



STRATEGIES TO STRENGTHEN WORK CULTURE THROUGH THE IMPLEMENTATION OF ETHICAL LEADERSHIP AND SERVANT LEADERSHIP IN THE AUTOMOTIVE MANUFACTURING INDUSTRY (Case Study on PT. Mitsubishi Electric Automotive Indonesia)

STRATEGI UNTUK MEMPERKUAT BUDAYA KERJA MELALUI IMPLEMENTASI KEPEMIMPINAN ETIKA DAN KEPEMIMPINAN PELAYANAN DI INDUSTRI MANUFAKTUR OTOMOTIF (Studi Kasus pada PT. Mitsubishi Electric Automotive Indonesia)

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Abstract

This study aims to analyze strategies for strengthening work culture through the implementation of ethical leadership and servant leadership at PT. Mitsubishi Electric Automotive Indonesia, and to identify the challenges and contributions of these two leadership styles to strengthening work culture in the automotive manufacturing industry. This study used a qualitative approach with a single case study method. Data were collected through in-depth interviews with 10 informants consisting of management level, supervisors, and production line employees. Participatory observation was conducted over three weeks, supported by analysis of company documents. Data analysis used direct interview methods and in-depth observation. The results of the study revealed five main implementation strategies: (1) leaders exemplifying ethical behavior; (2) employee empowerment through delegation of authority; (3) developing two-way communication mechanisms; (4) creating a supportive and family-like work environment; and (5) integrating ethical values into the performance management system. The dimensions of family atmosphere and identification with the leader were identified as key success factors in Indonesia's collectivist cultural context. Key challenges include resistance to change, measuring short-term impact, and consistency amidst production pressures. This study recommends integrating ethical values and servant behavior into recruitment systems, developing ethics-based leadership training programs, and designing performance management systems that balance quantitative targets with ethical behavior assessments. This study is the first to integrate ethical leadership and servant leadership within a framework for strengthening work culture in the automotive manufacturing industry, with specifically case study in PT. Mitsubishi Electric Automotive Indonesia and identifies the family atmosphere dimension as a novel finding within a collectivist cultural context.

Keywords : Ethical Leadership, Servant Leadership, Work Culture, Automotive Manufacturing Industry, Case Study.

Abstrak



Studi ini bertujuan untuk menganalisis strategi penguatan budaya kerja melalui implementasi kepemimpinan etis dan kepemimpinan pelayan di PT. Mitsubishi Electric Automotive Indonesia, serta mengidentifikasi tantangan dan kontribusi kedua gaya kepemimpinan ini dalam memperkuat budaya kerja di industri manufaktur otomotif. Studi ini menggunakan pendekatan kualitatif dengan metode studi kasus tunggal. Data dikumpulkan melalui wawancara mendalam dengan 10 informan yang terdiri dari tingkat manajemen, supervisor, dan karyawan lini produksi. Observasi partisipatif dilakukan selama tiga minggu, didukung oleh analisis dokumen perusahaan. Analisis data menggunakan metode wawancara langsung dan observasi mendalam. Hasil studi mengungkapkan lima strategi implementasi utama: (1) pemimpin yang mencontohkan perilaku etis; (2) pemberdayaan karyawan melalui pendelegasian wewenang; (3) pengembangan mekanisme komunikasi dua arah; (4) menciptakan lingkungan kerja yang suportif dan seperti keluarga; dan (5) mengintegrasikan nilai-nilai etika ke dalam sistem manajemen kinerja. Dimensi suasana kekeluargaan dan identifikasi dengan pemimpin diidentifikasi sebagai faktor kunci keberhasilan dalam konteks budaya kolektivis Indonesia. Tantangan utama meliputi resistensi terhadap perubahan, pengukuran dampak jangka pendek, dan konsistensi di tengah tekanan produksi. Studi ini merekomendasikan pengintegrasian nilai-nilai etika dan perilaku melayani ke dalam sistem rekrutmen, pengembangan program pelatihan kepemimpinan berbasis etika, dan perancangan sistem manajemen kinerja yang menyeimbangkan target kuantitatif dengan penilaian perilaku etis. Studi ini adalah yang pertama mengintegrasikan kepemimpinan etis dan kepemimpinan melayani dalam kerangka kerja untuk memperkuat budaya kerja di industri manufaktur otomotif, dengan studi kasus khusus di PT. Mitsubishi Electric Automotive Indonesia dan mengidentifikasi dimensi suasana keluarga sebagai temuan baru dalam konteks budaya kolektivis.

