# From Ethics to Effectiveness in Healthcare: Influence of Ethical Leadership, Work Environment & Job Security on Job Satisfaction

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**Abstract**

*In healthcare, ethical leadership (EL), work environment (WE), and job security (JS) have been widely studied, limited research has examined their integrated effects on job satisfaction through job performance in Pakistan's healthcare sector. The current study determines What is the influence of EL, WE & JS on Job Performance (JP)? What is the impact of EL, WE & JS on Job Satisfaction (JSA)? To what extend does JP mediates between EL, WE & JS and JSA? The study followed a quantitative cross-sectional methodology, employing purposive sampling to select respondents. Responses were collected from 276 doctors & pharmacists in Karachi and statistical analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The analysis confirms significant direct relationships of EL, WE, JS & JP with JSA. Similarly, EL and JS significantly relate to job performance (JP). In contrast, WE with JP and the mediating effect of JP between WE and JSA are insignificant. In addition, JP act as significant mediator between EL and JSA as well as JS and JSA. These findings provide practical guidance for policymakers, HR professionals, and healthcare leaders to strengthen ethical leadership, job security, and improve the work environments, thereby enhancing employee job performance and job satisfaction. Nevertheless, this study was limited to pharmacists and doctors in Karachi, which may constrain the broader applicability of the research findings. The results suggest that healthcare organizations should strengthen ethical leadership through targeted leadership development, implement performance management systems aligned with reward mechanisms, and establish clear job security policies to enhance employee performance and job satisfaction.*

***Keywords:*** *ethical leadership, healthcare sector, job performance, job satisfaction, job security and work environment.*

## Introduction

Healthcare organizations are recognizing ethical leadership as a strategic resource for improving employee performance and

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organizational effectiveness. Leaders who practices integrity, fairness, transparency, and ethical decision-making build trust in management, promote collaboration, and improve service quality (Islam et al., 2024). However, healthcare systems are facing workforce shortages, demanding working conditions and employee retention challenges. The World Health Organization has projected a global shortage of approximately 18 million healthcare workers by 2030, particularly in low to lower-income countries. The workforce gap highlights the importance of organizational practices that impacts the employee performance and satisfaction (Al Nahyan et al., 2026).

For developing countries such as Pakistan, healthcare challenges are additional difficulties arising from employment uncertainty, limited organizational resources and growing work demand. Consequently, these conditions are requiring effective organizational practices that improve employees job performance and job satisfaction, as both are critical for service quality, organizational sustainability, and employee retention (Ibrahim & Inayat, 2025). The resources and facilities are necessary for supportive work environment that enables employees to perform their duties effectively and contributes higher job satisfaction (Saparniene et al., 2023). Similarly, positive work environment promotes respectful interaction among employees and generates opportunities for growth. In addition, support from colleagues and higher authority together with adequate work facilities all are generates higher job satisfaction (Jeffrey, 2025).

Healthcare organizations in Karachi city are demanding motivated and satisfied employees to deliver high-quality patient care. Despite the fact, the recognized importance of ethical leadership, work environment, and job security, previous research has largely been examined these variables independently, with limited attention to the mediating role of job performance in explaining their effects on job satisfaction, particularly in Karachi's healthcare sector. This gap is limiting the development of evidence-based management strategies. In the light of this, the study aims to assesses the direct and indirect relationships among EL, WE, JS, JP & JSA.

This research is covering both theoretical knowledge and practical applications. From theoretically perspective, it draws upon Social Exchange Theory (SET) & Social Learning Theory (SLT) and explaining the mediating role of job performance between workplace factors (EL, WE & JS) and job satisfaction in healthcare employees. Practically, the findings are giving evidence-based details for hospital administrators, pharmaceutical companies, and healthcare policymakers to strengthen leadership practices, improve workplace environment, increase job

security, and ultimately promote employee performance, job satisfaction, and organizational effectiveness. While addressing this research gap, this study is contributing to achieve SDG 3 (Good Health & Well-being) and SDG 8 (Decent Work and Economic Growth) by fostering workforce welfare and enhancing healthcare service quality (Mariappanadar, 2024).

