

## THE INFLUENCE OF ETHICAL LEADERSHIP ON EMPLOYEE VOICE BEHAVIOR WITH PSYCHOLOGICAL SAFETY AND AFFECTIVE COMMITMENT AS MEDIATING VARIABLES (A STUDY ON EMPLOYEES OF PT BIO FARMA (PERSERO))

Feriaini Rachmawati Asmara<sup>1)</sup>, Neuneung Ratna Hayati<sup>2)</sup>

Master of Management Program, Graduate School, Widyatama University, Bandung, Indonesia

feriaini.asmara@widyatama.ac.id<sup>1)</sup>; neuneung.ratna@widyatama.ac.id<sup>2)</sup>

### ARTICLE HISTORY

Received:  
December 18, 2025  
Revised  
January 6, 2026  
Accepted:  
January 6, 2026  
Online available:  
Januari 18, 2026

### Keywords:

Affective Commitment, Ethical Leadership, Psychological Safety Voice Behavior

### \*Correspondence:

Name: Feriaini Rachmawati Asmara<sup>1</sup>  
E-mail:  
feriaini.asmara@widyatama.ac.id<sup>1</sup>

### Editorial Office

Ambon State Polytechnic  
Centre for Research and  
Community Service  
Ir. M. Putuhena Street, Wailela-  
Rumahtiga, Ambon  
Maluku, Indonesia  
Postal Code: 97234

### ABSTRACT

**Introduction:** This study aims to analyze the influence of Ethical Leadership on Employee Voice Behavior with Psychological Safety and Affective Commitment as mediating variables at PT Bio Farma (Persero), an SOE undergoing significant organizational transformation. This research drew on internal survey results indicating low employee satisfaction with leadership responsiveness and declining motivation and trust, underscoring the need for leadership practices that promote openness and psychological security.

**Method:** A quantitative survey was used, collecting data from 323 permanent employees, proportionally sampled from a population of 1,671. All measurement items met validity standards ( $r > 0.361$ ) and showed high reliability (Cronbach's Alpha  $> 0.70$ ). Classical assumption tests covering normality, multicollinearity, and heteroscedasticity confirmed that the data fulfilled the requirements for regression analysis.

**Result:** The results show that Ethical Leadership has a positive and significant effect on Employee Voice Behavior both directly and indirectly. Psychological Safety mediates this relationship by increasing employees' perceived safety in expressing ideas, while Affective Commitment mediates it through stronger emotional attachment and identification with the organization. These findings indicate that ethical, fair, and transparent leadership behaviors encourage constructive employee voice. The managerial implication is that PT Bio Farma (Persero) should strengthen ethical leadership competencies and build a psychologically safe and emotionally engaging work environment to enhance employee voice during organizational transformation.

## INTRODUCTION

The pharmaceutical sector is a strategic industry that plays a crucial role in supporting public health and national resilience, particularly through the development and distribution of vaccines and life science products (Tjandrawinata, 2024). In Indonesia, PT Bio Farma (Persero) holds a central position as the parent company of the Pharmaceutical SOEs Holding, where organizational effectiveness depends not only on technological capability but also on leadership quality and employee participation in supporting continuous improvement (Bio Farma, 2023). As global competition intensifies, the ability of employees to contribute constructive ideas becomes increasingly significant for organizational adaptability and long-term performance.

In the context of Bio Farma's ongoing structural transformation, internal dynamics have shown challenges related to communication flow, trust, and employee perceptions of managerial responsiveness. Internal survey results indicate that 68.5 percent of employees were dissatisfied with the organization's willingness to listen to employee input. In comparison, 67.8 percent believed that leadership practices reduced their motivation, productivity, and trust in the company. These findings suggest that non-technical factors such as ethical Leadership, psychological factors, and emotional attachment, are essential in shaping employees' willingness to speak up. Voice Behavior, defined as proactive expression of ideas and concerns for improvement, is strongly influenced by the perceived Safety and support within the work environment (Van Dyne & LePine, 1998; Marchington et al., 2001).

