

**MINISTRY OF EDUCATION AND TRAINING
UNIVERSITY OF ECONOMICS HO CHI MINH CITY**

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**PROMOTING EMPLOYEES' SERVICE OUTCOMES
IN THE PUBLIC SECTOR: THE ROLE OF ETHICAL LEADERSHIP**

DOCTORAL DISSERTATION

HO CHI MINH CITY - 2025

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PhD. Student

Nguyen Le Hoang Long

DECLARATION OF AUTHORSHIP

I hereby declare that this Doctoral dissertation, entitled **PROMOTING EMPLOYEES' SERVICE OUTCOMES IN THE PUBLIC SECTOR: THE ROLE OF ETHICAL LEADERSHIP**, is my own work under the supervision of **Dr. Dinh Cong Khai** and **Assoc. Prof Luu Trong Tuan**. All the sources I have used or quoted have been indicated and acknowledged by means of complete references.

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LIST OF ABBREVIATIONS

Abbreviation	Meaning
AVE	Average variance extracted
CR	Composite reliability
EL	Ethical leadership
ESC	Ethical self-interest climate
HTMT	Heterotrait-Monotrait ratio
MSE	Moral self-efficacy
PLS-SEM	Partial least squares structural equation modeling
PM	Prosocial motivation
SAB	Service adaptive behavior
SCT	Social cognitive theory
SLT	Social learning theory
SRP	Service recovery performance
TW	Thriving at work

TÓM TẮT

Luận án nhằm mục tiêu tìm hiểu cơ chế thúc đẩy những hệ quả dịch vụ của nhân viên bao gồm hành vi thích ứng trong dịch vụ và hiệu suất phục hồi dịch vụ. Trong hầu hết các bối cảnh dịch vụ, gần như không thể tìm ra một hệ thống dịch vụ mà không xuất hiện lỗi. Các lỗi dịch vụ có thể xuất hiện từ nhiều lý do như những giới hạn về nguồn lực (VD: cơ sở vật chất, con người, v.v.) hay do đến từ quy trình hoạt động cứng nhắc, hoặc quá tải công việc. Nghiên cứu này sử dụng lý thuyết nhận thức xã hội và lý thuyết học hỏi xã hội để xây dựng một mô hình nghiên cứu nhằm làm sáng tỏ cơ chế ảnh hưởng vai trò của phong cách lãnh đạo đạo đức trong bối cảnh dịch vụ công. Ngoài ra, nghiên cứu mở rộng thêm ranh giới của lý thuyết nhận thức xã hội đối với nhóm yếu tố từ môi trường bên ngoài nhằm đánh giá “mặt tối” của môi trường đạo đức để đưa ra lời giải thích về những tình huống mà ảnh hưởng từ người lãnh đạo không thật sự rõ ràng trong thực tiễn quản lý. Hai đợt thu thập dữ liệu đã được thực hiện (khoảng cách là 2 tháng giữa mỗi đợt khảo sát) với hai nhóm đối tượng trả lời là các nhân viên không giữ chức vụ và các nhân viên giữ chức vụ. Quy mô mẫu cho hai đợt khảo sát là 431 (T1) và 331 (T2). Nghiên cứu xử lý dữ liệu bằng mô hình phương trình cấu trúc bình phương nhỏ nhất từng phần để kiểm định các giả thuyết nghiên cứu. Kết quả nghiên cứu xác nhận ảnh hưởng trực tiếp từ phong cách lãnh đạo đạo đức đến hệ quả dịch vụ của nhân viên. Bên cạnh đó, trung gian chuỗi gồm (1) tự hiệu quả đạo đức – thăng hoa trong công việc và (2) động lực vì xã hội – thăng hoa trong công việc cũng đã được xác định trong nghiên cứu. Những ảnh hưởng điều tiết của môi trường tư lợi đạo đức được phát hiện trong nghiên cứu làm giảm tác động của phong cách lãnh đạo đạo đức đến động lực vì xã hội và mối quan hệ trực tiếp của phong cách lãnh đạo này đến các hệ quả hành vi dịch vụ. Cuối cùng, các đóng góp về lý thuyết và hàm ý quản trị đã được trình bày.

Từ khóa: *Phong cách lãnh đạo đạo đức, Môi trường tư lợi đạo đức, Năng lực đạo đức cá nhân, Động lực vì xã hội, Thăng hoa trong công việc, Kết quả dịch vụ.*

ABSTRACT

The dissertation aims to understand the mechanisms that promote employees' service outcomes, including service adaptive behavior and service recovery performance. Since there is no error-free service, service failures can arise for a variety of reasons, such as resource limitations (e.g., facilities, people, etc.), rigid operating procedures, or work overload. This dissertation employs social cognitive theory and social learning theory to construct a research model that elucidates the mechanism of influence exerted by ethical leadership style on employee service outcomes in the context of public service setting. Furthermore, the study expands the scope of social cognitive theory upon the external environment to examine the dark side of ethical climate. This research investigates the processes that provide explanations for situations where the influence of a leader is inconsistent in the management practice. Two waves of data collection were conducted (2 months between each survey wave) with two groups of respondents: non-managerial employees and managerial employees. The initial sample size for the first wave (T1) was 431, and the T2 was 331. Partial least squares structural equation model was employed to test the research hypotheses. The research results confirmed the direct influence of ethical leadership style on employee service outcomes. In addition, the sequential mediating mechanisms, including (1) moral self-efficacy – thriving at work and (2) prosocial motivation – thriving at work, were identified in the study. The moderating effects of ethical self-interest climate were found in the study to negatively moderate the impact of ethical leadership style on prosocial motivation and the direct relationship of this leadership style on service behavior outcomes. Finally, the theoretical contributions and managerial implications were presented.

Keywords: *Ethical leadership, Ethical self-interest climate, Moral self-efficacy, Prosocial motivation, Thriving at work, Service outcomes.*

CHAPTER 1 : INTRODUCTION

The dissertation aims to investigate the relationship between ethical leadership and service outcomes of employees. Specifically, the study focuses on analyzing the mechanisms through which ethical leaders influence the service-oriented behaviors of public sector employees, including service adaptive behavior and service recovery performance. Chapter 1 provides an overview of the research context, highlighting the theoretical and practical gaps in the management literature. The chapter also introduces research objectives, research questions, research scope, research methodology, and contributions of the study.

1.1 Research overview

The New Public Management (NPM) movement contributes to the improvement of a country's efficiency and effectiveness by modifying the operational mechanisms of public organizations. Funck and Karlsson (2020) classified administrative reform into 2 categories consisting of (1) Management-based reforms and (2) Market-based reforms. Accordingly, one of the most noticeable changes is the increasing willingness of the public sector to implement best management practices from the private sector, such as performance management, empowerment, and optimizing the use of organizational resources (Funck and Karlsson, 2020). In addition, the transforming process also aligns with the increasing societal demands for higher public service quality, especially in the digital era (Mergel et al., 2019). In the context of Vietnam, the result from SIPAS 2024 (SIPAS - Satisfaction Index of Public Administration Services), drawing from the survey of 36,525 Vietnamese citizens, represented three most prominent expectations revolving around enhancing capacity, the transparency in communication of public services, and the service-oriented behavior of public sector employees. Thus, for adapting to changed demands, it can be observed that public organizations nowadays are changing their perspective and treating citizens in a manner similar to customers in the private sector (Van de Walle, 2016). Consequently, in order to satisfy citizens' needs, public organizations

must address the issue of differences between customers, tailor several adaptations in public services, and tackle situations in which service outcomes fail to meet the citizens' expectations (Chan et al., 2021; Van de Walle, 2016). Therefore, proactive service-oriented behaviors toward public service emerge as promising internal resources to fulfill the gap in administrative procedures and advance the sustainable development of the organization (Shim and Faerman, 2017; Silva et al., 2020).

The assessment of customers regarding an organization holds great importance for managers in enhancing workplace productivity, regardless of whether it takes place in a public or private setting (Scotti et al., 2007). For instance, a positive perception among citizens regarding public agencies can promote loyalty to the public organization, which is a crucial factor for the success of public services, such as actively participating in E-government services (Alkraihi and Ameen, 2022). Since the feedback or perception of citizens about service quality directly influences public organizations regarding sustainable development, it is vital to provide better insights into public service. Prior studies in various contexts of service have proposed that customers tend to judge the service quality based on their experience interacting with service providers as represented by employees (e.g., Li et al., 2019; Luo et al., 2019). As the public sector is transforming to a market-oriented model (Van de Walle, 2016), competition arises between public institutions and between public and private organizations; it necessitates public servants to exhibit behaviors aimed at better serving citizens. Thus, this dissertation delves into the study of service adaptive behavior and service recovery performance among public servants. These service outcomes are desirable skills for frontline employees in order to maintain positive customer experiences (Dawson et al., 2023; Feld et al., 2020).

In the process of service delivery, on one hand, the adaptivity of employees can be referred to as going beyond their job description to satisfy the customer (Kim et al., 2022). On the other hand, achieving error-free service is unfeasible, which demands employees to display additional behaviors to recover service failure, such

as repairs or apologies to correct failures (Mihardjo et al., 2020). Hence, these service outcomes of public sector employees are investigated to meet the practical needs of today's public sector, such as improving responsiveness to citizens (Samaratunge et al., 2008). Moreover, this investigation aims to address service failures caused by work demands, such as task overload (Nguyen et al., 2020). Besides, the dissertation also contributes to the research gap in the management field related to the service-oriented behavior of employees. Specifically, there is a lack of research to provide a comprehensive framework to understand service adaptive behavior (Kim et al., 2022), as scholars are still debating about the role of leaders and personal processes (e.g., individuals' cognition, affection) (Park and Park, 2019). Likewise, scholars are calling for research attention to public service recovery performance, as this type of behavior has the potential to be a solution for public organizations with limited resources (Franken et al., 2020; Van de Walle, 2016).

Regardless of the benefits derived from service adaptive behavior and service recovery performance, promoting these types of proactive behaviors is challenging due to concerns about the associated risks that may arise from going beyond job descriptions (Wu and Parker, 2017). Therefore, the social cognitive theory perspective (Bandura, 1986) is employed to explain the mechanism by which stimulus factors at work, such as leadership, can leverage public employees' internal processes and subsequently manifest as desired behaviors. Prior studies have found that employees who perceive a sense of agency or self-regulation can trigger their vitality and learning activities, leading to proactive behaviors (Schunk and DiBenedetto, 2020; Spreitzer et al., 2005). However, there is a shortage of knowledge related to the mechanism from personal determinants to behavioral outcomes. For instance, Jiang (2017) conducted research on over 300 adult workers in China and only found a relationship between proactive personality and career adaptivity through thriving at work, which comprised a joint effect of vitality and learning. Nevertheless, the personal processes of employees and its effect on positive behaviors need to be fully examined with a more comprehensive framework that fits the specific context

(e.g., public sector) and brings a broader scope of understanding about other processes in enhancing service outcomes.

Personal determinants of employees have confirmed the role as triggers for desired behaviors in organizations (e.g., Kleine et al., 2019; Yang et al., 2021). However, within the public sector, there is a dearth of research in both theoretical and practical fields concerning the positive psychology of public employees. Jones (2021), for instance, posited the shortcomings in academic studies regarding developing a comprehensive framework for public servants' psychology. Although positive personal processes can motivate public employees to thrive, flourish, and enhance organizational productivity, scholars in the field of management have not devoted significant attention to researching this area, resulting in a noticeable lag in this theoretical line of study (Johnes, 2021). Additionally, in the current public administration setting in Vietnam, there is still insufficient attention given to understanding the intrinsic factors of public employees. For example, despite the performance measures in the public sector emphasizing aspects of public service such as public administrative procedures, public service delivery, etc. (PAPI Index - The Vietnam Provincial Governance and Public Administration Performance Index) or citizens' satisfaction (SIPAS Index), there is a lack of inspection regarding the well-being of public employees, which is a vital antecedent of public service quality. Furthermore, in the period of public service reform, job characteristics are changing along with resource limitations (Franken et al., 2020), which may cause negative effects on public employees' emotions (Borst et al., 2019; Steijn and Van der Voet, 2019), thereby reducing their ability to deliver public service. For example, in Ho Chi Minh City, one of the most dynamic cities in Vietnam, with a population of around 10.6 million people (data by 01/01/2025), could lay a huge pressure on public sector employees since each public servant needs to account for around 1,343 citizens (Duong and Cam, 2022; Tung, 2025). In other latest statistics on the National public service portal (2022), the rate of overdue tasks yields a high ratio of over 80%, and the number of complaints on public sector employees' behavior is about 1,555 times.

Katou et al. (2021) posited that leadership plays a vital role in contributing to organizational performance. In addition, empirical studies in the public sector also found a strong relationship between the effect of different leadership styles and favorable employee outcomes (e.g., Ahmad and Umrani, 2019; Al Wali et al., 2022; Khan and Khan, 2019; Qing et al., 2020). Among leadership research in the public sector, ethical leadership style is regarded as a central element that facilitates public employees' desired outcomes (Qing et al., 2020). However, the concrete mechanisms of how ethical leaders shape their subordinates' attitudes remain unclear (Potipiroon and Faerman, 2016; Young et al., 2021). Taken together, the dissertation endeavors to give a better understanding of the relationship between ethical leadership and public service outcomes. We utilize social cognitive theory (SCT) and social learning theory (SLT) to explore the direct effects of environmental influence (ethical leadership) on behavioral outcomes (service adaptive behavior; service recovery performance) and indirect relationships through personal processes. Specifically, through the lens of SLT (Bandura, 1971), ethical leaders are expected to set credible role models for employees to reproduce as service-adaptive behavior and service recovery performance. In turn, SCT (Bandura, 1986) was employed to explain the interactions of three sets of external determinants, personal determinants, and behavioral determinants for identifying pathways from ethical leadership to service outcomes.

Supportive leadership styles are supposed to enhance employees' positive attitudes. However, in the light of SCT, Bandura (2014) postulated that the hindrance effect of a negative workplace environment could demolish the relationship between leaders and employees' cognition, such as employees losing their moral capability even under the influence of ethical leadership. As such, while supervisors and subordinates coordinate to meet organizational goals, their relationship quality may be varied under the effect of the workplace environment. Therefore, we put efforts to examine whether negative contextual factors, such as ethical self-interest climate in public organizations, could lower the effect of ethical leadership on employees'

personal determinants or whether the relationship between moral leaders and subordinates could overcome the adverse workplace environment.

Stemming from the needs in public management practice, along with a theoretical gap in management literature, the dissertation makes significant contributions to policymakers and researchers. The research results will serve as the basis for establishing a working environment in public organizations, constructing a leadership capacity framework for public leaders, and enhancing the well-being of public employees. Furthermore, the dissertation addresses scientific gaps and expands the stream of research in the service context to the public sector.

1.2 Research gap

Through a process of literature review in the management field, encompassing theoretical and empirical studies in the service contexts. There are scientific gaps that could be addressed in a further systematic approach.

First, the code of ethics is the basis of good governance (Bellé and Cantarelli, 2019), but the effects of moral-related leadership styles in the public sector are still in doubt (Asif and Rathore, 2021). Therefore, we conduct an inquiry to study the impact of ethical leadership in the public service setting on fostering service quality through enhancing the behavioral outcomes of employees. We integrate the scope of SLT into to SCT framework to explain the relationships between ethical leaders and public service adaptive behavior, and public service recovery performance. To the best of our knowledge, this is considered a new contribution because there is limited research trying to unfold the relationship between moral leadership styles and service quality-enhancing behavior, especially in the public service setting.

Second, compared to other variations of self-efficacy (e.g., occupational self-efficacy, creative self-efficacy), moral self-efficacy seems to receive less attention from scholars (Rullo et al., 2022). However, since moral confidence is recognized as

the most desirable characteristic of public servants (Sulitzeanu-Kenan et al., 2022), moral self-efficacy has grown into a highly valuable trait. It is because moral self-efficacy, unlike general self-efficacy, focuses on the specific context and task-specific portions (Li et al., 2021; Paciello et al., 2022). In this dissertation, we propose a moral point of view in which moral aspects will drive motivation and thriving in public organizations that lead to service-oriented behavior.

Third, Ritz et al. (2020) posited the importance of research on public employees' motivation since it directly contributes to the mission or vision of public organizations. However, even though leaders directly impact subordinates' motivation through daily interaction, there is a shortage of studies delving into the relationship between leaders and public employees' motivation to serve others (e.g., citizens) (Eva et al., 2020). Thus, we contribute to research gaps in management by exploring the transformation that ethical leaders could shape public employees' prosocial motivation and turn their subordinates into a state of thriving.

Fourth, why thriving at work could foster desirable outcomes for organizations under the impact of leadership still needs to be explored systematically (Kleine et al., 2019; Shadid et al., 2021). In this dissertation, we fully examine the mediating roles of thriving at work under the SCT perspective. Particularly, sense of agency is hypothesized to trigger prosocial motivation and moral self-efficacy. Subsequently, we expect that thriving at work would activate public employees' serving behavior, including service adaptive behavior and service recovery performance. Thriving at work acts as a subsequent mediator in linking moral antecedents and service outcomes. In other words, two pathways of moral self-efficacy – thriving at work and prosocial motivation – thriving at work to bridge the gap between ethical leadership and employees' service outcomes are new contributions of general management literature, especially for service settings.

Fifth, unlike prior studies in service settings that mainly concentrated on hospitality (e.g., Gip et al., 2023; Wang et al., 2020). We expand management

literature to other contexts of service and respond to scholars' research calls (e.g., Van Vaerenbergh et al., 2019). We consider service adaptive behavior and service recovery performance as service outcomes in public organizations, as suggested by prior studies to study these concepts in different industries (Park and Park, 2019; Van de Walle, 2016). As a result of the literature review, there is a dearth of attention that notices both in-process service behavior and corrected-failure behavior in the public sector.

Finally, an adverse working environment has emerged as an issue that lowers the productivity of public organizations, especially in developing countries (George et al., 2021; Mussagulova, 2021). The dissertation expands the view of SCT theory to explore ethical self-interest climate as a contextual factor in moderating relationships from contextual component (ethical leadership) to personal components (moral self-efficacy, prosocial motivation) and behavioral outcomes (service adaptive behavior, service recovery performance). The effort makes the dissertation distinctive since studies on ethical climate tend to focus on its positive side (e.g., Al Halbusi et al., Lythreatis et al., 2024). In other words, the dissertation is among the few studies that delve into the dark side of the ethical climate, especially in the public sector.

1.3 Research objectives and questions

1.3.1 General objective

The dissertation aims to evaluate the relationship between ethical leadership and service outcomes among public sector employees in Vietnam. Specifically, the dissertation aims to examine the effects of ethical leadership on service adaptive behavior and service recovery performance through both direct and indirect mechanisms, including moral self-efficacy, prosocial motivation, and thriving at work. Additionally, the study examines the influence of ethical self-interest climate on leadership's consequences.

1.3.2 Specific objectives

Based on the general objective, the specific objectives are as follows:

- RO1: To examine the direct effects of ethical leadership on employees' service outcomes, including service adaptive behavior and service recovery performance.
- RO2: To identify complex mediating mechanisms to link the associations between ethical leadership and service outcomes that comprise moral self-efficacy, prosocial motivation, and thriving at work
- RO3: To examine the moderating roles of ethical self-interest climate on the linkage of ethical leadership with moral self-efficacy, prosocial motivation, service adaptive behavior, and service recovery performance.
- RO4: To propose implications for practitioners to enhance service adaptive behavior and service recovery performance based on the research findings

1.3.3 Research questions

Following the research objectives, there are research questions that need to be addressed:

- RQ1: Whether ethical leadership contribute to enhancing employees' service outcomes in terms of service adaptive behavior and service recovery performance?
- RQ2: How does the collection of personal determinants that include moral self-efficacy, prosocial motivation, and thriving at work interact under the supervision of ethical leadership?
- RQ3: Whether moral self-efficacy and prosocial motivation, thriving at work, recognized as personal determinants in translating ethical values from leaders to promote employees' service outcomes?
- RQ4: Does ethical self-interest climate consider as an obstacle to lessen the validity of ethical leadership?

1.4 Research scope

- **Content scope**

There are various factors that contribute to enhancing service adaptive behavior and service recovery performance of employees. However, due to limitations in resources and research topic, this dissertation uniquely focuses on understanding the relationship between ethical leadership and the mechanisms that lead to service outcomes. Specifically, the study places an emphasis on examining concepts revolving around ethical leadership, moral self-efficacy, prosocial motivation, thriving at work, ethical self-interest climate, service adaptive behavior, and service recovery performance. The interactions among these constructs are explained by social cognitive theory and social learning theory.

- **Location scope**

The focus of this dissertation is on positive behaviors directed towards service by public sector employees. Therefore, in order to ensure qualified participants who share common characteristics of the public context, the dissertation conducted a survey on public sector employees working at local administrative organizations in Viet Nam.

1.5 Methodology

Through identifying research problems and conducting a literature review, we define a conceptual framework based on social cognitive theory and social learning theory to investigate the influence of ethical leadership on public service outcomes. Subsequently, preliminary research and the main study were conducted as follows.

1.5.1 Preliminary research

Preliminary research comprises two main stages, including (1) focus group and (2) pilot study.

A focus group was organized with the participation of experts who are researchers in the fields of leadership and management, as well as the involvement of public sector employees. Participants will be asked to carefully read the questionnaire and provide feedback on the appropriateness of the question content in the context of the public sector in Vietnam.

The adapted version of the questionnaire from the previous stage (focus group) was distributed to a small group of public sector employees to rate their perception of research constructs and examine the quality before conducting the main study.

1.5.2 Main study

In the main study, the research data were collected using the snowball sampling method. This sampling approach was utilized to address two issues: the absence of an available sampling frame and ensuring the confidentiality of participants' identities (Parker et al., 2019). Initially, invited participants who are managerial public sector employees working in Viet Nam, leveraging connections established with former students of the master's program in Public Management at the University of Economics in Ho Chi Minh City. The initial participants were informed about the scientific objectives of the dissertation and subsequently requested to assist research by connecting the author to their subordinates.

The main surveys were executed from December 2023 to May 2024 in two waves with a two-month lag, and the collected data were processed using the partial least squares structural equation modeling (PLS-SEM) approach. The non-managerial employees participated in the first wave to rate for perception about ethical leadership and ethical self-interest climate, and both public supervisors and subordinates participated in the second wave to rate two separate versions of questionnaire. The dissertation verified the research hypotheses using the bootstrapping technique with a sub-sample size of 5000.

1.6 Research contributions

Research examines the mechanism of how and when ethical leaders promote public employees' service outcomes. There are contributions to the dissertation in both theoretical and practical aspects:

The dissertation examines the role of leaders in public organizations in enhancing public service quality. Accordingly, ethical leadership is expected to promote public employees' service-oriented behavior in different mechanisms.

Initial mediating roles of moral self-efficacy, prosocial motivation, and subsequent mediating role of thriving at work are investigated to clarify the way contextual factors such as leadership could enhance service recovery performance and service adaptive behavior. The sequential mediations provided a comprehensive procedure that moral facets develop into behaviors.

The view of SCT is also expanded to discover the moderating effect of contingency factor (ethical self-interest climate). As far as we know, this is among the few studies that pay attention to the hindrance effect of the working environment that could explain the unproductive efforts of leaders.

Finally, the result findings could be a beneficial document for consulting and training. Policymakers and educational institutions could use the results as a reference source to develop training programs or competency frameworks for public managers. In addition, public organizations could adopt the research implications to improve the internal policies that could enrich employees' well-being.

1.7 Research structure

The dissertation is structured into 5 chapters, each of which includes the following main contents:

Chapter 01 provides an overview of the research context, including the public management practices in Vietnam, and reviews recent research findings related to the dissertation topic. It also identifies scientific gaps in management studies, particularly in the field of public service setting. The chapter presents the objectives, research questions, scope, and research methods. Furthermore, Chapter 01 describes the contributions of the dissertation in both theoretical and practical aspects.

Chapter 02 summarizes the results of the dissertation's theoretical framework. This chapter sequentially examines key concepts and underpinning theories, including ethical leadership, ethical self-interest climate, moral self-efficacy, prosocial motivation, thriving at work, service adaptive behavior, service recovery performance, social cognitive theory, and social learning theory. The relationships between these factors are explained based on reasoning from foundational theories and supported by relevant empirical evidence.

Chapter 03 provides a detailed explanation of the research methods employed in the dissertation, including the process of conducting the preliminary study and the main study, the sampling procedure, data analysis methods, and the consideration of common method bias.

Chapter 04 presents the analysis results of the collected data regarding the impact of ethical leadership style on public service outcomes and discussions on the findings derived from the research results.

Chapter 05 encompasses the conclusions of research results and provides theoretical and practical implications, as well as limitations and directions for further research.

1.8 Summary

The current chapter provides background on the research on the motivation for conducting an inquiry in the public services setting to understand how to enhance service recovery adaptive behavior and service recovery performance. Accordingly, the research gaps were identified related to the validity of ethical leadership regarding how and when ethical leaders could promote desirable behavior among public sector employees.. Social cognitive theory and social learning theory were adopted as focal theories in the research framework. This chapter outlined the research procedure, including the preliminary study and the main study. In the main study, two waves of surveys with a 2-month time lag were conducted, and data were collected from both non-managerial and managerial employees. The structural model was estimated by adopting the PLS-SEM approach.

CHAPTER 2 : LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Chapter 2 focuses on providing theoretical explanations for the relationships among the factors in the research model. The key constructs, including ethical leadership, moral self-efficacy, prosocial motivation, thriving at work, service adaptive behavior, service recovery performance, and ethical self-interest climate, were introduced. Building upon the foundation of social cognitive theory and social learning theory, Chapter 2 proposed hypotheses to clarify the influence of ethical leadership style on service-oriented outcomes among public employees.

2.1 Key concepts

2.1.1 Ethical leadership

Moral and integrity of leaders receive little consideration from scholars until the early work of Treviño et al. (2000, 2003) trying to describe the characteristics of ethical leadership. From that viewpoint, there are two pillars that define an ethical leader (Treviño et al., 2000): including (1) moral person and (2) moral manager. The moral person aspect belongs to the qualities of a leader both inside and outside of work (Den Hartog, 2015). These moral attributes of a leader contain their traits (e.g., integrity, honesty), behaviors (e.g., doing the right things or caring about other people), and decision-making (e.g., holding to values, being fair, following ethical decision rules) (Treviño et al., 2000). The latter notion depicts the managerial activity of leaders in which they can promote morals at work (Den Hartog, 2015) through role modeling; rewarding and disciplining; and communicating about ethics and values (Treviño et al., 2000).

Building on the work of Treviño et al. (2000, 2003), researchers advocated ethical leadership as a behavioral style (Den Hartog, 2015). Brown et al. (2005, p. 120) proposed an inclusive definition of ethical leadership as “the demonstration of

normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making". Unlike other positive leadership styles such as authentic leadership, transformational leadership, or spiritual leadership, which embrace the ethical aspect as a component, ethical leadership gives emphasis on employing ethics in managerial activities (Wang and Xu, 2019). In brief, ethical leaders serve as role models, act fairly (moral persons), and actively sustain ethics in managing activities (moral managers) (Hassan et al., 2014).

Table 2.1. Comparison between ethical leadership and other related leadership styles

Leadership style	Similarities	Differences	Author(s)
Transformational leadership	<ul style="list-style-type: none"> - Lead by examples - Adhere to moral values - Ethical decision-making - Integrity 	<ul style="list-style-type: none"> - Ethics is a central idea in ethical leadership -Ethical leadership style does not encompass changes, vision, or intellectual stimulation 	Brown and Treviño (2006), Den Hartog (2015); Hoch (2018); Kumar and Dhiman (2020)
Transactional leadership	<ul style="list-style-type: none"> -Share transactional ideas to communicate ethical 	<ul style="list-style-type: none"> -Ethical leadership does not mainly focus on performance but positive perception, 	Berkovich and Eyal, O. (2021), Den Hartog (2015), Kumar and Dhiman (2020), Shakeel et al.

Leadership style	Similarities	Differences	Author(s)
	expectations in the workplace. - Behave ethically	behavior, well-being	(2020); Young et al. (2021)
Spiritual leadership	- Integrity - Exhibit ethical, caring, and respectful behavior	- Rather than being called to serve in spiritual leadership, ethical leadership is driven by more realistic motives.	Den Hartog (2015); Kumar and Dhiman (2020)
Authentic leadership	- Accentuate the importance of moral character - Social motivation - People orientation	-Authentic leadership focuses on authenticity and awareness whereas ethical leadership focuses on caring stakeholders, ethics, and morality.	Den Hartog (2015); Hoch (2018);

Source: by author's synthesis

In the age of New Public Management, public organizations are transforming the way they serve citizens by changing their perception from input and process to prioritize output and outcome (Lapuenta and Van de Walle, 2020). In other words, today's public managers are beginning to pay attention to increasing the effectiveness

and efficiency of government services. To achieve the desired performance, customer-oriented services, which are mostly contributed by the behaviors of employees, are crucial as they ensure quality public service and policy coordination (Hammerschmid et al., 2019). However, despite dynamic changes in management practices of the public sector, there is a lack of attention from scholars on studying the behaviors directed to the organizational services of public sector employees (Bayiz Ahmad et al., 2020).

Ethical leadership is believed to be an essential element in accomplishing outcomes in public organizations by encouraging positive behaviors of employees (Qing et al., 2020). Previous studies found that when public sector employees realize the ethical aspects of their leader would promote several desirable outcomes such as job performance, employee motivation, work engagement, commitment, employee creativity, etc. (Asif et al., 2019; Mostafa and Abed El-Motalib, 2020; Ouakouak et al., 2020; Qing et al., 2020; Shafique et al., 2020). However, the influences of ethical leadership on employees' attitude and behavior have not been fully uncovered (Potipiroon and Faerman, 2016; Qing et al., 2020; Young et al., 2021). For instance, to the best of our knowledge, there appears to be a dearth of studies that investigate the influence of ethical leadership on positive behaviors of public servants toward improving the quality of public services while also taking into account the impact of negative context on the effectiveness of this leadership style (see synthesis of notable recent studies in the context of service settings regarding the relationship between ethical leadership and its consequences in **Table 2.2**).

In this manner, from the abovementioned research gaps in the literature of public management, the dissertation systematically explores the influence of ethical leadership styles on service outcomes among public employees in order to ensure service quality as well as build the trust of citizens in public institutions.

Table 2.2. Recent research of ethical leadership and its consequence in service settings

Author	Independent variable	Mediating/ Moderator	Dependent variable	Findings
Özsunğur (2019)	Ethical leadership	Psychological capital	Service innovation behavior	Ethical leadership (EL) affect employees' service innovation behavior (SIB) and psychological capital (PC). In turn, PC mediates the link between EL and SIB
Zhang, Li, Gong, & Xu (2019)	Ethical leadership	Ethical climate; Moral sensitive	Role-prescribed service behavior; Extra-role behavior	Ethical leadership (EL) influences nurses' service behaviors through ethical climate (EC) and moral sensitivity (MS). These variables (EC and MS) partially mediate the association between EL and service behaviors.
Anser, Ali, Usman, Rana, & Yousaf (2021)	Ethical leadership	Harmonious passion; Meaningful work	Knowledge hiding	Ethical was found to negatively influence knowledge; the linkage is contingent on harmonious passion.
Al Halbusi, Williams, Ramayah,	Ethical leadership	Ethical climate; Person-organization fit (P-O fit)	Employee ethical behavior	Ethical leaders foster ethical behavior among employees, P-O fit moderates ethical climate and ethical behavior

Author	Independent variable	Mediating/ Moderator	Dependent variable	Findings
Aldieri, & Vinci (2021)				
Goswami & Agrawal (2023)	Ethical leadership	Shared goals; psychological capital	Knowledge sharing; Knowledge creation	Ethical leadership boosts knowledge sharing and creation. Psychological capital mediates this relationship.
Yang, Luu, & Hoang (2025)	Ethical leadership (EL)	Ethical climate (EC); Ethical self-efficacy (ESC); Task conflict (TC)	Team service performance (TSP); Employee service performance (ESP)	EL was found to foster TSP and ESP in both direct and indirect ways (via EC and ESC). TC was found to moderate the second phase from mediators to dependent variables
Rasheed, Hameed, Kaur, & Dhir (2024)	Ethical leadership	Creative self-efficacy (CSE); Psychological ownership (PO); Sleep quality (SQ)	Service innovation behavior (SIB)	CSE and PO are mediators for the linkage between ethical leadership and SIB. SQ moderates the CSE-SIB relationship
Aunin, Lüde, Sander, Vogel, & Wiesner (2024)	Ethical leadership	Follower need for autonomy (FNA)	Job satisfaction (JS); Affective commitment (AC)	Ethical leadership affects JS and AC. FNA only moderates the nexus between ethical leadership and JS

Author	Independent variable	Mediating/ Moderator	Dependent variable	Findings
Şengüllen di, Bilgetürk & Afacan Fındıklı (2024)	Ethical leadership	Green organizational culture (GC)	Green product innovation (GI); Green process innovation (GPI)	Ethical leadership is significantly related to GC. GC bridges the gap between ethical leadership with both GI and GPI
Taamneh, Aljawarneh, Al-Okaily, Taamneh, & Al-Oqaily (2024)	Ethical leadership	Distributive justice (DJ); Procedural justice (PJ); Interactional justice (IJ)	Organizational citizenship behavior (OCB)	Ethical leadership significantly influence employees' OCB in the educational context,
Sun, Xu, Kluemper, McLarty, & Yun (2024)	Ethical	Mediator: Self-efficacy; Moderator: Emotional exhaustion (EE); Perceived coworker trustworthiness (PCT)	Knowledge sharing (KS)	Self-efficacy plays a role of mediator in linking ethical leadership and KS. The less EE and the more PCT could enhance self-efficacy mechanism

Source: By author's

2.1.2 Moral self-efficacy

Self-efficacy refers to "one's perceived capabilities to learn or perform actions at designated levels" (Schunk and DiBenedetto, 2021, p. 2). Furthermore, according to social cognitive theory (Bandura, 1986), self-efficacy is perceived as a key personal factor in the framework of triadic reciprocal interactions among external environments, personal influences, and behavioral outcomes (Schunk and DiBenedetto, 2020). It could be explained because "people's level of motivation, affective states, and actions are based more on what they believe than on what is objectively true" (Bandura, 1997, p. 2). Thus, prior studies in various fields have confirmed the predictive power of self-efficacy on people's affection, motivation, and behavior (Alnoor et al., 2020; Etehadi and Karatepe, 2019; Mumtaz and Parahoo, 2020; Tan et al., 2021), making it one of the most vital concepts in contemporary research in diverse fields such as healthcare, management, psychology, or education (Judge et al., 2007; Schunk and DiBenedetto, 2021).

