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## The Power of Ethical Leadership on Good Corporate Governance and Contextual Performance

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**Abstract:** Contextual performance is of paramount importance within organizational settings, thereby necessitating a heightened focus on its manifestation. Therefore, this research aims to determine the influence of ethical leadership on contextual performance with good corporate governance (GCG) mediation. The sample comprised 325 employees engaged in the consumer goods, finance, trade, services, and investment sectors in Indonesia. The method of data collection employed a questionnaire utilizing a Likert scale. The analytical approach utilized structural equation modeling grounded in Partial Least Square (SEM-PLS), complemented by descriptive and correlational analyses. The findings of the research indicate that ethical leadership exerts a direct influence on both GCG and contextual performance, that GCG directly affects contextual performance, and that ethical leadership indirectly impacts contextual performance via GCG. This evidence substantiates a novel empirical framework concerning the effect of ethical leadership on employee contextual performance via GCG. This framework is posited to serve as a basis for stimulating discourse among scholars and researchers, while also acknowledging the existing limitations.

**Keyword:** Ethical leadership; contextual performance; good corporate governance; mediation; SEM-PLS.

## INTRODUCTION

Contextual performance is of paramount importance to organizations. It is concerned with an employee's propensity to participate in activities that exceed the boundaries of their formal job description, while simultaneously having a significant impact on the organizational, social, and psychological environments (Bilal et al., 2021). As articulated by Dongrey and Rokade (2022), contextual performance contributes to the attainment of organizational objectives, despite its lack of direct correlation with primary responsibilities. Aguinis (2022) delineates five indicators of contextual performance, which include demonstrating enthusiasm

coupled with additional effort to successfully accomplish tasks, volunteering for responsibilities beyond the specified job description, collaborating with and assisting colleagues, adhering to organizational regulations, policies, and procedures, and actively supporting and realizing organizational objectives. To date, a significant proportion of employees in Indonesia perceive that they have adequately performed to meet company standards and targets; nevertheless, the reality reveals that many continue to fall short of these benchmarks. In fact, only a minority of employees succeed in surpassing company standards and targets. This phenomenon presents a compelling opportunity for investigation; consequently, this study concentrates on examining employees' contextual performance within privately owned enterprises in Indonesia, particularly in relation to ethical leadership and good corporate governance (GCG). Recent empirical research has definitively established that ethical leadership exerts a substantial influence on job performance (Gustari & Widodo, 2024), GCG has a notable impact on performance (Alshdaifat et al., 2024), and ethical leadership significantly affects GCG (Gunawan & Widodo, 2023). Nevertheless, it has been difficult to identify research that explicitly examines contextual performance through the lens of ethical leadership and GCG, particularly about GCG's mediating function in the link between ethical leadership and contextual performance. In light of this urgent need, this study is dedicated to investigating the influence of ethical leadership on contextual performance as mediated by GCG.

### **Ethical Leadership and Contextual Performance**

Ethical leadership, in conceptual terms, pertains to the manifestation of leaders who embody principles, beliefs, and values that epitomize appropriate organizational conduct, thus motivating and energizing employees to optimally attain organizational objectives (Al-Sharafi & Rajani, 2013). This leadership paradigm facilitates essential guidance for employees to voluntarily adhere to emerging ethical cues. Furthermore, ethical leaders advocate for and foster the incorporation of moral principles, which consequently engenders integrity, equity, and the empowerment of employees. A beneficial outcome of this approach is the enhancement of employees' characteristics, which can significantly influence their cognitive processes and overall job satisfaction (Guo, 2022). Ethical leadership is characterized by several distinct attributes, including faith, fairness, and reliability, which promote ethical conduct among subordinates, furnish ethical guidance, articulate ethical standards with clarity, and instill a sense of accountability for both ethical and unethical actions (Brown et al., 2005; Munandar, 2017). Through the embodiment of these attributes, ethical leaders cultivate discretionary behaviors, particularly those associated with organizational citizenship behavior (Fu et al., 2020). Additionally, ethical leadership impacts various facets of employee experience, including trust (Eluwole et al., 2022), creativity (Esguerra, 2022), motivation (Amirudin & Nugroho, 2022), and innovative work behaviors (Wen et al., 2021). Moreover, empirical evidence suggests that ethical leadership significantly influences followers' knowledge sharing (Saeed et al., 2022), employee well-being (Agarwal et al., 2022), and job satisfaction (Guo, 2022). Moreover, it is also related to job performance (Gustari & Widodo, 2024; Oniku et al., 2022; Abdullah et al., 2022; Wati et al., 2023), service performance (Yang et al., 2023), firm performance (Saha et al., 2020), and creative performance (Wadei et al., 2021). However, it is currently difficult to locate a specific prior study that demonstrates how ethical leadership affects contextual performance, therefore further research is important. Thus, it can support the first hypothesis (H):

