



CAN ETHICAL LEADERSHIP USING THE PERSON-ORGANIZATION FIT AS A MEDIATING ROLE ENCOURAGING SUBORDINATE ETHICAL BEHAVIOR?

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Abstract. *This research seeks to (1) understand how ethical leadership affects employee ethical behavior, (2) how it affects person-organization fit, (3) how it affects ethical behaviour, and (4) how it mediates between ethical management and ethical review. This study is quantitative. Disseminating questionnaires collects quantitative data, while qualitative data is collected by observing the research site, interviewing Credit Corporation managers and chief managers, and reviewing relevant literature. The questionnaire, the primary data collection instrument, measures ethical leadership, employee ethics, and Person-Organization Fit with 15 indicators. A credit cooperative officer in Ende, a community of 39 inhabitants, was sampled. They come from Ende's six credit cooperatives. Data was analyzed using SmartPLS 4.0.1. The track coefficient test showed that ethical leadership variables positively affect person-organization fit, ethical behavior, and ethical actor variables, and that ethical leadership variables positively influence employee ethical behaviour through person-organization fit as mediation. According to the R-Square test, ethical leadership and person-organization fit influenced employee ethical behavior by 42%, while other variables influenced the remaining 58%. The test results showed that ethical leadership has a positive and significant effect on person-organization fit, an ethical influence and significant effect on the ethical behavior of Credit Cooperative employees in Ende, a positive but non-significant effect on employee ethical behaviour, and a positive but non-significant effect on employee ethical behavior through person-organization fit.*

Keywords: *ethical leadership; ethical behavior; employees, person-organization fit*

Abstrak. *Tujuan penelitian ini adalah untuk (1) mengetahui pengaruh kepemimpinan etis terhadap perilaku etis karyawan, (2) mengetahui pengaruh kepemimpinan etis terhadap person-organization fit, (3) mengetahui pengaruh person-organization fit terhadap perilaku etis karyawan, dan (4) mengetahui peran mediasi person-organization fit antara kepemimpinan etis dan perilaku etis karyawan. Penelitian ini merupakan penelitian kuantitatif. Pengumpulan data kuantitatif dilakukan dengan menyebarkan kuesioner, sedangkan pengumpulan data kualitatif dilakukan dengan observasi di lokasi penelitian, wawancara dengan manajer dan ketua pengurus Koperasi Kredit dan studi literatur yang menjadi ruang lingkup penelitian ini. Kuesioner sebagai instrumen pengumpulan data yang utama memuat pernyataan dari enam (6) indikator untuk mengukur kepemimpinan etis, lima (5) indikator untuk mengukur perilaku etis karyawan, dan empat (4) indikator untuk mengukur Person-Organization Fit, sehingga total indikator berjumlah 15 indikator. Objek penelitian merupakan pegawai Koperasi Kredit di kota Ende dengan populasi 39 orang dan semuanya dijadikan sebagai sampel. Mereka berasal dari enam Koperasi Kredit yang melayani Masyarakat di kota Ende. Analisis data dilakukan dengan alat uji SmartPLS versi 4.0.1. Hasil uji koefisien jalur menunjukkan bahwa variabel kepemimpinan etis berpengaruh positif terhadap variabel person-organization fit dan perilaku etis, variabel person-organization fit berpengaruh positif terhadap variabel perilaku etis, dan*

variabel kepemimpinan etis berpengaruh positif terhadap perilaku etis karyawan melalui person-organization fit sebagai mediasi. Uji R-Square menunjukkan bahwa perilaku etis karyawan dipengaruhi oleh kepemimpinan etis dan person-organization fit sebanyak 42%, sisanya sebanyak 58% dipengaruhi oleh variabel lain. Sedangkan person-organization fit dipengaruhi oleh kepemimpinan etis sebanyak 33%, sisanya sebanyak 67% dipengaruhi oleh variabel lain yang tidak diteliti.

