

The Influence Of Leadership Ethics And Organizational Culture

Yayat Sudrajat¹, Imas Komariyah², Gilang Sekartadjie³

¹²³*Sekolah Tinggi Ilmu Ekonomi Miftahul Huda*

Abstract

This study set out to determine how organizational performance is impacted by commitment, organizational culture, and ethical leadership. As a mediator in the relationship between ethical leadership and organizational performance, commitment is also examined, as is the link between organizational culture and performance. Primary data for this study is gathered through distributing questionnaires. A quantitative research strategy was used, and SEM with the SmartPLS 3.0 tool was used for data analysis. The Patimban Marine Industry in Subang Regency served as the study's site and its 97 respondents served as the research sample. The study's conclusions indicate that dedication, organizational culture, and ethical leadership all significantly improve organizational performance. Additionally, it showed to be positively significant between organizational cultural commitment and the impact of organizational culture on organizational performance as a mediating variable through commitment. However, ethical leadership has little of an effect on commitment, and it has much less of an effect on organizational performance when it acts as a facilitator of commitment.

Keywords: Performance Organization; Leadership Ethics; Culture Organization; Commitment

✉ Corresponding author :

Email Address : ¹yayat16sudrajat@gmail.com, ²komariyahimas26@gmail.com, ³sekartajie0328@gmail.com

INTRODUCTION

The success of a firm is defined by performance metrics, which are used to judge how capable a company is of achieving its goals in a manner that goes beyond purely financial considerations. According to Surya & John (2019), there are two factors that affect performance organizations: internal and external factors. Regarding external factors, such as technological advancements, governmental laws and regulations, political issues, rival businesses, or matters that were not anticipated in the past, like the Covid 19 pandemic. While internal variables include leadership style, organizational culture, and devotion. Organizations need different methods responsive that are done by neither leaders nor employees, by because that style of leadership that is appropriate and habit that becomes culture organization can bring good influence and protect source. Organizations also need to be able to endure and develop. Having a strong man will help a company work

better by increasing commitment.

Success or failure of an organizational goal is determined by the performance of the leader as well as the performance of the workforce. According to the study (Andrew, 2017), leaders don't always have the right ethical answers when it comes to treating employees fairly and taking into account the organization's culture. This makes it harder for employees to stay committed to the company even when it is currently facing issues that are neither internal nor external. Because of this, the firm always aims to maintain or enhance performance in order to compete globally, particularly during the period of the Covid 19 virus outbreak. Constitution universal employment law. Plan publication and bill endorsement Employment as a legal policy, become Wrong One external element that can affect performance organization, if employee lost faith to company because regarded injury, so that employee No Contribute Good to company. In studies (Kartisari & Fauzi, 2021), legislation with draft Omnibus Law is one such new concept used in system legislation in Indonesia that became step for repairing the Constitution and anticipated can resolve problem in field economy as effort government for build economy, because there is a slowdown on the global economy and a lack of optimization. Indonesia is in a power struggle with other nations, thus the government tried to boost the economy of the nation by repealing Labor Law No. 13 in 2003 and enacting the Omnibus Law with revisions and renewals. Drafting and planning involve a lot of different viewpoints, which causes public discussion, especially among businesspeople and those with influence (Muqsith, 2020). A number of articles that are deemed problematic and harmful to the workforce result in a refusal to carry out a strike action demo (CNN Indonesia, 2020; Kartisari & Fauzi, 2021).

According to the above description, the company may encounter issues because of opinions that circulate that cause power workers to feel resentful, uncertain, or fired, which is likely to reduce trust in the business and affect commitment from source Power and performance organizations in something company. 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 (Surya & John, 2019)

For the sake of maintaining novelty, this study's focus is a gap from earlier studies. The UU Omnibus statute Create Work is discussed here. Susmianto, et al. (2018) used ethos Work as a mediating variable between ethical leadership and culture organizations to performance organizations that were carried out in service land national island Lombok. While in the study, the variable Commitment between Leadership Ethics and Culture Organization to Performance Organization in Industry Shipping Regency Subang was used, which is incorrect since it only included one industry with employees. Research on transformational leadership, organizational culture, and quality insurance against performance was done by Hambali and Idris in 2020 at an agency for education. independent

variable in the study This employs variable mediation with the commitment variable and leadership ethics. Research was conducted by Silitonga et al. (2017) in a Government Regency Bekasi agency using commitment as a variable independent of performance organization. Nazarians et al. (2017), Danish et al. (2020), Mitonga- Monga & Cilliers (2016), Alshamari (2017), Silitonga et al. (2017), Setyawan (2021), Sentoso & Son (2021), Pradita & Sentoso (2022), and Hendry and Asri (2022) are additional qualified researchers who have studied this.

