

THE EFFECT OF LEADERSHIP ETHICS AND ORGANIZATIONAL CULTURE

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Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh kepemimpinan etis, budaya organisasi, komitmen terhadap kinerja organisasi. Ini juga menguji efek mediasi komitmen dalam hubungan antara kepemimpinan etis dan kinerja organisasi, dan antara budaya organisasi dan kinerja organisasi. Penelitian ini menggunakan data primer dengan menyebarkan kuesioner. Metode penelitian yang digunakan adalah metode kuantitatif dan teknik analisis data yang digunakan adalah SEM dengan menggunakan program SmartPLS 3.0. Sampel penelitian sebanyak 98 responden Dan penelitian dilakukan di industri perkapalan Patimban Kabupaten Subang. Hasil penelitian menunjukkan bahwa kepemimpinan etis, budaya organisasi, dan komitmen terbukti berpengaruh positif signifikan terhadap kinerja organisasi. Selain itu terbukti signifikan positif antara budaya organisasi terhadap komitmen dan pengaruh budaya organisasi terhadap kinerja organisasi melalui komitmen sebagai variabel mediasi. Namun pengaruh kepemimpinan etis terhadap komitmen dan pengaruh variabel kepemimpinan etika terhadap kinerja organisasi melalui komitmen sebagai variabel mediasi terbukti tidak signifikan.

Kata kunci : organisasi kinerja; etika kepemimpinan; organisasi budaya; komitmen

Abstract

This study aims to determine the influence of ethical leadership, organizational culture, commitment to organizational performance. It also examines the mediating effect of commitment in relationships between ethical leadership and organizational performance, and between organizational culture and organizational performance. This research uses primary data by distributing questionnaires. The research method is a method quantitative And technique analysis data Which used is SEM with use program SmartPLS 3.0. Sample study as much 98 respondent And study done in industry shipping, Patimban, Subang Regency. The results of the study show that ethical leadership, organizational culture, and commitment proved to have a significant positive effect on organizational performance. Besides That, proven significant positive between culture organization to commitment And influence organizational culture on organizational performance through commitment as a mediating variable. However, the effect of ethical leadership on commitment and the effect on leadership variables ethics to performance organization through commitment as variable mediation, proven No significant.

Keywords: performance organization; leadership ethics; culture organization; commitment

I. INTRODUCTION

Success something company determined on the basis of performance measures organization For know how much capable something organization in reach aim well that is not only seen from facet financial. Performance organization influenced by two factor, that is factor internal And external, in (Surya & John, 2019). As for factor external, such as developments in technology, law and regulation government, political, competitor business, or matter Which No expected previously like pandemic Covid 19. While internal factors include style leadership, culture organization, commitment. Organization need continuous performance improvement can endure And develop with Well, organizations also need variety method responsive Which done leader nor employee, by Because That style leadership Which appropriate And habit Which become culture organization can bring good influence and protect source Power man so that can increase commitment For performance organization Which positive.

Succeed or No objective Which want to achieved from something organization influenced by the performance of the leader and Also performance from employee. In study (Andrew, 2017) leader own not quite enough answer ethical when treat employee with notice culture organization that is put forward things Which capable increase emotional employee so that capable committed on organization although in something organization the currently experience problem, Good problem from in nor outside. By Because That, the company is always trying maintain or improve performance organization, For compete in world business especially in period pandemic Covid 19 And exists Constitution *Omnibus law* employment. Plan publishing And endorsement bill *Omnibus law* Employment as a legal policy, become Wrong One factor external Which can influence performance organization, if employee lost trust to company Because considered harm, so that employee No contribute Good to company. In studies (Kartisari & Fauzi, 2023) legislation with draft *Omnibus Law* is one such concept new Which used in system legislation in Indonesia Which become step For repair Constitution And expected can finish problem in field economy as effort government For build economy, because exists slowdown on economy global, lack of optimization Power competitive Indonesia with country other so that government try increase the country's economy through *the Omnibus Law* with revise, renew And No abolished the Labor Law No.13 Year 2003. In drafting planning there is Lots opinion community so it is widely discussed the public, especially for entrepreneurs and the power Work (Muqsith, 2020). A number of article is considered to be a problem and detrimental to the workforce triggers a rejection to perform an action strike Work For do action demo (CNN Indonesia, 2020) in study (Kartisari & Fauzi, 2023).

