Ethical Leadership, Employee Engagement, Organizational Learning, and their Impact on Job Satisfaction; and on Organizational Commitment

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Abstract
This study examines the effects of ethical leadership, employee engagement, and organizational learning on organizational commitment, with job satisfaction as a mediating variable. Data were collected from 255 medical and non-medical employees in General Hospital of Tgk Abdullah Syafi'i Beureunuen using stratified random sampling and analysed through Structural Equation Modeling (SEM). The results show that ethical leadership does not directly affect organizational commitment, whereas employee engagement, organizational learning, and job satisfaction have significant positive effects. Ethical leadership, employee engagement, and organizational learning also significantly influence job satisfaction. Mediation analysis indicates that job satisfaction partially mediates the relationships between ethical leadership, employee engagement, organizational learning, and organizational commitment. The study contributes that employees reciprocate positive behaviours (e.g., organizational commitment) when they perceive that their organization is committed to their well-being (e.g., through ethical leadership, employee engagement, and organizational learning).
Keywords: Ethical Leadership, Employee Engagement, Organizational Learning, Job Satisfaction, and Organizational Commitment

Introduction
        Numerous previous studies have examined the factors influencing employees' organizational commitment (Bedi el al., 2016; Nejati el al., 2000, Rameshkumar, 2020; García-Rodríguez et al., 2020; Qing et al., 2020; and Tatar & Demir, 2022). According to Bedi et al. (2016), and Nejati et al. (2020), ethical leadership has been shown to play a crucial role in fostering organizational commitment through the implementation of honesty, fairness, and integrity in decision-making, thereby enhancing employees' trust and loyalty toward the organization. On the other hand, Employee engagement is also a key determinant, as employees' cognitive, emotional, and physical involvement in their work encourages

dedication, a sense of belonging, and a willingness to remain with the organization(Rameshkumar, 2020; Schaufeli, 2017).

Furthermore, organizational learning contributes to organizational commitment by providing opportunities for competency development, adaptation to environmental changes, and the enhancement of collective capabilities, which strengthen employees' attachment to the organization(Lau et al., 2019; Vallina et al., 2017). Meanwhile, job satisfaction reflects employees' positive emotional responses to their work and has been empirically demonstrated to have a direct effect on loyalty, engagement, and organizational commitment (García-Rodríguez et al., 2020; Qing et al., 2020; Tatar & Demir, 2022). Overall, these findings indicate that organizational commitment is shaped by a fair work environment, employees' psychological involvement, and organizational support for continuous competency development.

Subsequent research has also identified job satisfaction as a critical factor in shaping employees' positive attitudes and behaviors, including loyalty and commitment to the organization (Chade, 2017; Na-Nan et al., 2021). However, although the direct relationships between ethical leadership, employee engagement, organizational learning, and organizational commitment have been widely examined, relatively few studies have positioned job satisfaction as a mediating variable that explains the underlying mechanisms of these relationships in a comprehensive manner, particularly within the healthcare sector.

Several empirical studies indicate that ethical leadership positively influences job satisfaction and organizational commitment by creating a fair, transparent, and integrity-driven work environment (Baydeniz et al., 2025; Qing et al., 2020). Similarly, employee engagement has been shown to enhance job satisfaction and organizational commitment through employees' cognitive, emotional, and physical involvement in their work (Rameshkumar, 2020; Scott et al., 2022). In addition, organizational learning contributes to higher levels of job satisfaction and organizational commitment by promoting adaptability, innovation, and continuous competency development (Tatar & Demir, 2022; Vallina et al., 2017).

In the context of healthcare organizations, particularly hospitals, employees' organizational commitment represents a strategic issue, as it is directly associated with service quality, patient safety, and team effectiveness. RSUD Tgk Abdullah Syafi'i Beureunuen, as a district-level referral hospital, faces challenges in maintaining employee commitment amid high work pressure, limited resources, and increasingly complex service demands. These conditions underscore the need for more in-depth empirical investigations into the factors influencing organizational commitment among hospital employees.

From a theoretical perspective, organizational commitment is closely related to job satisfaction, as job satisfaction reflects the extent to which employees' needs, expectations, and work experiences are fulfilled. Job satisfaction functions as a psychological mechanism that mediates the effects of ethical leadership, employee engagement, and organizational learning on organizational commitment. Nevertheless, the mediating role of job satisfaction in these relationships remains underexplored, particularly in the context of public hospitals.

Based on the above discussion, this study aims to:
1. analyze the effects of ethical leadership, employee engagement, and organizational learning on job satisfaction;
2. examine the effects of ethical leadership, employee engagement, organizational learning, and job satisfaction on organizational commitment; and
3. test the mediating role of job satisfaction in the relationships between ethical leadership, employee engagement, and organizational learning and organizational commitment.

The findings of this study are expected to provide both theoretical and practical contributions to the development of human resource management, particularly in enhancing employees' organizational commitment within the healthcare service sector.

Literature Review
Organizational Commitment

Organizational commitment describes the level of employees' psychological attachment to the organization, which is reflected in their desire to remain a member of the organization and their willingness to contribute to the achievement of organizational goals (Kamali et al., 2017). Bahadori et al. (2021) state that organizational commitment plays a crucial role in creating job stability and enhancing organizational effectiveness. Employees with a high level of organizational commitment tend to exhibit positive attitudes toward the organization in which they work.