Self-efficacy is not an inborn trait of humans but a cognitive process in which people utilize information to judge their own efficacy (Schunk and DiBenedetto, 2020, 2021). There are four main sources of self-efficacy (Bandura, 1997): (1) mastery experience, (2) vicarious experience, (3) verbal persuasion, and (4) physiological and affective states. Enactive mastery, or performance accomplishments, is considered the most reliable source of self-efficacy (Bandura, 1997), as it specifies what individuals can achieve (Schunk and DiBenedetto, 2021). However, people are not solely based on their personal experiences to assess their efficacy; vicarious experience performs as a role model to enhance self-efficacy (Bandura, 1997). By observing successful models, people gain more confidence in their capabilities (Schunk and DiBenedetto, 2021). Besides, verbal persuasion from others is also a means of activating self-efficacy; such as ethical leaders who persuade their followers about the contribution of moral efforts to organizational performance will raise the ethical self-efficacy of individuals (Kim and Vandenberghe, 2020; Li et

al., 2021; Naeem et al., 2020). Finally, physiological and emotional indexes are sources of self-efficacy because people rely partly on these indicators to infer their capability (Bandura, 1997; Schunk and DiBenedetto, 2021).

From the initial understanding of general self-efficacy, the concept of moral self-efficacy can be understood as "the set of beliefs which individuals have about their capabilities to self-reflect and self-regulate moral behavior" (Paciello et al., 2022, p. 8). Accordingly, employees who have a higher degree of moral self-efficacy are more certain about what they can do and willing to put in more determination and perform extra-role (Kim and Vandenberghe, 2020). It is because people's belief in their moral standards guides them to adapt their behavior suitably (Paciello et al., 2022). In addition, when compared with general self-efficacy, moral self-efficacy focuses more on the context and task-specific aspects and becomes a primary source for assessing whether individuals behave in accordance with moral guidelines (Hannah and Avolio, 2010; Li et al., 2021; Paciello et al., 2022).

Ethical matters have attracted scholars because they have an association with the quality of public management or the level of corruption (Sulitzeanu-Kenan et al., 2022). Therefore, moral self-efficacy turns out to be a suitable concept for conducting research in public management literature since ethics is the most desirable trait of a public servant (Sulitzeanu-Kenan et al., 2022). Moreover, the moral aspects of public employees also directly impact public service quality through their prosocial behaviors (Miller, 2005). In the service setting, moral facets have been widely studied as a driving force for employees to exhibit proactive behaviors to enhance service outcomes, such as service recovery performance when service failures occur (Ahmad et al., 2022; Eluwole et al., 2022; Wang et al., 2020).

However, studies in the management field on moral self-efficacy are scarce compared to general self-efficacy and other related forms (e.g., occupational self-efficacy) (Rullo et al., 2022). By observing from practical and theoretical viewpoints, the dissertation focuses on investigating moral self-efficacy in the public sector under

the influence of leadership and contextual moderating factors. Specifically, following the suggestion of Bandura (1997) that moral self-efficacy is not only limited to individuals' perception of their leaders but also linked to their confidence in their abilities in specific tasks and contexts, this dissertation examines the role of self-efficacy under the influence of ethical leadership and expands the perspective of SCT theory to include a contingency factor as a contextual moderator.

2.1.3 Prosocial motivation

The motivation of employees has been a central topic in the stream of research in Public Management literature (Ritz et al., 2020) and has necessitated the study of forms of motivation with regard to public service (Rainey, 2021). It is because motivated public employees will stick to organizational goals and possess a deep understanding of the characteristics of the government system (Rainey, 2021; Ritz et al., 2020). Therefore, prosocial motivation emerged as a concept that caught the interest of scholars in public administration research (Kroll and Vogel, 2018). Scholars suggested that prosocially motivated public employees would fit well with the values of public organizations because of holding ideals to make changes in society (Kroll and Porumbescu, 2019). Moreover, in the context of today's public organizations facing many challenges, with limited financial and non-financial resources (Franken et al., 2020), prosocially motivated employees are individuals who are less dependent on external stimulus mechanisms and perform better than other public servants (Ritz et al., 2020).

Prosocial motivation is described as "the desire to expend effort to benefit other people" (Grant, 2008, p. 49). In this manner, the desire to serve others is considered a source of prosocial motivation (Kroll and Porumbescu, 2019). Furthermore, scholars have also examined several discrepancies between prosocial motivation and other related constructs, such as intrinsic motivation or public service motivation (Schott et al., 2019; Van der Voet and Steijn, 2021). Schott et al. (2019), for instance, identified three criteria that differentiate prosocial motivation from

public service motivation, including beneficiary, focus, and change of human action. Regarding the beneficiary, public service motivation is supposed to aim at a broader context to benefit society, while prosocial motivation is more specific, targeting individuals, groups, or employing organizations (Schott et al., 2019). Prosocially motivated employees pay more attention to improving the future by fulfilling job outcomes (temporal focus), whereas public service motivation is characterized by a long-term orientation (Schott et al., 2019). Lastly, public service motivation is closely associated with altruistic behavior toward society, while prosocial motivation is centered around the individual and organizational levels (Schott et al., 2019). Distinctions can also be observed between prosocial motivation and intrinsic motivation. Intrinsic motivation stems from the enjoyment of one's work or a sense of self-actualization, whereas employees driven by prosocial motivation channel their energy into helping others (Kroll and Porumbescu, 2019).

Another aspect of prosocial motivation that has captured the interest of scholars is its static and dynamic nature. The static nature of prosocial motivation has been explained based on the belief that individuals with prosocial motivation are more likely to choose to work in public organizations (Van der Voet and Steijn, 2021). However, the stable trait has failed to give an explanation of how prosocial motivation is changed after they become a public employee (Van der Voet and Steijn, 2021). Prior studies found organizational factors such as leadership or workplace climate can enhance prosocial motivation (Eva et al., 2020; Hattke and Hattke, 2019; Li and Bao, 2020; Nelissen et al., 2017; Silard et al., 2021). Therefore, prosocial motivation exhibits dynamic states rather than a static state as it varies under the influence of different contexts (Kroll and Vogel, 2018), and there are calls for investigating how this type of motivation is developed as an outcome of organizational and personal experience (Van der Voet and Steijn, 2021). Moreover, scholars also call for attention to deeply examine the mechanism of prosocial motivation due to its positive personal outcomes, such as improving personal status (e.g., thriving at work) to better help others (Nawaz et al., 2022; Van der Voet and Steijn, 2021).

Taken together, the dissertation considers prosocial motivation as an individual determinant. Specifically, the effect of contextual factors including leadership and ethical self-interest climate on public employees' prosocial motivation will be examined.

2.1.4 Thriving at work

While researchers are interested in thriving due to the positive repercussions it brings, the definition of thriving is somewhat varied (Brown et al., 2017). For example, Su et al. (2014, p. 256) defined thriving as "the state of positive functioning at its fullest range—mentally, physically, and socially," while Bundick et al. (2010, p. 891) emphasized the interaction between the individual and the context and proposed thriving as "A dynamic and purposeful process of individual and context interaction over time, through which the person and his/her environment are mutually enhanced." The discrepancy in concepts among scholars regarding thriving due to contextual variation attracts researchers to explore specific types of thriving in their respective fields (e.g., a specific type of thriving in management) (Brown et al., 2017; Kleine et al., 2019).

In the field of organizational behavior and management, thriving can be identified as "thriving at work". Spreitzer et al. (2005, p. 538) stated that "thriving at work is the psychological state in which individuals experience both a sense of vitality and a sense of learning at work". Hence, thriving at work is the result of a combined effect of vitality (feeling alive and energized) and learning (the sense of acquiring and applying knowledge) (Kleine et al., 2019). The positive psychological state of employees in this manner has caught the attention of scholars, as it activates various positive outcomes (Shadid et al., 2021). Prior studies established the link between thriving at work and numerous positive consequences such as organizational citizenship behavior, creative behavior, job satisfaction, and job performance (Alikaj et al., 2021; Chang et al., 2020; Elahi et al., 2020; Suryani et al., 2022; Wu et al., 2023).

Spreitzer et al. (2005) proposed a framework that explains the conditions under which individuals experience thriving at work. Accordingly, contextual features and resources generated at work (e.g., positive meaning, positive affective resources) trigger thriving at work through agentic work behaviors. The notion of agentic behaviors, which is derived from Bandura's social cognitive theory, suggests that an individual's proactive and determined approach to work serves as a driving force for thriving (Jiang, 2017).

The dissertation employs social cognitive theory to provide further insights into thriving at work among public employees. Specifically, we aim to examine the role of thriving at work as a mediator in the relationship between antecedents and service outcomes among public servants.

2.1.5 Service adaptive behavior

To refer to the employee's adaptive behavior, scholars used a variety of terms (Park and Park, 2019), such as adaptive behavior (Kim et al., 2022; Maden-Eyiusta et al., 2022), adaptive performance (Kaya and Karatepe, 2020; Park and Park, 2019; Pelgrim et al., 2022), or adaptability (Rasheed et al., 2020; Yang et al., 2019). Several scholars described adaptive behavior as "appropriate behavioral responses to the environment, such as dealing with unique or stressful external demands and positive adaptations maximizing gains over losses in functioning" (Karaevli and Hall, 2006, p. 361) or "the capability to modify knowledge, skill, and other characteristics acquired during training to effectively meet novel, difficult, and complex situations" (Chen et al., 2005, p. 828). Although there were differences in definitions, in general, adaptive behavior refers to behavior and responses to cope with changing conditions and demands (Park and Park, 2019).

In the context of public sector reform, organizations aim to incorporate practical lessons from the private sector into public institutions to improve service delivery and responsiveness to citizens, in order to enhance efficiency and

effectiveness (Samaratunge et al., 2008). Besides, in management literature, various scholars have suggested that the ability to adjust or customize services could become a competitive advantage and make adaptability a desirable factor during times of technological change (Kim et al., 2022; Rasheed et al., 2020). Accordingly, empirical studies in service settings have found a link between adaptive behavior of employees and positive outcomes such as enhancing employees' well-being or customer satisfaction (Aguirre-Rodriguez et al., 2022; Rasheed et al., 2020; Shen et al., 2022). Thus, to better address customers' requirements, public sector employees need to exhibit service-adaptive behavior.

Unlike general adaptive behavior in the workplace, which involves the broad role of adaptability in responding to uncertain or diverse task demands (Kim et al., 2022), Gwinner et al. (2005, p. 135) classified adaptive behavior in a service context as "the deliberate modification of the service offering in a situationally appropriate manner in response to meeting perceived consumer needs". In the view of service adaptive behavior, although services are frequently defined by standard criteria, meeting the requirements of customers requires employees to adjust in ways that go beyond job procedures based on real-time information (Kim et al., 2022; Shen et al., 2022). Therefore, during the period of administrative transformation, which entails inheriting best practices from the private sector, public sector employees are also expected to possess service adaptive behavior to enhance service quality and promote organizational sustainability (Shen et al., 2022; Silva et al., 2020).

However, despite the crucial importance of service adaptive behaviors, its contributions to daily performance make adaptability become one of the most desired skills for recruiting employees (Feld et al., 2020; Park and Park, 2019), there is limited research on adaptive behavior in a service context (Kim et al., 2022), especially for public service (see **Table 2.3**). Furthermore, there are still several research gaps related to adaptive behavior that require further study, such as the influence of leadership style on service-oriented adaptive behavior, the relationship

between job characteristics in different industries (e.g., public sector) and service adaptive behavior, and whether personal characteristics could drive service adaptive behavior (Park and Park, 2019). Therefore, by conducting research on service adaptive behavior of public employees, this dissertation contributes to public management literature and provides evidence for activating employees' adaptability in providing service. Specifically, the dissertation proposes a comprehensive framework by adopting social cognitive theory and social learning theory to explain mechanisms of promoting public service adaptive behavior through leadership and employees' personal determinants.

Table 2.3. Recent research related to service adaptive behavior

Author	Independent variable	Mediating/ Moderator	Dependent variable	Research context	Findings
Leischnig, Kasper-Brauer, & Thornton (2018)	Service adaptive behavior (SAB)	N/A	Customer satisfaction (CS)	General service sector	SAB were separated into service-offering and interpersonal adaptive behavior. The interpersonal adaptive behavior plays a vital role in determining customer satisfaction, while service-offering adaptive behavior could ensure a high level of satisfaction.
Chen, Ou, Wang, Peng, &	Frequency	Routinization; Infusion	Service adaptive behavior (SAB);	Financial sector	SP could be promoted by SAB. In turn, Frequency could leverage Routinization

Author	Independent variable	Mediating/ Moderator	Dependent variable	Research context	Findings
Davison (2020)			Service performance (SP)		and Infusion, then lead to enhance SAB.
Chou, Shen, Wu, & Lin (2022)	Meaning of work (MW)	Extra-role performance; (EP); Relationship orientation (RO) Organizational identification (OI)	Service adaptive behavior (SAB)	General service sector	EP and RO play roles of mediators in linking the relationship between MW and SAB. OI plays roles of positive and negative moderator of RO-SAB and EP-SAB, respectively.
Aguirre-Rodriguez, Boveda-Lambie, Torres, & Montoya (2022)	Service adaptive behavior (SAB)	Cultural ethnic identification (CEI); In-group favoritism expectations (IFE)	Customer satisfaction (CS)	Public sector	Higher level of CEI and IFE could make a stronger connection between SAB and CS
Peng, Yang, & Huan (2022)	Empowering leadership (EL)	Role identity autonomy (RIA); Role identity competence (RIC);	Service adaptive behavior (SAB)	Hospitality	Empowering leadership (EL) could fuel the SAB among frontline employees via RIA, RIC, and RS. In turn, RIC and RIA trigger BSC and lead to SAB. However, both the

Author	Independent variable	Mediating/ Moderator	Dependent variable	Research context	Findings
		Relatedness to service team (RS); Boundary spanner creativity (BSC); Error strain (ES)			relationships between BSC and psychological needs (RIA, RIC, RS) and SAB are weakened under a higher level of ES.
Maden-Eyiusta, Yalabik, & Nakiboglu (2022)	Perceived organizational support (POS); Perceived supervisor support (PSS)	Customer orientation (CO); psychological empowerment (PE)	Adaptive selling (AS)	Financial and pharmaceutical sectors	POS and PSS have positive effects on AS. The indirect effects from POS, PSS to AS are stronger under lower level of CO.
Shafique, Rajput, Javed, & Alnakhli (2022)	Inclusive leadership (IL)	Psychological flourishing (PF); Work centrality (WC)	Adaptive selling (AS)	Retail sector	IL has a direct effect on AS and indirect on AS via PF. WC pronounces the nexus between IL and AS.
Shen, Lin, Chou, Wu, & Yang (2022)	Brand familiarity (BF);	Service adaptive behavior (SAB);	Customer satisfaction (CS)	Retail sector	Familiarity (BF, PF) could turn on CS among customers. Additionally, these

Author	Independent variable	Mediating/Moderator	Dependent variable	Research context	Findings
	Personal familiarity (PF)				associations could be more strengthened under the effect of SAB.
Kim, Im, & Shin (2022)	Perceived innovativeness (PI)	Job engagement (JE)	Service adaptive behavior (SAB)	Restaurant service	PI could enhance SAB in different mechanisms. The PI could link directly to service-offering behavior, whereas interpersonal service adaptive behavior needs to be experienced from internal processes (e.g., JE).
Patwary, Hossain, Mistry, & Parvez (2024)	Workplace ostracism (WO); robot anthropomorphism (RA)	Readiness to change (RC)	Service adaptive behavior (SAB)	Restaurant service	WO and RA sequentially promote RC and SAB. Furthermore, RC holds the role of a mediator in linking the connection between WO, RA, and SAB.

Source: By author's

2.1.6 Service recovery performance

In the process of delivering services, it is inevitable that a certain element may fail to meet the customer's initial expectations, which results in service failure (Choi and Choi, 2014; Krishna et al., 2011). For example, public sector employees do not adequately clarify the content of administrative procedures, which often leads citizens to make multiple visits to administrative organizations or omit documents that cause delays in processing citizens' requests.

Unlike the private sector, which often leads to lower satisfaction customers, negative word-of-mouth, decreased evaluation of the brand or organization (Khamitov et al., 2020; Zhou et al., 2014; Zahoor, 2021), public service failures may lead to more severe outcomes if citizens are in a situation where their family's lives depend on public service (e.g., government support during the pandemic). Thus, public service failure refers to both failure and perception of failure in establishing norms (Van de Walle, 2016). The reasons for failure in delivering public services are diverse, as noted by Van de Walle (2016), and include the following: (1) failure by ignorance (public employees neglect the customization of customer needs); (2) failure by rigidity (public employees are unable to deliver services due to various constraints, such as bureaucratic red tape); (3) failure by failed intervention (public employees address the wrong problem or offer incorrect solutions); (4) failure by neglect (public employees display a lack of interest in public values); (5) failure by design, which occurs due to flaws in the design elements of the service; and (6) failure by association, stemming from the negative reputation of the public organization.

During the time of public administration reform, governments transition from a monopoly model of public service to marketization (Van de Walle, 2016). Therefore, in situations where there is public service failure, such as in public notary services, citizens may consider switching to using services provided by other public or private organizations (Dowding and John, 2012). Furthermore, citizens have the option to

express their dissatisfaction by assigning blame to leaders or critiquing the service's operations (Van de Walle, 2016).

In the context where public administrators view citizens as customers, it becomes necessary to borrow ideas from the private service context in order to address and recover from situations of service failure (Van de Walle, 2016). Thus, service recovery performance (SRP), which involves developing interactions between frontline employees and customers (Yang and Coates, 2010), emerges as a promising solution for issues in public service delivery (Van de Walle, 2016). Liao (2007, p. 476) defines employee service recovery performance as “the behaviors in which customer service employees who directly handle customer complaints engage to recover customer satisfaction and loyalty after service failures”. From that point of view, SRP focuses on customer-contact employees who are responsible for delivering the service. SRP also refers to a specific form of discretionary behaviors aligned with the goals of the organization (Liao, 2007). Furthermore, to engage in service recovery performance, employees need to perform a set of actions (Michel et al., 2009), such as repairs, apology, explanation, and expressing empathy (Mihardjo et al., 2020).

Regrettably, research on service recovery performance seems to focus on the private sector, such as hospitality (e.g., Gip et al., 2023; Wang et al., 2020), rather than in the public setting (Van de Walle, 2016) (see **Table 2.4** for recent notable studies of service recovery performance). Thus, the dissertation makes a significant contribution to the public management literature by examining SRP in a public context and addressing the recent research call to expand our knowledge of SRP across diverse industries and cultures (Van Vaerenbergh et al., 2019).

Table 2.4. Recent research related to service recovery performance

Author	Independent variable	Mediating/ Moderator	Dependent variable	Research context	Findings
Yadav & Dhar (2021)	Individual crafting; Collective crafting	Harmonious passion; Obsessive passion; Promotion focus; Hotel work experience; Gender	Service recovery performance (SRP)	Hospitality	Job crafting could foster SRP. Harmonious passion plays as a mediator in the association between job crafting and SRP. Promotion focus, hotel work experience, and gender moderate the linkage of job crafting and SRP.
Zahoor (2021)	Perceived opportunity to craft (POC)	Job crafting (JC); Proactive personality (PP); Work engagement (WE)	Service recovery performance (SRP)	Banking sector	POC could fuel JC and sequentially lead to WE, SRP. Employees who possess a higher level of PP strengthen the POC-JC relationship
Eluwole, Karatepe, & Avci (2022)	Ethical leadership (EL)	Trust in organization	Absenteeism (A); Social loafing behavior (SLB); Service	Hospitality	EL is related to SRP and directly reduces absenteeism. Trust in organization mediates all relationships

Author	Independent variable	Mediating/Moderator	Dependent variable	Research context	Findings
			recovery performance (SRP)		between EL with A, SLB, and SRP
Paşamehm etoğlu, Guzzo & Guchait (2022)	Ostracism	Bonding social capital (BSC); Organizational trust (OT)	Service recovery performance (SRP)	Hospitality	BSC and OT are yielded as dual mediators for ostracism and SRP.
Ahmad, Liu, Asif, Ashfaq, & Irfan, (2022)	Ambidextrous leadership (AL)	Value based selling strategy (VSS); Service innovation capability (SIC); Adaptive selling strategy (ASS)	Service recovery performance (SRP)	Pharmaceutical sector	Opening dimension of AL could leverage SRP. Both dimension of AL (opening and closing) could foster SIC then fuel VSS, ASS, and SRP
Ahmad, Liu, Akhtar, & Siddiqi (2022)	Behavior-based control (BC); Outcome-based control (OC)	Service-sales ambidexterity (SA); Manager trust in salesperson (MTS); Resistance to change (RC)	Service innovation capability (SIC); Service recovery performance (SRP)	B2B sector	BC has a negative effect on SA, whereas OC has a positive effect. In turn, SA could foster both SIC and SRP among employees. Both of MTS and RC confirmed roles as moderators in the research

Author	Independent variable	Mediating/Moderator	Dependent variable	Research context	Findings
Amoako, Caesar,Dz ogbenuku, & Bonsu (2023)	Service recovery performance (SRP)	Service quality (SQ)	Repurchase intention (RI)	Food and beverage sector	RI is influenced by SRP and SQ
Zahoor & Siddiqi (2023)	Customer incivility (CI)	Emotional exhaustion (EE); job crafting (JC)	Service recovery performance (SRP)	Banking sector	Negative linkages were found including CI and EE, EE and SRP, and CI and SRP. JC was identified as a moderator in the association of EE and SRP.
Jabbar & Qaiser Danish (2023)	Polychronicity	Work engagement (WE); Positive affectivity (PA)	Service recovery performance (SRP); Extra role customer service (ECS)	Banking sector	Polychronicity significantly influences SRP, ECS, WE. In turn, WE also nurtures SRP, ECS. The association between Polychronicity and WE is moderated by PA
Wang, Yu, Yan, & Pasamehmetoglu (2025)	Performance pressure (PP)	Work meaningfulness (WM); Proactivity; Shame	Service recovery performance	Hospitality	PP could trigger shame among employees then lead to SRP. When WM is low, the indirect effect of PP on SRP is stronger. Likewise,

Author	Independent variable	Mediating/ Moderator	Dependent variable	Research context	Findings
					when proactivity is low, the indirect effect from PP to SRP is stronger

Source: By author's

2.1.7 Ethical self-interest climate

Scholars have drawn attention to study organizational climate because of its distinctive feature compared to organizational culture (Denison, 1996). Accordingly, organizational culture tends to be more stable and hard to change; while the climate of an organization seems to reflect the temporary condition, easier to control and measure (Raile, 2013). In other words, organizational climate can be understood as the dyadic relationship between an individual and an organization (Denison, 1996). Organizational climate encompasses multiple dimensions, and ethical climate represents one specific aspect. Arnaud and Schminke (2012, p. 1768) defined ethical climate as "the shared perceptions employees hold regarding the policies, practices, and procedures that an organization rewards, supports, and expects with regard to ethics".

The category of ethical climate was first proposed by Victor and Cullen (1987, 1988), which is further divided into nine types of ethical climate based on two dimensions of ethical criterion and locus of analysis. These ethical climates include self-interest, company profit, efficiency, friendship, team interest, social responsibility, personal morality, company rules and procedures, and law and professional codes. In this dissertation, we focus on ethical self-interest climate (ESC) - the least desired ethical climate (Martin and Cullen, 2006), which is placed in the egoistic category (Sheedy et al., 2021).

LOCUS OF ANALYSIS

		Individual	Local	Cosmopolitan
ETHICAL CRITERION	Egoism	Self-interest	Company profit	Efficiency
	Benevolence	Friendship	Team interest	Social Responsibility
	Principle	Personal morality	Company rules and Procedures	Laws and Professional Codes

Figure 2.1. Ethical climates (Source: Victor and Cullen, 1988)

In an egoistic climate or ethical self-interest climate, employees share a perception that the organization has a norm that focuses on self-interest when making an ethical decision (Wang et al., 2020). Specifically, ethical self-interest climate casts a grey prospect among employees that colleagues around them implicitly neglected the benefits of external stakeholders (e.g., customers) despite having a formal commitment to a code of ethics (Sheedy et al., 2021). For example, public sector employees in public healthcare organizations perceive an ethical self-interest work climate when they notice almost all of their colleagues making efforts to prioritize their own personal gains, such as persuading patients to visit their private clinics.

In the context of the public sector, the ethical self-interest climate stands in contrast to the ideals of public service, causing ethical dilemmas that may lead to negative outcomes. However, research on the topic of the public organizational climate, despite the huge benefit that a ethical working climate of public organizations may provide a broader view of good governance, is limited (Raile,

2013). Thus, the dissertation examines ethical self-interest climate as a contextual stressor to gain deeper insights into its impact on the relationship between ethical leadership, prosocial motivation, and moral self-efficacy among public employees. By doing so, the dissertation aims to provide evidence of how ethical self-interest climate can impede employee well-being and desired behaviors, despite the efforts of managers.

2.2 Underpinning theories

2.2.1 Social cognitive theory

Social cognitive theory (SCT) is recognized as one of the most vital theories in social psychology (Nabi and Prestin, 2017) and has been widely applied to study in various fields such as healthcare (Auster-Gussman et al., 2022; Bashirian et al., 2021), sport (Beauchamp et al., 2021; Dishman et al., 2021), or business (Agyeiwaah, 2020; Pérez-López et al., 2019; Wang et al., 2019). It dates back to the 1940s, marking the peak of the behavioral-focused trend in social psychology. Classic theories focused on external factors as impetuses for human behavior (Nabi and Prestin, 2017), but were inadequate in explaining the mechanisms behind individuals initiating innovative activities or imitating others' behaviors, even in the absence of explicit reinforcement (Nabi and Prestin, 2017). Then, the introduction of social learning theory (SLT) (Bandura and Walters, 1977) marked a significant breakthrough in the field of psychology, as it expanded upon conceptual ideas that addressed scientific gaps by introducing the role of modeling and the influence of vicarious experiences. The introduction of SLT also served as the foundation for Bandura's comprehensive work on social cognitive theory (Luszczynska and Schwarzer, 2015). Bandura (1986) first proposed his work on social cognitive theory in the book *"Social Foundations of Thought and Action: A Social Cognitive Theory"*. The advent of social cognitive theory shed light on contemporary research in social science, especially in the management field, where the psychological determinants of

human behavior were often underestimated and had not yet received sufficient attention (Kessler, 2013).

Bandura (1986) posits that human behavior is both a cause and effect within a triadic reciprocal causation set of influences (Figure 2.2). These sets of factors embrace individual external environment (E), internal factors (P), and behavior (B), in which each group reciprocally interacts with the others (Bandura, 1986). For instance, external factors such as workplace climate or leadership (E) can shape employees' cognitive and affective (P) (e.g., self-efficacy, thriving at work) and form employees' behaviors (e.g., adaptive behavior, extra-role behavior) (Alnakhli et al., 2020; Darvishmotevali and Altinay, 2023; Knotts and Houghton, 2021; Zhao and Zhou, 2021; Zhu and Zhang, 2020). Furthermore, it should be emphasized that reciprocal interaction does not mean that groups of factors are equally powerful and appear at the same time, but that the effects will vary depending on activities and contexts (Bandura, 1997).

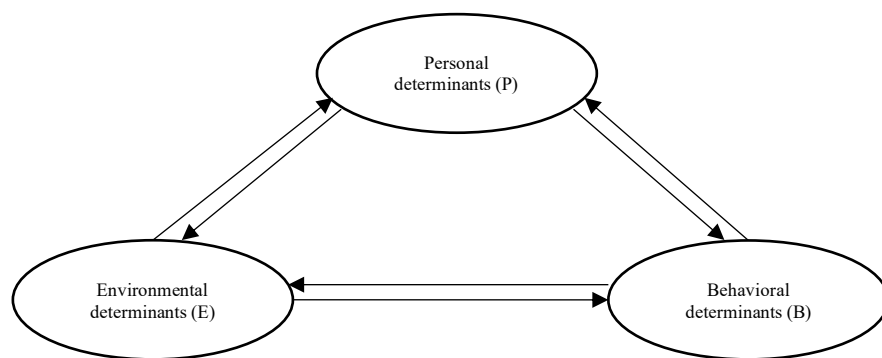


Figure 2.2. Triadic reciprocity (Source: Bandura, 1986)

The environmental determinants, such as role models, can alter individual behavior and personal internal processes if individuals have faith in the reliability of external models (Schunk and DiBenedetto, 2020). In other words, people will engage in learning modeled action when they identify that it will lead them to desirable outcomes and goals (Schunk and DiBenedetto, 2020). In this dissertation, ethical leadership is considered as an external factor that directly affects public employees'

service-oriented behavior (service adaptive behavior and service recovery performance) and stimulates personal processes (cognitive, affective, motivation), then leads to outcome behaviors. In addition, hindrance stressors in the workplace, specifically ethical self-interest climate, are considered as moderators due to their potential to undermine the effects of leadership (Dennerlein and Kirkman, 2022).

Bandura (1997) suggested that internal personal factors (P) are made up of factors in the form of cognitive, affective, and biological events. These personal influences are drivers for individuals to self-adapt and maintain motivation (Schunk and DiBenedetto, 2020). The dissertation inherits social cognitive theory to explain the connection between a group of personal influences, including moral self-efficacy, prosocial motivation, thriving at work, with other proxies. Besides, even though SCT suggested that individuals' processes could be altered through their perception (Bandura, 1997), the role of SCT in the process of motivation remains unclear (Schunk and DiBenedetto, 2020). Thus, these intra-relationships among cognitive (moral self-efficacy), affective (thriving at work), and motivational factors (prosocial motivation) in the personal determinants are also examined to address the research gap.

There are four prominent elements of social cognitive theory (Nabi and Prestin, 2017), including human agency, human capabilities, vicarious learning, and self-efficacy. Human agency posits that when individuals perceive that they can control their actions or influence external factors, it leads to a sense of agency and makes them proactive in their development, such as enhancing vitality and active learning at work (Bandura, 1986; Spreitzer et al., 2005). Second, human capabilities are related to the cognitive process of individuals (Nabi and Prestin, 2017) to guide their thoughts and actions. Vicarious learning is mentioned as a learning process of individuals through observing (Bandura, 1986). For example, when employees observe their supervisor's ethical behavior, which acts as a source of learning and motivation for their ethical behavior. Lastly, self-efficacy plays a crucial role as a

source in translating learned behaviors into personal experiences and actions (Nabi and Prestin, 2017).