Hasil uji t menunjukkan bahwa Kepemimpinan etis berpengaruh positif dan signifikan terhadap person-organization fit, Kepemimpinan etis berpengaruh positif dan signifikan terhadap perilaku etis pegawai Koperasi Kredit di kota Ende, Person-Organization fit berpengaruh positif tetapi tidak signifikan terhadap perilaku etis karyawan, Kepemimpinan etis berpengaruh positif tetapi tidak signifikan terhadap perilaku etis karyawan melalui Person-Organization fit.

Kata Kunci: kepemimpinan etis; perilaku etis; karyawan; person-organization fit

INTRODUCTION

Moral values provide a structural basis for the decision-making and leadership of ethical leaders. Through demonstrating moral ideals in both their professional and personal contacts, ethical leaders serve as a model for normative behaviors in interpersonal interactions and personal activities. Ethical leadership can have a significant positive impact on the workplace and company in various ways, such as fostering the cultivation of positive influence, creating an ethical work environment, enhancing the organizational reputation, and promoting cooperation and collaboration. Long-term, ethical leaders are essential for establishing companies that are characterized by integrity and longevity (Gamarra & Giroto, 2022).

Employee ethical behavior is significantly impacted by ethical leadership. According to several studies (Al Halbusi et al., 2023; Al Halbusi, Ruiz-Palomino, Jimenez-Estevéz, et al., 2021; Al Halbusi, Williams, et al., 2021; Ali, 2020; Dutta et al., 2022); ethical leaders inspire their staff to prioritize ethical issues. Positive peer perception from ethical leadership naturally increases employees' dedication to the organization, which in turn affects worker performance (Rizal et al., 2022).

Ethical leadership enhances the working environment and cultivates confidence and trust among stakeholders, including employees. An ethical work atmosphere fosters collaboration and cooperation. Ethical leadership has a significant role in shaping a company's excellent reputation. The reputation of a brand has a significant impact on its image and its ability to attract potential customers and employees. Studies have demonstrated that ethical leadership ultimately leads to the alignment of individuals and organizations, known as person-organization fit (Grobler & Joubert, 2020; Kerse, 2021; Tsai, 2024).

The concept of person-organization fit, or P-O Fit, describes how well individuals fit into the organizations where they work. When organizational traits and individual traits complement one another, compatibility arises. In recent years, PO Fit has been the subject of substantial investigation. PO Fit has been linked to higher levels of organizational commitment and satisfaction, according to a number of prior research findings (Ahmad & Jasimuddin, 2021; Bahat, 2021; Khan, 2021; Park & Hai, 2024; Pattanawit & Charoensukmongkol, 2022; Tran, 2023). That is to say, people tend to be more dedicated and content with their work when they identify with the organization's values and culture. Additionally, P-O Fit is positively correlated with trust, job satisfaction, and contentment with superiors and coworkers. This shows that connections and interactions at work are influenced by how well an individual fits within the organization. P-O Fit makes it easier for team members to work together and cooperate. When members of a team are in harmony with the culture and values of the firm, they are more likely to collaborate well and accomplish shared objectives. Employee performance and happiness are influenced by the fit between the individual and the organization. P-O Fit has an effect on worker productivity and retention. Workers that are at ease with the company are better able to adjust to shifts in the work environment and requirements.

Building long-lasting, morally-responsible enterprises requires a combination of people and organizational compatibility as well as ethical leadership. Leaders set an example for others to follow in establishing a fair and respectable work environment by modeling

behaviours and attitudes based on common moral principles. Those under their leadership are positively impacted by moral leaders and by workers who feel like they belong in the company.

Employee loyalty to the company and job satisfaction are higher among those who act ethically. Relationships between coworkers, bosses, and subordinates are impacted by ethical behaviour. Employees that follow moral principles at work usually have less disagreement and friction.

A number of elements, including personal experience, the organization, the organizational environment, society at large, ethical principles, attitudes, and behaviour theories, all have an impact on the ethical behaviour of employees. Ethical behaviour provides several advantages in an organizational setting, such as boosting output, preserving performance stability, and assisting companies in adjusting to changing conditions. Positive ethical behaviour in the workplace is influenced by each of these elements (Al Halbusi, Ruiz-Palomino, Morales-Sánchez, et al., 2021; Fernando et al., 2022; Lin et al., 2023).

