

Ethical Leadership and Affective Commitment on Voice Employee Behavior



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ABSTRACT: The voice of the employee is change-oriented communication and aims to improve the situation. This study aims to determine the effect of ethical leadership on employee voice behavior with affective communication as mediation. The population in this study were employees of the Bank Mandiri Financial Institution, which is one of the leading financial institutions in Indonesia. Data was collected using a purposive sample of 250 respondents, and Smart PLS was used to test the proposed model. The results of the analysis show that ethical leadership has a positive and significant effect on employee voice behavior. Ethical leadership is proven to have a positive and significant effect on affective commitment. Affective commitment is proven to have a positive and significant effect on employee voice behavior. And affective commitment as a mediation is able to mediate ethical leadership on the sound behavior of employee.

KEYWORDS: Ethical Leadership, Affective Commitment, Voice Employee Behavior

I. INTRODUCTION

Employee voices have recently been frequently discussed by researchers and academics in the field of human resource management as a strategy for increasing organizational innovation (Azevedo et al., 2021; Della Torre et al., 2021). Because it is considered as one of the strategic vital organizations to obtain useful information from internally, efforts to improve employee voice behavior are getting more and more attention. Broadly speaking, employee voices have been studied through three disciplines including organizational behavior, industrial relations, and HR management (Wilkinson et al., 2020). These three disciplines have provided different understandings regarding employee voice, including the underlying factors. For example, organizational behavior that observes employee voices as a proactive action so that it focuses more on individual motives for speaking up or being silent. Meanwhile, the discipline of industrial relations focuses more on company policies and tools to provide opportunities for employees to have a voice. In other words, companies that do not preclude unionization have lax policies to protect employees' voting rights. Meanwhile, from the perspective of HR management, voice is divided into two elements, namely complaints and participation (Wilkinson et al., 2020). Regardless of the differences in the perspectives of the three disciplines, efforts to encourage employee voices are getting bigger along with dynamism challenging organizations to be more open and able to absorb various ideas from internal resources.

Current research studies employee voice from the perspective of organizational behavior, namely as discretionary behavior of employees to voice various ideas, suggestions, and information that is beneficial for the progress of the organization. Therefore, organizations need to create a climate that can encourage the active voice of employees. Successful organizations are also bound by one of the leadership factors. Working with working groups to achieve organizational goals requires a leadership component. These factors make great teams and can produce ethical leaders. Leadership can be described as the way a leader directs, encourages, and manages elements within a group or organization in order to achieve desired organizational goals and thereby maximize employee performance. Improving employee performance is when an individual or employee's performance meets organizational objectives. In recent years, theories of pluralism have increased in the leadership ethics literature, reflecting a growing awareness of the importance of the concept known as ethical leadership. Previous research has shown that ethical leadership can have many positive outcomes, including proved employee performance, trust in leaders, organizational commitment, extra effort, job satisfaction, and emotional engagement. As with research (Kuo, 2013), it has provided valuable insights and understanding of the importance of ethical leadership, which has prompted many researchers to contribute to our current understanding of the behavioral nature of ethical leadership.

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Furthermore, this study places affective commitment as an antecedent of sound behavior which was previously still being debated. For example, some researchers claim that employee voice is an indication of commitment (Kim & Leach, 2020), and others claim that employee voice is an antecedent of employee voice (Zhou et al., 2021). Recent research by (Cheng et al., 2022) succeeded in proving the affective mediating role of commitment in the relationship between leadership and voice behavior. The current research aims to replicate and re-examine the role of affective commitment as a mediating variable of ethical leadership on employee voice behavior. Thus this research will provide new knowledge and additional knowledge about employee voice behavior.

II. LITERATURE REVIEW

Ethical Leadership and Employee Voice Behavior

Employee voice behavior is defined as “promotive behavior that emphasizes the expression of constructive challenge intended to enhance rather than merely criticize” (Mayer et al., 2009). Several studies have shown that ethical leadership has a positive relationship with employee behavior. (Brown & Treviño, 2006) They found further when employees believe that an ethical leader provides a fair and high moral ambient, they get and internalize the behavior of the leader and act accordingly towards that individual. As a result, they are more likely to speak up, boom problems, and make clue to their managers. Similarly, (De Hoogh & Den Hartog, 2008) also suggested that ethical leaders encourage employees to express their opinions and are eager to listen to their concerns, thus facilitating the behavior of employee voices.