Based on the above description of the company can experience problem, Because opinion Which spread Which make power work feel aggrieved, uncertain or lost his job so that likely to decrease trust to company Which can influence commitment source Power And performance organization in something company. According to (Surya & John, 2019) factor external, like law And government regulations regarding the *Omnibus Law law* employment Which become Wrong One success something organization Which can influence internal company, so company expected capable choose road cooperative And protect company resources related to legislation invitation

Which bring controversy by trying to return the commitment with apply style leadership ethics And strengthen culture organization For influence performance organization toward positive.

For maintain originality in study This focus difference or GAP from study before, that is study This discuss about UU *Omnibus law* Create Work. Previous research by Susmianto, et al., (2018) use ethos Work as mediating variable between Ethical Leadership And Culture Organization to Performance Organization Which done in Service land National Island Lombok. Whereas in study This variable mediation use variable Commitment between Leadership ethics And Culture Organization to Performance Organization in Industry Shipping Regency subangyang is Wrong One industry with employee Which dominant. Study by Hambali and Idris, (2020) conducted at something agency Education researching about Leadership transformational, Culture Organization and Quality Insurance against Performance Organization. variable independent in study This use leadership ethics And variable mediation using the commitment variable. (Silitonga et al., 2017) conducted research in a agency Government Regency Bekasi use commitment as variable independent to performance organization. In addition, there are other suitable researchers with study This: (Nazarians et al., 2017); (Danish et al., 2020); (Mitonga-Monga & Cilliers 2016); (Alshamari 2017);(Silitonga et al., 2017); (Setyawan 2023); (Sentoso & Son, 2023); (Pradita & Sentoso, 2022); (Hendry and Asri, 2022).

II. BASE THEORY

Study by (Susmianto & Hermanto, 2018) at the Department of Land Affairs National, Island Lombok, Indonesia state leadership ethics No there is a significant effect on ethos Work. Leadership ethics And ethos Work have influence in a manner significant to performance organization. Culture organization there is influence to performance organization And ethos Work. (Madanchian et al., 2016) prove that leadership ethics own influence to performance organization And help organization endure in competitive in whole world. Study (Hambali & Idris 2020) show that connection between leadership transformational And performance organization No influential significant through guarantee quality. Whereas culture organization influential on performance organization and high quality assurance Quality assurance is all action planned And systematic Which applied with the aim of providing confidence Which Enough that goods or service Which generated can satisfying need customer on level quality certain (Prakash, 2018). Guarantee quality No can become mediation on variable transformational leadership and performance organization, However can become mediation on culture organization And performance organization. (Andrew 2017) do research on employee commitment and performance organization, with objective identify the relationship and impact of employee commitment to performance organization. Results from study the explain that commitment organization Which consists on: (Commitment normative, Commitment Affective, And Commitment sustainable) relate significant with performance organization in Secretariat Eravur Pattu Division. (Mousavi et al., 2015) do research on influence on culture organization to performance organization explain objective from his research that there is role importance of organizational culture on performance organization. Study Which done by (Danish et al., 2020) shows that leadership ethics own influence in a manner positive to

commitment And behavior in organization. Besides That, Intrinsic motivation also mediates relationships between ethical leadership and behavior. In research (Nikpour 2017) found results Which show mark positive from culture organization to performance organization through mediation commitment organization.

Connection between Variable

Relationship between variables Leadership ethics with Performance Organization, (Khan et al., 2018) stated that leadership ethics own connection And bring impact Which positive to performance organization. Leadership ethics influential to well-being employee, performance, And behavior in organization, (Ahmad & Zafar 016). According to Gomez, Balkin and Cardy Which quoted in (Alshammari et al. 2015) in study (Susmianto & Hermanto 2018) argue that pattern The hallmark of ethical leadership is to realizing and articulating goals And value on organization.

Connection between Culture Organization with Organizational Performance in research (Leithy, 2017) shows that culture organization own connection positive with organizational performance. If culture organization influence behavior with well then it will have a positive impact on organizational performance. Based on these performance organization happen enhancement, so that culture organization own connection as well as influential direct to performance organization.

Connection between Commitment with Performance Organization in study (Hamid et al., 2017) there is connection strong relationship between commitment and performance organization. In his research stated by creating positive interactions justice in treat employee And build environment Work Which conducive can increase commitment employee to performance organization.