Previous research (Al Halbusi et al., 2023; Al Halbusi, Ruiz-Palomino, Jimenez-Estevez, et al., 2021; Al Halbusi, Ruiz-Palomino, Morales-Sánchez, et al., 2021) has demonstrated the relationship between ethical leadership and ethical behaviour on the part of employees. According to numerous studies (Ahmad & Jasimuddin, 2021; Bahat, 2021; Lahlouh et al., 2023; Park & Hai, 2024; Pattanawit & Charoensukmongkol, 2022; Soelton et al., 2020; Tran, 2023), Person-Organization Fit has also been shown to have an impact on turnover intention (Berisha & Lajçi, 2021; Sharma, 2019) as well as spiritual leadership and performance (Assyarofi, 2020).

The gap from the previous researches are the findings that an ethical work environment is produced by congruence between individuals and organizations (Al Halbusi et al., 2020; Al Halbusi, Williams, et al., 2021; Subramanian et al., 2023; Tsai, 2024), however, there have been limited research undertaken to establish whether person-organization fit acts as a mediator of ethical leadership in influencing employees' ethical behaviour, in addition to the finding that P-O Fit is linked to employee performance. The objectives of this study are to determine the impact of ethical leadership on employee moral behaviour, the impact of ethical leadership on person-organization fit, and the impact of person-organization fit on employee moral behaviour. This study focuses on the employees of the Credit Cooperative in Ende City.

A credit union, also referred to as a credit cooperative, is a financial institution that operates within the savings and lending sector. The objective of this institution, which is owned and operated by its members, is to enhance the welfare of its members. Credit cooperatives are established based on fundamental principles including self-help (savings are exclusively accessible to cooperative members), loyalty to associates (loans are exclusively accessible to members), education and awareness (fostering personal development is the primary objective, and loans are only granted to individuals with good character), innovation, and unity. Ende City, located in the East Nusa Tenggara Province, offers reliable financial services through credit cooperatives, which are particularly beneficial for individuals in the medium and lower economic classes. It is essential for credit cooperatives to prioritize employee performance in order to maintain the public's trust in the handling of consumer deposits and credit. The reason for this is because the performance of employees has a direct

impact on the quality of service. This quality is determined by the ethical behaviour of managers and staff members when dealing with the assets of the credit cooperative. Research indicates that an employee's ethical behaviour can have an effect on customer loyalty, satisfaction, and trust (Mansouri et al., 2022).

RESEARCH METHOD

This study employs quantitative methods. While questionnaires were used to collect quantitative data, observations at the research site, manager and head of Credit Cooperative administrator interviews, and literature reviews—which were the focus of this study—were used to collect qualitative data. The questionnaire as the main data collection instrument contains statements from six (6) indicators for measuring ethical leadership, five (5) indicators for measuring employee ethical behaviour, and four (4) indicators for measuring Person-Organization Fit, so that the total number of indicators is 15 indicators, as shown in Table 1 below:

No	Variable	Definition	Indicators	Measurement Scale
1	Ethical leadership	the skill of guiding individuals and making sound judgments rooted in a defined set of principles, such as fairness, responsibility, confidence, integrity, impartiality, and regard. (Copeland & Smith, 2021; Gallo-Rivera & Garrido-Yserte, 2020; Kumar et al., 2023; Okekearu & Ibeku, 2023; Roscantika & Etikariena, 2020)	<ul style="list-style-type: none"> • Maintain a moral and honest private life. • Follow proper and fair procedures. • Actively listening to employee input and ideas. • Maintain organizational ethics. • Consider all parties' interests. • Show ethical behaviour. 	Likert Scale
2	Ethical Behaviour	thoughts and actions that align with widely accepted social norms. (Al Halbusi, Ruiz-Palomino, Jimenez-Estevez, et al., 2021; Al Halbusi, Ruiz-Palomino, Morales-Sánchez, et al., 2021; Al Halbusi, Williams, et al., 2021; Lin et al., 2023)	<ul style="list-style-type: none"> • Follow all laws and regulations. • Avoid personal gain in company contracts. • Separate personal and professional roles outside the company. • Communicate all customer, supplier, government, public, and other issues thoroughly, accurately, and quickly. • Maintain financial and organizational data confidentiality. 	Likert Scale
3	Person-Organization Fit	the alignment between an individual and an organization, when the organization meets the individual's	<ul style="list-style-type: none"> • value congruence • goal congruence • employee need fulfilment 	Likert Scale

