



INFLUENCE OF SERVANT LEADERSHIP ON EMPLOYEE'S PERFORMANCE MEASURED BY ENTREPRENEURSHIP PASSION AND ETHICAL BEHAVIOR

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Abstract

Excellent employees are very important in managing a hospital so that this institution can compete with other health services and survive. This study aims to test and explain the causal relationship between the influence of servant leadership on employee performance through entrepreneurial passion and ethical behavior. This type of research is descriptive with a quantitative approach. There are 151 respondents who are employees at the Oputa Yi Koo Heart and Blood Vessel Hospital. The results of the study indicate that the relationship between servant leadership and entrepreneurial passion is directly proportional so that better servant leadership is able to increase entrepreneurial passion. The same thing also happens between servant leadership and ethical behavior so that better servant leadership has an impact on increasing ethical behavior. Conversely, servant leadership is not directly proportional to employee performance so that higher servant leadership actually decreases employee performance. Entrepreneurial passion is also directly proportional to employee performance so that better entrepreneurial passion can improve employee performance. Moreover, ethical behavior is directly proportional to employee performance so that better ethical behavior has an impact on improving employee performance. Servant leadership has an impact on improving employee performance through increasing entrepreneurial passion and increasing servant leadership improves employee performance through increasing ethical behavior. The conclusion is that, based on the respondents' perceptions, the servant leadership indicator that contributes the most to explaining good servant leadership in hospital leaders is compassion, but the outer loading value points to the humility indicator.

Keywords: Servant Leadership, Employee Performance, Entrepreneurship Passion, Ethical Behavior

INTRODUCTION

Oputa Yi Koo Heart and Blood Vessel Hospital is the most magnificent hospital in Eastern Indonesia and provides luxurious facilities and senior specialist doctors of Heart, Blood Vessel and Brain. This hospital has a vision to become a referral hospital for heart, blood vessel and brain services in Eastern Indonesia. Its mission is to realize its vision to carry out comprehensive, sophisticated, international standard of health services based on professional ethics, increase the number of specialist, sub-specialist, paramedic and non-medical experts, organize medical education and research that produces superior graduates with national and international competitiveness, create a harmonious climate of cooperation based on family principles in all components of the hospital, and improve welfare based on justice for all employees.



The strategic role of human resources in an organization is very important because human resources are the only assets owned by the organization and can manage and optimize other resources owned by the organization to achieve the goals of the organization. Oputa Yi Koo Hospital is owned by the province of Southeast Sulawesi to support public health services in this province.

To achieve its goals, Oputa Yi Koo requires superior human resources so that this Hospital can continue to exist and compete with other health services. Superior human resources are considered important to achieve results in accordance with organizational goals. Therefore, the leadership of this hospital must know and understand what factors affect employee performance.

Conceptual Framework and Hypothesis

Employees have a strategic role in an organization because they are assets owned by the organization and can manage and optimize other resources of the organization to achieve its goals. Oputa Yi Koo Hospital is owned by the province of Southeast Sulawesi and is used to support public health services. Therefore, this hospital needs superior employees so that it can exist in its competition with others. To visually explain the relationship between the variables described above, the conceptual framework of this research is described in Fig. 1.

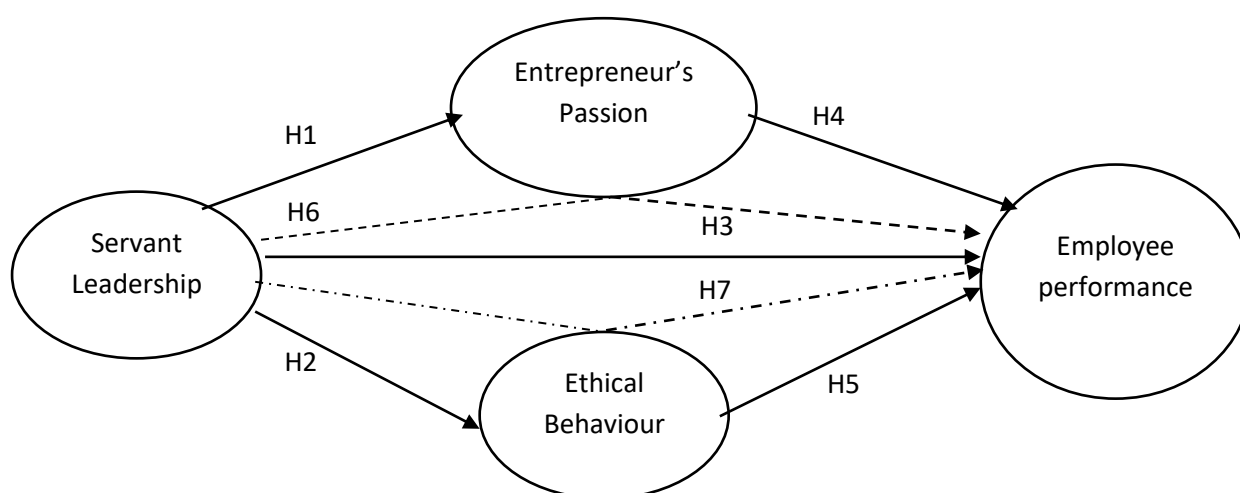


Figure 1. Conceptual Framework

The hypothesis is formulated as follows:

- H1: The influence of servant leadership on entrepreneur's passion
- H2: The influence of servant leadership on ethical behavior
- H3: The influence of servant leadership on employee performance
- H4: The influence of entrepreneur's passion on employee performance
- H5: The influence of ethical behavior on employee performance
- H6: The influence of servant leadership on employee performance mediated by entrepreneur's passion
- H7: The influence of servant leadership on employee performance mediated by ethical behavior

METHODS

Research Design



This research is descriptive with a quantitative approach to reveal the influence between variables expressed in numbers, explaining it by comparing it with existing theories and using data analysis techniques that are in accordance with the variables in the study. This study aims to test and explain the causal relationship between the influence of servant leadership on employee performance through entrepreneurship passion and ethical behavior. The location of this study is Oputa Yi Koo Heart and Blood Vessel Hospital. This study was conducted for two months from October to November 2024. The population of the study includes all civil servants / state civil apparatus with a total of 151 people as research respondents who are all used as samples and they work in 30 fields of manpower. The distribution of the population is presented in Table 1.

