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The Effect of Ethical Leadership On Job Performance: The Mediating Role of Public Service Motivation and Normative Commitment

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ARTICLE INFO	ABSTRACT
	Introduction/Main Objectives: To analyze how ethical leadership influences on job performance mediated public service motivation and normative commitment in public institutions. **Background Problems:** Ethical issues in public institutions are rarely discussed openly by involving practitioners, although ethical issues are the root of the emergence of various problems in public organizations. Leaders play an important role in ethics. **Novelty:** Show an ethical leadership as a resources for social learning and providing an understanding that ethical leadership is an important leadership style in the job performance system of public services in leader member exchange theory. **Research Methods**: The explanation method uses a survey of 327 civil servants in East Kalimantan. The data analysis technique uses SEM covariance. **Finding/Results**: Ethical leadership as a model for subordinates in providing public services. The interaction between leaders and subordinates encourages public service motivation the public and fosters normative commitment based on consideration of ethical values. Ethical leaders influence the job performance of civil servants through service and normative commitment. **Conclusion:** Increased public service motivation and normative awareness as well as job performance as a public servant is influenced by ethical leadership. The practical implication is the need to develop and strengthen interactions between leaders and subordinates as a social learning process that can activate ethical awareness as public servants.

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1. Introduction

In a public service context, one's ethical values are often viewed as behavioral guidelines rather than as collective ethics. Rauh (2017) suggests that public institutions are not ready to accept ethical challenges. In the same vein, the Indonesian Civil Service Commission (2019) report that ethical violations are still found among civil servants.

A critical discussion on ethics in public services is necessary to gain knowledge and understanding as a shared practical guide in public service. Three main issues in public service, according to Krisnajaya (2018), include 1) developing theoretical arguments on questions regarding ethical and unethical behaviors, 2) developing ethical instruments and standards for organizations, and 3) institutionalizing ethical principles and instruments developed in the public sector. Ethics becomes one of the challenges in public service system (Berlinger et al., 2020), let alone during the pandemic (Kusuma and Akbar, 2021; Akbar et al., 2021).

Critical studies on ethics are pivotal to obtain more in-depth practical and conceptual understanding. From practical lenses, ethics in public management is pivotal due to its fundamental role in promoting the provision of services compliant with the organizational goal (Androniceanu, 2013; Perry & Wise, 1990). Ethics provides an orientation so that every action produces more good (Lawton et al. 2013). Ethics reflect identity traits that imply a commitment to behave in a certain way based on a benevolent orientation (Cooper 2012). Dewantara (2017) argues that ethics has practical characteristics, is directly related to goals and good life lessons. In theory, according to anti-foundation theory that ethical emphasis is placed on the qualities or values required to be ethical. The main focus is on "becoming" rather than "doing" (Lawton et al. 2013). An understanding of ethics both practically and theoretically reduces problems related to organizational values.

Ethics as critical thinking about moral principles in public services (Prasetya et al., 2021) includes leadership. Ethics becomes the orientation of thinking about the moral foundations for individual behavior in organizations. Therefore, understanding ethics for subordinates as a necessity in carrying out their functions and roles in public services. Individuals need resources to learn (Bandura, 1977).

The process of gaining an understanding of ethics for subordinates can be sourced from leadership that is committed to making norms as the basis for acting and behaving as well as making decisions. Ethical leaders are real examples of ethical behavior that can serve as a guide for subordinates to make ethical decisions (Brown, Trevino and Harrison, 2005). Zheng et al. (2015) suggest that ethical leadership can solve value problems and serve as a guide for building moral awareness and ethical reasoning of employees. Sari (2019) stated that ethical leadership minimizes various ethical violations and ethical demands on the organization. Ethical leadership promotes normative behavior in organizations (Peng and Kim, 2018). Karim, Mardhotillah, Samadi (2019) show the importance of the leadership ability to spread beliefs, values, and norms through decision making and behavior. Ethical leadership as a moral role model for organizations.