Ethical Leadership, characterized by fairness, integrity, moral guidance, and transparent decision-making, is known to foster trust and encourage open communication (Brown et al., 2005; Elçi et al., 2012). Psychological Safety, the belief that individuals can express themselves without fear of negative interpersonal consequences, has been widely recognized as a key determinant of employee voice (Edmondson, 1999). Meanwhile, Affective Commitment, defined as employees' emotional attachment and identification with the organization, strengthens their willingness to contribute beyond formal role expectations (Meyer & Allen, 1990). Although these relationships have been studied in various contexts, empirical examinations integrating all three variables within Indonesia's state-owned pharmaceutical environment remain limited.

Based on this background, this study aims to examine the influence of Ethical Leadership on Employee Voice Behavior with Psychological Safety and Affective Commitment as mediating variables at PT Bio Farma (Persero). Using a quantitative approach supported by mediation analysis, this research is expected to contribute theoretically to organizational behavior studies and provide practical recommendations for strengthening leadership effectiveness and enhancing a work climate that supports constructive employee voice during organizational transformation.

## LITERATURE REVIEW

### **Ethical Leadership**

Ethical Leadership refers to leadership behavior grounded in integrity, fairness, moral principles, and consistency between words and actions. Ethical leaders model normatively appropriate conduct through personal behavior and interpersonal relationships and promote such behavior through open communication, reinforcement, and transparent decision-making (Brown et al., 2005; Elçi et al., 2012). Kanungo (2001) emphasizes that ethical leadership shapes organizational culture and performance by ensuring honesty, fairness, and accountability in managerial actions. In organizational settings undergoing structural transformation, such as PT Bio Farma (Persero), Ethical Leadership plays a crucial role by strengthening trust, reducing work-related stress, and fostering an environment that supports ethical conduct and constructive dialogue. The presence of ethical leadership is also linked to the creation of a psychologically safe climate and increased emotional attachment among employees, which ultimately facilitates the emergence of Voice Behavior.

### **Psychological Safety**

Psychological Safety refers to employees' perception that the work environment is safe for interpersonal risk-taking, including speaking up, expressing ideas, and admitting mistakes without fear of negative consequences (Edmondson, 1999). Kahn (1990) explains that Psychological Safety enables individuals to engage physically, emotionally, and cognitively in their work, while Schein (1993) argues that it reduces learning anxiety and supports collective goals. In organizational transformation contexts, Psychological Safety becomes essential because open

communication, cross-unit collaboration, and transparent discussion of errors are required for organizational adaptation and innovation. Ethical Leadership enhances Psychological Safety by demonstrating fairness, openness, and empathy, thereby reducing interpersonal fear and increasing employees' willingness to raise concerns and provide constructive suggestions. In this study, Psychological Safety serves as a mediating variable that helps explain how ethical leadership encourages employees to speak up.

#### **Affective Commitment**

Affective Commitment represents employees' emotional attachment, identification, and involvement in their organization, where individuals remain not out of obligation but because they genuinely want to (Meyer & Allen, 1990). Porter et al. (1974) describe it as the strength of an individual's identification with and involvement in a particular organization. Employees with high affective commitment typically feel proud, integrated, and emotionally connected to their organization, which enhances their willingness to contribute voluntarily. Ethical Leadership fosters Affective Commitment by promoting trust, justice, and relational transparency, which strengthen employees' emotional ties to the organization. Within PT Bio Farma (Persero), Affective Commitment is particularly important given the structural changes that require stability, loyalty, and voluntary participation from employees. In this research, Affective Commitment functions as a mediating mechanism through which ethical leadership encourages constructive Voice Behavior.

#### **Voice Behavior**

Voice Behavior refers to employees' proactive expression of ideas, suggestions, or constructive criticism aimed at improving processes and organizational functioning (Marchington et al., 2001). Van Dyne and LePine (1998) distinguish two forms: Promotive Voice, which involves proposing innovative ideas and improvements, and Prohibitive Voice, which involves warning against harmful practices or potential risks. Prior studies show that Voice Behavior develops when employees experience Psychological Safety and possess strong Affective Commitment (Cheng et al., 2022; Fatoki, 2024; Hu et al., 2018). In PT Bio Farma (Persero), Voice Behavior is critical due to ongoing transformation that demands employee participation, open communication, and cross-functional learning. Ethical Leadership stimulates Voice Behavior by reducing the psychological cost of speaking up and strengthening employees' sense of belonging and emotional attachment. Therefore, Voice Behavior emerges as a direct and indirect outcome of ethical, fair, and transparent leadership practices that support employee engagement and continuous organizational improvement.