## CONCEPTUAL FRAMEWORK

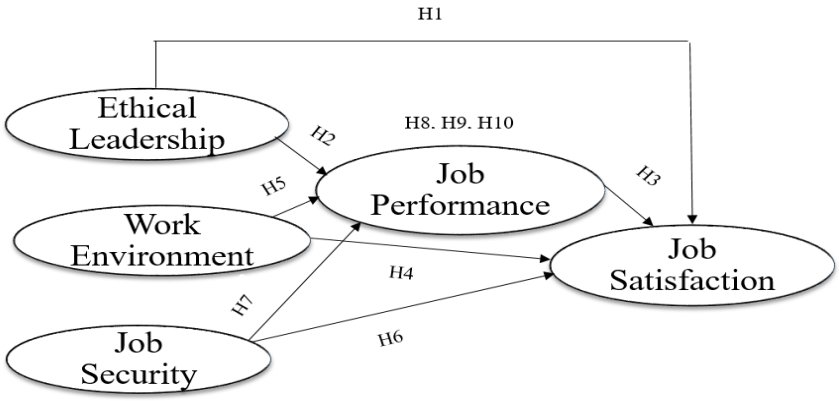



**Figure 1: Proposed Research Framework**
**Source:** Authors' own creation

## LITERATURE REVIEW

### Ethical Leadership

Ethical leadership are referring to those leaders that demonstrates ethical principles, uphold integrity and ensure fairness in decisions while promoting ethical conduct among employees (Brown et al., 2005). Prior study suggests, the leadership approach may build trust between employees and leaders, and increase collaborations particularly in healthcare settings (Bryden, 2024).

### Work Environment

The work environment comprises physical facilities, psychological and social conditions in which employees perform their duties. A supportive

work environment have adequate resources, secure working conditions, effective communications and constructive interpersonal relationships with leaders as well as colleagues (Rafi'i et al., 2025). In healthcare settings, these points are essentials for teamwork and service quality. Alternatively, toxic and poor work environment is the cause to increase stress for everyone which reduces performance and job satisfaction (Aust et al., 2024).

### Job Security

Job security reflects to employee's perception that their employment is stable and will likely to continue overtime. When employees feel secure in their jobs, they are more likely to perform with confidence, takes responsibility and may experience less uncertainty (Oweidat et al., 2025). Conversely, job insecurity is always diverting the attention of employee, decrease motivation and affects the employee performance and job satisfaction (Jiang, 2025).

### Job Performance

Job performance are referring to employee's effectiveness in fulfilling work related responsibilities and contributing in organizational overall goals (Campbell et al., 1990). It encompasses performance as well as behavior that provides support in organizational functioning. In healthcare settings, job performance are deliberately impact patient care, teamwork, innovation and organizational productivity ambivalently (Tang et al., 2023).

### Job Satisfaction

Job satisfaction refers to employee's overall evaluation of their job and work experiences (Hoppock, 1960). It reflects how are employee response to their work emotionally and intellectually. Also, how much organizational support, commitments and workplace conditions and opportunities are influencing their professional growth. For healthcare settings, employee job satisfaction is more important because employee well-being, behavior and attitude towards their work are easily affect the quality of patientcare (Yoon & Almond, 2024).

## HYPOTHESES DEVELOPMENT

**H1:** Ethical leadership has a significant positive effect on job satisfaction.

**H2:** Ethical leadership has a significant positive effect on job performance.

**H3:** Job performance has a significant positive effect on job satisfaction.

**H4:** Work environment has a significant positive effect on job satisfaction.

**H5:** Work environment has a significant positive effect on job performance.

**H6:** Job security has a significant positive effect on job satisfaction.

**H7:** Job security has a significant positive effect on job performance.

Social Exchange Theory (SET) provides that workforce reciprocate ethical treatment from leaders with positive work attitudes, as a result, employee feels higher job satisfaction. When leaders promote ethnicity, trust, fairness and creates supportive work environment, that enhances employee satisfaction. The previous study has been supported this positive relationship (Kahmei, 2025); (Kim et al., 2024). In current study, Social Learning Theory (SLT) are explaining, employees always observe their leaders action and follows them in their action as a role model. Ethical guidance and responsible conduct helps the leaders to encourage higher job performance, this relationship is consistently reported in healthcare settings (Gulzar et al., 2024). Empirical studies further posit that effective job performance leads to favorable work outcomes by enhancing employees' sense of achievement and recognition, which ultimately increases job satisfaction. Previous studies have consistently confirmed this positive relationship (Zeb et al., 2023). SET also proposes that supportive work environments foster positive employee attitudes and higher job satisfaction. Adequate resources, safe working conditions, and positive interpersonal relationships improve employees' work experiences and well-being, thereby enhancing job satisfaction, particularly in healthcare settings (Leary et al., 2024).