Ethical leadership is a role model that may result in improved subordinate job performance. Ahn et al., (2016) and Byun, Karau, Dai and Lee (2018) report a direct effect of ethical leadership on job

performance, partially supportin Yang and Wei's (2017) finding on direct and mediating effect of ethical leadership on job performance. In contrast to Shafique, Kalyar, and Rani, (2020), Wadei, Chen, Frempong, Appienti (2020) added that the effect of ethical leadership on employee job performance is lower when there is a threat to job safety. Previously, Liu, Kwan and Mao (2013) report that ethical leadership had no effect on job job performance, implying inconsitent findings on the effect of ethical leadership on job performance.

There is still inconsistency of findings across studies on the effect of ethical leadership on job performance. The influence of ethical leadership on job performance is fragmented as stated by Ko et al, 2017). Further, the presence of various mediating and moderating variables makes it more difficult to predict the effect of ethical leadership on job performance.

Existing literature shows that public service motivation (PSM) appears to mediate the effect of ethical leadership on job performance (e.g., Schwarz, Newman, Cooper, and Eva,2016); Schwarz, Eva, and Newman,2020). Hameduddin, and Engbers (2021), in the same vein, suggest that PSM may intervene the leadership variable in public institutions. Another mediating variable related to the influence of leadership on job performance is normative commitment, as stated by Lee, Cho, Baek, Pillai, and Oh (2019).

The mediating role of PSM and normative commitment in the effect of leadership on employee job performance needs furthe empirical evidence. In this regard, the present study attempts to:1) show ethical learning resources for employees, 2) show that the function of ethical leadership on job performance is not fragmented, 3) provide a framework for improving job

performance based on an explanation of the role of public service motivation and normative commitment as mediating variables, 4) explain the causal relationship between leadership, public service motivation and normative commitment and job performance in public institutions, 5) explain that ethical leadership is an important leadership style in the job performance system of public services. The purpose of this study is to analyze the effect of ethical leadership on job performance, mediated by public service motivation and normative commitment in public service in East Kalimantan.

2. Literature Review
2.1. Ethical Leadership

Ethical leadership (EL) sets ethical values as the standard (Eisenbeiss, 2012) and focuses on the moral dimensions of personal and administrative aspects in leadership (Ozbag, 2016).   It focuses on promoting norm-compliant behaviors (Peng and Kim, 2020). Qian and Jian (2020), referring to Brown et al. (2005), define ethical leadership as norm-compliant behaviors exhibited in individuals' action and interpersonal relationship aiming to develop followers' behaviors through two-way communication, strengthening, and decision making process. Krisharyuli et al. (2019) suggest the existence of characteristics that distinguish each existing leadership theory, although there are almost similar positive values and offer the construction of ethical leadership based on cultural values.

The definition of ethical leadership includes two aspects, personal and leader moral aspects. While the former is shown through the personal traits, disposition, and altruistic motivation, the latter is exhibited through proactive efforts. As of the leader

moral aspect, it can be shown through communication aiming to affect followers' ethical behavior, such as role modeling, communicating ethical messages, and utilizing reward system (Qian & Jian, 2020). Employees' behavior shows prosocial values combined with the expression of moral emotions (Banks et al., 2021).

2.2. Public Service Motivation (PSM)

Public service motivation (PSM) defines an individual's disposition to respond to motives grounded in public institutions, It has a rational, norm-based, and affective foundation (Hameduddin, & Engbers, 2021, Perry & Wise, 1990; Miao et al, 2019; Neumann & Ritz, 2015). It also denotes feelings and obligations of the public well-being (Nowel et al.,2016) and willingness to contribute to the public (Vandenabeele, Ritz, Newmann, 2018). Following the self-determination theory (SDT), PSM constitutes psychological need for autonomy, competence, and interconnectedness (Ryan & Deci, 2018).It serves as an intrinsic motivation (Corduneanu et al., 2020) and a work-related callings stemming from unique normative values (Vogel , 2020). As PSM is related to ethics, it becomes individual needs and represents a character of empathy, help, and concern for society in public service.