The impact of ethical leadership on employee healthy behavior can be construed in many ways. From a boon education perspective, ethical leaders are role reproductions and are imitated by employees. (Bandura and Walters, 1977; Bandura, 1986). Ethical leaders are altruistically motivated, and they tend to take action against unethical behavior (Marquardt et al., 2020). As a breed, employees come to look to ethical leaders as role models. From the perspective of social values, employees determine their behavior firstly based on their relationship with their superiors. Ethical leaders who care about their employees, who are fair and caring, earn the trust and loyalty of their employees. On anniversary, employees reward leaders for cautious immolation formative ideas and suggestions (Walumbwa & Schaubroeck, 2009). From the perspective of social norms, ethical leaders create norms of ethical behavior through communication and interaction among co-workers as well as rewards and punishments within the organization (Keck et al., 2018).

H1: Ethical leadership influence the voice behavior of employee.

Ethical leadership influence and Affective Commitment

Ethical Leadership and Affective Commitment the leader is usually the spokesperson and head of the organization. Therefore, the leader's behavior will be considered as organizational behavior, and how employees' feelings towards the leader will be translated into their feelings towards the organization (Della Torre et al., 2021). According to AET, Cropanzano shows that leaders can influence the influence of subordinates through daily behavior and emotional expression, thereby influencing the development of their relationships and changing the behavior of subordinates (Cropanzano, 2014). We believe that when employees interact with ethical leaders in their daily lives, they experience an accumulation of positive emotional events that shape employees' affective minds. When leaders violate ethics, they treat employees fairly, respectfully and responsibly. They care about the interests of employees and provide feedback on their tensions. This suggests that employee trust in these leaders is beneficial, which in turn increases employee affective organizational trust (Devece et al., 2015; Leroy et al., 2012). Ethical leadership fosters positive affective bonds between employees and the organization. In addition, several recent surveys show that the correlation between ethical leadership and affective commitment is (Asif et al., 2019).

H2: Ethical leadership influence on affective commitment

Affective Commitment and Employee Voice Behavior

Employee voice behavior has been considered as a corporate strategy to absorb ideas and information from internally to contribute to organizational performance (Morrison, 2008). The affective depression dimension is the employee's psychological attachment to the organization (Breso et al., 2007), oriented towards psychological bonds or individual recognition with objects that have special meaning. A strong employee identity with organizational goals and an unremitting desire to remain part of the organization is considered a positive state for professional workers. Regarding employee voices, researchers have different perspectives, where one group states that employee voices are an indication of commitment (Kim & Leach, 2020), and the other states that commitment is the antecedent of employee voice (Kim & Leach, 2020; Zhou et al., 2021). Recent research by (Cheng et al., 2022) succeeded in proving the role of affective mediation of commitment to leadership relationships and work ethics on employee voice behavior. This study uses the assumption that affective commitment can foster voice behavior based on the

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consideration that emotional closeness between employees and their organizations will foster pro-active behavior, where employees will be more involved in helping their organization progress, including by providing suggestions, ideas, and input to the organization. For this reason, the hypothesis is proposed as follows.

H3: Affective Commitment influence the voice behavior of employe

Affective commitment mediating ethical leadership on employee voice behavior

Ethical leadership can influence employee voting behavior amongst a assortment of defense mechanism. However, previous empirical studies on the relationship between ethical leadership and employee voting behavior have only affected the emotional impact of ethical leadership on employees. I paid very little attention. As an emotional factor, emotional attachment may represent a novel defense mechanism to explain healthy behavior, according to AET theory (Knoll & Redman, 2015). Affective commitment can lead to persistence during action, even in the face of conflicting motivations or attitudes. It may even lead individuals to behave in ways that may conflict with their self-interest from the perspective of a neutral observer (Herscovitch & Meyer, 2002). This is therefore an important addition to existing motivational theories and allows for a new understanding of healthy behavior in the work ambient. One of the primary goals of this examen was to amplify research on the relationship between ethical leadership and employee voice by introducing a new mediator of emotional engagement.

