

## **The Mediating Role of Perceived Job Security in the Relationship between Ethical Leadership and Organizational Commitment in Jordanian Official University Employees: An Applied Study on Yarmouk University**

**Dr. Othman Hussein Al-bataineh**

(Institute of Logistics Management and Training)

*Published on:* Published online on April 1, 2026

---

### **Abstract:**

The study aims to extend knowledge of how ethical leadership can influence organizational commitment within an organization, examining the function of mediation of perceived job security among academic and administrative employees at Yarmouk University, Jordan. And thereby contribute and application of the social exchange theory. A quantitative approach was adopted, using a survey questionnaire distributed from 335 respondents at Yarmouk University employees. The Partial Least Squares Structured Equation Modeling (PLS-SEM) method was utilized to analyze the gathered data and investigate the proposed structural relationships. The suggested model and hypotheses are strongly supported by the empirical findings. In particular, the study backs up the important role that moral leadership plays in fostering organizational commitment. The current study's findings show that perceived job security and moral leadership are important indicators of organizational commitment. They help to mitigate the harmful consequences of a lack of commitment among university staff and professors. While emphasizing the need for additional research, particularly in public

and private universities, by empirically proving that job security plays a significant role in how ethical leadership boosts organizational commitment in the study community, the research presented here significantly advances our understanding of human resource management and business conduct.

### **Keywords**

Ethical Leadership, Perceived Job Security, Organizational Commitment, Yarmouk University, Jordan

### **Introduction and Contextual Background**

Jordan's Universities are among the key institutions responsible for advancing and developing knowledge, in alignment with modern educational demands and the rapid transformations occurring in today's environment. These changes require timely responsiveness and proper adaptation across all aspects of daily life. The educational process has become one of the most prominent domains impacted by human capital, the majority of research on organizational commitment has been conducted in the commercial sector, with several attempts to apply these results to increased learning. Due to the lack of potential scholars to fill the numerous open positions, job security, ethical leadership, and organizational commitment must be prioritized (okapara, squillace and erondu, 2004). Employee commitment has a similar impact on organizational performance as consumer happiness does. Employees are the company's internal customers; they are satisfied with their currently employed conditions and are eager to work with the company to achieve business objectives.

As a result, the prerequisites for faculty members have to be met in order to enhance the workplace and provide them with perform exceptionally well in research and teaching. As a result, institutions benefit from retaining academic personnel as well as lowering turnover. Given that the worker commitment has been shown to impact student behavior (Oshagbemi, 1997a), Academic commitment is also being taken into consideration in studies on the quality of higher education (Comm and Mathaisel, 2003).

Determining players involved in commitment to organization that are pertinent to universities instructors result in innovations and enhancements to instruction that would aid in their retention. Additionally, Absenteeism, turnover plans, and dedication to organization have all been linked to job security (Koh and Boo, 2000). These variables are costly for firms since they frequently contribute to poor performance and excessive turnover. Furthermore, from a theoretical standpoint, it is critical to improve our grasp of this topic, which will stimulate additional research in the field. This study's objective is

to provide empirical data about the connection between ethical leadership, job security, and organizational commitment at Yarmouk University.

The researchers were unanimous in their assessment on the critical importance of ethical leadership to drive employee's commitment, which leads in increased organizational performance (dessler g., 2015). Additionally, this study is consistent with the royal committee's recent efforts to reform the educational system and the proposed laws relating to the development of higher education, as well as the plan for modernizing the universities in Jordan. Numerous scholars have studied the idea of job security and its significance in boosting employees' commitment behavior, which results in organizational effectiveness.

Most of the research have shown a favorable and substantial association between ethical leadership, job security, and commitment (sabiha hashem and al-amri, 2010). Organizational commitment is a cornerstone of organizational success and achievement of objectives. Additionally, it is regarded as one of the most successful administrative tools since it establishes the required circumstances for an organization's success (alzahrani a., 2012; inshasi r., 2018).

Yarmouk university underperformed and were unable to meet key performance indicators due to complaints (delays, workforce misconduct, and corruption), weak management, high debt which it reached 74 million jod in 2023, and limited revenue (YU financial report, 2024). the Yarmouk university's inability to meet national development needs and generate adequate revenue to cover current costs, combined with the possibility of a long-term deficit, will impede their capacity to fulfill their responsibilities as providers and facilitators of high education level in Jordan (agyapong, 2017).