Kata Kunci : Kepemimpinan Etis, Kepemimpinan Pelayan, Budaya Kerja, Industri Manufaktur Otomotif, Studi Kasus.

1. INTRODUCTION

The automotive manufacturing industry is a strategic sector in the Indonesian economy. Based on data from the Ministry of Industry (2025), this sector contributes around 10.2% to the Gross Domestic Product (GDP) of manufacturing and absorbs more than 1.5 million direct workers. However, the industry faces complex challenges related to the dynamics of the work environment that demands high productivity, which has the potential to create work pressure and impact employee performance (Al Annafi & Cahyaningdyah, 2025).

The issue of ethics in leadership is becoming increasingly relevant given the various scandals in the global automotive industry caused by the neglect of ethical principles. The case of the Volkswagen emissions scandal (2015), the Takata airbag crisis (2016), and the Nissan financial misconduct (2018) show how weak ethical leadership results in reputational damage, financial losses, and loss of public trust (Sanchez-Coll, 2025). The lessons learned from this scandal confirm that long-term recovery depends on transparent and accountable leadership.

In responding to these challenges, two leadership approaches are considered relevant: ethical leadership and servant leadership. Ethical leadership is defined as the demonstration of normative behaviour through personal actions and interpersonal relationships, as well as the promotion of such behaviour through two-way communication, reinforcement, and decision-making (Brown, Trevino, & Harrison, 2005). Ethical leadership creates moral awareness and a healthy organizational climate (Research Team, 2024).

Meanwhile, servant leadership emphasizes the motivation to serve others and the denial of self-interest. Servant leaders accept responsibility to various stakeholders and encourage subordinates to apply moral reasoning (Greenleaf, 1977; Van Dierendonck, 2011). Recent research shows that the listening characteristics in servant leadership are critical in reducing employee turnover intentions (Putri, Salendu, & Pahlawan, 2025; Abokor, 2024).



Research on ethical leadership in sustainable organizations identifies three main components: organizational characteristics, individual characteristics, and group characteristics (Research Team, 2024). However, research on the integration of ethical leadership and servant leadership in the context of Indonesian automotive manufacturing is still limited. Muchowe & Kanyangale (2025) identify that the main styles of ethical leadership in the manufacturing sector are authentic leadership and servant leadership, with beneficial consequences for followers and organizations.

Based on this gap, this research aims to:

- 1) identify strategies for the implementation of ethical leadership and servant leadership in strengthening work culture;
- 2) analyze implementation challenges;
- 3) evaluate the contribution of implementation to strengthening work culture at PT. Mitsubishi Electric Automotive Indonesia.

LITERATURE REVIEW

Ethical Leadership

Ethical leadership has become the main focus of contemporary leadership literature after various corporate scandals. Brown et al. (2005, p. 120) define 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."

Research by Al Halbusi et al. (2021) revealed that ethical leadership influences employee ethical behaviour through an ethical climate and person-organization fit. The results show that when employees feel the value match between themselves and the organization, the influence of ethical leadership on ethical behaviour is stronger.

In the context of sustainable organizations, research at SAIPA Company identifies ethical leadership indicators including organizational characteristics (ethical reward system, anti-corruption policies, transparency), individual characteristics (integrity, fairness, exemplar), and group characteristics (ethical climate, interpersonal trust) (Research Team, 2024).

Servant Leadership

Servant leadership was introduced by Greenleaf (1977, p. 7) who stated that "the servant leader is servant first." Van Dierendonck (2011) identifies eight dimensions: empowerment, accountability, humility, authenticity, standing back, interpersonal acceptance, and stewardship. This dimension has been validated across cultures in eight European countries (Van Dierendonck et al., 2017).

Franco & Antunes' (2020) qualitative research in six Portuguese organizations identified nine dimensions of servant leadership: empowering, helping subordinates grow and succeed, putting subordinates first, ethical behaviour, altruistic calling, wisdom or vision, organizational stewardship, family atmosphere, and identification with the leader. Two additional dimensions show that in collectivist culture, servant leadership has the characteristics of emotional bonds and a sense of kinship.

Work Culture

Work culture is a system of shared values, beliefs, and assumptions that guide the behaviour of organizational members (Robbins, 2002). In the context of manufacturing, a strong work culture contributes to productivity, quality, and job safety.