Table 1 Number of Employees at Oputa Yi Koo Hospital

NO	Employees and Field	Number of Employees		Total
		Male	Female	
1	Health Administration	4	11	15
2	Health Analyst		1	1
3	Anesthesiologist	1		1
4	Pharmacist	1	4	5
5	Assistant to Health Analyst		4	4
6	Assistant to Pharmacist		5	5
7	Midwife		8	8
8	Dentist	1		1
9	General Practitioner	4	9	13
10	Driver	5		5
11	Physiotherapist		1	1
12	Forensic expert		1	1
13	Nutritionists		2	2
14	IT operator	10	4	14
15	Environmental health expert		1	1
16	Accountants	3	4	7
17	Ners/Midwife	2	13	15
18	Nurses	1	8	9
19	Dentist	1	1	2
20	Plumber	2		2
21	Waiter		5	5
22	Psychologist		3	3
23	Medical Records		2	2
24	Receptionist	4	10	14
25	Clergy	1		1
26	Culinary expert		2	2
27	Automotive/Mechanical/Electric al Engineering	2		2
28	Electromedical Technician		2	2
29	Cardiology Technician		4	4
30	Transporter	3	1	4
Total		45	106	151

Source: Oputa Yi Koo Hospital 2024.



The types and sources of data in this study are primary and secondary data. This study uses a survey method with questionnaires and documentation. Data measurement uses a Likert scale, which includes an interval scale between 1 and 5 where a score of 1 is used to measure answers with low weight and a score of 5 for answers with high weight. In this study, the questionnaire is said to be reliable if the respondents' answers are sequential from time to time. An instrument is said to be reliable if it shows a Cronbach alpha value greater than 0.60 (Ghozali, 2011). Testing the research instrument was carried out using SPSS 26 software. The results of the instrument testing are presented in Table 2.

Table 2 Results of Instrument Validity and Reliability Tests

Research Variables	Items	Correlation Coefficient (r)	Significance Level	Results	Cronbach's Alpha	Results
Servant Leadership (X1)	X1.1.1	.688**	0.000	Valid	0.966	Reliable
	X1.1.2	.711**	0.000	Valid		
	X1.1.3	.748**	0.000	Valid		
	X1.1.4	.770**	0.000	Valid		
	X1.1.5	.810**	0.000	Valid		
	X1.2.1	.851**	0.000	Valid		
	X1.2.2	.676**	0.000	Valid		
	X1.2.3	.741**	0.000	Valid		
	X1.2.4	.852**	0.000	Valid		
	X1.2.5	.681**	0.000	Valid		
	X1.3.1	.750**	0.000	Valid		
	X1.3.2	.782**	0.000	Valid		
	X1.3.3	.782**	0.000	Valid		
	X1.3.4	.815**	0.000	Valid		
	X1.3.5	.857**	0.000	Valid		
	X1.4.1	.676**	0.000	Valid		
	X1.4.2	.795**	0.000	Valid		
	X1.4.3	.741**	0.000	Valid		
	X1.4.4	.743**	0.000	Valid		
	X1.5.1	.570**	0.001	Valid		
Entrepreneurship Passion (Y1)	X1.5.2	.624**	0.000	Valid	0.930	Reliable
	X1.5.3	.626**	0.000	Valid		
	X1.5.4	.651**	0.000	Valid		
	X1.5.5	.791**	0.000	Valid		
	Y1.1.1	.548**	0.002	Valid		
	Y1.1.2	.778**	0.000	Valid		
	Y1.1.3	.694**	0.000	Valid		
	Y1.1.4	.669**	0.000	Valid		
	Y1.1.5	.723**	0.000	Valid		
	Y1.2.1	.797**	0.000	Valid		
	Y1.2.2	.682**	0.000	Valid		
	Y1.2.3	.780**	0.000	Valid		
	Y1.2.4	.672**	0.000	Valid		



Research Variables	Items	Correlation Coefficient (r)	Significance Level	Results	Cronbach's Alpha	Results
Ethical Behaviour (Y2)	Y1.2.5	.815**	0.000	Valid	0.961	Reliable
	Y1.3.1	.743**	0.000	Valid		
	Y1.3.2	.655**	0.000	Valid		
	Y1.3.3	.784**	0.000	Valid		
	Y1.3.4	.701**	0.000	Valid		
	Y1.3.5	.694**	0.000	Valid		
	Y2.1.1	.754**	0.000	Valid		
	Y2.1.2	.764**	0.000	Valid		
	Y2.1.3	.815**	0.000	Valid		
	Y2.1.4	.884**	0.000	Valid		
	Y2.1.5	.831**	0.000	Valid		
	Y2.2.1	.795**	0.000	Valid		
	Y2.2.2	.660**	0.000	Valid		
	Y2.2.3	.859**	0.000	Valid		
	Y2.2.4	.831**	0.000	Valid		
	Y2.2.5	.827**	0.000	Valid		
	Y2.3.1	.720**	0.000	Valid		
	Y2.3.2	.868**	0.000	Valid		
	Y2.3.3	.868**	0.000	Valid		
	Y2.3.4	.732**	0.000	Valid		
	Y2.3.5	.867**	0.000	Valid		
Employee Performance (Y3)	Y3.1.1	.816**	0.000	Valid	0.969	Reliable
	Y3.1.2	.772**	0.000	Valid		
	Y3.1.3	.663**	0.000	Valid		
	Y3.2.1	.793**	0.000	Valid		
	Y3.2.2	.794**	0.000	Valid		
	Y3.2.3	.857**	0.000	Valid		
	Y3.3.1	.809**	0.000	Valid		
	Y3.3.2	.763**	0.000	Valid		
	Y3.3.3	.757**	0.000	Valid		
	Y3.4.1	.821**	0.000	Valid		
	Y3.4.2	.786**	0.000	Valid		
	Y3.4.3	.829**	0.000	Valid		
	Y3.5.1	.858**	0.000	Valid		
	Y3.5.2	.887**	0.000	Valid		
	Y3.5.3	.883**	0.000	Valid		
	Y3.6.1	.728**	0.000	Valid		
	Y3.6.2	.678**	0.000	Valid		
	Y3.6.3	.641**	0.000	Valid		
	Y3.7.1	.773**	0.000	Valid		
	Y3.7.2	.726**	0.000	Valid		
	Y3.7.3	.806**	0.000	Valid		
	Y3.8.1	.762**	0.000	Valid		
	Y3.8.2	.517**	0.003	Valid		
	Y3.8.3	.682**	0.000	Valid		



Research Variables	Items	Correlation Coefficient (r)	Significance Level	Results	Cronbach's Alpha	Results
	Y3.9.1	.592**	0.001	Valid		
	Y3.9.2	.547**	0.002	Valid		
	Y3.9.3	.670**	0.000	Valid		

Source: Primary data, processed in 2025.

The results of the research instrument testing in table 2 show that in the instrument validity test, the correlation coefficient (r) value is > 0.3 for each item and this result can be interpreted that all items have a strong or valid correlation. The results of the instrument reliability test in table 2 also indicate that the Cronbach's Alpha value for each variable is α value > 0.6 and with this result the research instrument for each variable is said to be reliable.

Data Analysis Methods

The data analysis method uses descriptive and inferential statistics, namely the Structural Equation Model (SEM) involving Smart PLS software version 4.1.3.