Employees will be worried, unhappy, and unmotivated if they are facing seriously issues of financial and administrative and do not cover their basic needs. Whereas, if employees were treated fairly and competitively, they would be inspired High-level performance, therefore contributing to the university's goals (albhairat m., 2021; almasri j., 2009).

By emphasizing the importance of ethical leadership, perceived job security, and commitment of organizations in the present investigation contributes to the literature both theoretically and practically in two ways. To begin, the research creates a theory-based model to explain the primary determinants affecting university's employee commitment. It provides supplemental insight into how to improve employee commitment in any country that would like to boost high educational sector. Second, this project uses configurational analysis to determine the proportional importance of Ethical Leadership and job security.

The objective of this study is to construct a comprehensive model that considers ethical leadership, job security, and organizational commitment in the Yarmouk University. This research was conducted with the assumption that ethical leadership and perceived job

security as mediator will result in improved organizational commitment. However, there is a scarcity of research on the effect of job security

and ethical leadership on organizational commitment, particularly in the university setting.

To the greatest extent of the researchers knowing, no empirical study has been undertaken on the ethical leadership and job security factors and their impact on university employee's commitment; consequently, this research attempts to fill that void. By thoroughly investigating these dynamics, this research endeavors to provide timely and practical insights to the current administration on how best to manage the ongoing financial and administrative crisis in a manner that effectively rebuilds internal trust, ensures perceptions of fairness, and ultimately guarantees the long-term sustainability of institutional performance.

### **Literature review and hypotheses development**

#### **Ethical Leadership and Organizational Commitment**

According to Trevino et al. (2024), an ethical leader's reputation is made up of two important components: the leaders perceived morality as a manager and as a person (Gamarra & Giroto, 2025). Brown et al. (2006) state that ethical leadership entails both modeling normatively acceptable behavior in one's own acts and relationships with others and encouraging followers to do the same through reinforcement, decision-making, and two-way communication. The two components of ethical leadership are described as follows: First, a moral manager should influence their subordinates' views and behavior by using ethical management techniques (Trevino and Brown, 2004; Cabana and Kaptein, 2025). Second, a moral person possesses qualities like justice, group motivation, dependability, selflessness, dignity, integrity, self-control, caution, and honesty. (Budur, 2024; Brown et al., 2005; Brown & Treviño, 2006).

The primary strength of ethical leaders, according to Dogbe, Ablornyi, Pomegbe, and Duah (2024) and Brown et al. (2005), is their proactive emphasis on encouraging normatively acceptable behaviors and treating people fairly and morally. These initiatives inspire their staff to do the same.

Ethical leadership conduct entails improving their subordinates' objective job characteristics by increasing job autonomy and commitment (Santiago-Torner, Jiménez-Pérez, & Tarrats-Pons, 2025), providing various forms of support for their development (Chaiyasat et al., 2025), and fostering interpersonal attachment between employees and the organization's goals (Lorenz, 2025). Furthermore, it is commonly believed that ethical leadership action is characterized by the following qualities: honesty, equity, person orientation, power sharing, ethical instruction, concern and reward for ethical conduct, and role clarity. Lapatoura (2025).

The relationship in which an employee is a part of the organization and the organization is a part of the employee in order to improve the organization's performance is known as organizational commitment. As a result, business commitment and moral leadership are closely related. In view of previous research findings, this study proposes the following hypothesis:

**H1.** There is a significant positive effect of ethical leadership on Organizational Commitment.

### **Perceived Job Security and Organizational Commitment**

Humans have long been concerned about security. It denotes a desire to sustain the current state as well as faith in the stability of events and future patterns of change. It is a global requirement, yet the level of work security differs by country. This distinction is culturally based (Kang, Shin, & Kang, 2024). Many nations are genuinely concerned about unemployment and job security. Work insecurity has both quantitative and qualitative components. While qualitative job insecurity relates to ambiguity on the feasibility of the job's attributes, quantitative job insecurity refers to employment viability. (Dervishmotevali, 2025).

However, Nilasari and Suwandi (2025) claimed that every employee desires a stable job, whilst every company wishes to keep their current employees or hire new ones.

