STIESIA iCOBUSS
e-ISSN 2746-5667
5th INTERNATIONAL CONFERENCE ON BUSINESS & SOCIAL SCIENCES
RESPONSIBLE AI AND HUMAN-CENTERED DESIGN: BRIDGING ETHICS AND INNOVATION

THE INFLUENCE OF CORPORATE ETHICAL VALUES ON EMPLOYEE PERFORMANCE IN ENERGY SECTOR COMPANIES IN INDONESIA

Bayu Sulistyo[1*], Bambang Hadi Santoso[1], Nur Laily[1]

[1] Master of Management, Indonesia School of Economics (STIESIA), Surabaya, Indonesia

*Corresponding Author: bayu.sulistyo46@gmail.com

Abstract: Ethical practices are crucial in industries with high operational risks, such as mining, yet empirical studies that simultaneously analyze the effects of Corporate Ethical Values (CEV), Organizational Commitment (OC), and work experience on employee performance remain limited in Indonesia. This study aims to fill this research gap by analyzing how CEV influences employee performance, with OC as a mediating variable and work experience as a moderating variable. Using an associative quantitative design with an explanatory approach, data were collected from 126 permanent operational employees selected through the Slovin formula. The research employed the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method using SmartPLS software to test validity, reliability, and causal relationships between variables. The results show that CEV has a significant positive effect on employee performance, both directly and indirectly through OC, while work experience significantly strengthens the relationship between CEV and OC. These findings emphasize that corporate ethical values contribute to higher performance levels by fostering stronger commitment and ethical awareness among experienced employees, highlighting the importance of cultivating ethical culture to enhance human resource performance in the mining industry.

Keywords: Corporate Ethical Value, Employee Performance, Organizational Commitment, SEM-PLS, Work Experience

---

1. Introduction

Corporate ethics has become crucial in human resource development and organizational excellence, particularly in industries requiring significant capital and high risk, such as mining companies (Bintariningtyas, & Purwaningsih 2024). Ethical values within a company reflect the organization's moral standards and behavior and play a significant role in creating a fair, open, and supportive work environment that supports improved employee performance (Valentine et al., 2002).Corporate Ethical Values (CEV) foster trust, loyalty, and a sense of responsibility within an organization, which strengthens commitment and accountability. Mining companies in Indonesia face the challenge of achieving production targets and maintaining organizational integrity by adhering to ethical values in every aspect of their operations.

As a psychological variable, organizational commitment (OC) also serves as a crucial bridge between corporate ethical values and employee performance. Commitment to an organization indicates the extent to which an individual adopts the organization's goals as their personal goals and their willingness to remain with the organization despite work pressures (Fritz et al., 1999). Previous research has shown that a high level of commitment can strengthen the positive impact of ethical values on proactive, disciplined, and productive work behavior (Ahmed & Khan, 2023). Therefore, it is essential to understand the mediating role of OC in the context of the relationship between CEV and performance to design value-based human resource management strategies.

Furthermore, work experience is also considered a variable that can strengthen or weaken the relationship between ethical values and organizational commitment. Individuals with more work experience tend to demonstrate a deeper understanding of organizational culture and have a stronger emotional attachment to the company's values (Fatima & Saba, 2020). In the challenging and stressful mining workplace, work experience plays a crucial role in ensuring that ethical values are communicated, genuinely implemented, and serve as a guide for operational decision-making and work behavior.

However, empirical studies that simultaneously analyze the relationship between Corporate Ethical Values, Organizational Commitment, and Employee Performance, while considering the moderating role of work experience, are still minimal, particularly in the context of the Indonesian mining industry. This research aims to fill this gap by providing relevant empirical evidence and practical implications for strengthening ethical culture in natural resource-based companies. Hopefully, these findings will provide theoretical contributions and strategic guidance for organizations in building value systems that support optimal and sustainable performance.