needs and both parties have • culture personality
 comparable core values and congruence
 principles.
 (Hilmiana et al., 2020;
 Pudjiarti & Hutomo, 2020)

Table 1. Definition of Operational Variables

Figure 1 depicts the research model:

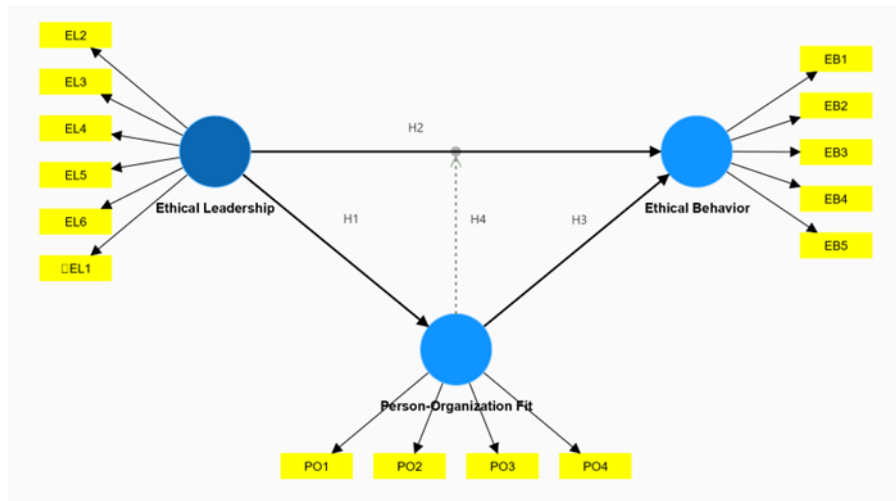


Figure 1. Research Model, 2024

This study will seek to test the following hypotheses:

- 1) A favorable and statistically significant relationship exists between ethical leadership and person-organization fit (Hypothesis 1)
- 2) there is a favorable and statistically significant relationship between ethical leadership and employees' ethical behaviour (Hypothesis 2)
- 3) Employees' ethical behaviour is positively and significantly impacted by their person-organization fit (Hypothesis 3).
- 4) Employees' ethical behaviour is positively and significantly impacted by ethical leadership, which states that this effect is due to the Person-Organization fit (Hypothesis 4).

The research objects were employees of the Credit Cooperative in the city of Ende with a population of 39 people and all of them were used as samples. They come from six Credit Cooperatives that serve the community in the city of Ende. Data analysis was carried out using the SmartPLS test tool version 4.0.1.

RESULTS AND DISCUSSION

1) Results

Validity comprises two components: Convergent validity and Discriminant validity. Convergence validity assesses the correlation between the indicators of linked variables using

Loading Factor and Average Variance Extract analysis. Discriminatory validity testing involves determining whether unrelated constructs are not significantly connected with each other, using the Fornell-Larcker and Cross Loading tests. According to the Fornel-Larcker Outer Loadings tests, the variable indicators are considered legitimate because their values are above 0.7. The reliability test is conducted by examining the Cronbach Alpha values of the exogenous variable and mediated variables. The results indicate that both the Alpha and the exogenous variables have values exceeding 0.6, indicating that the variable-indicators are deemed reliable. This information is presented in Table 2 below.