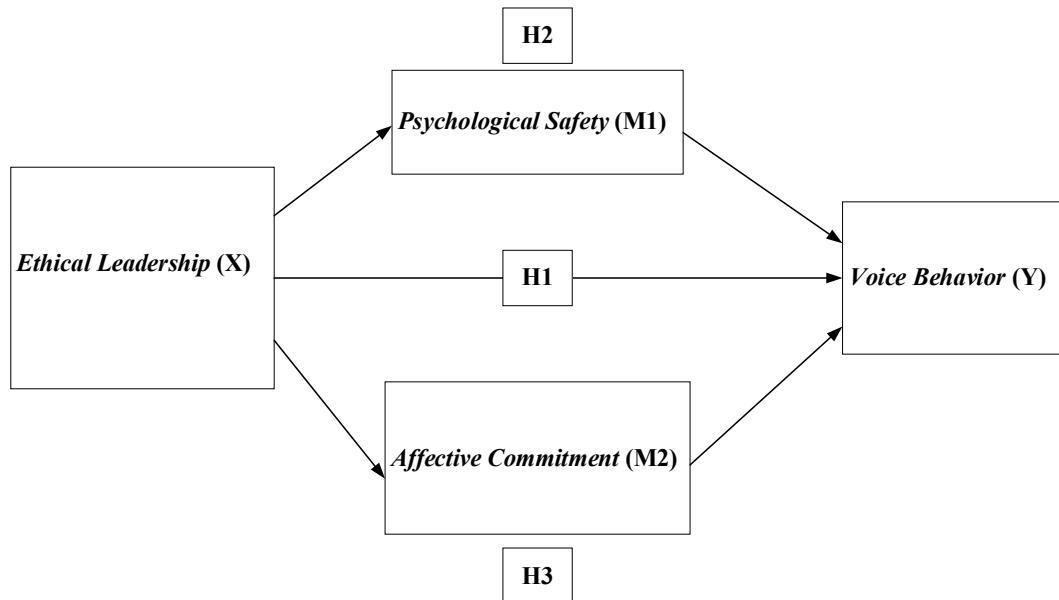
## **RESEARCH METHODS**

This study employs a quantitative approach with descriptive and explanatory methods to examine the influence of Ethical Leadership on Employee Voice Behavior, and to assess the mediating roles of Psychological Safety and Affective Commitment among employees of PT Bio Farma (Persero). The research context reflects the organization's structural transformation after becoming the parent of the Pharmaceutical SOEs Holding, which has affected communication patterns, trust, and employee participation. The population of this study consists of 1,671 permanent employees, and a total of 323 respondents were selected proportionally from all directorates. This sampling approach ensures adequate representation of employees experiencing the organizational changes under investigation. Validity and reliability tests were conducted to ensure instrument accuracy and consistency, with all items meeting the required thresholds ( $r > 0.361$ ; Cronbach's Alpha  $> 0.70$ ).

Data were collected using a structured closed-ended questionnaire developed based on theoretical indicators of Ethical Leadership, Psychological Safety, Affective Commitment, and Voice Behavior. The measurement instruments were designed using a five-point ordinal scale adapted from the established constructs of Brown et al. (2005) for Ethical Leadership, Edmondson (1999) for Psychological Safety, Meyer and Allen (1990) for Affective Commitment, and Van Dyne and LePine (1998) for Voice Behavior. Before performing regression analysis, classical assumption tests were carried out, including normality testing, multicollinearity assessment, and heteroscedasticity analysis, all of which indicated that the data met statistical requirements for further analysis.