Ethical issues in the complex and risky mining industry are crucial because they relate to workplace safety, regulatory compliance, and corporate social responsibility. One of the main foundations for creating ethical and professional work behavior is Corporate Ethical Values (CEV), which are the ethical values instilled in companies by their employees. However, the extent to which CEV can impact employee performance has not been extensively researched, particularly in the mining industry. The first research question, which explores how Corporate Ethical Values influence employee performance in coal mining companies in Indonesia, is crucial to understanding the role of corporate ethical values in employee productivity, responsibility, and loyalty. The answer to this question is highly relevant for designing HR strategies based on ethical governance in challenging work environments.

Furthermore, the second research question, which explores how Corporate Ethical Values influence Organizational Commitment, is highly pressing because organizational commitment links a company's ethical values and employee behavior. A high level of commitment will strengthen the internalization of the company's expected ethical values, while a low level of commitment can create a gap between policies and actual behavior. Therefore, it is crucial to understand whether a company's ethical values significantly shape employees' organizational commitment. The findings of this study are highly strategic, as they can serve as a basis for developing coaching, training, and incentive programs that foster long-term loyalty and ethical awareness. Therefore, this research is academically relevant and has practical implications for enhancing company competitiveness through ethical governance and more holistic employee management.

2. Literature Review

Organizational Justice Theory

Organizational Justice Theory, developed by Colquitt et al. (2001), highlights how individuals' perceptions of fairness within an organization relate to corporate ethical values and employee performance. This theory is highly relevant as corporate ethical values are closely linked to employees' perceptions of justice. According to Colquitt et al. (2001), organizational justice consists of four main dimensions: distributive justice, which refers to fairness in the distribution

STIESIA Sekolah Tinggi Ilmu Ekonomi Indonesia Surabaya ICOBUSS
e-ISSN 2746-5667

of resources such as compensation, promotions, and recognition; procedural justice, which indicates fairness in decision-making processes including performance evaluation, promotion, and work assignments; interpersonal justice, which refers to how individuals are treated personally by superiors or colleagues in terms of courtesy, respect, and empathy; and informational justice, which relates to the quality of explanations or information communicated by management in explaining decisions, emphasizing openness, honesty, completeness, and timeliness of information. The application of corporate ethical values is closely related to these dimensions of justice, which ultimately can shape organizational commitment and employee performance.

Theory of Planned Behavior

Ajzen (1991) created a psychological theory aimed at explaining human behavior, showing that a person's actions are influenced by their intention to perform those actions. This theory also distinguishes between behavior that can be controlled by individuals (such as personal habits) and behavior influenced by external factors, making it a theory used to understand both voluntary and involuntary behavior. The factors that influence behavior include: (1) attitude toward the action, if someone believes that performing the action will bring good results; (2) subjective norms, if someone believes that important people in their life think they should perform a behavior; and (3) perceived behavioral control, if someone believes they have control over the behavior and external factors do not hinder them. These factors contribute to forming an individual's intention to do something. This theory can explain how ethical values influence employee performance through their intention to behave ethically. For example, employees who have a positive attitude toward the company's ethical values and feel that their colleagues also uphold these values will be more likely to behave ethically.

Person-Organization Fit Theory

The Person-Organization Fit Theory, developed by Kristof-Brown et al. (2005), is a theory that focuses on how the fit between individuals and organizations can affect job satisfaction, commitment, performance, and employee retention within organizations. This theory emphasizes the importance of fit between individuals' values, culture, and goals with the organization where they work. When individuals feel they "fit" with the organization's values and culture, they are more likely to feel satisfied, committed, and have higher performance. The dimensions explained include: (a) fit based on values, where goal compatibility can increase organizational commitment and reduce the likelihood of individuals leaving the organization; (b) fit based on personality and work style, focusing on how individuals' work styles and personalities match the culture and work environment in the organization; and (c) fit based on goals and aspirations, relating to how individuals' career goals and future expectations align with organizational goals. According to Kristof-Brown et al. (2005), the benefits of this theory include higher job satisfaction, greater commitment, higher performance, employee retention, and reduction of stress and conflict. This theory is relevant for analyzing how the fit between employees' ethical values and corporate ethical values affects job satisfaction, organizational commitment, and performance, as well as how gender and experience influence value fit and its impact on performance.

