

EFFECTS OF ETHICAL LEADERSHIP AND EMPLOYEE COMMITMENT ON EMPLOYEES' WORK PASSION

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Abstract: The aim of the current study is to examine the effects of ethical leadership and employee commitment on employee work passion. The data was collected from employees of public sector organizations currently operating in Indonesia. As a survey study, 500 self-administered questionnaires were distributed to a targeted sample. Participation in the study was volunteer by the targeted sample. Partial least square structural equation modelling (PLS-SEM) was used with the help of Smart PLS for hypotheses testing. The results of the study showed that ethical leadership and employee commitment were found to affect employee work passion significantly. This study is essential for the management of public sector organizations especially in Indonesia as it guides to increase work passion in employees with the help of both social and personal factors. By providing a safe environment for employees along with autonomy and mental security, organizations can enhance work passion.

Key words: ethical leadership, employee commitment, psychological safety, employee work passion, public sector organizations.

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Introduction

The public sector in case of Indonesian context, is considered as the most prominent part of the economy in the country. Public sector organizations of any country are one of the essential pillars of the economy. Researchers are always keen to find different ways to boost up public sectors. It is perhaps the most challenging and complex to regulate the environment and culture of public sector organizations. The reason behind this argument is the political behavior of leaders in public sector organizations (Hasan, Rehman, & Hassan, 2019). These behaviors cause unethical leadership in public sector organizations. These social factors, when combining with personal feelings of employees, cause damage to outcomes of public sector organizations. Ethical behaviors at the top level are characterized by appropriate conduct without personal

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interest in communication and decision making. Ethical behaviors incorporate a state of mind of leadership toward followers that are based on trustworthiness and moral standard with subordinates.

Ethical leadership provides an ideal environment that, when combining with the commitment of employees (Srithongrung, 2011), produces passionate work outcomes from employees. Indonesia's public sector organizations are familiar with newer concepts of change in organizations and the western style of managing the public sector (Pimpa, 2012). But they perhaps still need to develop work passion in employees of the public sector to gain targeted outcomes. Work passion is well-being based on consistent and positive emotions from the employees' side. It is based on positive and affection based appraisal, which is developed based on positive social and personal factors at work (Popovic, Nikic, Bulatovic, & Delibasic, 2018).

Passion is quite a new consideration, and there is a great need to find antecedents of passion. More research in this regard is necessary (Vallerand, Houliort, & Forest, 2014).

Thus, in the Indonesian context, this study is significant in three respects; Firstly, employee work passion is considered a new concept and very little is known about it. This study is one of the very few studies that examine finding antecedents of employee work passion. Secondly, this study considers both social and personal factors related to employee work passion. Previous researchers considered either social factors or personal factors. Considering both social and personal factors can give a holistic view of how to enhance employee work passion. Thirdly, public sector organizations are the key to the economy of any country. Still, due to unknown reasons, this sector is least studied in the research, and there is a great need to focus on the development of this sector. The current study considered employee work passion in public sector organizations of Indonesia.

The main objective of this study is to understand the connection between leadership and employee commitment with work passion of employees. This study also has the aim of exploring certain constructs that may strengthen the process of development of work passion in employees. Specifically, the current study considers ethical leadership, employee commitment, psychological safety, and employee work passion for connecting the links. Specific objectives of the study are as follows:

- To analyze the relationship of ethical leadership with employee work passion.
- To analyze the relationship between employee commitment with employee work passion.
- To analyze the role of employees' psychological safety in strengthening the relationships of ethical leadership and employee commitment with employee work passion.

Literature review

This section contains a review of recent researchers in the focused domain. Researchers considered relevant studies conducted in the last decade to hypothesized relationships. The focus of the study is to boost employee work passion, which is based on the strong inclination of employees towards work activity (Vallerand et al., 2014). This is the activity in which employees are ready to invest their time and energy happily. Based on the internalization of work activity, the research discussed two types of passion, i.e., harmonious passion and obsession passion. Harmonious passion is internalized autonomously, which results in positive affect. Obsessive passion is controlled internalized, which can result in negative affect or well-being (Mikalauskiene, Narutaviciute-Cikanauske, Sarkiunaite, Streimikiene, & Zlateva, 2018).