BASE THEORY

Susmianto and Hermanto's 2018 study at Indonesia's Department of Land Affairs National, Island Lombok, state leadership ethics No, it has a big impact on ethos work. Leadership ethos and ethics have a huge impact on how well an organization performs. Performance organizations and work ethos are influenced by culture organizations. (Madanchian et al., 2016) demonstrate how leadership ethics have a direct impact on an organization's performance and ability to compete globally. According to a study (Hambali & Idris 2020), there is no substantial link between leadership change and performance in an organization. Culture organization, however, has a positive impact on performance organizations and high levels of quality control. Quality assurance is every planned and systematic action that is used with the intention of giving customers enough trust that the goods or services produced can satisfy their needs on a level of quality certain (Prakash, 2018). Confide in quality No, it is not possible to mediate issues relating to variable transformational leadership and performance organization, however it is possible to mediate issues relating to culture and performance organization. Conduct research on employee commitment and performance organizations with the goal of establishing the connection between and effects of employee commitment on performance organizations (Andrew 2017). The study's findings demonstrate that the performance organization in the Secretariat Eravur Pattu Division has a substantial relationship with the commitment organization, which consists of: commitment normative, commitment affective, and commitment sustainable. (Mousavi et al., 2015) conduct research on the relationship between organizational culture and performance, and they provide objective findings that demonstrate the significance of organizational culture. According to a study by Danish et al. (2020), leadership ethics have a favorable impact on employees' commitment and conduct. Additionally, the relationship between ethical leadership and conduct is mediated by intrinsic motivation. Results from the study (Nikpour 2017) reveal a favorable correlation between commitment organization and performance organization through mediation.

Connection Between Variable

A connection between the variables According to Khan et al. (2018), leadership ethics have their own relationship with and have a favorable impact on performance organizations. According to Ahmad and Zafar (2016), leadership ethics have a significant impact on employee well-being, performance, and

behavior in the workplace. Gomez, Balkin, and Cardy, who are cited in (Alshammari et al. 2015) in the study (Susmianto & Hermanto 2018), contend that the ability to realize and articulate goals while upholding organizational values is the defining characteristic of ethical leadership.

Research (Leithy, 2017) demonstrates the relationship between culture organization and organizational performance as having a good relationship on their own. Organizational performance will improve if culture and organization have a favorable influence on behavior. Improvements are made based on these performance organizations, and as a result, cultural organizations have connections to and influence over performance organizations.

Relationship between Commitment and Performance Organization According to a 2017 study by Hamid et al., there is a close connection between commitment and performance organizations. According to his research, fostering positive connections among employees and building a supportive work environment might boost their dedication to the organization's performance.

A connection between the variables ethics in leadership with commitment. leaders and employees establish a relationship Based more on social exchange than economics, one and the same other. Social exchange relationships are intended to foster feedback and a sense of trust between parties (Brown & Trevino, 2006; Michael & Kirk, 2020). An important notion for leadership ethics that creates significant commitment from employees is the norm on connection reciprocity, according to Li et al.'s (2017) research. A leader of moral character who is capable of encouraging employees to be committed to the organization's values, mission, or goals (Karakuş, 2018).

According to research (Aranki et al., 2019), there is a positive relationship between culture organization and commitment. Organizational culture is a guide and determinant of perceptions on employees in the organization and influences employee behavior, according to (Ardit et al., 2017).

Model Study And Formula Hypothesis

Following is model study And formula hypothesis of study This.

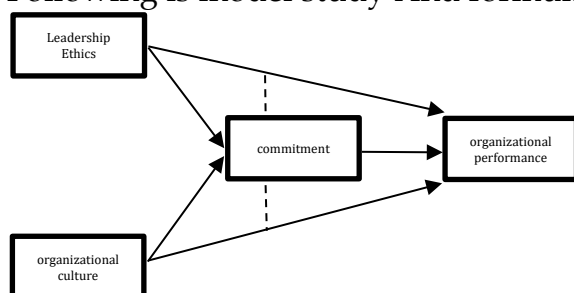


Figure 1. Research Model Source: data processed (2023)

Based on the model research and explanation that detailed the relationship between variable studies, the hypothesis study was organized as follows:

H1. Performance organizations are influenced by ethical leadership.

H2: Performance organizations are influenced by organizational culture.

H3: Commitment is influenced by ethical leadership.

H4. Commitment is affected by organizational culture.

H5. Organizational performance is influenced by commitment.

H6. Commitment serves as a variable mediator by which Ethical Leadership influences Performance Organization.