RESULTS

Respondent Characteristics

The number of respondents was 151 employees. The purpose of descriptive analysis is to provide a comprehensive picture of the research object which includes the characteristics of respondents according to gender, age, last education and length of service. The characteristics of these respondents are described in detail as follows.

Gender

In general, there are no consistent differences between men and women in problem solving, analytical skills, competitive drive, motivation, sociability or learning ability (Robbins, 2003).

Table 3 Description of Respondents' Gender

No	Gender	Frequency (Individual)	Percentage (%)
1	Male	45	29.80
2	Female	106	70.20
	Total	151	100.00

Source: Primary Data, processed in 2025.

Table 3 shows the proportion of the dominant number of female respondents of 106 respondents (70.20%) compared to males totaling 45 (29.80%). This proportion indicates that females are indeed very much needed because they have patience and pay attention to details with accuracy; therefore, they are appropriate.

Age

Descriptive data on the age of Heart Hospital employees can be seen in Table 4.

Table 4 Description of Respondent Age



No	Age	Frequency (Individual)	Percentage (%)
1	<30	61	40.40
2	30 -39	58	38.41
3	40 - 49	28	18.54
4	> 49	4	2.65
Total		151	100.00

Source: Primary Data, processed in 2025.

Based on table 4, 40.40% (61 respondents) were aged < 30 years, 38.41% (58) aged 30 - 39, 18.54% (28) aged 40 - 49, and 2.65% (4) aged > 49 years. Thus, the average age of employees (who are civil servants) in this hospital is >30 years old and it can be said that they are relatively young. At that age, they have good physical abilities and productivity, but in terms of experience and decision making, they are still relatively lacking.

Working period

Descriptive data on length of service can be seen in Table 5.

Table 5 Description of Respondents' Working Period

No	Working Period	Frequency (Individual)	Percentage (%)
1	≤ 5	43	28.48
2	6 - 10	33	21.85
3	11 - 15	28	18.54
4	16 - 20	26	17.22
5	> 20	21	13.91
Total		151	100.00

Source: Primary Data, processed in 2025.

Table 5 shows that around 43 respondents (28.48%) have worked < 5 years, 33 respondents (21.85%) around 6-10 years, and 28 respondents (18.54%) around 11-15 years. as many as 26 respondents (17.22%) have a working period of 16-20 years and 21 respondents (13.91%) around > 20 years. This means that they are people who are relatively experienced but because this hospital is the first heart hospital in Southeast Sulawesi they have to learn a lot especially to understand the characteristics of patients and families of heart and blood vessel patients when they provide services.

Education

Descriptive data on respondents' education can be seen in Table 6.

Table 6 Description of Respondent's Educational Level

No	Level of Education	Frequency (Individual)	Percentage (%)
1	High School Graduates	17	11.26
2	DIPLOMA Graduates	27	17.88
3	S1 Graduates	99	65.56



4	S2	8	5.30
Total		151	100.00

Source: Primary Data, processed in 2025.

Table 6 shows that 99 respondents (65.56%) have a Bachelor's degree, 27 respondents (17.88%) Diploma graduates, and 17 respondents (11.26%) are high school graduates, but only eight respondents (5.30%) are postgraduate graduates (S2).

SEM PLS Analysis

The SEM SmartPLS version 4.0 is used to test the Outer Model to obtain the validity and reliability of each indicator in each variable and the Inner Model which is intended to test the research hypothesis. By using the SmartPLS version 4.0 program, the loading results on the full model of this study are shown in Fig. 1.

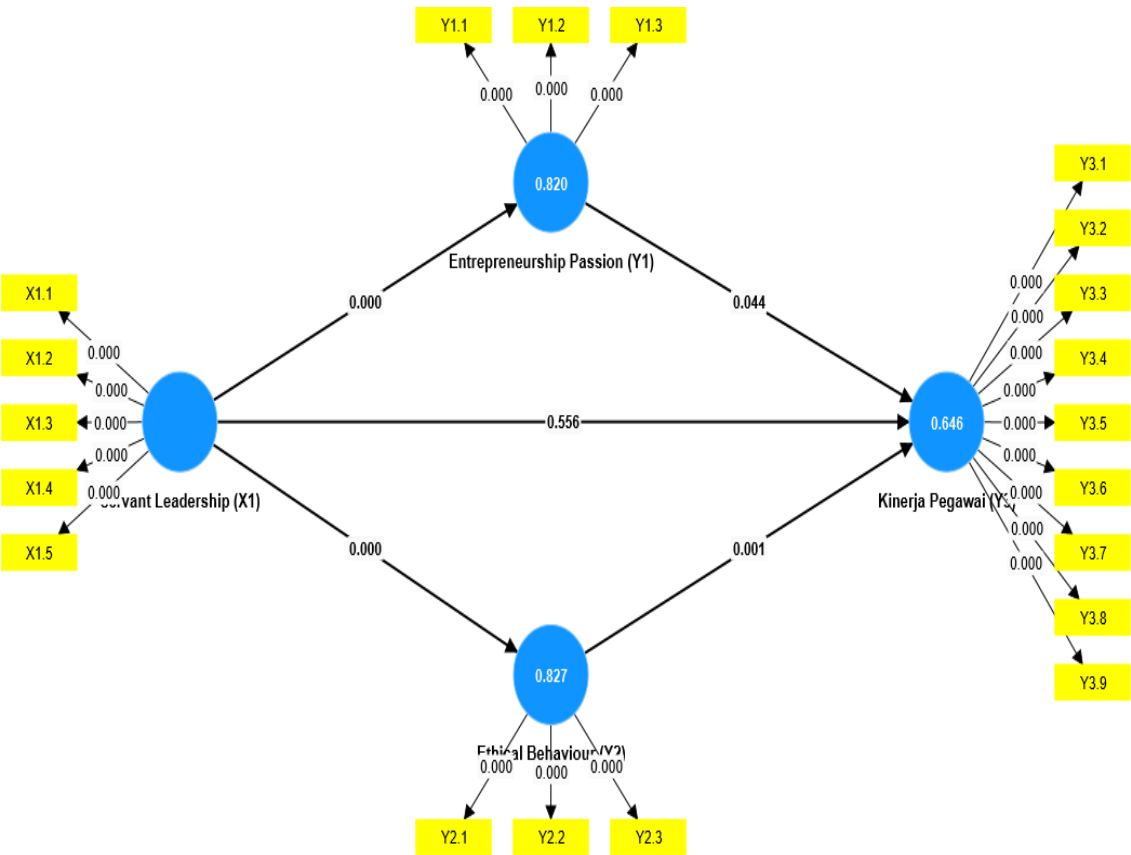


Figure 1 Results of Bootstrapping PLS 4.0

Validity Test

In this study, there are four latent variables with 13 indicators and the evaluation of the measurement model of the latent variables is based on substantive content, namely by comparing the magnitude of the relative weight and seeing the significance of the size of the weight (Chin in Solimun, 2008, 2010).