3. Method

This study uses a quantitative approach with an associative-explanatory research design. The objective is to examine the causal relationship between variables, namely how Corporate Ethical Value (CEV) directly and indirectly influences employee performance through

STIESIA ICOBUSS e-ISSN 2746-5667

Organizational Commitment (OC), and how Work Experience moderates this relationship. This approach was chosen because it provides empirical evidence regarding the strength and direction of the relationship between variables.

The study population consisted of all permanent employees in the production and safety operations division of a mining company in East Kalimantan province, with a total population of 189 people. The sampling technique used the Slovin formula with a 5% margin of error, resulting in 126 respondents who met the criteria (at least 1 year of work experience). The sampling technique used was purposive sampling, which was used to select respondents relevant to the research objectives.

This study used primary data obtained through a closed-ended questionnaire with a Likert scale of 1–5. The research instrument was developed based on indicators for each variable studied. The Corporate Ethical Value (CEV) variable was measured using four indicators: integrity, responsibility, honesty, and compliance. The Organizational Commitment (OC) variable encompassed affective, normative, and continuance commitment. The employee performance variable was measured based on work quality, quantity, punctuality, and teamwork. Meanwhile, the work experience variable was measured using indicators such as length of service, skill level, and job involvement. This instrument was designed to ensure comprehensive and consistent measurement of each variable.

The operational definitions and theoretical foundations of each variable in this study are elaborated as follows: Corporate Ethical Values (CEV) refers to the ethical values implemented and practiced by a company to guide employee behavior (Laily et al., 2023). CEV encompasses the principles of honesty, responsibility, integrity, and compliance with applicable rules and norms (Park et al., 2023). In the mining context, implementing CEV is crucial because this industry is vulnerable to safety, environmental, and transparency issues. Theories widely used to explain CEV include business ethics theory and ethical climate theory, which state that a company's ethical climate influences the behavior of individuals and groups within an organization. Employee performance results from an individual's work, measured by quality, quantity, timeliness, and work attitude per their responsibilities (Oktafien & Santoso 2025). Performance is often explained through performance theory (Robbie, 2020). Which emphasizes that performance is a function of ability, motivation, and opportunity. This study hypothesizes that CEV influences performance because ethical values increase discipline, responsibility, and productivity. Organizational Commitment (OC) is the psychological attachment employees feel to their organization, reflected in loyalty, a desire to contribute, and an intention to remain with the company. A frequently used model (Turek et al., 2023). Three-Component Model, which encompasses affective, normative, and continuance commitment. In this study, OC is positioned as a mediating variable, explaining whether and how CEV can influence performance through organizational commitment (Franco & Suguna, 2017). A defines work experience as the length of time a person has worked and the intensity of involvement in tasks, which influences skill, understanding, and maturity in dealing with work issues. This concept relates to human capital theory, which emphasizes that work experience enriches knowledge and increases productivity. In this study, work experience is positioned as a moderating variable, strengthening or weakening the influence of CEV on employee performance.

Data analysis in this study used the Partial Least Squares – Structural Equation Modeling (PLS-SEM) method with the assistance of Smart-PLS software. The analysis stages were carried out sequentially, beginning with the Outer Model test to assess validity (convergent validity and discriminant validity) and construct reliability through Composite Reliability and Cronbach's

Alpha values. Next, an inner model test was conducted to assess the relationship between variables using path coefficients, R^2 values, and a significance test using bootstrapping techniques. A mediation test was applied using an indirect effect approach to identify the role of organizational commitment as an intermediary variable. Furthermore, a moderation test was conducted using an interaction term to measure the extent to which work experience strengthens or weakens the influence of CEV on employee performance. With these steps, the research can produce valid and accountable empirical findings.

