

The Effects Of Leadership Style, Work Culture And Work Ethic On Performance Of The Employees

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Abstract— This research aims to test and analyze ; 1) the effects of leadership style, work culture and work ethic on employee performance; 2) the effects of leadership style on employee performance; 3) the effects of work culture on employee performance; and 4) the effects of work ethic on the performance of the employees in the Community and Village Empowerment Office (BPMD) Konawe Island Regency. The samples in this research are 31 employees in the Community and Village Empowerment Office (BPMD) Konawe Island Regency. The research data were obtained by questionnaires filled out by the respondents. The data were analyzed quantitatively by using multivariate regression analysis. Results of the research show that: 1) leadership style, work culture and work ethics simultaneously give positive and significant effects on employee performance, 2) leadership style gives positive and significant effects on employee performance, 3) work culture gives positive and significant effects on employee performance, 4) work ethics gives positive and significant effects on the performance of the employees in the Community and Village Empowerment Office (BPMD) Konawe Island Regency.

Index Terms— Leadership Style, Work Culture, Work Ethics and Employee Performance

1 INTRODUCTION

Leadership plays strategic and essential role in an organization as one of the determinants of its success in achieving organizational mission, vision and goals. The role of leadership in an organization is an interesting focus for any researchers in the field of HRM and organizational behavior. The matter of human resources in Indonesia currently is still the attention focus. Such condition can be carefully seen from a number of public responses on employee performance which shows no high capability and no professionalism in running their tasks so this leads to low level of public trust on employee performance. The facts can also be seen from a number of violations in organizations as working places which is assumed to be caused by low level of human resources performance.

Referring to the aforementioned phenomena above, improvement of employee performance as seen from universal perspective is influenced by various factors; one of which is role of a leader which gives effects on his or her subordinates and it is also seen as an essential factor for the organizational progress. Koesmono (2007) revealed that an existence of a leader in an organization is required to lead the organization to reach the specified goals. Leaders commonly apply certain leadership styles to affect on their subordinate performance. Leadership style is leader behavior used when he or she is willing to affect on others. According to Robert House as quoted by Robbins (2007), he said that there are four types of leadership classification of Path Goal, namely directive leadership style, supportive leadership style, participative leadership style, and task-oriented leadership style. Such various leadership styles can be used by a leader to influence and motivate his or her subordinates so that it can improve subordinate performance in doing the job.

Public organizational success is also greatly determined by work culture in order to improve employee performance. To achieve the success in competitive competition area, it is not necessary to build a strong and appropriate work culture but also to build fast-changing culture as a result of environment changes and attention given by various levels of communities, ranging from teachers, workers, government employers and also entrepreneurs. Productive work culture is a culture which can lead an organization to be the strong one and can reach the organizational goals. According to Moeljono (2005: 2), he said that : "Work culture in general is a statement of philosophy which can be functioned as a binding demand for employees since it can be formulated formally into a number of company regulations and provision". According to Nawawi (2003) as quoted from Cushway B and Lodge D, it said that work culture is a trust and values as the main philosophy which is firmly held by organizational members in running and operating organizational activities.

Result of former studies have proven that work culture has positive and significant effects on employee performance, namely Alyahya & Mohammed Saad (2013), Ghazi Ben Saad & Muzaffar Abbas (2018), Intan (2017), Desi Rosiana Sari, et.al (2016), and Zakiul Amri Rizqina, et.al (2017). There is a result gap or contradictive of the studies taken by Parmen & Rahmansuri Salimu (2016), Prista Maya Dewi & Pristiyono (2016), Edward S. Maabuat (2016), and Hapsari Dyah Herdiany (2015) studies which found out that work culture has no positive and significant effects on employee performance. Based on the research result gap or contradiction caused by indicator variety of measurement on work culture and employee performance, studies objects, analysis method, number of samples and theo-

ry base, then it is seen by this study researchers as a gap to take a re-testing on the construct correlation of work culture and employee performance.

Results of former studies have proven that work ethics give positive and significant effects on employee performance, namely Andri Hadiansyah (2015), Yuliarti (2016), Nur Azizah (2016), and Yoli Novita (2019). There is a result gap or contradiction of the studies taken by Lisa Aqsariyanti, et.al (2019), Sri Anita Sutresna Kurniasih (2013), and M. Purba (2017) which found out that work ethic has no positive and significant effects on employee performance. Based on the research result gap or contradiction caused by indicator variety of measurement on work culture and employee performance, studies objects, analysis method, number of samples and theory base, then it is seen by this study researchers as a gap to take a re-testing on the construct correlation of work ethic and employee performance.

