

ETHICAL LEADERSHIP AND ITS IMPACT ON ORGANIZATIONAL COMMITMENT AND PERFORMANCE

Nur Aisyah*

Universitas Muhadi Setiabudi , Indonesia
E-mail: aish31398@gmail.com

Ari Kristiana

Universitas Muhadi Setiabudi , Indonesia

Nur Afridah

Universitas Muhadi Setiabudi , Indonesia

Abstract

Ethical leadership is becoming an important issue in modern organizations facing high performance demands as well as the need for integrity and sustainability. This study aims to comprehensively examine the concept of ethical leadership and its impact on organizational commitment and performance based on the results of previous research. The research method used is a literature review with a qualitative approach, involving the examination of reputable national and international journal articles, as well as relevant books and scientific publications. Data was collected by searching scientific databases such as Scopus, Google Scholar, and SINTA, and then analyzed using thematic and comparative analysis. The study results indicate that ethical leadership, characterized by integrity, fairness, responsibility, and transparency, has a positive influence on organizational commitment, particularly affective and normative commitment. Additionally, ethical leadership has also been shown to improve organizational performance both directly and indirectly thru increased employe motivation, trust, and commitment. This finding confirms that the implementation of ethical leadership is a strategic factor in sustainably improving organizational commitment and performance.

Keywords: Ethical Leadership, Commitment, Organizational Performance

INTRODUCTION

Modern organizations today face increasingly complex challenges as globalization, digitalization, and fierce competition evolve. The pressure to meet performance targets often pushes organizations to disregard ethical values and integrity. This condition has the potential to create various problems, such as abuse of power, internal conflict, and decreased employe trust. If not managed well, these challenges can negatively impact

organizational sustainability (Amri et al., 2024). Therefore, organizations are required not only to focus on achieving results, but also on how those results are achieved. Integrity and performance must be balanced for an organization to survive in the long run.

In facing these challenges, leadership plays a very strategic role in determining the direction and culture of the organization. Leaders are not only responsible for directing and supervising, but also for setting an example in their attitude and actions. Leadership that disregards ethical values has the potential to create an unhealthy and unjust work environment (Limon, 2022). Conversely, ethical leadership can build trust and a sense of security in the workplace. This shows that the quality of leadership is crucial to the success of an organization. Therefore, attention to ethical aspects in leadership is becoming increasingly important.

Ethical leadership is defined as a leader's ability to demonstrate behavior that aligns with moral norms, the value of honesty, and social responsibility. Ethical leaders act fairly, transparently, and consistently between their words and deeds. This behavior sets a positive example for employees in carrying out their duties and responsibilities (Bieńkowska & Tworek, 2023). With ethical leadership, organizations can create a conducive and mutually respectful work environment. A healthy work climate fosters harmonious working relationships. This condition serves as an important foundation for improving organizational performance.

Beside fostering a healthy work climate, ethical leadership also influences employee attitudes and behaviors. Employees tend to feel valued when leaders demonstrate integrity and fairness in decision-making. That feeling of being valued will increase employees' emotional attachment to the organization. This attachment is known as organizational commitment, which reflects employees' loyalty and willingness to contribute optimally (Syaifulloh, 2025). High organizational commitment leads to low turnover rates and increased work motivation (Tabiu, 2023). Thus, ethical leadership becomes an important factor in building employee commitment.

Organizational commitment is one of the indicators of an organization's success in managing human resources. Highly committed employees will exhibit a positive attitude toward their work and the organization. They tend to work harder, be more responsible, and be oriented toward achieving organizational goals (Masroni et al., 2024). Organizational commitment also serves as a link between leadership values and the performance outcomes achieved. Without strong commitment, various

organizational policies and strategies are difficult to implement effectively (Mahmoud Hassan & Saad, 2024). Therefore, organizational commitment becomes a crucial aspect that leaders need to pay attention to.

Organizational performance is a key indicator used to assess the success of an organization. Performance is not only measured by financial aspects, but also by effectiveness, efficiency, and quality of work. Ethical leadership contributes to improved performance by creating a fair and transparent work environment. Such a work environment encourages employees to work with full responsibility and trust (Ashley-Osuzoka, 2024). Previous research indicates that organizations with ethical leaders tend to have more stable and sustainable performance (Mastuti et al., 2025). This confirms the importance of integrating ethics and performance in leadership practice.

