

Source: Primary data processed (2026). Note: Bold diagonal values represent the square root of the AVE.

Discriminant validity was thoroughly established through the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio. As shown in Table 2, the square root of the AVE for each latent variable (diagonal values) is higher than any correlation coefficient between that construct and other variables. Furthermore, all calculated HTMT ratios fell below the conservative empirical threshold of ≤ 0.90, with the highest ratio reaching 0.839 between Work Motivation and Ethical Leadership, confirming distinct discriminant properties.

Structural Model Evaluation (Inner Model)

a. Collinearity Diagnostics (VIF): All inner Variance Inflation Factor (VIF) values ranged between 1.000 and 2.864. Since all parameters are well below the strict threshold of 3.3, the structural model is entirely free from multicollinearity bias.
b. Explanatory Power (R^2): The coefficient of determination (R^2) for Work Motivation was 0.651, indicating that 65.1% of the variance in employee motivation is explained directly by Ethical Leadership. The R^2 for Employee Performance was 0.612, which implies that Ethical Leadership and Work Motivation collectively account for 61.2% of the total variance in job performance.
c. Predictive Relevance (Q^2): The PLS blindfolding procedure yielded positive Q^2 values for Work Motivation (0.461) and Employee Performance (0.432), demonstrating substantial predictive relevance.

Hypothesis Testing

Hypothesis testing was executed using the SmartPLS bootstrapping algorithm with 5,000 resamples at a 5% significance level.

Table 4. Structural Path Coefficients and Direct Effects

Path Hub	Path Coeff. (β)	T-Statistics	P-Values	Empirical Decision
Ethical Leadership (X) $\rightarrow$ Employee Performance (Y)	0.354	4.215	0.000	H1 Supported (Significant)
Ethical Leadership (X) $\rightarrow$ Work Motivation (M)	0.807	25.640	0.000	Significant
Work Motivation (M) $\rightarrow$ Employee Performance (Y)	0.467	5.348	0.000	Significant

Source: Primary data processed (2026)

Hypothesis 1 (H1): The direct path estimation presented in Table 3 confirms that Ethical Leadership exerts a positive and statistically significant impact on Employee Performance ($\beta = 0.354$, $t = 4.215$, $p < 0.001$). Therefore, H1 is fully supported.

Table 4. Specific Indirect Effects (Mediation Analysis)

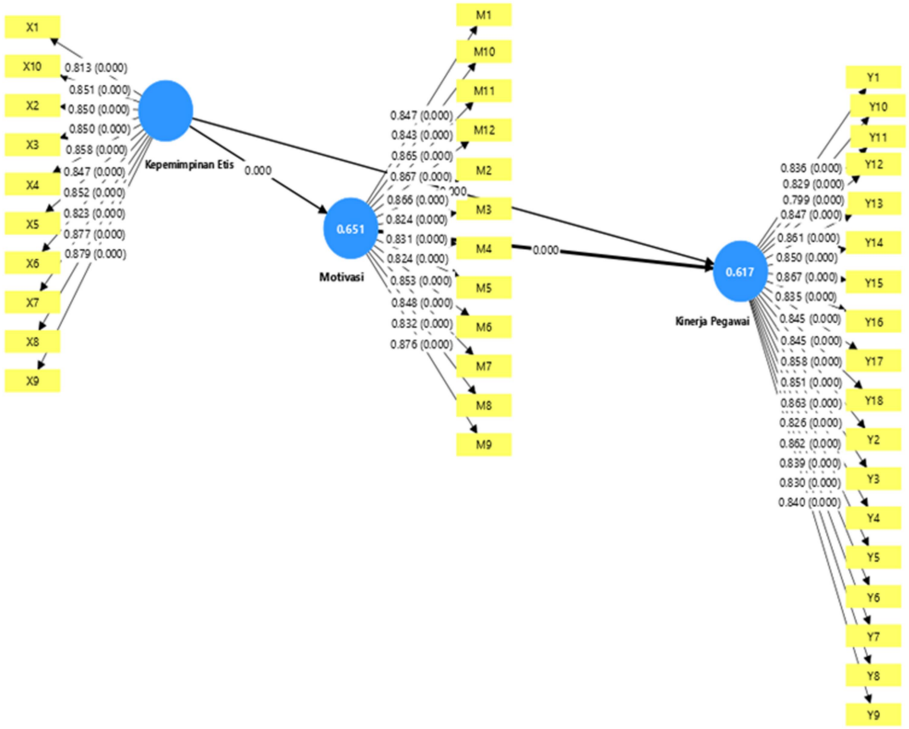
Path Hub	Indirect Coeff.	T-Statistics	P-Values	Mediation Result
X $\rightarrow$ M $\rightarrow$ Y	0.377	5.236	0.000	H2 Supported (Significant)

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Source: Primary data processed (2026)

Hypothesis 2 (H2): The specific indirect path analysis reveals that Work Motivation significantly mediates the relationship between Ethical Leadership and Employee Performance ($\beta = 0.377$, $t = 5.236$, $p < 0.001$). Therefore, H2 is fully supported.

To assess the strength and character of the mediation effect, the Variance Accounted For (VAF) index was applied as follows. Since the VAF value falls comfortably within the 20% - 80% range, Work Motivation is mathematically confirmed to act as a partial mediator. This indicates that while Ethical Leadership can independently improve performance, its total impact is significantly magnified when channeled through employee motivation.