The creation of an inclusive work environment is a key factor in strengthening work culture. Mor Barak, Luria, & Brimhall (2022) show that a climate of inclusion—employees' perception of workplace openness to differences—creates conditions where all members can thrive.

The Relationship of Leadership to Work Culture

Research shows that ethical leadership and servant leadership positively affect work culture. First, both leadership styles create a climate of procedural and interactional justice (Ehrhart, 2004). Second, increasing intrinsic motivation through the fulfilment of basic psychological needs (Van



Dierendonck, 2011). Third, creating affective identification and commitment that strengthens the organizational culture (Sendjaya & Pekerti, 2010).

In the context of millennials and Z generations, Putri et al. (2025) revealed that servant leadership directly influences turnover intentions, but creates an ethical climate that can be perceived as restrictive by generation Z that prioritizes flexibility. This shows that the implementation of servant leadership needs to be balanced with interpersonal justice.

2. RESEARCH METHOD

Research Approach and Design

The research uses a qualitative approach with a single case study design, chosen because it allows for an in-depth investigation of contemporary phenomena in a real-life context (Yin, 2018). PT. Mitsubishi Electric Automotive Indonesia is a typical representation of Japanese automotive manufacturing companies that apply the principles of ethical leadership and service.

Location and Research Participants

The research was carried out at PT. Mitsubishi Electric Automotive Indonesia, Bekasi International Industrial Estate Industrial Estate, Cikarang, Bekasi, West Java—a multi-national company (MNC) that manufactures alternators, starter motors, and parts related to alternators and starters for the domestic market in Indonesia and the global market.

Participant selection was conducted using purposive sampling with the following criteria:

- (1) have worked for at least 5 years;
- (2) have direct interaction with the leadership;
- (3) willing to participate.

A total of 10 informants consisted of 4 (four) Department Managers, 3 (three) Supervisors, and 4 (four) production line employees. Hierarchical level variation is important for multidimensional perspectives.

Data Collection Techniques

In-Depth Interviews: Semi-structured with a duration of 60-90 minutes per informant. Interview guidelines were developed from the dimensions of ethical leadership (Brown et al., 2005) and servant leadership (Liden, Wayne, Zhao, & Henderson, 2008).

Participatory Observation: Conducted for three weeks in the production area and office to observe the interaction of the leaders and subordinates.

Document Analysis: Includes codes of conduct, HR and company policies, meeting minutes, organizational records, digital media, employee development program document documents and other historical documents.

Data Analysis Techniques

The analysis used in-depth interviews and in-depth observation based on the guidance of The SAGE Handbook of Qualitative Research by Denzin, N. K., & Lincoln, Y. S. (2018). Researchers are the main instruments in data collection and interpretation. The ability of observation, interview, interpretation, and sensitivity of researchers greatly determines the quality of research. In this case study, the author and researcher were able to fulfill the main instrument as the Head of the Human Resources Department in the company who often conducted in-depth interviews and observations for various cases in the company. The results of this analysis can understand the meaning of human experience, social behavior, culture, and interaction in a real context, understand the "why" and "how" of a phenomenon, not just measure statistical numbers. Data validity is guaranteed through source triangulation, member re-check, comparing data from various sources to improve the validity of the research, ensuring consistent and reliable data.



3. RESULT AND DISCUSSION

Profile of *Ethical Leadership* and *Servant Leadership Implementation*

Research revealed that PT. Mitsubishi Electric Automotive Indonesia implements both leadership styles between 'Ethical Leadership' and 'Servant Leadership' in an integrated manner as part of the main strategy to strengthen the work culture in the Company.

Table 1. Dimensions of Ethical Leadership and Servant Leadership Implementation

Dimensions	Practical Manifestations	They report
Putting subordinates first	Safety priority is the most important thing, more than the target that must be achieved. Leave opportunities if there are important family matters to be handled without getting opposition or obstacles from the boss.	Operator on Production Line (P-10)
Empowerment	Delegation of quality check authority; kaizen program with rewards in various forms such as performance appraisals for bonuses, salary increases and contract extensions	QA Manager Department (P-02); Senior Supervisor HR-Personnel (P-07)
Ethical behaviour	Transparency of performance appraisals; including points related to ethics in performance assessment; Encouragement to be honest and tell the truth	Production Manager Department (P-01); Assistant Chief Compliance Officer (P-06)
Family atmosphere	Company activities involving family; appreciation and rewards for the children of outstanding employees; family health services; Giving Eid packages for families	Operator (P-08)
Identification with the leader	High loyalty (average service life of 10 years); pride to be part of the "Mitsubishi Electric Automotive Indonesia family" and the feeling of comfort and safety working in this Company.	All informants
Organizational stewardship	Zero defect and zero accident programme; waste reduction; tightening overtime, cost efficiency for all lines	Head of Accounting & Finance Department (P-05)
Servant Leadership	Go directly to the field, and ask about the difficulties faced by blue collar workers.	Safety Manager (P-03), Department Manager Engineering (P-04)