Based on the description, it can be concluded that ethical leadership plays a central role in maintaining integrity, building commitment, and improving organizational performance. The challenges of modern organizations require leaders to be not only managerially competent but also grounded in ethical values. A literature review on ethical leadership and its impact on organizational commitment and performance is important to conduct. Thru this study, a comprehensive understanding of the relationship between these variables can be obtained. The study results are expected to contribute theoretically and practically to the development of management science. Additionally, this study can also serve as a reference for organizations in implementing ethical and sustainable leadership.

RESEARCH METHOD

This research uses a qualitative approach with the literature review method to analyze the concept of ethical leadership and its impact on organizational commitment and performance. This approach was chosen because it allows researchers to gain a comprehensive understanding by synthesizing the results of previous studies. A literature review was conducted by examining reputable national and international journal articles, as well as textbooks and scientific publications relevant to the research topic. Data sources were selected selectively, considering their relevance, credibility, and contribution to the development of leadership theory and organizational management. Thus, the data used is expected to provide a complete and in-depth picture of the phenomenon being studied.

Data collection techniques were carried out by searching various scientific databases, such as Scopus, Google Scholar, and SINTA, using keywords related to ethical leadership, organizational commitment, and organizational performance. The articles obtained were then selected based on the year of publication, journal quality, and relevance to the research topic. The data analysis techniques used are thematic and comparative analysis, which involves grouping research findings based on major themes and comparing results across studies. Through this analysis, researchers can identify patterns of relationships, similarities, and differences in the findings of previous studies. The results of the subsequent analysis are used to draw conclusions and formulate theoretical and practical implications from the literature review conducted (Snyder, 2019; Tranfield et al., 2003).

RESULT AND DISCUSSION

Concepts and Dimensions of Ethical Leadership

Ethical leadership is a leadership concept that emphasizes moral behavior and ethical values in the process of leading an organization. Experts define ethical leadership as a leader's ability to influence subordinates through actions that align with moral norms, honesty, and justice. Ethical leaders are not only focused on achieving organizational goals, but also consider the impact of decisions on employees and stakeholders. This concept places ethics as the primary foundation in the decision-making process (Clark & Marc-Aurele, 2024). Thus, ethical leadership becomes a relevant approach in addressing the challenges of modern organizations. This approach emphasizes the balance between performance and moral values.

Some experts state that ethical leadership is reflected in the consistency between a leader's personal values and the behavior demonstrated within the organization. Ethical leaders act in accordance with their beliefs, without contradiction between their words and actions. This consistency builds trust among organizational members. Trust is an essential element that supports leadership effectiveness. Without trust, leaders' instructions and policies are difficult for employees to accept (Sheikholeslami Kandelousi & Amiri, 2024). Therefore, ethical leadership demands high integrity from a leader.

Integrity is one of the core principles of ethical leadership, reflecting a leader's honesty and moral fortitude. A leader with integrity will perform their duties honestly and responsibly (Gireesan, 2024). Integrity also demands that leaders be brave enough to make the right decisions even when facing

pressure or risk. This attitude sets a positive example for employees in their daily tasks (Mauti & Nyambane, 2025). With integrity, organizations can build a work culture based on trust. That culture becomes an important asset in increasing organizational commitment and performance.

The principle of justice is also an important element in ethical leadership. Justice is reflected in the equal treatment of all employees without discrimination. Ethical leaders ensure that policies and decisions are made objectively and transparently. Fair treatment will increase employees' sense of security and job satisfaction. When employees feel they are treated fairly, they are likely to show positive attitudes toward the organization (Manda et al., 2025). Thus, justice plays an important role in creating harmonious working relationships.

Beside integrity and justice, responsibility is another key principle in ethical leadership. Ethical leaders are responsible for every decision and action they take. This responsibility includes a willingness to accept the consequences of decisions made. Leaders also demonstrate concern for employee well-being and organizational sustainability. A sense of responsibility strengthens the leader's legitimacy in the eyes of employees (Young & Kulnieks, 2022). This fosters the creation of trusted and respected leadership.

Transparency is an ethical leadership principle related to openness in communication and decision-making. Transparent leaders provide clear and honest information to employees. This openness reduces misunderstandings and increases employee participation in the organization. Transparency also helps build trust and accountability (Serhane, 2025). With transparency, employees feel involved in the organizational process. This has a positive impact on the work climate and team performance.

In an organizational context, ethical leadership has several measurable dimensions and indicators. These dimensions include the moral behavior of leaders, fairness in decision-making, social responsibility, and information transparency. Ethical leadership indicators can be seen in how leaders interact with employees and resolve conflicts. Additionally, consistency between organizational values and leader actions is also an important indicator (Alibašić, 2025). These dimensions and indicators are used in various studies to assess the level of ethical leadership. By understanding these dimensions, organizations can develop ethical and sustainable leadership.

