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Improving Employee Performance Affected by Leadership Style, Organizational Culture, and Work Ethics in Technology Service Company

Erianto P. HASIBUAN¹, Ahmad AZMY^{2*}

¹Lecturer, Faculty of Economics, Semarang State University

²Associate Professor, Faculty of Economic and Business, Paramadina University

Email: eriantohas@mail.unnes.ac.id¹, ahmad.azmy@paramadina.ac.id²

* Corresponding Author

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Abstract

This study analyzes the increase in employee performance which is influenced by leadership style, organizational culture, and work ethics. The object of this research is one of the finance companies that provide consumer credit to the public. The number of respondents is 100. The sampling technique used is a stratified approach. Partial Least Square method is used in analyzing the relationship between variables. The results showed that leadership style, organizational culture, and work ethics had a significant effect on employee performance. Work ethics has the highest implications for improving employee performance. A work ethic that is carried out professionally, full of integrity, and perseverance will result in the achievement of maximum performance. Companies must anticipate business changes through leadership style and organizational culture. A leader must have a style in dealing with various conditions. Organizations must ensure that culture becomes a role model for employees in producing quality business processes. These two variables still have an important role in improving employee performance.²

Keywords: Leadership Style, Organizational Culture, Work Ethics, Employee Performance.

Introduction

The company is a business organization that focuses on technology infrastructure solutions and information system operation support services. Technology company sees competence and treats employees as a long-term business necessity. All work activities are directed at developing talents and growing employee professionalism. Technology company manages work behavior and environment to support employee for improvement customer satisfaction. In addition, organizations should focus on formulating business plans and achieving profitability targets. The business process is maintained by conducting recruitment based on needs and designing a competitive reward system for employees. Both of these are done to achieve optimal performance.

Technology service companies rely heavily on employee performance. The process of achieving performance will not be carried out properly without employee contributions. This will be achieved with strategic factors and maximum performance generated by employees. The achievement of business performance depends on internal resources. Human resources are the main component that must be owned by business organizations. Business processes must be built to achieve long term existence. Business sustainability can be built through leadership style, organizational culture, and work ethics. (M. S. Khan & Gautam, 2014; Masykuri et al., 2020; Wren, 2018).

These three components are widely used to achieve the effectiveness of employee performance. Business leaders must be able to apply various styles in organizational efficiency. This is supported by the implementation of a stable culture. This is in

line with the organization's main business processes. The application of work ethics must be carried out consistently. This will produce quality business processes for the achievement of business targets. These three components synergize with each other to create effective business processes. Business efficiency can be created through a managerial process built by a leadership style according to market challenges. Building a work culture must adopt global business values. This will affect the creation of a work ethic for employees. Therefore, these three variables support each other in achieving employee performance.¹⁴

Leadership style is a person's ability to encourage and influence the performance of employees in order to carry out their work optimally. Leadership style has a significant influence on employee performance (Baig et al., 2019; Fonseca Da Costa Guterres et al., 2020; Ohemeng et al., 2018; Wen et al., 2019). A good leader is a who is honest, responsible, and disciplined so that he can overcome various challenges faced by business organizations (Salman & Broten, 2017). Leadership capabilities must be built through coordination of work and clear direction to employees. This will help achieve performance in line with organizational expectations. A leader must motivate his employees to achieve the desired goals. Leadership style is certainly not the only factor that affects employee performance in a company. However, there are other factors that help business processes run smoothly and effectively through organizational culture and professional work ethics.

Organizational culture is a rule or norm that applies in an institution that must be obeyed by all members organization (Narayana, 2017). Employees must carry out the rules with

discipline according to company rules. This is expected to produce positive behavior for all employees. Implementation of organizational culture can help employee performance (Begum et al., 2019; Durgadevi & Vasantha, 2017; Logahan & Yazkianti, 2015). It is created at a great level of motivation for employees to make the best performance for business organization. The application of culture is expected to be able to change the perspective all employees. Work perspective can be realized through work procedures and written rules. Clarity of work procedures is very helpful for employees in implementing the rules set by the organization. Building a culture is very important in achieving business performance.