Relationship between variables Leadership ethics with Commitment. Leader with employees develop connection One The same other based on exchange social than economy. Social exchange relations are meant That like love Darling lead feedback and mutual trust (Brown & Trevino, 2006; Michael & Kirk, 2020). Notice norm on connection reciprocal, be a positive perception in the organization is an important concept for leadership ethics in raises strong commitment to employees, (Li et al., 2017). Leader with behavior ethics Which tall very potentially in suggest commitment employee Which positive in supporting the values, mission or objective on organization, (Karakuş, 2018):

Connection between Culture Organization with Commitment in research (Aranki et al., 2019) show that culture organization own connection positive with commitment. According to (Ardit et al., 2017) organizational culture is a guide and determinants of perceptions on employees in organization and influence behavior employee.

Model Study And Formula hypothesis

Following is model study And formula hypothesis of study This.

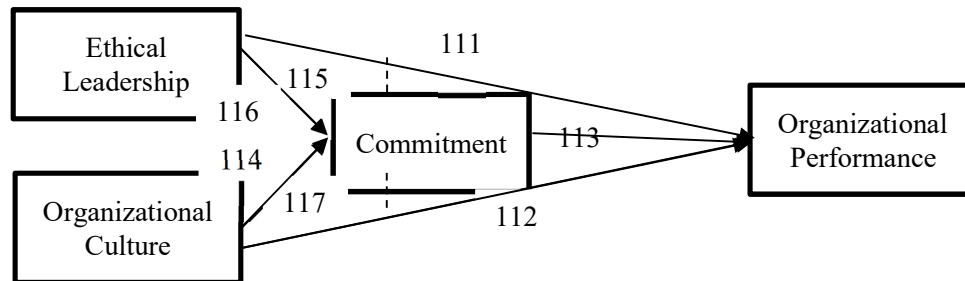


Figure 1. Research Model Source: data processed (2023)

Based on from model study along explanation Which outlined from connection between variables study, so arranged hypothesis study, as follows:

H1. Ethical Leadership has influence to Performance Organization.

H2. Organizational Culture has an influence to Performance Organization.

H3. Ethical leadership has influence to Commitment.

H4. Organizational Culture has an influence to Commitment.

H5. Commitment has influence on Performance Organization.

H6. Ethical Leadership has influence to Performance Organization through Commitment as a variable mediation.

H7. Organizational Culture has an influence to Performance Organization through Commitment as variable mediation.

III. METHOD

Population Which become target in study This is whole power Work who work in the Company *Shipyards* or included in the shipping industry in the Regency Subang, Island Riau, especially For *KBLI* or the main product of *Ciasem* or *Tug boats* . Shipping industry population selection based on Wrong One industry Which dominant by the number of workers Enough Lots. Company *Shipyards* Which will taken as much 15 Company in Regency Subang from amount company Which move in industry shipping with product main is *ciasem*, based on data from BPS Regency Subang. For more focus on sample Which represent amount population, so used technique taking sample *Purposive Sampling* is a deep method sampling with considering certain criteria. Criteria sample in study This is employee Which Work in field And offices on 8 Company *Shipyards* with product main *Ciasem* Which is at in Patimban area, Subang Regency is area industry shipping the most. Determination amount sample using the *Cochran formula*, with results calculation 96.04 so that sample Which taken as many as 98 respondents.

Study This use method analysis CB-SEM with device soft named Smart- pls 3 (*Partial Least Square*) And SPSS Statistics 26 For test CMB (*Common method biases*) aim is there any error on data Which tested.

IV. RESULTS AND DISCUSSION

Analysis data statistics descriptive based on demographics respondent use data from sample respondent as much 98 respondent. Characteristics demographics Which used is type sex, history education And long respondent work. Here are the results demographic data processing or descriptive analysis from respondent:

Table 1. Data Respondents

Type Sex	Amount	Percent
Man	83	82.0
Woman	15	18.0
Total	98	98.0
Education	Amount	Percent
SMA/SMK	84	84.0
D3	7	8.0
S1	7	8.0
Total	98	98.0
Long Work	Amount	Percent
1-5 yrs	81	81.0
6-10 yrs	17	19.0
Total	98	98.0

Source: data processed (2023)

Data respondent based on type sex, man more Lots compared to Woman. Matter the because his job in field shipping is quite heavy, especially labor who work in the field, such as *welder* and *scaffolder* .