Ethical Leadership and Organizational Commitment

Organizational commitment is an important concept in human resource management that describes the level of an individual's attachment to the organization where they work. Experts define organizational commitment as a psychological state that reflects employees' willingness to remain part of the organization. This commitment influences employees' attitudes, behaviors, and loyalty toward the organization. Employees with high commitment tend to show better performance and lower absenteeism rates (Hakimi & NULL, 2025). Additionally, organizational commitment also plays a role in maintaining the stability and sustainability of the organization (Sidal & Akbaba, 2023). Therefore, organizational commitment has become a central focus in various studies of organizational behavior.

Organizational commitment is generally distinguished into three types: affective commitment, normative commitment, and continuance commitment. Affective commitment refers to employees' emotional attachment to the organization. Employees with high affective commitment feel proud and happy to be part of the organization. Normative commitment relates to a sense of moral obligation to remain with the organization (Akmal et al., 2024). Meanwhile, continuous commitment is based on considering the costs and benefits of leaving the organization. These three types of commitment are complementary in forming employee loyalty.

Ethical leadership plays a strategic role in shaping organizational commitment, particularly affective and normative commitment. Leaders who demonstrate integrity, fairness, and responsibility will foster a sense of trust among employees. That trust becomes the basis for the emergence of emotional attachment to the organization. When employees feel treated fairly and valued, they tend to develop stronger loyalty (Jio et al., 2025). Additionally, ethical leadership also fosters a sense of moral obligation to support organizational goals. Thus, ethical leadership contributes directly to strengthening organizational commitment.

The mechanism of ethical leadership's influence on employee commitment can be explained through social exchange theory. In this context, the ethical behavior of leaders is perceived as a form of support and care for employees. The employees then reciprocated the treatment by showing a positive attitude and higher commitment. This reciprocal relationship strengthens the bond between employees and the organization. Ethical leadership also creates a sense of psychological safety in the work

environment. This safety encourages employees to be more engaged and committed (Kumar & Ramraj, 2025).

Beside social exchange, ethical leadership also influences commitment by shaping organizational values and culture. Ethical leaders serve as role models who instill the values of honesty and responsibility. These values are then internalized by employees in their daily work behavior. This process of internalizing values strengthens the alignment between individual and organizational goals. When employees' personal values align with organizational values, normative commitment tends to increase (Basilio, 2025). This indicates that ethical leadership plays a crucial role in building an ethically-oriented organizational culture.

Various empirical studies show a positive relationship between ethical leadership and organizational commitment. Previous research findings indicate that ethical leadership significantly influences the increase in employees' affective commitment (Santiago-Torner, 2025). Some studies also show the influence of ethical leadership on normative commitment through fairness and trust. However, the influence on continuous commitment tends to be weaker because this factor is more influenced by economic considerations. These findings reinforce the role of ethical leadership in building employee engagement (Basnet & Neupane, 2025). Thus, ethical leadership becomes an important factor in human resource management.

Overall, it can be concluded that ethical leadership has a significant contribution to the formation of organizational commitment. Ethical leadership not only influences employees' emotional attitudes but also shapes their moral obligations to the organization. Through trust, fairness, and example, ethical leaders are able to strengthen employee loyalty. Strong commitment has a positive impact on organizational stability and performance. Therefore, organizations need to develop and implement leadership practices based on ethical values. This effort is expected to enhance the overall organizational commitment and sustainability.

Ethical Leadership and Organizational Performance

Organizational performance is a concept used to assess the level of success an organization has in achieving its established goals. Performance is not only measured by financial aspects, but also includes effectiveness, efficiency, service quality, and organizational sustainability. Experts view organizational performance as the result of the collective work processes of all organizational members (Rabbi et al., 2026). Therefore, performance

reflects the organization's ability to manage resources optimally. Good performance indicates that the organization's strategy, structure, and culture are aligned. Thus, organizational performance becomes a key indicator in assessing organizational competitiveness.

Organizational performance measurement indicators are multidimensional and tailored to the organization's characteristics. Financial indicators include profitability, revenue growth, and cost efficiency. Meanwhile, non-financial indicators encompass productivity, work quality, customer satisfaction, and innovation. Some organizations also use human resource indicators, such as employee absenteeism and turnover rates. The use of comprehensive indicators allows for more accurate performance evaluation (Saad, 2025). Therefore, organizational performance measurement needs to be conducted systematically and continuously.