Work ethic is the spirit of a person in carrying out his work with honesty, diligence, and responsibility so that the results are maximum and can achieve organizational goals (Wagner & Hollenbeck, 2015). Several studies explain that there is a positive correlation between work ethics and employee performance (Masykuri et al., 2020; Osibanjo et al., 2018). The work ethic reflects professionalism, hard work, high discipline, and high capacity. The execution of work ethic can be seen in the daily life of employees in carrying out work process. Work ethic standards that are consistently applied by all employees. This will ensure a high level of business efficiency. The main purpose of the work ethic is to ensure that all business process activities are implemented with aspects of openness, transparency, and accountability. All indicators of work ethic will be a guarantee for the company in achieving comprehensive performance. Therefore, work ethic is expected to improve employee performance. Increased employee performance will bring progress for a company to be able to survive in unstable business competition. Employee performance reflects the organization's healthy business processes. This will provide high competitiveness in global business competition. High-level business competition requires maximum employee contribution and performance. Work ethic, organizational culture, and leadership style are significant components of employee performance (Awan et al., 2014; Irwan et al., 2020; Permana et al., 2019; Samsuri et al., 2020; Soomro & Shah, 2019).

Employee performance is one of the important influences for the progress of an organization. Companies must have employees who have high knowledge and skills to manage the company well. This study will analyze the relationship between work ethic, leadership style, and organizational culture on employee performance. The research object is a technology company based on information system infrastructure. The research output will enrich how leadership style, organizational culture, and work ethics help in improving employee performance. Predictive relationship between variables with supporting indicators in the research model. Technology service companies need strategic leadership capacity, cultural consistency, and a professional work ethic. This study will analyze specifically the size of the implications of these three variables on employee performance. The results of this study are expected to be able to develop scientific knowledge in the field of human resources, specifically the discussion of performance management.

Literature Review

Leadership Style on Employee Performance

Leadership style is a technique or method for someone to carry out an effective communication and influence subordinates according to business goals (Gandolfi & Stone, 2018). A leader will determine the failure and success of an organization. For this reason, leaders must have a good and effective leadership style. This is affected for the organizational

success. One's leadership is not only required to be tasked and alert in dealing with existing problems, but also must understand the wants and needs of each employee (Akdol & Arikboga, 2015; Lord et al., 2020). Behind the success of a leader cannot be separated from supporting subordinates (Al Khajeh, 2018; Xu & Thomas, 2011). Conversely, the success of a subordinate is also inseparable from the influence of a leader. This is where it is important to establish good communication between leaders and subordinates in order to create a comfortable work environment and care for each other.

The leadership style applied by a leader in a company holds the main key to achieving a good work environment (Hilman & Kaliappen, 2014; Yusuf et al., 2020). If a leader can provide comfort and security for employees, a good work environment will be supporting. One of the transactional leadership styles is a leadership process to motivate and influence subordinates by getting rewards for achieving business targets (Jensen et al., 2019; Ma & Jiang, 2018). Leaders promise rewards for every effort that has been achieved by subordinates. This is with consequences according to employee performance achievements. Several studies have shown that there are implications of leadership style on employee performance (Dastane, 2020; Islam et al., 2018; Malcalm & Tamatey, 2017). Work effectiveness depends on the leader's ability to maximize employee competence (Saratun, 2016). Effective leaders are leaders who are able to transmit their optimism and knowledge to achieve organizational goals.

H1 : Leadership style affected on employee performance

Organizational Culture on Employee Performance

Organizational culture can be defined as norms or rules that guide and are accepted by all members to carry out organizational goals (Luthans & Youssef, 2007). The members of the organization must be able to adjust to behaving well and according to the applicable rules. Employee interaction with leaders is needed for work conduciveness (M. A. Khan et al., 2020). These interactions can be created by both formal and informal organizations. This can be done by mutual agreement in carrying out applicable norms and rules according to organizational decisions. These norms then become the organizational culture. Each member must think and determine how to behave well in a diverse work environment.