Various theoretical models predict considerable (negative) consequences of employment instability on organizational commitment. For example, Gagné and Hewett (2025) used the phrase "dis involvement syndrome" to describe how people in precarious positions feel less obligated and motivated to solve problems at work that are outside the scope of their usual job descriptions. Similarly, Montani, Radanielina-Hita, Lussier, and Vandenberghe (2025) argue that people with insecure jobs acquire coping strategies. This retreat could be linked to higher employee turnover plans or decreased levels of commitment. Qu et al. (2025) discovered that work uncertainty has an impact on employee creativity; yet, when job stability is acknowledged and perceived by employees, they exhibit higher engagement behaviors.

Job security is frequently attained by including provisions that forbid arbitrary termination, layoffs, and lockouts in labor laws, collective bargaining agreements, or employment contracts (Petrovics, 25). Job security may be impacted by the state of the economy as a whole. However, businesses are also placing a strong emphasis on employee job security, especially among diverse groups, in order to ensure organizational effectiveness and committed conduct. Because job security fosters organizational commitment, it indirectly affects operational success.

**H2.** There is a significant positive effect of Perceived Job Security on Organizational Commitment.

## Leadership and Perceived Job Security

Ethical leadership acts like a cornerstone in building and sustaining employees' perceived job security (Slil, Iyiola, Alzubi, & Aljuhmani, 2025). Whenever leaders consistently promote behaviors based on honesty, equity, and transparency, they communicate to their employees that organizational choices in particular those involving staffing, redundancies, and advancements are made on moral and objective grounds, rather than arbitrary personal whims or unethical self-interest. This moral commitment significantly reduces employee anxiety and the impression of vulnerability to unjust or arbitrary termination. In short, people feel safer and more secure in their employment when they believe the leaders have a strong moral compass. (Majka, 2024).

Furthermore, Al Nahyan et al., (2024) discovered that a sense of employment stability was associated with higher ratings on a variety of work-related well-being measures, including increased overall commitment. This shows that improving perceived job security can boost individual resources. As a result, our research seeks to elucidate how perceived job security and moral leadership are related via enhancing employee well-being. Therefore, it is suggested the following hypothesis:

**H3. There is a significant positive effect of ethical leadership on Perceived Job Security. Perceived Job Security mediates the Relationship between Ethical Leadership and Organizational Commitment.**

According to Permadi, Purnawan, Mirayani, & Sanjiwani, (2025) a psychological trait that characterizes employee relationships inside an organization and influences the decision to stay a member is organizational commitment. Kasim et al. (2025) state that when a person strongly agrees with the institute's program, goals, and system, they exhibit organizational commitment, which is an attitude of identification, involvement, and loyalty toward the enterprise. Furthermore, Nyoach, Debela, Debela, & Kant, (2024) have suggested that three behaviors require devotion to the organization, such as: A sense of affiliation with the organization's aim, engagement in organizational activities, and devotion to the organization.

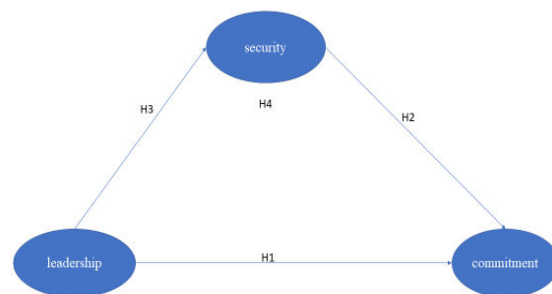
Hence, Meyer & Allen (1993) created a broad-based construction of commitment by classifying them into three component models: affective, normative, and continuation commitment (Mendis, 2024). According to Meyer and Allen (1997), the three-component model of organizational engagement dedication describes the emotional state that underlies participants' interactions with the firm and the outcomes of their decisions to remain or end their collaboration with it. The initial purpose of the three elements was to draw attention to apparent similarities and differences in the widely used one-dimensional conceptualizations of organizational commitment (Rizkina & Nasution, 2024).

According to the suggested model, Perceived job security has a major impact on the relationship between organizational commitment and ethical leadership. Ethical leaders foster stability and predictability in the workplace by consistently demonstrating justice, trustworthiness, and ethical decision-making. This action is considered to considerably boost an employee's perception of job security, since people believe that their employment status is secured by company ethics rather than managerial whims. As a result, this reinforced sense of job security serves as the psychological mechanism that directly translates the positive influence of ethical leadership into increased organizational commitment, particularly in the affective and normative dimensions, fostering increased devotion and a strong desire to stick with the organization.