2.3. Normative Commitment

According to Aminizadeh et al., (2021), Meyer and Allen (1991), Normative commitment (NC) is the component of organizational commitment. It is a moral duty or a sense of indebtedness (Meyer & Parfyonova, 2010). Bergman (2006) defines NC as individual obligation to an organization. An obligation based on consideration of norms that make humans

aware of their role (Sallem, 2019; Razzaq et al., 2018). An individual's determination based on obligations to the organization (Puni et al., 2020). NC is reinforced by the exchange of valued resources (Liu, Loi & Ngo, 2018). Obligation feelings to remain with the organization (Suzuki & Hur, 2019). NC is based on ethical patterns, moral considerations, and various triggers for their daily actions which are rooted in Value.

2.4. Job Performance

Referring to the idea of public service, as stated in Law 25/2009, it is defined as an activity or a series of activities in the context of fulfilling service needs for goods, services and administrative services provided by public service providers. Pidd (2012) suggests developing job performance. Individual job performance as a task according to the context in which the organization is located (Rothwell et al., 2007). Miao et al., (2018) define as actions and behaviors that are under the control of employees according to organizational goals. Johari et al (2018) suggested it as a function of various factors. In public service, job performance does not only show proficiency in the task but also organizational citizenship behavior. From the perspective of NPS (New public service), the individual job performance of the personnel is developed based on the service and citizenship paradigm in a democratic governance system. Employee behavior or work results aimed at the organization (Iqbal et al., 2019; Schwarz et al (2020).

2.5. The Influence of Ethical Leadership on Public Service Motivation and Normative Commitment

The appropriate behavior normatively influences the ethics of followers of behavior

by example, communicating ethical messages, and using a reward system. Interaction and communication between members and leaders encourage the occurrence of social exchange as in the concept (Blau, 1964). Following the leader-member exchanges (LMX) theory, the presence of ethical leaders encourages subordinates to adjust themselves to meet the demands of the ethical leadership (Potipiroon et al , 2016). Ethical leadership influences the quality of LMX and employee motivation (Ugadan & Park, 2017). High-quality LMX is likely to lead to more motivated employees (Babic, 2014). Ethical leadership may affect motivation based on consideration and moral awareness (Belrhiti et al., 2020; Khan et al.,2020 Potipiroon & Ford, 2017). The relationship between leadership and PSM is significant. The proposed hypothesis is

H1: Ethical leadership has a positive influence on public service motivation.

Interactions between leaders who exhibit ethical behavior may encourage employees to identify themselves to the leadership based on moral character for moral principles and integrity (Potipiroon & Ford, 2017). Ethical leadership is underpinned by an ethical standard for employee (Lotfi et al, 2017). Ethical Leadership ensure moral value as a foundation for normative commitment (Danish, et al 2020). Obligations felt by employee as a result of interactions with leaders (Bahadori, et al 2020). Exchange leader and subordinate encourages the growth of subordinate awareness which is the basis of increasing normative commitment (Sheraz, 2020;)

H2: Ethical leadership has a positive influence on normative commitment.

2.6. Public Service Motivation Mediates The Influence of Ethical Leadership on Job Performance

Leaders provide guidance and an ethical basis for acting autonomously for subordinates. Various evidence of leadership influence on PSM (Belle & Cantarelli, 2018; Belrhiti et al., 2020; Marques, 2020). The position of leader can encourage PSM and ultimately affect job performance (Schwarz et al., 2020). The ethical behavior of leaders directly has a positive influence on employee PSM (Li & Bao, 2019; Wright et al., 2016). Leadership can encourage the growth of trust, respect, and high loyalty as a driver of employees in work (Cregan et al., 2009). Byun, Karau, Dai, and Lee (2018); Kia, Halvorsen, Bartram, (2019); Walumbwa, Morrison, and Christensen, (2012), suggest the direct influence of ethical leadership on employee job performance.