Source: Primary data (processed, 2026)

Strategies for Strengthening Work Culture

Role Models of Leaders in Ethical Behavior

The dominant strategy is *role modeling*. A key leader of the Production Department stated:

"I can't ask honest employees if I'm not honest myself. Every morning I try to arrive early, greet employees as they come, and make sure to be an example of discipline and integrity. If there is a mistake, I want to admit it in front of everyone and the employees can also criticize me if I make a mistake." (P-01)

Observations confirmed that the Department Leader routinely walked to the production floor, talked to operators, and showed concern for working conditions—creating a trickle-down effect where supervisors below him then adopted similar behaviour. Leadership example is important because when a leader shows high ethical behaviour, dedication, initiative, and work ethic, it will be transmitted to the entire team and team members will follow or adopt what their superiors are doing starting from Supervisor, leader to the lowest level of operator.



Employee Empowerment through Delegation of Authority

The company gives autonomy to operators to stop production lines if they find quality defects. *The Department Manager of Quality Assurance* explains:

"Every operator has the right and obligation to press the stop button if they see an anomaly. We have the slogan "Stop, Report, Wait". They do not need to wait for supervisor approval if they have seen something abnormal or not in accordance with the standard. It is a form of trust and empowerment. Our operators trust to be concerned and concerned about quality, because this is very important to our manufacturing process." (P-02)

The Kaizen program (providing ideas for improvement) is also one of the company's mandatory programs for a certain level with the aim that employees also have a role to contribute ideas to work improvement, especially if it affects increasing work efficiency and effectiveness which affects saving costs. Or employees also contribute to providing improvement ideas related to employee work safety. The collection of this "Kaizen" or improvement idea according to the latest company data, in the fiscal year 2025 recorded an average of 150 suggestions per month collected from all departments with an implementation rate of 70%. Thus, the company involves employees or can be termed as giving delegations to employees to contribute to improvements that can be implemented. In return, the company rewards selected employees with several winning categories: the most ideas, ideas that can be implemented for a long time of more than 6 (six) months, ideas with an impact or effect that affects the company both in terms of cost and safety. The reward is given once a year and is attended by all employees and the prize is handed over by the company's leadership, so that it can be a source of pride for the employees who get it and this also spurs other employees to get the same award.

Development of Two-Way Communication Mechanisms

The company implements *morning meetings* (daily), *monthly gatherings* (monthly), "Lunch with BOD" (lunch with the Board of Directors at the non-management/operator level once a month), as well as *management review* and *Compliance meetings* (per semester or every six months involving middle level staff). One of the Safety Managers stated:

"We have a 'Gemba Walk' every week and even almost every day where the supervisor and leader always walk around. Every month we have a Management Patrol where the Board of Directors, Managers and Assistant Managers come down not only to inspect, but to listen. We asked: 'What are your difficulties this week? What can we help with?' This is a form of servant leadership where leaders come to those served." (P-03)

The whistleblowing system protects employees who report ethical violations and its implementation is also carried out by making it easier for employees to report complaints without fear of experiencing power harassment. Employees can make complaints using the written method directly at a place allocated as a "Venting Corner", or by going through a barcode scanning system on a mobile phone. Employees also don't need to include names to protect reporting. Employees can report anything related to the system in the company, well-founded dissatisfaction, power harassment, sexual harassment, indiscipline, leadership injustice, leadership mistakes that do not dare to be disclosed directly, ethical violations or cultural harassment including from Japanese expatriates, and potential unsafety that may occur and endanger employees. Reporting will also be immediately responded to by HR and the Compliance department after previous checks and checks to prove the correctness of the complaint/report. The HR and Compliance supervisor stated:

"We always remind employees to dare to be honest or we term "be dare to speak up" if employees find situations or conditions that violate compliance norms, potentially to employee safety, or actions such as power harassment and sexual harassment. Don't be afraid to report the truth and we will protect whistle blowers as long as their complaints are true and well-founded" (P-06)

The results of the observation also illustrate that the company conducts many socialization activities to make employees dare to speak such as through attractive posters such as: "Be dare to Speak Up", "Dare to Be Honest is Good", "Let's Report". Socialization is also carried out through



newsletters or monthly gatherings, and without getting bored, all employees are constantly reminded of this slogan.