H1: Ethical leadership positively affects contextual performance.

### **GCG and Contextual Performance**

The concept of GCG encompasses a comprehensive framework of laws, regulations, and procedural guidelines that significantly impact corporate operations and managerial

decision-making processes (Brigham & Daves, 2016). This framework encompasses the organizational processes and structures that are designed to inform, guide, manage, and monitor various organizational activities to facilitate the attainment of corporate objectives (Hey, 2017). GCG serves as an overarching structure for accomplishing corporate objectives, addressing nearly all facets of management, including the formulation of action plans, the implementation of internal controls, the evaluation of performance metrics, and the dissemination of corporate information (Khan et al., 2019; Mwangi & Nyaribo, 2022). The implementation of GCG represents a concerted endeavor to cultivate trust, accountability, and transparency, while concurrently fostering an environment of open communication that mitigates the information asymmetry between directors and stakeholders, thereby addressing agency-related issues and promoting enhancements in corporate performance (Magbagbeola, 2015). The effectiveness of GCG can be quantitatively assessed through five key parameters: transparency, accountability, responsibility, independence, and fairness (Svard, 2017). Empirically, GCG contributes to organizations and employees. At the organizational level, GCG positively influences firm profitability, stability, and performance (Kafidipe et al., 2021; Ledi & Ameza–Xemalordzo, 2023; Alshdaifat et al., 2024; Wu et al., 2023; Wen et al., 2023). Meanwhile, at the individual level, GCG affects employee job satisfaction (Gustari & Widodo, 2020), organizational justice (Widodo & Sulistiasih, 2021), organizational citizenship behavior (Widodo, 2020; Suparman & Widodo, 2023), and performance (Haq et al., 2019). Nevertheless, it still needs to be determined to locate previous studies demonstrating the impact of GCG on employee contextual performance. Exploration is, therefore, essential. It can, hence, put forward the second hypothesis:

H2: GCG positively affects contextual performance.

### **Ethical Leadership and GCG**

In addition to its role in shaping contextual performance, Governance Corporate Governance (GCG) is also subject to the influence of ethical leadership. Researchers assert that ethical leadership plays a crucial role in the enhancement of GCG (Sutawikara et al., 2021; Gunawan & Widodo, 2023). Furthermore, Sugianingrat et al. (2021) have demonstrated a correlation between leadership practices and GCG. This finding substantiates the notion that ethical leadership serves as a vital precursor to the establishment of GCG. Specifically, leadership that emphasizes the promotion and realization of ethical and moral principles is likely to foster the development of transparency, accountability, responsibility, independence, and fairness within the organization, thereby facilitating the overall prosperity of all stakeholders involved. Consequently, this aligns with the formulation of the third hypothesis:

H3: Ethical leadership positively affects GCG.