Even though there is no direct external reward, employees still show adequate job performance-based on moral rational choices. Miao et al (2018); Van Loon et al., (2018), Zhu and Wu (2016) show the direct influence of PSM on job performance. Feng et al., (2018); Pancasila, Haryono, Sulistiyo (2020) suggest that there is a path of leadership influence through motivation on job performance. Schwarz, Eva, & Newman, (2020) confirmed that ethical leadership is significantly positively related to PSM and, in turn, encourages higher job performance. Ethical Leadership affect subordinates with normative behavior as intrinsic motivation for employees to carry out public service functions (Potipiroon & Ford, 2017). The proposed hypothesis

H3: Public Service Motivation mediates the influence of ethical leadership on job performance.

Ethical leadership provides resources for ethical employees behavior in organizations. Ahn et al. (2016) show the exchange of values can explain effect ethical leadership on job performance. Huang and Paterson (2017) showed ethical leadership on employee job performance. Ethical leadership results in trust and moral decision-making, minimizing the unpredictability of subordinates to act ethically such as not leaving a job, sticking to his profession as an empathetic public servant. The position of the leader in influencing the commitment employees (Alsada et al., 2017; Lee & Reade, 2018; Yahaya & Ebrahim, 2016; Puni et al., 2020). Leadership behavior significantly explains the change in the commitment of employees in public services (Ngoma et al., 2020).

Ethical leadership refers to a leadership style that is characterized by respect for ethical norms, values, and dignity for the work through interactive communication and involving them in organizational decision-making (Wu et al., 2021). Ethical leadership plays a role model in developing followers' commitment (Abuzaid, 2018; Sharma, et al, 2019)

Ethical leadership is reported to influence normative commitment (Abuzaid, 2018; Danish et al., 2020; Lotfi et al.,2017; and Sheraz, 2020) It serves as the moral standard for normative commitment. De Araujo and Lopes (2015); Tamer (2020) promote ethics and morality, as the basis of leadership contributing to normative commitment and individual job performance. Ohemeng et al. (2019) stated that when subordinates perceive a credible leadership, they tend to be committed and ready to work for organization. Commitment is reported to mediate the effect of leaders on individual job performance (Ribeiro et al., 2021).

H4: Normative commitment mediates the influence of ethical leadership on job performance.

The model proposed in this study as seen as below:

Figure 1. Proposed Model
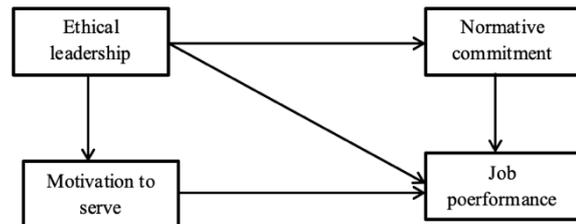
3. Method, Data, and Analysis

3.1. Population and The Sampling Method

The population of the study is civil servants in East Kalimantan totaling 14,053. The sample was randomly selected, totaling 327 civil servants in East Kalimantan, regardless of class.

3.2. Period and Research Location

The research period was carried out in 2021 for 2 months, namely in August-September 2021 in East Kalimantan with the assumption that there were no confounding variables in the study.

3.3. Measurement Scale

This explanatory survey study used cross-sectional data. Ethical leadership measurement refers to Brown et al. (2005), Ren et al. (2020) such as: personal life in an ethical way, defining success not only by results but how to obtain them, listening to subordinates. Measurement of Public Service

Motivation refers to Rasdi et al. (2018), Perry and Wise (1990), Ward (2017), Prysmakova (2020) namely: 1) the first dimension of attraction to policy making, 2) in the second dimension of commitment public interest is to consider public service as my civic duty, 3) compassion, 4) self-sacrifice.