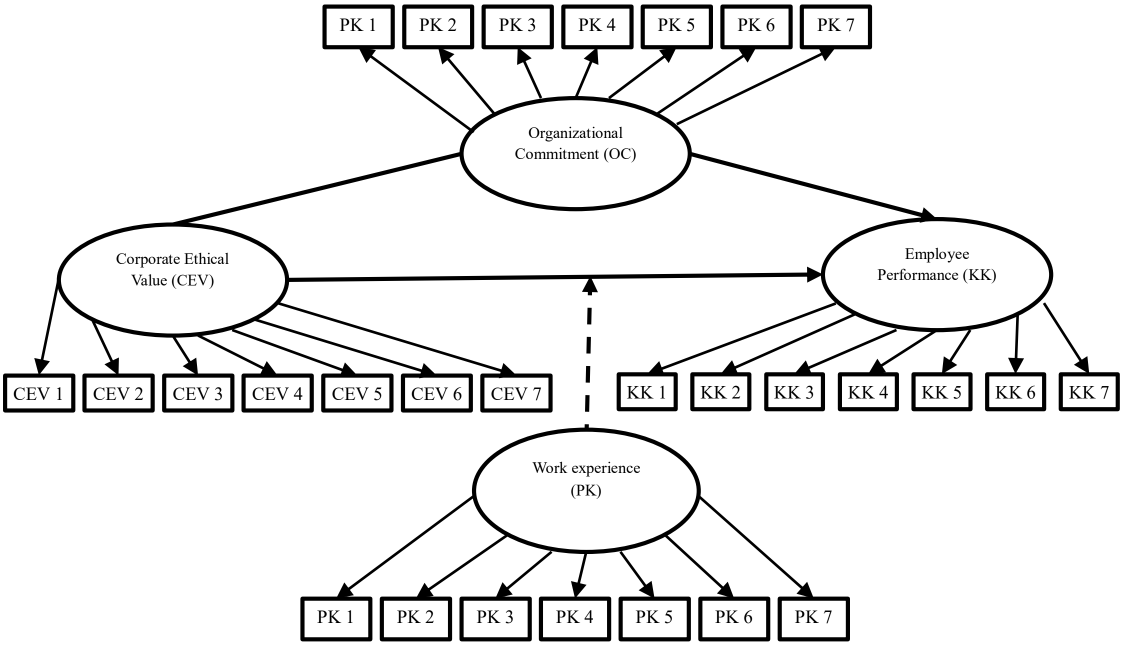

Figure 1: Inter-Variable Construct Model
Sources: Processed data (2025)

This relationship aims to test whether corporate ethical values can improve employee quality, quantity, punctuality, and cooperation. Meanwhile, the second research question, "Do Corporate Ethical Values Influence Organizational Commitment?", is represented by the path from CEV to OC. This question is important because organizational commitment is positioned as a mediating variable, which will later be seen whether it can strengthen the influence of CEV on performance. Thus, this model not only visualizes the relationship between variables but also serves as a basis for analysis to answer the proposed research questions.

4. Result and Discussion

Output Partial Least Square

In the context of the mining industry, which is fraught with ethical challenges, corporate ethical values are expected to improve employee performance directly and build organizational commitment as a foundation for sustainable work behavior. Therefore, the following results section will present empirical findings that answer both questions in detail.