Servant Leadership Variable

The factor loading values for each servant leadership indicator can be seen in Table 7.

Table 7 Evaluasi Model Variabel Servant Leadership



Indicators	Outer Loadings	T-Statistic	P-Value
Love	0.953	74.828	0.000
Empowerment	0.918	43.240	0.000
Vision	0.948	70.157	0.000
Humility	0.958	90.344	0.000
Trust	0.946	66.937	0.000

Source: Smart PLS 4, processed in 2023.

From table 7, the five indicators have outer loadings values greater than 0.5 and are statistically significant because the P-value is less than 0.05. Based on the outer loadings value, the most dominant indicator in reflecting servant leadership is the humility, which is the main factor in servant leadership in Oputa Yi Koo to improve health services through the attitude and behavior of humble leaders; leaders do not hesitate to give praise to employees for their achievements, are willing to learn from employees and show respect to all parties, and prioritize service rather than showing their authority as leaders.

Entrepreneurship Passion Variable

The factor loading values for each entrepreneurship passion indicator can be seen in Table 8.

Table 8 Evaluation of the Entrepreneurship Passion Variable Model

Indicator	Outer Loadings	T-Statistic	P-Value
Passion for inventing	0.950	76.546	0.000
Passion for founding	0.946	66.340	0.000
Passion for developing	0.960	98.413	0.000

Source: Smart PLS 4, processed in 2025.

Table 8 shows three indicators that reflect the entrepreneurship passion variable and which have an outer loading value greater than 0.5, statistically, are declared significant because the p-value is smaller than 0.05. Based on the outer loading value, the most dominant indicator in reflecting entrepreneurship passion is passion for developing with an average value of 0.960 which shows the high entrepreneurship passion of hospital employees and because of the high passion of employees to develop especially the passion to maintain, their competence grows and expands in providing health services.

Ethical Behaviour Variable

The factor loading values for each ethical behavior indicator are presented in Table 9.

Table 9 Evaluation of Ethical Behavior Variable Model

Indicator	Outer Loadings	T-Statistic	P-value
Respect for others	0.958	74.222	0,000
Honest communication	0.969	94.886	0,000
Responsibility	0.962	87.535	0,000

Source: Smart PLS 4, processed in 2025.

Table 9 shows that the three indicators have outer loadings values greater than 0.5 and, statistically, this value is declared significant because the p-value is smaller than 0.05.



Based on the outer loadings value, of the three ethical behavior indicators, the honest communication indicator is the indicator that has the greatest contribution in reflecting employee ethical behavior. This means that, from the results of data processing, employee ethical behavior reflects that employees convey facts honestly even in difficult situations, avoid providing misleading or incomplete information, honestly explain the risks of each medical procedure to patients, ensure that every question from the patient is answered honestly and transparently in every communication related to the patient's condition.

Employee Performance Variables

The factor loading values for each employee performance indicator can be seen in Table 10.

Table 10 Evaluation of Employee Performance Variable Model

Indicator	Outer Loadings	T-Statistic	P-Value
Quantity	0.900	44.819	0.000
Quality	0.941	59.448	0.000
Time	0.942	58.908	0.000
Cost	0.928	48.690	0.000
Service Orientation	0.925	44.249	0.000
Employee Commitment	0.925	40.859	0.000
Work Initiative	0.943	55.953	0.000
Cooperation	0.929	43.327	0.000
Leadership	0.891	30.763	0.000

Source: Smart PLS 4, processed in 2025.

Based on Table 10, nine indicators that reflect employee performance variables have outer loadings values greater than 0.5 and, statistically, are declared significant because the p-value is smaller than 0.05. From the outer loading values, the work initiative indicator is the most dominant indicator to reflect the performance of hospital employees. Thus, the current employee performance is good, especially from the high employee work initiative who takes the initiative to help colleagues when they need help, does not hesitate to take additional steps to complete tasks well and always takes the initiative to find opportunities to provide new ideas that are useful.

Average Variance Extracted (AVE) Value

The results of the AVE value calculation are presented in Table 11.

Table 11 AVE Value

Variable	AVE
Servant Leadership (X)	0.893
Entrepreneurs Passion (Y1)	0.906
Ethical Behaviour (Y2)	0.927
Kinerja Pegawai (Y3)	0.856

Source: Smart PLS 3, processed in 2023.

Table 11 shows that the Average Variance Extracted (AVE) value is above 0.5 so that the requirements for convergent validity testing have been met. Therefore, all questionnaire items can be used for subsequent data analysis.



Reliability Test

The results of composite reliability between constructs and their indicators can be seen in Table 12.

Table 12 Composite Reliability

Variable	Composite Reliability
Servant Leadership (X)	0.967
Entrepreneurial Passion (Y1)	0,974
Ethical Behaviour (Y2)	0,982
Employee Performance (Y3)	0.976

Source: Smart PLS 4, processed in 2025.

The composite reliability value as seen in Table 12 shows that each construct has good reliability, which is above 0.7 and according to Chin (1998) (in Ghazali, 2012) a construct is said to have good reliability if its value is above 0.7. Referring to Chin's opinion, the results of the composite reliability of each construct are considered good and can be used in the analysis process because they have met the reliability requirements.

Q-Square Value

The results of the Goodness of Fit Model have been summarized in Table 13.

Table 13 R Square

Variable	R-Square
Servant Leadership (X)	0,820
Entrepreneurial Passion (Y1)	0,827
Ethical Behaviour (Y2)	0,646
Employee Performance (Y3)	

Source: Smart PLS 3, processed in 2023.

$$Q2 = 1 - (1-R12) * (1-R22) * (1-R32)$$

The calculation of Q-square using the R-square data in the two models above can be done as follows:

$$Q2 = 1 - (1 - 0,820) * (1 - 0,827) * (1 - 0,646)$$

$$Q2 = 0,989$$

Based on Table 13, the R-square of the entrepreneurial passion variable is 0.820 or 82.00%, which shows that the diversity of the entrepreneurial passion variable can be explained by the servant leadership variable by 82.00%, or in other words, the contribution of the servant leadership variable to entrepreneurial passion is 82.00%, while the remaining



18.00% is the contribution of other variables not discussed in this study. The R-square value of the ethical behavior variable is 0.827 or 82.7%. This shows that the diversity of the ethical behavior variable can be explained by the contribution of the servant leadership variable by 82.7% or in other words, the contribution of this variable to ethical behavior is 82.7%, while the remaining 17.3% is the contribution of other variables not examined in this study. The R-square value of the employee performance variable is 0.646 or 64.6%, which indicates that the diversity of employee performance variables can be explained by the contribution of the servant leadership, entrepreneurs' passion and ethical behavior variables of 64.6% or in other words, all three support employee performance by 64.6%, while the remaining 35.4% is the contribution of other variables that were not examined in this study.