No	Variabel	Cronbach's Alpha	Average variance extracted (AVE)	Fornell-Larcker	Outer Loadings
1	<i>Ethical Leadership</i>	0.719	0.630	0.794	0.919 0.734 0.712
2	<i>Person-Organization Fit</i>	0.602	0.715	0.846	0.848 0.843
3	<i>Ethical Behaviour</i>			1.000	1.000
4	<i>Person-Organization Fit x Ethical Leadership</i>				1.000

Table 2. Validity and Reliability Test Results

Source: SmartPLS Analysis, 2024

The results of the path coefficient test indicate that ethical leadership variables have a positive impact on both person-organization fit and ethical behaviour variables. Additionally, person-organization fit variables have a positive influence on the ethical behaviour variable. Furthermore, ethical leadership has a positive effect on employee ethical behaviour through person-organization fit acting as a mediator. These findings are summarized in the table below:

	Path coefficients
<i>Ethical Leadership -> Ethical Behaviour</i>	0.467
<i>Ethical Leadership -> Person-Organization Fit</i>	0.576
<i>Person-Organization Fit -> Ethical Behaviour</i>	0.265
<i>Person-Organization Fit x Ethical Leadership -> Ethical Behaviour</i>	0.011

Table 3. Path Analysis

Source: SmartPLS Analysis, 2024

The R-Square test indicated that 42% of the variance in employee ethical behaviour could be attributed to the influence of ethical leadership and person-organization fit. The remaining 58% of the variance was attributable to other variables that were not examined in this study. The test results indicate that ethical leadership has a strong and beneficial impact on person-

organization fit, confirming the acceptance of hypothesis 1. Hypotheses 2 are accepted if Ethical Leadership has a good and meaningful influence on the ethical behaviour of Credit Cooperation employees in the city of Ende. The influence of person-organization fit on employee ethical behaviour is positive, but not statistically significant, as the value is less than 1.96. Therefore, we reject the hypothetical assumption 3.

Ethical leaders do not have a statistically significant impact on employee ethical behaviour through person-organization fit, as shown by a score below 1.96. Below is a concise table summarizing the hypothesis and R-Square test results:

No	Pengaruh Variabel	T statistics	R Square
1	<i>Ethical Leadership -> Ethical Behaviour</i>	2.042	
2	<i>Ethical Leadership -> Person-Organization Fit</i>	5.212	
3	<i>Person-Organization Fit -> Ethical Behaviour</i>	1.327	0.426
4	<i>Person-Organization Fit x Ethical Leadership -> Ethical Behaviour</i>	0.075	0.331

Table 4. T test and R-Square Analysis Results

Source: SmartPLS Analysis, 2024

2) Discussion

a) *The Impact of Ethical Leadership on Person-Organization Fit*

Ethical leadership fosters trust and credibility among employees and other stakeholders, hence cultivating an improved working environment. An ethical working environment promotes and enhances teamwork. Furthermore, ethical leadership plays a significant role in enhancing the company's positive reputation. A positive reputation has a direct impact on the brand's image and its appeal to potential employees and customers. Ultimately, ethical leadership has been demonstrated in study to establish a harmonious alignment between individuals and organizations (Grobler & Joubert, 2020; Kerse, 2021; Tsai, 2024).

Person-Organization Fit (P-O Fit) is the degree to which an individual's values, goals, and cultures fit with those of the organization they are employed by. When an individual experiences a sense of alignment with the business, they are more likely to have higher levels of satisfaction, commitment, and make constructive contributions. Ethical leadership encompasses leadership behaviour that prioritizes principles such as integrity, honesty, and morality. Ethical leaders have a significant impact on the development of organizational culture and the behaviour of employees.

Leaders that exhibit ethical principles will have a significant impact on the organizational culture. The ideals encompassed are integrity, justice, and social responsibility. Ethical leadership fosters a conducive climate where employees perceive a congruence between their personal values and the principles upheld by the firm. It enhances Person-Organization Fit. Studies indicate that corporate ethical ideals and the alignment between individuals and organizations have a substantial impact. Leaders that prioritize ethics and foster strong organizational commitments can cultivate an atmosphere where employees align with the values and culture of the company. Therefore, ethical

leadership has a significant impact on establishing a favorable Person-Organization Fit and maintaining alignment between persons and organizations, as evidenced by this study.