### **Mediating Role of GCG**

There are currently relatively few studies that specifically examine how ethical leadership affects contextual performance, especially in the context of GCG mediation. Nevertheless, antecedent empirical findings substantiate that ethical leadership exerts a considerable effect on GCG (Gunawan & Widodo, 2023), while GCG demonstrably influences performance outcomes (Haq et al., 2019). The insights derived from these two studies suggest that GCG may be aptly characterized as a mediating variable, facilitating the indirect relationship between ethical leadership and performance, inclusive of contextual performance. This scenario engenders the necessity for additional research aimed at elucidating and substantiating the scientific significance of GCG mediation. Given the imperative nature of this inquiry, one may postulate a hypothesis:

H4: Ethical leadership positively affects contextual performance through GCG.

## METHOD

### Research's Approach, Method, and Design

This investigation employs a quantitative methodology grounded in the philosophy of positivism, which is applicable to the examination of specific populations or samples (Sugiyono, 2020). This methodology is fundamentally anchored in the positivist paradigm articulated by Comte, Mill, and Durkheim, with the objective of elucidating relationships among variables (Neuman, 2021). The methodological framework adopted is a survey, which entails the selection and analysis of a sample of individuals drawn from a broader population to ascertain the relationship, frequency, and distribution of variables, and is utilized to probe various forms of information, including attitudes, beliefs, values, demographics, behaviors, opinions, habits, desires, concepts, and other relevant factors (Widodo, 2021). Each variable pertinent to the research can be systematically delineated through this survey methodology, enabling the identification of their interrelations (McMillan & Schumacher, 2014). Consequently, this study employs a causal design that is operationalized through Structural Equation Modeling (SEM).

### Research Participants

The research participants (sample) were 325 employees of private (non-government) companies in Indonesia. They work in companies in the industrial sector, including consumer goods, trade, services, finance, and investment in six provinces in Java Island, namely Banten, DKI Jakarta, West Java, Central Java, East Java, and Yogyakarta, as the largest industrial and business centers in Indonesia. They were selected by accidental sampling based on their willingness to fill out the questionnaire and agree that the information (data) provided would be used as research data and scientific publications without receiving compensation (Widodo, 2021). The majority of them are men (69,2%), aged 31 – 40 years (36,92% and  $\leq 30$  years (24,62%), educated bachelor's (41.5%), Sudanese married (76.92%), and had worked  $\leq 5$  years (30.76%).

### Procedure and Materials

A survey instrument featuring five response options was employed to gather data utilizing a Likert scale: strongly disagree/never (score = 1), disagree/rarely (score = 2), neutral/sometimes (score = 3), agree/often (score = 4), and strongly agree/always (score = 5). The data collection process was conducted through an online platform, specifically Google Forms, which facilitates dissemination via electronic mail and WhatsApp. The researchers developed the survey instrument informed by the theoretical dimensions or indicators established by subject matter experts. The indicators of ethical leadership encompass faith, fairness, trustworthiness, the promotion of moral conduct, the provision of ethical guidance, the clear communication of ethical standards, and the fostering of a sense of accountability (Brown et al., 2005; Munandar, 2017). The indicators of GCG consists of transparency, accountability, responsibility, independence, and fairness (Svard, 2017). Ultimately, the indicators of contextual performance include persistence with enthusiasm and the exertion of additional effort as required to accomplish task activities effectively; volunteering to engage in task activities beyond formal job responsibilities; assisting and collaborating with colleagues; adherence to organizational rules and procedures; and endorsing, supporting, and defending the objectives of the organization (Aguinis, 2022). The ethical leadership questionnaire comprises a total of 14 items, exhibiting correlation coefficient (CC) scores ranging from 0.500 to 0.750, alongside an alpha coefficient (AC) of .854. The GCG framework encompasses ten items, with correlation coefficient scores ranging from 0.503 to 0.807, and an alpha coefficient of 0.838. Similarly, contextual performance consists of ten items, demonstrating correlation coefficient scores ranging from 0.503 to 0.708 and an alpha coefficient of 0.870. All items within the instruments are deemed valid, and all variables are recognized as reliable, as each

item has a correlation coefficient exceeding 0.361, and each variable maintains an alpha coefficient greater than 0.70 (Widodo, 2021).