**H4.** Perceived job security moderates the relationship between ethical leadership and organizational commitment.

### Conceptual Structure

As shown in Figure 1, a Conceptual Structure is constructed. This conceptual framework introduces ethical leadership as the independence variable, perceived job security as the mediating variable and organizational commitment as the dependence.



**Fig. 1** Research Framework

### Research Methodology

Yarmouk University was targeted. A systematic survey was undertaken in this respect, and 335 employees were chosen by simple random selection. Structured equation modeling was used to investigate the assumptions through partial least squares smart PLS 4.

### Population and Sample Size

This study intends to employ PLS for data analysis, with sample size playing an important part in the analysis using (PLS-SEM) (Awang, 2015). While there is no clear-cut minimum sample size requirement (Sivo, Fan, Witta, & Willse 2006), PLS requires a very large sample in order to establish stable variance and correlations (Tabachnick, &

Fidell 2007). However, if the projected effects are consistent and the measurements are correct, a lower sample size is judged acceptable (Awang, 2012).

According to statistics gathered from the Human Resource Department of the Yarmouk University in 2025, the total number of workers in the Yarmouk University is 2587 (1004 faculty members and 1583 administrative staff). Krejcie and Morgan (1970) claim that, sample size calculation, the anticipated number of respondents needed for this research is 335, with a confidence level of 95%.

### **Instrumentation**

For ethical leadership, the elements in this study were adapted and modified from Brown and Trevino (2006). Thus, this study used a total of ten items to assess ethical leadership as a construct, with the items divided into two categories: Moral Person and Moral Manger. For Perceived Job Security, the elements of this investigation were changed and adapted from De Witte, & Van Muijen (1999). Consequently, this study utilized 10 items to assess Perceived Job Security as a construct with the items

divided into two categories: Quantitative Dimension and Qualitative Dimension. Whereas, this study adopted and customized (18) items for evaluating organizational commitment concept from Meyer, Allen, and Smith (1993). These questions were organized into three dimensions: normative, continuance, and affective. For all three constructions, a 5-point Likert scale was employed, where 1 denoted strong disagreement and 5 denoted strong agreement.

### **Results**

#### **Assessment of Measurement Model**

Validity, reliability, and uni-dimensionality are all requirements for the study's measuring methodology (Awang 2015). Uni-dimensionality is achieved when the factor of loading value for each element is positive, with a minimum value of 0.6 (Hair, Black et al. 2012). The model constructs must not be significantly connected in order to get discriminant validity. Additionally, if the Average Variance Extracted (AVE) value is 0.5 or higher, convergent validity will be achieved (Hair, Black et al. 2010).

Furthermore, construct dependability will be achieved if the minimum values for AVE and Composite Reliability (CR) are 0.5 and 0.6, respectively (Awang, 2015; Hair et al., 2012).



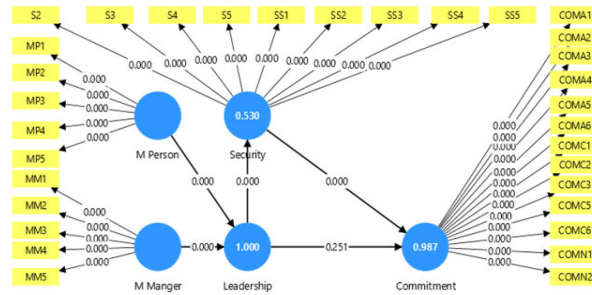
the diagonal values ( $\sqrt{2 \times AVE}$ ) for the pertinent construct in the table are greater than any of its row and column values. Discriminant validity is attained (Fornell and Larcker 1981). This study has achieved discriminant validity for the framework since the diagonal value in Table 2 is greater than any of its row and column values.

Table 2: Discriminant validity

<i>Constructs</i>	<i>Commitment</i>	<i>Leadership</i>	<i>M Manger</i>	<i>M Person</i>	<i>Security</i>
Commitment	<b>0.993</b>				
Leadership	0.730	<b>0.976</b>			
M Manger	0.701	0.820	<b>0.888</b>		
M Person	0.713	0.864	0.883	<b>0.800</b>	
Security	0.786	0.728	0.703	0.706	<b>0.807</b>

### Assessment of Structural Model

The acceptable amount of R<sup>2</sup> value, according to Hair et al., (2012), is dependent on the setting in which the research is done. According to Falk and Miller (1992), an R-squared value of 0.10 is suitable. Chin (1998) states that in PLS-SEM, an R-squared value of 0.60 is considered large, 0.33 is considered moderate, and 0.19 is considered weak. Table 3 shows the R-squared value obtained for the current inquiry, which is to explain the variation through direct relationships, and the R-squared for the variance explained through interaction relationships (Mediator).