Based on the theoretical study and results of former studies stating greatly contradictive effects of leadership style, work culture and work ethics on employee performance partially and simultaneously, therefore, the researchers are interested at taking re-testing and obtaining clarity from the effects of the integrated variables partially and simultaneously by the title of "Effects of Leadership Style, Work Culture and Work Ethic on Performance of the Employees in Community and Village Empowerment Office (BPMD) Konawe Island Regency".

2 LITERATURE STUDY

2.1 Leadership Style

Leadership style is a way used by a leader to give effects or influence on the forms of other behavior or personality. Each leader commonly has different leadership style among others, and one leadership style may not be better or worse than other leadership styles. These leadership styles can be taken their usefulness so that leaders can use them to lead their subordinates or followers. Therefore, each leader should not carelessly apply leadership style, he or she must adjust it with his or her character or ability level in each subordinate task.

Leadership style according to Locke & Associates (2007) is a behavior style shown by a leader as a process to persuade others to lead to common targets. Meanwhile according to Edwin P. Hollander (2016) and Gibson et al (2016), they stated that leadership style is a leader characteristic to motivate organizational members to enlarge their energy to behave as the effort to achieve group goals.

Based on the above definitions of leadership style, it can be concluded that leadership style is a leader ability in directing, influencing, supporting and controlling subordinates so that they can do certain work by their cognition and they can willingly achieve certain goals.

According to Wahjosumidjo (2012:154) basically leadership style indicators are: a. being fair, b. giving suggestion, c. supporting goals, d. creating a sense of secure, e. being a source of inspiration and f. giving appreciation to others.

2.2 Work Culture

Work culture is taken from Sansakerta language, namely "budhayah" as a plural form of "budhi" which means mind or anything relates to the mind, values and mental attitude (Kep Menpan No.25/KEP/M.PAN/04/2002). Culture means cultivating the mind as in English it is known as culture (latin - cote) which formerly means processing or doing something (processing agricultural lands), which then it develops as a way of human actualizing values, creativity, and performance. Cultivating can also be defined as overall spiritual and material efforts including potentials and skills owned by the community or a group of humans. Culture has always sense of social in the meaning of tradition preservation of group of human from the aspect of material which is transformed historically and absorbed by generations based on applied "values". Here the values are the highest measurements for human behavior, the work culture indicators according to Taliziduhu Ndraha, (2003:76) can be categorized into three namely: 1. Habits, 2. Regulation, 3. Values.

2.3 Work Ethic

Work ethic is closely related by one personality, behavior and character. Each person has internal being as who he is. Then the internal being applies response or reactions on external demands. The response of internal being on the external demand by the world of work applies one's work ethic (Siregar, 2000). Ethic is taken from Greek language, namely ethos which means character, way of life, one habit, motivation or moral purpose as well as their world perspective namely most comprehensive illustration, way of acting or ideas on the order. In other words, ethic is an evaluative aspect as a basic attitude for one person and the world which is reflected in their life (Khasanah, 2004:8). Salamun et.al. (1995) explained the indicators which can be used to measure work ethic, among others are: "work hard, discipline, being honest and responsible of, laborious and persevering".

2.4 Employee Performance

The term performance comes from the word job performance or actual performance which means the actual work performance or achievement which someone has achieved. According to Mangkunegara (2016), performance is the work produced by an employee to achieve the expected goals. Gibson et al., (2015) argued that employee performance is the work achieved by people in relation to their position in the organization. Meanwhile, according to Kast & Rosenzweig (2012), performance includes all organizational business objectives. For lower-level managers, performance is a goal that helps achieve the overall mission. For each organizational unit, the task of management is to achieve performance as measured by the relevant criteria.

Employee performance is the result which people and resources in a certain work environment bring the final result based on the quality level and the predetermined standard. Thus, the measurement of employee performance in this study refers to SKP based on PP. 46 of 2011 which is translated into Perka BKN (Personnel Agency No.1 of 2013) that the Civil

Servant Job Performance Assessment is systematically combining SKP (Employee Work Objectives) and Work Behavior Assessment. The employee performance appraisal consists of two 65 elements, namely the SKP element assessment by 60% and work behavior by 40%. Assessment of Employee Work Objectives (SKP) according to PP 46 of 2011 includes indicators: (1) quantity, (2) quality, and (3) time. Meanwhile, work behavior assessment includes indicators: (1) service orientation aspects, (2) integrity, (3) commitment, and (4) cooperation.