The data were analyzed using multiple regression and mediation testing procedures to evaluate both direct and indirect effects among variables. Hypothesis testing was conducted using t-tests to assess partial effects, F-tests

to examine overall model significance, and the coefficient of determination ( $R^2$ ) to evaluate the explanatory power of the model. The significance level applied in this study was 5% ( $\alpha = 0.05$ ). The results of this analysis are expected to provide empirical answers to the research questions and offer practical insights for strengthening ethical leadership practices, fostering psychological safety, and enhancing affective commitment to support constructive employee voice during organizational transformation at PT Bio Farma (Persero).



**Figure 1. Research Paradigm**

Source: Author's Analysis, 2025

## RESULT AND ANALYSIS

This study was conducted on 323 permanent employees of PT Bio Farma (Persero) selected proportionally from all directorates. The demographic characteristics reflected a diverse representation of employees involved in the organization's transformation after becoming the parent company of the Pharmaceutical SOEs Holding. Validity testing showed that all questionnaire items had correlation coefficients above 0.361, and reliability testing indicated Cronbach's Alpha values exceeding 0.70 for Ethical Leadership, Psychological Safety, Affective Commitment, and Voice Behavior. These results confirmed that the instruments used in this research were both valid and reliable.

Descriptive analysis showed that employees perceived Ethical Leadership, Psychological Safety, Affective Commitment and Voice Behavior at moderately high levels. Ethical Leadership was reflected through perceptions of fairness, integrity and openness, although some respondents indicated that ethical reinforcement from leaders could be strengthened further. Psychological Safety appeared through employees' willingness to express ideas, ask for help and discuss mistakes, especially in dimensions related to taking interpersonal risks and valuing individual skills. Affective Commitment was also categorized as moderate, with employees reporting pride and emotional attachment to the organization while still adapting to structural changes. Voice Behavior manifested primarily through promotive behaviors such as proposing improvements, while prohibitive voice appeared at a lower but noticeable level.

Classical assumption tests confirmed that the data met all necessary statistical requirements. The normality test showed that residuals were normally distributed. Multicollinearity testing indicated tolerance values above 0.2 and VIF values below 10, meaning no multicollinearity existed among the variables. The heteroscedasticity test using scatterplot visualization showed a random spread of residuals, fulfilling the assumption of homoscedasticity.

Regression analysis indicated that Ethical Leadership had a positive and significant effect on Voice Behavior. Employees who perceived their leaders as fair, ethical and transparent were more likely to express suggestions, raise

concerns and contribute ideas for improvement. Mediation analysis showed that Psychological Safety played a significant role in linking Ethical Leadership to Voice Behavior. Leaders who encouraged open communication and treated employees fairly helped create an environment where employees felt safe to speak up. Affective Commitment also mediated the relationship. Employees who felt emotionally attached to the organization were more willing to engage in constructive voice aimed at supporting organizational progress.

The combined findings indicated that Ethical Leadership, Psychological Safety and Affective Commitment contribute jointly to the emergence of Voice Behavior in the workplace. This suggests that voice expression results from both psychological and relational processes shaped by leadership behavior, emotional attachment and the perceived safety of interpersonal communication.

The managerial implications highlight the importance of strengthening Ethical Leadership practices such as fairness, transparency and empowerment to encourage employee participation. Creating a psychologically safe environment and reinforcing emotional commitment are essential for fostering open communication and constructive feedback, especially during the organization's transformation period. These results emphasize that ethical and supportive leadership is fundamental in promoting collaboration, organizational learning and innovation within PT Bio Farma (Persero).

**Table 1 Reliability Test Results**

Variabel	Alpha Cronbach	Batas Minimum	Keterangan
<i>Ethical Leadership (X)</i>	0.709	0.70	Reliabel
<i>Voice Behavior (Y)</i>	0.89	0.70	Reliabel
<i>Psychological Safety (M1)</i>	0.972	0.70	Reliabel
<i>Affective Commitment (M2)</i>	0.963	0.70	Reliabel