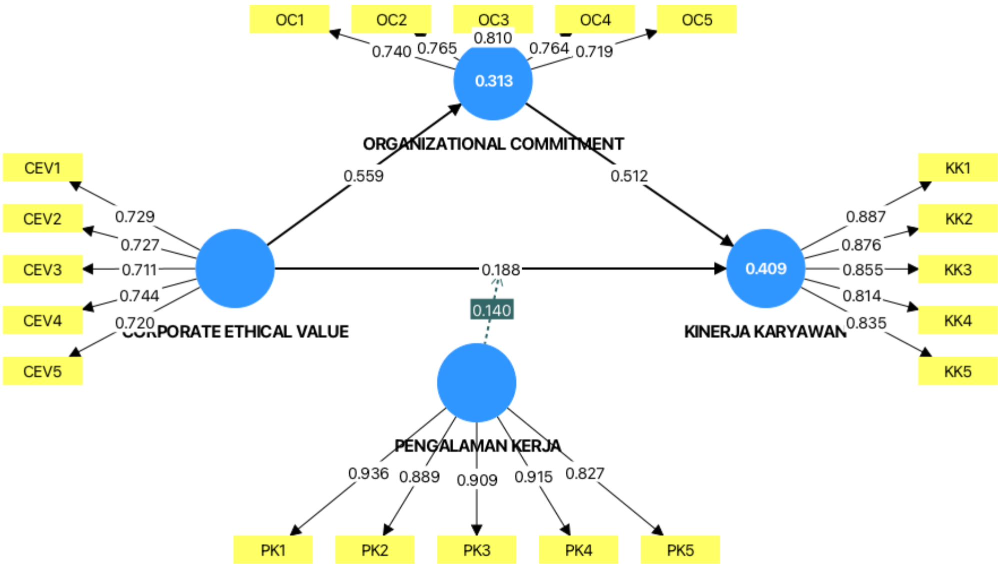

Figure 2: Output Partial Least Square (PLS)
Sources: Processed data (2025)

This study used partial least squares (PLS) analysis to examine the relationships between variables in the research model. PLS analysis is a statistical approach considered capable of handling complex models and relatively small sample sizes. This study used the PLS approach to examine the relationship between corporate ethical values, organizational commitment, work experience, and employee performance. The PLS analysis was conducted using SmartPLS 4.0 software. Interpretation of PLS results includes several main components: outer model analysis and inner model analysis.

The Partial Least Squares (PLS) analysis results indicate that all indicators used in this study have good convergent validity. This is evidenced by the outer loading values for each indicator, above 0.70, as shown in Table 1. This indicates that each indicator accurately represents the construct it measures. Thus, the variables Corporate Ethical Value (CEV), Organizational Commitment (OC), Employee Performance (KK), and Work Experience (PK) can be declared valid from a measurement perspective, allowing the research instrument to be used for further analysis.

Furthermore, the results of internal consistency reliability tests using Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) also demonstrated values that met the criteria. All variables had Cronbach's Alpha and CR values above 0.70, and AVE values above 0.50. This indicates that the research instrument has strong internal consistency, and the indicators used can be trusted to measure their respective constructs. Based on these results, it can be concluded that the measurement model in this study meets the reliability requirements according to the standards of Hair et al. (2017) and Sekaran and Bougie (2016).

Furthermore, discriminant validity tests conducted using cross-loading, the Fornell-Lacker criterion, and the Heterotrait-Monotrait Ratio (HTMT) also showed consistent results. The cross-loading value of each indicator is higher in the original construct than in other constructs, the square root of the AVE value is greater than the correlation between constructs, and the HTMT value for all pairs of variables is below 0.90. These results confirm that each construct differs from the other constructs in the study. With the fulfillment of convergent validity, reliability, and discriminant validity, the measurement model (outer model) is declared suitable to proceed to the structural model analysis stage (inner model).

Table 1. Outer Loading Result

	Corporate Ethical Value	**Employee Performance**	***Organizational Commitment***	**Work experience**	**Results**
CEV1	0.729				Valid
CEV2	0.727				Valid
CEV3	0.711				Valid
CEV4	0.744				Valid
CEV5	0.720				Valid
KK1		0.887			Valid
KK2		0.876			Valid
KK3		0.855			Valid
KK4		0.814			Valid
KK5		0.835			Valid
OC1			0.740		Valid
OC2			0.765		Valid
OC3			0.810		Valid
OC4			0.764		Valid
OC5			0.719		Valid
PK1				0.936	Valid
PK2				0.889	Valid
PK3				0.909	Valid
PK4				0.915	Valid
PK5				0.827	Valid

Sources: Processed data (2025)

In the context of the mining industry, which is fraught with ethical challenges, corporate ethical values are expected to improve employee performance directly and build organizational commitment as a foundation for sustainable work behavior. Therefore, the following results section will present empirical findings that answer both questions in detail.

Analysis of Inner Structural Model

A structural model analysis was conducted to evaluate the relationships between the latent constructs defined in the research model. This analysis utilized SmartPLS 4.0 software to process the data and determine the significance of the relationships between variables in the research model. The structural model analysis includes several hypothesis tests: direct effect test, indirect effect test, moderation test, and R-Square test to assess the explanatory power of the model.