According to previous study, employees reciprocate supportive workplace conditions through improved job performance. Adequate resources, teamwork, and managerial support enable employees to perform their responsibilities more effectively, contributing to better organizational outcomes (Qureshi et al., 2023). SET further suggests that employees who perceive greater job security develop more positive work attitudes and higher job satisfaction. Stable employment reduces uncertainty and work-related stress while strengthening organizational commitment, resulting in greater job satisfaction (Apendi et al., 2025).

Similarly, SET explains that job security encourages employees to reciprocate organizational support through improved job performance. By reducing uncertainty, stable employment enables employees to focus more effectively on their work responsibilities, thereby enhancing performance (Carroll et al., 2025).

## MEDIATING EFFECT OF JOB PERFORMANCE

**H8:** Job performance mediates the relationship between ethical leadership and job satisfaction.

**H9:** Job performance mediates the relationship between work environment and job satisfaction.

**H10:** Job performance mediates the relationship between job security and job satisfaction.

Social Exchange Theory (SET) and Social Learning Theory (SLT) explain that ethical leaders foster reciprocal relationships while serving as role models who encourage employees to enhance their effectiveness in JP. Enhanced job performance increases employees' sense of achievement and work fulfilment, thereby leading to greater JSA (Barbar et al., 2025). SET further suggests, supportive workplace conditions encourage employees to reciprocate organizational support through improved job performance. Empirical study suggests that adequate resources, managerial support, and a favorable work environment enable employees to perform more effectively, which subsequently enhances job satisfaction (Tomaszewska et al., 2024). Empirical evidence supports the mediating effects of JP in the relationship between WE & JSA, particularly in healthcare settings (Christensen et al., 2023). Likewise, recent research implies, job security minimizes employee concern related to job uncertainty in future. Also, enables employees to focus more effectively on their work and may contribute to better job performance and greater job satisfaction (Theodorus & Lahindah, 2025).

## RESEARCH METHODOLOGY

### Research Design & Instrument

A quantitative, cross-sectional research design was adopted to assesses the associations among EL, WE, JS, JP & JSA. Primary data were obtained

through a structured, self-administered questionnaire and evaluated using PLS-SEM with SmartPLS4. PLS-SEM was employed due to its stability to examining intricate relationship among several latent construct assessing mediating influence, while also supporting prediction-oriented research (Hair et al., 2021). All research constructs were measured using previously established and validated scales.

**Table 1:** Summary of Research Instrument

| Variable | Authors / Source | No. of items | Scale |
|---|---|---|---|
| Ethical Leadership | (Brown-et-al, 2005) | 10 | 1-5 |
| Work Environment | (Sedarmayanti, 2018) | 11 | 1-5 |
| Job Security | (Barling et al., 2004) | 3 | 1-5 |
| Job Satisfaction | (Judge et al., 2006) | 3 | 1-5 |
| Job Performance | (Farh & Cheng, 1997) | 4 | 1-5 |

**Source:** Authors' own creation

**Population, Sampling and Sampling Technique**

The study focused on doctors and pharmacists employed in both public and private hospitals and pharmaceutical companies in Karachi, Pakistan (Table 2). These healthcare professionals were selected because they are routinely experience healthcare leadership, work environment conditions, and employment practices relevant to the study variables. Respondents who met the inclusion criteria were recruited through purposive sampling. A total of 276 questionnaires were obtained. Data screening using SPSS showed no missing values; however, 19 multivariate outliers were detected based on Mahalanobis distance criterion and excluded. The final sample consisted of 257 valid responses, which were used for the SmartPLS 4 analysis.