Data respondent based on education final level SMA/SMK own amount most Lots Because For Work in industry shipping take precedence experience Which owned, they Which passed from SMK Shipping Already can work in field.

Data Respondents based on long Work, most respondents choose 1-5 years, other than the Covid 19 pandemic which make employee laid off, shipyard boat time down on year 2015 Which make company closed And And give employee layoffs So that replacement employee from company previous and next make time Work employees range 1-5 years.

Furthermore test validity And reliability on each variable, that is leadership ethics, culture organization, organizational commitment and performance. Test results This research has met the criteria, namely, mark *average variances extracted* (AVE) has passed the AVE criterion value of 0.5 Results show number on variable 0557 ethical leadership, organizational culture 0.514, commitment 0.538 And performance organization 0.503, so that can concluded valid. On test stated reliable if mark on results test *cronbach's alpha* and *composite reliability* fulfil criteria, that

is 0.6. Results show number on variable commitment 0.699 And 0.700, leadershipethics 0.019 And 0.018, culture organization 0.932 And 0.932, performance organization 0.835 And 0.835, so that can concluded Already reliable.

Test Path Analysis

Test *Path Analysis* For know causation and the relationship between variables with criteria mark on *t-statistic* must greater than 1.96, while the value at *p value* must be less than 0.05.

Table 2. Results Test Paths Analysis

Diagram Track	T Statistic	P Value	Conclusion
Ethics Leadership – Performance Organization	2.634	0.009	H1: supported
Organizational culture - Performance Organization	3.177	0.002	H2: supported
Leadership madam Ethics - Commitment	1.006	0.315	H3: No supported
Culture Organization - Commitment	6,378	0.000	H4: supported
Commitment - Performance Organization	3,798	0.000	H5: supported

Source: data processed (2023)

Based on from results test there is connection Which own influence in a manner significant positive between variable leadership ethics to variable dependent performance organization proven positive significant effect on value on *the T-statistic* of 2,634 and *the P value* as big 0.009. Leader Which do something the right way, take decision Which fair And balanced will have an impact on organizational performance, (Madanchian et al., 2016). Cultural variables the organization is proven to have a significant influence significant to variable dependent performance organization with mark on *T- statistics* show a figure of 3,177 And *P value* as big 0.002. Culture organization Which oriented on results end, competitive, And achievement as well as have clear goals and objectives bring influence positive on performance organization, (Alshamari, 2017). on variables ethical leadership towards commitment is not has a significant positive effect, value on *the T-statistic* shows less numbers of 1.96 which is equal to 1.006, while *P value* show number more big from 0.05 that is as big 0.315. Commitment employee created No only from factor leadership Which ethics, there is factor others are more influential because it is deep industry shipping leader tend adopt a assertive leadership style or transactional. Variable culture organization proven significant positive to variable commitment with mark on *T-statistics* as big 6,378 And mark on *P value* as big 0.000. Good organizational culture with notice concern to employee And liberate

employee For discuss capable push flavor commitment on employee, (Hamid et al., 2017). On variable commitment there is influence significant to variable dependent performance organization with mark on *the T-statistic* shows the number of 3,798 and a *P value* of 0,000. Employee Which own flavor commitment to motivating organizations and organizations individual employee will give influence positive for performance organization, according to (Andrews, 2017).

Analysis hypothesis based on results test, so can concluded that, H₁ Leadership ethics own influence to performance organization, proven significant. Leader in something company Which apply leadership with Prioritize ethics, can be trusted in take decision Which appropriate will bring a positive influence on performance organization. H₂ Organizational culture has influence significant to performance organization, proven significant. So that can called that respondent believe if culture organization Which productive And creative capable give influence to performance organization. H₃ Leadership ethics own influence to commitment, No proven significant. This shows that respondents did not feel the presence leader Which apply ethics with Good capable create respondent Which committed to the organization or exist factor other Which more strong in influence commitment. H₄ Culture organization own influence to commitment, proven significant. matter This showing that the more strong culture organization Which applied respondent believe capable of bringing deep commitment organization. H₅ Commitment own influence to performance organization, proven significant. Matter That showing that respondent believe with flavor commitment Which tall can give influence Good to performance organization.