Organizational commitment is also closely related to employees' work behaviors. Kamali et al. (2017) explain that a high level of commitment can reduce employees' turnover intention and increase loyalty as well as job performance. This is supported by Azhar et al. (2024), who emphasize that employees with strong organizational commitment are more willing to support organizational policies and maintain their membership in the organization over the long term.

In this study, organizational commitment is measured using three main dimensions: affective commitment, continuance commitment, and normative commitment (Bahadori et al., 2021; Kamali et al., 2017). Affective commitment reflects employees' emotional attachment to the organization, continuance commitment relates to employees' consideration of the costs and benefits of leaving the organization, while normative commitment indicates employees' sense of moral obligation to remain with the organization.

Job Satisfaction

Job satisfaction is an employee's emotional response to their work, arising from the evaluation of the alignment between expectations and the actual working conditions received (Bahadori et al., 2021). Job satisfaction reflects the extent to which employees feel comfortable and content with various aspects of their work, making it an important indicator for assessing the quality of employees' work experiences within an organization.

Kamali et al. (2017) state that job satisfaction plays a strategic role in shaping employees' attitudes and work behaviors, including organizational commitment. Employees who are satisfied with their jobs tend to exhibit higher loyalty and maintain more positive

working relationships with the organization. Conversely, job dissatisfaction can reduce employees' motivation and work enthusiasm.

In this study, job satisfaction is measured through several indicators, namely satisfaction with the job itself, satisfaction with rewards, satisfaction with the work environment, satisfaction with relationships with supervisors and colleagues, and satisfaction with opportunities for personal development (Bahadori et al., 2021; Kamali et al., 2017).

Ethical Leadership

Ethical leadership refers to the behavior of leaders that reflects moral values, fairness, and integrity in carrying out their leadership roles (Qing et al., 2020). Ethical leaders act consistently and responsibly in decision-making while considering the impact of their behavior on employees, thereby creating a fair and ethical work environment.

Qing et al. (2020) state that ethical leadership positively influences employees' work attitudes, particularly job satisfaction and organizational commitment. When leaders demonstrate fairness and honesty, employees feel valued and treated equitably, which enhances their sense of security and trust at work.

In this study, ethical leadership is measured through indicators such as leader honesty, fairness in decision-making, concern for employees, consistency between words and actions, and the exemplary behavior of leaders, as proposed by Qing et al. (2020).

Employee Engagement

Employee engagement is a positive psychological state characterized by the level of enthusiasm, dedication, and involvement of employees in their work (Schaufeli, 2017). Highly engaged employees demonstrate energy and enthusiasm in performing their tasks and show a willingness to contribute their best to the organization.

Schaufeli (2017) explains that employee engagement is closely related to psychological well-being and job satisfaction. Engaged employees perceive their work as meaningful and purposeful, which fosters positive work attitudes and loyalty to the organization.

In this study, employee engagement is measured through three main indicators: vigor, dedication, and absorption (Schaufeli, 2017). Vigor reflects the level of energy and mental resilience at work; dedication indicates emotional involvement and pride in one's job; while absorption describes the degree of concentration and full immersion of employees in their tasks.

Organizational Learning

Organizational learning is a continuous process that enables organizations to enhance the capabilities of individuals and groups through the development of knowledge and work experience (Kamali et al., 2017). Organizations that support learning are more adaptive to changes and the demands of the work environment.

Kamali et al. (2017) state that organizational learning provides opportunities for employees to develop the competencies and skills required in their roles. Effective learning processes improve job satisfaction and promote greater employee engagement within the organization.

In this study, organizational learning is measured through indicators such as individual skill development, mindset change, shared vision, team learning, and systems thinking, as referenced by (Kamali et al., 2017).

Hypotheses Development
The Effect of Ethical Leadership on Organizational Commitment

Bahadori et al. (2021)state that ethical leadership has a positive effect on organizational commitment because it enhances employee motivation and engagement while creating a conducive work environment. Ethical leadership emphasizes leaders' behavior in accordance with ethical and moral norms, while organizational commitment reflects employees' psychological attachment to the organization. The study also shows that ethical leadership positively and significantly affects affective, continuance, and normative commitment, making it an effective strategy to increase commitment and reduce employee turnover risk.

Similar results were found by Abuzaid, (2018), who demonstrated a positive and significant relationship between ethical leadership and organizational commitment, particularly in the affective and normative dimensions. This finding indicates that leaders who act ethically can foster employees' emotional attachment and sense of obligation toward the organization.

Karakuş (2018) also confirms that ethical leadership has a direct and significant effect on organizational commitment. Ethical leaders create fair and healthy working relationships, so the higher the employees' perception of ethical leadership, the stronger their commitment to the organization.
Ha1: Ethical leadership has an effect on organizational commitment.

The Effect of Employee Engagement on Organizational Commitment

Rameshkumar (2020) explains that employee engagement represents the emotional and psychological connection of employees to their work and organization, while organizational commitment reflects the level of identification and willingness of employees to achieve organizational goals (Abuzaid, 2018). Rameshkumar (2020) study, which examined affective, normative, and continuance commitment, shows that employee engagement positively affects organizational commitment, especially affective and normative commitment, while continuance commitment does not show a significant relationship. This indicates that increasing employee engagement can strengthen organizational commitment.