**Table 2: Respondent Profile**

| Variable | | Frequency | Percentage |
|---|---|---|---|
| Age | 21 to 30 years | 154 | 59.9 |
| | 31 to 40 years | 71 | 27.6 |

| | | | |
|---|---|---|---|
| | 41 to 50 years | 21 | 8.2 |
| | Above 50 years | 11 | 4.3 |
| Gender | Male | 84 | 32.7 |
| | Female | 173 | 67.3 |
| Education | Undergraduate | 45 | 17.5 |
| Level | Graduate | 123 | 47.9 |
| | Post Graduate/ Masters | 74 | 28.8 |
| | Doctorate | 15 | 5.8 |
| Years At | Less than 5 years | 176 | 68.5 |
| Current | 5-10 Years | 59 | 23.0 |
| Workplace | 11-15 Years | 14 | 5.4 |
| | Above 15 Years | 8 | 3.1 |
| Professional | Less than 5 years | 141 | 54.9 |
| Experience | 5-10 Years | 78 | 30.4 |
| | 11-15 Years | 28 | 10.9 |
| | Above 15 Years | 10 | 3.9 |
| Job Title | Low Level Management | 90 | 35.0 |
| | Middle Level Management | 130 | 50.6 |
| | Higher Level Management | 37 | 14.4 |

Although the purposive sampling facilitated the inclusion of information-rich respondents. It is non-probability in nature. It may introduce selection bias and reduce the sample representativeness. Accordingly, the findings should be interpreted with caution and cannot be generalized to all healthcare professionals across Pakistan. Future studies could use probability-based approach, such as stratified or simple random sampling. Also, participants from diverse geographical regions and different types of healthcare institutions would provide broader evidence and improve generalizability of the findings.

## COMMON METHOD VARIANCE

This survey based study relied on self-administered questionnaire, the potential for Common Method Variance (CMV) was a major concern (Podsakoff et al., 2024). For address this, Harman's single factor test were performed through un-rotated component analysis in SPSS. Finding indicating, a single factor explained 34.872% of the overall variance, remaining falls below 50% threshold commonly applied to indicate the substantial CMV. Additionally, the eigenvalue was 10.810 % further indicating that no dominant factor emerged from analysis.

## RESULTS & DATA ANALYSIS

The present study used (PLS-SEM) with SmartPLS 4 to analyze the outer and structural models. PLS-SEM was considered due to its stability for analyzing complex predictive models involving multiple direct & indirect relationships (Hair et al., 2013); (Hair Jr et al., 2023).

### Measurement Model (Outer Model)

The reliability and validity of the research construct were assessed through outer model, before evaluating the structural relationships (Figure 2). Indicator reliability was verified with outer loadings. Following the recommendations of (Hair et al., 2021) and (Hulland, 1999), items were removed only when their deletion improved Composite Reliability (CR) and Average Variance Extracted (AVE) without compromising construct validity. Accordingly, EL1, EL2, EL7, JP1, WE1, WE2, WE3, WE5, WE7, and WE11 were removed, whereas others were retained because they met the recommended criteria and preserved content validity. Construct reliability determines Cronbach's alpha and Composite Reliability (CR). As represented in table 3, each construct above the recommended 0.70 criterion, indicating acceptable reliability.