## Data Analysis

The data acquired through the distribution of questionnaires were subjected to analysis utilizing the structural equation modeling (SEM) technique as facilitated by SmartPLS version 4. Prior to this, the questionnaire underwent a preliminary assessment involving 30 trial samples to ascertain its validity and reliability. Upon successful completion of the validity and reliability evaluations, the questionnaires were subsequently employed to gather data from a sample size of 325 participants. The resultant data were analyzed through descriptive and correlational statistical methods implemented via SPSS software version 22. The primary objective of this analysis was to delineate the research variables and elucidate the interrelationships among these variables.

## RESULTS AND DISCUSSION

### Descriptive and Correlational Analysis

Table 1 presents the outcomes derived from the descriptive and correlation analyses conducted utilizing SPSS software. The standard deviation (SD) values, which range from 5.708 to 7.694, are comparatively lower than the mean values, which frequently span from 39.42 to 54.60. Consequently, this provides an adequate overview of the dataset and warrants further exploration. Concurrently, the results of the correlation analysis among the variables exhibit a correlation coefficient range of 0.608–0.678, which is statistically significant at  $p < 0.01$ . This finding illustrates the interdependence of each variable with every other variable in the study. Nevertheless, the correlation coefficients for all variable relationships remain below 0.8, thereby indicating the absence of multicollinearity issues.

**Table 1. The results of descriptive and correlation analysis**

Variables	Mean	SD	1	2
Ethical Leadership (X)	54.60	7.694	1.00	
GCG (Y <sub>1</sub> )	39.42	5.708	0.648	1.00
Contextual Performance (Y <sub>2</sub> )	39.55	5.977	0.608	0.678

### Outer Model: Measurement Model

The outer model, which articulates the measurement framework, is meticulously engineered to evaluate and scrutinize the interrelationships among indicators and their associated constructs (latent variables). A variable is considered valid when it demonstrates a loading factor value of  $\geq 0.5$ . The analytical outcomes reveal that the loading factor values exceed 0.5, thus indicating that all indicators serve as valid representations of the variables. Additionally, the discriminant validity assessment results indicate that the correlation value of each indicator with its corresponding variable is greater than the correlation of that indicator with alternative variables, which corroborates the robustness of the discriminant validity. Table 2 summarizes the results of the construct reliability and validity evaluations, which include Cronbach's Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE) in ascending order. The CA and CR values for all variables are in excess of ( $>$ ) 0.7, signifying that all variables (constructs) demonstrate reliability. Similarly, the AVE values for all variables also exceed ( $>$ ) 0.5, thus signifying validity (Hair et al., 2022). Consequently, all research variables can be classified as valid and reliable, rendering them appropriate for subsequent analyses.

**Tabel 2. Results of construct reliability and validity**

Variabel	CA	CR	AVE
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Ethical Leadership (X)	0.904	0.905	0.635
GCG (Y <sub>1</sub> )	0.819	0.821	0.580
Contextual Performance (Y <sub>2</sub> )	0.893	0.895	0.700

### Inner Model: Measurement Structural Model

Structural model assessments encompass evaluations of model fit, R Square (R<sup>2</sup>), and hypothesis testing, which involves the analysis of path coefficients and t-tests. The model suitability assessment is conducted to ascertain whether a model aligns with or accurately reflects empirical data. In this context, the coefficient of determination (R<sup>2</sup>) serves to quantify the extent of contribution made by various exogenous variables to the endogenous variables, as delineated by the SEM. The evaluation of model suitability can be observed, among other metrics, through the Normed Fit Index (NFI) value, which ranges from a minimum of 0 to a maximum of 1. A model is deemed to exhibit a high degree of fit as it approaches the value of 1. Conversely, a model exhibits a low degree of fit as it nears the value of 0. The NFI value established in this research is 0.761, which signifies a relatively commendable model fit. This indicates that the theoretical model postulated in this study is congruent with the empirical model derived from the collected data. In parallel, the R<sup>2</sup> value for the crew GCG variable is computed to be 0.461. This value illustrates that ethical leadership contributes to 46.1% of the variations observed in GCG. Conversely, factors external to the purview of this investigation account for the remaining 53.9%. Meanwhile, the contextual performance variable is associated with an R<sup>2</sup> value of 0.519. This figure indicates that ethical leadership and GCG collectively account for 51.9% of the variability in changes in ethical leadership, with additional factors contributing to the residual 48.1%.