H4: Affective commitment mediating ethical leadership on employee voice behavior

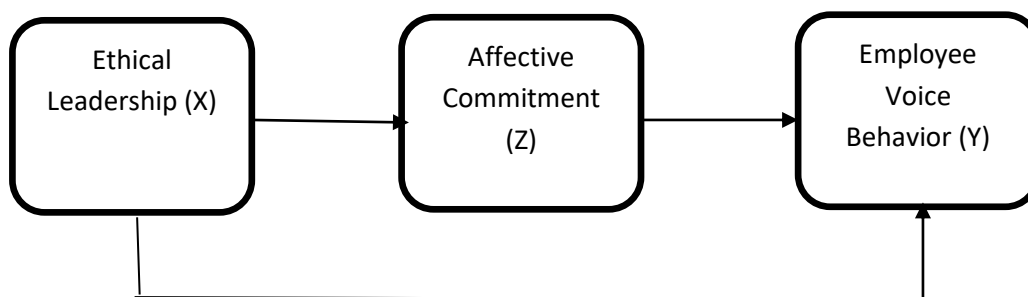


Figure 1. Load Conceptual

Source: Data processed by researchers, 2023

III. RESEARCH METHODS

The research method used in this research is quantitative research. This study aims to determine whether the variable X of ethical leadership can affect Y, namely the sound behavior of employees with affective commitment as a mediation variable. The population in this study were employees of the Bank Mandiri Financial Institution, which is one of the leading financial institutions in Indonesia. The data in this study used primary data derived from questionnaires that were distributed online to Bank Mandiri employees in Indonesia by providing a series of written questions that had to be answered by the respondents. The scale used to create the questionnaire is a Likert scale. The sampling technique used was purposive sampling, based on (Hair et al., 2014) the minimum number of samples needed was 150 samples, so that it was attempted to exceed the minimum number of respondents. After completing this research, researchers managed to get 250 respondents. The smart PLS statistical analysis tool uses software, because this study uses multivariate statistical techniques using four variables, namely the independent variable, the moderating variable, and the dependent variable. PLS is suitable for confirming indicators of a concept/construct/factor. PLS is a multivariate analysis technique with a series of analyzes of several latent variables simultaneously. PLS is a method that is not based on the assumptions of Ghozali, 2012. Consistent with the hypotheses that have been formulated, this research begins by evaluating the measurement model (outer model), studying the structure of the model (inner model), and assessing the hypothesis.

IV. RESULT AND DISCUSSION

Evaluation of Measurement Models or Outer Models

Measurement models evaluation needed in this research for evaluate indicator reflecting variable something construct. Model evaluation can be done by the way testing validity convergent, validity discriminant and reliability composite. The following below are results from the measurement model.

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Validity convergent is a test showing connection between reflective items and variable latent. Something indicator said Enough If contain value 0.5 up to 0.7 indicator for every sufficient construct big Following can see mark loading factor on table below this.

Table 1. Convergent Validity of Results

Variable	Loading Factor	Information
Ethical Leadership (X)	0.802	Valid
	0.876	Valid
	0.821	Valid
	0.834	Valid
	0.877	Valid
	0.9 01	Valid
Affective Commitment (Z)	0.798	Valid
	0.877	Valid
	0.876	Valid
	0.791	Valid
	0.881	Valid
	0.924	Valid
Employee Voice Behavior (Y)	0.749	Valid
	0.783	Valid
	0.875	Valid
	0.707	Valid
	0.868	Valid
	0.843	Valid
	0.813	Valid
	0.804	Valid

Source: Data processed by researchers, 2023

Table 1 shows the resulting loading *factors* from each variable indicator more from 0.70. Thereby indicator considered valid as gauge variable latent and can proceed to the next stage.

Composite Reliability is used to test the reliability value of the indicator from its constituent constructs. A variable is said to be good if the composite reliability value is more than 0.7 and the recommended Cronbach's alpha value is > 0.70 (Ghozali , 2014). The following is the significance of composite reliability and Cronbach's alpha value in the table below.

Table 2. Composite Reliability and Cronbach's Alpha Results

Variable	Composite Reliability	Alpha Cronbach	Information
Ethical Leadership	0.832	0.811	Reliable
Affective Commitment	0.855	0.983	Reliable
Affective Commitment - Ethical Leadership	0.876	0.932	Reliable
Employee Voice Behavior	0.811	0.866	Reliable

Source: Data processed by researchers, 2023

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Table 2 shows the latent variable Composite Reliability value of more than 0.70 while the Cronbach's alpha latent variable value indicates a value greater than 0.6 so that all variables show good reliability.

Evaluation Structure Model (Inner Model)

Testing the structural model (inner model) helps determine the relationship between the significant value of the construct with the R-square research model. The structural model is estimated using the R-square for each independent or dependent latent variable. The results of the R-Square test with SmartPLS are shown in the table below.

Table 3. R Square

	R-square	R-Square Customized
Employee Voice Behavior (Y)	0.881	0.841

Source: Research data in 2020 3

The R-Square results in table 3 give a value of 0.881, meaning that 88.1% of the Employee Voice Behavior variable is influenced by the variables of Ethical Leadership and Affective Commitment while the remaining 11.9% is influenced by variables other than this research model. This means that there are still other variables that influence Employee Voice Behavior.

Hypothesis

Table 4. Path Coefficient Results

	Research variable	Original Sample (OI)	Sample Average (M)	Standard Deviation (STDEV)	Statistics (O/STDEV)	P Value	Ket
Life Influence	X-Y	0.322	0.363	0.097	3.891	0.001	Accepted
	X-Z	0.341	0.178	0.065	2.876	0.032	Accepted
	Z-Y	0.330	0.127	0.076	2.191	0.000	Accepted
Mediation	Z-X-Y	0.342	0.331	0.071	2.406	0.002	Accepted

Source: Data processed by researchers, 2023

Table 4 shows that ethical leadership has a direct effect on employee voice behavior with a path coefficient of 0.322. Ethical leadership has a direct effect on affective commitment with a path coefficient of 0.341. Affective Commitment has a direct effect on employee voice behavior with a path coefficient of 0.330. Affective commitment are can able to mediate the effect of ethical leadership on employee voice behavior with a path coefficient of 0.342.