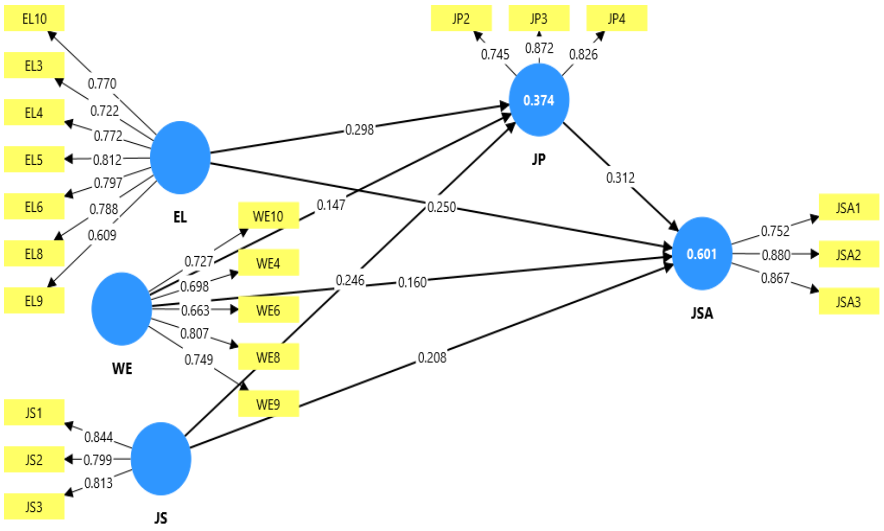



**Figure 2: Measurement Model**

The convergent validity of the outer model was verified based on outer loadings and Average Variance Extracted (AVE), with all constructs meeting the proposed criteria (Hair et al., 2021). Discriminant validity was examined using the Fornell–Larcker criterion and cross-loadings. As presented in Tables 4 and 5, the square root of each construct's AVE above

its correlations with other constructs, and all indicators loaded highest on their respective constructs, confirming satisfactory discriminant validity (Fornell & Larcker, 1981).

**Table 3:** Convergent Reliability & Validity

| Construct | Items | Loadings | p-Value | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|---|---|---|---|---|---|---|
| **Ethical Leadership** | EL3 | 0.722 | 0.000 | 0.873 | 0.902 | 0.571 |
| | EL4 | 0.772 | 0.000 | | | |
| | EL5 | 0.812 | 0.000 | | | |
| | EL6 | 0.797 | 0.000 | | | |
| | EL8 | 0.788 | 0.000 | | | |
| | EL9 | 0.609 | 0.000 | | | |
| | EL10 | 0.770 | 0.000 | | | |
| **Job Performance** | JP2 | 0.745 | 0.000 | 0.749 | 0.856 | 0,666 |
| | JP3 | 0.872 | 0.000 | | | |
| | JP4 | 0.826 | 0.000 | | | |
| **Job Security** | JS1 | 0.844 | 0.000 | 0.755 | 0.859 | 0.670 |
| | JS2 | 0.799 | 0.000 | | | |
| | JS3 | 0.813 | 0.000 | | | |
| **Job Satisfaction** | JSA1 | 0.752 | 0.000 | 0.781 | 0.873 | 0.697 |
| | JSA2 | 0.880 | 0.000 | | | |
| | JSA3 | 0.867 | 0.000 | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Work Environment** | WE4 | 0.698 | 0.000 | 0.782 | 0.851 | 0.534 |
| | WE6 | 0.663 | 0.000 | | | |
| | WE8 | 0.807 | 0.000 | | | |
| | WE9 | 0.749 | 0.000 | | | |
| | WE10 | 0.72 | 0.000 | | | |

**Source:** Authors own creation

**Table 4:** Discriminant Validity

| | **EL** | **JP** | **JS** | **JSA** | **WE** |
|---|---|---|---|---|---|
| EL | 0.756 | | | | |
| JP | 0.566 | 0.816 | | | |
| JS | 0.709 | 0.546 | 0.819 | | |
| JSA | 0.676 | 0.645 | 0.652 | 0.835 | |
| WE | 0.639 | 0.486 | 0.606 | 0.597 | 0.731 |

**Source:** Authors' own creation

**Table 5:** Cross Loadings

| Factors | EL | JP | JS | JSA | WE |
|---|---|---|---|---|---|
| EL3 | 0.722 | 0.363 | 0.471 | 0.452 | 0.471 |
| EL4 | 0.772 | 0.410 | 0.563 | 0.512 | 0.497 |
| EL5 | 0.812 | 0.462 | 0.539 | 0.596 | 0.438 |
| EL6 | 0.797 | 0..433 | 0.559 | 0.593 | 0.483 |
| EL8 | 0.788 | 0.485 | 0.579 | 0.519 | 0.520 |
| EL9 | 0.609 | 0.377 | 0.430 | 0.379 | 0.550 |
| EL10 | 0.770 | 0.452 | 0.592 | 0.491 | 0.454 |
| JP2 | 0.378 | 0.745 | 0.361 | 0.433 | 0.408 |
| JP3 | 0.523 | 0.872 | 0.498 | 0.597 | 0.431 |