Organizational culture becomes a guideline for humans in interacting within the organization. Organizational culture has a significant influence on employee performance (Haque et al., 2019; Irwan et al., 2020; Mohsen et al., 2020; Yoghnan et al., 2020). Organizational culture will assist employees in running the business in a transparent manner. Organizational culture has a greater influence on competition because it adapts to changing times. Organizational members need to understand organizational culture from an early age. Organizational culture is related to how employees perceive the characteristics and how the business works comprehensively.

Organizational culture is the norms and values that direct behavior in accordance with the company's business values (Ahiabor, 2014). Organizational culture has a large and positive effect on employee performance. This is due to the balance of high organizational culture with employee performance in accordance with business achievements. Organizational culture is important because it measures how employees perceive the long-term business. There are three things that characterize the company, namely: (1) learned, (2) jointly owned, and (3) passed on from generation to generation (Ahmadi, 2011). One of the goals of organizational culture is to be able to direct the productive efforts of employees and help each individual to work towards a common goal.

H2: Organizational culture affected on employee

performance

Work Ethics on Employee Performance

Ethos comes from the Greek "ethos", which means "character" which indicates the beliefs, habits, or behavior of a group or society. (Conrad, 2018). As for the current understanding, work ethic can be defined as a person's spirit to be responsible for his work. If someone considers their work as meaningful to them, then the work ethic will be high. Conversely, if someone sees their work as a burden, then the work ethic will naturally be low. Employees who have a high work ethic have a positive correlation with morale in achieving work targets optimally (Herawati et al., 2021). Implementation of a good work ethic will help employees in carrying out work according to company expectations.

Several studies show the implications of work ethic on employee performance (S. Arifin & Putra, 2020; Benedicto & Caelian, 2020; Hassi et al., 2021). Work ethic is a person's perspective in responding to and doing his work in a professional manner. This requires the willingness and attention of every employee to produce work according to company expectations. Work ethic can also be influenced by the environment in which a person works. This will affect the achievement of performance. This is in line with the process of work executed by employees based on job planning. Work ethics will be the main guide in

improving the quality of work. This is done individually or as a team for the achievement of organizational performance (Mathani, 2016). A person's work ethic will be a source of motivation for the results of his work. The indicators for forming work ethic are professional awareness and compliance in enforcing work discipline which is carried out by all employees. So, work ethic greatly affects employee performance.

H3: Work ethics affected on employee performance

Methodology

Statistical Approach

This study uses the Partial Least Square method. Extract is an indicator used to describe variables in the research model. This study analyzes the relationship between variables. The variables to be studied are leadership style, organizational culture, and work ethic on the implications of increasing employee performance. The research model was built with a review of scientific literature. These three variables will be analyzed how big the significance of their influence on employee performance. Below is an image of the model used in this study as follows:

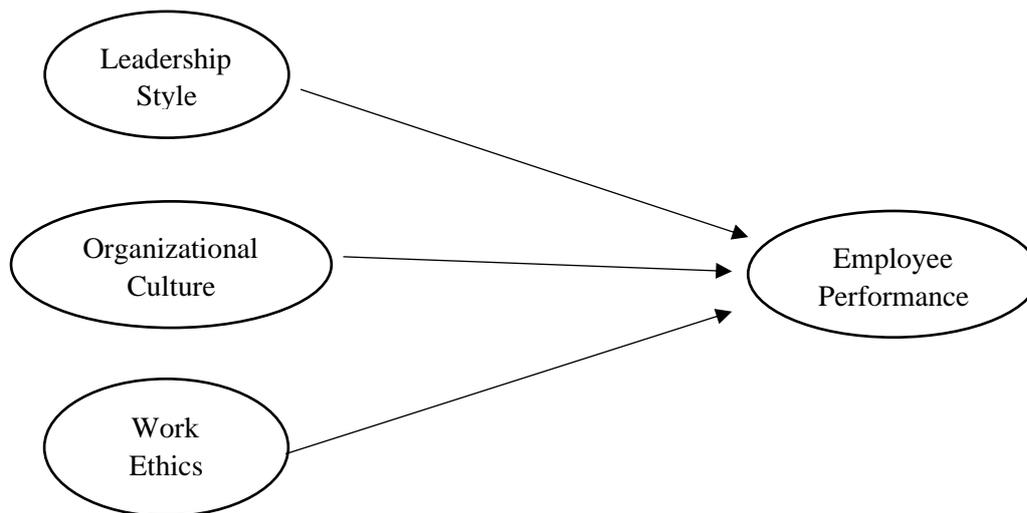


Figure 1. Research Model

The picture above describes a research model that discusses the implications of employee performance in a technology service company. The implications of financial performance are assumed to be improved through leadership style, organizational culture, and work ethics. Leadership style will be measured through work coordination, giving employees trust, setting goals, freedom of giving ideas, and clarity of task instructions (Anyango, 2015; Donkor, 2021; Donkor & Zhou, 2020; Ekhsan & Setiawan, 2021). Organizational culture will be measured by indicators including the effectiveness of employee communication, commitment to achieving goals, encouragement of togetherness motivation, and quality of customer service (A. H. Arifin et al., 2019; Neelima & Koneru, 2019; Sabuhari et al., 2020; Savović, 2017). Work ethics will be measured through perseverance, working with heart, integrity,

honesty, professionalism, focus, responsibility, work effectiveness, enthusiasm, humility and creativity. (Dharma & Ikhsan, 2018; Permana et al., 2019; Shaheen et al., 2020). Employee performance is measured through the achievement of results based on quality, innovation, and quantity of work (Salunke, 2015; Wasiman, 2020).

Measures and Sampling

Data collection used a questionnaire with a 5-liker scale consisting of 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), and 5 (Strongly Agree). Below are the indicators used to measure the influence of the independent variable with the dependent variable as follows:

GENERAL MANAGEMENT

Variables	Indicator	Sources
Leadership Style	LS1: My leader gives clear instructions about his duties well	(Anyango, 2015; Donkor, 2021; Donkor & Zhou, 2020; Ekhsan & Setiawan, 2021)
	LS 2: My leader explains directly what subordinates are expected to do	
	LS3: My leader always asks his employees for advice and opinions about using means to achieve goals	
	LS4: Leaders give freedom to convey ideas to employees in every discussion of work plan	
	LS5: Leaders give trust to employees to see the results of their work	
Organizational Culture	OC1: I feel that communication between employees within the organization is always effective	(Neelima & Koneru, 2019; Sabuhari et al., 2020; Savović, 2017)
	OC2: Every employee in the organization has the same commitment to achieve the goals	
	OC3: I am very motivated in doing work to achieve organizational goals	
	OC4: I feel that the services in the organization are in accordance with the minimum service standards	
Work Ethics	WE1: I feel I have to do my job sincerely	(Dharma & Ikhsan, 2018; Permana et al., 2019; Shaheen et al., 2020)
	WE2: I have to do my job diligently	
	WE3: I have to do my job perfectly and with humility	
	WE4: I am always grateful in carrying out my duties and responsibilities as an employee	
	WE5: I have to work with integrity	
	WE6: I always do my job with honesty	
	WE7: I have to do my job seriously and with dedication	
	WE8: I always do my job responsibly	
	WE9: I can do the job completely	
	WE10: I have to do my job with passion	
	WE11: I can create creativity in doing work	
Employee Performance	EP1: I was able to achieve high quality performance	(Salunke, 2015; Wasiman, 2020)
	EP2: I am able to achieve work targets based on quantity	
	EP3: I am able to achieve high performance with innovation	

Table 1 Dimensions & Indicator

Respondents who became the research target reached 100 people. The data collection technique used a stratified sampling approach. Research respondents are employees who work and have a minimum of 2 years of work experience. This standard is expected that respondents have information according to

research needs. The research model will be analyzed using Partial Least Square. This tool is used to see the implications between variables. Leadership style, organizational culture, and work ethics are assumed to be able to improve employee performance.