These findings align with Hanaysha (2016), who found a positive and significant relationship between employee engagement and organizational commitment. Employee engagement is viewed as a key driver of loyalty, performance, and retention. Similar results were reported by Ahakwa et al. (2021), stating that employee engagement has a direct and significant impact on organizational commitment because highly engaged employees tend to feel more emotionally and psychologically connected to the organization.

Based on previous research, it can be concluded that employee engagement has a positive and significant relationship with organizational commitment.
Ha2: Employee engagement has an effect on organizational commitment.

The Effect of Organizational Learning on Organizational Commitment

Kamali et al. (2017) found a positive and direct relationship between organizational learning and organizational commitment, although the levels of both variables were relatively low. The study indicates that enhancing organizational learning can promote higher employee commitment. Kamali et al. (2017) also emphasize the role of managers in identifying employees' development needs and providing learning opportunities to improve competencies, loyalty, and organizational commitment.

These findings align with Hanaysha (2016), who demonstrated a positive and significant relationship between organizational learning and organizational commitment. The study concluded that a strong learning culture increases employee commitment, which ultimately improves organizational performance. Additionally, Yenidogan & Sencan (2017) found that organizational learning directly and significantly affects organizational commitment, particularly through the organization's ability to acquire, share, and apply knowledge effectively.

In summary, organizational learning has a positive relationship with organizational commitment, as improving learning processes contributes to increased employee loyalty and attachment.
Ha3: Organizational learning has an effect on organizational commitment.

The Effect of Ethical Leadership on Job Satisfaction

Qing et al. (2020) explain that the leader-employee relationship is reciprocal, where ethical leadership makes employees feel valued, which enhances job satisfaction and organizational commitment. Their study shows a positive and significant relationship between ethical leadership and job satisfaction, suggesting that organizations should develop ethical leaders and create supportive work environments to improve employee performance.

These findings are consistent with Naiyananont and Smuthranond (2017), who stated that ethical leadership positively and significantly influences job satisfaction. The higher the employees' perception of ethical leadership such as fairness, integrity, concern for employees, and involvement in decision making the higher the level of job satisfaction.

Chade (2017) further supports this finding, showing that ethical leadership increases job satisfaction through leader role modeling, fairness in decision-making, and alignment of values between leaders and employees. Based on these findings, it can be concluded that ethical leadership positively influences employee job satisfaction.
Ha4: Ethical leadership has an effect on job satisfaction.

The Effect of Employee Engagement on Job Satisfaction

Na-nan et al. (2021) explain that employee engagement is reflected in full physical and mental dedication to work, where employees perceive their work as an important part of life, fostering job satisfaction. Their study shows that employee engagement positively and

significantly affects job satisfaction because engaged employees feel capable of contributing optimally, take pride in their roles, and view their work as meaningful challenges.

These findings align with Aziez (2022), who demonstrated that employee engagement positively affects job satisfaction. Engagement provides employees with flexibility, opportunities, knowledge, and emotional support, which helps them face work challenges and creates a collaborative work environment, thereby increasing job satisfaction. Moreover, Vorina et al. (2017) found that employee engagement positively and significantly influences job satisfaction, contributing 33.7% to it.

Based on these studies, it can be concluded that employee engagement has a positive relationship with job satisfaction, and increasing engagement will enhance job satisfaction. Ha5: Employee engagement has an effect on job satisfaction.

The Effect of Organizational Learning on Job Satisfaction
Cao et al. (2024) state that a work environment emphasizing organizational learning improves employees' skills and adaptability, which positively impacts job satisfaction. Their study shows that implementing organizational learning positively affects employee job satisfaction, as organizations that adopt learning principles tend to have more satisfied employees.

These findings align with Tatar and Demir (2022) and Kurland and Hasson-Gilad (2015), who demonstrated that organizational learning positively and significantly influences job satisfaction. Supportive learning environments, team collaboration, and individual development increase employee satisfaction. Therefore, organizational learning has a positive effect on job satisfaction.
Ha6: Organizational learning has an effect on job satisfaction.

The Effect of Job Satisfaction on Organizational Commitment
Seema et al. (2021) state that high job satisfaction occurs when employees' expectations are met, encouraging positive behaviors such as increased engagement and organizational commitment. Their study shows that job satisfaction strongly affects organizational commitment and significantly reduces the intention to moonlight.

These findings are consistent with Ćulibrk et al. (2018), who confirmed a positive and significant relationship between job satisfaction and organizational commitment, where job satisfaction serves as a key predictor of commitment. Rezaei (2016) also asserts that job satisfaction is a crucial factor in strengthening employees' commitment to the organization.
Based on this discussion, it can be concluded that job satisfaction has a positive and significant relationship with organizational commitment.
Ha7: Job satisfaction has an effect on organizational commitment.

The Indirect Effect of Ethical Leadership on Organizational Commitment through Job Satisfaction
Karakuş (2018) demonstrates that ethical leadership has a direct and significant effect on organizational commitment. Leaders who are moral, fair, and honest can build employee trust, enhancing engagement and commitment. This aligns with Abuzaid (2018), who

reported a positive and significant relationship between ethical leadership and organizational commitment.

Furthermore, Naiyananont and Smuthranond (2017) reveal that ethical leadership positively influences job satisfaction. Applying ethical principles such as fairness, honesty, and concern creates a harmonious work environment and makes employees feel valued, thereby increasing job satisfaction. Chade (2017) also found a positive effect of ethical leadership on employee job satisfaction.