This study made it possible for researchers to gain a thorough grasp of leadership, particularly moral ideals and ethical leadership. Additionally, it assisted researchers in cultivating a critical assessment of information, data, and trustworthy sources. Despite research concentrating on the impact of ethical leaders on subordinate outcomes, few theoretical stances have been accepted to explain how they affect employee attitudes. This limitation highlights the need for more expansive theoretical frameworks in order to fully understand this connection. Furthermore, social undermining by employees can lessen the effectiveness of morally upright leaders. It might be difficult for ethical leaders to keep their staff members' moods upbeat when they engage in bad behavior. As such, the effectiveness of ethical leadership may be diminished by the presence of undercutting among colleagues.

b) The Impact of Ethical Leadership on Employee Ethical Behaviour

Effective ethical leadership exerts a substantial impact on the ethical behaviour of employees. Effective leaders will actively promote the importance of ethical considerations among employees, leading to the subsequent adoption of ethical decision-making processes and ethical conduct (Al Halbusi et al., 2023; Al Halbusi, Ruiz-Palomino, Jimenez-Estevez, et al., 2021; Al Halbusi, Williams, et al., 2021; Ali, 2020; Dutta et al., 2022). Ethical leadership fosters a favorable perception among employees, leading to their increased dedication to the organization, which eventually impacts employee performance (Rizal et al., 2022).

Employee Ethical Behaviour refers to the acts and decisions made by employees that align with both moral beliefs and the established norms inside the firm. Employees that behave ethically demonstrate adherence to the code of ethics, show respect for the rights of others, and act with honesty. Leaders that exhibit ethical leadership have a significant impact on building a corporate culture that prioritizes honesty and morality. The behaviour of a leader has a direct impact on the behaviour of employees.

Ethical leaders exemplify exemplary behaviour for their subordinates. Employees are more likely to emulate the behaviour of their leaders when they demonstrate ethical conduct. Ethical leadership serves to strengthen and uphold ethical principles throughout businesses. Employees who perceive that their leaders prioritize integrity and morality are likely to be more motivated to exhibit ethical behaviour. It facilitates the education of personnel and fosters knowledge of ethical values.

Studies indicate that ethical leadership has a positive impact on enhancing staff ethical behaviour. Leaders that prioritize ethics and cultivate a corporate culture centered around integrity will inspire people to behave in an ethical manner. Ethical leadership exerts a beneficial influence on employee ethical behaviour, as leaders who prioritize ethics can establish a work atmosphere that fosters honesty and morality.

The first advantage of study on ethical leadership is that companies can give ethical leadership development top priority in order to boost loyalty and reduce attrition. Secondly, in order to create a positive work atmosphere, support moral leadership practices. Additionally, by reducing perceptions of unethical behavior and corporate

politics, ethical leaders help create a more ethical workplace. The present research on the relationship between ethical leadership and ethical behavior among employees is limited by its reliance on social exchange and social learning theories, which only offer a partial explanation of how ethical leadership shapes employee perspectives. In order to promote moral behavior and increase psychological connection among staff members, the researcher can advise using study findings in leadership development training. They might also recommend using data to support an accountable culture, which can increase staff commitment.

c) The Impact of Person-Organization Fit on The Ethical Behaviour of Employees

The ethical behaviour of P-O Fit personnel is influenced by individual values, which in turn impact their decisions and behaviours in the workplace. The Attraction-Selection-Attrition model (ASA) posits that organizational qualities serve as a magnet for individuals who possess comparable characteristics. These individuals are thereafter more likely to be chosen and remain in the organization over time (Schmidt et al., 2023; Siyal et al., 2020). Studies indicate that there is a positive correlation between Person-Organization Fit (P-O Fit) and organizational commitment, satisfaction, work performance, and sustainable behaviour (Saleem et al., 2021; Soelton et al., 2020; Straatmann et al., 2020).