The role model of entrepreneurial passion and ethical behavior in mediating the influence of servant leadership on employee performance provides a Q-square value of 0.989 which can be interpreted that the employee performance variable can be explained by the direct influence of servant leadership and the mediating role of entrepreneurial passion and ethical behavior by 98.9% while the remaining 1.1% is explained by other variables outside the model.

Hypothesis Testing

After using the PLS-SEM algorithm, an estimate is obtained of the structural model relationship, namely the path coefficient value that can be seen in the original sample value representing the hypothesized relationship between the constructs. The path coefficient has a standard value of approximately between -1 and +1 (the value can be smaller / larger but is usually between these limits). The estimated path coefficient close to +1 indicates a strong positive relationship (and vice versa for negative values) which is usually statistically significant (i.e., different from zero in the population) (Hair, et al., 2016: 195). The closer the estimated coefficient is to 0, the weaker the relationship is and very low values close to 0 are usually not significantly different from zero.

In addition to looking at the path coefficient value, the hypothesis testing procedure needs to be carried out with the bootstrapping process. The procedure in hypothesis testing is by comparing the P value with alpha (α) = 0.05 in the Path Coefficient table. A hypothesis is said to be accepted if the P Value is smaller ($<$) than alpha (α) = 0.05 in the Path Coefficient table after the bootstrapping process is carried out and conversely the hypothesis is said to be rejected if the P Value is smaller ($>$) than alpha (α) = 0.05 in the Path Coefficient table. This hypothesis testing is divided into 2 (two), namely direct effect and indirect effect / mediation hypothesis testing.

Direct Effect Hypothesis Testing

Based on the results of the bootstrapping process, the value of the direct effect coefficient in this research model can be obtained. In summary, the results of the path analysis calculations in this study are presented in the Table 14.

Table 14 Summary of Results of Direct Influence Path Analysis

Research Variable			Path Coefficient	P-Value	Annotation
Servant Leadership	→	Entrepreneurial Passion	0.906	0,000	Accepted
Servant Leadership	→	Ethical Behaviour	0.909	0,000	Accepted



Research Variable			Path Coefficient	P-Value	Annotation
Servant Leadership	→	Employee Performance	-0,099	0,556	Accepted
Entrepreneurial Passion	→	Employee Performance	0.338	0,044	Accepted
Ethical Behaviour	→	Employee Performance	0.580	0,001	Accepted

Source: PLS 4, processed in 2025.

The Influence of Servant Leadership on Entrepreneurs Passion

The first hypothesis proposed in this study is "servant leadership has a positive and significant effect on entrepreneurial passion". Table 14 shows the value of the path coefficient estimate between the influence of servant leadership on entrepreneurial passion of 0.906 and is positive. The P-Value of 0.000 is considered smaller than $\alpha = 0.05$ and this shows that servant leadership has a positive and significant effect on entrepreneurial passion. Based on this, the first hypothesis is accepted and the relationship between servant leadership and entrepreneurial passion in the study is directly proportional so that the better the servant leadership, the more it will increase entrepreneurial passion.

The Influence of Servant Leadership on Ethical Behavior

The second hypothesis proposed in this study is "servant leadership has a positive and significant effect on ethical behavior". Table 14 shows the value of the estimated path coefficient between servant leadership and ethical behavior of 0.909 and is positive. The P-Value of 0.000 is considered smaller than $\alpha = 0.05$ and this shows that servant leadership has a positive and significant effect on ethical behavior. Thus, the second hypothesis is accepted because servant leadership is directly proportional to ethical behavior, so the better the servant leadership, the more will it have an impact on increasing ethical behavior.

The Influence of Servant Leadership on Employee Performance

The third hypothesis proposed in this study is "servant leadership has a positive and significant effect on employee performance". Table 14 shows the value of the path coefficient estimate between the influence of servant leadership on employee performance of -0.099 and this is negative. The P-Value of 0.556 is considered greater than $\alpha = 0.05$ and this shows that servant leadership has a negative and insignificant effect on employee performance. So the third hypothesis is rejected which means that servant leadership is not directly proportional to employee performance where the higher the servant leadership, the lower the employee performance.

The Influence of Entrepreneurs Passion on Employee Performance

The fourth hypothesis is "entrepreneurial passion has a positive and significant effect on employee performance". Table 14 shows the value of the path coefficient estimate between the influence of entrepreneurial passion on employee performance is 0.338 and this is positive. The P-Value of 0.044 is smaller than $\alpha = 0.05$ and this shows that entrepreneurial passion has a positive and significant effect on employee performance. Thus, the fourth hypothesis is accepted and entrepreneurial passion is directly proportional to employee performance, and hence, the better the entrepreneurial passion, the more it will improve employee performance.



The Influence of Ethical Behavior on Employee Performance

The fifth hypothesis is "ethical behavior has a positive and significant effect on employee performance". Table 14 shows the value of the path coefficient estimate between ethical behavior and employee performance of 0.580 and this is positive. The P-Value of 0.001 is considered greater than $\alpha = 0.05$. This value shows that ethical behavior has a positive and significant effect on employee performance. Thus, the fifth hypothesis is accepted and ethical behavior is directly proportional to employee performance so that the better ethical behavior will have an impact on improving employee performance.

Indirect Effect Hypothesis Testing

This study, in addition to analyzing the direct influence of exogenous variables on endogenous variables, also analyzes the indirect influence through the mediating role of entrepreneurial passion and ethical behavior variables on the influence of servant leadership on employee performance. The results of the mediation role path analysis can be presented in the following Table 15.

Table 15 Results of Indirect Influence Analysis (Mediation)

Exogenous Variables	Intervening Variable	Endogenous Variables	Path Coefficient	P-Value	Annotation
Servant Leadership	Entrepreneurial Passion	Employee Performance	0.306	0,050	Accepted
Servant Leadership	Ethical Behaviour	Employee Performance	0.527	0,000	Accepted

Source: Smart PLS 4, processed in 2025.

The Influence of Servant Leadership on Employee Performance through Entrepreneurial Passion

Table 15 shows that the indirect effect of servant leadership on employee performance through entrepreneurial passion has a path coefficient value of 0.306 and a P-value of 0.050 equal to $\alpha = 0.05$, which means that entrepreneurial passion has a significant role in mediating the effect of servant leadership on employee performance. Thus, the eighth hypothesis is accepted and the results show that increasing servant leadership has an impact on increasing employee performance through increasing entrepreneurial passion.

The Influence of Servant Leadership on Employee Performance Through Ethical Behavior

Based on table 15, there is an indirect effect of servant leadership on employee performance through ethical behavior with a path coefficient value of 0.527 and a p-value of 0.000 smaller than $\alpha = 0.05$. With these results, ethical behavior has a significant role in mediating the effect of servant leadership on employee performance and thus, the seventh hypothesis is accepted. Servant leadership apparently improves employee performance through increased ethical behavior. To further ensure whether ethical behavior acts as a mediator in the effect of servant leadership on employee performance, testing using the Sobel test has been carried out.