The ethical leadership has been played a significant role on the work passion of the employees. Research opines that social and personal factors can determine employee work passion. Different researchers investigated personal and social factors as antecedents of work passion (Korcsmáros & Šimova, 2018; Androniceanu & Tvaronavičienė). Different kinds of personal factors are investigated by recent researchers who are in initial phases of research yet. These factors include personality preferences and signature strengths (Balon, Lecoq, & Rimé, 2013; Forest et al., 2012). Ethical leadership is based on mutual trust and the ethical behavior of supervisors with subordinates. Based on social learning theory, many researchers found that leadership can generate positive work-related outcomes in organizations (Androniceanu, 2019). Van Dierendonck (2011) found that servant leadership can develop employee job satisfaction, job engagement, and organizational effectiveness. Such studies guide that different dimensions of leadership can develop positive outcomes in employees. The role of transactional and transformational leadership in developing work passion was also assessed (Bedradina & Nezdoyminov, 2019). The culture of an organization where employees are given autonomy with direction and transformational leadership help subordinate to develop a work-related passion. Furthermore, Robertson and Barling (2013) also find a positive effect of transformational leadership in developing subordinates' work passion. Based on the above literature, we hypothesize that ethical leadership is supposed to have a positive impact on employees' work passion. Hence, the hypothesis for the current relationship is;

H1: Ethical leadership significantly affects employee work passion.

The commitment of the employees can also affected the work passion of the employees in the organization. Commitment develops based on the employee's desire to stay with the organization. Some researchers focused on finding the relationship between personal factors with work-related outcomes. Rich, Lepine, and Crawford (2010)

worked on the relationship between employee engagement and work passion. They found a strong positive correlation in variables. Ho, Wong, and Lee (2011) argued that employee engagement is a conceptually different construct than work passion. This concept offers a positive relationship of work passion with a construct beyond work engagement. That construct is a work commitment that is expected to have a positive effect on employees' work passion (Kot-Radojewska & Timenko, 2018). Recent researchers suggested focusing on the relationship between organizational commitment and working passion as these relationships can have strong practical implications (McAllister, Harris, Hochwarter, Perrewé, & Ferris, 2017). Based on the above review, we now hypothesize that employee commitment has a significant effect on employees' work passion. Hence, hypothesis for this relationship is;

H2: Employee commitment significantly affects employee work passion.

The psychological safety of the workers can enhance the influence of ethical leadership on the work passion of the employees. Psychological safety develops based on employees' feeling of security, which performing any task in the organization. Psychological safety independently affects work outcomes. Erkutlu and Chafra (2016) analyzed the role of psychological safety as a moderator in the relationship between benevolent leadership and employees' well-being. The findings of the study reveal that psychological safety moderated the relationship. Edmondson and Lei (2014) reviewed literature on psychological safety for the last three decades. They discussed that psychological safety is helpful to test as moderator where independence of tasks for employees are present. Based on the above arguments, psychological safety is expected to moderate the relationship between ethical leadership and work passion. Hence our hypothesis is;

H3: Psychological safety moderates the relationship between ethical leadership and employee work passion.

The psychological safety of the workers can increase the impact of employee commitment on the work passion of the employees. Psychological safety is considered as a personal factor based on employee's perception about being safe while initiating any activity in an organization. In recent times, researchers focused on finding the relationship of psychological safety with employee commitment. Three types of commitment are reported in research, The research suggested that psychological safety can be used as a moderator in positive relationships like goal clarity or learning with outcomes. Other studies also emphasize finding a moderating relationship of psychological safety in different relationships. Based on the literature discussed, the current study focused on the moderating effect of psychological safety in the relationship between employee commitment and work passion. Hence our hypothesis is;

H4: Psychological safety moderates the relationship between employee commitment and employee work passion.

