

This manuscript information page, includes manuscript and author identification information which was removed during the peer review process. Kindly review all information and ensure that it reflects the original submitted manuscript. Any form field shaded light 'blue' requires the corresponding authors' confirmation and/or completion.

MANUSCRIPT INFORMATION PAGE

Manuscript title	The role of ethical leadership on employees' behaviours, performance and commitment to the organisation
Manuscript abstract	<p>Background: The rapid competition among companies puts pressure on managers to maintain their business competitive advantage. However, due to the massive competition and economic downturn during and after the COVID-19 pandemic, financial scandals occurred at a much higher rate than in the past. This phenomenon has caused organisational leaders to shift their focus from material concerns to ethical leadership contexts in the workplace. It has a strong correlation with employee attitudes.</p> <p>Objectives: This research examined the effects of ethical leadership on work engagement and knowledge sharing, which influence job performance and commitment among employees to the organisations.</p> <p>Method: A survey was conducted with 670 Indonesian' government employees, and Structural Equation Modeling (SEM) was used to validate the research framework.</p> <p>Results: The results showed that ethical leadership significantly affects employees' work engagement and knowledge-sharing, which further enhances employees' job performance and commitment to organisations. Furthermore, the mediator variables partially mediate the relationship between ethical leadership and outcome variables (e.g., employees' job performance and organisational commitment).</p> <p>Conclusion: The leaders of public organisations should address moral and rational concerns to improve service quality in society. Additionally, it should be centred on purifying employees' and organisations leaders ethical concerns and communication patterns to promote society's service quality.</p> <p>Contribution: The research outcomes provide insight into the fact that leadership style plays an important role in employees' attitudes and commitment. Hence, the organisation leaders should apply it to enhance employees commitment to organisations and performance.</p>
Manuscript keywords	Ethical leadership; work engagement; knowledge sharing; employees' job performance; organisation commitment
Number of authors	5
Acknowledgements	The author would like to express her gratitude to the Universitas Muslim Indonesia president, with whom he had impressive experience during field research. They were kindly willing to share their knowledge about their views of their beliefs and practices. The author would also like to express deep gratitude to members of president of Universitas Muslim Indonesia and Universitas Muhammadiyah Palopo, who openly answered his questions and shared their opinions within contextual understanding.
Competing interests	The authors declare that they have no financial or personal relationships that may have inappropriately influenced them in writing this article
Author(s) contributions	S.S. conceived of the presented idea, developed the theory, writing and editing and verified the analytical methods. R.R. contributed to the design and implementation of the research. S.R. Both authors discussed the results and contributed to the final manuscript. J.J. did problem formulation, data collection and review of the literature. R.A.N. did supervision, review and editing the final of manuscript.
Funding Information	The author(s) received no financial support for the research, authorship, and/or publication of this art
Data availability statement	Data sharing applies to this article as new data were created or analysed in this study.
Disclaimer	The views and opinions expressed in this article are those of the author and do not necessarily reflect the official policy or position of any affiliated agency or the author.
Ethical consideration Statement (include number)	Ethical clearance has been provided by the School Research Committee in view of the Universitas Muslim Indonesia Research Ethics and Integrity. EC number: 127

Project research number (if applicable)	105
TRANSLATIONS: ONLY APPLICABLE FOR NON-ENGLISH MANUSCRIPTS (OR JOURNALS REQUESTING ANOTHER LANGUAGE FOR ABSTRACTS)	
Manuscript title in another language	Not applicable, no action required from author.
Manuscript abstract in another language	Not applicable, no action required from author.
Manuscript keywords in another language	Not applicable, no action required from author.

Please list ALL AUTHORS in the same order as they should appear on the published submission. Any deviation from the original submitted manuscript regarding the following list, will result in an 'AUTHORSHIP CHANGE FORM' that must be completed by all authors when:

- New author(s) have been added
- There is a change in the order of authorship
- An author wishes to remove his/her name. An author's name may only be removed at his/her own request and a letter signed by the author should accompany this form
- An author wishes to change affiliation before publication of the article.

Order	Author Name	Author Affiliation	Country	ORCID [†]	Twitter username*
1st	Serlin Serang	Department of Management, Faculty of Economic and Business, Universitas Muslim Indonesia, Makassar	Indonesia	https://orcid.org/0009-0006-1214-293X	
2nd	Ramlawati Ramlawati	Department of Management, Faculty of Economic and Business, Universitas Muslim Indonesia, Makassar	Indonesia	https://orcid.org/0000-0002-4655-1225	
3rd	Suriyanti Suriyanti	Department of Management, Faculty of Economic and Business, Universitas Muslim Indonesia, Makassar	Indonesia	https://orcid.org/0000-0002-6648-1199	
4th	Junaidi Junaidi	Department of Accounting, Faculty of Economic and Business, Universitas Muhammadiyah Palopo, Sulawesi Selatan	Indonesia	https://orcid.org/0000-0003-1450-1933	
5th	Ris A. Nurimansjah	Department of Management, Faculty of Economic and Business, Universitas Andi Djemma, Palopo	Indonesia	https://orcid.org/0000-0003-1752-1971	

[†] An ORCID is a persistent digital identifier that distinguishes you from every other researcher. For more information, see here: <http://www.orcid.org>

* A twitter username is how you're identified on Twitter, and is always preceded immediately by the @ symbol. For instance, Katy Perry is @katyperry. For more information, see here: <http://www.twitter.com>

MANUSCRIPT MARKETING & DISTRIBUTION

AOSIS requires the corresponding author to provide the following:

Provide a shortened/news worthy manuscript title for twitter?

Note: 101 characters with spacing

Optional: Indicate whether there is a media item (photo/figure/table) within your manuscript which would be appropriate to accompany the manuscript media posting on twitter?

FOR PUBLISHING OFFICE USE ONLY

Allocated Journal Section

Original Research

Date submitted YYYY-MM-DD

23-Jun-23

Date accepted YYYY-MM-DD	16-Nov-23
Any author change request during review	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
No. of Figures	1
No. of Tables	4
No. of Other	0
Notes for production team:	

FOR OFFICE USE – CORRESPONDING AUTHOR INFORMATION	
Name	Serlin Serang
Email	serlin.serang@umi.ac.id

Kindly proceed to review the MANUSCRIPT >>>