Source: Analysis Results, 2025

**Table 2 Results of Normality Test Using the Kolmogorov-Smirnov Method**  
**One-Sample Kolmogorov-Smirnov Test**

				Unstandardized Residual			
N				323			
Normal Parameters <sup>a,b</sup>				.0000000			
				1.88214470			
Most Differences	Extreme	Absolute		.057			
		Positive		.057			
		Negative		-.042			
Test Statistic				.057			
Asymp. Sig. (2-tailed) <sup>c</sup>				.060			
Monte Carlo Sig. (2-tailed) <sup>d</sup>		Sig.		.066			
		99% Confidence Interval	Lower Bound	.059			
			Upper Bound	.072			

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

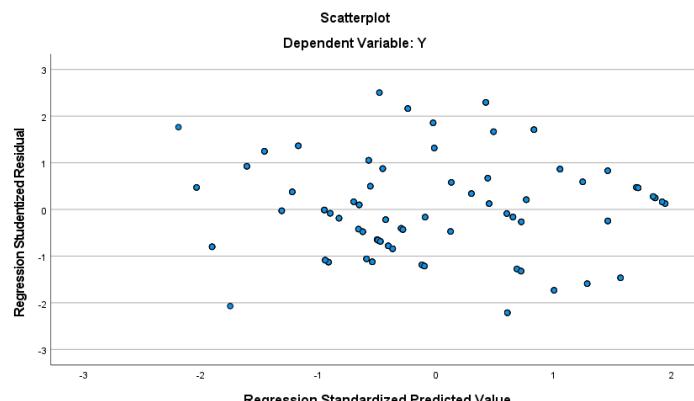
d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 475497203.

**Table 3 Multicollinearity Test Results**

		Coefficients <sup>a</sup>	
Model	X	Collinearity Statistics	
		Tolerance	VIF
1	X	.871	1.148
	M1	.638	1.569
	M2	.679	1.472

a. Dependent Variable: Y

Source: Analysis Result, 2025



Source: Analysis Results, 2025

**Figure 2 Scatterplot Heteroscedasticity Test****Table 4 Test of Determination Coefficient Analysis**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.817 <sup>a</sup>	.668	.664	1.89438

a. Predictors: (Constant), M2, X, M1

b. Dependent Variable: Y

Source: Analysis Result, 2025

**Table 5 Anova Test**

		ANOVA <sup>a</sup>			
Model		Sum of Squares	Df	Mean Square	F
1	Regression	1662.267	3	554.089	154.399
	Residual	825.395	230	3.589	
	Total	2487.662	233		

a. Dependent Variable: Y

b. Predictors: (Constant), M2, X, M1

Source: Analysis Results, 2025

**Table 6 Partial Hypothesis Testing (t-Test)**  
*Coefficients<sup>a</sup>*

Model		Unstandardized <i>Coefficients</i>		Standardized <i>Coefficients</i>	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.406	1.514		4.891	.000
	X	.038	.032	.049	1.202	.231
	M1	.229	.014	.787	16.541	.000
	M2	.007	.015	.021	.457	.648

a. Dependent Variable: Y

Source: Analysis Results, 2025

**Table 7 Correlation Coefficient Analysis Test**  
*Correlations*

		X	Y	M1	M2
X	Pearson Correlation	1	.331**	.351**	.257**
	Sig. (2-tailed)		.000	.000	.000
	N	323	323	323	323
Y	Pearson Correlation	.331**	1	.816**	.476**
	Sig. (2-tailed)	.000		.000	.000
	N	323	323	323	323
M1	Pearson Correlation	.351**	.816**	1	.563**
	Sig. (2-tailed)	.000	.000		.000
	N	323	323	323	323
M2	Pearson Correlation	.257**	.476**	.563**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	323	323	323	323

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Source: Analysis Results, 2025

## CONCLUSION

The findings of this study conclude that Ethical Leadership has a positive influence on Employee Voice Behavior at PT Bio Farma (Persero), both directly and indirectly through the mediating roles of Psychological Safety and Affective Commitment. Employees who perceive their leaders as fair, transparent, consistent and morally grounded are more willing to express constructive suggestions, raise concerns and contribute ideas that support organizational improvement. These results indicate that ethical conduct demonstrated by leaders plays a critical role in shaping employees' willingness to speak up, particularly in an organization undergoing structural transformation.