| | | | | | |
|---|---|---|---|---|---|
| JP4 | 0.471 | 0.826 | 0.465 | 0.534 | 0.356 |
| JS1 | 0.681 | 0.477 | 0.844 | 0.603 | 0.533 |
| JS2 | 0.498 | 0.368 | 0.799 | 0.486 | 0.466 |
| JS3 | 0.545 | 0.486 | 0.813 | 0.504 | 0.483 |
| JSA1 | 0.468 | 0.493 | 0.457 | 0.752 | 0.478 |
| JSA2 | 0.634 | 0.548 | 0.595 | 0.880 | 0.537 |
| JSA3 | 0.581 | 0.573 | 0.572 | 0.867 | 0.482 |
| WE4 | 0.445 | 0.316 | 0.386 | 0.334 | 0.698 |
| WE6 | 0.383 | 0.234 | 0.380 | 0.403 | 0.663 |
| WE8 | 0.488 | 0.441 | 0.428 | 0.474 | 0.807 |
| WE9 | 0.504 | 0.377 | 0.456 | 0.440 | 0.749 |
| WE10 | 0.501 | 0.374 | 0.543 | 0.505 | 0.727 |

**Source:** Authors' own creation

## Structural Model (Inner Model)

Once the outer model's reliability and validity has been established, the structural model was determined through hypotheses testing, analysis of mediation, predictive accuracy ($R^2$), and effect size ($f^2$).

## Hypotheses Testing

The proposed hypotheses were evaluated by examining standardized path coefficients (β) & their significance using bootstrapping procedure in SmartPLS as shown in figure 3.

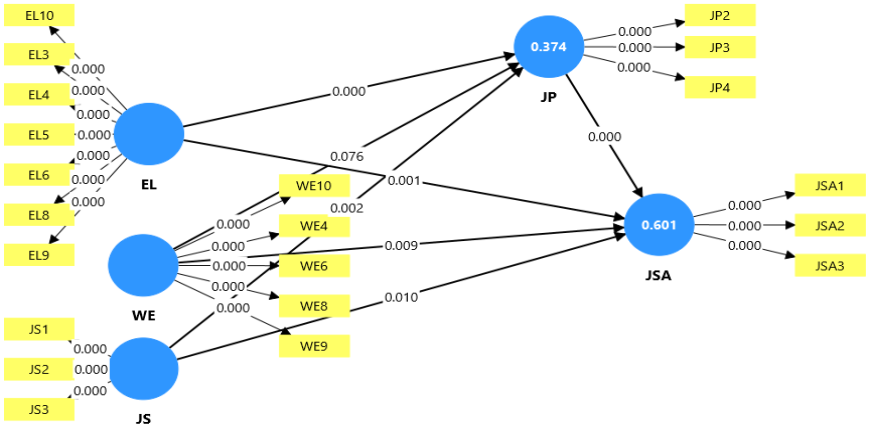


**Figure 3: Hypotheses Testing**

**Table 6:** Summary of Hypotheses Testing

| | Hypotheses | B-Value | Standard Deviation | t-Statistics | P-Values | Decision |
|---|---|---|---|---|---|---|
| H1 | EL -> JSA | 0.250 | 0.075 | 3.346 | 0.001 | Supported |
| H2 | EL -> JP | 0.298 | 0.076 | 3.905 | 0.000 | Supported |
| H3 | JP -> JSA | 0.312 | 0.058 | 5.412 | 0.000 | Supported |
| H4 | WE -> JSA | 0.160 | 0.061 | 2.597 | 0.009 | Supported |
| H5 | WE -> JP | 0.147 | 0.083 | 1.775 | 0.076 | Not Supported |
| H6 | JS -> JSA | 0.208 | 0.080 | 2.592 | 0.010 | Supported |
| H7 | JS -> JP | 0.246 | 0.080 | 3.054 | 0.002 | Supported |

**Source:** Authors' own creation

As illustrated in table 7, the indirect effect of JP was examined using the bootstrapping procedure as established by (Hair et al., 2021).