The direct effect hypothesis test was conducted to understand the magnitude of the direct impact of independent variables on dependent variables in this study. This analysis was performed by examining the original sample value to determine the direction of relationships between variables and statistical significance indicated by t-statistic and p-value. Relationships between variables are considered significant if they have a t-statistic value >1.96 and p-value <0.05. Meanwhile, a positive original sample value indicates that the relationship between variables has a positive effect, while a negative original sample value indicates a negative effect.

The results of the structural model analysis with bootstrapping procedure are presented in Figure 3, which displays the t-statistic values for each path relationship in the model.

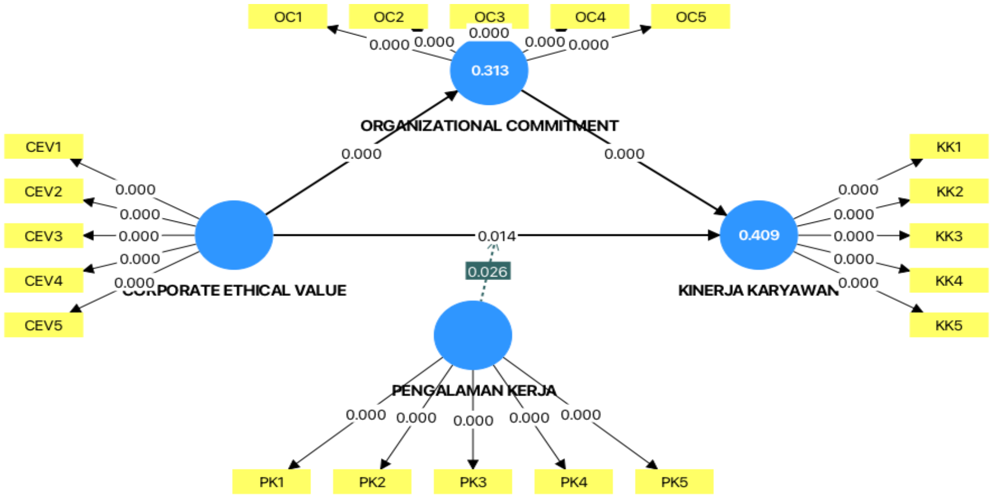

Figure 3: Bootstrapping Results
Sources: Processed data (2025)

Based on the bootstrapping results shown in Figure 3 and Table 4.15, the direct effect hypothesis test results indicate that Corporate Ethical Values (CEV) positively and significantly influence both Employee Performance and Organizational Commitment (OC). The original sample value for the relationship between CEV and Employee Performance was 0.188, with a t-statistic of 2.462 and a p-value of 0.014, thus accepting the first hypothesis. This means that the higher the company's ethical values, the more it enhances employee performance, making the establishment of an ethical culture an important factor in encouraging employees to work better. Furthermore, CEV also significantly influenced OC, with an original sample value of 0.559, a t-statistic of 8.792, and a p-value of 0.000, confirming that the second hypothesis is accepted. These results confirm that the stronger the corporate ethical values implemented, the higher the organizational commitment possessed by employees. Moreover, OC was also shown to have a positive and significant effect on Employee Performance, with an original sample value of 0.512, a t-statistic of 6.643, and a p-value of 0.000, thus accepting the third hypothesis. This confirms that employee commitment to the company is an important factor in improving their performance, meaning that the higher the commitment employees have, the more they tend to be responsible, productive, and highly motivated in carrying out their work.

This test was conducted to understand whether independent variables can influence dependent variables through mediating variables. This analysis process used the bootstrapping method to evaluate indirect effects. Indirect effects are considered significant if the t-statistic value is >1.96 and p-value <0.05. The results of the indirect effect test showed that OC significantly mediates the relationship between CEV and Employee Performance. The original sample value of 0.287, a t-statistic of 4.945, and a p-value of 0.000 indicate that the fourth hypothesis is accepted. These test results show that corporate ethical values have a positive and significant effect on employee performance through organizational commitment. It can be concluded that when employees perceive an ethical culture in the workplace, they tend to show higher commitment and sense of responsibility, which can drive continuous performance improvement. This means that the effect of CEV on performance is not only direct but also strengthened through increased organizational commitment.