### Hypothesis Testing

The hypothesis testing conducted in this study examines the influence of ethical leadership and GCG on contextual performance. Figure 1 illustrates the results of the path coefficients and t-value structural models, which are succinctly summarized in Table 3. All hypotheses, specifically H1 through H4, were statistically significant (supported) with t-values that exceeded the essential t-table thresholds at  $p = 0.01$ . Ethical leadership on GCG positively affected, with path coefficients ( $\gamma$ ) = 0.697; ethical leadership on contextual performance positively affected with path coefficients ( $\gamma$ ) = 0.262, and GCG on contextual performance with path coefficients ( $\beta$ ) = 0.517. Finally, ethical leadership impacts contextual performance through GCG with path coefficients ( $\beta$ ) = 0.351. The influence of ethical leadership on GCG (0.679) is greater than contextual performance (0.262), indicating that ethical leadership has a stronger effect on GCG than contextual performance.

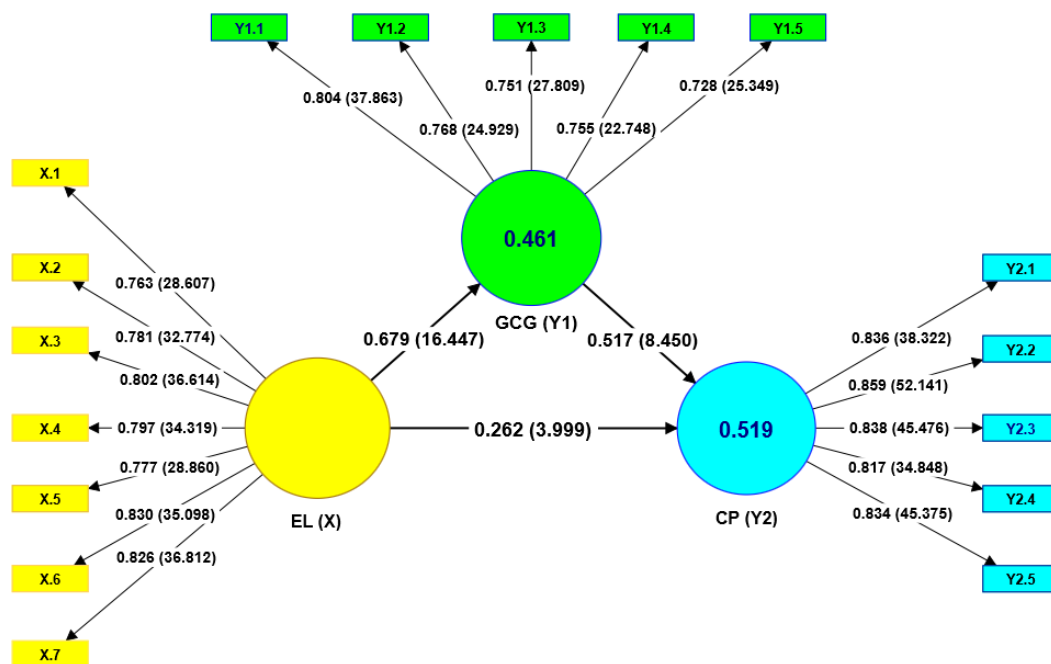


Figure 1. Path coefficient and t-value results

Note: EL= Ethical Leadership, GCG=Good Corportae Governance, CP= Contextual Performance.