The measurement of normative commitment refer to Jaros's (2007) and Meyer and Allen (1991) with indicators including 1) Good treatment, 2) reluctance to cause disappointment. Job performance measurement refers to Pidd (2012) namely: 1) job performance based on stakeholder, 2) utilization of resources, 3) management processes, and 4) learning and innovation.

3.4. Data Collection Technique

Respondents' answers using differential rating scale 1 to 5 of very low answers to very high.

3.5. Data Analysis Technique

Data analysis using the SEM covariance technique.

4. Result and Discussion

Table 1 shows the data of descriptive statistics. Figure 2 shows full model of analysis with SEM procedure. The results of confirmatory factor analysis (Covergen Validity, Average Variance Extracted (AVE), Composite Reliability are shows at Table 2.

Figure 2. Full Model First Order Confirmatory Analysis
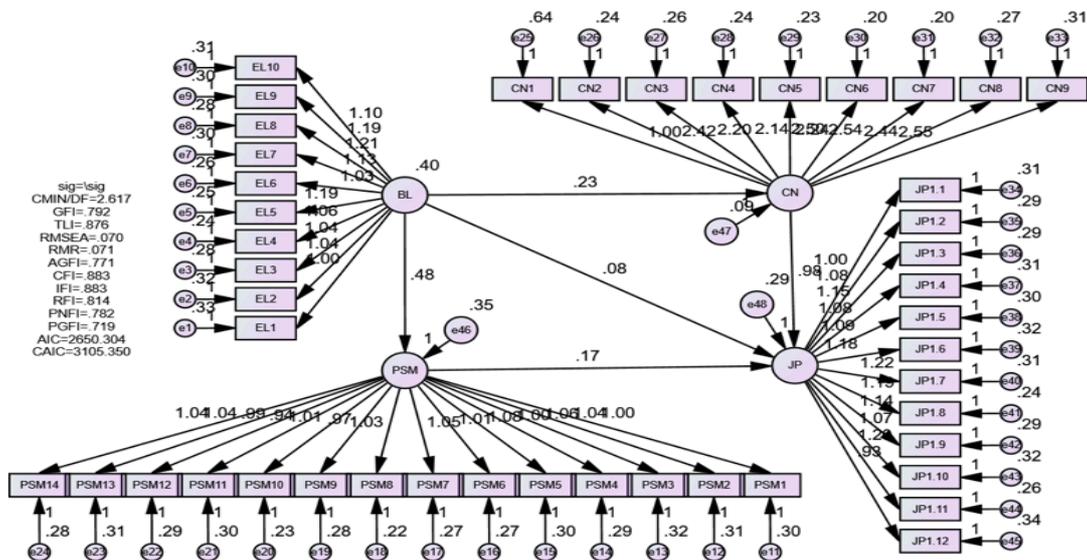
The test results showed a factor weight factor > 0.350 according to the sample number. The results of the discriminant validity test showed that each observed variable had a relationship with its latent variables. The relationship is more sophisticated compared to other latent variables. This means that each observed variable can be used to measure each observed variable.

The beta coefficient test results show that ethical leadership (BL), Public Service Motivation (PSM), Normative Commitment (NC), Job performance had a significant relationship. The results of the model fit test are shown in Table 4.

Based on Table 4, test results show that the model is accepted. Data in the field according to the model constructed after improvements are made by connecting each error to the observed variable according to the value using modification indices. The construction of ethical leadership is in line with Brown et al. (2005), Ren et al. (2020). Ethical leaders treat subordinates fairly, respectfully, and guarantee exchange relationships based on ethical values. The construction of Public Service Motivation is in line with the concept of Rasdi et al. (2018), Perry and Wise (1990), Ward (2017), Prysmakova (2020. The results of research on the concept of normative commitment are in line with Jaros's (2007), Meyer and Allen (1991)

The causality test with regression weight analysis technique and effect mediation is shown in Table 5.