**Table 7:** Summary of Mediation Analysis

| | Hypotheses | B-Values | Standard Deviation | t-Statistics | P-Values | Decision |
|---|---|---|---|---|---|---|
| H8 | EL -> JP -> JSA | 0.093 | 0.029 | 3.216 | 0.001 | Supported |
| H9 | WE -> JP -> JSA | 0.046 | 0.028 | 1.639 | 0.101 | Not Supported |
| H10 | JS -> JP -> JSA | 0.077 | 0.030 | 1.639 | 0.010 | Supported |

**Source:** Authors' own creation

The coefficient of determination ($\mathbf{R^2}$) was applied to determine the explanatory power of the endogenous construct (Hair et al., 2021) as per table 8 results.

**Table 8:** R-Squared Values for Endogenous

| Endogenous Latent Variables | Predecessors Variables | R-Square Values | R-Square Adjusted | Level of Predictive Accuracy |
|---|---|---|---|---|
| Job Satisfaction | Ethical Leadership, Work Environment, Job Security | 0.601 | 0.595 | Moderate to substantial |
| Job Performance | Job Satisfaction | 0.374 | 0.367 | Moderate |

**Source:** Authors' own creation

Effect size ($f^2$) were analyzed to assess the relative influence of each predictor construct on the endogenous variables as present in table 9. According to (Cohen, 1988), **0.02**, **0.15**, and **0.35** represent small, medium, and large effect sizes, respectively.

**Table 9:** F Squared Effect Size

| | EL | JP | JS | JSA | WE |
|---|---|---|---|---|---|
| EL | | 0.061 | | 0.063 | |
| JP | | | | 0.153 | |
| JS | | 0.044 | | 0.048 | |
| JSA | | | | | |
| WE | | 0.019 | | 0.034 | |

**Source:** Authors' own creation

## DISCUSSION

The significant relationships among EL, JP and JSA highlights that ethical leader foster trust, promote transparency, and supportive professional relationships, motivating employees to perform more effectively and experience greater job satisfaction. These findings are aligning with earlier studies (Kahmei, 2025); (Kim et al., 2024) and support SET, which asserts that employee return this ethical conduct through improved performance and positive work attitudes. Therefore, ethical leadership enhances job

satisfaction both directly and indirectly and to have effect on employee performance in healthcare settings.

Likewise, the significant relationship among JS, JP and JSA indicates that those employees who perceive greater employment stability are more likely to perform well and report higher job satisfaction. These findings are align with prior research (Gulzar et al., 2024), (Carroll et al., 2025), and are also emphasizing the importance of job security in healthcare organizations. Alternatively, the indirect influence of WE on JSA through JP is not statistically significant. Because, work environment in present study are primarily reflected physical conditions rather than psychosocial factors, such as supervisory support, teamwork, autonomy, and organizational climate, which could exert a greater impact on employee performance and satisfaction.

The significant indirect effects demonstrate that JP may serve as critical factor which are bridging between working conditions with job satisfaction. Employees who perform their responsibility effectively are more likely to experience achievement, recognition and fulfillment which leads to greater JSA. The interpretation is corresponding to (Ahmad et al., 2022), suggests that workplace conditions influence employee outcomes through underlying psychological mechanisms.

## THEORETICAL IMPLICATIONS

This research enriches with existing literature by aligning the relationships among EL, WE, JS, JP and JSA within the healthcare settings. The result also emphasizes the value of JS to employee JP & JSA in healthcare settings of developing countries. Besides, this study incorporating the SET and SLT, provides a stronger theoretical explanation of how workplace conditions and leadership practices may shape employee attitudes and behaviors in healthcare organizations.

## MANAGERIAL IMPLICATIONS

The findings indicate that healthcare managers should practice ethical leadership through transparency, fairness and open communication to support employee performance and job satisfaction. Moreover, HR departments can strengthen job security by introducing employment policies, career development opportunities and transparent performance evaluation process such as Enterprise Resource Planning (ERP) and Management Information System (MIS). Additionally, healthcare

organizations should also promote supportive working conditions, provide adequate resources, recognizing employee contributions and encourage collaborations.

## LIMITATION & FUTURE RESEARCH

This research has certain methodological limitations. First of all, reliance on self-reported data may have exposed to common method and response biases. Second, collecting data within a single period limits the establishment of cause-and-effect relationships. Third, the study was limited to doctors and pharmacists in Karachi and employed purposive samplings, this may potentially be limiting the applicability of research outcome to different healthcare workers in different regions. For future, this research should use longitudinal and mixed method design to offer more profound insights. Probability based sampling across different region and healthcare settings could also improve the representativeness and external validity of future studies. In addition, researcher could examine other factors such as reward systems, compensation, organizational culture, work-life balance and management commitment, to provide a broader understanding of employee performance and job satisfaction.