The findings of this study indicate that there is a favorable but non-significant relationship between Person-Organization Fit and employee ethical behaviour. Person-Organization Fit can play a significant role in fostering the development of employee ethical behaviour. P-O Fit encompasses two crucial concepts: Supplementary Fit, which pertains to significant parallels in characteristics between individuals and organizations, and Complementary Fit, which arises when individuals and organizations mutually enhance one other. Employees that possess the moral and ethical standards that align with the organization's expectations will experience Supplementary Fit, resulting in a sense of working in the appropriate environment. Employees will also bear the repercussions when it occurs. When employees encounter these two factors, they will strive to demonstrate optimal performance in the workplace by a range of methods, one of which involves practicing ethical conduct.

P-O Fit and Ethical Behavior research benefits organizations in the following ways: employees who strongly identify with the organization are more likely to stay and make positive contributions; employees who are morally aligned are also more likely to act in ways that go beyond their official job responsibilities. Employees who feel that the organization's ethical climate reflects their values are more likely to act morally. P-O fit is influenced by a variety of elements, such as personal values, business culture, and work requirements. It can be difficult for research to capture this complexity in all its complexity. As a result, researchers ought to take into account context-specific factors and investigate interactions. Moreover, accurate measurement instruments are needed for a trustworthy assessment of P-O fit.

d) The Impact of Ethical Leadership on Ethical Behaviour of Employees through Person-Organization Fit

The findings of this study indicate that ethical leadership has a favorable but not statistically significant impact on employee ethical behaviour through P-O Fit. The study findings indicate that there is a positive and significant direct effect of ethical leadership on employee's ethical behaviour. However, there is no evidence of any mediation influence. Specifically, the indirect effect of ethical leadership on employee ethical behaviour through person-organization fit is positive but not statistically significant. While not considered very significant, it has been demonstrated through study (Al Halbusi et al., 2020; Al Halbusi, Williams, et al., 2021) that P-O Fit plays a beneficial mediation function.

Ethical leaders have the ability to foster the development of Person-Organization Fit (P-O Fit) among employees. Person-Organization Fit occurs when employees share the same values and ethical standards as their leaders, as evidenced by the leaders' ethical activities in effective governance and decision-making. Consequently, the employee will exhibit ethical behaviour while carrying out their duties, as they are aware that the ethical leader will endorse it.

First and foremost, research on ethical leadership and P-O fit has the potential to improve moral behavior, promote organizational justice mediation, and identify the effects of high P-O fit. Research on Ethical Leadership and P-O Fit has limitations since it relies on data from self-reported surveys, which can involve biases such as social desirability response bias or common method bias. Subsequent studies must to collect information from other sources and incorporate supervisors' assessments. Additionally, ethical action has many facets and is delicate. Accurate measurement might be difficult. so that in the future, researchers can create thorough ethical conduct scales that take into account both overt and covert behavior.

CONCLUSION AND RECOMMENDATION

Conclusion

This study has demonstrated that preserving alignment between individuals and companies and creating a positive Person-Organization Fit are significantly impacted by ethical leadership. This research has demonstrated that leaders who place a high value on ethics can create a work environment that encourages morality and honesty, which has a positive impact on the ethical behavior of their employees. The results of this study, however, suggest that employee ethical behavior and Person-Organization Fit have a positive but non-significant association. Furthermore, the results of this investigation show that, through P-O Fit, ethical leadership positively but not statistically significantly influences ethical behavior among employees. Additionally, the study's conclusions show that ethical leadership has a direct, beneficial, and significant impact on employees' ethical behavior.

Recommendation

It is anticipated that additional research will investigate additional variables that influence ethical leadership, ethical behaviour, and person-organization fit.

AUTHOR'S CONTRIBUTION STATEMENT

The author(s) whose names appear here worked independently to compile the information presented in this article. The author affirms that the text of this article has not been previously published and is not currently under consideration for publication in any journal. Author has provided her authorization for the publication of the manuscripts of the article. If accepted, the article will not be published in any other language, even electronically, without prior permission from the copyright holder.

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