3 RESEARCH METHOD

Research Population

This research was conducted at the Community and Village Empowerment Office of Konawe Islands Regency which is located at Poros Langara Lampeapi Street. The population in this study was all civil servants at the Village and Community Empowerment Office, Konawe Island regency, namely there were 31 people. Due to the limited number of employees, the entire population was used as the research respondents. For this research, it was used the census method as the sampling technique used.

The type of data used is quantitative data and qualitative data, while the data source is primary data, namely the data obtained directly from the respondents or who are the samples of this study. Primary data includes data from respondents' statements regarding motivation, work experience, work culture and employee performance. Primary data is obtained from respondents by distributing questionnaires directly, while secondary data is data that supports primary data through notes, reports, mass media and other documents obtained from the Community and Village Empowerment Service of Konawe Islands Regency.

The data collection methods used in this study were interviews with employees of the Community and Village Empowerment Office in Konawe Islands Regency, and questionnaires by asking questions through a list of questions given to the employees of the Community and Village Empowerment Office in Konawe Islands Regency.

4 ANALYSIS RESULTS AND DISCUSSION

4.1 Analysis Results

a. Results of F-test

The research hypothesis to be tested is that leadership style, work culture and work ethic have significant effects on employee performance. The simultaneous test results using the F arithmetic value at the level of $\alpha = 0.05$ is 119,387, and a significant value of 0,000 which means that the significant value < 0.05 . Therefore, the overall leadership style, work culture and work ethic have significant effects on employee performance.

b. Results of T test

The results of the regression analysis are summarized as in table 1.1. can be interpreted as follows:

Table 1.1. Resultsof Multiple Linear Regression Analysis

Independent Variables	Regression Coefficient (b)	t _{observed}	t _{significant}	Information
Leadership style (X ₁)	0,831	8,500	0,000	Significant
Work Culture (X ₂)	0,471	3,272	0,003	Significant
Work Ethic (X ₃)	0,322	2,157	0,040	Significant
R	= 0,964*			
R Square (R ²)	= 0,930			
F arithmetic	= 119,387			
F _{sig}	= 0,000			
SEE	= 0,10747			

Source: processed data, 2020 (Annex)

1. The significant effect of the leadership style is obtained t arithmetic by 8,500 with a significant value = 0,000 < 0.05 . Thus, it can be stated that partially the leadership style has effects on employee performance. This means that the leadership style can be a strong predictor for employee performance. Therefore, the leadership style can be included in the employee performance estimation model.
2. The significant effect of work culture is obtained the t arithmetic by 3.272 with a significant value = 0.003 < 0.05 . Thus, it can be stated that partially work culture affects on employee performance. That is, work culture can be a strong predictor for employee performance. Therefore, work culture can be included in the employee performance estimation model.
3. The significant effect of the work environment is obtained the t arithmetic by 2.157 with a significant value = 0.040 < 0.05 . Thus, it can be stated that partially work ethic affects on employee performance. This means that work ethic can be a strong predictor for employee performance. Therefore, work ethic can be included in the employee performance estimation model.

4.2 Discussion

a. Effects of Leadership Style on Employee Performance

Based on the discussion results, it is found out that leadership style gives significant effects on employee performance. Thus, it can be interpreted that better leadership style will lead to higher level of employee performance. Leadership style is referred to the characteristics of being fair, giving suggestion, supporting to achieve the goals, being a catalyst, creating sense of secure, being the representation of the organization, being source of inspiration, giving appreciation.

Such findings strengthen respondents' answers as well which show that each statement related to leadership style is given response with good answers; the statements are about; leaders give chances for all employees to join selection of employee ranks based on the employee potentials; leaders give no discrimination among any employees in giving tasks; leaders become a good role of model and share their work experiences; leaders give supports of work spirit in any forms to the employees; leaders have high level of initiative in giving ideas to improve work results; leaders are good at making any approaches in the effort to improve work results; leaders try to find solution alternative if there are any disharmony conditions among the employees in the office; leaders make regulations in order to control employee security and comfort; lead-

ers are in a good and tidy performance; leaders talk using polite language to the employees; leaders give appreciation to the employees on their good work results; leaders give warning to the employees who make any mistake when they are not with their colleagues.

b. Effects of Work Culture on Employee Performance

Based on the discussion results, it is found out that work culture gives significant effects on employee performance in the Community and Village Empowerment Office (BPMD) Konawe Island Regency. Thus, it can be interpreted that better work culture will lead to higher level of employee performance. Work culture is referred to the issues of habits, regulations and values.