Methodology

The present study has adopted the quantitative method of data collection by using the questionnaires. The unit of analysis is a single employee working in public sector organizations of Indonesia. For the collection of data, skilled workers of government sector organizations are considered for the study. A self-reported questionnaire was adopted from previous researches for measuring study variables. Questionnaires were distributed by researchers to both supervisors and subordinates in public sector organizations by personal visits and in January 2020. Data analysis was conducted with the help of Smart PLS. The population for this study was considered employees of public sector organizations. Five hundred questionnaires were distributed randomly. Participation was on volunteer in the study. A total of 350 valid questionnaires were returned, which was considered for further analysis.

The instrument of the existing study has been adopted from the previous studies because the instrumentation is essential in surveys because this is the primary factor in measurement. For the current study, variables were measured using adapted scales. To measure ethical leadership, ethical leadership questionnaire (ELQ) was adopted developed and validated by Yukl, Mahsud, Hassan, and Prussia (2013). This is a 15 item scale developed based on four dimensions (i.e., ethical leadership, relations behavior, task behaviors, and change behaviors). Employee commitment was measured by using the Employee commitment scale developed and validated by Allen and Meyer (1996). This is a 24 items scale developed based on three dimensions. Each dimension contains eight items. Psychological safety was measured based on psychological safety scale developed and tested multiple times by Edmondson and Lei (2014) in their studies. Original seven items scale was used for the current study. Employee work passion was measured through 8 items revised scale developed by Cid et al. (2019). This scale is based on two factors, i.e., harmonious passion and obsessive passion.

Results

The findings of the study included the checking of validity and reliability along with hypotheses testing. For this purpose, variance-based structural equation modeling was used. Structural equation modeling provides simultaneous analysis of the complete model. For hypothesis testing, Smart-PLS was used. The outer model (also called structural model) provides the values of the path model. The inner model (also called measurement model) provides the relationship of latent variables.

The structural model is also known as the outer model. It consists of the outer loading weights of all latent variables. Smart-PLS provides a figure and table for the results of the structural model. The figure of the outer model is shown below. Values for items were considered to assess the outer model of the study. The values of the path model should be 0.7 or higher. Values for most of the variables are in range. The outer model was thus considered fit for further analysis of bootstrapping. In Table 1, given below, all the loadings are higher than 0.70, which means convergent validity is valid.

Table 1: Values of loading for all items

	Employee Commitment	Ethical Leadership	Psychological Safety	Work Passion
Emp_Cmt_1	0.621			
Emp_Cmt_10	0.833			
Emp_Cmt_11	0.872			
Emp_Cmt_12	0.853			
Emp_Cmt_13	0.860			
Emp_Cmt_14	0.865			
Emp_Cmt_15	0.796			
Emp_Cmt_16	0.770			
Emp_Cmt_17	0.807			
Emp_Cmt_18	0.845			
Emp_Cmt_19	0.823			
Emp_Cmt_2	0.549			
Emp_Cmt_20	0.850			
Emp_Cmt_21	0.868			
Emp_Cmt_22	0.786			
Emp_Cmt_23	0.769			
Emp_Cmt_24	0.674			
Emp_Cmt_3	0.913			
Emp_Cmt_4	0.906			
Emp_Cmt_5	0.880			
Emp_Cmt_6	0.880			
Emp_Cmt_7	0.913			
Emp_Cmt_8	0.818			
Emp_Cmt_9	0.794			
Eth_Ldr_1		0.952		
Eth_Ldr_10		0.951		
Eth_Ldr_11		0.877		
Eth_Ldr_12		0.943		
Eth_Ldr_13		0.911		
Eth_Ldr_14		0.940		
Eth_Ldr_15		0.980		

Eth_Ldr_2	0.963	
Eth_Ldr_3	0.959	
Eth_Ldr_4	0.969	
Eth_Ldr_5	0.945	
Eth_Ldr_6	0.913	
Eth_Ldr_7	0.946	
Eth_Ldr_8	0.941	
Eth_Ldr_9	0.933	
Psy_Saf_1		0.639
Psy_Saf_2		0.496
Psy_Saf_3		0.704
Psy_Saf_4		0.772
Psy_Saf_5		0.790
Psy_Saf_6		0.480
Psy_Saf_7		0.586
Wrk_Psn_1		0.812
Wrk_Psn_2		0.884
Wrk_Psn_3		0.882
Wrk_Psn_4		0.900
Wrk_Psn_5		0.848
Wrk_Psn_6		0.883
Wrk_Psn_7		0.872
Wrk_Psn_8		0.800