Prior studies in management have utilized social cognitive theory to shed light on the connection between contextual factors, such as leadership, and positive behaviors (Ete et al., 2020; Li et al., 2020; Newman et al., 2018; Pan, 2021; Ye et al., 2022). In the context of the public sector, the prosocial interaction between public employees and citizens plays an important role in both sustaining public service quality and protecting the organization's image (Shim and Faerman, 2017). However, these types of proactive behaviors (e.g., service recovery performance, service adaptive behavior, or innovative behavior) are hard to promote due to employees' concerns about risks and uncertainties (Wu and Parker, 2017). Therefore, the dissertation employs SCT and responds to the call of scholars to gain a deeper understanding of how to stimulate proactive service outcomes in public organizations (Döring, 2022; Tabiu, 2022; Van de Walle, 2016). Specifically, the behavioral determinants are comprised of service-oriented behavior, including public service recovery performance and service adaptive behavior.

2.2.2 Social learning theory

Besides social cognitive theory, we could also reinforce the explanation regarding the linkage between ethical leadership and individuals' behavioral outcomes by implementing social learning theory (SLT). Bandura (1971) posited the learning process of individuals could be leveraged by observing direct role models and reproducing corresponding behaviors and thoughts for nurturing future corresponding behaviors. Thus, SLT made a contribution to organizational behavior literature that behavior not only be shaped by reward and punishment (reinforcement perspective) but also by observation of individuals from reliable role models.

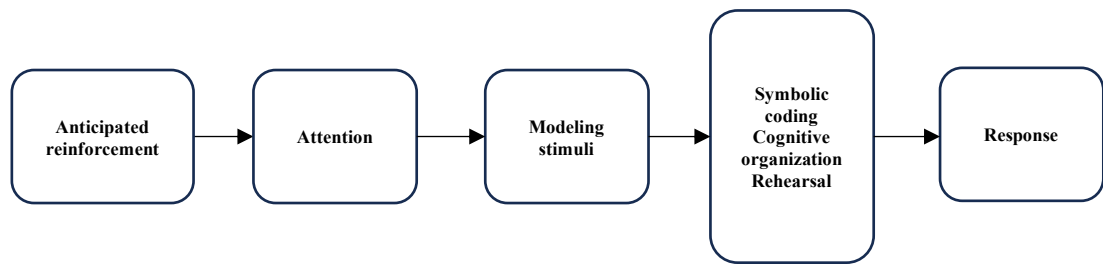


Figure 2.3. Social learning theory (Source: adapted from Bandura, 1977)

Similar to SCT, SLT proved its importance in various fields such as education, healthcare, psychology, and management (see review of Chuang, 2021; Koutroubas and Galanakis, 2022; Liu, Pang, and Lam, 2024). The observational learning process of individuals in the scope of social learning is managed by four types of processes, including (1) attention; (2) retention; (3) motor reproduction; and (4) reinforcement and motivational processes (Bandura, 1971). The attentional process refers to the attention of an individual to a role model. If the model exists but does not attract, is not reliable, or is not relevant enough to catch the attention of individuals, it could turn out to be an ineffective learning process. Then, the learned behavior cannot be reproduced if individuals did not store it in their minds. Hence, when aiming for the desirable actions in an organization, the repetition of role models is important. Third, even the role model can be observed as well as remembered, but cannot be reproduced due to a lack of skills (Bandura, 1971). This is also a vital process for replicating the behaviors of role models but tends to be omitted in management literature (Ahn, Hu, & Vega, 2020). The final process (reinforcement and motivation) refers to the expectation of individuals about the consequences of outcomes (e.g., employees believe their reproduced behavior could be rewarded or punished by their direct supervisor) could turn out as possibilities of behavioral outcomes.

In this dissertation, SLT was employed to explain the effect from ethical role model of ethical leadership on employees' consequence. We incorporated SLT into the framework of SCT to better explain and provide a clearer picture of how followers

could adopt role model and reproduce as behavioral outcomes including service-adaptive behavior and service recovery performance.

2.3 Hypothesis development

2.3.1 Ethical leadership and service outcomes

2.3.1.1 Ethical leadership and service adaptive behavior

In the era of public sector reform, citizens have higher expectations for public service outcomes, such as improved service quality, while still expecting reasonable public spending (Gnankob et al., 2022). In addition, the transformation of the administrative system also poses several challenges for public organizations, such as exposing them to a market with competitors from the private sector or applying technology in administration (Brunetti et al., 2020; Dowding and John, 2012). For that reason, to better address contemporary issues in a complex world, organizations are expected to leverage their internal resources (Aboramadan et al., 2022). Accordingly, these organizations' core strength may consist of employee behaviors (Aboramadan et al., 2022). Asif and Rathore (2021), for instance, posited that the performance of public organizations, such as service delivery, can be improved through better management of employees' behavior (e.g., prosocial behavior). Therefore, since positive behavior is vital for organizations in times of competition (Karatepe et al., 2020), it needs to be better researched how to activate positive behaviors in public organizations. However, previous studies on performance management in the public sector have neglected to evaluate the behavioral aspect of employees and have mainly focused on studies such as performance evaluation or setting organizational goals (Asif and Rathore, 2021). This dissertation delves into the research gap in public administration literature by considering service-oriented behavior of public employees, such as service adaptive behavior and service recovery performance.

The number of studies in the general management context confirmed the importance of leaders in changing employees' attitude and behavior (e.g., Anser et al., 2021; Lin et al., 2020; Ilyas et al., 2020). However, studies on the effects of leadership in public organizations remain unclear (Asif and Rathore, 2021). For example, despite positive leadership styles such as ethical leadership being considered a driving force to trigger employees' out-of-role behavior (de Geus et al., 2020) and becoming one of the most important leadership styles in the public sector (Anser et al., 2021), its application in non-Western countries is limited (Babalola et al., 2019; Lee et al., 2019). Besides, there are calls for better insights between ethical leadership and positive outcomes (Banks et al., 2021; Lee et al., 2019; O'Keefe et al., 2018) since ethics and integrity are the basis of good government (Bellé and Cantarelli, 2019).

According to social learning theory (Bandura, 1971), an individual's behaviors are shaped by observing and processing the learning from other reliable role models. Ethical leadership, which is divided into the moral person and moral manager aspects (Brown, 2005), may influence employees' positive behavioral outcomes in both ways. In addition, when a leader holds a formal position or referent power and behaves ethically, it may foster the credibility of their role model, becoming a focused simulation model (Zhu et al., 2018). In this manner, public leaders commit to moral values (moral person) and encourage acting morally (moral manager), such as communicating moral standards, and use rewards and punishments to ensure ethics will directly guide public employees' behavior, rather than solely enhancing cognition about rules and regulations (Bellé and Cantarelli, 2019).

By promoting honesty among public employees, which is a vital attribute for the public sector (Barfort et al., 2019), ethical leaders encourage employees to actively care about stakeholders (e.g., customers). In turn, employees follow ethical guidelines to conduct behaviors, aiming to mitigate several side effects of formal rules that could otherwise reduce public service effectiveness (Zhu et al., 2018). In this dissertation, ethical leadership is proposed as a source for public employees to

learn by observing and following ethical guidance. As a result, employees tend to care for the citizens and are more likely to adapt to new challenges (Shakeel et al., 2019), such as exhibiting adaptive behavior in delivering public service. While the adaptivity of frontline employees has been verified in general service settings (Feld et al., 2020), to the best of the author's knowledge, there is a lack of studies in the public service sector that explore the relationship between the moral aspect of a leader and employees' service adaptive behavior. On this basis, drawing from social learning theory, under the influence of an ethical leader, public sector employees customize their behavior to better align with citizen requirements while delivering public services. This customization aims to ensure stakeholder benefits, such as guaranteeing public service quality, protecting the organization's image, and enhancing citizen satisfaction. Therefore, the following hypothesis is proposed:

H_{1a}: Ethical leadership is positively related to service adaptive behavior.

2.3.1.2 Ethical leadership and service recovery performance

Voice and blaming are two potential negative outcomes when citizens perceive a failure in public services (Van de Walle, 2016). However, the needs of citizens are varied, and it is impossible to meet all expectations. Therefore, it is important for public managers to equip employees with the knowledge, skills, or authority to cope with citizens by performing service recovery behaviors in the situation of a service failure (Ghalilib, 2022). Despite research related to service recovery performance being widely conducted in the general service sector (McEntire, 2021), there is a shortage of understanding of SRP in public management literature. For example, scholars have called for deeper research about whether public organizations respond to public service failure (Van de Walle, 2016) because the recovery of service in public service is unlike other sectors (e.g., public employees may have no authority over the trouble) (Ghalilib, 2022).

The dissertation follows the notion that public servants deal with citizens as customers and employ perceptions from the private sector to serve (Van de Walle, 2016). Thus, this dissertation fills the research gap in public management by examining the behavioral approach to stimulate service recovery performance among public employees. In the light of the social learning theory (Bandura, 1971), we posit that ethical leaders serve as role models and actively inspire public employees to prioritize the well-being of citizens, which will form employee behavior. Under the effect of ethical leaders, public employees are encouraged to behave positively, such as expressing empathy, paying attention to issues related to public service quality, and taking action to rectify any failures (Ma et al., 2022). As such, perceiving ethical leadership is proposed as an antecedent of public service recovery performance:

H_{1b}: Ethical leadership is positively related to service recovery performance.

2.3.2 Moral self-efficacy as an initial mediator

Drawing from social cognitive theory (Bandura, 1986), since moral self-efficacy is sensitive to contextual factors (Rössler et al., 2017), we posit that public employees build up their moral self-efficacy from ethical leaders through mastery experience, vicarious experience, and verbal persuasion mechanisms (Kim and Vandenberghe, 2020). That is, enactive mastery refers to a situation in which employees participate in activities. By exposing employees to ethical issues at the workplace, such as reward and punishment, training about ethical standards will enhance employees' confidence in their capability to apply subsequent behavior (Rössler et al., 2017). Then, public employees observe trustworthy models from leaders, such as his or her integrity, which will fuel their cognition about ethics and belief in self-efficacy (Kim and Vandenberghe, 2020). Hannah and Avolio (2010) suggested that the interaction between leaders and employees about ethical matters could convey a sense of confidence. Ethical leaders proactively communicate moral standards to their employees and value followers' perspectives to help them develop their moral capacity (Kim and Vandenberghe, 2020). Hence, ethical leaders in public

organizations foster public servants' moral self-efficacy by developing "potential response repertoires" (Hannah and Avolio, 2010).

When individuals believe in their capacity, they can alter the level of motivation (Bandura, 1997). Prior studies about general self-efficacy in various areas found an association between people's beliefs and their intention to put more effort (e.g., Na-Nan and Sanamthong, 2020; Nykänen et al., 2019; Zhang et al., 2019). In this manner, moral self-efficacy supports employees to overcome obstacles and be resilient to hard times (Shang and Yang, 2022). Specifically, individuals with a high level of moral self-efficacy tend to align their standards with their ethical beliefs (Paciello et al., 2022; Shang and Yang, 2022). Thus, in line with prior research, the dissertation assumes that higher moral self-efficacy among public employees drives higher moral motivation (Afsar et al., 2019), leading them to have a desire to serve citizens for upholding public ideals (prosocial motivation).

Social cognitive theory proposed a framework to explain the relationship between contextual factors and personal processes (e.g., self-efficacy, prosocial motivation). In this regard, ethical leaders play a role as an external factor to promote moral self-efficacy of public employees. Furthermore, Hannah & Avolio (2010) posited that leaders who believe in employees' moral and support employees to conduct ethically would leverage moral self-efficacy. In turn, personal processes such as cognition (moral self-efficacy) will promote and maintain motivational outcomes (prosocial motivation) (Schunk and DiBenedetto, 2020). Therefore, the following hypothesis is postulated:

H_{2a}: Moral self-efficacy mediates the positive relationship between ethical leadership and prosocial motivation.

Thriving at work is a psychological state in which people experience a feeling of full energy and continual learning (Spreitzer et al., 2005). Drawing from social cognitive theory (Bandura, 1986), moral self-efficacy has an influence on individual

states of psychology such as thriving (Rössler et al., 2017). First, thriving at work is formed by an agentic view that individuals can control and overcome work challenges through their purpose and active engagement (Christensen-Salem et al., 2021). On the other hand, moral self-efficacy serves as a cognitive function through "one's confidence in his or her capabilities to organize and mobilize the motivation, cognitive resources, means, and courses of action needed to attain moral performance, within a given moral domain, while persisting in the face of moral adversity" (Hannah and Avolio, 2010, p. 297). In this manner, employees with a high level of moral self-efficacy actively and confidently use related resources to cope with ethical issues (Afsar et al., 2019; Zhang et al., 2022). Secondly, self-efficacy is also associated with the learning process (Schunk and DiBenedetto, 2020), which is a key aspect of thriving at work. Individuals with moral self-efficacy may set goals and create a learning environment (Schunk and DiBenedetto, 2020), allowing them to use new approaches for their tasks while adhering to ethical standards (e.g., public employees enjoy learning new procedures to better serve their customers). Thus, based on the above discussion, we expect that ethical leadership predicts employee moral self-efficacy. Subsequently, moral self-efficacy enhances individuals' well-being through vitality and learning (thriving at work).

H_{2b}: Moral self-efficacy initially mediates the positive relationship between ethical leadership and thriving at work.

2.3.3 Prosocial motivation as an initial mediator

Prosocial motivation is considered a vital concept in public management research, for it drives public employees to engage in contributing to public organizations' mission (Ritz et al., 2020). Despite the growing interest in prosocial motivation, studies of leaders as antecedents are limited (Eva et al., 2020). For example, ethical leaders may link to the prosocial motivation of followers because they align with the ideal of caring about others, but the nexus received little attention from scholars (Li and Bao, 2020).

Unlike other forms of hedonic motivation, in which individuals are motivated by their self-interest, prosocially motivated individuals direct their efforts to bring benefit to other people (Li and Bao, 2020). Since prosocial motivation has a dynamic nature (Kroll and Vogel, 2018), which can vary under different contexts, the dissertation employs social cognitive theory to explain the effect of contextual factors that contribute to the level of prosocial motivation among public employees. We address the gap in the dearth of research about the relationship between leaders and prosocial motivation by proposing that ethical leaders can instill moral inspiration, which could enhance prosocial motivation because public employees comprehend the meaning of public values (Hattke and Hattke, 2019). Specifically, ethical leaders represent credible role models that influence the learning process of employees about ethical values (Peng and Lin, 2017) and go beyond their self-interest to benefit others (DeConinck, 2015). Furthermore, ethical leaders implement moral standards in their daily activities, such as communicating these standards or using rewards (Den Hartog, 2015), which may trigger a sense of serving the community (Eva et al., 2020).

The rising concern about prosocial motivation also focuses on its consequences (Eva et al., 2020). Prior studies demonstrated that prosocially motivated individuals tend to behave proactively (Abid et al., 2018; Lebel and Patil, 2018). This is because a high degree of prosocial motivation transforms employees, leading them to experience better moods, vitality, and enthusiasm for exchanging knowledge with colleagues or applying it in their work (Abid et al., 2018). Therefore, the dissertation proposes a connection between prosocial motivation and thriving at work due to changes in the psychological state of socially motivated employees. Besides, proactive attributes of individuals (e.g., thriving at work) are consequences of cognitive processes (Lebel and Patil, 2018). From the perspective of social cognitive theory, employees perceive the context through their leaders (ethical leadership) (Lebel and Patil, 2018) and modify their internal determinants, including the process of prosocial motivation and thriving at work. As such, prosocial

motivation is postulated as a mediator in the connection between ethical leadership and thriving at work.

H₃: Prosocial motivation initially mediates the positive relationship between ethical leadership and thriving at work.

2.3.4 Two phases mediation of how ethical leadership promotes service outcomes

2.3.4.1 Ethical leadership and service adaptive behavior

In this dissertation, it is expected that prosocial motivation will enhance service adaptive behavior among public employees by fostering thriving at work. According to social cognitive theory, individuals with self-regulated capabilities have the ability to raise their well-being and develop a sense of agency (Schunk and DiBenedetto, 2020). Then, individuals can demonstrate effective behaviors, such as adapting their approach to the task (Schunk and DiBenedetto, 2020). From that perspective, prosocial motivation, which involves a specific degree of self-regulation and a focus on future outcomes (Grant, 2008), is expected to enhance the well-being of employees by increasing vitality and promoting learning (thriving at work). This, in turn, is anticipated to lead to desired outcomes, such as service-adaptive behaviors.

In the same mechanism, moral self-efficacy is also proposed as an antecedent for public service adaptive behavior. Zhang et al. (2022) proposed that individuals with a high degree of moral self-efficacy are inclined to cultivate positive and moral emotions to guide adaptive responses in ethical events. This positive and goal-oriented emotion aligns with work resources to fuel a sense of agency, which in turn triggers thriving at work (Spreitzer, 2005). It can be explained that individuals with higher moral self-efficacy tend to exhibit agentic behavior, as they mobilize their cognitive, affective, and emotional resources towards their job. Moreover, drawing from social cognitive theory, the self-efficacy level of an individual modifies their psychological states and initiates human adaptation (Rössler et al., 2017). Therefore,

moral self-efficacy is associated with thriving at work in a public employee's internal processes and has an influence on the choice of activities (behavioral processes), such as adaptivity.

A few empirical results have suggested a connection between thriving at work and its positive effect on employee adaptivity. Jiang (2017), for instance, conducted research in China and found that thriving at work could trigger the self-adaptation process among employees toward their careers. Management literature also suggests that when individuals engage in the learning process of thriving at work, it could generate a chance to define organizational issues and appropriate solutions (Zeng et al., 2020). Therefore, through the sense of agency derived from thriving at work and work resources such as moral self-efficacy and prosocial motivation, public employees are inclined to self-adapt to their work (Shadid et al., 2021; Spreitzer et al., 2005), such as customizing their approach for each customer to ensure satisfaction.

Currently, public organizations are undergoing a transformation and adopting a market-oriented approach, in which they value citizens as customers similar to the private sector (Van de Walle, 2016). As such, it is vital for public organizations to guarantee citizen satisfaction through the perception of quality of public service. A lot of studies in the private sector have shown that the adaptive behavior of frontline employees during service delivery effectively triggers a sense of quality, promotes customer satisfaction, and loyalty (Amenuvor et al., 2022; Román and Juan Martin, 2014; Yoo and Arnold, 2019). However, based on the current understanding, there is a dearth of academic research conducted in the public service domain that investigates the service adaptive behavior of public employees. Therefore, by proposing the subsequently mediating role of thriving at work, the dissertation addresses a significant gap in both practical and theoretical fields. Specifically, the dissertation provides insights into how personal determinants (prosocial motivation and moral self-efficacy) can be linked to service adaptive behavior within a specific context

(Park and Park, 2019). Furthermore, the dissertation offers a behavioral perspective that can guide practitioners in promoting adaptive behavior among public servants.

Drawing from hypotheses H_{2b}, H₃, social cognitive theory (Bandura, 1986), and the above arguments, we propose that ethical leadership could promote service adaptive behavior via two channels, including moral self-efficacy – thriving at work and prosocial motivation – thriving at work. Specifically, the triadic interaction among external determinant (ethical leadership), personal determinants (prosocial motivation, moral self-efficacy, thriving at work), and behavioral determinant (service adaptive behavior) could form two chains from ethical leadership to service adaptive behavior. Underlying three proxies, ethical leadership could promote prosocial motivation through followers' adopting ethical values. Sequentially, under the perspective of SCT (Bandura, 1986), higher prosocial motivation employees have a higher sense of agency that could promote thriving at work and lead to service adaptive behavior. Likewise, ethical leadership could sequentially increase moral self-efficacy and thriving at work and lead to service adaptive behavior

By the above discussions, the following hypotheses are formulated:

H_{4a}: Prosocial motivation and thriving at work sequentially mediate the association between ethical leadership and service adaptive behavior.

H_{4b}: Moral self-efficacy and thriving at work sequentially mediate the association between ethical leadership and service adaptive behavior.

2.3.4.2 Ethical leadership and service recovery performance

Prosocially motivated individuals have a certain degree of self-regulation that enhances a sense of agency (Schunk and DiBenedetto, 2020) and generates thriving at work (Spreitzer et al., 2005). As a result of thriving at work, individuals tend to behave actively and experience higher mood, which then leads to the implementation of these transformations in their work (Abid et al., 2018). It is because thriving

employees recognize that they have plenty of knowledge or skills to help others or perform better at work (Kleine et al., 2019). Thus, thriving at work is postulated as the antecedent of task-performance behavior (Kleine et al., 2019), such as service recovery performance. Scholars implied the importance of thriving at work in contributing to a level of enthusiasm, especially in situations of service failure (Abid et al., 2018; Rabiul et al., 2023). However, the mediating role of thriving at work in connecting motivation to serve and behaviors to resolve unexpected events remains unclear.

Bandura (2010) posited that self-efficacy triggers individuals to acquire knowledge through self-regulation. Therefore, self-efficacy from moral standards may link to thriving at work for employees who actively concentrate on learning about moral failure in the past or being aware of moral behavior (Paciello et al., 2022). Furthermore, self-efficacy is considered a significant source of agentic behaviors (Spreitzer et al., 2005), which in turn has an impact on thriving in the workplace. However, only a little empirical research delves into the effect of moral self-efficacy on moral behavior, such as service recovery performance through the process of learning and vitality (thriving at work). For example, Wang et al. (2020) suggested that general self-efficacy has an influence on service recovery performance via the aspect of learning. However, self-efficacy also shapes individual affective states such as vitality (Bandura, 1997). Therefore, we propose that moral self-efficacy fosters thriving at work and then enhances public service recovery performance. By examining this relationship, the dissertation responds to the call made by scholars to pay attention to service recovery performance within specific contexts, specific problems, and specific criteria. Consequently, public service, which lacks studies about service recovery (Van de Walle, 2016), will be examined under the effect of moral self-efficacy.

Drawing from social cognitive theory (Bandura, 1986), hypotheses H_{2b}, H₃, and the above discussions, we hypothesize that ethical leadership (external

determinant) could promote service recovery performance (behavioral determinant) via two channels (personal determinants) including prosocial motivation – thriving at work and moral self-efficacy – thriving at work. The following hypotheses are formed:

H_{4c}: Prosocial motivation and thriving at work sequentially mediate the association between ethical leadership and service recovery performance

H_{4d}: Moral self-efficacy and thriving at work sequentially mediate the association between ethical leadership and service recovery performance

2.3.4 Moderating roles of ethical self-interest climate

The emergence of an ethical self-interest climate in organizations is expected to lower the effect of ethical leaders on public employees' moral self-efficacy and prosocial motivation. Social cognitive theory postulates that under pressure in an adverse environment (Bandura, 2014), such as a self-interest ethical climate, the ability to regulate their moral behavior in response to stimuli (e.g., influences from leaders) is hindered due to their lower moral self-regulatory capabilities (Dennerlein and Kirkman, 2022). In an environment with a high level of self-interest, employees have a tendency to make unethical choices (Sheedy et al., 2021) that reduce organizational productivity. Moreover, the ethical self-interest climate is also negatively linked to employee trust in their leaders or organization (Nedkovski et al., 2017), leading to harmful behaviors such as unethical pro-organizational behavior (e.g., Dou et al., 2019). Consequently, since employees lose their faith in leaders and care less about others, living without empathy in a selfish working environment, the motivation toward others is expected to be lower (Dennerlein and Kirkman, 2022). Additionally, Wood and Bandura (1989) proposed that the level of constraint and opportunities within an organization would impact employees' ability to utilize their self-efficacy, potentially leading to a loss of confidence in their abilities that had previously been established. For instance, even though ethical leaders make efforts to communicate moral standards, an unsupported environment can hinder the

development of employees' moral competence (Dennerlein and Kirkman, 2022). In summary, the ethical self-interest climate in public organizations will moderate the relationship between ethical leadership and personal determinants. This means that the impact of leaders on moral self-efficacy and prosocial motivation will be diminished in environments with high levels of self-interest.

Likewise, from the perspective of social cognitive theory, individuals could shape their outcome behaviors through the effect of the external environment (e.g., ethical leadership). Therefore, the more consistent the value between the value of the learning source (e.g., ethical leadership), the better the adoption by individuals (Schunk and DiBenedetto, 2021). However, the emergence of an ethical self-interest climate, which possesses values that contrast with ethical leadership (e.g., public sector employees' norm to prefer self-benefit and omit others' welfare), could negatively affect the association between ethical leadership and behavioral outcomes such as public sector employees have a less tendency to repairing service failures or adjusting the way of delivering service (e.g., listening patiently to citizens) since the role model of ethical leaders becomes blurred due to the contradictory coexistence of values.

The following hypotheses are proposed:

H_{5a}: Ethical self-interest climate negatively moderates the relationship between ethical leadership and moral self-efficacy, such that the relationship will be weaker when ethical self-interest climate is stronger.

H_{5b}: Ethical self-interest climate negatively moderates the relationship between ethical leadership and prosocial motivation, such that the relationship will be weaker when ethical self-interest climate is stronger.

H_{5c}: Ethical self-interest climate negatively moderates the relationship between ethical leadership and service adaptive behavior, such that the relationship will be weaker when ethical self-interest climate is stronger.

H_{5d}: Ethical self-interest climate negatively moderates the relationship between ethical leadership and service recovery performance, such that the relationship will be weaker when ethical self-interest climate is stronger.

The associations between research constructs are depicted in Figure 2.4:

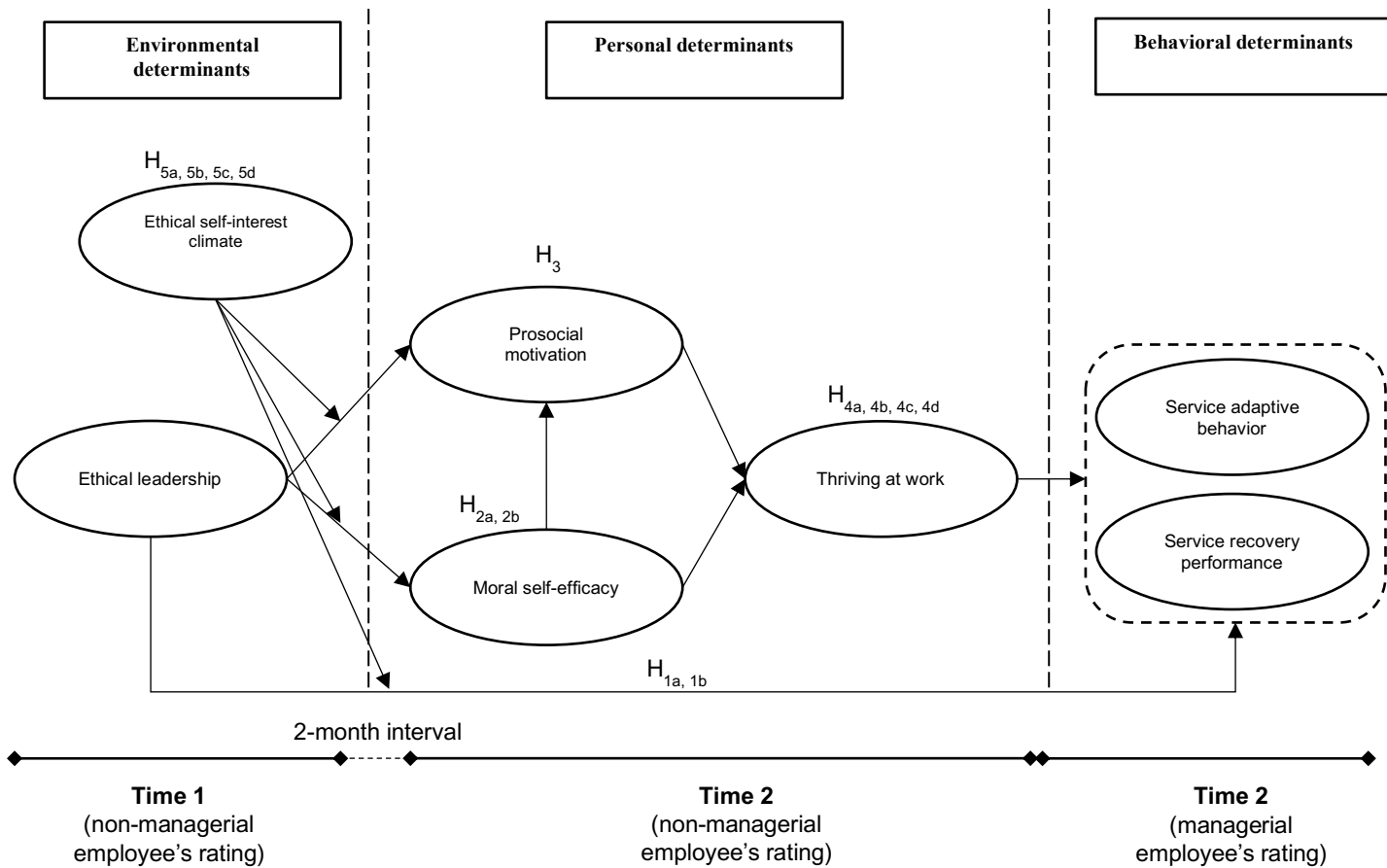


Figure 2.4. Research model (Source: by author's)

2.4 Summary

The present chapter seeks to provide a comprehensive understanding of key research concepts that consist of ethical leadership, moral self-efficacy, prosocial motivation, thriving at work, service adaptive behavior, service recovery performance, and ethical self-interest climate. Besides, social cognitive theory and social learning theory were discussed for their role in the management field and the present study. Finally, associations among constructs in the lights of SCT and SLT theories were argued.

CHAPTER 3 : METHODS

Chapter 3 describes the research methods used in the dissertation, including research design, variable measurements, preliminary research, and the main study. From the drafted version of the questionnaire, the preliminary research was conducted through group discussions and a pilot test. Then, the two-month time lag survey was conducted, and the dataset was analyzed using the PLS-SEM approach.

3.1. Research design

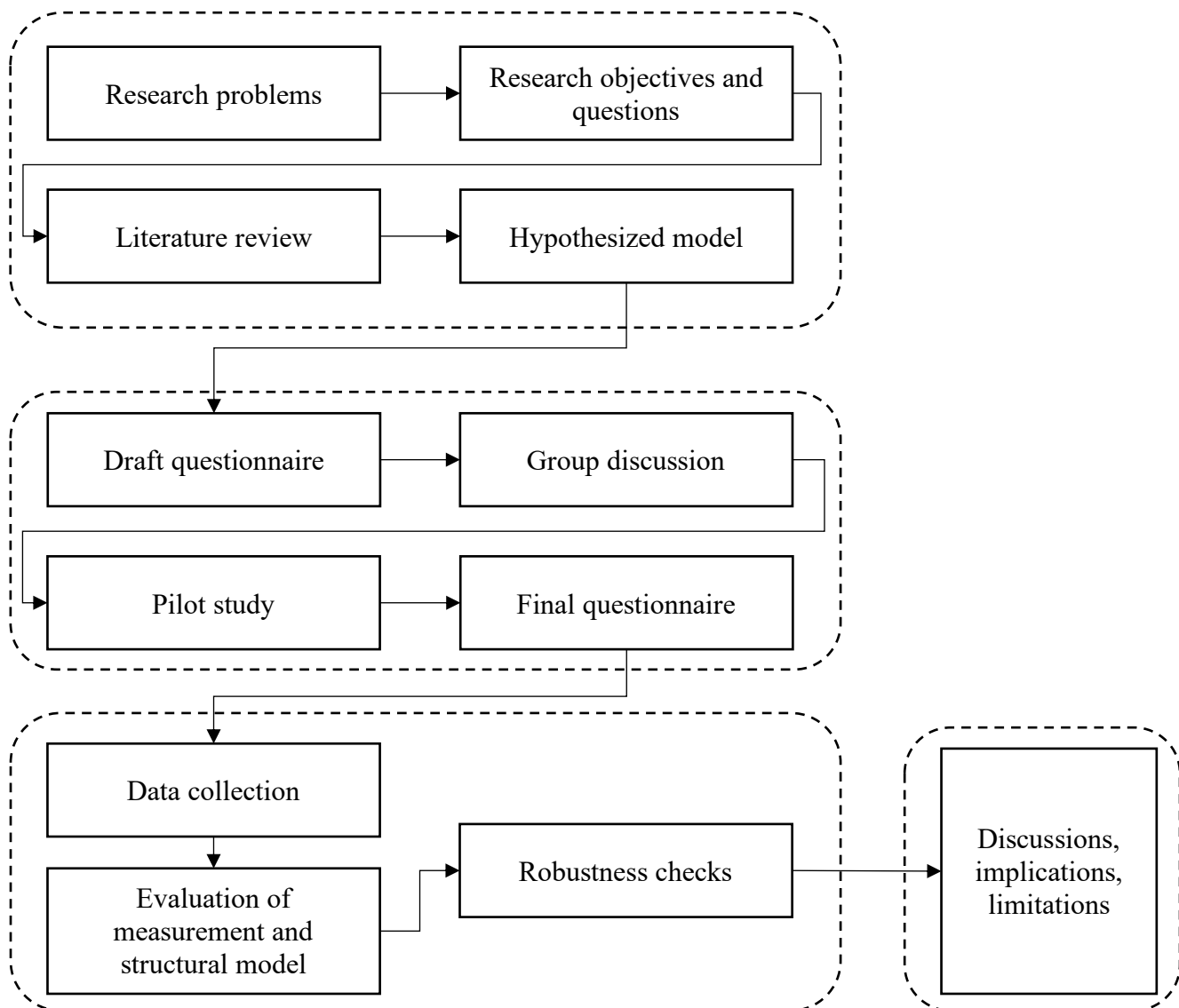


Figure 3.1. Research procedure (Source: by author's)

3.2 Variable Measurement

3.2.1 Ethical leadership

The dissertation employed a 10-item scale developed by Brown et al. (2005) to measure ethical leadership (ELS). Public employees were asked to evaluate their direct supervisor's leadership style using a 5-point Likert scale. This scale has been widely used by scholars and has demonstrated its reliability across cultures (Den Hartog, 2015; Ko et al., 2018). For example, in high-context national cultures similar to Vietnam, such as China or Korea, the ELS scale has been shown to be valid in measuring the impact on public employees' attitudes (Park et al., 2015; Qing et al., 2020).