The results showed that ethical leadership has a positive influence on Public Service Motivation with a beta coefficient of 0.453. Directly leadership influences the ethical behavior of employees through the process of identification, exchange of values, and activation of norms of 0.079. Employee awareness arises along with the increasing quality of interaction between leaders and subordinates. Ethical leadership had a positive influence on the normative commitment of 0.433. Public Service Motivation mediates the influence of ethical leadership on job performance by 0.058. Leadership directly does not have a significant effect on job performance. The beta coefficient value is 0.08. but not significant with a CR value of 1.358.

5. Results and Discussion

Ha 1 and Ha 2 are supported, consistent with previous studies conducted by (Blau, 1964; Potipiroon et al., 2016; Ugadan & Park, 2017; Babic, 2014; Belrhiti et al., 2020; Khan et al., 2020; Potipiroon & Ford, 2017). Ethical leadership was found to affect PSM, normative commitment and job performance. In the same vein, Potipiroon & Ford, 2017). Lotfi et al, 2017) argues that ethical leadership positively affects normative commitment and job performance as stated as Cregan et al., 2009). Byun et al (2018); Kia et al (2019); Walumbwa, Morrison, and Christensen, (2012).

Ha 3 and Ha 4 are supported, PSM mediate ethical leadership on job performance partially as stated as Feng et al. (2018); Pancasila, Haryono, Sulistiyo (2020), Schwarz, et al (2020) or Potipiroon & Ford, 2017). Normative commitment mediate the influence of ethical leadership on job performance as stated by De Araujo and Lopes (2015); Ohemeng et al. (2019) Ribeiro et al., 2021; Tamers (2020)

The identification of ethical leaders by subordinates is expressed through ethical behavior in work and making ethical values a resource to carry out their work and committed to staying in the work. In line with Khan et al. (2020) that ethical leadership styles increase identity-based moral motivation (internalization), and ethical leadership morals enhance moral identity (symbolization) based on moral motivation. Internalization and moral symbols are represented in the form of service-providing behavior based on normative awareness and remain in the organization based on wishful thinking and moral responsibility.

The position of ethical leadership on the important outcomes of public institutions (Potipiroon & Paerman, 2020). Ethical leadership provides a real picture of ethical behavior and is a guide for employees to make ethical decisions at work. Employees become more motivated and committed to work based on their awareness of the ethical values on which ethical behavior is based. The process of interaction as a process of exchange of values as stated by Blau (1964) and Ahn et al. (2016), demonstrates the exchange of values moderating the relationship between ethical leadership and job performance.

The relationship between leadership and subordinate job performance is partially mediated by normative commitment. Normative commitment mediated the influence of ethical leadership on job performance. Ethics and morality, as the basis of leadership contributing to normative commitment, and fostering individual job performance. Employee awareness and responsibility as a result of his interaction with superiors become intrinsic motivation

for employees to carry out public service functions. Strengthening normative commitment becomes organizational orientation. The process to strengthen the values that form the basis for the growth of normative commitments, among others, the ethical values of virtue and public service ethics which are disseminated through formal processes and non-formal processes through daily social interactions. Both processes become structures that strengthen the growth of ethical awareness of employees in carrying out their duties.

The results showed the importance of variable PSM and normative commitment that mediated the influence of ethical leadership on the job performance of government employees and locals. Both PSM and NC have the same basis, namely an awareness of normative values that stems from quality interaction, intensive communication of normative values with ethical leaders. Along with the development of the organization becoming fatter and the limited interaction between subordinates and leaders, both variables as mechanisms to solve job performance problems. But both require leadership that is based on morals and ethics.