DISCUSSION

This discussion examines the direct and indirect influences of variables on servant leadership, entrepreneurial passion, ethical behavior, and employee performance.

Servant Leadership on Entrepreneurial Passion



According to Vondey (2010), Servant Leadership is a leader who is very concerned about the growth and dynamics of the lives of followers, himself and his community, therefore he prioritizes these things over achieving personal ambitions (personal ambitious) and his own preferences. The results of this study indicate that servant leadership has a positive and significant effect on the entrepreneurial passion of employees at the Oputa Yi Koo Heart and Blood Vessel Hospital. This finding can be explained that a leader who cares deeply about the growth and dynamics of his followers' lives, himself and his community will treat employees well by creating a positive work climate, making fair decisions based on strong moral principles and providing guidance to employees with patience so that employees of the Oputa Yi Koo Heart and Blood Vessel Hospital are enthusiastic about finding new ways to improve the quality of health services, trying to develop creative ideas that help improve hospital operations, looking for ways to optimize the use of existing medical equipment and technology and trying to create innovative solutions to overcome challenges in patient care. The results of this study found that based on the respondents' perceptions, the servant leadership indicator that contributed the most to explaining the good servant leadership of the Oputa Yi Koo Heart and Blood Vessel Hospital leaders was love, but different from that indicated by the outer loading value, namely the humility indicator. Respondents' perceptions regarding the indicators of entrepreneurs' passion show that the indicator of passion for inventing is the indicator with the highest contribution in explaining the high entrepreneurial passion of employees at Oputa Yi Koo Heart and Blood Vessel Hospital, but the results of outer loading show that the indicator of passion for developing is the indicator with the highest role in explaining the high entrepreneurial passion of employees at Oputa Yi Koo Heart and Blood Vessel Hospital.

The findings explain that the servant leadership of the leaders of Oputa Yi Koo Heart and Blood Vessel Hospital, which is shown by always being humble, not hesitating to praise employees for their achievements, showing respect for all parties and prioritizing service rather than showing their authority as leaders, encourages employees to continue to improve their competence in the field of health services, contributing to the development of innovations that can improve the effectiveness of patient care, seeing the development of new methods as an opportunity to improve hospital services and being open to changes that can help the hospital develop better in the future. The results of this study support Greenleaf's opinion (1970) which states that Servant leadership or leadership that serves is a leadership that begins with a sincere feeling that arises from within the heart to serve, put the needs of followers as a priority, get things done together with others and help others in achieving a common goal. The findings of this study explain that the attitudes and behavior of the leaders of the Oputa Yi Koo Heart and Blood Vessel Hospital who are humble, do not hesitate to praise employees for their achievements, show respect for all parties and prioritize service rather than showing their authority as leaders have proven effective in increasing employee motivation to improve competence in the field of health services, contribute to the development of innovations that can improve the effectiveness of patient care, see the development of new methods as an opportunity to improve hospital services and be open to changes that can help hospitals develop better in the future. The results of this study expand on the empirical evidence of the research results of Abdelwahed et al (2023) which found that the right leadership style has proven effective in increasing employee entrepreneurial passion, the leadership style highlighted by Abdelwahed et al (2023) is a transactional leadership style. Abdelwahed et al (2023) recommend replacing the transactional leadership style with a servant leadership style and this is proven in this study which found that servant leadership is a determining factor which is very important in increasing the entrepreneurial spirit of employees in providing services in hospitals.



Servant Leadership and Ethical Behavior

Ethical behavior is behavior that is in accordance with generally accepted social norms, in relation to right and good actions because ethical behavior can determine the quality of individuals (employees) who are influenced by external factors and then become principles to be carried out in the form of behavior. In today's organizations, ethical behavior is the most important thing, especially in the decision-making process, or policies because small mistakes will have a big impact on the organization in the future (Arifiyani & Sukirno, 2012; Turunc et al., 2013). The results of this study found that servant leadership has a positive and significant effect on ethical behavior. This finding can be explained that the attitude and behavior of servant leadership (leadership that serves) has proven effective in improving the ethical behavior of employees in providing services to the community. The results of this study found that the indicator that contributed the most to explaining the ethical behavior of employees at the Oputa Yi Koo Heart and Blood Vessel Hospital according to respondents' perceptions was respect for others, but based on the outer loading indicator, the indicator that contributed the most to explaining the ethical behavior of employees was honest communication. This finding explains that servant leadership carried out by the leaders of the Oputa Yi Koo Heart and Blood Vessel Hospital has proven to be effective in increasing the ethical behavior of employees in providing health services to patients and their families, especially the most prominent behavior in providing services is that employees respect patients and their families very much, this is reflected in employees treating all patients patiently, listening carefully to every complaint or input from patients, maintaining the confidentiality of patient information with full responsibility and avoiding actions that can demean others.

According to Wedatama. P. B. & Sukaatmadja, (2019) ethical behavior of employees reflects the willingness of employees to convey the right and correct message when communicating with customers. This also involves the practice of only offering goods or services that can be given back to customers, and only promising things that can be realized and accounted for to customers. In addition, ethical behavior also includes the obligation to maintain the confidentiality of customer personal information. The results of this study support Wedatama's opinion. P. B. & Sukaatmadja, (2019) with the findings of this study which explain that servant leadership carried out by the leadership of the Oputa Yi Koo Heart and Blood Vessel Hospital is able to improve the ethical behavior of employees in providing health services to patients and their families which is reflected in employees treating all patients patiently, listening carefully to every complaint or input from patients, maintaining the confidentiality of patient information with full responsibility and avoiding actions that can demean others. The results of Taewoo Roh et al's (2023) study explain that servant leadership shows that servant leadership has a negative but insignificant effect on employee ethical behavior, where according to Taewoo Roh et al (2023) servant leadership which is expected to reduce negative ethical behavior of employees in the workplace has actually shown indications of a decrease in unethical employee behavior (negative behavior) but the leader's efforts in practicing servant leadership have not been optimal in influencing employee ethical behavior. The results of this study explain that the servant leadership behavior of leaders that has been carried out at the Oputa Yi Koo Heart and Blood Vessel Hospital has encouraged the improvement of ethical behavior of hospital employees in providing services to patients.