H7. Organizational Culture affects Performance Organization via Variable Mediation of Commitment

METHOD

Population that is the subject of the study This is all-powerful labor performed by those who are employed by the company shipyard or by the shipping sector in the Regency Subang, Island Riau, particularly For KBLI or the company's primary products, barges or tugboats. The wrong industry, one that is dominant by the number of workers, was used to choose the population of the shipping sector. According to data from BPS Regency Subang, firm Shipyard will take as much as 15 Company in Regency Subang from amount firm Which move in industry shipping with product major is Barge. For more concentration on the sample that represents the population, sample-taking methodology was adopted. A deep sampling technique called "purposeful sampling" takes into account predetermined criteria. Study criteria sample This employee works in the field and has offices on eight different shipyards, all of which are located in Subang Regency, the place with the greatest concentration of the shipping sector. The Cochran formula was used to calculate the sample size, and the result was 96.04, which meant that 97 respondents might have been included in the sample.

Study This employs the CB-SEM method of analysis and the Smart- pls 3 (Partial Least Square) and SPSS Statistics 26 software tools. Is there any inaccuracy in the data that was checked for the CMB (Common Method Biases) test?

RESULTS AND DISCUSSION

Analysis of data, statistics, and descriptive writing using 97 respondents' responses to a sample of respondents' demographics. demographics and traits which is type sex, education in history long respondent work as well. Here are the findings from the respondent's processing of demographic data or descriptive analysis:

Table 1. Data Respondents

Type Sex	Amount	Percent
Man	82	82.0
Woman	15	18.0
Total	97	100.0
Education	Amount	Percent
SMA/SMK	81	84.0
D3	8	8.0
S1	8	8.0
Total	97	100.0
Long Work	Amount	Percent
1-5 yrs	81	81.0
6-10 yrs	16	19.0

Total	97	100.0
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Source: data processed (2023)

In terms of data respondents, men were more numerous than women. Particularly for field laborers like scaffolders and welders, the weight of their jobs in the field is fairly great.

Because employment in the shipping sector takes precedence over experience that is owned, data respondents based on education at the final level SMA/SMK own the majority of lots because they who passed from SMK Shipping can already operate in the field.

Data With the exception of the Covid 19 pandemic, which caused employee layoffs, shipyard boat time down in 2015 resulted in company closure and employee layoffs, so replacement employees from the company's previous and subsequent generations made time Work employees range from 1 to 5 years.

Test validity and reliability should also be considered for each variable, including leadership ethics, organizational culture, organizational commitment, and performance. test outcomes The mark average variances extracted (AVE) has passed the AVE criterion value of 0.5, indicating that this research meets the requirements. Results indicate that variable 0557, which measures ethical leadership, has values of 0.514 for organizational culture, 0.538 for commitment, and 0.503 for performance organization. Test findings are considered to be reliable if the cronbach's alpha and composite reliability meet the required threshold, which is 0.6. Results indicate that leadership ethics are 0.019 and 0.918, culture organization is 0.932 and 0.932, and performance organization is 0.835 and 0.835, indicating that the results are already reliable.

Test Path Analysis

Analysis of test paths The value at p value must be less than 0.05 in order to establish causation and the association between variables with criteria marks on t-statistics greater than 1.96.

Table 2. Results Test Paths Analysis

Diagram Jalur	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

on			
Leadership	1.006	0.315	H3:
madam Ethics - Commitme nt			No supported
Culture Organizati on - Commitme nt	6,378	0.000	H4: supported
Commitme nt - Performan ce Organizati on	3,798	0.000	H5: supported

Source: data processed (2023)

According to test results, there is a correlation between variable leadership ethics and variable dependent performance, which has been shown to have a substantial positive effect on value on the T-statistic of 2,634 and a large P value of 0.009. The effectiveness of a company will be impacted by leaders who act ethically and make decisions that are well-considered (Madanchian et al., 2016). With a mark on T- statistics showing a figure of 3,177 and a P value as large as 0.002, cultural variables in the organization are proved to have a major influence significant to variable dependant performance organization. Organizational cultures that are results-driven, competitive, and achievement-oriented as well as having specific goals and objectives have a favorable impact on organizational performance. 2017 (Alshamari). The value on the T-statistic shows less numbers of 1.96, which is equal to 1.006, but the P value shows more numbers from 0.05, which is as big 0.315. This indicates that ethical leadership towards commitment does not have a significant beneficial effect on the variables. commitment worker produced In addition to the ethical aspect of leadership, there is also the fact that others are more influential due to the shipping industry's propensity for transactional or forceful leadership. Variable commitment and variable culture have been significantly correlated, with a mark on the T-statistics of 6,378 and a mark on the P value of 0.000. Good organizational culture with employee notice, care, and liberation (Hamid et al., 2017) discuss the ability to push a taste commitment on an employee. With a mark on the T-statistic showing 3,798 and a P value of 0,00, variable commitment has a considerable impact on variable dependant performance organizations. According to Andrews (2017), employees who are personally committed to inspiring their organizations and fellow employees will have a beneficial impact on the success of their organizations.