Employees who feel high ethical leadership will respond with motivation to provide high normative service and commitment including working based on the demands of being a public servant. This value becomes a guide for employees. Normative values lead employees to rules, responsibilities, professionalism, and respect for people's rights in public service. Employees showed higher awareness, made decisions based on moral choices according to their orientation, refrained from behaving

unethically. Employees get a clear picture of the values that guide employees to make ethical decisions and control ethical behavior based on behavior that appears in the daily life of the leader.

In the context in Indonesia it is necessary to consider aspects of values that are sourced in the order of cultural norms (Karim et al., 2019). This is in accordance with the context and introduction of ethical values shown by the leadership by followers. Sources of value based on the norm order of ancestors are easy to recognize so that subordinates become more familiar, easy to learn and believe more about values as part of collective life and the potential for dilemmas in ethical decision-making becomes lower. Karim et al. (2019) describes the source of value and inspiration namely nature and God as the basis for various postulates of beliefs, thought, actions, and social interaction of leaders and subordinates. Ethical values practiced by leaders get strengthened by the values and norms derived from culture and inspiration in terms of religious ways. These values reinforce individual explanations related to broader aspects of psychology and behavioral science as argued by (Grimmelikhuijsen et al., 2017; Olsen, 2017). Culturally derived values facilitate the process of social learning and the activation of norms of employees in public organizations. But still needed a critical review of these values as an effort to prevent bias due to stereotypes, ideological bias and the dominance of leadership power over subordinates. On the other hand, the leadership does not ignore the process of social exchange between leaders and subordinates as stated (Blau, 1964). Social interaction still places such the needs of subordinates as the main consideration.

The important that has implications for changes and viewpoints regarding the position of the leadership in relation to the job performance of subordinates, namely: 1) interaction between leaders and subordinates is a process of social learning and social exchange, 2) interaction between ethical leaders, motivation to provide services, normative commitment and job performance is an interaction facilitated by ethical values as a foundation, 3) one of the sources of value for increasing The activation of norms towards ethical awareness are values that are sourced to culture and norms while still putting forward critical reviews so that they areused asan orientation suggestion to act ethically in their relationships with public service.

6. Conclusion and Suggestion

Ethical leadership is found to affect employees' public service motivation and normative commitment. Motivated and committed employees are likely to demonstrate behaviors that contribute to the organizational goals. The public service motivation and normative commitment appear to partially mediate the effect of ethical leadership on job performance. This finding implies the impotance of developing an ethical learning process that places ethical leadership as a model. Moreover, it also implies the pivotal role of ethics in determining employee performance in public organizations. Leadership may also have a strategic function in determining and affecting employee performance through either direct or mediating effect. However, the direct effect is not significant, therefore the focus of the leadership is to optimize the two mediating variables. These two variables fully mediate the leadership function on job performance.

Theoretical implication is developing leadership functions from various aspects, both learning, structural, functional in order to encourage performance. Practical implication of research finding it is important to design a leader-subordinate interaction that serves as a process of social learning and social exchange. There are formal and informal meetings to encourage the learning process with leaders as role models. The interaction aims to ignite public employees' normative awareness as they see role model exhibited by the leadership. This research was limited to local public organizations in East Kalimantan. Data collection using cross-sectional data techniques. Future survey data collection uses techniques supported by observations and interviews to strengthen explanations or by longitudinal studies.

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Appendices

Table 1. Description of Research Variables

No.	Variable	Mean	Standard Deviation	Category
1	Ethical leadership	3.60	0.042	Middle
2	Motivation to serve	3.14	0.054	Low
3	Normative commitment	3.50	0.058	Middle
4	Job performance	3.60	0.063	Middle