**Fig. 3** Structural Model through Mediator

*Table 3: Squared Multiple Correlations (R2)*

<i>Construct</i>	<i>Estimate (R2)</i>
Security	0.530
Org. Commitment	0.987

Figure 2 stated that the research model explained about 987% of the variance in total in the organizational commitment. This means that a total of all exogenous latent factors explained 987 percent of the variation in organizational commitment, while the mediating impact of Perceived Job Security between these characteristics and organizational commitment has been found to explain 530 percent of the variance. According to Chin (1998), the amount of variation explained the proposed paradigm is significant for both direct and indirect interactions.

**Assessing the Structural Model's Significance.**

After identifying the measurement model, the current study assessed the structural model. The current study employed a standard bootstrapping technique with 335 cases and 5000 bootstrap samples to assess the hypothesis' applicability. Results of the structural model and hypothesis testing are shown in Figure 2.

Primarily H1 claimed that ethical leadership correlates positively with organizational commitment. The results indicated a route coefficient, P value ( $t=1.784$ ,  $\beta=0.161$ ) and T value. H1 is therefore supported. The hypothesis (H2) was supported by the study's finding that perceived job security and organizational commitment were positively correlated ( $\beta = 0.476$ ;  $t=7.321$ ). The mean supports the hypothesis that ethical leadership and perceived job security are positively correlated ( $\beta = -0.187$ ;  $t=2.81$ ).

*Table 4: Assessment of structural models*

<i>Hypothesis</i>	<i>Path coefficient</i>	<i>T value</i>	<i>Decision</i>
H1	0.161	1.784	Supported
H2	0.476	7.321	Supported
H3	0.187	2.81	Supported

The design of the study model provides a unique opportunity to look at the function of mediation Perceived Job Security Between ethical leadership and corporate commitment. However, this research used PLS4, to investigate whether perceived job security, as a mediator variable, significantly mediates the relationships between independent and dependent variables, specifically bootstrapping and the overall effect of the indirect correlations. To put it simply, the study aimed to ascertain whether or not ethical leadership's indirect impact through perceived job security is significant. The following are the findings of outcome hypotheses 4:

*Table 5: Mediation analysis*

HYPOTHESIS 4	C	A	B	A*B		MEDIATION	SUPPORTIVE
	path coefficient	t-value	path coefficient	t-value	path coefficient		
H4	0.476	7.321	0.329	5.577	0.229	Mediation	yes

## Hypotheses Results and Discussion

The present study supposes ethical leadership as the exogenous constructs, Perceived Job Security as the mediating construct and organizational commitment as the study's endogenous construct, the PLS-SEM result demonstrates a substantial route coefficient in support of the theory in achieving greater organizational commitment. Accordingly, Organizational commitment is significantly impacted by ethical leadership, as indicated by the substantial path coefficient of ( $\beta=0.161$ ,  $t=1.784$ ) for the direct relationship between the two.

Thus, hypothesis 1 (H1) is validated, and this noteworthy outcome is consistent with the findings of Santiago, González, & Miranda Ayala (2024) and Rai & Koodamara (2025). The significant path coefficient of ( $\beta=0.476$ ,  $t=7.321$ ) for the direct impact of Perceived Job Security on organizational commitment implies that Perceived Job Security has significant impact on the organizational commitment. Hence, the hypothesis 2 (H2) is supported and this significant result is in line with Kayar, & Yeşilada (2024) and Ghimire, Dahal, & Karki (2023). Moral leadership has a strong impact on perceived job security, as indicated by the significant path coefficient of ( $\beta=0.187$ ,  $t=2.810$ ) for the direct relationship between the two variables. As a consequence, hypothesis 3 (H3) is validated, and this noteworthy outcome is consistent with Quynh, Alang, & Le (2025) and Kyambade & Namatovu (2025).