Table 3.1. Ethical leadership scale and coding

Coding	Indicators
My leader ...	
EL1	Listens to what employees have to say
EL2	Disciplines employees who violate ethical standards
EL3	Conducts his/her personal life in an ethical manner
EL4	Has the best interests of employees in mind
EL5	Makes fair and balanced decisions
EL6	Can be trusted
EL7	Discusses business ethics or values with employees

EL8	Sets an example of how to do things the right way in terms of ethics
EL9	Defines success not just by results but also the way that they are obtained
EL10	When making decisions, asks “what is the right thing to do?”

Source: Brown et al. (2005)

3.2.2 Moral self-efficacy

To assess moral self-efficacy, we utilized three items from Owens et al. (2019). This scale has been validated and deemed appropriate for measuring public employees' beliefs about their moral capacity (Lyu et al., 2023; Zhang et al., 2022).

Table 3.2. Moral self-efficacy scale and coding

Coding	Indicators
MSE1	I was self-assured about my capabilities to perform my work activities in an ethical manner
MSE2	I am confident about my ability to do my job in a way that meets the organization's ethical standards
MSE3	I have mastered the ethical rules, regulations and skill necessary for my job

Source: Owens et al. (2019)

3.2.3 Prosocial motivation

The prosocial motivation of public employees was gauged via a 5-item scale

proposed by Grant and Sumanth (2009). This scale has demonstrated its validity and reliability in recent studies conducted in both the private and public sectors (Nawaz et al., 2022; Ritz et al., 2020; Sun et al., 2020).

Table 3.3. Prosocial motivation scale and coding

Coding	Indicators
PM1	I get energized by working on tasks that have the potential to benefit others
PM2	It is important to me to have the opportunity to use my abilities to benefit others
PM3	I prefer to work on tasks that allow me to have a positive impact on others
PM4	I do my best when I'm working on a task that contributes to the well-being of others
PM5	I like to work on tasks that have the potential to benefit others

Source: Grant and Sumanth, 2009

3.2.4 Thriving at work

In this dissertation, we followed prior studies to examine the joint effect of vitality and learning that makes employees perceive thriving at work. Therefore, we evaluate thriving at work in a global construct (e.g., Guan and Frenkel, 2021; Walumbwa et al., 2018). Specifically, we adapted the shortened scale of thriving at work, which was used in the research of Kleine et al. (2023). Public employees assessed their level of thriving at work using the following six items shown in the table below.

Table 3.4. Thriving at work scale and coding

Coding	Indicators
At work...	
TW1	I feel alive and vital.
TW2	I have energy and spirit.
TW3	I am looking forward to each new day.
TW4	I find myself learning often.
TW5	I continue to learn more and more as time goes by.
TW6	I see myself continually improving.

Source: Kleine et al. (2023)

3.2.5 Service adaptive behavior

The adaptive behavior of public sector employees in the process of delivering service was examined through a 6-item scale developed by Gwinner et al. (2005). The scale has been well established for measuring adaptive behavior in a service context and has been widely utilized by scholars (e.g., Chen et al., 2020; Guan et al., 2018; Peng et al., 2022). In this dissertation, we adapted the scale to fit the public service context and supervisor's viewpoint.

Table 3.5. Public service adaptive behavior scale and coding

Coding	Indicators
SAB1	This employee usually adapts the type of service to meet the unique needs of each citizen
SAB2	This employee uses a wide variety of strategies in attempting to satisfy the citizen
SAB3	This employee can easily suggest a wide variety of services to meet each citizen's needs.
SAB4	This employee pride himself/ herself in customizing the service for the citizen.
SAB5	This employee varies the actual service offering on a number of dimensions depending on the needs of the citizen.
SAB6	This employee has a believe that each citizen requires a unique approach.

Source: Adapted from Gwinner et al. (2005)

3.2.6 Service recovery performance

Frontline public employees' behavior to correct service failure was estimated by using a 5-item scale developed by Babakus et al. (2003). This scale was adapted to fit the public setting context and supervisor's perspective, like prior studies (Ashill et al., 2005; Tuan and Thao, 2017).

Table 3.6. Public service recovery performance scale and coding

Coding	Indicators
SRP1	Considering all the things he/ she does, this employee handles dissatisfied citizens quite well.
SRP2	This employee doesn't mind dealing with complaining citizens.
SRP3	No citizen this employee deals with leaves with problems unresolved.
SRP4	Satisfying complaining citizens is a great thrill to this employee.
SRP5	Complaining citizens this employee has dealt with in the past are among today's most loyal customers.

Source: Adapted from Babakus et al. (2003)

3.2.7 Ethical self-interest climate

Ethical self-interest climate within public organizations was evaluated by adapting three items from the research of Sheedy et al. (2021). This scale is originated from the self-focused moral reasoning scale developed by Arnaud and Schminke (2012). The public sector employees provide their perception of the level at which their organization prioritizes self-interest when making decisions.

Table 3.7. Ethical self-interest climate scale and coding

Coding	Indicators
ESC1	People around here are mostly out for themselves

ESC2	People in my department think of their own welfare first when faced with a difficult decision
ESC3	In my department, people's primary concern is their own personal benefit

Source: Adapted from Sheedy et al. (2021)

3.2.8 Control variables

The control variables used in the dissertation are demographic variables, including age, gender, educational background, and job tenure. It is because prior related studies in the field of management have also confirmed the necessity of demographic variables as controls in examining adaptive behavior and service recovery performance (e.g., Charoensukmongkol and Suthatorn, 2021; Liao, 2007; Tuan and Thao, 2017).

3.3. Preliminary research

3.3.1 Focus group

The first stage of pilot research was conducted through focus group. The purpose of the discussion is to ensure that the content of the study is relevant to the context of the public sector in Vietnam. To guarantee research ethics, the author explained the scientific purpose of the dissertation to the participants before conducting the discussion. Additionally, the author did not provide any financial benefits to the interviewees in order to prevent any influence on their responses. To create an atmosphere of intimacy and sharing, the conversation began with simple questions about personal careers or social issues (Lemon, 2019).

The experts comprised public servants and academic employees. There were a total of two public servants who held managerial roles in public organizations. For academic employees, the requirements for recruiting as an expert are teaching

experience in the field of leadership and having a research direction in the field of leadership or organizational behavior. A total of three experts from the academic sector were interviewed (see Appendix 5 for details).

The experts who participated in the interview were asked to carefully read the questionnaire to ensure their understanding of its content and to discuss their experiences regarding all research variables, including leadership, working climate, moral self-efficacy, prosocial motivation, and service behaviors. Afterward, the revised version of the questionnaire was made before proceeding with the main research (see Appendix 1 for details).

Furthermore, since all of the measurements were drawn from English and be translated into Vietnamese, differences meaning could have been emerged due to cultural context. To ensure that the target translation scales preserve the original scale's implication, we implemented a back-translation approach (Schaffer and Riordan, 2003). Accordingly, after revising the Vietnamese version from the original English scales, the targeted questionnaire (Vietnamese language) was translated back into English to ensure the equivalence in meaning between the two versions.

3.3.2 Pilot study

The adapted version of the questionnaires was distributed directly to public sector employees who are holding managerial roles. The supervisors were asked to rate their subordinates' behavioral outcomes and forwarded another version of the questionnaire comprising ethical leadership, ethical self-interest climate, moral self-efficacy, prosocial motivation, and thriving at work to the employees whom they are rating. Two separate versions of the questionnaire were connected by a 4-digit unique code. The sample size for the pilot study stage is 50 to satisfy the minimum requirement for achieving meaningful internal consistency (Karakaya and Alparslan, 2022) before proceeding to the main survey.

Cronbach's alpha coefficient was adopted to evaluate the quality of scales in

the pilot study. Since the approach of Cronbach's alpha (α) tends to be more conservative and may underestimate the reliability of the construct (Hair et al., 2021), the true reliability may be better than the calculated results. Ethical leadership scale met the reliability in the preliminary check (see Table 3.8) because the α exceeded the threshold of 0.7, and none of the item-total correlations fell below the value of 0.4, indicating that the items correlated well in the overall construct (Gliem & Gliem, 2003). Therefore, all indicators of ethical leadership were retained for the main survey.

Table 3.8. Ethical leadership scale's reliability in pilot study

Constructs & reliability	Coding	Item-rest correlation	Cronbach's α (if item dropped)
Ethical leadership (Cronbach's $\alpha = 0.880$)	EL1	0.670	0.863
	EL2	0.671	0.863
	EL3	0.586	0.869
	EL4	0.593	0.869
	EL5	0.640	0.865
	EL6	0.581	0.870
	EL7	0.700	0.861
	EL8	0.503	0.875
	EL9	0.564	0.871
	EL10	0.576	0.871

Source: by author's analysis

Likewise, the remaining constructs comprising moral self-efficacy, prosocial motivation, thriving at work, and ethical self-interest climate all met the requirement of reliability (see Tables 3.9 to 3.12). The Cronbach's alpha values ranged from 0.768 (ethical self-interest climate) to 0.890 (thriving at work), and all of the item-total correlations were higher than the threshold of 0.4.

Table 3.9. Moral self-efficacy scale's reliability in pilot study

Constructs	Coding	Item-rest correlation	Cronbach's α (if item dropped)
Moral self-efficacy (Cronbach's $\alpha = 0.792$)	MSE1	0.554	0.797
	MSE2	0.666	0.681
	MSE3	0.694	0.650

*Source: by author's analysis***Table 3.10.** Prosocial motivation scale's reliability in pilot study

Constructs	Coding	Item-rest correlation	Cronbach's α (if item dropped)
Prosocial motivation (Cronbach's $\alpha = 0.845$)	PM1	0.639	0.816
	PM2	0.689	0.803
	PM3	0.553	0.838
	PM4	0.674	0.807
	PM5	0.708	0.799

*Source: by author's analysis***Table 3.11.** Thriving at work scale's reliability in pilot study

Constructs	Coding	Item-rest correlation	Cronbach's α (if item dropped)
Thriving at work (Cronbach's $\alpha = 0.890$)	TW1	0.791	0.856
	TW2	0.732	0.866
	TW3	0.620	0.883
	TW4	0.721	0.868
	TW5	0.695	0.872
	TW6	0.679	0.874

Table 3.12. Ethical self-interest climate scale's reliability in pilot study

Constructs	Coding	Item-rest correlation	Cronbach's α (if item dropped)
Ethical self-interest climate (Cronbach's $\alpha = 0.768$)	ESC1	0.646	0.638
	ESC2	0.597	0.694
	ESC3	0.563	0.730

Source: by author's analysis

The ratings of 50 non-managerial employees were gauged via the ratings of their supervisors, which also yielded acceptable results in terms of verifying the reliability of the constructs (service adaptive behavior's $\alpha = 0.885$ and service recovery performance's $\alpha = 0.863$).

Table 3.13. Service adaptive behavior scale's reliability in pilot study

Constructs	Coding	Item-rest correlation	Cronbach's α (if item dropped)
Service adaptive behavior (Cronbach's $\alpha = 0.885$)	SAB1	0.682	0.867
	SAB2	0.728	0.860
	SAB3	0.657	0.871
	SAB4	0.742	0.857
	SAB5	0.661	0.871
	SAB6	0.715	0.862

*Source: by author's analysis***Table 3.14.** Service recovery performance scale's reliability in pilot study

Constructs	Coding	Item-rest correlation	Cronbach's α (if item dropped)
Service recovery performance	SRP1	0.670	0.839
	SRP2	0.624	0.849

(Cronbach's $\alpha = 0.863$)	SRP3	0.634	0.847
	SRP4	0.829	0.795
	SRP5	0.668	0.839

Source: by author's analysis

3.4 Main study

The main study includes the sampling processes and the data analysis. Two waves of data collection were conducted to gauge the perceptions of both managerial and non-managerial employees working in local governments. Subsequently, the data analysis procedure consists of evaluating the measurement and structural models, as well as checking for robustness to confirm the validity of the results. The detailed steps are presented as follows.

3.4.1 Sample and procedure

The data of the dissertation were collected from public sector employees working at administrative public organizations in Viet Nam during the period from December 2023 to May 2024. We chose the snowball sampling method because we did not have a sampling frame to explore the population and to ensure the confidentiality of the respondents' identities (Hendricks and Blanken, 1992; Parker et al., 2019). This sampling method has also been used extensively in previous studies in the public sector (Gerdt et al., 2017; Lecy et al., 2014; Lian and Laing, 2004; Mack et al., 2008). Through the relationship between the author at the School of Government - University of Economics Ho Chi Minh City, and former and graduate students who are working in public organizations holding managerial roles, we invited initial voluntary participation as an initial group to recruit other respondents who play a role in providing administrative services at the grassroots level.

The research data were collected in two waves with a two-month time lag. In the initial group, we collected data from non-managerial employees regarding their perception of supervisor's ethical leadership style and ethical self-interest climate in

wave 1 (starting in December 2023). Next, wave 2 (starting in February 2024) collected data from both supervisors and subordinates. Specifically, we gathered personal determinants responses (moral self-efficacy, prosocial motivation, thriving at work) from employees, and their supervisors provided evaluations about their subordinates regarding service adaptive behavior and service recovery performance. Since structural equation modelling is employed, the minimum sample size for this SEM approach is 100 (Hox and Maas, 2001), combine the mentioned rule with the 10 times rule of PLS-SEM (Hair et al., 2021), which estimates the minimum sample by ten times the number of arrow-heads pointing to latent variables, we identify the minimum sample size of the research is 130. Participants rated their responses on a five-point Likert scale ranging from 1 (*totally disagree*) to 5 (*totally agree*).

3.4.2 Rationale of two-wave data collection with multiple sources

Behavioral studies may contain biases from the respondents and can be grouped into four categories, with each category containing sub-types of bias, including (1) common rater effect, (2) item characteristics, (3) item context effects, and (4) measurement context effects (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). There are several potential biases that may occur in the current study if respondents were invited to answer a long (35 items) and complex questionnaire (containing varied aspects from the perception of the external environment, personal determinants, and behavioral outcomes) as follows:

- (1) **Consistency motif, implicit theories** (common rater effect): The respondent tends to keep the consistency of their responses but not reflect their true perception and form illusional beliefs about the relationship between predictors and consequences. For instance, the participant could try to keep their answer of behavioral outcomes to be consist with their rating on ethical leadership style of direct supervisor
- (2) **Item priming effects** (item context effects): Since the non-managerial employees were asked to provide their perception about positive

leadership, it could shape their belief that there is a causal connection between the effect of leadership and service-oriented behaviors.

- (3) **Predictor and criterion variables at the same point of time** (item context effects): This type of bias may occur if we measure all of the items at the same time, which could lead to artifactual and form our belief of association between constructs due to their content (e.g., ethical leadership -> moral cognition -> service recovery performance)

Therefore, we endeavor to mitigate common method bias by adhering to the recommendation of Podsakoff et al. (2003) to structure the data collection procedure into multiple waves of surveys. By doing so, we aim to prevent respondents from recalling their previous answers, which could potentially influence their ratings of other constructs. Specifically, we split the full questionnaire into 3 versions of external environments (ethical leadership, ethical self-interest climate), personal determinants (moral self-efficacy, prosocial motivation, and thriving at work), and behavioral determinants (service adaptive behavior, service recovery performance).

There is another consideration that if data were collected from a single source (non-managerial employees) may contain bias; it is recommended for researchers to identify whether the data could be collected from multiple sources and combine with additional techniques (e.g., Harman's single-factor test) to mitigate research biases (Podsakoff et al., 2003). Since all of our research constructs can be categorized into three groups, including external environment, personal determinants, and behavioral outcomes, we aim to collect answers from non-managerial employees for their perception of leadership and ethical climate to avoid bias, and this is also considered appropriate in leadership and organizational studies (e.g., Al Halbusi et al., 2024; Wang et al., 2023). Then, employees are the ones who can be best understood in terms of their own personal variables, including moral self-efficacy, prosocial motivation, and thriving at work. So, we conducted a second wave of survey after 2 months to

avoid bias from respondents because they had already rated ethical leadership and ethical self-interest climate in the first wave.

The final group of variables, including service recovery performance and service adaptive behavior, is the remaining consideration in the data collection procedure. Prior studies in the service sector preferred gauging ratings of service-oriented behavior from the perception of employees (e.g., Bitner et al., 1994; Tax and Brown, 1998). However, there is a recent trend in the service sector that service-oriented behavior of employees could also be evaluated from the rating of their direct supervisor to reduce bias from a single source (e.g., Yang et al., 2025; Wang et al., 2020; Usman et al., 2024), and the rating from supervisors to their employees is also considered to be more objective in behavioral studies (Usman et al., 2021).

From the above discussion, we identify that the direct supervisor is an appropriate source of data collection to measure the service recovery performance and service adaptive behavior in the public service setting. There are several reasons to select the direct supervisor for rating public sector employees. First, a supervisor is a person who holds a responsibility for managing subordinates' performance standards and usually observes as well as communicates with employees to support their daily activities. Furthermore, the direct supervisor is also a person in a reporting relationship and participating in awareness and grasp of issues of services, such as service failure. Second, direct supervisors hold their role in appraising employees in practices, especially in 360 feedback, that they evaluate employees in every aspect, including service adaptive behavior and service recovery performance. Third, retrieving assessment from the supervisor could reduce single-source bias and thereby minimize common method bias.

The table below enlisted leadership studies in various contexts of services that employed time-lagged surveys for reducing bias.

Table 3.15. Sample of time-lagged interval and multi-source data related to leadership research recently.

Author(s)	Journal	Research context	Leadership style	Time-lagged interval	Multiple sources
Pulido-Martos, Gartzia, Augusto-Landa, & Lopez-Zafra (2024)	Review of Managerial Science	Multiple sectors	Transformational leadership	3-4 months	x
Zheng, Epitropaki, Graham, & Caveney (2022)	Journal of Management	Police officer and staff	Ethical leadership	1 month	x
Rasheed, Hameed, Kaur, & Dhir (2024)	Human relations	Hospitality sector	Ethical leadership	Study 1: 2 weeks Study 2: 4 weeks	
Islam, Khan, Ahmed, & Mahmood (2021)	International Journal of Manpower	MBA students in various sectors	Ethical leadership	30 days	
Chen, Zhang, Ahmad, & Liu (2023)	Review of Public Personnel Administration	Public sector employees	Empowering leadership	2 months	

Author(s)	Journal	Research context	Leadership style	Time-lagged interval	Multiple sources
Asif, Miao, Jameel, Manzoor, & Hussain (2022)	Current Psychology	Public sector employees	Ethical leadership	2 weeks	
Aboramadan, Hamid, Kundi, & El Hamalawi (2022)	Nonprofit Management and Leadership	NPOs	Servant leadership	2 weeks	x
Salas-Vallina, Pasamar, & Donate (2021)	Employee Relations: The International Journal	Public sector employees	Service leadership	2 months	
Ahmed, Zhao, Faraz, & Qin (2021)	Journal of advanced nursing	Healthcare service	Inclusive leadership	1 month	
Javed, Akhtar, Hussain, Junaid, & Syed (2021)	Leadership & Organization Development Journal	Multiple sectors	Responsible leadership	1 month	x

Source: By author's

3.4.3 Analytic strategy

PLS-SEM and CB-SEM are two popular approaches to structural equation modeling. There are several considerations for the adoption of PLS-SEM in this research. First, the research model consists of complex relationships between constructs (direct, indirect, and moderating effects), and the respondents are hard to recruit (public sector employees), resulting in a small sample size. Thus, PLS-SEM

is considered appropriate for handling small sample size and complex model (Hair et al., 2021). Second, the accuracy power between the two approaches (PLS-SEM and CB-SEM) is considered to have no differences, but the bias in CB-SEM may become more severe if the wrong type of model is chosen (Hair et al., 2021; Sarstedt et al., 2016). Third, advanced techniques have been developed recently to better control the bias in the PLS-SEM approach (robustness check). In the dissertation, we executed confirmatory tetrad analysis, tested for non-linear effects, and examined unobserved heterogeneity to enhance the validity of evaluation for the measurement and structural models.

Following Hair et al. (2021), the analysis processes were implemented as follows: Stage 1: Test the measurement model to examine the relationship between the latent variables and its items. Stage 2: Test the structural model to examine hypotheses. Stage 3: Robustness checks.

3.4.3.1 Measurement model

For assessing the measurement model, four criteria were evaluated in total, including (1) indicator reliability, (2) internal consistency, (3) convergent validity, and (4) discriminant validity, following the recommendations of Hair et al. (2021).

Indicator reliability

Outer loading values of indicators were assessed to examine the indicator reliability. As the square of an indicator's loading value represents how much variation in the construct explains the indicator's variance (Hair et al., 2021), a good fit of the outer loading indicator provides reliability for the item of the construct. Therefore, to ensure that the latent variable could explain major change in each indicator (above 50% as a rule of thumb [Hair et al., 2021]), the recommendation for the threshold should be 0.708 for the outer loading value. However, the value of 0.7 is also considered acceptable since the square value is close enough to 0.5 (Hair et al., 2021).

There are three situations that need to be considered in order to decide whether to keep or remove the item, as depicted in the figure below:

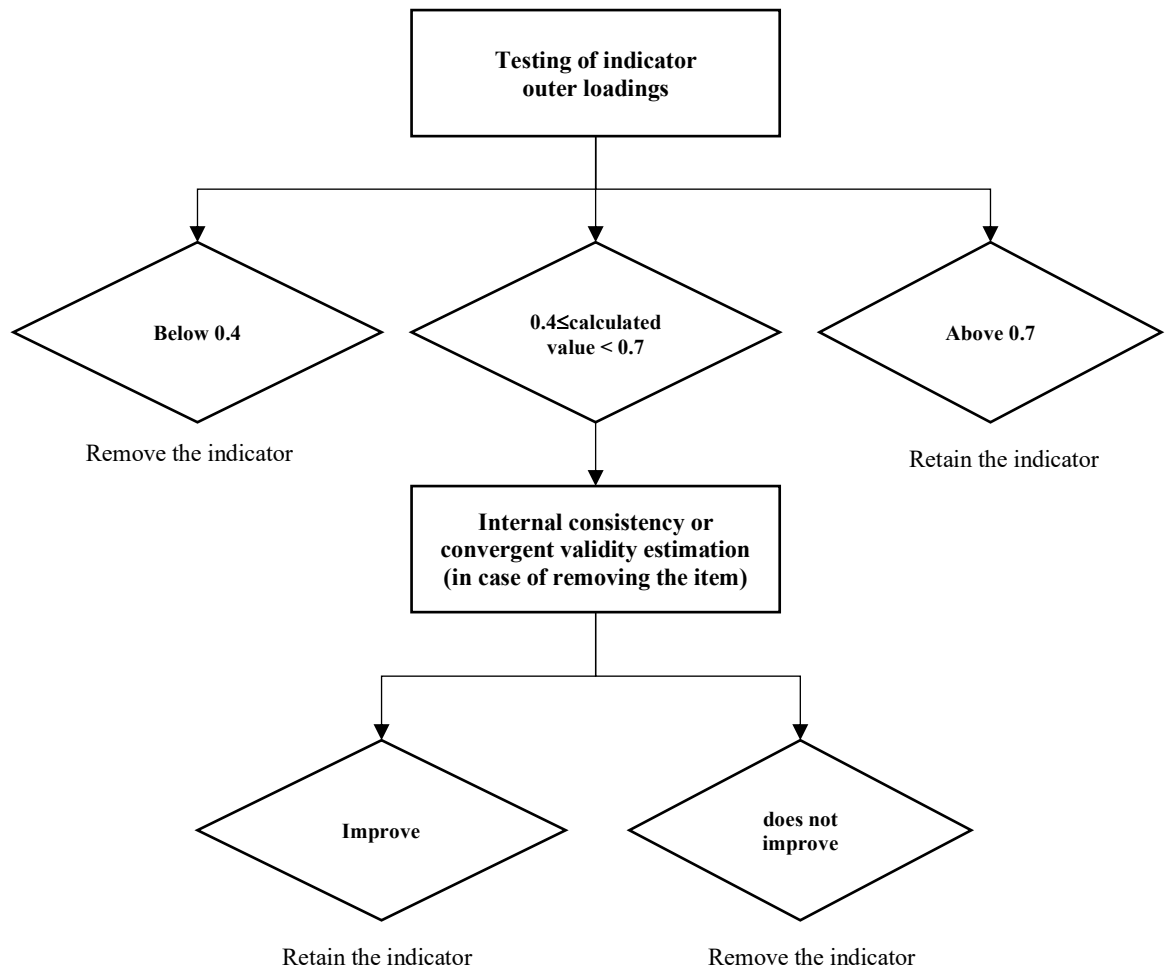


Figure 3.2. Process of indicator reliability assessing (Source: Hair et al., 2021)

As summarized in Figure 3.2, outer loading values higher than 0.7 are retained since they meet the requirement for indicator's reliability testing. When the value ranges between 0.4 and below 0.7, the estimation of convergent validity or internal consistency should be executed to decide whether the removal of a specific item could lead to any improvement (Hair et al., 2021). When the outer loading value falls below 0.4, the indicator is removed since the reliability of the item in the construct cannot be assured.

Internal consistency reliability

Cronbach's Alpha and composite reliability coefficients were employed to estimate the construct's reliability. The former coefficient was first introduced as Lambda3, and when proposed by Cronbach, the alpha coefficient became popular in numerous research adopting Cronbach's alpha for testing the measurement's reliability (Warrens, 2015). In relying on Cronbach's alpha value, the reliability of the construct is estimated through inter-correlations among indicators (Hair et al., 2021), and the result may be more conservative since Cronbach's alpha value is sensitive to the number of observed indicators and treats all the indicators equally (Hair et al., 2021).

In addition to Cronbach's alpha, the usage of composite reliability (Jöreskog, 1971) is a popular approach to evaluate the internal consistency reliability (Hair et al., 2019). In contrast to Cronbach's alpha value, the composite reliability tends to be more optimistic about the estimation and leads to the retrieved calculated value to be more liberal (Hair et al., 2019).

Therefore, the dissertation adopts the true internal consistency reliability using the range between Cronbach's alpha (as a lower bound) and composite reliability (as an upper bound). The reliability value ranges from 0 to 1, with a higher value indicating greater reliability. The Cronbach's alpha and composite reliability values of the research construct are satisfactory when exceeding the threshold of 0.7; lower results are only acceptable and suitable for exploratory studies (Hair et al., 2021) - not applicable to this study. In contrast, excessive reliability values (> 0.95) must be re-evaluated to determine whether different scales measure the same phenomenon (Hair et al., 2019). The figure below illustrates our process of evaluating internal consistency reliability.

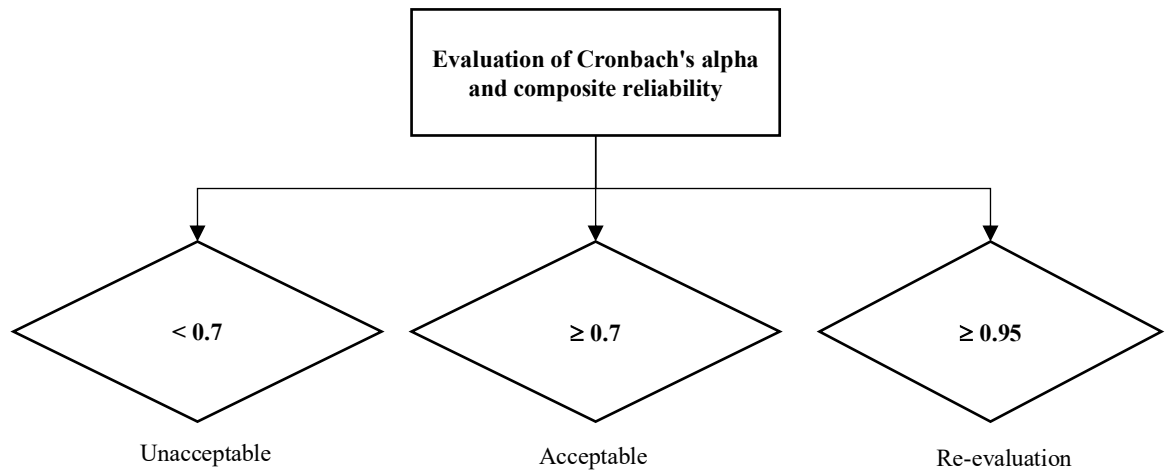


Figure 3.3. Evaluation of internal consistency reliability (Source: by author's)

Convergent validity

The extent to which an item positively correlates with other items in the same construct is referred to as convergent validity (Hair et al., 2021). Accordingly, the common way to evaluate the convergence of constructs is to calculate the mean of all observed variables' AVE (average variance extracted) values (Hair et al., 2019). Similar to the notion of estimating indicator reliability, which requires the outer loading value to be higher than 0.708 to ensure that the square value is above 0.5 (indicating that the latent construct can explain a major change in each indicator), an AVE value of 0.5 and above indicates that constructs explain more than half of the variance of its indicators (Hair et al., 2019). Thus, the AVE cutoff threshold of at least 0.5 proposes convergent validity for the latent construct.

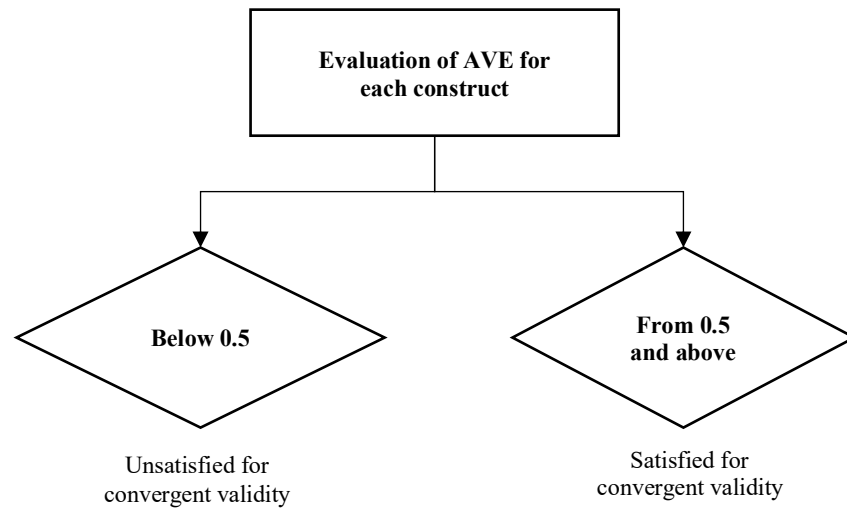


Figure 3.4. Requirement for convergent validity (Source: by author's)

Discriminant validity

Discriminant validity of the measurement model was examined to ensure that latent variables are distinct from other constructs. Three criteria were employed to test the discriminant validity, including Fornell-Larcker criterion, cross-loadings assessment, and Heterotrait-Monotrait ratio.

- *Fornell-Larcker criterion*

The Fornell-Larcker criterion was proposed by comparing the square root AVE value of a latent construct to other correlations (Fornell and Larcker, 1981). The discriminant validity based on the Fornell-Larcker criterion was satisfied when the square root of the AVE value of the targeted construct was higher than its correlations with other constructs (Hair et al., 2021).