Table 2. CVA, AVE and CR Test Results

Construct	Items	Loading Factor	AVE	CR
Ethical leadership (BL)			0.626	0.956
	Living a personal life ethically.	0.742		
	Define success not only by results but in a way that conforms to norms.	0.758		
	Listen to what employees are saying carefully.	0.776		
	Disciplining employees who violate ethical standards.	0.805		
	Make fair and balanced decisions.	0.829		
	Trust worthy by subordinates.	0.788		
	Discuss business ethics or values with employees.	0.795		
	Set an example of how to do things the right way according to ethics.	0.822		
	Put the best interests of employees in mind.	0.808		
	At the time of making the decision, the leader asked "what was the right thing to do"	0.782		
Motivation to serve			0.618	0.968
	Interested to create a public program that benefits the community state.	0.773		
	Share my views on public policy with others.	0.778		
	Very sastified to see people benefit from public programs.	0.778		
	Iconsider public service my civic duty.	0.776		
	Public service is very important to me.	0.795		
	I'd rather see public officials do what's best for the community, the community even if it's detrimental to my interests.	0.789		
	It's hard for me to hold back my feelings when I see people in distress.	0.802		
	I am often reminded by everyday events how dependent we are on each other.	0.823		
	I sympathize with the suffering of the underprivileged.	0.775		
	For me, patriotism includes seeing the well-being of others.	0.815		
	Serving other citizens will give me a good feeling even if there is no paying me for it,	0.749		
	Making a difference in society means more to me than personal achievement.	0.774		
	I am ready to make a great sacrifice for the good of society.	0.779		
	I believe in putting duty above self-interest.	0.795		
Normative Commitment			0.657	0.952
	Good treatment	0.386		
	It's a chance to cause disappointment.	0.857		
	Trust in the institution.	0.824		
	It's not ethical to move institutions,	0.824		
	I feel a sense of moral obligation and feel a moral obligation.	0.842		
	I'm not leaving the organization.	0.879		
	I believe in the value of loyalty.	0.882		
	It's better to stay in one organization.	0.841		
	Think that being part of an institution makes sense.	0.837		
Job performance			0.650	0.963
	Fair and timely access to services.	0.772		
	Reputation/image, satisfaction and stakeholder relationships.	0.805		

Construct	Items	Loading Factor	AVE	CR
	Service delivery and responsiveness.	0.820		
	Use resources effectively and effectively.	0.793		
	Compliance with financial allocation.	0.800		
	Access to and use effective IT to improve service.	0.815		
	Cost control, money, time	0.829		
	Strong worker partnership.	0.850		
	Reliable, relevant, and timely in information.	0.821		
	It's possible to increase and create value.	0.786		
	Development based on best practices & evaluation.	0.845		
	Staff involved in the modernization of service delivery, flexible workforce & organization.	0.733		

Description: AVE = Average Variance Extracted, CR = Composite reliability

Table 4. Model Test Results

Absolut Fit Measure	Preliminary GoF Test Results	Repair	Conclusion
P-value (Sig.)	0.00	0.00	Poor
CMIN	2.617	1.008	Fit
GFI	0.792	0.885	Moderate Fit
RMSEA	0.07	0..016	Fit
RMR	0.071	0.026	Fit
Incremental Fit Measure			
AGFI	0.771	0.867	Moderate Fit
CFI	0.883	0.994	Fit
IFI	0.883	0.994	Fit
RFI	0.814	0.923	Fit
Parsimonious Fit Measure			
PNFI	0.782	0.843	Moderate Fit
PGFI	0.719	0.767	Moderate Fit
AIC	2650	1252	Moderate Fit
CAIC	3105	1913	Moderate Fit

Table 5. Hypothesis Test Results

Hypothesis	Direct	Indirect	Total	Conclusion
H1: ethical leadership has a positive influence on motivation to serve	0.453			Supported
H2: ethical leadership has a positive influence on normative commitment	0.433			Supported
H3: Public Service Motivation mediates the influence of ethical leadership on job performance	0.079	0.058	0.365	Supported
H4: normative commitment mediates the influence of ethical leadership on job performance	0.079	0.228	0.365	Supported