García-Rodríguez et al. (2020) explain that job satisfaction affects organizational commitment, as satisfied employees tend to have higher loyalty and emotional attachment. Ćulibrk et al. (2018) also confirm a positive and significant relationship between job satisfaction and organizational commitment. Therefore, ethical leadership indirectly affects organizational commitment through job satisfaction as a mediating variable.
Ha8: Ethical leadership has an indirect effect on organizational commitment through job satisfaction.

The Indirect Effect of Employee Engagement on Organizational Commitment through Job Satisfaction
Ahakwa et al. (2021) demonstrate a direct and significant effect of employee engagement on organizational commitment, where increased engagement strengthens overall commitment. Hanaysha (2016) also found a positive and significant relationship between engagement and commitment.

Quek et al. (2021) report that engagement positively affects job satisfaction because highly engaged employees feel more connected, enthusiastic, and energetic, thus enhancing job satisfaction. Aziez (2022) supports this finding, confirming the positive effect of engagement on job satisfaction.

Furthermore, Ćulibrk et al. (2018) and García-Rodríguez et al. (2020) demonstrate a positive and significant relationship between job satisfaction and organizational commitment. Therefore, it can be concluded that employee engagement indirectly affects organizational commitment through job satisfaction.
Ha9: Employee engagement has an indirect effect on organizational commitment through job satisfaction.

The Indirect Effect of Organizational Learning on Organizational Commitment through Job Satisfaction
Yenidogan and Sencan (2017) show that organizational learning directly and significantly affects organizational commitment because effective learning processes create a supportive work environment that fosters employee development and strengthens commitment. Hanaysha (2016) also confirms a positive and significant relationship between organizational learning and organizational commitment.

Demir and Tatar (2022) found that organizational learning affects job satisfaction, as organizational support for learning increases feelings of being valued, engagement, and a

positive work atmosphere. Kurland and Hasson-Gilad (2015) further demonstrate a strong positive relationship between organizational learning and job satisfaction.

Additionally, García-Rodríguez et al. (2020) and Ćulibrk et al. (2018) explain that job satisfaction positively and significantly affects organizational commitment, as satisfied employees tend to have higher loyalty and emotional attachment, strengthening commitment.

Thus, organizational learning indirectly affects organizational commitment through job satisfaction.

Ha10: Organizational learning has an indirect effect on organizational commitment through job satisfaction.

Theoretical Framework of the Study

The relationships between endogenous and exogenous variables, along with the mediating role of job satisfaction in human resource studies, are not only supported by theoretical foundations but also reinforced by previous research as described above. Therefore, the conceptual framework illustrating the relationships among the variables in this study can be depicted as follows:
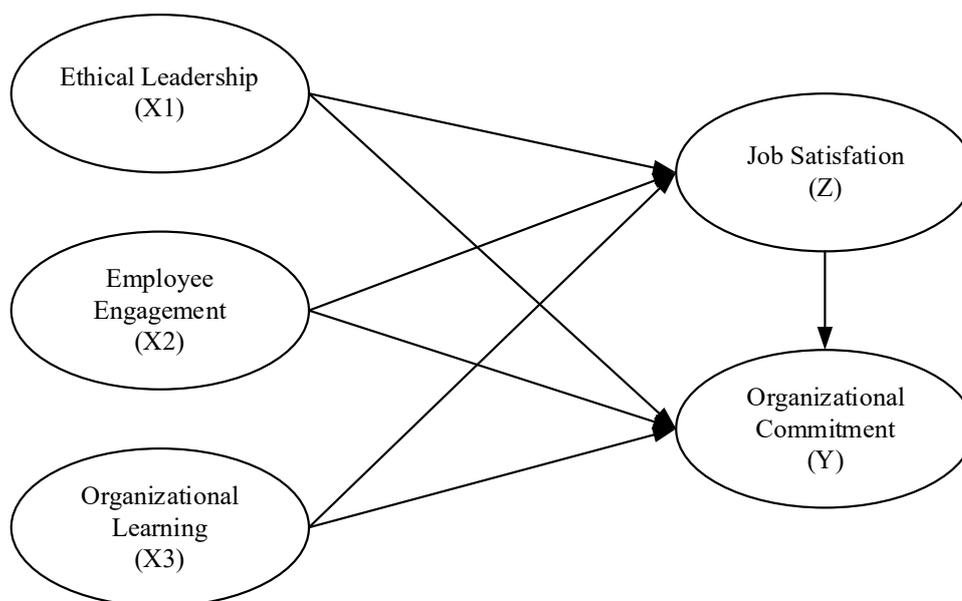

Figure 1. Theoretical Framework

Research Method

Research Location, Population and Sample

This study was conducted at the Tgk Abdullah Syafi'i Regional General Hospital in Beureunuen, Aceh Province. The subjects of this study were the employees working at the hospital. The population consisted of all employees, totaling 923 individuals. The sampling technique used was probability sampling through the Stratified Random Sampling method. Stratified Random Sampling is a sampling technique in which the population is first divided into several groups or strata based on specific characteristics, and then samples are randomly selected from each stratum (Sugiyono, 2023).