Tabel 3. Hypothesis testing results

Hypotheses	Path Coefficient ( $\gamma/\beta$ )	t-value	t-tabel ( $\alpha = 0,05$ )	p-value	Decision
H <sub>1</sub> : EL → CP	0.262	3.999**	1.96	0.000	Supported
H <sub>2</sub> : GCG → CP	0.517	8.450**	1.96	0.000	Supported
H <sub>3</sub> : EL → GCG	0.697	16.447**	1.96	0.000	Supported
H <sub>4</sub> : EL → GCG → CP	0.351	8.070**	1.96	0.000	Supported

Note: \*\* p = 0.01. Note: \*\* p = 0.01.

## Discussion

This research shows that ethical leadership has a positive and significant effect on contextual performance. It means that good or effective ethical leadership practices can improve employee contextual performance. That means that ethical leadership is an important predictor of employee contextual performance. These findings provide insight to company management to pay more attention to the existence and practice of ethical leadership as an important modality for improving employee contextual performance. This finding aligns with and confirms previous research results that ethical leadership influences contextual performance (Gustari & Widodo, 2024; Oniku et al., 2022; Abdullah et al., 2022; Wati et al., 2023).

This research also found empirical facts that GCG has a positive and significant effect on contextual performance. These findings show that good GCG implementation can stimulate employee contextual performance. Thus, improving the implementation of GCG within the company can encourage increased contextual performance of employees. This empirical fact opens up opportunities for company management to continue to improve and perfect GCG practices as a strategy to improve employee contextual performance, which is really needed by companies in building competitiveness and maintaining business continuity. These findings are consistent with previous studies conducted by Haq et al. (2019) and Gunawan and Widodo (2022), proving that GCG significantly affects performance.

Apart from that, the results of this research also reveal the significant influence of ethical leadership on GCG. It indicates that leadership oriented towards ethical and moral values tends to encourage better implementation of GCG principles such as transparency, accountability, responsibility, independence, and justice. Consequently, company management needs to encourage the use of ethical leadership more massively and effectively so that GCG principles can be better implemented in the company. This empirical fact confirms previous studies showing that ethical leadership significantly affects GCG (Sutawikara et al., 2021; Gunawan & Widodo, 2023).

Ultimately, this investigation empirically substantiates the substantial role of Good Corporate Governance (GCG) in mediating the nexus between ethical leadership and contextual performance. It evidences the pivotal function of GCG in mediating the effects of ethical leadership on contextual performance. This result aligns with existing research that establishes that ethical leadership impacts GCG, while GCG subsequently affects contextual performance. This empirical evidence introduces an innovative model delineating the influence of ethical leadership on contextual performance, incorporating GCG as a mediating variable. This framework offers significant theoretical contributions to the field of management studies, particularly concerning the role of GCG in mediating the effects of ethical leadership on contextual performance, while also yielding practical implications for organizational management in optimizing employee contextual performance through the lenses of ethical leadership and GCG. Given these considerations, the outcomes of this study warrant thorough and critical discussion prior to their potential adoption or adaptation as strategies aimed at enhancing employee contextual performance.

## CONCLUSION

Contextual performance is crucial for organizations. Therefore, it is essential and urgent to investigate from ethical leadership and GCG perspectives. This research found that ethical leadership affects contextual performance, GCG influences contextual performance, ethical leadership impacts GCG, and GCG mediates the effect of ethical leadership on contextual performance. It provides a new empirical model regarding the effect of ethical leadership on contextual performance via GCG, which makes theoretical contributions to management studies and implies company management practice in developing employee contextual performance through ethical leadership and GCG perspective. Therefore, company management may establish strategic policies to enhance the quality of ethical leadership and GCG, which may be supplemented by tangible initiatives such as workshop or training. Moreover, researchers can continue to investigate the findings of this research by acknowledging its limitations. For instance, the sample size is restricted, it does not encompass all theoretical indicators found in the literature, and it exclusively employs a single data source (employees). It will be advantageous for future research to surmount these constraints.

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