Based on the analysis of the test findings, it can be said that H 1 Leadership ethics own influence to performance organizations has been demonstrated to be significant. Leaders in organizations that prioritize ethics in their leadership

practices can be relied upon to make decisions that will improve the performance of their organizations. H 2 Organizational culture has a substantial impact on performance and has been demonstrated to be so. Therefore, it may be said that the respondent believes that an organization's performance would be influenced by its culture. H 3 Own influence of a leader's ethics on commitment; not demonstrated to be considerable. This demonstrates that respondents did not see a leader who applied ethics and was capable of developing responders who were dedicated to the organization or other factors that were more potently influencing commitment. H 4 Organizational culture's own influence on commitment has been shown to be strong. matter This demonstrates that organizations with stronger cultures are more likely to have employees who are deeply committed. H 5: Own commitment has a big impact on an organization's performance. The evidence presented indicates that respondents have a strong sense of commitment, which has the potential to positively impact an organization's success.

Test Indirects Effects

Test it to see what happens. With a criteria mark on the t-statistic big of 1.96 and the value at a lesser p value of 0.05, there is no direct variable mediation.

Table 3 Results Indirect Test effects

DiagramTrack	Q Statistics	P Value	Conclusion
leadership Ethics - 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)

According to test results, the variable of ethical leadership has no appreciable beneficial impact on the variable that is reliant on organizational performance due to the variable of commitment. Since the P value is 0.394 and the Mark T-statistic is 0.854, variable commitment has not been demonstrated to be a

kind of variable mediation. This study demonstrates how moral leadership can boost performance without using commitment as a variable mediator. Leadership ethics are not a crucial aspect for fostering employee loyalty to a firm. 2018 (Kim & Thapa). Through commitment as a mediator, variables in culture and organization have a strong positive impact on variable-dependent performance. As a result of value T-statistics showing 2,708 and a large P value value of 0.008, it may be argued that commitment has been demonstrated as a variable mediating between organizational culture and organizational performance. The level of dedication demonstrated has a significant impact on corporate culture and performance. The organization with a higher culture will have employees who are committed to its performance. 2017 (Nikpour).

Based on test results and analysis, it can be said that H.6 Leadership ethics has no proven significance in mediating between commitment and performance in a company. The evidence suggests that the respondent does not feel that the company's leadership principles are being applied, either because they are distasteful or because there are other, stronger factors that can foster dedication and steer the organization's performance in the right direction. H 7 Organizational culture's direct impact on organizational performance through commitment as a mediating variable was demonstrably beneficial. Matter the can found that respondents felt a commitment to an organization because of the company's use of a good organizational culture, such as encouraging employees to contribute ideas, work as a team, and observe changes that may have an impact on the performance of the organization.

Test R Square

Based on the findings, the test variable's commitment to mediation has a large R square value of 0.715 and 0.719. So, according to 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," leadership ethics and culture are capable of influencing variable commitment in a manner that is moderate. According to Hair et al. (2019), mark R square on organizational performance variable as a variable dependant as big 0.966 and R square adjusted 0.965 or the remainder 96.5%, mark displays greater than 0.75 and includes on category "Strong". Therefore, it can be stated that dedication, organizational culture, and varying leadership ethics all affect an organization's effectiveness.

According to data analysis, firms' ability to persuade employees to increase commitment is based on their style of leadership, ethics, and culture. This is a crucial aspect to remember in order to improve the performance of the company. Employees who are obedient and disciplined to the company's standards, norms, and rules will have a positive impact on the organization's performance, have a commitment to the company and believe in its compliance with U.S. law regarding employment, and will not need to be afraid or feel negatively affected by having to perform a demonstration action because the company will retain employees who have a commitment to the organization by fostering a culture of organization and implementing leadership ethics that are good, effective, and moral. In

addition, it is required of employees to be able to contribute and comprehend the mission and vision of the company in order to use the organization to boost performance.

CONCLUSION

Based on a phenomena that was the subject of a research, this employee demonstrated at work and went on strike because of a UU employment law that was thought to be harmful to workers. Demonstrations and the strike had a terrible impact on the business due to the loss of employee loyalty. Study This demonstrates how an organization's culture and leadership must promote cooperation between its employees and the business, despite any external factors that may be harmful. By strengthening commitment, the business can improve its performance while implementing these principles. Leadership ethics, organizational culture, and demonstrated dedication all affect how well an organization performs. However, the impact of ethical leadership on the maritime sector in Subang Regency Not particularly effective in boosting staff commitment. Because there is a strong organizational culture, commitment develops.

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