Ethical leadership plays a crucial role in driving improved organizational performance by fostering a positive work environment. Ethical leaders foster trust and a sense of fairness among employees. This condition encourages employees to work more responsibly and with greater commitment. Ethical leadership also plays a role in shaping a safe and supportive work environment. A conducive work climate increases employee engagement and morale. Thus, ethical leadership becomes a key factor in improving organizational performance (Ramos-Maçães & Román-Portas, 2022).

Beside creating a healthy work environment, ethical leadership directly impacts employee work motivation. Honest and fair leaders objectively recognize employee contributions. This recognition increases employee satisfaction and intrinsic motivation. High motivation encourages employees to perform at their best. Ethical leadership also reduces workplace conflict and stress, which can hinder productivity (Ndou & Agbenyegah, 2022). Therefore, motivation becomes one of the main mechanisms of the influence of ethical leadership on performance.

The relationship between ethical leadership and organizational performance can be direct or indirect. The direct influence is evident in the leader's behavior, which encourages compliance with rules and work standards. Ethical leaders ensure that work processes align with the organization's values and goals. Meanwhile, indirect influence occurs through mediating variables such as job satisfaction, organizational commitment, and employee trust. These variables strengthen the relationship between ethical leadership and performance (Rai & Koodamara, 2025). Thus, ethical leadership has a comprehensive impact on organizational performance.

Various empirical studies show a positive relationship between ethical leadership and organizational performance. Previous studies have found that organizations with ethical leaders tend to have more stable and sustainable performance. Ethical leadership has been shown to improve employee productivity and work quality (Özkaya & Akin, 2023). Additionally, some studies have also revealed the mediating role of motivation and commitment in this relationship. These findings suggest that ethical leadership not only has a direct impact but also influences employees through psychological mechanisms (Andersson et al., 2023). Therefore, ethical leadership is a major concern in organizational research.

It can be concluded that ethical leadership is an important determinant of organizational performance. Ethical leadership is able to create a balance between achieving performance and applying moral values. By increasing employee motivation, commitment, and trust, ethical leadership has a positive impact on organizational work outcomes. The direct and indirect relationship between ethical leadership and performance confirms the complexity of the leader's role in an organization. Therefore, organizations need to integrate ethical values into leadership practices. This step is expected to sustainably improve the organization's performance.

CONCLUSION

Ethical leadership plays a crucial role in shaping employee behavior and attitudes within an organization. Ethical leadership characterized by integrity, fairness, responsibility, and transparency has proven capable of creating a healthy and conducive work environment. This work climate fosters trust and emotional attachment of employees to the organization. Through this mechanism, ethical leadership significantly contributes to increased organizational commitment, particularly affective and normative commitment. Employees who are ethically led tend to show loyalty and a willingness to contribute optimally. Thus, ethical leadership becomes an important foundation in sustainable human resource management.

Beside influencing commitment, ethical leadership also has a positive impact on organizational performance, both directly and indirectly. Literature reviews show that ethical leadership is capable of increasing employee work motivation, satisfaction, and trust, which ultimately impacts improved performance. This indirect relationship is mediated by organizational commitment and other psychological factors. Organizations with ethical leadership practices tend to have more stable, effective, and sustainable

performance. Therefore, integrating ethical values into leadership practices has become a strategic necessity for modern organizations. The findings of this study emphasize that ethical leadership is not only a moral imperative but also a crucial strategy for enhancing organizational commitment and performance.