GENERAL MANAGEMENT

The research data will be analyzed for feasibility through outer loading and validity & reliability. If the outer loading is greater than 0.7, then each research indicator is considered feasible and analyzed according to the context of the relationship between variables (Sarstedt & Cheah, 2019). Validity and reliability seen from the Cronbach Alpha, Composite Reliability, and Rho-A values must be greater than 0.7 (Geladi & Kowalski, 1986). So, the data are valid and reliable in the construct of the research model. The Average Variance Extracted value must be greater than 0.5, then the data has an extraction that is able to represent all variables in the research model. Then the hypothesis will be tested through the T test if the p-value is less than 0.5 and the T-Statistic > T-Table. Then

the research hypothesis is accepted and there is an influence between the research variables.

Results

Respondent Profile

The profiles of these respondents will be divided into three components, namely gender, age, and education. These three components will make a picture of the respondent's profile in the research model. Below is a table of respondent's profile as follows:

Respondent	Information	Number
Gender	Male	66
	Female	34
Age	20 – 35 years	45
	36 – 45 years	35
	>45 year	20
Education	Diploma	25
	Bachelor	40
	Master	35

Table 2. Respondent Profile

The table above shows that the majority of employees are dominated by productive age, namely 20-35 years (45 people) and 36-45 years (35 people). The gender component is dominated by male (66 people) and female (34 people). Education is dominated by bachelors (40 people), diplomas (25 people), and masters (35 people). Data distribution is done proportionally so that it can represent each research question. Research information can be analyzed to find variables that have the highest implications on employee performance.

Results & Discussion

Partial Least Square

The results of this study will explain the feasibility of each indicator variable, validity, and reliability. The initial process will analyze the feasibility of indicators on each variable that has implications for employee performance. Below is the research model as follows:

Indicator	Leadership Style (LS)	Organizational Culture (OC)	Work Ethics (WE)	Employee Performance (EP)
OC1		0.763		
OC2		0.830		
OC3		0.760		
OC4		0.746		
WE1			0.710	
WE2			0.707	
WE3			0.738	
WE4			0.715	
WE5			0.704	
WE6			0.741	
WE7			0.735	
WE8			0.749	
WE9			0.713	
WE10			0.725	
WE11			0.756	
LS1	0.702			
LS2	0.799			
LS3	0.779			
LS4	0.804			
LS5	0.739			
EP1				0.798
EP2				0.714
EP3				0.799

Table 3. Outer Loading

GENERAL MANAGEMENT

The table above explains that all research indicators deserve to be used as variable representations. Outer loading value of all research indicators > 0.7. Indicators can be used as material for analyzing the implications among variables in the research

model. However, all indicators will be examined for their validity and reliability aspects. Below is a table of the results of the validity and reliability of the data as follows:

Variables	Cronbach Alpha	Rho-A	Composite Reliability	Average Variance Extracted
Leadership Style	0.774	0.798	0.845	0.524
Organizational Culture	0.746	0.789	0.832	0.556
Work Ethics	0.871	0.872	0.895	0.508
Employee Performance	0.858	0.662	0.815	0.595

Table 4. Validity and Reliability Test

The table above shows four research variables that meet aspects of validity and reliability. Cronbach Alpha, Rho-A, and Composite Reliability values are more than 0.7. These four variables have the appropriate average variance extraction on the research model. Ave value greater than 0.5. Research

constructs can be used as interpretation material with hypothesis testing. However, it will show the coefficient of determination of the variable on the R-Square value. Below the R-Square values are as follows:

R Square	0.776
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Table 5 : The Coefficient Determination

The table above explains that the variable dimensions of leadership style, organizational culture, and work ethic were able to explain the implications of employee performance of 77.6% and the remaining 23.4% influenced by variables outside the research model. These four variables have quite high

implications for employee performance. T test will be used to measure the implications of variables on employee performance. Below is a table that will show significant variable indicators as follows:

Variables	Original Sample (O)	T Statistics (O/STDEV)	P Values
OC1 <- Organizational Culture	0.633	4.582	0.000
OC2 <- Organizational Culture	0.830	14.076	0.000
OC3 <- Organizational Culture	0.760	5.983	0.000
OC4 <- Organizational Culture	0.746	8.749	0.000
WE1 <- Work Ethics	0.652	6.315	0.000
WE2 <- Work Ethics	0.651	5.938	0.000
WE3 <- Work Ethics	0.738	10.533	0.000
WE4 <- Work Ethics	0.690	8.722	0.000
WE5 <- Work Ethics	0.632	7.046	0.000
WE6 <- Work Ethics	0.643	6.705	0.000
WE7 <- Work Ethics	0.634	7.509	0.000
WE8 <- Work Ethics	0.647	6.644	0.000
WE9 <- Work Ethics	0.608	6.565	0.000
WE10 <- Work Ethics	0.725	8.340	0.000
WE11 <- Work Ethics	0.643	5.499	0.000
LS1 <- Leadership Style	0.692	7.709	0.000
LS2 <- Leadership Style	0.799	11.279	0.000
LS3 <- Leadership Style	0.669	5.382	0.000
LS4 <- Leadership Style	0.804	14.784	0.000
LS5 <- Leadership Style	0.639	5.379	0.000
EP1 <- Employee Performance	0.798	12.709	0.000
EP2 <- Employee Performance	0.714	6.037	0.000
EP3 <- Employee Performance	0.799	12.185	0.000

Table 6: Test the Significance of Variable Indicators

15 Based on the table above it can be seen that all indicators used in the research model have A Values < 0.05 . Research indicators can manifest a relationship between research variables. Leadership style, organizational culture, and work ethics can be represented through research indicators. The next stage is the implications between research variables through hypothesis testing.

Hypotheses Testing

At this stage, an analysis of hypothetical testing between variables will be conducted on the research model. This stage will test implications of employee performance. Leadership style, organizational culture, and work ethics to improve employee performance. Hypothesis testing will use T Test. 3 Below is a table testing the significance of free variable dimensions as follows :

5 Variables	Original Sample	T-Statistics	P-Values
Leadership Style -> Employee Performance	0.297	2.121	0.034
Organizational Culture -> Employee Performance	0.209	1.283	0.042
Work Ethics -> Employee Performance	0.677	6.152	0.000

Table 7. Significance Test of Independent Variables on Employee Engagement

2 The above results explain that the three research variables have positive implications for employee performance. Leadership style, organizational culture, and work ethics have a significant influence on employee performance. The 5 p-values < 0.05 and the T-Statistics > 1.98 T-Table. The research hypothesis described through H1, H2, and H3 is absolutely acceptable. These positive implications can be interpreted as that an employee's performance depends heavily on the organization's capabilities and leadership. However, it can be concluded that work ethics has the highest positive implications in the achievement of employee performance. It is unique that the work ethic will produce a profitable business quality for the organization comprehensively.

Discussion

The results of this study explain that all three variables have positive implications for employee performance. Leadership style is able to increase employee performance by 29.7%. All indicators are capable of representing relationships between variables. Research hypothesis proves that leadership has positive implications for employee performance (Babalola, 2016; Fonseca Da Costa Guterres et al., 2020; Gözcü & Çiftçi, 2019). These variables are measured through job coordination, trusting employees, goal setting, freedom of ideas, and clarity of task instructions. This explains that leadership style is able to have a positive effect on employee performance. The ability of leaders in goal setting, clarity of task instructions, and freedom to express ideas will bring better quality of work as expected by the organization.

Freedom to give ideas to employees became the highest in representing leadership style by 80.4%. This was followed by other indicators including trusting employees (79.9%), job coordination (69.2%), goal setting (66.9%), and clarity of task instructions (63.9%). These five indicators complement each other how the urgency of leadership style is able to significantly improve employee performance. Service-based business challenges require the expertise of a leader. Leadership is able to coordinate work in accordance with competence, clear goal setting, and clarity of task instructions to all employees. The process of discussion and evaluation should be conducted jointly by involving employee participation.

Organizational culture has positive implications for employee performance of 20.9%. Implementation of organizational culture

is able to have a positive effect on employee behavior in accordance with organizational values (Ababneh, 2020; Alsheikh et al., 2017; Jarrah et al., 2020; Kala'Lembang et al., 2015). Indicators are able to manifest the relationship between organizational culture to employee performance. A cultural application is able to contribute positively to employee performance. Maximum performance can be generated through positive behavior from consistent cultural application. The effectiveness of employee communication, commitment to achieving goals, motivational encouragement of togetherness, and quality of customer service must be done in a committed manner by all employees. This will ensure the smooth running of the leasing business process and the quality of the work.