- *Cross-loadings assessment*

The discriminant validity of the measurement model was also evaluated by comparing the outer loading of each indicator to all the latent constructs. The idea of

cross-loading assessment is to ensure that an item's outer loading to its related construct yields a higher value than to any other latent variables (Hair et al., 2021).

- *Heterotrait-monotrait (HTMT)*

The HTMT ratio is proposed by Henseler et al. (2015) to assess “the ratio of the between-trait correlations to the within-trait correlations” (Hair et al., 2021, p. 122). The guidance for evaluating the HTMT ratio is to ensure that the calculated value is lower than the threshold. For the threshold level of HTMT, scholars have proposed different values, such as 0.9 (John and Benet-Martínez, 2000; Teo et al., 2008) or 0.85 (Garson, 2001; Kline, 2023). In this research, we followed the recommendation of Henseler et al. (2015) to approach the assessment of discriminant validity in a conservative manner, as the research constructs are varied in terms of conceptualization. Therefore, we proposed an assessment of the HTMT value with a threshold below 0.85.

In addition, to better confirm the true distinction between constructs, a bootstrapping procedure with 5,000 subsamples was executed to evaluate whether the upper value of HTMT is significantly below 0.85 (Hair et al., 2021).

The step-by-step process for testing the measurement model is presented below:

Table 3.16. Summary of the measurement model evaluation

Criterion		Expected value
Indicator reliability	Outer loadings	<ul style="list-style-type: none"> • Outer loading is higher than 0.7 → <i>retain the indicator</i> • Outer loading is between 0.4 and 0.7 → <i>consider removing the indicator</i>

Criterion		Expected value
		<ul style="list-style-type: none"> Outer loading is below 0.4 → <i>remove the indicator</i>
Internal consistency	Cronbach's alpha	$0.7 \leq \alpha \leq 0.95$
	Composite reliability	$0.7 \leq \text{C.R value} \leq 0.95$
Convergent validity	Average variance extracted	AVE value above 0.5
Discriminant validity	Cross-loadings assessment	The factor loading value of the indicator is greater than the cross-loading value of other indicators
	Fornell-Larcker criterion	The square root values of AVE lying on the diagonal are expected to be greater than its highest correlation with any other construct
	Heterotrait-monotrait ratio (HTMT)	HTMT values below 0.85 Upper bound of bootstrapping result significantly below 0.85

3.4.3.2 Structural model

After evaluating the measurement model, the compatibility between the data and the measurement concepts is ensured. The evaluations for the structural model were conducted to examine the relationship between latent constructs. There were a

total of four steps, including: (1) checking the collinearity issue of the structural model; (2) assessing the explanatory power of the model; (3) evaluating the structural model's predictive power; and (4) testing the significance of the relationships among latent constructs.

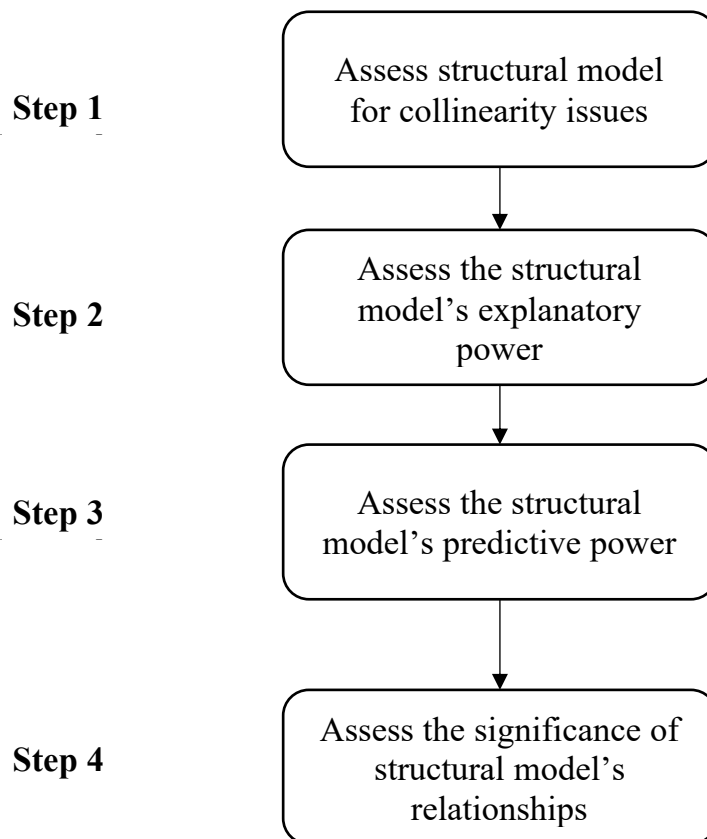


Figure 3.5. Structural model assessment procedure (Source: Hair et al., 2019)

- *Collinearity issue*

To rule out the issue of collinearity, the VIF values were assessed for each predictor set toward the endogenous constructs. There are a total of five sets of predictors to check for the collinearity issue.

- Ethical leadership and ethical self-interest climate are predictors of moral self-efficacy

- Ethical leadership, ethical self-interest climate, and moral self-efficacy are predictors of prosocial motivation
- Moral self-efficacy and prosocial motivation are predictors of thriving at work
- Ethical leadership, ethical self-interest climate, thriving at work are predictors of service adaptive behavior
- Ethical leadership, ethical self-interest climate, thriving at work are predictors of service recovery performance

Hair et al. (2021) proposed the threshold for ensuring the collinearity issue could not hold a considerable effect in structural models that below the value of 3. Thus, each pair of relationships is assessed using the cutoff value below the requirement.

- *Explanatory power of the structural model*

The explanatory power of structural model (or in-sample predictive power) was examined using R square (R^2) and f square (f^2) value for the targeted constructs.

The R^2 coefficient is varied from 0 to 1 and the acceptable threshold may base on the research context (Hair et al., 2021). However, there is a rule of thumb that values of 0.25, 0.50, and 0.75 are considered acceptable, moderate, and high, respectively (Hair et al., 2019).

In addition to using R^2 , we evaluated f^2 effect size to estimate the change in R^2 value of targeted endogenous variable when removing a specific antecedent (Hair et al., 2021). According to Cohen (2013), the values of f^2 including 0.02; 0.15; and 0.35 are considered low, medium, and high effect sizes, respectively.

- *Predictive power of the structural model*

Since the aim of the research is to generalize the findings and not limit them to the current dataset, we ran several checks for the out-of-sample predictive power. Q^2 ,

q^2 , and $PLS_{predict}$ were employed for assessing the predictive power of the structural model.

Stone and Geisser's Q^2 value (Geisser, 1974; Stone, 1974) was estimated through performing a blindfolding procedure. The value of Q^2 meets the requirement when above zero to indicate the predictive power of the structural model. In addition, there is a rule of thumb to quantify the degree of predictive accuracy of Q^2 , with cutoff values of 0, 0.25, and 0.5 describing low, medium, and high predictive power, respectively (Hair et al., 2019). Despite prior studies using Q^2 as a criterion for assessing out-of-sample predictive power, the Q^2 value should be adopted as a "partial" value for concluding the predictive power, since the measure blends in-sample and out-of-sample predictive power (Nitzl and Chin, 2017). In fact, several scholars have also adopted the Q^2 value as a criterion for testing in-sample predictive power (e.g., Sharma et al., 2021). Therefore, the dissertation adopted the Q^2 value as a reference to relatively estimate the combined effect of explanatory power and predictive power.

Similar to the meaning of calculating f^2 value, the q^2 values were examined to estimate the change in Q^2 value in case of removing the specific exogenous variable from the targeted endogenous variable. Because the interpretation of q^2 value is similar to f^2 (Hair et al., 2019), the threshold higher than 0.02; 0.15; and 0.35 are also considered low, medium, and high effect sizes, respectively.

When using Partial Least Squares SEM approach, there was a recommendation for testing predictive power by running $PLS_{predict}$ (Shmueli et al., 2019). By performing $PLS_{predict}$, there are two criteria that need to be paid attention including the $Q^2_{predict}$ of all indicators that need to be satisfied that exceed the number of zero, and the comparison between RMSE values between PLS-SEM analysis ($RMSE_{PLS}$) and linear regression model ($RMSE_{LM}$). The predictive power of the structural model was concluded as follows (Hair et al., 2021):

- All of the $RMSE_{PLS} < RMSE_{LM} \rightarrow$ The structural model possesses high predictive power
- Majority of $RMSE_{PLS} < RMSE_{LM} \rightarrow$ The structural model possesses medium predictive power
- Minority of $RMSE_{PLS} < RMSE_{LM} \rightarrow$ The structural model possesses low predictive power
- None of $RMSE_{PLS} < RMSE_{LM} \rightarrow$ The structural model lacks predictive power
- *The significance of structural model's relationships*

The path relationships of the structural model were tested by performing a bootstrapping procedure with 5,000 subsamples and adopting 95% confidence interval.

Direct effect

Despite all of the direct relationships being examined in the bootstrapping process, the main objectives were only to focus on two associations: between ethical leadership and service adaptive behavior (H_{1a}), and between ethical leadership and service recovery performance (H_{1b}). The path coefficient is considered significant when the p-value is below 0.05, the t-statistic is larger than the critical value of 1.96, and the 95 percent confidence interval does not contain a zero value.

Mediation testing

The mediating roles of moral self-efficacy, prosocial motivation, and thriving at work were also verified through bootstrapping results, following the recommendations of Hair (2021) and Preacher and Hayes (2004; 2008). The mediating role of these factors is confirmed when the results of the indirect effects analysis are significant, and these effects do not include a value of 0 within the 95% confidence interval.

Since we focused on two-chain mediations including *prosocial motivation – thriving at work* and *moral self-efficacy – thriving at work*, the Mediation analysis – variance accounts for (VAF) coefficients were calculated to confirm the type of mediation. The VAF were calculated by the following formula:

$$\text{VAF} = \frac{\text{Total indirect effect}}{\text{Total effect}} \times 100\%$$

- **Total indirect effects:**
 - $X \rightarrow M1 \rightarrow Y$
 - $X \rightarrow M1 \rightarrow M2 \rightarrow Y$
- **Total effect:**
 - Direct effect
 - Total indirect effect

*X: independent variable; Y: Dependent variable; M1,M2: Mediators

The VAF values were interpreted as follows:

- $\text{VAF} < 20\%$: no mediation effect
- $20\% < \text{VAF} < 80\%$: partial mediation
- $\text{VAF} > 80\%$: full mediation

Moderation testing

In this research, we evaluated the moderating effects of ethical self-interest climate in lessening the effect of ethical leadership on employees' thoughts (moral self-efficacy, prosocial motivation) and actions (service adaptive behavior, service recovery performance). We created an interaction term combining ethical self-interest climate and ethical leadership to test the moderating effects. For deciding on the result of moderation hypotheses, we used the results from the bootstrapping procedure with 5,000 resamples.

According to Hair et al. (2021), we assessed the reliability and validity of continuous moderators when evaluating measurement model. However, the interaction term's evaluation would be omitted in this step..

If the effect of the interaction term (ethical self-interest climate * ethical leadership) on the endogenous construct (moral self-efficacy, prosocial motivation, service adaptive behavior, service recovery performance) is significant (p-value < 0.005; t-statistics > 1.96; LL/UL does not contain zero value), then we conclude that ethical self-interest climate significantly moderates the relationship between ethical leadership and targeted constructs. In other words, the impact of ethical leadership on public employees' desirable perceptions and behaviors will be lower if the employees are aware of the higher degree ethical self-climate.

Table 3.17. Summary of structural model evaluation

Criterion		Interpretation
Collinearity issue	VIF values of each set of predictors	VIF value below 3 to rule out of collinearity issue
Explanatory power		Value of:
	R square	<ul style="list-style-type: none"> ▪ 0.25→ acceptable ▪ 0.5→ moderate ▪ 0.75→ high
		Value of:
	f square	<ul style="list-style-type: none"> ▪ 0.02→ low ▪ 0.15→ medium ▪ 0.35→ high
Predictive power	Q square	<ul style="list-style-type: none"> • Higher than zero to confirm the predictive power • Value of:

Criterion	Interpretation
	<ul style="list-style-type: none"> ○ 0→ low ○ 0.25→ medium ○ 0.5→ high
	Value of:
q square	<ul style="list-style-type: none"> • 0.02→ low • 0.15→ medium • 0.35→ high
PLS _{predict}	<ul style="list-style-type: none"> • All of the $RMSE_{PLS} < RMSE_{LM} \rightarrow$ the structural model possesses high predictive power • Majority of $RMSE_{PLS} < RMSE_{LM} \rightarrow$ the structural model possesses medium predictive power • Minority of $RMSE_{PLS} < RMSE_{LM} \rightarrow$ the structural model possesses low predictive power • None of $RMSE_{PLS} < RMSE_{LM} \rightarrow$ the structural model lacks predictive power

Criterion		Interpretation
The significance of model's relationship	Bootstrapping	<ul style="list-style-type: none"> • P value <0.005; t-statistics >1.96
	procedure with 5,000 subsamples	<ul style="list-style-type: none"> • 95% confidence interval does not contain zero number

Source: By author's

3.4.3.3 Robustness checks

The findings of the dissertation could be better confirmed by performing additional checks on both the measurement model and the structural model. The details of the methods are presented as follows:

- ***Robustness check for measurement model***

Confirmatory tetrad analysis (CTA-PLS) was employed to check the form of measurement model (Gudergan et al., 2008). The results of CTA-PLS could provide another empirical piece of evidence to confirm the construct is reflective or formative (Hair et al., 2019). Despite the characteristics of the construct being mainly defined based on theoretical assumptions, there are several situations where the dimensions within the latent construct occur concurrently and are hard to separate into distinctive processes. Hence, the measurement used for estimating the concept is unidimensional and needs to be checked for confirming its robustness (i.e. in the form of a reflective model).

Following the recommendation of Hair et al. (2023), a bootstrapping procedure of CTA-PLS with 5,000 subsamples was executed (90% bias corrected). The bias-corrected and Bonferroni-adjusted confidence intervals [CI Low adj./CI Up adj.] were checked for two conclusions (Hair et al., 2023):

- If all of [CI Low adj./CI Up adj.] contains zero number→ vanishing tetrad and leading to confirmation for the specification of reflective
- If [CI Low adj./CI Up adj.] does not contain zero number→ reject the reflective specification based on empirical data

- ***Robustness check for structural model***

The robustness of structural model was checked by considering non-linear effects and unobserved heterogeneity.

Testing for non-linear effects

To assert that the targeted constructs were truly predicted by the proposed endogenous constructs but not dependent on themselves, the non-linear effects were examined (Sarstedt et al., 2020). Thus, the quadratic effects of associations with behavioral variables were checked. Hair et al. (2023) proposed that consideration for non-linear effects requires carefully checking the f^2 effect size in terms of both its significance and size of effect. A bootstrapping procedure was performed, and several requirements to reach a conclusion:

1. The significance of f^2 effect size of the relationship: p-value <0.05; t-value >1.96; 95% confidence intervals does not contain zero number
2. The size of f^2 : a small value of f^2 , indicating a low effect size (approximately 0.02) (Cohen, 2013), is treated as non-significant and also rejects the quadratic effect

Unobserved heterogeneity

The unobserved heterogeneity was checked since there is a probability that subgroups in the dataset could have a substantial effect that causes the misinterpretation of the result (Hair et al., 2023; Sarstedt et al., 2020). The Finite Mixture (FIMIX) segmentation was conducted to test alternative solutions by comparing the unified segment. There were three main stages:

1. **Define the number of segments:** The number of segments is calculated based on the minimum sample size for each segment. The comparison between the sample size (331) and the minimum sample size was calculated to estimate the relative number of segments.
2. **Choose solution based on criteria:** There are several criteria to examine across the segments including AIC, AIC₃, AIC₄, BIC, CAIC, MDL₅, EN.

Table 3.18. Name of criterion

AIC	Akaike's Information Criterion
AIC₃	Modified AIC with Factor 3
AIC₄	Modified AIC with Factor 4
BIC	Bayesian Information Criteria
CAIC	Consistent AIC
MDL₅	Minimum Description Length with Factor 5
EN	Entropy Statistic (Normed)

Source: retrieved from Hair et al. (2023)

The procedure for comparing segments is illustrated as follows:

Table 3.19. Illustration for choosing solution

Criteria	N segments	(N-1) segments	...	1 segment
AIC	Calculated value
AIC₃
AIC₄
BIC
CAIC
MDL₅
EN

Source: Table by author's

The minimum value of each criterion was selected and considered for choosing solution of segment following the sequential guidances (Hair et al., 2023; Sarstedt et al., 2020)

- The solution is preferred when AIC₃ and CAIC suggest the same segment
- If not, the solution is preferred when AIC₃ and BIC suggest the same segment
- If not, the solution is preferred when AIC₄ and BIC suggest the same segment

- If none of the solutions were chosen, indicating the result of FIMIX is ambiguous, the unobserved heterogeneity does not have a consideration effect in the dataset

3. Check the sample size of alternative solutions:

If more than one segment is possible (meeting all criteria in the previous step), the calculation for the minimum sample size of each segment is proceeded. The alternative solution in N-segments needs to ensure each segment meets the minimum sample size. If not, the number of segments is reduced and rechecked.

Table 3.20. Illustration for segments solution

Number of segments	Segment sizes (%)		
	Segment 1	...	Segment N
2	Calculated value
...
N

Source: Table by author's

3.5 Common method bias

To address common method bias in behavioral research, we follow several recommendations from Podsakoff et al. (2003). First, we collect data from multiple sources by asking for perceptions from supervisors and subordinates with a 2-month lag between each wave. Second, we employ a response-enhancing technique, similar to prior related studies (e.g., Eluwole et al., 2022), by emphasizing the importance of maintaining the confidentiality of answers and emphasizing that there is no right or wrong answer in the introduction part of the questionnaire.

To ensure the representativeness of the sample, the dissertation proceeds to conduct Harman's one-factor test (Podsakoff et al., 2003) to ensure that no single

factor accounts for more than 50% of the variance. Furthermore, we adhere to the recommendation of Kock (2015) to assess the full collinearity issue of the model by testing whether variance inflation factor (VIF) values exceed 3.3 to ensure the absence of common method bias.

3.6 Summary

Chapter 3 described research methods in detail. First, the selection of measurements was discussed for the suitability of scales in the research.. Second, preliminary research, including focus group and pilot, was presented. Then, the main study was presented for the sampling procedure, rationale of two-wave data collection with multiple sources, and data analysis strategy. Finally, explanations were discussed of how the study was controlled for common method bias when conducting a behavioral study.

CHAPTER 4 : RESULTS

Chapter 4 presents the data analysis results of the dissertation. There are five sections, including (1) descriptive analysis; (2) evaluating the measurement model; (3) estimating the structural model; (4) robustness checks; and (5) discussion of results. Specifically, the first section provides a detailed analysis of participants (non-managerial public sector employees) in the first and second waves of the survey. Next, the measurement model is evaluated via indicators' reliability, internal consistency, convergent, and discriminant validity. Following that, the structural model estimation presents the final results of the hypotheses, including direct, indirect, and moderating effects. Then, robustness checks for the measurement model and the structural model are conducted, which include confirmatory tetrad analysis, tests for non-linear effects, and evaluation of unobserved heterogeneity. Finally, we debate the findings from the data analysis results.

4.1 Descriptive analysis

In the first wave of the survey (T1), the research aimed to collect perceptions of non-managerial employees working in the public organizations regarding a dimension of the ethical climate regarding the level of self-interest, and to inquire about the degree of ethical leadership of their direct supervisor. There were a total of 431 participants in T1, which is shown in Table 4.1.

Table 4.1. Demographic information in T1

	Counts	% of Total	Cumulative %
Gender			
Female	211	49	49
Male	213	49.4	98.4
Prefer not to say	7	1.6	100
Age			

	Counts	% of Total	Cumulative %
Below 25	69	16	16
25 to below 35 years old	133	30.9	46.9
35 to below 45 years old	141	32.7	79.6
45 to below 55 years old	64	14.8	94.4
Above 55 years old	24	5.6	100
Educational background			
College or equivalent	8	1.9	1.9
University or equivalent	340	78.9	80.8
Master's degree	83	19.3	82.7
Job tenure (year)			
N	431		
Mean	10.3		
Median	7.00		
Standard deviation	9.28		
Minimum	0.25		
Maximum	36.0		

Source: by author's analysis

In the second wave (T2) of the data collection process, we gauged the perception of both managerial employees (about their direct subordinates) and non-managerial employees. The matched data from T2 includes 331 responses, yielding a response rate of 78% from T1. The detailed analysis of the final sample was presented in Table 4.2.

Of the respondents, there was a relatively balanced gender distribution between female (51.4%) and male (47.4%) (a few respondents did not want to provide the information - 1.2%). The majority of participants were between 25 and 45 years old (62.9%). Regarding educational background, all of the respondents in this survey held a professional degree (college or equivalent= 1.8%; university or equivalent=78.9%; master's degree=19.3%). The average job tenure was 11.5 years (SD= 9.56).

Table 4.2. Final demographic information after two waves of survey (matching managerial and non-managerial employees' responses)

	Counts	% of Total	Cumulative %
Gender			
Female	170	51.4	51.4
Male	157	47.4	98.8
Prefer not to say	4	1.2	100
Age			
Below 25	42	12.7	12.7
25 to below 35 years old	82	24.8	37.5
35 to below 45 years old	126	38.1	75.6
45 to below 55 years old	60	18.1	93.7
Above 55 years old	21	6.3	100
Educational background			
College or equivalent	6	1.8	1.8
University or equivalent	261	78.9	80.7
Master's degree	64	19.3	100
Job tenure (year)			

	Counts	% of Total	Cumulative %
N	331		
Mean	11.5		
Median	8.00		
Standard deviation	9.56		
Minimum	0.25		
Maximum	36.0		

Source: by author's analysis

4.2. Common method bias

The dissertation employed several techniques to mitigate the bias in behavioral study as suggested by Podsakoff et al. (2003). First, the mediating relationship may contain bias when the participants rate all of the dependent and mediating variables at once; therefore, the multiple waves of survey are considered appropriate (Cole and Maxwell, 2003). Second, to avoid bias in participant ratings, such as overestimating the phenomenon (e.g., public sector employees overrating their service recovery performance), we gauged data from multiple sources (Podsakoff et al., 2003), including the ratings from non-managerial employees and their supervisors. Third, we employed an enhancing technique like previous studies in the leadership (e.g., Eluwole et al., 2022) to encourage the response from participants such as integrate the statement that “there is no right or wrong answer, we only get your perception”, “Authors commit to keep response confidential and only used for research purpose”. In a quantitative approach to examining common method bias, Harman’s one-factor test and Kock’s recommendation were employed. Harman’s one-factor test, which is an appropriate method to detect common method variance (Podsakoff and Organ, 1986), indicated that a single factor did not account for more than 50% of the variance (29.6%). Finally, full structural model VIF (inner VIF) values presented in Table 4.9

range from 1.201 to 1.625, which are below the threshold of 3.3, confirming that our data are free from the issue of common method bias (Kock, 2015).

4.3 Measurement model

Following Hair et al.'s (2021) procedure for evaluating the reflective measurement model, four main criteria should be examined: indicator reliability, internal consistency, convergent validity, and discriminant validity.

4.3.1 Indicator reliability, internal consistency and convergent validity

Outer loadings were evaluated to assess the reliability of indicators. There is a recommendation that the threshold of loading for an indicator should be above 0.708 (or 0.7 is also close enough) (Hair et al., 2021). Regarding the data analysis (Table 4.3), three items, including EL3, EL4, and EL6, did not meet the criteria. To come up with the decision to remove these indicators, we relied on the suggestions from Hair et al. (2021) and Hulland (1999). Specifically, the outer loadings ranging from 0.4 to below 0.7 could be considered for removal if the removal could improve the internal consistency or convergent validity (Hair et al., 2021). Furthermore, since the measurements in the research were derived by adopting and adapting from previous studies, and were not considered a newly developed scale, an outer loading below 0.7 is regarded as inappropriate, particularly in the social science field (Hulland, 1999). Thus, EL3, EL4, and EL6 were removed for the final estimation of indicator reliability.

Table 4.3. Outer loadings

	EL	ESC	MSE	PM	TW	SAB	SRP
EL1	0.762						
EL2	0.758						
EL3	(*)						
EL4	(*)						
EL5	0.735						

	EL	ESC	MSE	PM	TW	SAB	SRP
EL6	(*)						
EL7	0.734						
EL8	0.728						
EL9	0.732						
EL10	0.748						
ESC1		0.832					
ESC2		0.868					
ESC3		0.858					
MSE1			0.882				
MSE2			0.879				
MSE3			0.890				
PM1				0.763			
PM2				0.800			
PM3				0.821			
PM4				0.785			
PM5				0.793			
TW1					0.793		
TW2					0.800		
TW3					0.784		
TW4					0.775		
TW5					0.782		
TW6					0.759		
SAB1						0.742	
SAB2						0.727	
SAB3						0.727	
SAB4						0.726	
SAB5						0.701	

	EL	ESC	MSE	PM	TW	SAB	SRP
SAB6						0.775	
SRP1							0.777
SRP2							0.743
SRP3							0.768
SRP4							0.807
SRP5							0.782

**removed items*

Source: by author's analysis

The internal consistency was evaluated using Cronbach's alpha and composite reliability coefficient. The satisfactory value should range between 0.7 and 0.9 and should not exceed 0.95 to avoid redundancy, which could diminish the construct's reliability and validity, since the indicators are measuring the same phenomenon (Hair et al., 2019; Diamantopoulos et al., 2012). As shown in Table 4.4, the Cronbach's Alpha values for all constructs meet the criteria, ranging from 0.813 (ethical self-interest climate) to 0.873 (thriving at work). The composite reliability values are also within the range of 0.875 (service adaptive behavior) to 0.915 (moral self-efficacy), satisfying the threshold. However, since the value of Cronbach's alpha tends to be conservative and the composite reliability tends to be more lenient, the true value for estimating internal consistency should lie between the lower bound as Cronbach's alpha value and the upper bound as composite reliability value (Hair et al., 2019). Accordingly, the final estimation of internal consistency of all constructs is satisfactory that the real value for ensuring internal consistency of all latent constructs lies between 0.7 - 0.9 (ethical leadership [0.865:0.896]; ethical self-interest climate [0.813:0.818]; moral self-efficacy [0.860:0.915]; prosocial motivation [0.852:0.894]; thriving at work [0.873:0.904]; service adaptive behavior [0.829:0.875]; service recovery performance [0.834:0.883]).

Table 4.4. Internal consistency and convergent validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EL	0.865	0.866	0.896	0.552
ESC	0.813	0.818	0.889	0.727
MSE	0.860	0.861	0.915	0.781
PM	0.852	0.854	0.894	0.628
TW	0.873	0.874	0.904	0.612
SAB	0.829	0.833	0.875	0.538
SRP	0.834	0.836	0.883	0.602

Source: by author's analysis

The final criterion for estimating a measurement model is to assess convergent validity, which represents the degree of positive correlation among indicators within a single construct (Hair et al., 2019). The research employed the average variance extracted (AVE) to evaluate convergent validity, stipulating that the AVE threshold for each construct should be higher than 0.5. The result of data analysis in Table 4.4 demonstrates the good fit for convergent validity, with all constructs above the threshold of 0.5 ranging from 0.552 (ethical leadership) to 0.781 (moral self-efficacy).

4.3.2 Discriminant validity

Another aspect to consider when appraising the measurement model is checking the distinction between latent variables (discriminant validity). The dissertation employed the Fornell-Larcker criterion, assessing cross-loadings between observed variables, and the HTMT ratio for the conclusion of the discriminant validity.

Fornell-Larcker criterion (1981) using the calculation of the square root AVE of the targeted construct and comparing it to other latent constructs' relations. Thus, the Fornell-Larcker criterion stipulates that the value on the diagonal axis (the square root of the AVE of the targeted latent variables) must be higher than that of any other

correlation. As shown in Table 4.5, all indicators of each construct account for more variance within the construct than for any other relationships. Hence, the measurement model meets the threshold for convergent validity according to the Fornell-Larcker criterion.

Table 4.5. Fornell-Larcker Criterion

	EL	ESC	MSE	PM	SAB	SRP	TW
EL	0.743*						
ESC	-0.514	0.853*					
MSE	0.498	-0.387	0.884*				
PM	0.371	-0.171	0.409	0.793*			
SAB	0.456	-0.201	0.311	0.522	0.733*		
SRP	0.555	-0.250	0.372	0.554	0.604	0.776*	
TW	0.446	-0.208	0.457	0.420	0.479	0.479	0.782*

*square root of AVE value

Source: by author's analysis

Cross-loadings of the observed variables were also examined, ensuring that the loading value of each indicator related to the latent construct was higher than with other associations, in order to guarantee discriminant validity (Hair et al., 2021). Table 4.6 illustrates the detailed correlation between indicators and latent variables, representing an appropriate distinction among the constructs.

Table 4.6. Cross loadings

	EL	ESC	MSE	PM	TW	SAB	SRP
EL1	0.762	-0.404	0.382	0.278	0.309	0.324	0.404
EL2	0.758	-0.401	0.381	0.308	0.333	0.363	0.438
EL5	0.735	-0.321	0.376	0.292	0.405	0.358	0.414
EL7	0.734	-0.373	0.378	0.240	0.305	0.330	0.420
EL8	0.728	-0.391	0.343	0.238	0.316	0.313	0.392
EL9	0.732	-0.383	0.327	0.257	0.334	0.305	0.395

	EL	ESC	MSE	PM	TW	SAB	SRP
EL10	0.748	-0.403	0.398	0.309	0.316	0.369	0.418
ESC1	-0.442	0.832	-0.297	-0.144	-0.190	-0.169	-0.194
ESC2	-0.426	0.868	-0.373	-0.152	-0.177	-0.169	-0.221
ESC3	-0.451	0.858	-0.316	-0.142	-0.167	-0.177	-0.223
MSE1	0.420	-0.283	0.882	0.314	0.441	0.290	0.331
MSE2	0.438	-0.350	0.879	0.401	0.405	0.265	0.347
MSE3	0.463	-0.391	0.890	0.367	0.369	0.271	0.309
PM1	0.256	-0.113	0.286	0.763	0.282	0.348	0.419
PM2	0.348	-0.183	0.345	0.800	0.308	0.438	0.488
PM3	0.319	-0.130	0.328	0.821	0.341	0.455	0.443
PM4	0.263	-0.117	0.315	0.785	0.377	0.388	0.428
PM5	0.281	-0.134	0.344	0.793	0.348	0.433	0.415
TW1	0.310	-0.135	0.329	0.273	0.793	0.313	0.362
TW2	0.310	-0.156	0.347	0.353	0.800	0.365	0.375
TW3	0.343	-0.135	0.362	0.332	0.784	0.384	0.378
TW4	0.385	-0.217	0.408	0.302	0.775	0.400	0.379
TW5	0.356	-0.118	0.357	0.341	0.782	0.414	0.389
TW6	0.382	-0.214	0.337	0.365	0.759	0.359	0.363
SAB1	0.420	-0.132	0.218	0.355	0.324	0.742	0.406
SAB2	0.320	-0.164	0.234	0.415	0.419	0.727	0.447
SAB3	0.312	-0.157	0.235	0.413	0.322	0.727	0.486
SAB4	0.313	-0.178	0.233	0.430	0.363	0.726	0.412
SAB5	0.243	-0.159	0.229	0.319	0.281	0.701	0.431
SAB6	0.368	-0.105	0.226	0.361	0.377	0.775	0.480
SRP1	0.389	-0.142	0.257	0.436	0.323	0.468	0.777
SRP2	0.421	-0.165	0.298	0.430	0.405	0.421	0.743
SRP3	0.397	-0.197	0.291	0.446	0.394	0.454	0.768

	EL	ESC	MSE	PM	TW	SAB	SRP
SRP4	0.501	-0.228	0.313	0.476	0.344	0.495	0.807
SRP5	0.434	-0.229	0.280	0.358	0.389	0.503	0.782

Source: by author's analysis

Another alternative solution to identify discriminant validity of the measurement model was to employ heterotrait-monotrait ratio (HTMT) (Henseler et al., 2015). Since all of the constructs vary, consisting of leadership, organizational climate, motivation, self-efficacy, thriving, and behavioral outcomes (service adaptive behavior and service recovery performance), and are conceptually distinct, the dissertation adopts a stricter approach to validate discriminant validity when evaluated through HTMT (Hair et al., 2019). That is, the selective threshold for the HTMT ratio is below 0.85 (Henseler et al., 2015). Table 4.7 shows satisfaction with the threshold value.