Servant Leadership and Employee Performance

Performance is how far the task/work is done/done by someone and is a comparison between work results and established standards (Gie, 1995; Desler, 2015). The results of this study indicate that servant leadership has a negative and insignificant effect on employee



performance. The results of this study explain that the attitude and behavior of leadership in managing the Oputa Yi Koo Heart and Blood Vessel Hospital by always being humble, not hesitating to give praise to employees for their achievements, showing respect for all parties and prioritizing service rather than showing their authority as a leader, is unable to improve employee performance, especially on employee work initiatives. This can be seen that directly the attitude and behavior of a humble leader cannot encourage employee motivation to take the initiative without orders to provide good health services to patients. Based on the respondents' perceptions, the indicator that has the highest contribution in explaining the good performance of employees at the Oputa Yi Koo Heart and Blood Vessel Hospital is high employee commitment. However, looking at the results of the outer loading, it shows that the indicator that has the highest contribution in explaining the performance of employees at the Oputa Yi Koo Heart and Blood Vessel Hospital is work initiative. Based on this, it can be explained that leaders whose attitudes and behavior in providing services are always humble, do not hesitate to praise employees for their achievements, show respect to all parties and prioritize service rather than showing their authority as leaders cannot directly make employees take the initiative to help colleagues when they need help, do not hesitate to take additional steps to complete tasks well and take the initiative to seek opportunities to provide new ideas that are useful. This finding can be explained that the humble behavior of leaders needs to be directed to improve employee entrepreneurial behavior and understand ethical behavior in their work, after which employees will improve their performance. This finding explains the need for leaders' efforts to properly manage employee behavior to encourage better employee performance including: quantity, quality, time, cost, service orientation, employee commitment, work initiative, cooperation, leadership.

The results of this study indicate that servant leadership has a negative but insignificant effect on employee performance, this finding explains that the efforts of leaders to work in managing hospitals and employees by always being humble, not hesitating to praise employees for their achievements, showing respect for all parties and prioritizing service rather than showing their authority as leaders cannot directly make employees take the initiative to help coworkers when they need help, not hesitate to take additional steps to complete tasks well and take the initiative to seek opportunities to provide new ideas that are useful. The findings of this study are not in line with the findings of Abdelwahed et al (2023) which revealed that servant leadership is very important in influencing employee psychology so that they are willing to improve their efforts even better in carrying out their duties. The results of this study support the findings of Agatha and Go's research (2021) which found that servant leadership is unable to directly improve employee performance, employees cannot improve their performance even though their leaders have paid good attention to them. The results of Agatha and Go's (2021) study are in line with the findings of this study which also found that leaders' efforts to work in managing hospitals and employees by always being humble, not hesitating to praise employees for their achievements, showing respect for all parties and prioritizing service rather than showing their authority as leaders cannot directly make employees take the initiative to help coworkers when they need help, not hesitate to take additional steps to complete tasks well and take the initiative to seek opportunities to provide new, useful ideas.

Entrepreneurial Passion and Employee Performance

The results of this study found that the indicator that plays the biggest role in explaining the high entrepreneurial passion of employees at the Oputa Yi Koo Heart and Blood Vessel Hospital according to respondents' perceptions is passion for inventing, which is the indicator that contributes the most to explaining the high entrepreneurial passion of



employees at the Oputa Yi Koo Heart and Blood Vessel Hospital. However, the results of the outer loading show that the passion for developing indicator is the indicator that plays the highest role in explaining the high entrepreneurial passion of employees at the Oputa Yi Koo Heart and Blood Vessel Hospital.

Entrepreneurial passion is a positive feeling that is consciously experienced by someone towards their involvement in entrepreneurial activities related to a meaningful and prominent role for the entrepreneur's self-identity (Newman et al., 2019). The results of this study found that the higher the motivation of employees to continue to improve their competence in the field of health services, the happier employees are to contribute to the development of innovations that can improve the effectiveness of patient care, the higher the employee's confidence that continuous self-development is very important in their profession, employees see the development of new methods as an opportunity to improve hospital services and employees are open to changes that can help the hospital develop better in the future will help employees take the initiative to help colleagues when they need help, employees do not hesitate to take additional steps to complete tasks well, employees always take the initiative to seek opportunities to provide new ideas that are useful

Entrepreneurial passion is a conscious, positive, and strong emotion experienced by entrepreneurs when participating in entrepreneurial activities (Hu et al., 2022). Someone who has an entrepreneurial passion will have positive feelings related to entrepreneurship that are driven by good motivation (Cahyo, 2022). The results of this study support the statement of Hu et al., (2022) which shows that the entrepreneurial passion of employees at the Oputa Yi Koo Heart and Blood Vessel Hospital has been able to create conscious, positive, and strong emotions experienced by employees as a form of entrepreneurship when participating in health service activities to the community, proven to be able to encourage increased employee performance, especially employees take the initiative to help coworkers when they need help, employees do not hesitate to take additional steps to complete tasks well, employees always take the initiative to look for opportunities to provide new ideas that are useful. According to Anantia et al., (2022) passion is a good character intake for entrepreneurship because passion is a driving force that can make entrepreneurs overcome limitations, failures, and challenges that are obtained, and also make a good effort in order to make the business they own a success.

The results of this study extend the empirical evidence of the opinion of Anantia et al., (2022) by explaining that the attitudes and behavior of employees at the Oputa Yi Koo Heart and Blood Vessel Hospital are reflected in the motivation of employees to continue to improve their competence in the field of high health services, employees are happy to contribute to the development of innovations that can improve the effectiveness of patient care, employees believe that continuous self-development is very important in their profession, employees see the development of new methods as an opportunity to improve hospital services and employees are open to changes that can help the hospital develop better in the future. In entrepreneurship, there is entrepreneurial passion which is the core of the success of a business. Passion provides energy in the form of individual motivation to persist in facing and resolving entrepreneurial difficulties. Often entrepreneurs who have passion also feel intrinsic motivation in themselves so that it can be said that passion is a form of intrinsic motivation in the psychological construct of entrepreneurial motivation and self-determination (Feng & Chen, 2020). The results of this study indicate that the entrepreneurial passion of employees at the Oputa Yi Koo Heart and Blood Vessel Hospital has been proven to be able to encourage increased employee performance, especially employees who take the initiative to help coworkers when they need help, employees do not hesitate to take additional steps to complete tasks well, employees always take the initiative to find opportunities to



provide new ideas that are useful. The results of Abdelwahed et al's (2023) study found that entrepreneurial passion is a factor.

Ethical Behavior and Employee Performance

The results of this study found that the indicator that contributed the most to reflecting the high ethical behavior of employees of the Oputa Yi Koo Heart and Blood Vessel Hospital in carrying out their duties in providing health services to the community according to respondents' perceptions was the indicator of respect for others, where according to respondents' perceptions, the ethical behavior of employees was very good, which was demonstrated by employees always respecting the opinions of their colleagues, employees treating all patients patiently, listening carefully to every complaint or input from patients, maintaining the confidentiality of patient information with full responsibility and avoiding actions that could demean others.