This test was conducted to understand whether a moderating variable can strengthen or weaken the relationship between independent and dependent variables. This analysis was performed by examining the interaction between independent and moderating variables. If the interaction coefficient value shows significant results, then there is a moderation effect in the research model. The moderation effect can be considered significant if it has a t-statistic value >1.96 and p-value <0.05. The moderation hypothesis test results indicate that work experience significantly moderates the relationship between CEV and Employee Performance. The original sample value of 0.140 with a t-statistic of 2.224 and a p-value of 0.026 confirms that the fifth hypothesis is accepted. These test results show that work experience significantly moderates the relationship between corporate ethical values and employee performance. It can be concluded that the influence of corporate ethical values on employee performance will be stronger if employees have higher work experience. This means that the higher the employees' work experience, the greater their ability to understand and respond to the company's ethical values, thus improving their performance.

This study conducted an R-Square test to show how much the independent variables are able to explain the variation of the dependent variables. An R-Square value >0.25 is considered weak, >0.5 is considered moderate, and a value >0.75 is considered strong. The R-Square test shows that the Employee Performance variable has an R-Square value of 0.409 and an adjusted R-Square of 0.390, while the Organizational Commitment variable has an R-Square value of 0.313 and an adjusted R-Square of 0.307. These values fall into the moderate category. Although the R-Square values in this study have not reached the high category, they are still maintained because these values are still above the minimum acceptable threshold of 0.25. This means that employee performance is explained by CEV, OC, and work experience by 40.9% (moderate category), while OC is explained by CEV by 31.3% (moderate category). Thus, although the R-Square value is not yet in the high category, the research results are still relevant and can provide a relatively strong picture of the relationship dynamics between variables in the research model.

Discussion

The results of this study demonstrate that Corporate Ethical Values (CEV) have a positive impact on employee performance and Organizational Commitment (OC). The application of ethical values, particularly the principle of honesty, creates a sense of security and trust that encourages employee responsibility and work enthusiasm. This finding aligns with Chun et al. (2013) and Sharma & Stearns (2009), which show that corporate ethical values can increase employee contributions and strengthen their commitment to the organization. Therefore, companies that consistently uphold ethics can boost employee performance and build stronger organizational loyalty.

Furthermore, the results of this study also confirm that organizational commitment has a positive impact on employee performance. When employees feel emotional attachment and pride in the organization, they tend to perform better and be more responsible. This finding aligns with the theory of Mowday et al. (1982) and studies by Hendri (2018) and Alnehabi & Al-Mekhlafi (2023), which emphasize that dedication to the organization has a direct impact on employee performance. Furthermore, OC has been shown to mediate the effect of CEV on performance, as explained by Tamer (2021), who demonstrated that corporate ethics foster employee loyalty and motivation, thereby improving the quality of their performance.

Work experience has also been shown to moderate the relationship between CEV and employee performance. Employees with more experience are better able to understand and internalize the company's ethical values, thus consistently implementing them contributes more to their performance improvement (Nasab & Afshari 2019). This finding aligns with Marisca et al. (2024), who stated that experienced employees are more responsive to an organization's ethical culture because they have observed and experienced consistent ethical practices over a long period. Thus, work experience not only strengthens the relationship between CEV and performance but also ensures that the company's ethical values are truly lived out in daily work behavior.

5. Conclusions

Based on the research results, it can be concluded that Corporate Ethical Values (CEV) play a crucial role in improving employee performance, both directly and indirectly. Implementing corporate ethical values has been shown to encourage employee dedication, responsibility, and work motivation, thus positively impacting performance achievement. Furthermore, CEV also significantly influences Organizational Commitment (OC), where employees who perceive consistent implementation of ethical values tend to demonstrate greater loyalty and attachment to the company. Furthermore, OC has been shown to positively contribute to performance, indicating that employee commitment to the organization is a key factor in driving increased productivity and work quality.