Creating a Supportive and Family Work Environment

The dimension *of the family atmosphere* is very obvious. A production operator revealed:

"I've been here for 15 years. Not because of the big salary, but the family atmosphere. When my son was sick and treated, the company gave me leave and the department head took the time to visit the hospital. If there is a personal problem, the boss doesn't get angry when I let solve it, so that then I can focus on work." (P-10)

The practice in the actual implementation carried out at PT. Mitsubishi Electric Automotive Indonesia to create a supportive and supportive work environment for families including health services for families, appreciation for the children of outstanding employees, annual activities involving families (Family Day), Eid packages for families and cooperative activity programs that contribute to the family economy. An operator in Manufacturing added:

"This company often involves families in the company's activities. We once invited our son to do a factory tour so that the employee's children could see how their father's and mother's workplace worked. The company also often distributes gifts at certain events that we can take home and share with the family" (P-08)

Integration of Ethical Values in Performance Management Systems

Companies include aspects of ethical behaviour as a component of performance appraisal from the bottom level to the managerial level because companies want to ensure that ethical values and compliance are important to be applied at all levels. The Senior HR Supervisor in charge of the performance appraisal process explains:

"In our assessment system, it is not only the results of achieving work targets, attendance and individual abilities that are seen in the assessment period. Values such as integrity, discipline, teamwork, and compliance are also a concern and included in the assessment portion. Employees meet targets but violate ethics will not get the best rating. This is part of a clear message that ethical issues at the company cannot be compromised." (P-07)

Implementation Challenges

The first challenge is the resistance to change from middle management. A Department Manager admits:

"At first I was sceptical with a too 'soft' approach. Moreover, previous leaders were used to the command style because it might have been considered more efficient and more effective in their time. It took time to convince that servant leadership does not mean weakening authority, but building authority through trust, and I have managed to make that happen" (P-04)

The second challenge is the complexity of measuring the impact of ethical leadership on short-term productivity. The Head of the Accounting and Finance section stated:

"Investment in leadership training and welfare programs costs money. We have to convince the headquarters in Japan that this is not a cost, but a long-term investment. We are doing a lot of tightening and cost savings on the other hand that are not a priority, so that the budget for investing in training needs and employee welfare can be met without disrupting the company's overall financial targets" (P-05)

The third challenge is to maintain implementation consistency amid the pressure of production targets. A staff member revealed:

"When the target increases drastically ahead of the Eid holidays or the end of the year, the temptation to ignore the quality check procedure is very great because we want everything to be completed faster. Our commitment to abide by the rules and procedures we have to live by is tested: do we keep quality and safety first, or do we pursue targets?" (P-09).



DISCUSSION

Integration of Ethical Leadership and Servant Leadership

The findings show that PT. Mitsubishi Electric Automotive Indonesia integrates ethical leadership and servant leadership synergistically. This is consistent with Muchowe & Kanyangale (2025) who identified servant leadership as the main style of ethical leadership in the manufacturing sector.

Integration is reflected in five strategies. Ethical leadership contributes through exemplary, transparent communication, and consistent rule enforcement (Brown et al., 2005; Al Halbusi et al., 2021). Servant leadership contributes through empowerment, family atmosphere, and focus on subordinate development (Van Dierendonck, 2011; Franco & Antunes, 2020). The combination creates *synergy* to strengthen work culture holistically—cognitive, affective, and behavioural.

Two-way communication strategies (Management Patrol, Lunch with BOD, Monthly Gathering meeting) reflect two-way communication in the definition of ethical leadership (Brown et al., 2005) and the characteristics of listening in servant leadership that effectively reduce turnover intentions (Putri et al., 2025).

The Role of Japanese Culture and Family Values

The finding of a strong family atmosphere dimension integrated with Japanese cultural values (*isshokenmei* and *wa*) was not explicitly mentioned in the initial model of Liden et al. (2008), but appeared in the research of Franco & Antunes (2020) in the Portuguese context which was also collectivist.