Therefore, the sample in this study involved only employees who do not hold structural positions in the management of Tgk Abdullah Syafi'i Regional General Hospital,

divided into two strata: medical and non-medical. The determination of the sample size used a table developed by Isaac and Michael based on a 5% error rate and 95% confidence level. Consequently, the sample for this study consisted of 255 employees, divided into two groups: 199 medical staff and 56 non-medical staff.

Data Analysis

This study aims to analyze the effect of Perceived Value, specifically Ethical Leadership, Employee Engagement, and Organizational Learning, on Organizational Commitment with Job Satisfaction as a mediating variable. The analytical method employed is Structural Equation Modeling (SEM) using the AMOS (Analysis of Moment Structures) software.

SEM-AMOS is a robust multivariate analysis technique used to examine the structural relationships between latent constructs and observed indicators. This method combines Confirmatory Factor Analysis (CFA) and path analysis, making it particularly suitable for testing complex mediation models (Hair et al., 2013).
Referring to Hair et al. (2013), the SEM analysis was conducted in the following stages:
1. Measurement Model (Confirmatory Factor Analysis – CFA):
- CFA was used to assess the adequacy of the measurement model and to ensure construct validity, including both convergent and discriminant validity.
- Model fit was evaluated using several goodness-of-fit indices: $\chi^2/df \leq 3.0$, GFI, CFI, and TLI ≥ 0.90, and RMSEA ≤ 0.08.
- Convergent validity was assessed based on factor loadings (> 0.6) and Average Variance Extracted (AVE) (> 0.5).
2. Structural Model Analysis:
- The structural model was developed to test the causal relationships among variables in accordance with the research hypotheses.
- Results were interpreted through standardized path coefficients (β), significance values (p-value), and the coefficient of determination (R^2).

The use of SEM-AMOS allows a comprehensive assessment of both the measurement and structural models (Byrne, 2016). This method also provides strong empirical support for the mediating role of Job Satisfaction in the relationship between Perceived Value (Ethical Leadership, Employee Engagement, and Organizational Learning) and Organizational Commitment. Additionally, SEM enables the simultaneous testing of multiple hypotheses, thereby enhancing the reliability and generalizability of the study's findings.

The Sobel test was employed to examine the significance of the indirect effect of the independent variable (X) on the dependent variable (Y) through the mediating variable (M), as proposed by Sobel (1982). Hayes (2013) explains that in mediation analysis, the indirect effect (X → M → Y) is tested by evaluating the significance of the product of the path coefficients (a × b), where:
- a is the regression coefficient between the independent variable and the mediator,
- b is the regression coefficient between the mediator and the dependent variable.
The Sobel test calculates the standard error of the indirect effect and then uses the z-test to determine its significance, using the following formula:

$$z = (a \times b) / \sqrt{(b^2 \times SEa^2 + a^2 \times SEb^2)}$$

where SE$_a$ and SE$_\beta$ are the standard errors of coefficients a and b, respectively.