Psychological Safety is shown to be a key mediating variable. Employees who feel safe to express opinions, discuss mistakes and provide feedback are more likely to engage in Voice Behavior. This sense of safety emerges when leaders uphold ethical principles in decision-making, communication and interpersonal interactions. Affective Commitment also mediates the relationship between Ethical Leadership and Voice Behavior. When employees feel emotionally attached, proud and integrated with the organization, they are more motivated to contribute voluntarily through constructive voice.

Based on these findings, it is recommended that PT Bio Farma (Persero) strengthen Ethical Leadership practices at all managerial levels by emphasizing fairness, openness, moral consistency and supportive communication. Leadership development programs should be designed to build ethical awareness, empower employees and improve relational transparency. Additionally, initiatives aimed at cultivating Psychological Safety are essential, including establishing open communication channels, encouraging learning from mistakes and recognizing

contributions. Efforts to reinforce Affective Commitment should also be prioritized through employee engagement programs that enhance pride, belonging and emotional connection to the organization.

Through sustained efforts to integrate ethical leadership practices, a psychologically safe environment and strong emotional commitment, PT Bio Farma (Persero) can foster a work culture that encourages proactive communication, collaboration and innovation. These conditions are vital for supporting the organization's transformation journey and ensuring long-term performance improvement.

## REFERENCES

Aboud, K., Xiongying, N., & Qasim, M. (2023). Impact of *Ethical Leadership* on Employees' *Psychological Safety* and *Voice Behavior*; With Mediating Role of Belongingness. *International Journal of Science and Business*, 20(1), 42–57. <https://doi.org/10.58970/IJSB.2055>

Asif, M., Qing, M., Hwang, J., & Shi, H. (2019). *Ethical Leadership, Affective Commitment, Work Engagement, and Creativity: Testing a Multiple Mediation Approach*. *Sustainability*, 11(16), 4489. <https://doi.org/10.3390/su11164489>

Badan Pengawas Obat dan Makanan. (2023, May 9). *Improve CPOB competency in the pharmaceutical industry with PRECISION*. Badan Pengawas Obat Dan Makanan.

Bio Farma (Persero). (2023). *Tentang Kami*. Bio Farma.

Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). *Ethical Leadership*: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97(2), 117–134. <https://doi.org/10.1016/j.obhdp.2005.03.002>

Burhan, Q.-A., Khan, M. A., & Malik, M. F. (2023). “*Ethical Leadership*: a dual path model for fostering ethical *voice* through relational identification, *Psychological Safety*, organizational identification and psychological ownership.” *RAUSP Management Journal*, 58(4), 341–362. <https://doi.org/10.1108/RAUSP-01-2023-0008>

Carlos, S.-T., Yirsa, J.-P., & Elisenda, T.-P. (2025). *Ethical Leadership, Ethical Climate, and Affective Commitment: A Model of Mediation Moderated by Psychological empowerment*. <https://doi.org/10.20944/preprints202503.1816.v1>

Cheng, J., Sun, X., Lu, J., & He, Y. (2022). How *Ethical Leadership* Prompts Employees' *Voice Behavior*? The Roles of Employees' *Affective Commitment* and Moral Disengagement. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.732463>

Detert, J. R., & Burris, E. R. (2007). Leadership Behavior and Employee *Voice*: Is the Door Really Open? *Academy of Management Journal*, 50(4), 869–884. <https://doi.org/10.5465/amj.2007.26279183>

Edmondson, A. (1999). *Psychological Safety* and Learning Behavior in Work Teams. *Administrative Science Quarterly*, 44(2), 350–383. <https://doi.org/10.2307/2666999>

Edmondson, A. C., & Lei, Z. (2014). *Psychological Safety*: The History, Renaissance, and Future of an Interpersonal Construct. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 23–43. <https://doi.org/10.1146/annurev-orgpsych-031413-091305>

Elçi, M., Şener, İ., Aksoy, S., & Alpkın, L. (2012). The Impact of *Ethical Leadership* and Leadership Effectiveness on Employees' Turnover Intention: The Mediating Role of Work Related Stress.