The research also revealed that OC mediates the effect of CEV on employee performance, meaning consistent corporate ethics strengthen employee commitment, ultimately resulting in more optimal performance. Furthermore, work experience has been shown to moderate the relationship between CEV and performance, where more experienced employees can better understand, internalize, and respond to corporate ethical values, thus strengthening their impact on performance. Thus, combining corporate ethical values, organizational commitment, and work experience is a strategic factor that complements each other in improving employee performance, especially in the mining industry, which is full of ethical challenges.

Acknowledgements

A brief acknowledgement section may be given after the conclusion section just before the references. The acknowledgments of people who provided assistance in manuscript preparation, funding for research, etc. should be listed in this section. All sources of funding should be declared as an acknowledgement. Authors should declare the role of funding agency, if any, in the study design, collection, analysis and interpretation of data; in the writing of the manuscript. If the study sponsors had no such involvement, the authors should so state.

References

Ahmed, M., & Khan, M. I. (2023). Beyond the universal perception: Unveiling the paradoxical impact of ethical leadership on employees' unethical pro-organizational behavior. *Heliyon*, *9*(11), e21618. https://doi.org/10.1016/j.heliyon.2023.e21618

Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, *50*(2), 179–211. https://doi.org/0.1016/0749-5978(91)90020-T

Bintariningtyas, S., Mulyaningsih, T., & Purwaningsih, Y. (2024). Coal Mining and MSME: Is it Mutually Beneficial? *Nature Environment and Pollution Technology*, *23*(2), 855–862. https://doi.org/10.46488/nept.2024.v23i02.021

Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, *86*(3), 425–445. https://doi.org/10.1037/0021-9010.86.3.425

Fatima, A., & Saba, S. (2020). *Fostering Knowledge-Sharing Behavior*. 116–131. https://doi.org/10.4018/978-1-7998-3142-6.ch007

Franco, E., & Suguna, G. (2017). Corporate Social Responsibility Influences, Employee Commitment And Organizational Performance. *International Journal of Research*, *5*, 23–27. https://doi.org/10.29121/granthaalayah.v5.i1(se).2017.1917

Fritz, J., Arnett, R., & Conkel, M. (1999). Organizational Ethical Standards and Organizational Commitment. *Journal of Business Ethics*, *20*, 289–299. https://doi.org/10.1023/A:1005939325707

Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequenses of Individual’s Fit at Work: A Meta-Analysis of Person-Job, Person-Organization, Person-Group, and Person-Supervisor Fit. *Personal Psychology*, *58*(2), 281–342.

Laily, N., Mustika, H., Irdiana, S., Rusdiyanto, & Silalahi, M. (2023). Antecedents of knowledge management: The case of professional employees in Indonesia. *Knowledge and Performance Management*, *8*(1), 49–62. https://doi.org/10.21511/KPM.08(1).2024.04

Nasab, A. H., & Afshari, L. (2019). Authentic leadership and employee performance: mediating role of organizational commitment. *Leadership & Organization Development Journal*. https://doi.org/10.1108/LODJ-01-2019-0026

Oktafien, S., & Santoso, A. (2025). The effect of high organizational commitment on increasing employee performance. *Manajemen Dan Bisnis*. https://doi.org/10.24123/mabis.v24i1.723

Park, J., Zhu, W., Kwon, B., & Bang, H. (2023). Ethical leadership and follower unethical pro-organizational behavior: examining the dual influence mechanisms of affective and continuance commitments. *The International Journal of Human Resource Management*, *34*, 4313–4343. https://doi.org/10.1080/09585192.2023.2191209

Robbie, I. (2020). *How Does The Effect Of Corporate Ethics And Political Bahavior Against Organizational Commitments? 4*. https://doi.org/10.29040/ijebar.v4i02.990

Turek, D., Klein, H., & Wojtczuk-Turek, A. (2023). Overcoming organizational constraints: The role of organizational commitment and job crafting in relation to employee performance. *European Management Journal*. https://doi.org/10.1016/j.emj.2023.12.001

Valentine, S., Godkin, L., & Lucero, M. (2002). Ethical Context, Organizational Commitment, and Person-Organization Fit. *Journal of Business Ethics*, *41*, 349–360. https://doi.org/10.1023/A:1021203017316