Table 4.7. HTMT ratio

	EL	ESC	MSE	PM	SAB	SRP	TW
EL							
ESC	0.615						
MSE	0.576	0.460					
PM	0.429	0.205	0.475				
SAB	0.528	0.248	0.370	0.617			
SRP	0.649	0.300	0.438	0.656	0.727		
TW	0.512	0.247	0.527	0.483	0.554	0.560	

Source: by author's analysis

Furthermore, to confirm the significance of the HTMT value, the bootstrapping process with 5,000 subsamples was conducted. The upper bound values of all associations (e.g., ESC -> EL) are significantly below the threshold of 0.85 (Table 4.8). Therefore, the measurement model meets the requirements for discriminant validity.

Table 4.8. Bootstrapping result for HTMT ratio evaluation

	Original	Sample	5.00%	95.00%
	Sample (O)	Mean (M)	(Lower bound)	(Upper bound)
ESC -> EL	0.615	0.617	0.535	0.697
MSE -> EL	0.576	0.577	0.484	0.669
MSE -> ESC	0.46	0.461	0.353	0.564
PM -> EL	0.429	0.433	0.325	0.541
PM -> ESC	0.205	0.212	0.103	0.328
PM -> MSE	0.475	0.481	0.361	0.598
SAB -> EL	0.528	0.532	0.429	0.633
SAB -> ESC	0.248	0.253	0.148	0.36
SAB -> MSE	0.37	0.374	0.267	0.486
SAB -> PM	0.617	0.62	0.516	0.721
SRP -> EL	0.649	0.651	0.563	0.735
SRP -> ESC	0.3	0.303	0.198	0.414
SRP -> MSE	0.438	0.44	0.329	0.553
SRP -> PM	0.656	0.658	0.548	0.761
SRP -> SAB	0.727	0.728	0.62	0.83
TW -> EL	0.512	0.515	0.421	0.61
TW -> ESC	0.247	0.252	0.156	0.353
TW -> MSE	0.527	0.53	0.438	0.623
TW -> PM	0.483	0.491	0.377	0.603
TW -> SAB	0.554	0.56	0.455	0.663
TW -> SRP	0.56	0.565	0.458	0.674

Source: by author's analysis

The reflective measurement model meets all the criteria as follows to recommendations regarding checking indicator reliability, internal consistency, convergent validity, and discriminant validity. Thus, the hypothesized model can be

advanced to structural model evaluation.

4.4 Structural model

4.4.1 Collinearity issue and relevance predictive power evaluation

4.4.1.1 Collinearity issue

To evaluate the collinearity issue, which may lead to bias in examining the structural model (Hair et al., 2019), the dissertation employed the assessment of VIF values. Each set of predictor constructs was evaluated, respectively (see Table 4.9). Several scholars have suggested that a VIF value below 10 or 5 is acceptable (Hair et al., 2011; Sarstedt and Mooi, 2014); however, a more careful approach would ideally adopt a value below 3 to ensure the structural model does not meet the issue of collinearity (Hair et al., 2021). Table 4.9 shows that all VIF values are appropriate, indicating that collinearity does not affect the structural model.

Table 4.9. VIF values

	MSE	PM	SAB	SRP	TW
EL	1.360	1.587	1.625	1.625	
ESC	1.360	1.403	1.361	1.361	
MSE		1.373			1.201
PM					1.201
TW			1.249	1.249	

Source: by author's analysis

4.4.1.2 In-sample predictive power

R^2 coefficient was employed to evaluate the in-sample predictive power. All of the R^2 values of endogenous constructs are presented in Table 4.10. Values of R^2 including 0.25, 0.50, and 0.75 are considered acceptable, medium, and substantial, respectively (Hair et al., 2019). Therefore, the values received for service adaptive behavior and service recovery performance are 0.303 and 0.376, respectively, indicating a degree higher than the acceptable level when assessing in-sample

predictive power.

Table 4.10. R square values

Targeted endogenous constructs	R Square	R Square Adjusted
Service adaptive behavior	0.303	0.297
Service recovery performance	0.376	0.370

Source: by author's analysis

Another perspective on the R^2 value involves using f^2 , which indicates the change in the R^2 value of the endogenous variable when a specific exogenous construct is removed (Hair et al., 2021). When assessing f^2 , the values of 0.02, 0.15, and 0.35 stand for the effect size of weak, medium, and strong (Cohen, 2013). As demonstrated in Table 4.11, ethical leadership has f^2 values around the threshold of a medium effect size on service adaptive behavior (0.091) and service recovery performance (0.197). Likewise, the omission of thriving at work yielded a medium effect in changing the R^2 value of service adaptive behavior (0.135) and service recovery performance (0.196).

Table 4.11. f square values

		Endogenous variables	
		Service	Service
		adaptive behavior	recovery performance
Exogenous	Ethical leadership	0.091	0.197
variables	Thriving at work	0.135	0.106

Source: by author's analysis

4.4.1.3 Out-of-sample predictive power

- *Stone-Geisser's Q^2 value*

The aim of the structural model is not limited to the current dataset but also extends to generalizing the results. That is, Stone-Geisser's Q^2 value (Geisser, 1974; Stone, 1974) was adopted to estimate the predictive power. Blindfolding procedure was conducted to extract the explanatory value. As suggested by Hair et al. (2019), the Q^2 value should exceed the number of zero to indicate the predictive power. Furthermore, there are three thresholds—0, 0.25, and 0.5—which categorize the path model's predictions as low, medium, and high, respectively (Hair et al., 2019). Table 4.12 presents an approximately medium level of blending between out-of-sample explanatory power and in-sample predictive power, with values ranging from 0.130 (prosocial motivation) to 0.224 (service recovery performance).

Table 4.12. Q square values

Construct	SSO	SSE	Q^2 (=1-SSE/SSO)
Ethical leadership	2317.000	2317.000	
Ethical self-interest climate	993.000	993.000	
Moral self-efficacy	993.000	782.340	0.212
Prosocial motivation	1655.000	1440.194	0.130
Thriving at work	1986.000	1658.070	0.165
Service adaptive behavior	1986.000	1672.746	0.158
Service recovery performance	1655.000	1284.909	0.224

Source: by author's analysis

The q^2 value, similar to the idea of f^2 (Hair et al., 2019), was calculated to evaluate how the exclusion of certain exogenous variable could change the Q^2 value of the targeted endogenous variables. All of q^2 values showing in Table 4.13 indicate a higher degree than the low impact (threshold value of 0.02) and close to the medium effect size (threshold value of 0.15) when assessing q^2 (e.g., $q^2_{\text{service recovery performance}}=0.097$).

Table 4.13. q square values

		Endogenous variables	
		Service	Service
		adaptive behavior	recovery performance
Exogenous variables	Ethical leadership	0.040	0.097
	Thriving at work	0.049	0.040

Source: by author's analysis

* *PLSpredict*

For carefully examining the relevance predictive power of the structural model, there is a need to execute $PLS_{predict}$. On one hand, this is because using R^2 as an indicator for the explanation of the theorized model's generalization may not be appropriate, since R^2 only exhibits in-sample predictive power (Hair et al., 2019). On the other hand, the Q^2 value should be adopted conservatively, as it may reflect a blend of both in-sample and out-of-sample predictive power (Hair et al., 2021), which could lead to a misinterpretation of the structural model's generalized predictive power. Table 4.14 demonstrates the comparison between the PLS-SEM model and the naive Linear regression model. All of $Q^2_{predict}$ of indicators above the value of zero to gain an appropriate prediction. Next, following the recommendation of Shmueli et al. (2019), we compare the RMSE values of the PLS-SEM and Linear Regression Model (LM) prediction for each pair of indicators ($RMSE_{PLS}$ and $RMSE_{LM}$). Accordingly, none of the indicators' RMSE in the PLS model could have a higher value than the LM benchmark, revealing high predictive power for the structural model in the research (Shmueli et al., 2019).

Table 4.14. PLS-SEM and Linear regression model comparison

	PLS-SEM		Linear regression model (LM)	RMSE comparison
	RMSE	Q ² _predict	RMSE	RMSE _{PLS} - RMSE _{LM}
MSE1	0.843	0.168	0.863	-0.020
MSE2	0.815	0.202	0.829	-0.014
MSE3	0.811	0.235	0.826	-0.015
PM1	0.754	0.059	0.771	-0.017
PM2	0.750	0.110	0.763	-0.013
PM3	0.711	0.094	0.725	-0.014
PM4	0.742	0.061	0.761	-0.019
PM5	0.748	0.071	0.769	-0.021
TW1	0.742	0.083	0.758	-0.016
TW2	0.747	0.082	0.759	-0.012
TW3	0.734	0.095	0.746	-0.012
TW4	0.737	0.117	0.748	-0.011
TW5	0.729	0.098	0.734	-0.005
TW6	0.736	0.114	0.739	-0.003
SAB1	0.667	0.156	0.676	-0.009
SAB2	0.720	0.095	0.735	-0.015
SAB3	0.758	0.090	0.776	-0.018
SAB4	0.714	0.091	0.731	-0.017
SAB5	0.760	0.051	0.768	-0.008
SAB6	0.713	0.127	0.725	-0.012
SRP1	0.780	0.146	0.795	-0.015
SRP2	0.711	0.170	0.716	-0.005
SRP3	0.738	0.150	0.755	-0.017
SRP4	0.714	0.236	0.718	-0.004
SRP5	0.690	0.179	0.699	-0.009

Source: by author's analysis

4.4.2 Hypothesis testing

The hypotheses were evaluated through performing a bootstrapping procedure with 5,000 subsamples. The detailed results were presented in Table 4.15.

Table 4.15. Hypotheses testing

Path description	β	LL/ UL	T Statistics	P Values	Result
Direct effects					
H_{1a} : EL→ SAB	0.305	[0.182: 0.411]	5.223	<0.001	Supported
H_{1b} : EL→ SRP	0.489	[0.376: 0.596]	8.640	<0.001	Supported
Mediating effects					
H_{2a} : EL→MSE→PM	0.124	[0.064: 0.203]	3.466	0.001	Supported
H_{2b} : EL→MSE→TW	0.144	[0.077: 0.230]	3.683	<0.001	Supported
H_3 : EL→ PM→TW	0.079	[0.031: 0.154]	2.448	0.014	Supported
H_{4a} : EL→PM→TW→SAB	0.026	[0.009: 0.057]	2.110	0.035	Supported
H_{4b} : EL→MSE→TW→SAB	0.048	[0.026: 0.080]	3.492	<0.001	Supported
H_{4c} : EL → PM→TW→ SRP	0.017	[0.004: 0.042]	1.713	0.087	Unsupported
H_{4d} : EL→MSE→TW→SRP	0.031	[0.014: 0.060]	2.694	0.007	Supported
Moderating effects					

Path description	β	LL/ UL	T Statistics	P Values	Result
H_{5a} : EL*ESC→MSE	-0.102	[-0.206: 0.001]	1.916	0.055	Unsupported
H_{5b} : EL*ESC →PM	-0.146	[-0.239: -0.054]	3.091	0.002	Supported
H_{5c} : EL*ESC→SAB	-0.113	[-0.211: -0.015]	2.252	0.024	Supported
H_{5d} : EL*ESC→SRP	-0.144	[-0.221: -0.060]	3.468	0.001	Supported
Control variables					
Age→ SAB	-0.093	[-0.299: 0.097]	0.940	0.347	
Age→ SRP	-0.306	[-0.490: -0.139]	3.407	0.001	
Gender→ SAB	0.021	[-0.077: 0.110]	0.446	0.656	
Gender→ SRP	0.025	[-0.061: 0.111]	0.553	0.581	
Educational background→ SAB	-0.103	[-0.177: -0.029]	2.732	0.006	
Educational background→ SRP	-0.011	[-0.096: 0.078]	0.251	0.802	
Job tenure→ SAB	0.240	[0.057: 0.427]	2.532	0.011	
Job tenure→ SRP	0.286	[0.111: 0.461]	3.138	0.002	

Source: by author's analysis

4.4.2.1 Direct effects

The result confirmed a significant relationship between ethical leadership and the service adaptive behavior ($\beta=0.305$; t -statistics= 5.223; $p<0.001$; LL/UL=0.182/0.411), so the hypothesis H_{1a} is supported. Likewise, there was a positive effect of ethical leadership on service recovery performance that validates the hypothesis H_{1b} ($\beta=0.489$; t -statistics= 5.223; $p<0.001$; LL/UL= 0.182/0.411).

4.4.2.2 Mediating effects

The data analysis results corroborated the mediating roles of moral self-efficacy and prosocial motivation. Specifically, moral self-efficacy bridged the gap between ethical leadership and both prosocial motivation ($\beta=0.124$; t -statistics=3.466; $p=0.001$) and thriving at work ($\beta=0.144$; t -statistics=3.683; $p<0.001$), with none of the bias-corrected CIs containing zero. Hence, hypotheses H_{2a} and H_{2b} were supported; moral self-efficacy mediates the positive relationship between ethical leadership and prosocial motivation (H_{2a}). In turn, the positive relationship between ethical leadership and thriving at work was also mediated by moral self-efficacy (H_{2b}). Besides, prosocial motivation was found to have an effect as a mediator for the association between ethical leadership and thriving at work ($\beta=0.079$; t -statistics=2.448; $p=0.014$; LL/UL=0.031/0.154), we confirmed the hypothesis H₃.

The results revealed that ethical leadership could foster thriving at work through dual channels: morality and motivation. Accordingly, the sequential mediating roles of thriving at work to behavioral outcomes were also confirmed. The indirect connection between ethical leadership and service adaptive behavior was found to be linked by prosocial motivation and thriving at work, sequentially ($\beta=0.026$; t -statistics=2.110; $p=0.035$; LL/UL=0.009/0.057), the hypothesis H_{4a} was supported. The other sequential mediating mechanism was also confirmed, supporting the hypothesis H_{4b}, thriving at work was also found to have a mediating effect in the chain *ethical leadership* → *moral self-efficacy* → *thriving at work* → *service adaptive behavior* ($\beta=0.048$; t -statistics=3.492; $p<0.001$), with the 95% confidence interval not containing a zero value.

The chain mediating effect was also found in the link between ethical leadership and service recovery performance. The indirect effect of ethical leadership on SRP was sequentially mediated via moral self-efficacy and thriving at work ($\beta=0.031$; t -statistics=2.694; $p=0.007$; LL/UL=0.014/0.060), confirming the hypothesis H_{4d}. The hypothesis H_{4c}, which represents the chain mediating effect of prosocial motivation and thriving at work, was not supported due to the non-significance of the chain effect ($\beta=0.017$; t -statistics=**1.713**; p =**0.087**; LL/UL=0.004/0.042).

To confirm the type of mediation in order to more strongly conclude the chain mediation effects as well as the direct effect from ethical leadership to service adaptive behavior and service recovery performance simultaneously, we assessed VAF values of supported chain mediation relationships in the table below. All of the VAF values were ranged between the values of 20% to 80% and the significant mediating role was confirmed (see Table 4.16). Thus, we confirm the type of partial mediation with two chains, including prosocial motivation – thriving at work, and moral self-efficacy – thriving at work.

Table 4.16. Mediation analysis-variance accounts for (VAF)

Path description	Indirect effect 1	Indirect effect 2	Total indirect effect (TIE)	Direct effect	Total effect (TE)	VAF	Type of mediation
EL→PM→TW→SAB	0.079	0.026	0.105	0.305	0.41	26%	Partial mediation
EL→MSE→TW→SAB	0.144	0.048	0.192	0.305	0.497	37%	Partial mediation
EL→MSE→TW→SRP	0.144	0.031	0.175	0.489	0.664	26%	Partial mediation

Source: by author's analysis

4.4.2.3 Moderating effect

Ethical self-interest climate was found to have no significant effect in moderating the relationship between ethical leadership and moral self-efficacy ($\beta = -0.102$; t -statistics=1.916; $p=0.055$; LL/UL= -0.206/0.001); the hypothesis H_{5a} was unsupported. In contrast, the relationship between ethical leadership and prosocial motivation was negatively moderated by the ethical self-interest climate, wherein a higher level of self-interest climate could diminish the aforementioned association ($\beta = -0.146$; t -statistics=3.091; $p=0.002$; LL/UL= -0.239/-0.054), the hypothesis H_{5b} was supported. Furthermore, ethical self-interest climate was also found to mitigate the connection between ethical leadership and its behavioral outcomes (service adaptive behavior and service recovery performance). Specifically, ethical self-interest climate had a negatively moderating effect on the relationship between ethical leadership and service adaptive behavior ($\beta = -0.113$; t -statistics=2.252; $p=0.024$; LL/UL= -0.211/-0.015), supporting the hypothesis H_{5c}. Finally, we approved hypothesis H_{5d}, which posits that the ethical self-interest climate moderates the relationship between ethical leadership and service recovery performance, such that the strength of the relationship decreases under a higher degree of this type of ethical climate ($\beta = -0.144$; t -statistics=3.468; $p=0.001$; LL/UL= -0.221/-0.060). The interaction effects of ethical leadership and ethical self-interest climate toward prosocial motivation, service adaptive behavior, and service recovery performance were depicted in Figure 4.1. Accordingly, ethical leadership has a stronger effect on employees' prosocial motivation, service adaptive behavior, and service recovery performance under a lower degree of ethical self-interest climate. In other words, at a higher degree of ethical self-interest climate, the influences of ethical leadership on employees' prosocial motivation and behavioral outcomes are lessened.

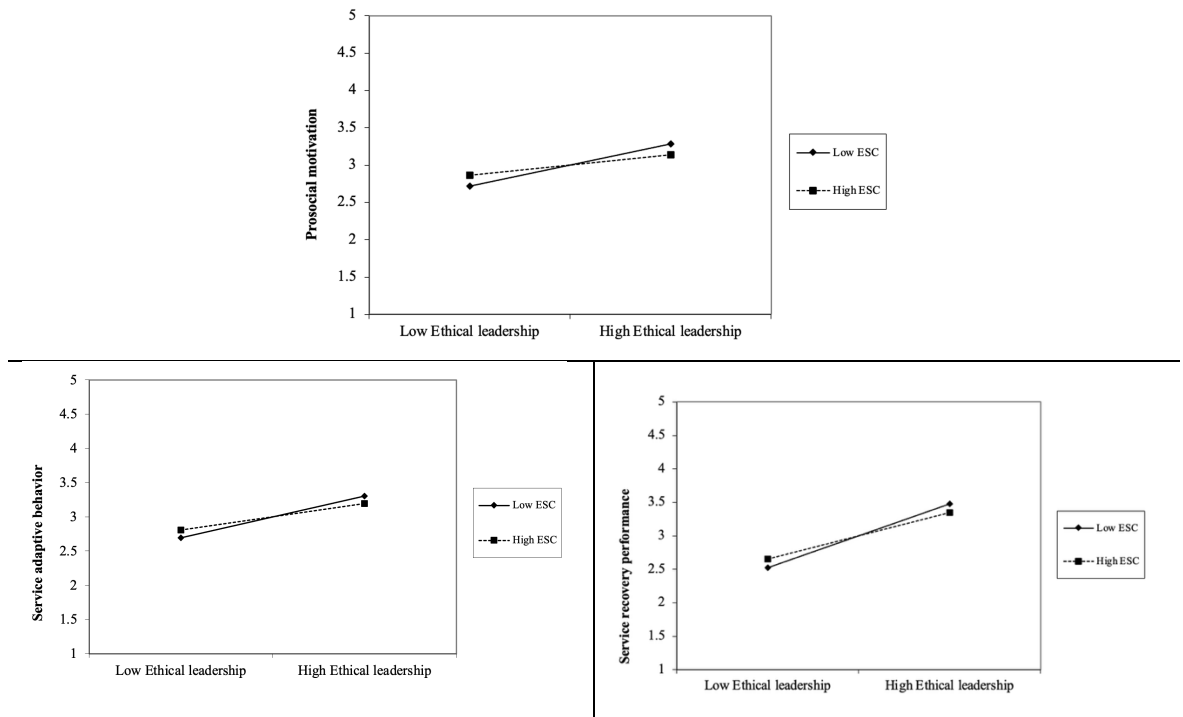


Figure 4.1. Interaction effects of ethical leadership and ethical self-interest climate

The final estimation of the structural model was presented in Figure 4.2

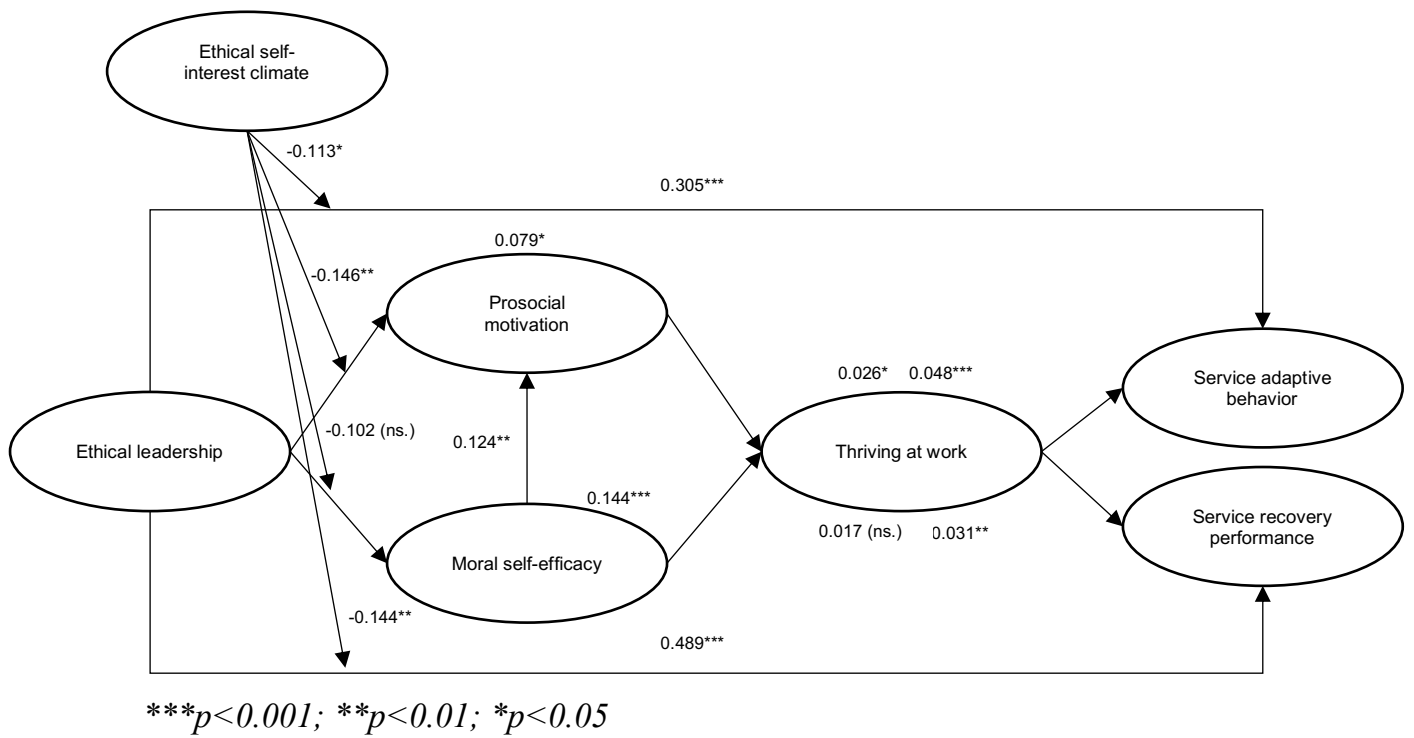


Figure 4.2. Model estimation

4.5 Robustness checks

The research employed various techniques to re-examine the PLS analysis results of both the measurement model and the structural model.

4.5.1 Robustness check for measurement model

Although the characteristics of the model, whether formative or reflective, are primarily defined by theoretical assumptions (Hair et al., 2019), it is necessary to further confirm that the measurements in the research were carefully selected and appropriately treated. Thus, the robustness of the measurement model was assessed by performing confirmatory tetrad analysis (CTA-PLS) to examine the reflective or formative nature of the empirical data (Gudergan et al., 2008) with respect to specific scales.

There were four latent variables that we included in the CTA-PLS procedure. First, ethical leadership was defined to comprise the moral person and moral manager dimensions (Brown et al., 2005). However, these dimensions may occur concurrently to form ethical leadership, which is most often measured in leadership studies using either Brown et al.'s (2005) or Yukl et al.'s (2013) scale as a unidimensional construct (Den Hartog, 2015). Second, we also treated thriving as a reflective construct following the recommendation of Kleime et al. (2019) that learning and vitality are intertwined and concurrently lead to desirable behaviors. Finally, we also included our targeted behavioral outcomes (service adaptive behavior and service recovery performance) to ensure that their characteristics do not imply any other sub-dimensions under the effect of antecedents.

We executed confirmatory tetrad analysis with 5,000 sub-samples and a significance level of 0.1 as recommended by Hair et al. (2023) for running CTA-PLS. Table 4.17 showed the lower bound (CI Low adj.) and upper bound (CI Up adj.) of 90% bias-corrected and Bonferroni-adjusted confidence intervals. As demonstrated by the CTA results, all cases of the selected constructs, including ethical leadership, thriving at work, service adaptive behavior, and service recovery performance,

contained zero numbers falling into the CI low adj.- CI high adj. interval, indicating a vanishing tetrad in every instance. In other words, the vanishing tetrads suggested that our scales take a reflective form (Hair et al., 2023), thereby confirming the robustness of the measurement model.

Table 4.17. Confirmatory Tetra analysis

Variables	CI Low adj.	CI Up adj.
Ethical leadership (EL)		
EL1,EL10,EL2,EL5	-0.029	0.025
EL1,EL10,EL5,EL2	-0.018	0.029
EL1,EL10,EL2,EL7	-0.020	0.033
EL1,EL2,EL7,EL10	-0.028	0.021
EL1,EL10,EL2,EL9	-0.034	0.022
EL1,EL10,EL5,EL7	-0.010	0.039
EL1,EL10,EL5,EL9	-0.025	0.033
EL1,EL10,EL7,EL9	-0.039	0.021
EL1,EL8,EL9,EL10	-0.021	0.022
EL1,EL2,EL5,EL8	-0.021	0.032
EL1,EL2,EL9,EL5	-0.014	0.041
EL1,EL2,EL7,EL8	-0.026	0.026
EL1,EL5,EL8,EL7	-0.027	0.018
EL1,EL5,EL8,EL9	-0.018	0.036
Thriving at work		
TW1,TW2,TW3,TW4	-0.024	0.045
TW1,TW2,TW4,TW3	-0.014	0.043
TW1,TW2,TW3,TW5	-0.014	0.045
TW1,TW3,TW5,TW2	-0.039	0.016
TW1,TW2,TW3,TW6	-0.049	0.013
TW1,TW2,TW4,TW5	-0.020	0.042

Variables	CI Low adj.	CI Up adj.
TW1,TW2,TW5,TW6	-0.056	0.007
TW1,TW3,TW4,TW6	-0.019	0.040
TW1,TW3,TW6,TW5	-0.045	0.010
Service adaptive behavior		
SAB1,SAB2,SAB3,SAB4	-0.020	0.036
SAB1,SAB2,SAB4,SAB3	-0.026	0.032
SAB1,SAB2,SAB3,SAB5	-0.031	0.040
SAB1,SAB3,SAB5,SAB2	-0.006	0.047
SAB1,SAB2,SAB3,SAB6	-0.036	0.023
SAB1,SAB2,SAB4,SAB5	-0.022	0.044
SAB1,SAB2,SAB5,SAB6	-0.004	0.050
SAB1,SAB3,SAB4,SAB6	-0.019	0.037
SAB1,SAB3,SAB6,SAB5	-0.033	0.045
Service recovery performance		
SRP1,SRP2,SRP3,SRP4	-0.024	0.040
SRP1,SRP2,SRP4,SRP3	-0.040	0.032
SRP1,SRP2,SRP3,SRP5	-0.028	0.035
SRP1,SRP3,SRP5,SRP2	-0.049	0.016
SRP1,SRP3,SRP4,SRP5	-0.037	0.019

Source: by author's analysis

4.5.2 Robustness check for structural model

Hair et al. (2019) proposed the test of nonlinear effects, endogeneity, and unobserved heterogeneity when checking the robustness of a structural model. However, the evaluation of endogeneity should only be conducted if the main objective is explanation (Hair et al., 2019). In the case of causal-predictive objectives (the dissertation's main goals), the test of endogeneity is unnecessary (Hair et al.,

2019). Therefore, non-linear effects and unobserved heterogeneity's evaluation were adopted for testing the robustness of the current structural model.

4.5.2.1 Non-linear effects

When proposing a research model, a researcher gives an assumption about the linear effect among latent variables. However, there are possibilities that non-linear effects may occur, which can be difficult to identify based solely on theoretical postulations (Hair et al., 2023). Despite that, numerous prior studies, especially those adopting the PLS-SEM approach, did not pay decent attention to examining the non-linear effects of the structural model (Sarstedt et al., 2020). Thus, the research proceeded with an evaluation of the quadratic effects of the antecedents on the targeted outcomes to diagnose potential cases where the fluctuations of the proposed endogenous constructs depend not only on the exogenous constructs but also on themselves (Sarstedt et al., 2020).

Table 4.18. Evaluating quadratic effects

	f²	T values	P Values	2.5%	97.5%
Quadratic EL-SAB -> SAB	0.003	0.448	0.654	-0.136	0.048
Quadratic EL-SRP -> SRP	0.023	1.509	0.131	-0.023	-0.023
Quadratic ESC-SAB -> SAB	0.015	1.109	0.267	-0.043	0.018
Quadratic ESC-SRP -> SRP	0.008	0.755	0.451	-0.062	0.023
Quadratic TW-SAB -> SAB	0.033	1.380	0.168	-0.027	0.034
Quadratic TW-SRP -> SRP	0.074	1.946	0.052	0.023	0.070

Source: by author's analysis

Hair et al. (2023) recommended the evaluation of f^2 value to get better prediction of the quadratic effect. In addition, the f^2 value of each quadratic could not only be assessed based on the significance of the statistical values but need to examine the size of f^2 effect size (Hair et al., 2023). If the f^2 value is considered a small size effect (approximately 0.02, according to Cohen, 2013), the quadratic effect has

limited impact and may also be regarded as non-significance. (Hair et al., 2023). Table 4.18 demonstrated that all of the quadratic effect contain small effect size and also non-significance according to statistical values (t-value, p-value, and confidence interval assessment). Therefore, the structural model was confirmed for the robustness of ruling out of non-linear effect that may cause variations in the prediction.

4.5.2.2 Unobserved Heterogeneity

Unobserved heterogeneity occurs when there are subgroups in a dataset that have a considerable effect that could lead to inaccurate prediction and lower the validity of the structural model (Hair et al., 2023; Sarstedt et al., 2020). Hence, to avoid the potential misleading in translating of the data analysis results due to the effect of subgroups, we performed finite mixture PLS (FIMIX-PLS). First, we estimated the number of segments based on calculating the minimum sample size of each segment (Sarstedt et al., 2017). Given that the minimum sample size for the research model is 130 and the collected data sample size is 331, we propose running the FIMIX-PLS procedure with 1 to 3 segments.

The criteria's synthesis of 3 cases of segmentation was presented in Table 4.19. As suggested by Hair et al. (2023), we should choose a solution based on the unification of AIC₃ and CAIC criteria, or AIC₃ and BIC in the same segment. However, these criteria diverge in different segmentation solution results, indicating that unobserved heterogeneity does not have a substantial effect on the dataset (Sarstedt et al., 2020).

Table 4.19. Finite mixture segmentation

Criteria	3 Segments	2 Segments	1 Segment
AIC (Akaike's Information Criterion)	3571.934	3643.263	4147.777
AIC3 (Modified AIC with Factor 3)	3663.934	3704.263	4177.777
AIC4 (Modified AIC with Factor 4)	3755.934	3765.263	4207.777
BIC (Bayesian Information Criteria)	3921.729	3875.192	4261.84

CAIC (Consistent AIC)	4013.729	3936.192	4291.84
HQ (Hannan Quinn Criterion)	3711.447	3735.766	4193.27
MDL5 (Minimum Description Length with Factor 5)	6056.908	5290.909	4958.094
LnL (LogLikelihood)	-1693.967	-1760.631	-2043.888
EN (Entropy Statistic (Normed))	0.687	0.858	
NFI (Non-Fuzzy Index)	0.688	0.895	
NEC (Normalized Entropy Criterion)	103.495	46.989	

Source: by author's analysis

For further examination, the calculation of alternative solutions in case two and three segments was executed to check for the minimum sample size of each segment. As shown in Table 4.20, in the case of a division into 3 segments, the sample sizes of each segment are: Segment 1= 177 (~53.4%); Segment 2 = 110 (~33.3%); Segment 3 = 44 (~13.3%). As such, in the solution of 3 segments, Segment 2 and Segment 3 do not meet the requirement of sample size (130), the alternative solution needs to reduce the number of segments (Hair et al., 2023). In the solution of 2 segments, the sample size of Segment 2 is also below the minimum requirement (Segment 2 = 64 [~19.3%]), indicating that the current solution is also unfeasible. Accordingly, the structural model was confirmed for its robustness, as unobserved heterogeneity is not a main concern in the dataset.