Research Finding and Discussion
Confirmatory Factor Analysis with Measurement Model
　　According to Hair et al. (2013), the evaluation of model fit in SEM is conducted using a series of goodness-of-fit indices along with the recommended threshold values. The measurement model is a part of the SEM model that explains the relationships between latent variables and the indicators that constitute them. The measurement model is presented in the following figure:
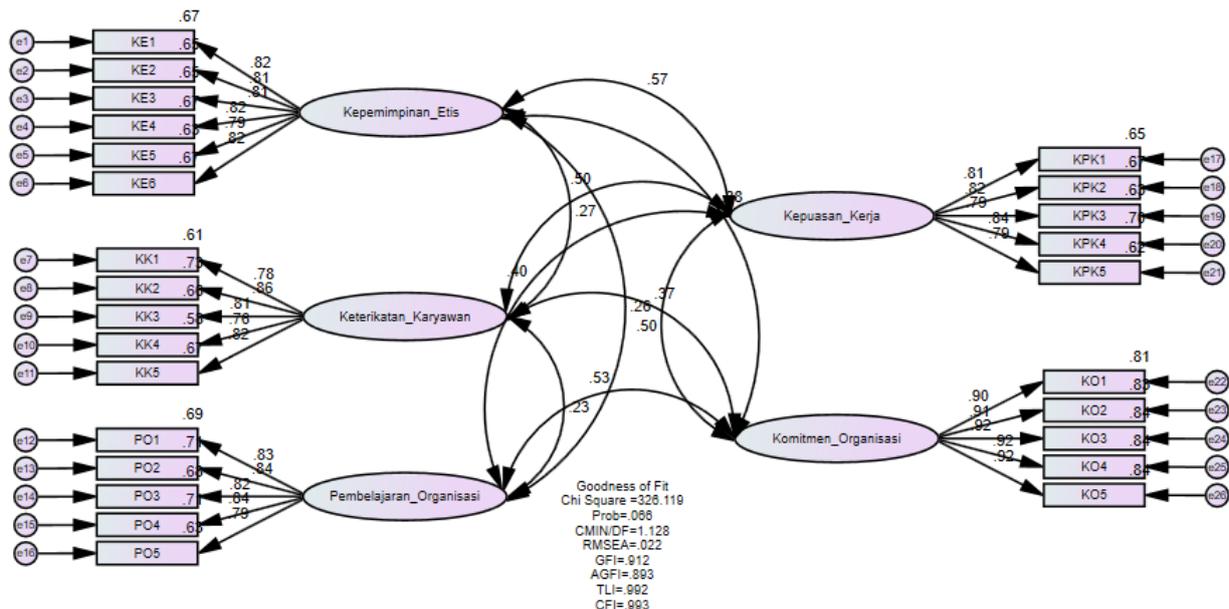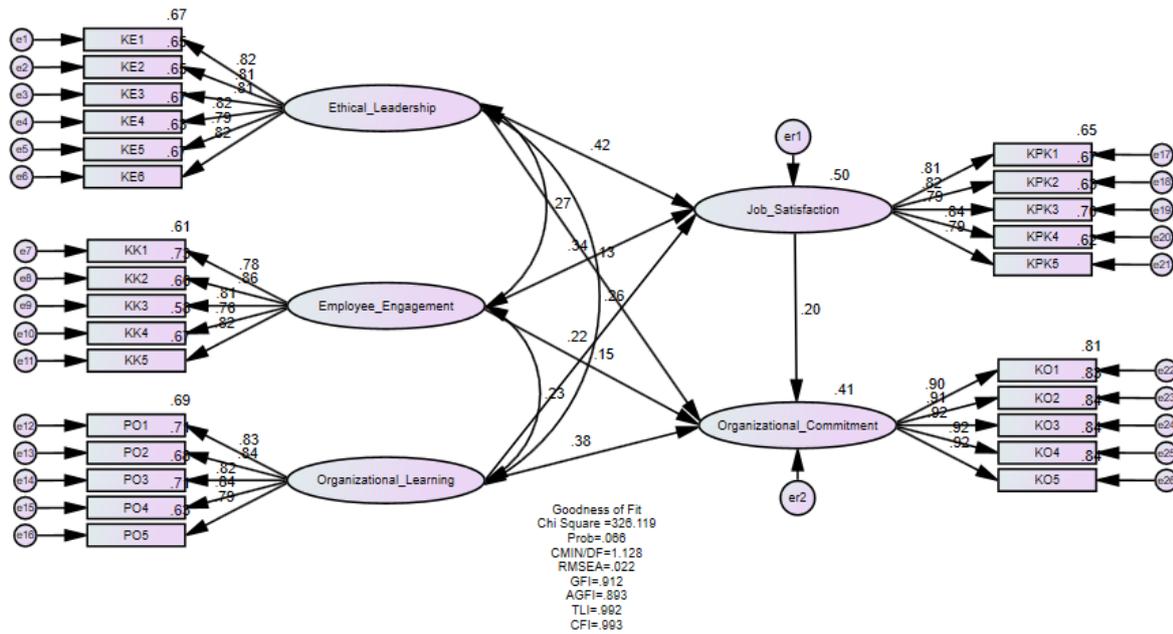

Source: Output AMOS (2026)
Figure 2. Measurement Model

　　The results of the measurement model analysis indicate that the chi-square value of 326.119 is considered satisfactory. In addition, the RMSEA value of 0.022, GFI of 0.912, TLI of 0.992, AGFI of 0.893, and CFI of 0.993 meet the required criteria, demonstrating model fit. Therefore, the output of this model can be used as a research finding to explain how the indicators relate to each construct.

Structural Equation Modelling (SEM): Full-Structural Analysis
　　Structural Equation Model (SEM) analysis is conducted after analyzing the indicators forming the latent variables, which are tested using confirmatory factor analysis. The overall data processing results for SEM analysis are evaluated through goodness-of-fit tests and statistical tests, as shown in Figure 3 below:

Source: Output AMOS (2026)

Figure 3. Full-Structural Equation Model

The above analysis produces the following results: the overall model fit test using the 2 (chi-square) test shows a value of 326.119, as shown in the table above and a CMIN/DF of 1.128 with a p-value reaching 0.066. In the model above, it can be seen that the GFI value (0.912), as well as the TLI value (0.992) and CFI (0.993) have met the Goodness of Fit Test criteria, where these values are in accordance with the cutting limit.

The results of Amos's test on the complete model for hypothesis testing after fulfilling SEM assumptions can be seen more clearly in the following table:

Table 1
Hypothesis Testing Results

			Estimate	S.E.	C.R.	P	Label
Job_Satisfaction	<--	Ethical_Leadership	.391	.058	6.762	***	par_23
Job_Satisfaction	<--	Employee_Engagement	.303	.054	5.648	***	par_24
Job_Satisfaction	<--	Organizational_Learning	.202	.053	3.819	***	par_27
Organizational_Commitment	<--	Job_Satisfaction	.249	.102	2.440	.015	par_22
Organizational_Commitment	<--	Ethical_Leadership	.146	.078	1.865	.062	par_25
Organizational_Commitment	<--	Organizational_Learning	.440	.072	6.086	***	par_26
Organizational_Commitment	<--	Employee_Engagement	.166	.072	2.315	.021	par_28

Source: Output AMOS (2026)

Referring to the above table; thus, further analysis can be presented as follows:

The Effect of Ethical Leadership on Organizational Commitment

The results of the analysis indicate that ethical leadership does not have a significant effect on organizational commitment, with an estimated value of 0.146 and a probability value of 0.062, which is greater than the significance level of 0.05. Therefore, H01 is accepted and Ha1 is rejected, indicating that ethical leadership does not affect organizational commitment among employees at Tgk Abdullah Syafi'i Regional General Hospital.