Discussion

The Direct Impact of Ethical Leadership on Employee Performance (H1)

The structural support for H1 demonstrates that ethical managerial practices are a foundational driver of individual performance at PT PLN (Persero) UID Lampung. Conceptually, this finding validates Bandura's (1986) Social Learning Theory, which holds that leaders serve as moral role models whose behavior is closely observed and copied by subordinates. When utility managers consistently model ethical codes, discipline infractions transparently, and evaluate success through fair processes, employees feel psychologically secure. This security minimizes counterproductive behaviors and aligns employee focus with organizational goals. Furthermore, from the perspective of Social Exchange Theory (Blau, 1964), employees view ethical management as a high-value organizational benefit. Driven by the norm of reciprocity, they return this fair treatment by maximizing their technical output, ensuring operational compliance, and fulfilling corporate targets.

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Empirically, this direct connection supports findings by Dogbe et al. (2024) in state-owned enterprises, as well as broader evidence from Eva et al. (2019) and Ilyas et al. (2020). Crucially, by showing a strong direct effect, this study resolves the contextual ambiguity introduced by *Tangkawarow et al. (2023)*, proving that ethical governance directly improves performance within the regulated energy utility sector.

The Mediating Role of Work Motivation (H2)

The confirmation of H2 demonstrates that work motivation acts as a critical psychological transmission mechanism that turns ethical leadership into productive work behavior. This partial mediation structure fits Herzberg's (1959) Two-Factor Theory, where an ethical leader provides essential "motivator factors" by ensuring fair resource distribution, valuing input, and mendelegating responsibilities transparently. When these psychological growth needs are met, employees develop a deep sense of job ownership. This intrinsic drive manifests in proactive work behaviors, such as taking on challenging tasks, independently updating technical skills, and dedicating extra hours to resolve field anomalies and grid distribution failures.

This mediation framework mirrors the structural theories of Gagné et al. (2019) and the meta-analytic findings of Van Iddekinge et al. (2023), which show that leadership styles cannot optimize performance without successfully channeling individual motivation. These results also support the empirical mediation findings reported by Ouakouak et al. (2020) and Nusraningrum et al. (2024), while clarifying the ineffective mediation patterns found by *Ramadhon et al. (2024)*.

Managerial Implications

For the executive board of PT PLN (Persero) UID Lampung, these findings offer a practical strategy to stabilize previously fluctuating corporate key performance indicators. Leadership development programs must specifically focus on improving the lowest-rated descriptive indicator: fair and balanced decision-making. Increasing transparency in operational workload allocation and ensuring objectivity in performance reviews will protect employee motivation from fatigue. Sustaining this internal drive will consistently maintain high-tier employee performance across quarters, thereby securing reliable power grid management and sustainable public energy service delivery throughout the Lampung region.

CONCLUSION

To evaluate the structural mechanisms governing the model, the total effect of Ethical Leadership on Employee Performance was decomposed into its direct and indirect components using path analysis (Faridah & Yuannita, 2024; Wardani & Susanti, 2024). The structural system relies on two sequential linear regression estimations: the mediator model and the dependent model (Uskono et al., 2025).

First, the mediator model calculates the capacity of the exogenous variable, Ethical Leadership, to predict the intervening variable, Work Motivation (Wardani & Susanti, 2024). Based on the empirical partial least squares structural equation modeling estimation, this analysis yielded a strong, positive, and statistically significant path coefficient of 0.807 (Faridah & Yuannita, 2024). This indicates that a stronger commitment to ethical leadership practices substantially elevates internal employee motivation within the organization (Uskono et al., 2025).

Second, the dependent model evaluates the simultaneous effects of both the exogenous leadership variable and the motivation mediator on the final endogenous variable, Employee Performance (Uskono et al., 2025). In this stage, the direct effect of Ethical Leadership on Employee Performance when controlling for motivation was estimated at 0.354 (Faridah & Yuannita, 2024). Meanwhile, the specific impact of the

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P-ISSN : 2963-928X

mediator, Work Motivation, on Employee Performance produced a significant structural coefficient of 0.467 (Wardani & Susanti, 2024).

To determine the absolute magnitude of the systemic influence, the total integrated effect was calculated by combining the direct path coefficient with the mathematical product of the indirect path trajectories (Faridah & Yuannita, 2024). Multiplying the path from leadership to motivation by the path from motivation to performance yielded a specific indirect effect of 0.377 (Uskono et al., 2025). Adding this to the direct effect of 0.354 resulted in a total structural effect of 0.731 (Wardani & Susanti, 2024). This confirms that the total structural impact of Ethical Leadership within the organizational system is highly substantial and exhibits strong explanatory power (Faridah & Yuannita, 2024; Uskono et al., 2025).

Finally, to isolate the specific weight of the indirect pathway and establish the definitive mediation framework, the Variance Accounted For index was computed (Uskono et al., 2025). This index divides the specific indirect effect by the total integrated effect, which produced a final value of 51.57 percent (Wardani & Susanti, 2024). Because this proportion falls strictly within the standardized statistical boundaries of twenty percent to eighty percent, it provides definitive empirical proof of a partial mediation framework (Faridah & Yuannita, 2024; Uskono et al., 2025).

These findings support the behavioral adaptation models and show that employee performance emerges from a combination of direct leadership role-modeling, structural fairness, and the emotional and psychological assurance triggered by work motivation (Faridah & Yuannita, 2024; Wardani & Susanti, 2024; Uskono et al., 2025).

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E-ISSN : 2962-9713
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E-ISSN : 2962-9713
P-ISSN : 2963-928X

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