*Procedia - Social and Behavioral Sciences*, 58, 289–297.  
<https://doi.org/10.1016/j.sbspro.2012.09.1003>

Fatoki, O. (2024). Inclusive Leadership and Employee *Voice* Behaviour: Serial Mediating Effects of *Psychological Safety* and *Affective Commitment*. *Administrative Sciences*, 14(9), 199. <https://doi.org/10.3390/admsci14090199>

Hu, Y., Zhu, L., Zhou, M., Li, J., Maguire, P., Sun, H., & Wang, D. (2018). Exploring the Influence of *Ethical Leadership* on *Voice Behavior*: How Leader-Member Exchange, *Psychological Safety* and *Psychological empowerment* Influence Employees' Willingness to Speak Out. *Frontiers in Psychology*, 9. <https://doi.org/10.3389/fpsyg.2018.01718>

Jin, X., Qing, C., & Jin, S. (2022). *Ethical Leadership* and Innovative Behavior: Mediating Role of *Voice Behavior* and Moderated Mediation Role of *Psychological Safety*. *Sustainability*, 14(9), 5125. <https://doi.org/10.3390/su14095125>

Kahn, W. A. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy of Management Journal*, 33(4), 692–724. <https://doi.org/10.5465/256287>

Kanungo, R. N. (2001). Ethical Values of Transactional and Transformational Leaders. *Canadian Journal of Administrative Sciences / Revue Canadienne Des Sciences de l'Administration*, 18(4), 257–265. <https://doi.org/10.1111/j.1936-4490.2001.tb00261.x>

Kementerian Badan Usaha Milik Negara Republik Indonesia. (2024). *Rencana Strategis Kementerian BUMN 2020–2024*.

Khan, M. A. S., Du, J., Hameed, A. A., Anwar, F., Waqas, M., Kayani, A. J., Attar, R. W., & Alhazmi, A. H. (2024). Effects of *Ethical Leadership* on individual learning and unlearning: Mediation through *Affective Commitment*. *European Research on Management and Business Economics*, 30(3), 100258. <https://doi.org/10.1016/j.iedeen.2024.100258>

Luu, T.-M.-N., Pham, V.-D., & Nguyen, T.-T.-N. (2020). *Ethical Leadership Supports Voice Behavior*: Evidence from Vietnamese Service Firms. *Journal of Business and Economic Development*, 5(2), 90. <https://doi.org/10.11648/j.jbed.20200502.15>

Mangkunegara, A. A. (2009). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya.

Marchington, M., Wilkinson, A., & Dundon, T. (2001). *Management choice and employee voice*. CIPD Publishing.

Meyer, J. P., Allen, N. J., & Gellatly, I. R. (1990). Affective and continuance commitment to the organization: Evaluation of measures and analysis of concurrent and time-lagged relations. *Journal of Applied Psychology*, 75(6), 710–720. <https://doi.org/10.1037/0021-9010.75.6.710>

Morrison, E. W. (2011). Employee *Voice Behavior*: Integration and Directions for Future Research. *Academy of Management Annals*, 5(1), 373–412. <https://doi.org/10.5465/19416520.2011.574506>

Nazarian, A., Ranjbaran, A., Afifi, M., Atkinson, P., & Sadeghilar, N. (2024). Cross-cultural examination of effects of *Ethical Leadership* of independent hotels based on Social Exchange Theory. *International Journal of Cross Cultural Management*, 24(3), 463–484. <https://doi.org/10.1177/14705958241270817>

Pitoyo, M. (2023a). *Ethical Leadership and Affective Commitment on Voice Employee Behavior*. *JOURNAL OF ECONOMICS, FINANCE AND MANAGEMENT STUDIES*, 06(07). <https://doi.org/10.47191/jefms/v6-i7-05>

Pitoyo, M. (2023b). *Ethical Leadership and Affective Commitment on Voice Employee Behavior*. *JOURNAL OF ECONOMICS, FINANCE AND MANAGEMENT STUDIES*, 06(07). <https://doi.org/10.47191/jefms/v6-i7-05>

Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603–609. <https://doi.org/10.1037/h0037335>

Priyanto, D. (2021). *Metode penelitian kuantitatif*. Zifatama Jawara.