Finally, The result Regarding the Perceived Job Security mediating influence on ethical leadership and organizational commitment ( $\beta =0.229$ ;  $t=5.577$ ) by the data of this study. Thus H<sub>4</sub> is supported. This significant result is in line with Riaz, Shah, Afzal, & Khattak (2022) and Hngoi, Abdullah, Wan, & Zaiedy (2024).

### **Contribution of the Study**

This research will help human resource practitioners to identify variables that can positively affect performance among its workforce in future research. Moreover, the findings from this research can be used specifically to Jordanian Official University sectors to understanding how employees would respond to Ethical Leadership, The influence of perceived job security on the employees' commitment. The positive outcome of this research should be able to give insight to manage the Jordanian higher education sector, such as Yarmouk University. In making corrective actions and formulate policies and order to enhance Employee commitment, which in turn will be beneficial to various end users, i.e., the educational process in general, faculty members, and even students. Most importantly, the Yarmouk University as the engine of growth socially and economically cannot be denied and in order to fulfil its mandated objectives, the management will benefit from the study's conclusions in acknowledging that organizational commitment is vital in achieving organization efficiency and effectiveness. Therefore, the unique findings from this study can contribute further

knowledge pertaining to cross cultural aspects of employee's performance and to validate how far past research findings apply to Jordanian educational in universities.

## Conclusion and Recommendation

This study successfully evaluated the underlying relationships between perceived job security, organizational commitment, and ethical leadership among Yarmouk University employees using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The theoretical framework is supported by the empirical results, which provide high support for all hypothesized connections. First, the data indicates that organizational commitment is significantly and favorably impacted by ethical leadership.

Importantly, the study discovered that perceived job stability is strongly predicted with ethical leadership. Most significantly, the statistics lend credence to the notion that perceived job security acts as a mediator in the relationship between organizational commitment and ethical leadership. The study concludes by persuasively showing that, in addition to being important for moral integrity, creating an atmosphere of ethical leadership is also a strategic way to increase employee commitment in Jordanian universities like Yarmouk University, mainly by protecting their mental health with regard to their future careers.

The administration of Yarmouk University and other comparable institutions in Jordan's higher education sector are given the following recommendations in light of the main findings. Ethical leadership development can be facilitated by mandatory training programs. Provide regular training and development seminars with an emphasis on fairness, transparency, and ethical decision-making for all academic and administrative leaders. Additionally, emphasize how important it is for leaders to act as moral role models.

## Acknowledgments

In the name of God, the Most Gracious, the Most Merciful

This research would not have been possible without the invaluable assistance of the Yarmouk University staff who participated in data collection. We extend our sincere thanks to all participants who contributed to the completion of the survey.

## Declaration of Conflict of Interest

The researchers declare that there is no conflict of interest that would prevent them from publishing in this journal.

## References

- Al Nahyan, M. T., Al Ahababi, J. M., Alabdulrahman, M. A., Alhosani, I., Jabeen, F., & Farouk, S. (2024). Employee job security and job performance: the mediating role of well-being and the moderating role of perceived organizational support and psychological capital. *European Journal of Management and Business Economics*.
- Anzeh, N. A., Ledraa, T., Nusair, A., & Obaidat, M. F. (2022). Evaluating the Role of Universities as Knowledge Hubs: Jordan University of Science and Technology as a Case Study. *Al-Balqa Journal for Research & Studies*, 25(2).
- Awang, P. (2015). *SEM made simple: A gentle approach to learning Structural Equation Modeling*. MPWS Rich Publication, Bangi.
- Awang, Z. (2012). *Research methodology and data analysis second edition*. UiTM Press.
- Barclay, D., Higgins, C., & Thompson, R. (1995). *The partial least squares (PLS) approach to casual modeling: personal computer adoption ans use as an Illustration*.
- Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The leadership quarterly*, 17(6), 595-616.
- Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The leadership quarterly*, 17(6), 595-616.
- 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.
- Budur, T. (2024). Virtue-based leadership and organizational commitment: a study from Al-Ghazali's perspective. *International Journal of Ethics and Systems*.
- Cabana, G. C., & Kaptein, M. (2025). Understanding the Effectiveness of Ethics Programs in Preventing Unethical Behavior by Unravelling the Dimensions of Team Ethical Culture. *Journal of Business Ethics*, 1-24.
- Chaiyasat, C., Petchsawang, P., Simha, A., & Williamson, P. (2025). An Integrative Literature Review of Ethical Leadership Studies and Future Research Agenda: Insights from Empirical Research between 2020–2024. *Public Integrity*, 1-33.
- Chin, W. W. (1998). The partial least squares approach to structural equation modeling. In *Modern methods for business research* (pp. 295-336). Psychology Press.
- Darvishmotevali, M. (2025). A comparative study of job insecurity: who suffers more? *International Journal of Contemporary Hospitality Management*, 37(5), 1603-1621.
- De Witte, K., & Van Muijen, J. J. (1999). Organizational culture: Critical questions for researchers and practitioners. *European Journal of work and organizational psychology*, 8(4), 583-595.