REFERENCES

- Akmal, Azliyanti, E., & Rosha, Z. (2024). *Does Organizational Commitment, Ethical Leadership And Ethical Climate Affect On Deviant Behavior In The Workplace?* 2024. <https://doi.org/10.47233/jeps.v4i4.1779>
- Alibašić, H. (2025). Advancing Disaster Resilience: The Ethical Dimensions of Adaptability and Adaptive Leadership in Public Service Organizations. *Public Integrity*, 27(3), 209–221. <https://doi.org/10.1080/10999922.2024.2388285>
- Amri, U., Nellitawati, Syahril, & Rusdinal. (2024). The Impact of Instructional Leadership Organizational Culture and Organizational Commitment to Teacher Performance at Junior High School. *Pakistan Journal of Life & Social Sciences*, 22(2), 17231. <https://doi.org/10.57239/PJLSS-2024-22.2.001253>
- Andersson, C., Crevani, L., & Hallin, A. (2023). Leadership as Care-ful Co-directing Change: A Processual Approach to Ethical Leadership for Organizational Change. In R. T. By, B. Burnes, & M. Hughes, *Organizational Change, Leadership and Ethics*. Taylor & Francis. <https://doi.org/10.4324/9781003036395-7>
- Ashley-Osuzoka, J. K. (2024). *Leadership and Strategic Management: The Impact of Effective Leadership Skills on Organizational Performance*. <https://doi.org/10.20944/preprints202409.1484.v1>
- Basilio, G. J. (2025). Employees' trust in leadership and organizational commitment are the results ethical leadership. *Divine Word International Journal of Management and Humanities*, 4(1), 1381–1407. <https://doi.org/10.62025/dwijmh.v4i1.120>
- Basnet, B. J., & Neupane, R. K. (2025). Ethical Leadership and Organizational Commitment: Mediating Role of Psychological Empowerment. *NPRC Journal of Multidisciplinary Research*, 2(3), 228–240. <https://doi.org/10.3126/nprcjmr.v2i3.76297>
- Bieńkowska, A., & Tworek, K. (2023). *Leadership Styles and Job Performance: The Impact of Fake Leadership on Organizational Reliability*. Routledge. <https://doi.org/10.4324/9781032664194>
- Clark, L. L., & Marc-Aurele, J. (2024). Ethical Considerations in Leadership. In *An Occupational Perspective on Leadership* (pp. 93–102). Routledge. <https://api.taylorfrancis.com/content/chapters/edit/download?identifierName=doi&identifierValue=10.4324/9781003525240-9&type=chapterpdf>

- Gireesan, K. (2024). Concepts and Dimensions of Leadership. In K. Gireesan & J. Chathukulam (Eds.), *Democracy, Leadership and Governance – Application of Artificial Intelligence: A Machine-Generated Overview* (pp. 203–241). Springer Nature. https://doi.org/10.1007/978-981-99-7735-2_4
- Hakimi, H., & NULL. (2025). Ethical Leadership and Its Role in Organizational Commitment. *Business Ethics and Leadership*, 9(2), 65–82.
- Jio, W., Kant, S., & Lemi, K. (2025). The Influence of Ethical Leadership on Organizational Citizenship Behavior by the Mediating Role of Organizational Commitment in Ethiopia. In *Humanizing the Hyperconnected Workplace* (pp. 221–248). IGI Global Scientific Publishing. <https://doi.org/10.4018/979-8-3693-8171-7.ch008>
- Kumar, J. A., & Ramraj, A. B. (2025). The Role of Ethical Climate and Leadership in Shaping Work Commitment and Organizational Behaviour. In *Advances in Ethical Work Climate and Employee Well-Being* (pp. 67–92). IGI Global Scientific Publishing. <https://doi.org/10.4018/979-8-3693-8819-8.ch004>
- Limon, İ. (2022). Relationship between Empowering Leadership and Teachers' Job Performance: Organizational Commitment as Mediator. *Journal of Theoretical Educational Sciences*, 15(1), 16–41. <https://doi.org/10.30831/akukeg.945201>
- Mahmoud Hassan, A., & Saad, M. (2024). Organizational Agility and its Impact on Organizational Performance through Visionary Leadership and Organizational Competitive Capabilities in Hospitals in Egypt. *Journal of Theoretical Educational Sciences*, 17(1), 1–15. <https://doi.org/10.21608/jces.2024.414780>
- Manda, V. K., Christy, V., & Jitta, M. R. (2025). Ethical AI and Decision-Making in Management Leadership. In *Ethical Dimensions of AI Development* (pp. 197–226). IGI Global Scientific Publishing. <https://doi.org/10.4018/979-8-3693-4147-6.ch009>
- Masroni, Syaifulloh, M., Afridah, N., & Riono, S. B. (2024). The Influence of Job Characteristics, Employee Competence and Self-Efficacy on Employee Performance in Building B PT BIG Brebes Regency. *IJESSR: International Journal of Economics and Social Sciences Research*, 2(3), 36–50.
- Mastuti, R. A., Sucipto, H., Afrida, N., & Syaifulloh, M. (2025). Pengaruh Kualitas Pelayanan, Kinerja Pegawai dan Disiplin Kerja terhadap Kepuasan Masyarakat (Studi Kasus pada Kantor Desa Limbangan—Kersana). *JUMBIWIRA: Jurnal Manajemen Bisnis Kewirausahaan*, 4(2), 531–549. <https://doi.org/10.56910/jumbiwira.v4i2.2730>
- Mauti, J. M., & Nyambane, A. K. (2025). Ethical Dimensions of Transformative Leadership: Advancing Equity in Technology-Driven Higher Education. *Editon Consortium Journal of Educational Management and Leadership*, 6(1), 32–46. <https://doi.org/10.51317/ecjempl.v6i1.642>