## APPENDIX

Select your desired option:

5-Point Likert Scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

| | **Ethical Leadership** | **Strongly Disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly Agree** |
|---|---|---|---|---|---|---|
| **1** | My leader listens to what employees have to say. | **1** | **2** | **3** | **4** | **5** |
| **2** | My leader discipline employees who violate ethical standards. | **1** | **2** | **3** | **4** | **5** |
| **3** | My leader conducts my personal life ethically. | **1** | **2** | **3** | **4** | **5** |

| | | | | | | |
|---|---|---|---|---|---|---|
| **4** | My leader has the best interest of the employees is in mind. | **1** | **2** | **3** | **4** | **5** |
| **5** | My leader makes fair and balanced decisions. | **1** | **2** | **3** | **4** | **5** |
| **6** | My leader can be trusted | **1** | **2** | **3** | **4** | **5** |
| **7** | My leader discusses business ethics or values with employees. | **1** | **2** | **3** | **4** | **5** |
| **8** | My leader set an example of how to do things correctly in terms of ethics. | **1** | **2** | **3** | **4** | **5** |
| **9** | My leader defines success not only by results but also by how they are obtained. | **1** | **2** | **3** | **4** | **5** |
| **10** | My leader asks, "What is the right thing to do?" when making decisions. | **1** | **2** | **3** | **4** | **5** |
| | **Work Environment** | | | | | |
| **1** | Lighting on the workspace is proper. | **1** | **2** | **3** | **4** | **5** |
| **2** | The over-bight lighting will causing heat and anxious. | **1** | **2** | **3** | **4** | **5** |
| **3** | All rooms are equipped with air conditioner (AC). | **1** | **2** | **3** | **4** | **5** |
| **4** | Air circulation is already good. | **1** | **2** | **3** | **4** | **5** |

| | | | | | | |
|---|---|---|---|---|---|---|
| **5** | No noise at the workspace. | **1** | **2** | **3** | **4** | **5** |
| **6** | Comfortable working due to the minimum noise level. | **1** | **2** | **3** | **4** | **5** |
| **7** | The room coloring is already good. | **1** | **2** | **3** | **4** | **5** |
| **8** | Guided by the supervisor related to the jobs. | **1** | **2** | **3** | **4** | **5** |
| **9** | Always get briefing from supervisor. | **1** | **2** | **3** | **4** | **5** |
| **10** | Zero problem of communications. | **1** | **2** | **3** | **4** | **5** |
| **11** | Work together with the co-workers. | **1** | **2** | **3** | **4** | **5** |
| | **Job Security** | | | | | |
| **1** | My current job provides me stability. | **1** | **2** | **3** | **4** | **5** |
| **2** | I can stay in my present job as long as I desire. | **1** | **2** | **3** | **4** | **5** |
| **3** | I feel secure toward the stability of my current job as long as my performance is with in expectation. | **1** | **2** | **3** | **4** | **5** |
| | **Job Satisfaction** | | | | | |
| **1** | I am enthusiastic about my work. | **1** | **2** | **3** | **4** | **5** |
| **2** | Right now, I feel fairly satisfied | **1** | **2** | **3** | **4** | **5** |

| | | | | | | |
|---|---|---|---|---|---|---|
| | with my present job. | | | | | |
| **3** | At this moment, I am finding real enjoyment in my work. | **1** | **2** | **3** | **4** | **5** |
| | **Job Performance** | | | | | |
| **1** | I have great contribution to the organization's whole performance. | **1** | **2** | **3** | **4** | **5** |
| **2** | I am one of the excellent performers in the organization. | **1** | **2** | **3** | **4** | **5** |
| **3** | My task performance always meets my supervisor's requirement. | **1** | **2** | **3** | **4** | **5** |
| **4** | I always finish the assigned task by my supervisor on schedule. | **1** | **2** | **3** | **4** | **5** |

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