- Dogbe, C. S. K., Ablornyi, K. K., Pomegbe, W. W. K., & Duah, E. (2024). Inducing employee performance among state-owned enterprises, through employee ethical behaviour and ethical leadership. *Social Responsibility Journal*, 20(7), 1378-1397.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50.
- Gagné, M., & Hewett, R. (2025). Assumptions about human motivation have consequences for practice. *Journal of Management Studies*, 62(5), 2098-2124.
- Gamarra, M. P., & Giroto, M. (2025). A contemporary perspective on ethical leadership: emerging dimensions and the role of moral identity and moral attentiveness. *International Journal of Ethics and Systems*.
- Ghimire, B., Dahal, R. K., & Karki, D. (2023). Job security and faculty commitment within higher education institutions. *The International Research Journal of Management Science*, 8(1), 14-27.
- Götz, O., Liehr-Gobbers, K., & Krafft, M. (2010). Partial least squares: concepts, methods and applications [en línea].
- Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the academy of marketing science*, 40(3), 414-433.
- Hngoi, C. L., Abdullah, N. A., Wan Sulaiman, W. S., & Zaiedy Nor, N. I. (2024). Examining job involvement and perceived organizational support toward organizational commitment: job insecurity as mediator. *Frontiers in Psychology*, 15, 1290122.
- Kang, J., Shin, H., & Kang, C. (2024). Hospitality labor leakage and dynamic turnover behaviors in the age of artificial intelligence and robotics. *Journal of Hospitality and Tourism Technology*, 15(5), 916-933.
- Kasim, N. M., Karim, N. H. A., Kassim, S. N. F., & Idris, R. (2025). The Influence of Organizational Commitment and Employee Engagement on Job Satisfaction among Lecturers. *Quantum Journal of Social Sciences and Humanities*, 6(1), 202-210.
- Kayar, S., & Yeşilada, T. (2024). Quartet of Sustainable Job Security, Job Performance, Organizational Commitment, and Motivation in an Emerging Economy: Focusing on Northern Cyprus. *Sustainability*, 16(16), 6764.
- Khasawneh, F. S. A. (2024). Policy of Sustainable Development in Jordan and Its Impact on International Relations. *International Journal of Sustainable Development & Planning*, 19(6).
- Krejcie, R. V., & Morgan, D. W. (1970). Sample size determination table. *Educational and psychological Measurement*, 30(3), 607-610.

- Kyambade, M., & Namatovu, A. (2025). Exploring the role of ethical leadership and personality traits in shaping ethical behavior among Ugandan security officers. *International Journal of Public Leadership*, 21(1), 18-36.
- Lapatoura, C. (2025). The Role of Leadership in Shaping Ethical Culture and Practices of Excellence: A System Thinking Approach.
- Lorenz, T. (2025). Ethical Leadership: A Multi-Stage Mediation Model of Value Congruence and Organizational Identification on Employee Engagement. *Administrative Sciences*, 15(9), 329.
- Majka, M. (2024). How leaders inspire their employees: A closer look at modern leadership practices.
- Mendis, B. A. K. M. (2024). The Impact Of Employment Classification On Organizational Commitment: A Comparative Analysis of Permanent and Outsourced Software Engineers Using Meyer and Allen's Three-Component Model. *European Journal OF Human Resource Management Studies*, 8(2).
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of applied psychology*, 78(4), 538.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of applied psychology*, 78(4), 538.
- Montani, F., Radanielina-Hita, M. L., Lussier, B., & Vandenberghe, C. (2025). Job insecurity and psychological distress during the COVID-19 pandemic: The role of mindfulness and psychological capital. *International Journal of Stress Management*.
- Nilasari, B. M., & Suwandi, N. (2025). Affective Commitment: The Mediating Role of Job Satisfaction (A Study on Five Star Hotel in Surabaya): Komitmen Afektif: Peran Mediasi Kepuasan Kerja (Studi pada Hotel Bintang Lima di Surabaya). *JBMP (Jurnal Bisnis, Manajemen dan Perbankan)*, 11(2), 387-408.
- Nyamubarwa, W. (2025). Ethical Leadership, Organizational Integrity, and Trust: A Theoretical Review and Integration. *Advances in Ethical Work Climate and Employee Well-Being*, 481-502.
- Nyoach, T. D., Debela, K. L., Debela, T., & Kant, S. (2024). Does organizational commitment mediate the relationship between employee relationship management and bank performance? The case of banks in Ethiopia. *International Journal of Organizational Leadership*, 13(2).
- Permadi, I. K. O., Purnawan, I. K., Mirayani, L. P. M., & Sanjiwani, P. A. P. (2025). Employee Engagement and Organizational Commitment as Mediators: The