- Ndou, J. M., & Agbenyegah, A. T. (2022). The Influence of Ethical leadership and Organizational Culture on Employee Commitment in the South Africa Local Government Municipality. *International Journal of Economics and Business Administration X*, 41–58.
- Özkaya, E., & Akin, M. A. (2023). Analysis of the Relationship Between Transformational Leadership and Organizational Commitment According to Teacher Perceptions. *Kastamonu Education Journal*, 31(1), 109–120. <https://doi.org/10.24106/kefdergi.1246446>
- Rabbi, M. F., Park, Y., Aggarwal, J., & Sabharwal, M. (2026). Effect of Ethical Leadership on Affective Organizational Commitment and the Mediating Role of Ethical Environment. *Public Integrity*, 28(1), 93–111. <https://doi.org/10.1080/10999922.2025.2490406>
- 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*. <https://doi.org/10.1108/IJOES-07-2024-0194>
- Ramos-Maçães, M.-A., & Román-Portas, M. (2022). The effects of organizational communication, leadership, and employee commitment in organizational change in the hospitality sector. *Communication & Society*, 89–106. <https://doi.org/10.15581/003.35.2.89-106>
- Saad, M. A. (2025). Quality of Work Life as a Mediator between Ethical Leadership and Organizational Commitment for Sustainability in STC. *European Journal of Sustainable Development*, 14(2), 543–543.
- Santiago-Torner, C. (2025). Ethical leadership and organizational commitment in the Colombian electricity sector: The importance of work self-efficacy. *Tec Empresarial*, 19(1), 68–90. <https://doi.org/10.18845/te.v19i1.7579>
- Serhane, S. (2025). *The Multifaceted Nature of Corporate Social Responsibility: Exploring the Economic, Legal, Ethical, and Philanthropic Dimensions*. https://www.researchgate.net/profile/Serhane-Samia/publication/390488397_ISSN_online_-2520-6311_ISSN_print_-2520-6761_The_Multifaceted_Nature_of_Corporate_Social_Responsibility_Exploring_the_Economic_Legal_Ethical_and_Philanthropic_Dimensions/links/67efde3e9b1c6c487777d905/ISSN-online-2520-6311-ISSN-print-2520-6761-The-Multifaceted-Nature-of-Corporate-Social-Responsibility-Exploring-the-Economic-Legal-Ethical-and-Philanthropic-Dimensions.pdf
- Sheikholeslami Kandelousi, N., & Amiri, Z. (2024). *A Review of Ethical Leadership Dimensions and Its Role in Organizations* (SSRN Scholarly Paper 4929370). Social Science Research Network. <https://doi.org/10.2139/ssrn.4929370>

- Sidal, Ö., & Akbaba, A. (2023). The Moderating Role of Ethical Leadership In the Relationship Between Person-Organization Fit and Organizational Commitment: A Case Study In Accomodation Establishments. *Anemon Muş Alparslan Üniversitesi Sosyal Bilimler Dergisi*, 11(3), 857–886. <https://doi.org/10.18506/anemon.1290461>
- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333–339. <https://doi.org/10.1016/j.jbusres.2019.07.039>
- Syaifulloh, M. (2025). Impact Of Lecturers' Quality Of Life On Academic Welfare And Productivity In Private Higher Education Institutions. *Journal of Information Systems Engineering and Management*, 10(35s), 758–767. <https://doi.org/10.52783/jisem.v10i35s.6054>
- Tabiu, A. (2023). Impact of ethical leadership, HRM practices and ethical climate on organizational citizenship behaviors in Nigerian local governments. *International Journal of Public Leadership*, 19(3), 229–245. <https://doi.org/10.1108/IJPL-06-2022-0038>
- Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review. *British Journal of Management*, 14(3), 207–222. <https://doi.org/10.1111/1467-8551.00375>
- Young, K., & Kulnieks, A. (2022). Leadership in Eco-Justice Environmental Educational Practice: A Case for Climate Change Curricula through Poetic Inquiry that Involves Storytelling and Walking the Land. In *Justice and Equity in Climate Change Education*. Routledge.