Putra, N. S., Ritchi, H., & Alfian, A. (2023). Hubungan Big Data Analytics Terhadap Kualitas Audit: Penerapan pada Instansi Pemerintah. *Jurnal Riset Akuntansi Dan Keuangan*, 11(1), 57–72. <https://doi.org/10.17509/jrak.v11i1.55139>

Rehman, W. ul, Bekmezci, M., Rizavi, S. S., Sürücü, L., & Ali, K. (2025). *Ethical Leadership and Thriving at Work: The Interplay of Psychological Safety and Mental Health in Serial Mediation Model*. *Journal of East European Management Studies*, 30(2). <https://doi.org/10.31083/JEEMS39321>

Republik Indonesia. (2003). *Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara*.

Rivai, V. (2009). *Manajemen sumber daya manusia untuk perusahaan: Dari teori ke praktik*. Rajawali Pers.

Schein, E. H. (1993). On dialogue, culture, and organizational learning. *Organizational Dynamics*, 22(2), 40–51. [https://doi.org/10.1016/0090-2616\(93\)90052-3](https://doi.org/10.1016/0090-2616(93)90052-3)

Sekaran, U. (2003). *Research methods for business: A skill-building approach* (4th edition). John Wiley & Sons.

Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill-building approach* (7th edition). John Wiley & Sons.

Setiawan, Y. (2022). *Pengaruh strategi mengajar guru terhadap motivasi belajar siswa pada mata pelajaran korespondensi kelas X OTKP di SMK PGRI 2 Cimahi*. Universitas Pendidikan Indonesia.

Seto, A. A., Febrian, W. D., Mon, M. D., Senoaji, F., Kusumawardhani, Z. N., Rusman, I. R., Simarmata, N., Sari, Y. P., Novita, D., Hasanah, H., Kristanti, D., Sukaesih, I., Jaya, H., Nuraeni, & Arifin. (2023). *Manajemen sumber daya manusia*. Global Eksekutif Teknologi.

Shang, L., & Yang, L. (2022). A cross-level study of the relationship between *Ethical Leadership* and employee constructive deviance: Effects of moral self-efficacy and *Psychological Safety* climate. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.964787>

Sturges, H. A. (1926). The Choice of a Class Interval. *Journal of the American Statistical Association*, 21(153), 65–66. <https://doi.org/10.1080/01621459.1926.10502161>

Sudjana, N. (2004). *Metoda Statistika*. Tarsito.

Sugiyono. (2022). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.

Tian, X., Chae, H., Song, D., & Zhang, Y. (2025). Leader *Prohibitive Voice* shapes employee voice through *Psychological Safety* moderated by self-efficacy and generational differences. *Scientific Reports*, 15(1), 31469. <https://doi.org/10.1038/s41598-025-17500-5>

Triana, N. (2021). *LKPD berbasis eksperimen tingkatkan hasil belajar siswa*. Guepedia.

Van Dyne, L., & LePine, J. A. (1998). HELPING AND VOICE EXTRA-ROLE BEHAVIORS: EVIDENCE OF CONSTRUCT AND PREDICTIVE VALIDITY. *Academy of Management Journal*, 41(1), 108–119. <https://doi.org/10.2307/256902>

Veronica, A., Ernawati, E., Rasdiana, R., Abas, M., Yusriani, Y., Hadawiah, H., Hidayah, N., Sabtohadi, J., Marlina, H., Mulyani, W., & Zulkarnaini, Z. (2022). *Metodologi penelitian kuantitatif*. PT Global Eksekutif Teknologi.

Wang, Q., Zhang, H., Li, Y., & Wang, M. (2025). The relationship between affective leadership and the *Voice Behavior* of nurses: a cross-level moderated mediation model. *BMC Nursing*, 24(1), 169. <https://doi.org/10.1186/s12912-025-02803-9>

Zainal, H. (2023). *Ethical Leadership and Voice Behavior: Mediating Psychological Safety and Ethical Culture*. *E-Journal of Management*.

Zainal, H., Putra, R., & Mulyani, S. (2023). The mediating roles of *Psychological Safety* and ethical culture in the effect of *Ethical Leadership* on organizational outcomes. *E-Journal of Management*.