- Impact of Green HRM on Employee Performance. *Ekonomis: Journal of Economics and Business*, 9(2), 948-960.
- Petrovics, Z. (2025). Do Workers Want Security? Protection against Dismissal in the 21st Century. *E-Journal of International and Comparative Labour Studies*, 14(1).
- Qu, H., Walter, F., Zhang, Y., & Zhang, X. (2025). Unpacking the role of job insecurity for employee creativity: A multidimensional perspective. *Journal of Management*, 51(4), 1514-1546.
- Quynh, T. N. T., Alang, T., & Le, T. D. (2025). Examining the relationships between ethical leadership and organizational citizenship behaviors in a transitional country: the mediation of public service motivation. *Asia Pacific Journal of Public Administration*, 1-28.
- Rai, S. S., & Koodamara, N. K. (2025). Trust in leader, organizational commitment and employee silence: the moderating role of ethical leadership. *International Journal of Ethics and Systems*.
- Rai, S. S., & Koodamara, N. K. (2025). Trust in leader, organizational commitment and employee silence: the moderating role of ethical leadership. *International Journal of Ethics and Systems*.
- Riaz, A., Shah, S. T. H., Afzal, M. M., & Khattak, M. A. (2022). The relationship between ethical leadership and whistle-blowing: The moderating effects of job security and affective commitment. *Journal of Management and Research*, 9(1).
- Rizkina, S., & Nasution, L. (2024). The Effect of Organizational Commitment on Job Satisfaction of South Tapanuli Regency DPRD Secretariat Employees. *Jurnal Focus Manajemen UPMI*, 1(01), 73-81.
- Santiago-Torner, C., González-Carrasco, M., & Miranda Ayala, R. A. (2024). Ethical leadership and emotional exhaustion: The impact of moral intensity and affective commitment. *Administrative Sciences*, 14(9), 233.
- Santiago-Torner, C., Jiménez-Pérez, Y., & Tarrats-Pons, E. (2025). Interaction between Ethical Leadership, Affective Commitment and Social Sustainability in Transition Economies: A Model Mediated by Ethical Climate and Moderated by Psychological Empowerment in the Colombian Electricity Sector. *Sustainability*, 17(13), 6068.
- Sivo, S. A., Fan, X., Witta, E. L., & Willse, J. T. (2006). The search for "optimal" cutoff properties: Fit index criteria in structural equation modeling. *The journal of experimental education*, 74(3), 267-288.
- Slil, E., Iyiola, K., Alzubi, A., & Aljuhmani, H. Y. (2025). Impact of safety leadership and employee morale on safety performance: the moderating role of harmonious safety passion. *Buildings*, 15(2), 186.
- Tabachnick, B. G., & Fidell, L. S. (2007). *Experimental designs using ANOVA* (Vol. 724). Belmont, CA: Thomson/Brooks/Cole.

- Topić-Pavković, B. (2024). Challenges to global monetary and financial stability. *Collection of papers new economy*, 2(1), 31-45.
- Trevino, L. K., & Brown, M. E. (2004). Managing to be ethical: Debunking five business ethics myths. *Academy of management perspectives*, 18(2), 69-81.
- Treviño-Cantú, J. A. (2024). A balanced normalization for cross-sectional and longitudinal composite indices in Mexico, 2000–2020. *Regional Statistics*, 14(01), 108-129.