The Effect of Employee Engagement on Organizational Commitment

The results show that employee engagement has a positive and significant effect on organizational commitment, with an estimated value of 0.166 and a probability value of 0.021 ($p < 0.05$). Thus, H02 is rejected and Ha2 is accepted, confirming that employee engagement plays an important role in enhancing organizational commitment among employees at Tgk Abdullah Syafi'i Regional General Hospital.

The Effect of Organizational Learning on Organizational Commitment

The results indicate that organizational learning has a positive and significant effect on organizational commitment, with an estimated value of 0.440 and a probability value of 0.006 ($p < 0.05$). Therefore, H03 is rejected and Ha3 is accepted, suggesting that organizational learning contributes significantly to shaping employees' organizational commitment.

The Effect of Ethical Leadership on Job Satisfaction

The results show that ethical leadership has a positive and significant effect on job satisfaction, with an estimated value of 0.391 and a probability value of 0.000 ($p < 0.05$). Hence, H04 is rejected and Ha4 is accepted, indicating that effective ethical leadership can enhance employees' job satisfaction.

The Effect of Employee Engagement on Job Satisfaction

The results indicate that employee engagement has a positive and significant effect on job satisfaction, with an estimated value of 0.303 and a probability value of 0.000 ($p < 0.05$). Therefore, H05 is rejected and Ha5 is accepted, suggesting that higher employee engagement leads to higher levels of job satisfaction.

The Effect of Organizational Learning on Job Satisfaction

The results show that organizational learning has a positive and significant effect on job satisfaction, with an estimated value of 0.202 and a probability value of 0.000 ($p < 0.05$). Thus, H06 is rejected and Ha6 is accepted, indicating that effective organizational learning can increase employees' job satisfaction.

The Effect of Job Satisfaction on Organizational Commitment

The results indicate that job satisfaction has a positive and significant effect on organizational commitment, with an estimated value of 0.249 and a probability value of 0.015 ($p < 0.05$). Therefore, **H07** is rejected and **Ha7** is accepted, confirming that job satisfaction plays an important role in enhancing organizational commitment among employees at Tgk Abdullah Syafi'i Regional General Hospital.

Mediation Effect of Hypothesis Testing

The Sobel test is utilized to calculate the p-value for the indirect influence of rthical leadership on organizational commitment through job satisfaction as a mediator. The results are as follows:

Table 2
The Indirect Effect of Ethical Leadership on Organizational Commitment through Job Satisfaction

Input:		Test statistic:	Std. Error:	*p*-value:
a	0.391	Sobel test: 2.29531866	0.04241633	0.02171487
b	0.249	Aroian test: 2.27331359	0.04282691	0.02300729
s_a	0.058	Goodman test: 2.31797535	0.04200174	0.02045066
s_b	0.102	Reset all	Calculate	

Source: http://quantpsy.org/sobel/sobel.htm

The Sobel test result of 2.295 is greater than 1.96, and the p-value of 0.0217 is smaller than the significance level considered at α (0.05), so the model is considered significant. Therefore, Ha8 is accepted, indicating that job satisfaction mediates the effect of Ethical Leadership on Organizational Commitment at Tgk Abdullah Syafi'i Regional General Hospital. Furthermore, the results indicating the mediation effect are shown in the following table:

Table 3
Indirect Effect of Employee Engagement on Organizational Commitment through Job Satisfaction

Input:		Test statistic:	Std. Error:	*p*-value:
a	0.303	Sobel test: 2.23850178	0.03370424	0.02518835
b	0.249	Aroian test: 2.20919609	0.03415134	0.027161
s_a	0.054	Goodman test: 2.26900555	0.03325113	0.02326799
s_b	0.102	Reset all	Calculate	

Source: http://quantpsy.org/sobel/sobel.htm

The Sobel test result of 2.238 is greater than 1.96, and the p-value of 0.0251 is smaller than the significance level considered at α (0.05), so the model is considered significant. Therefore, Ha9 is accepted, indicating that job satisfaction mediates Employee Engagement and Organizational Commitment at RSUD Tgk Abdullah Syafi'i.
Furthermore, the results indicating the mediation effect are shown in the following table:

Table 4
Indirect Effect of Organizational Learning on Organizational Commitment through Job Satisfaction

Input:		Test statistic:	Std. Error:	p-value:
a	0.202	Sobel test: 2.05566008	0.02446805	0.03981529
b	0.249	Aroian test: 2.00725181	0.02505814	0.04472286
s_a	0.053	Goodman test: 2.10774857	0.02386338	0.03505274
s_b	0.102	Reset all	Calculate	

Source: http://quantpsy.org/sobel/sobel.htm

The Sobel test result of 2.055 is greater than 1.96, and the p-value of 0.0398 is smaller than the significance level considered α (0.05), so the model is considered significant. Therefore, Ha10 is accepted, which means that job satisfaction mediates Organizational Learning towards Organizational Commitment at RSUD Tgk Abdullah Syafi'i.

Discussion
The results of the first hypothesis test indicate that ethical leadership does not have a significant effect on organizational commitment at Tgk Abdullah Syafi'i Regional General Hospital. This finding aligns with the study by Tajudin et al. (2026), which found that ethical leadership does not always have a significant direct effect on organizational commitment.

The results of the second hypothesis test show that employee engagement has a significant effect on organizational commitment at Tgk Abdullah Syafi'i Regional General Hospital. This finding is consistent with the studies by Rameshkumar (2020) and Hanaysha (2016), which demonstrated that employee engagement significantly enhances organizational commitment.