However, the indicators perceived by respondents were not in line with the results of outer loading which showed that the honest communication indicator was the indicator that played the highest role in reflecting employee ethical behavior. This ethical behavior of employees is demonstrated by employees by conveying facts honestly even in difficult situations, avoiding providing misleading or incomplete information, honestly explaining the risks of each medical procedure to patients, ensuring that every question from the patient is answered honestly and transparently in every communication regarding the patient's condition. The results of this study support the opinion of Khairunnisa et al., (2022) that ethical behavior of employees has a crucial role in maintaining long-term relationships with customers (Khairunnisa et al., 2022). The results of this study expand on the findings of Khairunnisa et al., (2022) by stating that ethical behavior of employees is very important in improving the performance of employees at the Oputa Yi Koo Heart and Blood Vessel Hospital. The results of this study differ from the results of the study by Tanoto and Tangkawarow (2022) which found that ethical behavior did not affect employee performance, where the findings of this study explain that ethical behavior has a positive and significant influence on employee performance. The results of this study indicate that the better the ethical behavior of employees of Oputa Yi Koo Heart and Blood Vessel Hospital which is shown by conveying facts honestly even in difficult situations, avoiding providing misleading or incomplete information, honestly explaining the risks of each medical procedure to patients, ensuring that every question from the patient is answered honestly and transparently in every communication regarding the patient's condition is proven to be able to improve employee performance, especially employee initiative which is reflected in employees taking the initiative to help colleagues when they need help, employees do not hesitate to take additional steps to complete tasks well, employees always take the initiative to seek opportunities to provide new ideas that are useful.

Servant Leadership and Employee Performance through Entrepreneurial Passion

The results of this study indicate that the servant leadership of the leader of the Oputa Yi Koo Heart and Blood Vessel Hospital is significantly able to improve employee performance through increasing employee entrepreneurs' passion. This result can be explained that the increasingly good servant leadership of the leader of the Oputa Yi Koo Heart and Blood Vessel Hospital has significantly increased employee performance through increasing entrepreneurs' passion.

The results of this study explain that the attitudes and behaviors of hospital leaders who prioritize service such as treating employees with love, increasing employee empowerment, the better their vision for the development of the Oputa Yi Koo Heart and



Blood Vessel Hospital will have an impact on employee entrepreneurial passion which is shown by being motivated to continue to improve competence in the field of health services, happy to contribute to the development of innovations that can improve the effectiveness of patient care, believe that continuous self-development is very important in their profession, see the development of new methods as an opportunity to improve hospital services and be open to changes that can help the hospital develop better in the future, which ultimately increases the entrepreneurial passion effectively increases the quantity of employee work, employee quality, time and cost efficiency, Service Orientation, Employee Commitment, Work Initiative, Cooperation, Leadership. The results of this study support the findings of Abdelwahed et al (2023) who found that employee entrepreneurial passions are important in improving employee performance and mediate the influence of servant leadership on employee performance.

The results of Abdelwahed et al's (2023) study explain that servant leadership carried out by leaders of health organizations in Pakistan includes love, empowerment, vision, humility and trust which has proven effective in improving employee performance in Pakistan by increasing the enthusiasm to create new methods and services, enthusiasm to take advantage of opportunities and enthusiasm to develop oneself sustainably. The results of this study support the findings of Abdelwahed et al (2023) who also found that servant leadership carried out by the leader of the Oputa Yi Koo Heart and Blood Vessel Hospital was able to make employees enthusiastic and motivated to continue to improve their competence in the field of health services, happy to contribute to the development of innovations that can improve the effectiveness of patient care, believe that continuous self-development is very important in their profession, see the development of new methods as an opportunity to improve hospital services and are open to changes that can help the hospital develop better in the future, the enthusiasm and motivation of these employees have an impact on improving employee quality, time and cost efficiency, Service Orientation, Employee Commitment, Work Initiative, Cooperation, Employee leadership in carrying out their duties to provide health services to the community.

Servant Leadership and Employee Performance through Ethical Behavior

The results of this study found that servant leadership has a positive and significant effect on employee performance through improving employee ethical behavior. These results explain that servant leadership carried out by the leader of Oputa Yi Koo Heart and Blood Vessel Hospital through a humble attitude and behavior in carrying out his duties running Oputa Yi Koo Heart and Blood Vessel Hospital by not hesitating to give praise to employees for their achievements, being willing to learn from employees, showing respect for all parties, prioritizing service rather than showing his authority as a leader and always being humble. This attitude and behavior make employees feel cared for and respected by their leaders so that they greatly appreciate their leaders by improving employee ethical behavior in providing services to patients and their families which is shown by conveying facts honestly even in difficult situations, avoiding providing misleading or incomplete information, honestly explaining the risks of each medical procedure to patients, ensuring that every question from the patient is answered honestly and transparently in every communication regarding the patient's condition. The increase in ethical behavior of employees encourages employees to work better as indicated by the increasing quality of their work, the quantity of work in accordance with the specified standards, the more efficient and effective employees in using time and costs, the better employee service orientation, the higher employee commitment, the increasing employee initiative, the better cooperation skills and the



employee leadership spirit in carrying out their duties and responsibilities in providing health services to the community is getting better.

The results of this study prove that the ethical behavior of hospital employees is an important factor that must be improved so that the attitude and behavior of leaders in implementing a servant leadership model will succeed in improving employee performance. The explanation of the results of this study above shows that employee ethical behavior is a variable that has a perfect mediating role which can be explained that servant leadership can only improve employee performance if the servant leadership of the leader is able to improve (ethical behavior).

The results of the study by Burton et al. (2017) found that servant leadership has a positive and significant effect on employee ethical behavior, and the findings of the study by Tanoto and Tangkawarow (2022) found that better ethical behavior will improve employee performance. The results of this study expand on the findings of the study by Burton et al. (2017) and Tanoto and Tangkawarow (2022) where the results of this study found that servant leadership is an important factor in improving employee ethical behavior in providing health services at the Oputa Yi Koo Heart and Blood Vessel Hospital but is unable to improve employee performance directly, except through improving employee ethical behavior. Based on these findings, it also explains that the role of ethical behavior in mediating the influence of servant leadership by the leader of the Oputa Yi Koo Heart and Blood Vessel Hospital in improving employee performance is perfect mediation.

Research Limitations

This research has been carried out with optimal efforts starting from the stage of preparing the research proposal to compiling the research report, but of course the expected results to approach perfection have not been able to be realized. Therefore, this study has limitations, namely this study only examines human resource management practices, work involvement, competency development and organizational performance from the perspective of the leader, even though if you want to know information about the four variables, information is also needed from employees who interact directly with the public using public services, employees who directly feel the effectiveness of human resource management practices, their level of involvement and perceived competency development. Therefore, to further reveal the role of human resource management practices on the performance of public service organizations through work involvement and competency development, the researcher recommends that future research include all employees as the unit of analysis in their research.

CONCLUSIONS

From this study, several conclusions can be drawn that servant leadership has a positive and significant effect on entrepreneurial passion and ethical behavior. Conversely, servant leadership has a negative and insignificant effect on employee performance. Entrepreneurial passion and ethical behavior have a positive and significant effect on employee performance. Servant leadership has a positive and significant effect on employee performance through entrepreneurial passion and ethical behavior.

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