In the context of Indonesia with a collectivist culture and high power distance, the family dimension is a key factor in accepting servant leadership. Employees want personal attention beyond transactional relationships. This is in line with Putri et al. (2025) that servant leadership needs to be balanced with interpersonal justice to optimize the retention of generation Z.

Implied theory

The research provides three theoretical contributions.

First, integrating ethical leadership and servant leadership in one framework to strengthen work culture, which was previously studied separately. The two approaches are complementary: ethical leadership emphasizes "doing the right thing"; Servant leadership emphasizes "serving others first".

Second, identifying the dimension of family atmosphere and identification with the leader as an important component of servant leadership in the context of collectivist culture, enriching the model of Liden et al. (2008) with a relational-emotional dimension for the Asian context.

Third, providing empirical evidence of the effectiveness of servant leadership in overcoming work stress in the automotive environment. In line with Al Annafi & Cahyaningdyah (2025), this study shows that leadership mechanisms create a supportive environment so as to reduce the negative impact of production pressure.

Practical Implications

First, companies need to integrate ethical values and service behaviour in the recruitment and promotion of managers. Selection is not enough based on technical competence, but also ethical character and service orientation (Research Team, 2024).

Second, develop a leadership training program that teaches ethical leadership (ethical decision-making, transparent communication) and servant leadership (empathic listening, empowerment, stewardship) with a case simulation of relevant ethical dilemmas of the automotive industry (Sanchez-Coll, 2025).

Third, designing a performance management system that balances quantitative targets with ethical behaviour assessments as exemplified by PT. Mitsubishi Electric Automotive Indonesia.

Fourth, create a structured and routine two-way communication mechanism to build trust and show leadership care, because employees want to be listened to and cared for (Putri et al., 2025).



Research Limitations

Research has limitations. First, the generalization of the findings is limited to the context of a Japanese automotive manufacturing company with specifications on one company in Cikarang. Companies with different national cultures may have different implementation patterns. Second, cross-sectional design does not capture the dynamics of long-term work culture change. Third, the potential for social desirability is biased in interviews. Researchers have minimized through triangulation and member checking.

4. CONCLUSION

The research concluded that PT. Mitsubishi Electric Automotive Indonesia successfully implements integrated ethical leadership and servant leadership through five strategies: leading example in ethical behaviour, employee empowerment, developing two-way communication, creating a supportive and familial work environment, and integrating ethical values in the performance management system.

Implementation faces the challenges of change resistance, the complexity of short-term impact measurement, and consistency amid the pressures of production targets. Top management's commitment and the integration of ethical values into formal systems have proven to be effective in overcoming challenges.

Research confirms that ethical leadership and servant leadership are synergistic complementary approaches in strengthening work culture, especially in the context of the automotive manufacturing industry with a collectivist culture and relatively high power distance. The dimension of family atmosphere and identification with the leader is a key factor in the success of the implementation that needs attention in the development of a servant leadership model for the Asian context. Although the Company has a parent company or a central company in Japan, however, local culture needs to be mixed in a cultural unity that is most suitable to be applied in Indonesia, especially in this Company, which in the end this culture will also increase the Company's productivity.

Suggestions

Practical Advice:

1. Automotive manufacturing companies need to consider adopting an integrated model of ethical leadership and servant leadership with adjustments to local cultural and regulatory contexts.
2. Leadership development programs need to include ethical decision-making and servant behaviour modules as core managerial competencies.
3. Performance management systems need to reflect a balance of quantitative targets and ethical behaviour assessments in balanced proportions.
4. Companies need to allocate resources to employee welfare programs and strengthening family bonds as long-term investments reduce turnover and increase sustainable productivity.

Further Research Suggestions:

1. Quantitative research with a larger sample across automotive companies is needed to test the generalization of the findings.
2. Longitudinal research of 3-5 years can capture the dynamics of changes in work culture and the causal relationship of leadership implementation with productivity, quality, and job safety.
3. Cross-industry comparative research (manufacturing vs. services; automotive vs. electronics) identified contextual factors that moderate leadership effectiveness.
4. Research on the role of generations (Baby Boomers, X, Millennials, Z) in perceiving and responding to ethical leadership and servant leadership considering the high generational diversity in the manufacturing industry.
5. Research on the trickle-down mechanisms of ethical and servant leadership—how value is transmitted from top management to the entire line of the organization.



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