18 The highest indicator in representing relationship between organizational culture and employee performance is the commitment to achieve the goal of 83%. Other indicators consisted of motivational encouragement of togetherness (76%), quality of customer service (74.6 %), and effectiveness of employee communication (63.3 %). The implementation of the commitment will facilitate the target work provided by the company. Employees will carry out their work professionally and responsibly. Organizations should improve the effectiveness of communication to employees. This will ensure that employees understand the work process and performance targets that will be set by the company. Positive behavior of employees will have a positive impact on the quality of customer service. Employees must provide information needed by consumers related to services, products, and consultation of technology infrastructure. The thing that organization should not forget is to provide motivation to all employees. This motivation is needed in creating the quality of work set by the company. Therefore, organizational culture is needed in improving employee performance.

The employee's work ethic has the highest implications in improving employee performance by 67.7%. All indicators are able to represent the influence of work ethics on employee performance. Indicators used include perseverance, working with heart, integrity, honesty, professional, focus, responsibility, effectiveness of work, spirit, humility and creativity. All of these components are indispensable in achieving the company's business performance. Work ethic will be able to show the capacity of employees in achieving the company's goals and performance. These components are inseparable in the work process. Work ethic that can be implemented consistently will bring a positive impact to employee performance. The

performance evaluation process should always be done by the company. It aims to maintain performance stability every year.

Integrity is the highest indicator in representing work ethics to employee performance by 73.8%. Other indicators include job effectiveness (72.5 %), honesty (69%), perseverance (65.2%), working with heart (65.1%), humility (64.7 %), responsibility (64.3%), professional (64.3%), morale (63.4%), focus (63.2%), and creativity (60.8%). Employees must carry out their work in integrity, responsibility, and honesty. These three indicators bring very high work efficiency. Service to consumers must be done with a heart of responsibility, and professional. Any agreements with the company's customers and clients must be done in a disciplined manner. Punctuality is done with high focus and creativity. This will result in innovations and new ideas for the company's business. Employee loyalty is needed to ensure maximum performance achievement. Therefore, organizations should pay comprehensive attention to the work ethic of all employees.

Leadership style, organizational culture, and work ethics are complementary components in performance achievement. This research model explains that a leader should be able to apply style to a wide variety of situations. Effective communication capacity can speed up the process of coordination and task instruction to employees. The implementation of organizational culture must be done consistently. This is to ensure business processes can run effectively. The employee's work ethic must be adapted to the values and culture of the organization. A job done with integrity, responsibility, and honesty will result in business efficiency. This will have an impact on the smooth running of the business process and transactions as a whole. Organizations should pay attention to how freedom in giving ideas by employees. This process will generate new ideas and creativity. This research model can prove leadership style, organizational culture, and work ethics have a significant impact on employee performance.

Performance improvement strategies can be started from leadership capacity. The leadership style must be used in a variety of situations. Starting from the process of job formulation, task delegation, talent mapping, and human resource development according to business needs. Leadership has a very important urgency in the execution of a business plan. Strategic leaders must be able to analyze the environment both internally and externally. The environmental impact will greatly affect the psychological condition of employees. A comfortable and conducive work environment can help achieve employee performance. Another thing that the leader must pay attention to is how to supervise each employee's work. The leader must be a problem solver on every work problem. Here you can see the strategic role of leaders in helping the company's business performance targets.

Organizational culture and work ethics are the main components in employee behavior. The organization's business value will be reflected in every employee activity. The service process to every customer with a full smile and communicative. This is the main strategic key in meeting employee performance targets. Implementation of integrity is the main thing for employees. Organizations must ensure that business processes are carried out according to applicable regulations. Every employee who is able to achieve the target should be given high appreciation. Employees are at the forefront of producing high quality business processes. Organizational culture will become more effective with a process of periodic monitoring and evaluation. Therefore, organizational culture becomes a stimulator of positive behavior according to corporate values.