Test Indirects effects

Test this to determine the effect No direct on variable mediation with criteria mark on *t-statistic* big of 1.96, and the value at a smaller *p value* of 0.05.

Table 3 Results Indirect Test effects

Diagram Track	<i>Q Statistics</i>	<i>P Value</i>	Conclusion
leadership Ethics lady Commitment - Performance Organization	-0.854	0.394	H6: No supported
Culture Organization - Commitment - Performance Organization	2,708	0.008	H7: supported

Source: data processed (2023)

Based on results test variable ethical leadership has no influence significant positive to variable dependent on organizational performance through variables commitment. Mark *T-statistics* as big 0.854 and *the P value* is 0.394 so that means variable commitment No proven as variable mediation. Matter This showing ethical leadership succeed increase performance organization without exists commitment as variable mediation. For create flavor devotion

employee to organization, leadership ethics No become factor important, (Kim & Thapa 2018). on variables culture organization own influence significant positive to variable dependent performance organization through commitment as mediation. Result of value T-statistics show 2,708 And P value value as big 0.008 so that can concluded commitment proven as variable mediation between culture organization with performance organization. Matter the show that commitment Which strong have an impact on organizational culture And performance organization. The more tall culture organization will show commitment employee to performance organization. (Nikpour, 2017).

Analysis hypothesis based on results test And analysis on can concluded that H₆ Leadership ethics own influence to performance organization through commitment as a mediating variable, No proven significant. Matter the showing that respondent No feel application leadership ethics within the company so that It is tasteless commitment or there is factor other Which more strong Which can create commitment so that bring performance organization to direction positive. H₇ Culture organization own influence to organizational performance through commitment as mediating variable, proved to be significantly positive. Matter the can concluded that respondents felt a commitment to something organization Because company apply culture organization Which Good, like employees are encouraged to come up with ideas, Work team, And notice developments it can bring influence Good to performance organization.

Test *R Square*

Based on results test variable commitment as mediation show value on *R square* and *R square adjusted* consecutive as big 0.715 And 0.719. So it can be concluded leadership ethics And culture organization capable influence variable commitment in a manner *moderate*, in accordance from theory Hair et. al. (2019) where the R value is less than 0.75 and more than 0.50 indicates in the result category "*Moderate*". Mark R square on organizational performance variable as a variable dependent as big 0,966 And *R square adjusted* 0,965 or the remaining 96.5%. on variable other as big 3.5%, mark shows greater than 0.75 according Hair et. al. (2019) mark including on category "Strong". So that can concluded that the variable leadership ethics, organizational culture and commitment together influence performance organization.

Based on results analysis in on, style leadership ethics And culture organizations are able to influence employees in increasing commitment, that is become Wrong One point important For push performance on organization. Companies with employees who have obedience And discipline to mark, norm, And rule organization will impact positive for performance organization, so that employees have commitment and believe to company that UU *Omnibus law* employment employee No need Afraid And feel harmed to have to do a demo action, because The company will retain employees Which own commitment to organization by developing culture organization And practice leadership ethics Which Good, effective, creative, innovative And efficient. Besides That, as material company considerations for maintain employee, expected employee capable give contribution and understand the vision and mission in a company To use increase performance organization.

V. CONCLUSION AND SUGGESTION

Conclusion

Based on phenomenon Which discussed in study This employee do action demo And strike Work Because UU *Omnibus law* employment Which considered detrimental to employees. Demo action and the strike had a disastrous effect on company Because loss flavor believe employee to company. Study This show How employee And company must have a positive influence on one another regardless exists factor external Which considered detrimental by increasing commitment so that happen enhancement performance organization with apply leadership ethics And culture organization Which Good. Leadership ethics, culture organization And commitment proven have influence to performance organization. But the influence of leadership ethics in the shipping industry in Subang Regency too influential in increase commitment on employee. Commitment arises because there is culture organization Which strong.

Suggestion

Besides culture organization, performance organization Which tall influenced by success leader in company expected to show attitude willingness in serve, ability listen and build togetherness with subordinates, solving problems both internal and external Which considered to be a loss.

In study furthermore can add amount respondent, Because in this study the number of respondents who used Still not enough, with reason hard looking for effect respondents Covid 19. Besides That study next can find or add variable another or another theory in applying style leadership in industry shipping nor field other, so that from these variables will get variants on outcomes that may affect performance organization.

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