The validity of the questionnaire is based on the fact that the questionnaire measures the same researcher want to measure from it. To ensure the face and construct validity of data, the questionnaire was discussed with a panel of three subject experts. The reliability of data is the consistency with any measure. To ensure the internal consistency of the questionnaire, Cronbach's alpha values were determined for the data. Values of Cronbach's alpha values are shown in the table below. The value of Cronbach's alpha for ethical leadership is 0.84, which is greater than 0.7 that is the benchmark. Cronbach's alpha value for employee commitment is 0.87, which is greater than benchmark value. Cronbach's alpha value for psychological safety is 0.72, which is greater than the benchmark. Cronbach's alpha value for employee work passion is 0.80, which is greater than the benchmark. Here, it is clear that Cronbach alpha values for all the variables are greater than the benchmark. Hence, we can consider this questionnaire and data reliable enough to extend the further analysis.

Table 2: Cronbach Alpha values for all variables

Constructs	Cronbach alpha
Ethical Leadership	0.84
Employee Commitment	0.87
Psychological Safety	0.72
Employee Work Passion	0.80

The path analysis has been executed for the purpose of testing the hypotheses. The significance of direct relationships and moderation tests can be seen in the table below. The table shows that the direct relationship between employee commitment and work passion is significant at 0.05 levels. The value of adjusted R-square for the theoretical framework is 0.125. The beta value for employee commitment is 0.157 is significant at 0.05 levels. The result shows that employee commitment has a significant effect on work passion. Hence the first hypothesis is accepted here. The table also shows that beta value for the direct relationship of ethical leadership and work passion (0.123) is significant at 0.05 levels. Here it is concluded that ethical leadership has a significant effect on employee work passion. Hence hypothesis 2 is accepted. Moderating effect 1 is the product of psychological safety and ethical leadership. This effect is significant at 0.05 levels. Therefore we can conclude that moderation of psychological safety is present in the relationship of ethical leadership and employee work passion. Therefore hypothesis 3 is accepted. Moderating effect 2 is the product of psychological safety and employee commitment. This effect is significant at 0.05 levels. From here, we can conclude that moderation of psychological safety is present in the relationship of employee commitment and employee work commitment. Hence hypothesis 4 is proved true.

Table 3: Direct relationships of independent, moderating and dependent variable

Relationships	Beta values	T Statistics	P Values
R-Square	0.125		
Employee Commitment -> Work Passion	0.157	2.549	0.011
Ethical Leadership -> Work Passion	0.123	2.225	0.027
Moderating Effect 1 -> Work Passion	0.033	1.988	0.040
Moderating Effect 2 -> Work Passion	0.046	1.991	0.038
Psychological Safety -> Work Passion	0.195	4.067	0.000

Discussions

To examine the ethical leadership, and employee commitment impact on the work passion of the employees worked in Indonesian public sector organization, two direct hypotheses has been developed by the current study. In addition, two hypotheses were developed for the moderation of psychological safety in relationships of; i) ethical leadership with employee work passion and ii) employee commitment with employee work passion in public sector organization of Indonesia. Analyses for testing hypotheses were carried on Smart PLS version 3. Results of the study show all four hypotheses were accepted. The first hypothesis was related to the effect of ethical leadership on employee work passion. The result of the study showed that ethical leadership significantly affects employee work passion. Results of the study are consistent with previous researches (Robertson & Barling, 2013; Van Dierendonck, 2011). The second hypothesis was developed related to the effect of employee commitment on employee work passion. The result of the current study for this shows that employee commitment significantly affects employee work passion. The third hypothesis was developed to check the moderating effect of psychological safety in the relationship of ethical leadership with employee work passion. These results are also expected and consistent with previous researches (Edmondson & Lei, 2014; Erkutlu & Chafra, 2016; Forest, Mageau, Sarrazin, & Morin, 2011; Ortega, Van den Bossche, Sánchez-Manzanares, Rico, & Gil, 2014). Forth hypothesis was developed to measure the moderating effect of psychological safety in the relationship of employee commitment with employee work passion. Results show that psychological safety significantly moderates the links of employee commitment and employee work passion. Results of the study are consistent with previous researches.