V. RESULT AND DISCUSSION

Ethical Leadership Influences Voice Behavior of Employees

The results of this study prove that ethical leadership influences the sound behavior of employees. This is 'cause in the modern business world, many organizations select managers based on their abilities and achievements. But they don't pay adequately absorption to ethical traits and moral controllers. Ethical leadership bear up employees to speak up. This is essential for business development and becomes even more important in a VUCA (volatility, liquidity, complexity and ambiguousness environment (Della Torre et al., 2021). In a VUCA environment, it is becoming progressively arduous for management to conclude market trends and consumer behavior trends. To navigate these market shifts, companies will need to rely on the collective knowledge, expertise, information and advice of their employees, and as a result, ethical leadership will play a more important role in the VUCA environment. Therefore, when selecting and promoting managers, companies must assess the moral and ethical leaders, and it can be concluded that H1 is accepted.

Ethical Leadership Influences Affective Commitment

The results of this study prove that ethical leadership has an effect on affective depression. Ethical leadership is a predictor of affective commitment as a predictor, ethical leadership is an important factor in the field of organizational behavior. By increasing the perception of ethical leadership from employees, it will be able to help organizations to regulate and build an increasingly strong ethical climate framework in their work environment which will ultimately affect the affective commitment

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of employees. Researchers argue that there is a need for appropriate intervention designs for organizational problems aimed at increasing ethical leadership for all line managers through increased communication and teamwork so that it is hoped that this will have an impact on increasing the Organizational Commitment of the Institution. This is also supported by previous research which states that ethical leadership has an effect on affective depression (Dan et al., 2017; Inesia & Ardiyanti, 2021; Munajah & E. Purba, 2018) and can mean that H2 is accepted.

Affective Commitment Affects Employee Voice Behavior

The results of this study prove that affective commitment influences the voice behavior of employees. When someone shows low organizational commitment, someone will not take the initiative to do things that benefit the organization. A person will speak out only under the pressure of current norms or policies. Therefore, when an employee shows lower organizational commitment, affective commitment will affect the employee's voice more strongly. Conversely, when an employee shows high organizational commitment, he or she will not care whether the context is favorable or not. Therefore, in the case of high-level organizational commitment, affective commitment is almost unrelated to sound. Companies and employees have more of a transactional relationship than a commitment-based one. When companies face strategy transformation and business failure, they will ruthlessly terminate employees so that employees will not do their best for the company and provide suggestions to contribute to its development (Hom et al., 2017). Therefore, companies should care about their employees, respect them, provide competitive salaries and opportunities to increase their employees' commitment to the organization. This is also supported by previous research which stated that affective warnings affect employee voice behavior (Benevene et al., 2018; Cheng et al., 2022; Neubert et al., 2009) and it can be concluded that H3 is accepted.

Affective commitment mediating ethical leadership on employee voice behavior

The results of this study prove that affective commitment is able to mediate ethical behavior towards employee voice behavior. In particular, ethical leadership positively influences affective commitment, in line with previous studies (Al-Shamali et al., 2021; Gheitani et al., 2019), and high affective commitment can increase sound behavior (Kim & Leach, 2020; Zhou et al., 2021). Thus, the results of this study succeeded in validating the role of affective commitment as mediating voice behavior, as well as being proven to mediate the relationship of ethical leadership to employee voice behavior. Employee affective commitment represents the strength of individual emotional relationships in an organization and sound behavior is the awareness of employees to share information and experiences that are relevant to work in the organization. And it can be concluded that H4 is accepted.

VI. CONCLUSION

Based on the results of the research and discussion that has been done, it can be concluded that ethical leadership has proven to have a positive and significant effect on employee voice behavior. Ethical leadership is proven to have a positive and significant effect on affective commitment. Affective commitment is proven to have a positive and significant effect on employee voice behavior. And affective commitment as a mediation is able to mediate ethical leadership on the sound behavior of employees.

Some suggestions that can be given related to this research are employee perceptions of ethical leadership which is important enough to shape the sound behavior of employees in the organization which is ultimately expected to increase employee affective commitment to their organization, so that the attitudes and behavior of leaders based on ethical norms in every decision making needs attention in interaction and communication with employees. Organizational affective commitment is a valuable investment in the organization. Future research is expected to be carried out periodically with a larger number of samples with a balanced composition, and to be carried out by eliminating research bias due to the influence of superiors and certain conditions within the organization.

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