

## **ABSTRACT**

*This study aims to analyze the effect of ethical leadership on employee performance, with organizational citizenship behavior (OCB) and psychological well-being (PW) serving as mediating variables. The inconsistencies in previous research findings and the presence of a phenomenon gap within the research object form the basis for conducting this study.*

*Data were collected from the entire population of general staff employees at PT Indofood CBP Sukses Makmur Tbk, Noodle Division Semarang (n = 99), using an online questionnaire. The data were analyzed using PLS-SEM with SmartPLS 3 and the bootstrapping procedure.*

*The results indicate that ethical leadership practices can enhance employee performance. Moreover, the analysis demonstrates that organizational citizenship behavior and employees' psychological well-being serve as significant mediators in the indirect relationship between ethical leadership and employee performance. These findings imply that fostering ethical leadership, along with efforts to strengthen prosocial behavior and employees' psychological conditions, can serve as effective strategies for organizations in achieving sustainable performance improvement.*

**Keywords:** *ethical leadership, employee performance, organizational citizenship behavior, psychological well-being.*