Work ethic is the main standard in carrying out work rituals. This becomes a major component in achieving high quality performance. Each division must ensure that ethical standards become the main guideline for all employees. Employees must understand that the quality of work has an impact on the

company's image. Customer satisfaction with service, product quality, and responsiveness to complaints are the main values for the company's business. Honesty should be a high standard for all employees. Focusing on work targets will help in increasing the company's business scale. Every work ethic standard must be implemented fairly, equitably and transparently. The process of violation must be judged according to the consequences of the rules. Each level of position must be based on a professional attitude. Employees must be given socialization of work ethics set by the company. Leaders must set a good example in the implementation of work ethics. This will help implement a comprehensive work ethic.

Implication of Theory

Leadership style, organizational culture, and work ethics are proven to have positive implications for employee performance. Employees need proper and strategic leadership. Direction and influence will improve employee understanding regarding performance achievement. Theoretically there is a significant association to the improvement of performance quality. Organizational culture is expected to produce effective and efficient workflows. The values of business entities must be consistently demonstrated by all employees.

In theory, the results of this study prove that work ethic practices are able to have a significant influence on employee performance. Work ethic is expected to produce positive behavior towards employees that affect employee performance. Organizational culture is required by every employee in order to create smooth every job that runs in the company. Leadership style has a positive and significant effect on employee performance. This variable reinforces the theory from some research results that leadership style significantly affects employee performance. Leadership style is necessary to influence employees in order to get the job done properly.

Implication of Practical Management

Implementing employee performance will increase the productivity of a company. The results of this study indicate that companies must pay attention to leadership style and work ethic in achieving employee performance. These two variables are needed so that employees are able to achieve work targets. Leadership style is expected to improve employee performance in order to achieve job targets. Good leaders and can set an example to their employees proven to be able to improve employee performance significantly. Organizational culture is needed to improve employee performance. Provide comfort to every employee in carrying out his work is able to create better employee performance. Work ethic can improve employee performance. Employees who do their jobs with discipline, responsibility and integrity are proven to improve their performance.

These three components will always be needed in improving employee performance. Business organizations should be aware that performance will be the ultimate actualization of all business processes. Performance achievements are realized through the results of work done by employees. This will be the right benchmark in the performance evaluation process. Performance achievement through leadership style, organizational culture, and work ethics will be maximized according to the expectations of the organization. Commitment to togetherness and optimal work spirit are the main drivers in achieving performance. This research provides recommendations so that the evaluation of organizational culture should be adjusted to the demands of business.

Conclusion

This study concluded that leadership style, organizational culture, and work ethics have positive implications for employee performance. Work ethics becomes a variable that has the highest implications for employee performance. Variables that can be added in this research model include technology advancement, organizational agility, and human development strategy. Performance is not only seen from the leadership and cultural aspects, but can be seen from the internal processes of the company. Training and development can be used as a reference for improving the quality of research. The addition of variables must be adjusted to the research context. The selection of research objects can be chosen based on business scale, business processes, and company level. This research model can be continued in the government, private, small-medium enterprise, and education sectors.

The company always needs disciplined and responsible employees. Leaders must be able to direct their subordinates with effective communication. This will go smoothly with the appropriate leadership style. The directive is intended so that employees can carry out their work properly. A qualified leadership capacity can improve employee performance. This can help achieve company goals with optimal results. Organizational culture is also needed by every employee. This is because the implementation of a good organizational culture will provide comfort and flexibility for employees. Work ethic must be owned by every member in a company. Employees must be able to apply work ethics consistently. The company hopes to have employees who work professionally, with high integrity, and full of responsibility in achieving high performance.

Research methods can use confirmatory factor analysis (CFA), panel data regression, and multinomial regression. Organizational culture can be evaluated using the Organizational Culture Assessment Instrument (OCAI) method. This method can be used as a tool to analyze organizational culture that has been around for a long time. Organizations can change culture according to business demands. These three methods can be used as analytical tools according to research needs. This prediction model can be used as a recommendation for companies to improve employee performance. The limitations of the research can be continued by adding variables, respondents, and the amount of data. Future research can compare performance in two different industrial sectors with the same variables.

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