Table 4.20. Two and three segments solution

Number of segments	Segment sizes (%)		
	Segment 1	Segment 2	Segment 3
2	0.807	0.193	
3	0.534	0.333	0.133

Source: by author's analysis

4.6 Discussion of results

In this dissertation, we focused on examining the mechanism of how and when ethical leadership could enhance service outcomes regarding service adaptive behavior and service recovery performance in the public sector. In the light of social cognitive theory and social learning theory, we identified several mechanisms and conditions in which the influences of ethical leaders could be translated into employees' behavior.

Ethical leadership was found to have a direct and positive effect on service adaptive behavior (H_{1a}). The finding partially aligns with prior studies that confirmed the role of ethical leadership in activating adaptive behavior among employees. For instance, Tuan and Ngan (2021) confirmed the contribution of ethical leadership to employees' adaptive selling behavior, in which employees tailor their service processes to fit customers' needs. However, unlike previous studies that mainly considered adaptive behavior in the private service sector, especially in sales or hospitality contexts (e.g., Charoensukmongkol and Suthatorn, 2021; Cron et al., 2023; Kim et al., 2022), we have expanded the research stream to the public service sector to comprehend the effect of ethical leadership on the adaptivity of public sector employees. Furthermore, the moral values of ethical leaders are not limited to the boundary of in-processing services (service adaptive behavior) but extend into post-service interactions. Particularly, ethical leadership has acquired the role of an antecedent for public service recovery performance in this dissertation (H_{1b}). Scholars have corroborated the function of ethical leadership in promoting service-oriented behaviors such as service innovative behavior (e.g., Hoang et al., 2023; Özsungur, 2019) or customer-oriented OCB (e.g., Garba et al., 2018). The dissertation, unlike prior concentrations of ethical leadership's service behavioral outcomes, focused on the specific service situations that elicit corrective behavior from public sector employees in response to service failures. Hence, we responded to the research call

of other scholars (e.g., Van de Walle, 2016) by putting efforts into unfolding the process of activating the reactions of public servants when service failures occur.

In the context of the public sector, we found that employees' moral cognition could enhance motivation to serve stakeholders (prosocial motivation) and foster a state of thriving at work, in which public sector employees exhibit vitality and a learning orientation. Specifically, we discovered that moral self-efficacy plays an initial mediating role in linking the associations between ethical leadership and prosocial motivation, as well as thriving at work (H_{2a} , H_{2b}). As bridging the gap relationship between ethical leadership and prosocial motivation (H_{2a}), the finding aligned with previous studies, indicating that a high level of self-efficacy could encourage individuals to put in extra effort in their work, resulting in a high level of motivation (e.g., Nykänen et al., 2019; Zhang et al., 2019). The dissertation, nevertheless, delved into a specific scenario that we explored the influence of ethical leadership on employees' motivation to serve citizens to maintain public ideals. In the above connection, the moral self-efficacy of public sector employees serves as a channel to translate the impact of ethical leadership into prosocial motivation.

Besides activating motivational states, scholars have found the impact of self-efficacy on psychological states of employees, such as work engagement (e.g., Al-Hamdan and Bani Issa; Chan et al., 2020), work passion (e.g., Zhou et al., 2023). In the dissertation, we identified the change in the psychological processes of public sector employees through moral cognition (moral self-efficacy), leading them to engage in activities that involve adopting a flexible approach while adhering to ethical standards. In other words, moral self-efficacy was found to play a mediating role in the connection between ethical leadership and thriving at work (H_{2b}). Public sector employees perceive reliable role models from ethical leaders, reinforcing moral cognition and resulting in a state of vitality and learning while adhering to ethical standards.

In addition to the employees' cognition channel, ethical leadership was found to enhance thriving at work through another mechanism. To be specific, public sector employees inherit the effect from ethical leaders to fuel their prosocial motivation and reproduce it into a state of learning and vitality at work. On one hand, the result was consistent with prior studies about the influence of leadership styles on subordinates' motivation (e.g., Li et al., 2020; Shareef and Atan, 2019). On the other hand, the motivation of employees was identified as a mediator variable in linking the impact of leadership on the follower's psychological state. For example, Wan et al. (2022) conducted research in the Chinese context and found that intrinsic motivation could mediate the connection between leadership style and the work engagement of employees. The dissertation specifically probes into the moral channel through which ethical leadership fosters thriving at work among public sector employees, leveraging prosocial motivation (H₃).

Inheriting the initial mediating effects of moral self-efficacy and prosocial motivation, the dissertation investigated the subsequent mediating effect of thriving at work, providing insights into a chain mediation model. The research framework elucidates the mechanisms through which ethical leaders could extend their effects to public servants' service adaptive behavior (H_{4a}, H_{4b}) and service recovery performance (H_{4c}, H_{4d}) via pathways of motivation – psychological state (prosocial motivation to thriving at work) and cognition – psychological state (moral self-efficacy to thriving at work). As ethical facets have been found to affect the adaptive behavior of employees in other industries (e.g., Charoensukmongkol and Suthatorn, 2021; Kadic-Magljajlic et al., 2019), the dissertation proposed new insights through the lens of social cognitive theory that ethical leaders could promote service adaptive behavior among public sector employees by sequentially enhancing prosocial motivation and thriving at work (H_{4a}). Furthermore, consistent with a prior study by Zhang et al. (2022), we posit that individuals who possess a certain level of moral self-efficacy can guide their emotions and behave adaptively in ethical events. Therefore, the dissertation establishes another channel through which ethical

leadership spreads its influence: from moral self-efficacy to thriving at work, resulting in service adaptive behavior (H_{4b}). Similarly, ethical leadership also exerts influence on service-oriented behaviors when service failures occur through the chain of moral self-efficacy - thriving at work (H_{4d}). Indeed, moral self-efficacy employees were regarded as having a high level of self-regulation (Bandura, 2010), which is linked to positive psychological processes and moral actions (service recovery performance).

There is an unsupported hypothesis (H_{4c}) about the chain mediation of prosocial motivation and thriving at work in linking the connection between ethical leadership and service recovery performance that needs to be discussed further in this research. As proposed, prosocially motivated individuals may contain a degree of self-regulated capabilities (Schunk and DiBenedetto, 2020) and activate the state of thriving at work, then lead service recovery performance. However, the data analysis did not support the hypothesis, and there are several explanations. First, it is possible that the research hypothesis could not be confirmed due to the interruption of cultural factors. For example, the effect of ethical leadership on employees' well-being has been found to vary in various cultures; there was a higher impact of ethical leadership on Italian employees than Pakistani employees (Sarwar et al., 2020), or even a negative direct effect on Chinese employees (Yang, 2014). In the context of Vietnamese public sector employees, the author assumes that cultural factors may play a role in leading to a non-significant hypothesis. Second, from the scope of studying organizational behavior, there were suggestions that organizational structure, such as configurations and formalization, could counteract the effect of leadership (Eva et al., 2021). Hence, it is a postulation that particular organizational settings of public organizations could prevent ethical leaders from promoting service recovery performance through the motivation- psychological state channel. In other words, public sector employees who are motivated to serve stakeholders under the influence of ethical leadership may experience a state of thriving. However, this motivation may not be sufficient to prompt corrective behavior in addressing service failure

situations due to the author's assumption regarding the role of organizational setting. Moreover, when comparing H_{4c} and H_{4d} , we observed that the channel "moral cognition - thriving" could enhance service recovery performance, unlike the "motivation - thriving" pathway. Thus, it appears that the moral cognition of public sector employees is more effective, as they comprehend the moral guidelines for resolving ethical situations.

Not all of the moderating effects of an ethical self-interest climate were confirmed in the dissertation. The H_{5a} was not supported based on the data analysis results. Particularly, ethical self-interest climate had no moderating effect on the association between public sector employees' perception of ethical leadership and their moral self-efficacy. The unsupported hypothesis provides new insights into the prominent role of ethical leaders in public organizations and hints at a new direction for research on moral-based leadership. Specifically, there is evidence that requires further exploration in future studies, examining whether public servants can overcome the effects of an adverse working environment (ethical self-interest climate) for adopting moral values from ethical leaders to enhance moral self-efficacy. While the connection between ethical leadership and internal-oriented cognition (moral self-efficacy) was exempt from the negative effects of an ethical self-interest climate, the relationship between ethical leadership and external-oriented motivation (the motivation to serve others - prosocial motivation) was negatively moderated by an ethical self-interest climate (H_{5b}). Unlike a few prior studies that found a moderating role of a self-interest climate in stimulating the relationship between the external environment and behavioral outcomes (e.g., Sheedy et al., 2021). The dissertation discovered that in the working environment in which employees prioritize their personal benefits, the degree of the effect of ethical leadership on employees' prosocial motivation is decreased. As such, the result of hypothesis H_{5b} could provide an explanation of how ethical leadership is deactivated in certain situations. Public sector employees were not only emulating the role model of their leaders but also

adopting influences from other factors in the external environment (ethical self-interest climate in this dissertation), leading to a lower level of prosocial motivation.

Furthermore, drawing from social cognitive theory, the dissertation also identified ethical self-interest climate as a neutralizer in the association between ethical leadership and public sector employees' behavior. The hypotheses H_{5c}, H_{5d} contributed to the research stream by studying how the adverse working climate could navigate the behaviors of employees. However, unlike the prior study of Sheedy et al. (2021) that confirmed that the behavior of employees (unethical pro-organizational behavior) was shaped by the effects of both organizational-level factors (risk climate and ethical self-interest climate), the dissertation expanded to the view of leadership. To be specific, public sector employees absorb values from both their leader and the working climate as referents to guide their actions. Hence, the higher the level of self-interest climate, the lower the tendency for public sector employees to absorb moral values from their leader, and less caring about the benefit of other stakeholders for exhibiting service recovery performance and service adaptive behavior.

4.7 Summary

Chapter 4 presented research findings based on final data drawn from matching three questionnaires in 2 waves of survey. The descriptive statistics of targeted participants (non-managerial employees) were provided with respect of age, gender, educational background, and job tenure. Next, approaches for examining CMB were presented by explaining research design and executing Harman's single-factor test and the full collinearity test for the structural model. The measurement model was assessed through evaluating indicator reliability, internal consistency, and convergent validity. In turn, the structural model was examined through the result of the bootstrapping procedure with 5,000 resamples. Robustness checks were executed to test for both the measurement model and the structural model through confirmatory tetrad analysis, testing for non-linear effects, and unobserved heterogeneity. Finally, discussions on data analysis results were presented.

CHAPTER 5 : CONCLUSION AND IMPLICATIONS

Chapter 5 discussed the findings presented in the last chapter. Specifically, this chapter aims to review the examination of each hypothesis. Subsequently, the theoretical contributions and practical implications are also presented. Finally, as the dissertation was not free of shortcomings, the research limitations and future research directions were proposed.

5.1 Conclusion

The research examined mechanisms and conditions in which ethical leadership could promote service outcomes (service adaptive behavior and service recovery performance). Two waves of surveys with 2 months' time lag were conducted and collected data from both perspectives of managerial employees and non-managerial employees providing public services at the grassroots level to find answers for the following research questions:

- RQ1: Whether ethical leadership contributes to enhancing employees' service outcomes in terms of service adaptive behavior and service recovery performance?
- RQ2: How does the collection of personal determinants that include moral self-efficacy, prosocial motivation, and thriving at work interact under the supervision of ethical leadership?
- RQ3: Whether moral self-efficacy and prosocial motivation, thriving at work, recognized as personal determinants in translating ethical values from leaders to promote employees' service outcomes?
- RQ4: Does ethical self-interest climate consider as an obstacle to lessen the validity of ethical leadership?

For RQ1, we found that ethical leadership could influence service outcomes among public sector employees in both direct and indirect relationships. The findings

answered RQ1 and also addressed research to contribute evidence about the validity of moral-related leadership in the public service sector, which remained unclear in prior studies. (Asif and Rathore, 2021). Besides, we identified that moral self-efficacy and prosocial motivation play roles as mediators to explain the effect of ethical leadership on employees' personal determinants (RQ2). Specifically, drawing from SCT, we found that the learning process by adopting ethical values from supervisors could enhance moral self-efficacy and lead to promoting prosocial motivation and thriving at work. Likewise, the ethical leadership could also foster prosocial motivation and turn on the positive state of employees' psychological process (thriving at work). Furthermore, we discovered two pathways that ethical leadership could promote service outcomes among followers in the research context of public service (RQ3), which are (1) moral self-efficacy – thriving at work, and (2) prosocial motivation – thriving at work. In particular, ethical leadership could promote service recovery performance via sequentially affecting moral self-efficacy and thriving at work. On the other hand, there are two chain mediations, including prosocial motivation – thriving at work, and moral self-efficacy – thriving at work could bridge the gap between ethical leadership and service adaptive behavior. Finally, the dissertation resolved RQ4 by confirming the moderating effect of ethical self-interest climate. The results from data analysis found that ethical self-interest climate could respectively lower the effect of ethical leadership on prosocial motivation, service adaptive behavior, and service recovery performance. Thus, the finding also highlighted the obstacle that could prevent the validity of ethical leadership and also proposed an explanation of how the influence of moral-related leadership may be varied in previous studies. (e.g., Asif and Rathore, 2021; Sarwar et al., 2020).

5.2 Theoretical implications

The dissertation had made several contributions to management literature.

First, several scholars had been skeptical about the real impact of moral-oriented leadership styles in the public sector (e.g., Asif and Rathore, 2021). By exploring the effect of ethical leadership in the dissertation, we made distinctive contributions to unfolding the association between the ethical values of supervisors and service-oriented behaviors of subordinates in public organizations. In the digital era, the public sector has been transforming into a more dynamic model and regards the citizen as their valued customers who demand better services (Waheduzzaman, 2019). As such, the public managers need to prioritize their discretion to respond better to citizens rather than concentrating on rigid procedures (Waheduzzaman, 2019). While the transition from traditional public service to market-based public service has been recognized by both scholars and practitioners, there has been a dearth of research focused on the service behaviors of public servants. The evidence is that the majority of research regarding the service behaviors of employees has been conducted in the private sector, such as hospitality (e.g., Gip et al., 2023). Thus, the dissertation employs social cognitive theory and social learning theory to explain the value of ethical leadership styles in the public sector. Moreover, by exploring the behavior of public servants in both service delivery (service adaptive behavior) and service failure situations (service recovery performance), the dissertation stands as one of the first studies to consider both of these service situations, especially in the public sector.

Second, prior studies have suggested that a higher level of an individual's self-efficacy could promote service orientation, such as adapting behavior to meet customer needs (Charoensukmongkol, 2020) or reporting errors and undesirable issues (Wang et al., 2020). However, the dissertation shifted attention to an alternative perspective and employed a different approach compared to the current streams of research. Particularly, moral self-efficacy, which has received less attention from

scholars (Rullo et al., 2022) compared to general self-efficacy but plays a crucial role in the characteristics of public servants (Sulitzeanu-Kenan et al., 2022), has been a priority in this dissertation. Since the nature of public service has some differences from other types of service (e.g., banking, insurance), in which the employees are not only required to change their behavior for selling products or services but also to ensure public values (e.g., issue a death certificate promptly). Therefore, the dissertation established a moral way that public sector employees adopt moral values from their supervisor and sequentially fuel moral self-efficacy, thriving at work, and then leading service adaptive behavior. The chain mediation through moral cognition and thriving to link the effect of ethical leadership on service adaptive behavior was the new contribution to management literature, which has not been studied before. Moreover, the result contributed to enrich prior studies that found general efficacy could trigger service recovery performance via learning behavior (Wang et al., 2020). In the context of public service, moral self-efficacy could enhance public service recovery performance through arousing the vitality and learning orientation (thriving at work) of public servants. Hence, the chain mediation process that moral self-efficacy served as an initial mediator and thriving at work served as a consequential mediator factor to translate the effect of ethical leadership to service recovery performance of public employees was another new contribution in management literature.

Third, besides moral self-efficacy as an initial mediator, the data analysis result found that prosocial motivation also has a similar role. Additionally, by unfolding the effect of motivation to serve, the dissertation contributes to the limited understanding of the effect of leadership and prosocial motivation (Eva et al., 2020). Furthermore, prosocial motivation also generates a lively state for public servants, promoting vitality, a propensity for learning, and increased adaptability at work. There were two differences in the findings of prosocial motivation compared to moral self-efficacy. Firstly, moral self-efficacy has been identified as an antecedent of prosocial motivation in transferring the effect from the leader. Hence, it has led to the

following line of study: scholars could pay attention to the chain of external factors (e.g., leadership styles and human resource practices) influencing moral cognition (e.g., moral awareness, moral attentiveness) and resulting in prosocial motivation in order to promote desired behaviors. Secondly, unlike moral self-efficacy that prepares employees for moral competence to solve failure situations at work, prosocial motivation only encourages public sector employees to put more effort into learning and applying to serve better for the citizens (service adaptive behavior).

Fourth, as mentioned that the relationship between leadership style and prosocial motivation is considered a research gap since scholars have paid less attention to researching mechanisms for enhancing employee motivation (Eva et al., 2020). For example, when studying the effect of ethical leadership on employees, recent studies have mainly focused on HOW the leadership style could promote employee motivation but neglected to propose a comprehensive framework to answer WHEN (moderating effect) ethical leaders could translate the values to the employees (e.g., Eva et al., 2020; Shareef and Atan, 2019; Yidong and Xinxin, 2013). The dissertation postulated a more inclusive approach to better understand the connection between leadership and motivation to serve among public sector employees. Accordingly, ethical self-interest climate is a new contribution of the dissertation to the management literature that gives insight into the condition in which the effect of ethical leadership on public servants' prosocial motivation could be neutralized. In other words, through the lens of social cognitive theory, the dissertation discovered that public sector employees absorb from multiple sources at work, from both their supervisor and working climate, to define their level of motivation. Hence, the adverse working climate, where colleagues tend to prioritize personal benefits (ethical self-interest climate), could diminish the impact of the leader's efforts regarding strengthening prosocial motivation at work.

Fifth, since public sector employees learn from multiple sources at work to shape their behaviors. The perspective from social cognitive theory provides an explanation for a new moderating mechanism in which self-ethical climate could

reduce the role model of ethical behaviors of supervisors. Accordingly, prior studies confirmed the role of positive organizational influence (e.g., service climate) in enhancing the connection between leadership and employees' behavior (see Tuan and Ngan, 2021). However, unlike the direction of previous studies, the dissertation delved into the dark side of ethical climate. The data analysis supported the hypotheses that public sector employees tend to neglect the observed model from their supervisors when they perceive a higher level of an ethical self-interest climate. As such, the dissertation determined that public sector employees may absorb other sources of learning (ethical self-interest climate) at a different organizational level to dominate the team-level learning source (ethical leadership) and lead to less service-oriented behavior (service adaptive behavior and service recovery performance) in order to retain benefits for themselves.

Finally, the distinct contribution in the dissertation was related to the efforts to expand the social cognitive theory. Accordingly, the dissertation expanded the collection of personal determinants in bridging the gap from external determinants (ethical leadership, ethical self-interest climate) to behavioral determinants (service adaptive behavior, service recovery performance). Notably, the combination of these cognitive, motivational, and affective factors within social cognitive theory has not been explored in previous studies. Furthermore, social learning theory was also integrated into SCT to give insights into how role models of ethical leadership could shape employees' behavioral outcomes. More importantly, the dissertation expanded the stream of research regarding ethics in organizations by explaining the boundary span of social cognitive theory to explain the influence of other sources in organizations and how these alternative sources could affect the focal source of organizations (e.g., ethical leadership). The investigation also brings up a suggestion for other studies to focus on alternative sources to increase understanding about what and how other learning sources could enhance or neutralize the effects from external sources (e.g., at team and organizational levels).

5.3 Practical implication

Service recovery performance and service adaptive behavior have played roles in the context of service and caught attention from scholars to verify that authenticity in particular service settings such as healthcare (e.g., Ashill et al., 2005; Kara et al., 2013), insurance (e.g., Piaralal et al., 2016; Yoo and Arnold, 2019). The dissertation expands the view to the public service setting. In addition to contributions in management literature, there are several recommendations for practitioners and policymakers.

First, the moral competence of leaders in a public organization could enhance both the adaptivity of the public sector in daily tasks and recovery performance, ensuring the quality of public services. Therefore, it requires public leaders to reinforce moral competence at different organizational levels. Since ethical leadership is characterized as moral manager and moral person aspects. There are suggestions for human resource policies regarding the recruitment and training of public managers. Specifically, both internal and external selection processes aimed at selecting public leaders need to integrate moral competencies as criteria for evaluation. The tests at the selection stage could consider the moral personality and test the capability to encourage moral standards at work of the candidate. Moreover, public policymakers could devise a moral competency and guidelines to practice ethical behaviors at work to train public managers in short training courses. As such, through both active and passive ways, public sector employees could imitate the moral behaviors of their leaders by learning from ethical role models and understanding appropriate behaviors when providing services to citizens in any circumstance.

Second, the effects of ethical leadership on public sector employees' service outcomes (service adaptive behavior and service recovery performance) were identified through cognition-psychological state (moral self-efficacy - thriving at work) and motivation- psychological state (prosocial motivation - thriving at work).

Thus, besides fostering ethical leadership in public organizations, public policymakers could shift their attention to other triggering factors that could activate the two aforementioned mechanisms in order to promote desirable behavior of public servants. For example, to enhance moral self-efficacy of employees, several studies confirmed the role of humility of leaders (team level) (e.g., Owens et al., 2019), positive ethical climate (e.g., Yang et al., 2023), and responsible human resource practice (e.g., Liao et al., 2022) (organizational level). Likewise, prosocial motivation of employees could be activated to fuel the chain effect to behavioral outcomes by utilizing leadership or other organizational factors (e.g., Shao et al., 2017). Furthermore, since the dissertation has identified the role of moral self-efficacy in stimulating prosocial motivation, policies aimed at transforming the behavior of public servants could be unified under moral-related influences (e.g., ethics, humility, responsibility at different levels of the organization) to advance both channels.

Finally, public organizations need to pay attention to solving adverse aspects of the working environment, such as the self-interest tendency, which poses a contemporary issue in Vietnam (see Long, 2023). Drawing from prior studies, there are implications in line with the above propositions. Specifically, organizational policies (e.g., values emphasizing responsibility) could encourage employees to care about others and reduce selfishness simultaneously (Wang et al., 2020). Hence, advancing from the above practical implications, comprehensive solutions at both organizational and team levels should be considered since we could adopt the perspective of social cognitive theory regarding interactions among external environment, personal determinants, and behavioral determinants. On one hand, strengthening moral-oriented leadership styles (e.g., ethical leadership, humble leadership, servant leadership, etc.) has been a possible answer to develop a positive ethical climate (e.g., Al Halbusi et al., 2021; Elche et al., 2020; Owens et al., 2019). On the other hand, human resource practices need to be combined with leadership to reduce the effect of ethical self-interest working climate. In fact, policymakers could learn from prior studies that confirmed the function of HRM practice regarding

various aspects, including (1) recruitment and selection; (2) training and development; (3) compensation; (4) performance management (Guerci et al., 2015; Manroop et al., 2014) in shaping a positive workplace climate.

5.4 Limitations and future research directions

In addition to the contributions in the field of management regarding the role of the ethical aspect of a leader in enhancing the positive outcomes of public sector employees, this research contains several limitations that need to be addressed further in future studies. We propose our reflection regarding the limitations of research design, sampling, measures, research context, and the mechanism from ethical leadership to service outcomes.

Even though the research made efforts to limit bias based on the suggestions of Podsakoff et al. (2003). However, we mainly relied on the quantitative approach, which analyzes the primary data by PLS-SEM. Consequently, the results may be limited in providing a deep explanation for the nature of leadership and its effect on both employees' psychology and behavior. Therefore, the future research on leadership should combine multiple methods, such as qualitative methods, to get better insights. In addition, researchers may consider incorporating interdisciplinary knowledge to unfold the hidden characteristics of the phenomenon (e.g., retrieved from neuroscience) (e.g., Pittman, 2020; Waldman et al., 2019; Williams and Nowack, 2022).

Second, we analyzed the data from our participants, containing public sector employees and their supervisors. Even putting efforts to collect data from multiple sources to control bias from respondents, there could be some situations where employees overestimate their behavior and misinterpret it as our targeted behavior (e.g., service adaptive behavior). Likewise, the direct supervisors could underestimate the true behavior of subordinates they neglecting the recovery performance of employees and considering these behaviors as standard behaviors.

Therefore, further studies could retest the research model with more stakeholders, such as co-workers or citizens, to confirm the research findings.

Third, the research has limitations related to the measurement scales used. In this study, we employed subjective scales that were rated by both public servants and supervisors. While these scales have the advantage of reflecting the genuine feelings of respondents about their leaders and subordinates, it's important to note that raters may have biases toward others. Thus, future studies could employ different techniques, such as using objective scales and incorporating observational methods in experimental studies, to enhance the research findings.

Fourth, the context of this research also has the potential for development in future studies. Specifically, we focused only on the public sector in Vietnam. This narrow focus may limit the generalizability of the results and research implications due to cultural factors. Hence, there is a proposition that forthcoming studies should expand the research context. For example, scholars could conduct comparative research between cities or countries to get a big picture about the effect of leadership in various circumstances.

Fifth, we acknowledge that the research may not provide a comprehensive reflection of the effect of ethical leadership on employees' outcomes because we have restricted the scope to service recovery performance and service adaptive behavior. However, this is also a drawback of behavioral studies, as no research can provide a complete set of outcomes due to limitations in research resources. As such, we suggest that further studies should be conducted on other desirable outcomes of ethical leadership in both the public and private sectors. Furthermore, scholars should explore the effect of ethical leadership at both the individual and group levels (Banks et al., 2021). There is an emerging research stream about the effect of ethical leadership on employee sustainable-oriented behavior, which is meaningful in the public sector, that should be considered in future research (e.g., Ali and Hassan, 2023; Wood et al., 2021). In addition, the dark side of ethical leadership could also be a

potential topic for scholars to examine. For instance, ethical leadership, in certain circumstances, was found to have a negative effect on the organization as it could promote unethical pro-organizational behavior among employees (Luan et al., 2023). In short, we propose that the effect of ethical leadership should be investigated more comprehensively to gain a deeper understanding of this leadership style.

Lastly, there is a need for more comprehensive research to propose other mechanisms from ethical leadership to public sector employees' behavior. Banks et al. (2021), for instance, proposed to further examine the contingency factors that could affect how employees value the ethical aspect of leaders. In this research, we have confirmed the effect of the contextual factor (ethical self-interest climate) on employees' evaluation of their supervisors. Further studies may want to include factors at the individual level (e.g., proactive personality, temporal focus, etc.). Moreover, the dissertation provided a set of personal determinants (cognitive, affective, and motivational factors) and their interrelationships. In future studies, scholars could rely on this framework to explore the mechanisms of how leaders shape employees' behavior.

5.5 Summary

Chapter 5 made conclusions from research findings and denoted contributions in terms of theoretical and practical perspectives. Furthermore, implications for practitioners were proposed for promoting the service outcomes among employees. Lastly, Chapter 5 included reflections on the study to point out several limitations and suggest further studies in this research stream.

PUBLICATION

* **International journal**

1. **Nguyen, L.L.H.** (2025), "Ethical leadership and public service recovery performance: the roles of thriving at work and moral self-efficacy", *International Journal of Organization Theory & Behavior*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/IJOTB-05-2024-0096> (**Scopus Q2; Publisher: Emerald**)
2. Nguyen, H. V., & **Nguyen, L. L. H.** (2024). Linking ethical leadership to employee's prohibitive voice: the role of reflective moral attentiveness and leader identification. *International Journal of Ethics and Systems*. Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/IJOES-11-2023-0252> (**corresponding author**) (**Scopus Q1; ESCI; Publisher: Emerald**)
3. **Nguyen, L. L. H.** (2023). Ethical leadership and interpersonal citizenship behavior in the public sector. *International Journal of Public Leadership*, 19(3), 246-260. (**Scopus Q3; Publisher: Emerald**)
4. **Long, N. L. H.** (2022). Active Interpersonal Citizenship Behavior among Public Servants: The Mediating Role of Self-Efficacy. *AJMI-ASEAN Journal of Management and Innovation*, 9(1), 26-38. (**ACI indexed**)
5. **Le-Hoang Long, N.**, Thi-Thu Huong, N., & Viet-Anh, H. (2022). Workplace Support and Service-Oriented Organisational Citizenship Behaviour: The Mediating Role Of Psychological Empowerment And Affective Commitment. *Cogent Business & Management*, 9(1), 2131984. (**Scopus Q2; ESCI; Publisher: Taylor & Francis**)
6. **Le Hoang, L. N.**, Thu, H. N. T., & Ho, V. A. (2021). Service Innovative Behavior in the Aviation Industry: An Empirical Study of the Contribution of Perceived Organizational Support. *AJMI-ASEAN Journal of Management and Innovation*, 8(1), 75-86. (**ACI indexed**)

* **International conference**

1. **Nguyen, L. L. H., & Dinh, K. C. (2024).** Linkage of prosocial motivation and the translation to behavioral outcome: Transcending ethical self-interest climate. *The joint Asian Conference on Business and Economic Studies*. **(peer-reviewed international conference) – Best paper award**
2. **Nguyen, L. L. H., & Dinh, K. C. (2024).** Ethical leadership and public service adaptive behavior: The role of prosocial motivation. *The international conference on economics, law and government (ELG 2024)* **(peer-reviewed international conference)**
3. **NLH Long, NH Kim, NT Tuan (2023).** Toward sustainable development through workplace collaboration: When and How supervisor's moral translates to subordinates' behavior. *The international conference on economics, law and government (ELG 2023)*. **(peer-reviewed international conference)**
4. **Long, N. L. H. (2022).** Public service motivation in post-pandemic: a cross-sectional design. *The 8th International Conference for Young Researchers in Economics and Business*. 334-347. **(peer-reviewed international conference)**

* **Scientific project**

1. **University-level scientific research project:** Ethical leadership and interpersonal citizenship behavior in the public sector. **Code:** CELG-2022-04. **Role:** Research manager

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APPENDICES

Appendix 1: Interview Guide

1. Introduction:

Hello everyone! I would like to express my deepest thanks for your participation in today's interview. Before we begin, I'd like to go over a few things with you.

- Today's interview is only for the sake of scientific study.
- Any information you provide today will be kept completely confidential and will not be shared for any reason.
- You are invited to participate as voluntary and independent respondents, completely unaffected by any other third party.
- Do you have any questions before we begin?

2. Discussion session:

- a. The PhD student introduced the research concepts, including ethical leadership, moral self-efficacy, prosocial motivation, thriving at work, service adaptive behavior, service recovery performance, and ethical self-interest climate
- b. The PhD student introduced the measurements in both the original version and the translated version into Vietnamese
- c. Experts and the PhD student go over each indicator and provide comments on the appropriateness of the scale of related concepts, the equivalence between the two versions, and the understanding of the Vietnamese version.

3. Closing:

Thank you so much for sharing the content today. Would you be willing if I called you in case I needed further clarification today to ensure a proper understanding of your views?