Conclusion

Finally, this study draw the conclusion that ethical leadership and employee commitment contribute to developing work passion in employees of public sector organization in Indonesia. This study covers a holistic view of social and personal constructs that can combine to develop employee work passion. It is proven for literature at some shape that individually, social factors and personal factors have an effect on positive outcomes like work passion. It is therefore expected from the results of the current study that both social and personal factors affect employee work passion. And these factors, when supported by autonomy and fearlessness for employee's can generate more positive results. The current study was conducted for public sector organizations in Indonesia. The purpose of the study was to develop employee work passion, which seemed very low in employees working in public sector organizations in Indonesia. Both social and personal factors were considered for this study. Based on

the results of the study, some recommendations are found essential for managers of public sector organizations especially in Indonesia. At personal level, employee commitment proves to be effective in developing employee work passion. If, somehow, the organization succeeds in developing commitment of employees toward the organization, this can help to enhance employee work passion. Employee commitment, in collaboration with employee psychological safety, can work in higher intensity. Some limitations of the current study, along with future research directions, are discussed as under: The first limitation is that the current study considers government-administered organizations. Private sector organizations are also another important dimension that contributes to the economy. Researchers can consider private sector or service sector organizations for enhancement of employee work passion. Secondly, ethical leadership form social factors and employee commitment from personal factors were considered to enhance employee work passion. Future studies can consider other social and personal factors that can contribute to enhancing employee work passion. Furthermore, the effect of different types of commitment can also be assessed to be more particular in recommendations.

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WPLYW ETYCZNEGO PRZYWÓDZTWA I PRZYWIĄZANIA PRACOWNIKA NA CHĘĆ PRACY PRACOWNIKÓW

Streszczenie: Celem niniejszego badania jest zbadanie wpływu etycznego przywództwa i zaangażowania pracowników na pasję pracowników. Dane zostały zebrane od pracowników organizacji sektora publicznego działających obecnie w Indonezji. W ramach badania ankietowego 500 samodzielnie zarządzanych kwestionariuszy rozprowadzono wśród docelowej próby. Udział w badaniu był dobrowolny przez grupę docelową. Modelowanie równań strukturalnych metodą najmniejszych kwadratów (PLS-SEM) zastosowano za pomocą Smart PLS do testowania hipotez. Wyniki badania wykazały, że etyczne przywództwo i zaangażowanie pracowników miały znaczący wpływ na pasję do pracy pracowników. Badanie to ma zasadnicze znaczenie dla zarządzania organizacjami sektora publicznego, zwłaszcza w Indonezji, ponieważ pomaga zwiększyć pasję zawodową pracowników przy pomocy czynników społecznych i osobistych. Zapewniając bezpieczne środowisko dla pracowników wraz z autonomią i bezpieczeństwem psychicznym, organizacje mogą zwiększyć chęć do pracy.

Słowa kluczowe: etyczne przywództwo, zaangażowanie pracowników, bezpieczeństwo psychiczne, chęć pracy pracowników, organizacje sektora publicznego.

道德领导力和员工承诺对员工工作热情的影响

摘要: 本研究的目的是研究道德领导力和员工承诺对员工工作热情的影响。该数据是从目前在印度尼西亚开展业务的公共部门组织的员工收集的。作为一项调查研究，向目标样本分发了500份自我管理的问卷。参与研究的对象是目标样本。在SmartPLS的帮助下，使用了部分最小二乘结构方程模型(PLS-SEM)进行假设检验。研究表明，道德领导和员工敬业度显著影响员工的工作热情。这项研究对于公共部门组织的管理(尤其是在印度尼西亚)至关重要，因为它在社会和个人因素的帮助下提高了员工的工作热情。通过为员工提供自主权和精神安全的安全环境，组织可以增强工作热情。

关键词: 道德领导，员工承诺，心理安全，员工工作热情，公共部门组织。