The results of the third hypothesis test indicate that organizational learning has a significant effect on organizational commitment at Tgk Abdullah Syafi'i Regional General Hospital. This finding is in line with the studies by Hanaysha (2016), Kamali et al. (2017), and Yenidogan & Sencan (2017), which concluded that organizational learning plays a key role in strengthening employees' positive attitudes, including organizational commitment, through improved competence and self-confidence at work.

The results of the fourth hypothesis test show that ethical leadership has a significant effect on job satisfaction at Tgk Abdullah Syafi'i Regional General Hospital. This finding is consistent with the research of Naiyananont & Smuthranond (2017) and Qing et al. (2020), which state that ethical leadership contributes significantly to job satisfaction by enhancing trust and the quality of supervisor-subordinate relationships.

The results of the fifth hypothesis test indicate that employee engagement has a significant effect on job satisfaction at Tgk Abdullah Syafi'i Regional General Hospital. This finding aligns with the studies of Na-Nan et al. (2021) and Aziez (2022), which confirm that employee engagement plays a strategic role in improving job satisfaction, particularly in public sector and healthcare organizations.

The results of the sixth hypothesis test show that organizational learning has a significant effect on job satisfaction at Tgk Abdullah Syafi'i Regional General Hospital. This finding is consistent with the studies of Tatar & Demir (2022), Kurland & Hasson-Gilad (2015), and Cao et al. (2024), which state that a strong organizational learning culture can enhance job satisfaction through increased competence and meaningful work.

The results of the seventh hypothesis test indicate that job satisfaction has a significant effect on organizational commitment at Tgk Abdullah Syafi'i Regional General Hospital. This finding aligns with the study by Seema et al. (2021), which states that high job satisfaction occurs when employees' expectations are met by the organization, thereby encouraging employees to be committed to the organization.

The results of the eighth hypothesis test show that job satisfaction mediates the effect of ethical leadership on organizational commitment. This finding is consistent with Ramlawati (2023) in *Personnel Review*, which states that job satisfaction mediates the relationship between ethical leadership and organizational commitment. Similar results were reported by Tajudin et al. (2026), which emphasized that ethical leadership tends to influence organizational commitment indirectly through employees' positive psychological states.

The results of the ninth hypothesis test indicate that job satisfaction mediates the effect of employee engagement on organizational commitment. This finding aligns with Ahakwa et al. (2021), which state that employee engagement positively and significantly affects job satisfaction, ultimately fostering more positive work attitudes. García-Rodríguez et al. (2020) also demonstrated that job satisfaction has a positive and significant effect on organizational commitment. Based on these findings, job satisfaction can be considered a mediating variable in the relationship between employee engagement and organizational commitment.

The results of the tenth hypothesis test show that job satisfaction mediates the effect of organizational learning on organizational commitment. This finding is in line with Tatar & Demir (2022), which state that organizational learning positively and significantly affects job satisfaction, ultimately shaping more positive work attitudes. García-Rodríguez et al. (2020) also demonstrated that job satisfaction has a positive and significant effect on organizational commitment. Therefore, job satisfaction can be considered a mediating variable in the relationship between organizational learning and organizational commitment.

Conclusion

Ethical leadership, employee engagement, and organizational learning significantly influence job satisfaction. However, ethical leadership does not affect organizational commitment, whereas employee engagement and organizational learning do have an impact on organizational commitment. Job satisfaction also significantly affects organizational commitment and has been proven to mediate the relationship between ethical leadership, employee engagement, and organizational learning and organizational commitment.

This study explores how ethical leadership affects employee commitment in a public healthcare institution in Indonesia. The results show that ethical leadership doesn't directly influence employee commitment, but instead, it works through job satisfaction. This means

that leaders who promote ethics create a positive work environment, making employees happier and more committed to the organization. This framework contributes to a more comprehensive understanding of commitment formation.

The study contextually also finds that organizational learning and employee engagement are more important for building commitment in high-pressure healthcare environments than direct leadership influence. These findings help us understand how to manage human resources in healthcare organizations and contribute to theories on leadership and commitment.

Recommendation

The following are recommendations provided by the author based on this study:

1. To enhance employees' organizational commitment, organizations should strengthen the implementation of ethical leadership through leaders' fair, honest, and consistent behavior. Leaders are expected to create a conducive work environment by addressing employees' needs and well-being, thereby increasing job satisfaction, which in turn positively impacts organizational commitment.
2. Employee engagement influences organizational commitment through job satisfaction; therefore, organizations should foster employee engagement by providing opportunities for participation, recognizing contributions, and creating harmonious working relationships. Efforts to increase engagement should be directed toward enhancing job satisfaction to optimally build organizational commitment among employees.
3. Organizational learning acts as a factor affecting organizational commitment through job satisfaction. Thus, organizations are advised to develop a continuous learning system, such as training programs, competency development, and a knowledge-sharing culture. Learning initiatives that align with employees' needs will enhance job satisfaction and strengthen organizational commitment.
4. Considering that job satisfaction serves as a full mediating variable, organizations should prioritize job satisfaction in human resource management. Enhancing job satisfaction through fair policies, appropriate reward systems, and a supportive work environment is expected to reinforce the impact of ethical leadership, employee engagement, and organizational learning on employees' organizational commitment.

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