This can be concluded that the facts in the field prove that work culture in Community and Village Empowerment Office (BPMD) Konawe Island Regency is appropriately applied, so it can improve employee performance. Such condition is carefully assessed from statements of the respondents showing that the regulation indicator has the highest score which then followed by value indicator and the smallest one is the habit indicator. Based on the research results, the regulation indicator is the main factor in its implementation since it has the highest score compared to two other indicators. It means that the regulation indicator which can be seen through this organizational behavior has the regulations in order to guide the behavior and inform what should be done and should not by the employees based on the values and understand that the regulations are seen as the guidance in making supervision and the employees can complete their works by team cooperation based on regulations and values in the leader assignment.

c. Effects of Work Ethic on Employee Performance

Based on the discussion results, it is found out that work ethic gives significant effects on employee performance in the Community and Village Empowerment Office (BPMD) Konawe Island Regency. Thus, it can be interpreted that better work ethic will lead to higher level of employee performance. Work ethic is referred to the issues of working hard, being discipline, honest, responsible of, laborious and preserve. The organization must be a tool or means to meet individual needs. Even though, the organization is built not only to meet individual needs but also related to organizational life survival through its performance. Achievement of the performance is combined by meeting employee needs which should be seen as the attention for all organizations.

Based on the facts in the fields according to the respondents' perspective, it can be seen that the work ethics in the Community and Village Empowerment Office (BPMD) Konawe Island Regency is already appropriately applied. The reality in the Community and Village Empowerment Office (BPMD) show already good work ethics applied by the employees so that it is expected to improve the employee performance. Such condition can be assessed from statements of the respondents showing that the laborious indicator has the highest score and the smallest one is the working hard indicator. Based on the research results, the diligent indicator is the

main factor or priority in its implementation since it has the highest score compared to fifth other indicators. It means that the laborious indicator which can be seen through the employees that are always laborious to work and the employees are laborious to conduct leader orders. This is based on the response that one of the employee motives in working is the effort to develop knowledge and skills and the effort to develop career through higher promotion of work position.

4.3 Research Limitations

In this research, certainly there are still limitations, namely:

1. Limitation of Research Location

The research is conducted limitedly only in one location, namely Community and Village Empowerment Office (BPMD) Konawe Island Regency as the research location. If the research is conducted in different location, there may be slightly different results.

2. Limitation of Research Time Period

This research is conducted during the making of thesis. This short time period as one of the factors to shorten the research scope. So it can affect on the research results.

3. Limitation of Research Objects

In this research, it studies on the effects of leadership style, work culture and work ethics on the employee performance.

5 CONCLUSION AND RECOMMENDATION

5.1 Conclusion

Based on the aforementioned analysis results and discussion above, then it is concluded as the following:

1. Leadership style, work culture and work ethics simultaneously give effects on employee performance in the Community and Village Empowerment Office (BPMD) Konawe Island regency. It means that better leadership style, work culture and work ethic will improve employee performance.
2. Leadership style gives effects on employee performance in the Community and Village Empowerment Office (BPMD) Konawe Island regency. It means that better leadership style will improve employee performance.
3. Work Culture gives effects on employee performance in the Community and Village Empowerment Office (BPMD) Konawe Island regency. It means that better work culture will improve employee performance.
4. Work ethic gives effects on employee performance in the Community and Village Empowerment Office (BPMD) Konawe Island regency. It means that better work ethic improve employee performance.

5.2 Recommendation

Based on the conclusion above, then it is given recommendations in the effort to improve the employee performance, namely:

1. It should improve work ethic in a greater level to its em-

ployees by giving work spirit as a unique character and also trust of the employees in the Community and Village Empowerment Office (BPMD) Konawe Island regency.

2. For the researchers, it should utilize and develop these research results by using different variables and the indicators used in this research should develop different variables. This research is only conducted to the employees in the Community and Village Empowerment Office (BPMD) Konawe Island regency so, it is necessary to have carefulness in generalizing these research results to other institutors.
3. For other researchers with quantitative paradigm but aiming to understand contextual, subjective and informal objects, this research method can be perfected by better methodological integration. Development of contextual theory with quantitative approach is still required to be perfected so any elements underlying the objects can be better understood so, it can appropriately develop research instruments in the framework of the quantitative approach.

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