Appendix 2: Revised measurement scale in the Vietnamese public sector context

Table A.2.1. Revisions of the ethical leadership scale's translation in the Vietnamese public sector context

Coding	Indicators (Original version)	Vietnamese version (before discussion)	Vietnamese version (After group discussion)
	My leader ...	Lãnh đạo của tôi...	N/A
EL1	Listens to what employees have to say	Lắng nghe những gì nhân viên nói	Cấp trên của tôi lắng nghe những gì nhân viên trình bày
EL2	Disciplines employees who violate ethical standards	Kỷ luật những nhân viên vi phạm chuẩn mực đạo đức	Cấp trên của tôi kỷ luật những nhân viên vi phạm các chuẩn mực đạo đức
EL3	Conducts his/her personal life in an ethical manner	Thực hiện cuộc sống cá nhân của mình một cách có đạo đức	Cấp trên của tôi là người đạo đức trong đời sống cá nhân
EL4	Has the best interests of employees in mind	Luôn quan tâm đến lợi ích tốt nhất của nhân viên	Cấp trên của tôi nghĩ đến những gì tốt nhất cho lợi ích của nhân viên

EL5	Makes fair and balanced decisions	Đưa ra quyết định công bằng và cân bằng	Cấp trên của tôi đưa ra các quyết định công bằng và cân bằng
EL6	Can be trusted	Có thể tin tưởng	Cấp trên của tôi là người có thể tin cậy
EL7	Discusses business ethics or values with employees	Thảo luận về đạo đức hoặc giá trị kinh doanh với nhân viên	Cấp trên của tôi thảo luận về đạo đức công vụ và các giá trị công việc với nhân viên
EL8	Sets an example of how to do things the right way in terms of ethics	Nêu gương về cách làm mọi việc đúng đắn về mặt đạo đức	Cấp trên của tôi nêu gương về mặt đạo đức đối với cách làm mọi việc một cách đúng đắn
EL9	Defines success not just by results but also the way that they are obtained	Xác định thành công không chỉ bằng kết quả mà còn bằng cách đạt được chúng	Cấp trên của tôi định nghĩa thành công không chỉ là kết quả mà còn thể hiện bởi cách thức thực hiện
EL10	When making decisions, asks “what is the right thing to do?”	Khi đưa ra quyết định, hãy hỏi “điều đúng đắn cần làm là gì?”	Khi ra quyết định, cấp trên của tôi cân nhắc "điều gì là đúng để làm?"

Table A.2.2. Revisions of the moral self-efficacy scale's translation in the Vietnamese public sector context

Coding	Indicators (Original version)	Vietnamese version (before discussion)	Vietnamese version (After group discussion)
MSE1	I was self-assured about my capabilities to perform my work activities in an ethical manner	Tôi tự tin về khả năng thực hiện các hoạt động công việc của mình một cách có đạo đức	Tôi tự tin về khả năng thực hiện các hoạt động công việc của mình đúng quy chuẩn đạo đức
MSE2	I am confident about my ability to do my job in a way that meets the organization's ethical standards	Tôi tự tin về khả năng thực hiện công việc của mình theo cách đáp ứng các tiêu chuẩn đạo đức của tổ chức	Tôi tự tin vào khả năng thực hiện công việc đáp ứng các tiêu chuẩn đạo đức của tổ chức
MSE3	I have mastered the ethical rules, regulations and skill necessary for my job	Tôi đã nắm vững các quy tắc đạo đức, quy định và kỹ năng cần thiết	Tôi đã nắm vững các quy tắc đạo đức, quy định và kỹ năng cần thiết

		cho công việc của mình	cho công việc của mình
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Table A.2.3. Revisions of the prosocial motivation scale's translation in the Vietnamese public sector context

Coding	Indicators (Original version)	Vietnamese version (before discussion)	Vietnamese version (After group discussion)
PM1	I get energized by working on tasks that have the potential to benefit others	Tôi được tiếp thêm năng lượng bằng cách thực hiện những công việc có khả năng mang lại lợi ích cho người khác	Tôi cảm thấy tràn đầy năng lượng khi thực hiện những công việc có khả năng mang lại lợi ích cho người khác
PM2	It is important to me to have the opportunity to use my abilities to benefit others	Đối với tôi, điều quan trọng là có cơ hội sử dụng khả năng của mình để mang lại lợi ích cho người khác	Đối với tôi, cơ hội sử dụng khả năng của mình để mang lại lợi ích cho người khác là điều quan trọng
PM3	I prefer to work on tasks that allow me to have a positive impact on others	Tôi thích làm những công việc cho phép tôi có tác	Tôi thích làm những công việc cho phép tôi tạo ra

		động tích cực đến người khác	tác động tích cực đến người khác
PM4	I do my best when I'm working on a task that contributes to the well- being of others	Tôi cố gắng hết sức khi thực hiện một nhiệm vụ góp phần mang lại hạnh phúc cho người khác	Tôi cố gắng hết sức khi thực hiện một nhiệm vụ góp phần mang lại hạnh phúc cho người khác
PM5	I like to work on tasks that have the potential to benefit others	Tôi thích làm những công việc có khả năng mang lại lợi ích cho người khác	Tôi thích làm những công việc có khả năng mang lại lợi ích cho người khác

Table A.2.4. Revisions of the thriving at work scale's translation in the Vietnamese public sector context

Coding	Indicators (Original version)	Vietnamese version (before discussion)	Vietnamese version (After group discussion)
At work...		Tại nơi làm việc...	N/A
TW1	I feel alive and vital.	Tôi cảm thấy còn sống và quan trọng	Tôi cảm thấy tràn đầy năng lượng và

			sức sống tại nơi làm việc
TW2	I have energy and spirit.	Tôi có năng lượng và tinh thần	Tôi tràn đầy năng lượng và tinh thần tại nơi làm việc
TW3	I am looking forward to each new day.	Tôi đang mong chờ từng ngày mới	Tôi mong chờ những ngày làm việc mới
TW4	I find myself learning often.	Tôi thấy mình học thường xuyên	Tại nơi làm việc, tôi nhận thấy bản thân mình thường xuyên học hỏi
TW5	I continue to learn more and more as time goes by.	Tôi tiếp tục học hỏi nhiều hơn và nhiều hơn nữa khi thời gian trôi qua.	Khi thời gian làm việc trôi qua, tôi cảm thấy mình liên tục học hỏi ngày một nhiều hơn
TW6	I see myself continually improving.	Tôi thấy mình ngày càng tiến bộ	Tôi nhận thấy mình cải thiện liên tục trong công việc

Table A.2.5. Revisions of the service apdative scale's translation in the Vietnamese public sector context

Coding	Indicators (Original version)	Vietnamese version (before discussion)	Vietnamese version (After group discussion)
SAB1	This employee usually adapts the type of service to meet the unique needs of each citizen	Nhân viên này thường điều chỉnh loại hình dịch vụ để đáp ứng nhu cầu riêng của từng công dân	Nhân viên này thường linh hoạt điều chỉnh dịch vụ để đáp ứng nhu cầu riêng của từng công dân
SAB2	This employee uses a wide variety of strategies in attempting to satisfy the citizen	Nhân viên này sử dụng nhiều chiến lược khác nhau để cố gắng làm hài lòng người dân	Nhân viên này sử dụng nhiều chiến lược khác nhau để cố gắng làm hài lòng người dân
SAB3	This employee can easily suggest a wide variety of services to meet each citizen's needs.	Nhân viên này có thể dễ dàng đề xuất nhiều loại dịch vụ để đáp ứng nhu cầu của từng người dân.	Nhân viên này có thể dễ dàng đề xuất nhiều phương án cung cấp dịch vụ để đáp ứng nhu cầu của từng người dân

SAB4	This employee pride himself/ herself in customizing the service for the citizen.	Nhân viên này tự hào về việc tùy chỉnh dịch vụ cho người dân.	Nhân viên này tự hào về việc linh hoạt phục vụ người dân.
SAB5	This employee varies the actual service offering on a number of dimensions depending on the needs of the citizen.	Nhân viên này thay đổi việc cung cấp dịch vụ thực tế trên một số khía cạnh tùy thuộc vào nhu cầu của người dân.	Nhân viên này thay đổi một số khía cạnh (trong giới hạn cho phép) của quy trình thực hiện cung cấp dịch vụ công tùy thuộc vào nhu cầu của người dân.
SAB6	This employee has a believe that each citizen requires a unique approach.	Nhân viên này tin rằng mỗi công dân cần có một cách tiếp cận riêng	Nhân viên này tin rằng mỗi công dân cần có một cách tiếp cận riêng.

Table A.2.6. Revisions of the service recovery performance scale's translation in the Vietnamese public sector context

Coding	Indicators (Original version)	Vietnamese version (before discussion)	Vietnamese version (After group discussion)

SRP1	Considering all the things he/ she does, this employee handles dissatisfied citizens quite well.	Xét tất cả những việc mình làm, nhân viên này xử lý khá tốt những công dân không hài lòng.	Xét tất cả những việc nhân viên này làm, anh/ chị ấy xử lý khá tốt khi tiếp những công dân đang không hài lòng.
SRP2	This employee doesn't mind dealing with complaining citizens.	Nhân viên này không ngại giải quyết những công dân phàn nàn.	Nhân viên này không ngại giải quyết những công dân đang phàn nàn.
SRP3	No citizen this employee deals with leaves with problems unresolved.	Không có công dân nào mà nhân viên này giải quyết những vấn đề chưa được giải quyết.	Không có công dân nào mà nhân viên này tiếp xúc còn vấn đề chưa được giải quyết.
SRP4	Satisfying complaining citizens is a great thrill to this employee.	Làm hài lòng những người dân phàn nàn là một niềm vui lớn đối với nhân viên này.	Làm hài lòng những người dân khiếu nại là một niềm vui lớn đối với nhân viên này.
SRP5	Complaining citizens this employee has dealt with in	Những công dân phàn nàn mà nhân	Những công dân phàn nàn mà nhân

	the past are among today's most loyal customers.	viên này đã từng giải quyết trước đây nằm trong số những khách hàng trung thành nhất hiện nay.	viên này đã từng giải quyết trước đây nằm trong số những "khách hàng" trung thành nhất hiện nay.
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Table A.2.7. Revisions of the ethical self-interest climate scale's translation in the Vietnamese public sector context

Coding	Indicators (Original version)	Vietnamese version (before discussion)	Vietnamese version (After group discussion)
ESC1	People around here are mostly out for themselves	Mọi người xung quanh đây hầu hết chỉ lo cho bản thân họ	Đồng nghiệp xung quanh tôi hầu hết chỉ lo cho bản thân họ
ESC2	People in my business unit think of their own welfare first when faced with a difficult decision	Mọi người trong đơn vị kinh doanh của tôi nghĩ đến lợi ích của chính họ trước tiên khi phải đối mặt với một quyết định khó khăn	Mọi người trong bộ phận của tôi nghĩ đến lợi ích của chính họ trước tiên khi phải đối mặt với một quyết định khó khăn

ESC3	In my business unit, people's primary concern is their own personal benefit	Trong đơn vị kinh doanh của tôi, mối quan tâm hàng đầu của mọi người là lợi ích cá nhân của họ	Trong bộ phận của tôi, mối quan tâm hàng đầu của mọi người là lợi ích cá nhân của họ
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Appendix 3: Questionnaire (English version)

• QUESTIONNAIRE (WAVE 1) - EMPLOYEE RATE

CODE:

QUESTIONNAIRE

Hello Mr./Mrs.

My name is Hoang Long, PhD candidate at the University of Economics in Ho Chi Minh City. Currently, I am working in my Ph.D. dissertation with a research focus on the influence of leadership style on the behavior of employees in the public sector. The research results aim to make significant contributions to building a competency framework for managers and improving the quality of the working environment.

I sincerely hope to receive your support for this research. Participation in the survey is entirely voluntary and the questionnaire will not collect any personal information that could affect you. If you have any questions or further suggestions, please email me at longnlh@ueh.edu.vn.

Thank you very much.

****Note:** There is no **RIGHT** or **WRONG** answer in the questionnaire; the answers only measure your perception. Your responses are kept confidentiality.**

You can circle or checkmark each of your answers

The content of the two questions below is intended for encoding purposes, serving the data collection in the next survey round. Absolutely no personal information about you will be collected.

Please provide the 2-digit day of your birth (e.g., 27)	[]	[]
Please provide the first 2 letters of your name (e.g., LO)	[]	[]

Please provide your opinion on the following statements regarding your supervisor.	1 Totally disagree	2 Disagree	3 Neutral	4 Agree	5 Totally agree
My leader listens to what employees have to say	1	2	3	4	5
My leader disciplines employees who violate ethical standards	1	2	3	4	5
My leader conducts his/her personal life in an ethical manner	1	2	3	4	5
My leader has the best interests of employees in mind	1	2	3	4	5
My leader makes fair and balanced decisions	1	2	3	4	5
My leader can be trusted	1	2	3	4	5
My leader discusses business ethics or values with employees	1	2	3	4	5
My leader sets an example of how to do things the right way in terms of ethics	1	2	3	4	5

My leader defines success not just by results but also the way that they are obtained	1	2	3	4	5
My leader when making decisions, asks “what is the right thing to do?”	1	2	3	4	5

Please share your personal opinion about the working environment	1 Totally disagree	2 Disagree	3 Neutral	4 Agree	5 Totally agree
People around here are mostly out for themselves	1	2	3	4	5
People in my business unit think of their own welfare first when faced with a difficult decision	1	2	3	4	5
In my business unit, people’s primary concern is their own personal benefit	1	2	3	4	5

1. Please indicate your gender

☐ Female (1) ☐ Male (2) ☐ Refer not to say (3)

2. Please provide your age

- ☐ Below 25
☐ 25 to below 35 years old
☐ 35 to below 45 years old
☐ 45 to below 55 years old
☐ Above 55 years old

3. Educational background

- ☐ High school or lower
☐ College or equivalent

☐ University or equivalent

☐ Master degree

☐ Doctor degree

4. Job tenure (year):

• **QUESTIONNAIRE (WAVE 2) - EMPLOYEE RATE**

CODE:

QUESTIONNAIRE

Hello Mr./Mrs.

My name is Hoang Long, PhD candidate at the University of Economics in Ho Chi Minh City. Currently, I am working in my Ph.D. dissertation with a research focus on the influence of leadership styles on the behavior of employees in the public sector. The research results aim to make significant contributions to building a competency framework for managers and improving the quality of the working environment.

I sincerely hope to receive your support for this research. Participation in the survey is entirely voluntary and the questionnaire will not collect any personal information that could affect you. If you have any questions or further suggestions, please email me at longnlh@ueh.edu.vn.

Thank you very much.

****Note:** There is no **RIGHT** or **WRONG** answer in the questionnaire; the answers only measure your perception. Your responses are kept confidentiality.**

You can circle or checkmark each of your answers

The content of the 02 questions below is intended for encoding purposes, to serve the connection of your assessment data from the previous survey. Absolutely **no personal information** about you will be collected

Please provide the **2-digit** day of your
birth (e.g., 27)

Please provide the **first 2 letters** of your
name (e.g., LO)

[]

[]

Please provide your personal feedback on the following questions	1 Totally disagree	2 Disagree	3 Neutral	4 Agree	5 Totally agree
I was self-assured about my capabilities to perform my work activities in an ethical manner	1	2	3	4	5
I am confident about my ability to do my job in a way that meets the organization's ethical standards	1	2	3	4	5
I have mastered the ethical rules, regulations and skill necessary for my job	1	2	3	4	5

Please provide your personal feedback on the following questions	1 Totally disagree	2 Disagree	3 Neutral	4 Agree	5 Totally agree
I get energized by working on tasks that have the potential to benefit others	1	2	3	4	5
It is important to me to have the opportunity to use my abilities to benefit others	1	2	3	4	5
I prefer to work on tasks that allow me to have a positive impact on others	1	2	3	4	5

I do my best when I'm working on a task that contributes to the well-being of others	1	2	3	4	5
I like to work on tasks that have the potential to benefit others	1	2	3	4	5

Please provide your personal feedback on the following questions	1 Totally disagree	2 Disagree	3 Neutral	4 Agree	5 Totally agree
At work, I feel alive and vital.	1	2	3	4	5
At work, I have energy and spirit	1	2	3	4	5
At work, I am looking forward to each new day.	1	2	3	4	5
At work, I find myself learning often.	1	2	3	4	5
At work, I continue to learn more and more as time goes by.	1	2	3	4	5
At work, I see myself continually improving.	1	2	3	4	5

• **QUESTIONNAIRE (WAVE 2) - SUPERVISOR RATE**

CODE:

Hello Mr./Mrs.

My name is Hoang Long PhD candidate at the University of Economics in Ho Chi Minh City. Currently, I am working in my Ph.D. dissertation with a research focus on the influence of leadership styles on the behavior of employees in the public sector. The research results aim to make significant contributions to building a competency framework for managers and improving the quality of the working environment.

I sincerely hope to receive your support for this research. Participation in the survey is entirely voluntary and the questionnaire will not collect any personal information that could affect you. If you have any questions or further suggestions, please email me at longnlh@ueh.edu.vn.

Thank you very much.

****Note:** There is no **RIGHT** or **WRONG** answer in the questionnaire; the answers only measure your perception. Your responses are kept confidentiality.**

You can circle or checkmark each of your answers

The content of the 02 questions below serves to identify the employee you are evaluating. This information has been similarly encoded for your subordinates.

Please provide the 2-digit day of your birth of the subordinate (VD: 27)	[]	[]
Please provide the first 2 letters of his/her name (VD: LO)	[]	[]

Please provide your personal feedback on the following questions	1	2	3	4	5
	Totally disagree	Disagree	Neutral	Agree	Totally agree
This employee usually adapts the type of service to meet the unique needs of each citizen	1	2	3	4	5
This employee uses a wide variety of strategies in attempting to satisfy the citizen	1	2	3	4	5
This employee can easily suggest a wide variety of services to meet each citizen's needs.	1	2	3	4	5

This employee pride himself/ herself in customizing the service for the citizen.	1	2	3	4	5
This employee varies the actual service offering on a number of dimensions depending on the needs of the citizen.	1	2	3	4	5
This employee has a believe that each citizen requires a unique approach.	1	2	3	4	5

Please provide your personal feedback on the following questions	1 Totally disagree	2 Disagree	3 Neutral	4 Agree	5 Totally agree
Considering all the things he/ she does, this employee handles dissatisfied citizens quite well.	1	2	3	4	5
This employee doesn't mind dealing with complaining citizens.	1	2	3	4	5
No citizen this employee deals with leaves with problems unresolved.	1	2	3	4	5
Satisfying complaining citizens is a great thrill to this employee.	1	2	3	4	5
Complaining citizens this employee has dealt with in the past are among today's most loyal customers.	1	2	3	4	5

Appendix 4: Questionnaire (Vietnamese version)

- **PHIẾU KHẢO SÁT (ĐỢT 1) - NHÂN VIÊN ĐÁNH GIÁ**

MÃ SỐ:

PHIẾU KHẢO SÁT

Kính chào Quý Anh/Chị.

Mình tên Hoàng Long, nghiên cứu sinh tại Đại học Kinh tế TP.HCM. Hiện tại, Long đang thực hiện luận án Tiến sĩ với mối quan tâm tìm hiểu về ảnh hưởng của phong cách lãnh đạo đến hành vi của các nhân viên đang làm việc trong khu vực công. Kết quả nghiên cứu mang lại những đóng góp quan trọng nhằm xây dựng khung năng lực đào tạo cán bộ quản lý cũng như hàm ý nâng cao chất lượng môi trường làm việc.

Long rất mong nhận được sự hỗ trợ của Quý Anh/Chị đối với nghiên cứu này. Việc tham gia khảo sát là hoàn toàn tự nguyện và hoàn toàn không thu thập bất kỳ thông tin cá nhân nào có thể gây ảnh hưởng đến Anh/Chị.

Nếu có thắc mắc hay góp ý thêm, xin Anh/Chị vui lòng gửi về địa chỉ email: **longnlh@ueh.edu.vn**

Xin trân trọng cảm ơn.

* **Lưu ý:** Không có câu trả lời nào là **ĐÚNG** hoặc **SAI** trong nội dung bản câu hỏi, nội dung trả lời chỉ đo lường cảm nhận của các Anh/Chị. Long xin cam đoan bảo mật toàn bộ nội dung trả lời của Anh/Chị.

Anh/Chị có thể khoanh tròn hoặc đánh dấu chéo vào từng câu trả lời của mình

Nội dung **02 câu hỏi** dưới đây nhằm phục để mã hóa, phục vụ cho việc thu thập dữ liệu ở đợt khảo sát tiếp theo. Hoàn toàn **không thu thập** thông tin cá nhân của Anh/Chị.

Anh/ Chị cho biết 2 chữ số ngày sinh của mình (VD: 27)	[]	[]
Anh/ Chị cho biết 2 chữ cái đầu tiên trong tên của mình (VD: LO)	[]	[]

Anh/Chị vui lòng cho biết quan điểm của mình về các phát biểu sau đây đối với cấp trên trực tiếp	1	2	3	4	5
	Hoàn toàn không đồng ý	Không đồng ý	Bình thường	Đồng ý	Hoàn toàn đồng ý
Cấp trên của tôi lắng nghe những gì nhân viên trình bày	1	2	3	4	5
Cấp trên của tôi kỷ luật những nhân viên vi phạm các chuẩn mực đạo đức	1	2	3	4	5
Cấp trên của tôi là người đạo đức trong đời sống cá nhân	1	2	3	4	5
Cấp trên của tôi nghĩ đến những gì tốt nhất cho lợi ích của nhân viên	1	2	3	4	5
Cấp trên của tôi đưa ra các quyết định công bằng và cân bằng	1	2	3	4	5
Cấp trên của tôi là người có thể tin cậy	1	2	3	4	5
Cấp trên của tôi thảo luận về đạo đức công vụ và các giá trị công việc với nhân viên	1	2	3	4	5
Cấp trên của tôi nêu gương về mặt đạo đức đối với cách làm mọi việc một cách đúng đắn	1	2	3	4	5

Cấp trên của tôi định nghĩa thành công không chỉ là kết quả mà còn thể hiện bởi cách thức thực hiện	1	2	3	4	5
Khi ra quyết định, cấp trên của tôi cân nhắc "điều gì là đúng để làm?"	1	2	3	4	5

Anh/Chị vui lòng cho biết quan điểm cá nhân về môi trường làm việc	1 Hoàn toàn không đồng ý	2 Không đồng ý	3 Bình thường	4 Đồng ý	5 Hoàn toàn đồng ý
Đồng nghiệp xung quanh tôi hầu hết chỉ lo cho bản thân họ	1	2	3	4	5
Mọi người trong bộ phận của tôi nghĩ đến lợi ích của chính họ trước tiên khi phải đối mặt với một quyết định khó khăn	1	2	3	4	5
Trong bộ phận của tôi, mỗi quan tâm hàng đầu của mọi người là lợi ích cá nhân của họ	1	2	3	4	5

1. Anh/ Chị vui lòng cho biết giới tính

[] Nữ (1) [] Nam (2) [] Không muốn nêu cụ thể (3)

2. Anh/ Chị vui lòng cho biết độ tuổi

[] Dưới 25

[] 25 - dưới 35

[] 35 - dưới 45

[] 45 - dưới 55

[] Trên 55 tuổi

3. Trình độ chuyên môn

- [] THPT hoặc thấp hơn
 [] Cao đẳng hoặc tương đương
 [] Đại học hoặc tương đương
 [] Thạc sĩ
 [] Tiến sĩ

4. Thâm niên công tác (số năm):.....

• **PHIẾU KHẢO SÁT (ĐỢT 2) - NHÂN VIÊN ĐÁNH GIÁ**

MÃ SỐ:

PHIẾU KHẢO SÁT

Kính chào Quý Anh/Chị.

Mình tên là Hoàng Long, nghiên cứu sinh tại Đại học Kinh tế TP.HCM. Hiện tại, Long đang thực hiện luận án Tiến sĩ với mối quan tâm tìm hiểu về ảnh hưởng của phong cách lãnh đạo đến hành vi của các nhân viên đang làm việc trong khu vực công. Kết quả nghiên cứu mang lại những đóng góp quan trọng nhằm xây dựng khung năng lực đào tạo cán bộ quản lý cũng như hàm ý nâng cao chất lượng môi trường làm việc.

Long rất mong nhận được sự hỗ trợ của Quý Anh/Chị đối với nghiên cứu này. Việc tham gia khảo sát là hoàn toàn tự nguyện và hoàn toàn không thu thập bất kỳ thông tin cá nhân nào có thể gây ảnh hưởng đến Anh/Chị.

Nếu có thắc mắc hay góp ý thêm, xin Anh/Chị vui lòng gửi về địa chỉ email: **longnlh@ueh.edu.vn**

Xin trân trọng cảm ơn.

* **Lưu ý:** Không có câu trả lời nào là **ĐÚNG** hoặc **SAI** trong nội dung bản câu hỏi, nội dung trả lời chỉ đo lường cảm nhận của các Anh/Chị. Long xin cam đoan bảo mật toàn bộ nội dung trả lời của Anh/Chị.

Anh/Chị có thể khoanh tròn hoặc đánh dấu chéo vào từng câu trả lời của mình
 Nội dung **02 câu hỏi** dưới đây nhằm phục để mã hóa, phục vụ cho việc kết nối dữ liệu đánh giá của Anh/Chị ở lần khảo sát trước đó. Hoàn toàn **không thu thập** thông tin cá nhân của Anh/Chị

Anh/Chị cho biết 2 chữ số ngày sinh của mình (VD: 27)	[]	[]
Anh/Chị cho biết 2 chữ cái đầu tiên trong tên của mình (VD: LO)	[]	[]

Anh/Chị vui lòng cho biết cảm nhận cá nhân về các câu hỏi dưới đây	1	2	3	4	5
	Hoàn toàn không đồng ý	Không đồng ý	Bình thường	Đồng ý	Hoàn toàn đồng ý
Tôi cảm thấy tràn đầy năng lượng khi thực hiện những công việc có khả năng mang lại lợi ích cho người khác	1	2	3	4	5
Đối với tôi, cơ hội sử dụng khả năng của mình để mang lại lợi ích cho người khác là điều quan trọng	1	2	3	4	5
Tôi thích làm những công việc cho phép tôi tạo ra tác động tích cực đến người khác	1	2	3	4	5
Tôi cố gắng hết sức khi thực hiện một nhiệm vụ góp phần mang lại hạnh phúc cho người khác	1	2	3	4	5
Tôi thích làm những công việc có khả năng mang lại lợi ích cho người khác	1	2	3	4	5

	1	2	3	4	5
Anh/Chị vui lòng cho biết cảm nhận cá nhân về các câu hỏi dưới đây	Hoàn toàn không đồng ý	Không đồng ý	Bình thường	Đồng ý	Hoàn toàn đồng ý
Tôi tự tin về khả năng thực hiện các hoạt động công việc của mình đúng quy chuẩn đạo đức	1	2	3	4	5
Tôi tự tin vào khả năng thực hiện công việc đáp ứng các tiêu chuẩn đạo đức của tổ chức	1	2	3	4	5
Tôi đã nắm vững các quy tắc đạo đức, quy định và kỹ năng cần thiết cho công việc của mình	1	2	3	4	5

Anh/Chị vui lòng cho biết cảm nhận cá nhân về các câu hỏi dưới đây	1	2	3	4	5
	Hoàn toàn không đồng ý	Không đồng ý	Bình thường	Đồng ý	Hoàn toàn đồng ý
Tôi cảm thấy tràn đầy năng lượng và sức sống tại nơi làm việc	1	2	3	4	5
Tôi tràn đầy năng lượng và tinh thần tại nơi làm việc	1	2	3	4	5
Tôi mong chờ những ngày làm việc mới	1	2	3	4	5
Tại nơi làm việc, tôi nhận thấy bản thân mình thường xuyên học hỏi	1	2	3	4	5

Khi thời gian làm việc trôi qua, tôi cảm thấy mình liên tục học hỏi ngày một nhiều hơn	1	2	3	4	5
Tôi nhận thấy mình cải thiện liên tục trong công việc	1	2	3	4	5

• **PHIẾU KHẢO SÁT (ĐỢT 2) - CẤP TRÊN ĐÁNH GIÁ**

MÃ SỐ:

Kính chào Quý Anh/Chị.

Mình tên là Hoàng Long, nghiên cứu sinh tại Đại học Kinh tế TP.HCM. Hiện tại, Long đang thực hiện luận án Tiến sĩ với mối quan tâm tìm hiểu về ảnh hưởng của phong cách lãnh đạo đến hành vi của các nhân viên đang làm việc trong khu vực công. Kết quả nghiên cứu mang lại những đóng góp quan trọng nhằm xây dựng khung năng lực đào tạo cán bộ quản lý cũng như hàm ý nâng cao chất lượng môi trường làm việc.

Long rất mong nhận được sự hỗ trợ của Quý Anh/Chị đối với nghiên cứu này. Việc tham gia khảo sát là hoàn toàn tự nguyện và hoàn toàn không thu thập bất kỳ thông tin cá nhân nào có thể gây ảnh hưởng đến Anh/Chị.

Nếu có thắc mắc hay góp ý thêm, xin Anh/Chị vui lòng gửi về địa chỉ email: **longnlh@ueh.edu.vn**

Xin trân trọng cảm ơn.

* **Lưu ý:** Không có câu trả lời nào là **ĐÚNG** hoặc **SAI** trong nội dung bản câu hỏi, nội dung trả lời chỉ đo lường cảm nhận của các Anh/Chị. Long xin cam đoan bảo mật toàn bộ nội dung trả lời của Anh/Chị.

Anh/Chị có thể khoanh tròn hoặc đánh dấu chéo vào từng câu trả lời của mình

Nội dung **02 câu hỏi** dưới đây nhằm phục vụ để xác định nhân viên mà Anh/ Chị đánh giá. Những thông tin này đã được mã hóa tương tự ở các nhân viên của Anh/ Chị.

Anh/ Chị cho biết 2 chữ số ngày sinh CỦA NHÂN VIÊN mà Anh/ Chị [] [] đánh giá (VD: 27)		
Anh/ Chị cho biết 2 chữ cái đầu tiên trong tên CỦA NHÂN VIÊN mà [] [] Anh/ Chị đánh giá (VD: LO)		

	1	2	3	4	5
Anh/Chị vui lòng cho biết cảm nhận cá nhân về các câu hỏi dưới đây	Hoàn toàn không đồng ý	Không đồng ý	Bình thường	Đồng ý	Hoàn toàn đồng ý
Xét tất cả những việc nhân viên này làm, anh/ chị ấy xử lý khá tốt khi tiếp những công dân đang không hài lòng.	1	2	3	4	5
Nhân viên này không ngại giải quyết những công dân đang phàn nàn.	1	2	3	4	5
Không có công dân nào mà nhân viên này tiếp xúc còn vấn đề chưa được giải quyết	1	2	3	4	5
Làm hài lòng những người dân khiếu nại là một niềm vui lớn đối với nhân viên này.	1	2	3	4	5
Những công dân phàn nàn mà nhân viên này đã từng giải quyết trước đây nằm trong	1	2	3	4	5

số những "khách hàng" trung thành nhất hiện nay.	
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	1	2	3	4	5
Anh/Chị vui lòng cho biết cảm nhận cá nhân về các câu hỏi dưới đây	Hoàn toàn không đồng ý	Không đồng ý	Bình thường	Đồng ý	Hoàn toàn đồng ý
Nhân viên này thường linh hoạt điều chỉnh dịch vụ để đáp ứng nhu cầu riêng của từng công dân	1	2	3	4	5
Nhân viên này sử dụng nhiều chiến lược khác nhau để cố gắng làm hài lòng người dân	1	2	3	4	5
Nhân viên này có thể dễ dàng đề xuất nhiều phương án cung cấp dịch vụ để đáp ứng nhu cầu của từng người dân	1	2	3	4	5
Nhân viên này tự hào về việc linh hoạt phục vụ người dân.	1	2	3	4	5
Nhân viên này thay đổi một số khía cạnh (trong giới hạn cho phép) của quy trình thực hiện cung cấp dịch vụ công tùy thuộc vào nhu cầu của người dân.	1	2	3	4	5
Nhân viên này tin rằng mỗi công dân cần có một cách tiếp cận riêng.	1	2	3	4	5

Appendix 5: List of experts

Coding	Institution name	Title	Note
Expert A	University of Economics Ho Chi Minh City	Lecturer	- Field of research: Leadership
Expert B	Ho Chi Minh University of Technology (HUTECH university)	Vice Dean of Faculty Business Administration	- Head of HRM major - Field of research: HRM, leadership
Expert C	- Tomas Bata University in Zlín - Organization A (expert did not consent for revealing the name of the organization)	- PhD in management - Performance manager	- Field of research: HRM, Leadership
Expert D	Department of planning and investment of Ho Chi Minh city	Public sector employee	
Expert E	District 10, HCMC	Public sector employee	

Appendix 6: List of public leaders contacted, categorized by class

No.	Class code	Number of contacted leaders
1	Executive master of public management – course 1 (EMPM1)	23
2	Executive master of public management – course 2 (EMPM2)	33
3	Master of public management – course 26 (K26.HCM)	34
4	Master of public management – course 27 (K27.HCM)	04

5	Master of public management – course 28 (K28.HCM)	06
6	Executive master of public management – course for District 3	27
7	Executive master of public management – course for District 7	41
8	Executive master of public management – course for Thu Duc city	25
Total		193

Appendix 7: Supplementary material

A paper drawing from the dissertation has been submitted to the joint Asian Conference on Business and Economic Studies (J-ACBES 2024), which is co-hosted by three institutions, including the University of Economics Ho Chi Minh City (Vietnam), Universitas Padjadjaran (Indonesia), and Udayana University (Indonesia). The best paper award was given to the paper.

