

WORK ETHIC AS MODERATION OF LEADERSHIP EFFECTIVENESS AND WORK MOTIVATION ON ORGANIZATIONAL PERFORMANCE

Robbani

Faculty of Islamic Economics and Business, Institute of Islamic Religion

Syekh Nurjati Cirebon

E- mail: robbani@syekhnurjati.ac.id

Abstract

The most important resource in the company is human resources. Human resources are intangible and unique, making it very difficult for other companies to imitate. Therefore, improving the quality of human resources is very important. One important indicator to determine the quality of human resources is to improve organizational performance. This research was conducted aiming to determine the effect of leadership effectiveness and work motivation on organizational performance with work ethics as a moderating variable. This study uses quantitative techniques with primary data collection method questionnaires. The population in this study were BRI employees in Cirebon City. The sampling technique using purposive sampling obtained 240 respondents. The results showed that the work effectiveness of leadership and work motivation had a significant effect on organizational performance, while work ethics were not able to moderate the influence of leadership and work motivation on organizational performance. organizational performance so that the third and fourth hypotheses were rejected in this study.

Keywords : *Work Ethic, Effevtiveness Leadership, Work Motivation, Organizational Performance*

1. INTRODUCTION

In the era of globalization, every organization or company is in a certain form, the private sector and the government, of course, have short-term goals and appropriate long-term steps that are necessary to achieve the goals set. Design staff planning and management in the best possible way. An expression of human resources is the people involved in an organization working together to achieve organizational goals. Human resources are the most important thing that an organization has, one of the implications is that the most important investment made by an organization is in the field of human resources . Therefore, in order for an organization to achieve maximum performance it requires fair and satisfactory treatment of the human resources working in the organization. The most important resource of the company is human resources. Human resources are intangible and unique, making it very difficult for other companies to imitate. Therefore, improving the quality of human resources is very important. One important indicator to determine the quality of human resources is work performance. This also applies to banking, including BRI Bank Cirebon City.

National banking faces more serious challenges due to the integration of this sector into the ASEAN Economic Community (AEC) in 2020 and the rapid development of financial technology (Fintech) which requires innovation and more flexible services from banks. To anticipate the impact of AEC and Fintech, banks must improve their technology, business, human resources (HR) and infrastructure. If not, the national banking sector will suffer huge losses. Effective human resource management is the key to improving work performance. Basu

and Handoko (2000) state that several factors that affect job performance are job satisfaction and leadership. supervision. By Because Therefore , BRI Cirebon City Bank must consider these factors before developing its human resource management program. Recently, companies have spent millions of dollars on human resource management programs. This shows that the attitude of leadership towards employee performance is the key to achieving the estimated goals set by the company, having excellent performance and developing competitive advantage (Karatepe & Sokmen, 2006).

The Cirebon City BRI financial institution that collects and manages public funds that are distributed to people who need capital to run an economic business , must have human resources that are reliable, professional and responsible, full of achievements, which ultimately affects the popularity of the organization or institution. Osborn defines organizational effectiveness as a level achievement mission organization . Effectiveness is defined as the extent to which an organization is able to fulfill its mission. In this process emphasized the principles of management, based on the agreement on knowledge, needs, and investment. Performance can be measured by means of behavior, results and efficiency of the organization. Organizational effectiveness is an important, if not the most important, construct of strategic management research (Combs et al., 2005) . According to Ringim's research, organizational effectiveness depends on the ability of its staff and management to balance and serve its members. This is done by measuring both financial and non-financial metrics. Various metrics, such as return on investment, earnings per share, and equity (Shahul Hameed et al., 2022) . According to Rasmuj's theory, managerial efficacy also affects employee performance apart from the work environment. (Rasmuji, 2017) this shows that leadership effectiveness depends on employee performance.

Based on the explanation above, the leadership effectiveness variable influences one of the organizational performance factors. Leadership acts as the driving force behind all existing organizational resources. The success of an organization in achieving its goals depends on the quality of management of an organization. This implies that leadership is one of the key factors in the life of any organization, including in the public sector. From the perspective of public administration, leaders must be able to make public organizations excel in their fields. Work serve Because essentially creating a public organization aims to provide services to every community. In an organizational setting, leadership plays an important role in organizational dynamics in life. The findings of studies from (Hasibuan, 2018; Kohar, 2018; Shanti Auliana et al., 2021) state that leadership effectiveness influences organizational performance. Whereas (Haryanto, 2017; Idris et al., 2022; Saputri & Andayani, 2018) found results that leadership effectiveness has no significant effect on organizational performance. From the several studies mentioned above, they have different contributions, so further research is needed to provide explanations and explanations for proving the theory conceptually and empirically .

In addition, there is work motivation which is the driving force in an organization. Work motivation is a commitment related to work. And motivation as an individual's motivation to carry out certain tasks, namely as a result of one or more factors that increase, reduce, and maximize human risk work (Deressa & Zeru, 2019) . Study findings from (Hustia, 2020; Jannah, 2020; Saputri & Andayani, 2018) (Hustia, 2020; Jannah, 2020; Saputri & Andayani, 2018) shows that work motivation has a significant direct effect on company performance. On the other hand, the results show (Jatmika & Andarwati, 2018; Rosmaini & Tanjung, 2019) that work motivation has no effect on organizational performance. The several studies mentioned above have contributed different research results, so further research is needed for clarification and explanation to support the theory in depth and empirically.

In this study the researchers also used the variable moderation namely work ethic. Ethics Work is A held values, good individual as worker nor management as regulator regulation in work. Based on research (Indrawan, 2017) found that work ethics affect employee performance, and research (Efendi & Trihudyatmanto, 2021; Indriyati, 2017) stated that work ethics can moderate various leadership and motivation related to performance. Meanwhile, research (Arifiani & Rumijati, 2021; Pramesti & Zuhriyah, 2020) shows that ethics cannot be used to moderate the difference between beliefs and employee performance motivation. Based on the background and phenomena above, the researcher intends to do this by raising the title " Work Ethics as a Moderation of Leadership Effectiveness and Work Motivation on Organizational Performance (Study at BRI Cirebon City).

2. LITERATURE REVIEWS

Leadership Effectiveness

Leadership effectiveness is a person's capacity to influence, motivate, and learn from an organization, resulting in a more productive day. The process of getting people involved in a given organization is complex and profound. In the sense that we are able to influence the performance of productive waqf managers to create a reliable institution under their leadership. This is supported by previous research (Hasibuan, 2018; Kohar, 2018; Shanti Auliana et al., 2021), conclude That effectiveness leadership influential significant on performance organization .

H1: Effectiveness leadership influential to performance organization

Work motivation

Motivation as a willingness to expend a high level of effort towards organizational goals conditioned by the ability and effort to fulfill an individual need. However , the intensity is high No Possible produce results good performance except effort done to auspicious direction organization. From understanding the can concluded that motivation can means something encouraging circumstances or become reason For something action or conscious activity and know Meaning somebody to something For reach something purpose . How importance motivation for everyone who wants success And proceed Because with motivation the expected every hope And achieved goals will bring high yield. Work is needed hard And great spirit for successful, which can support success business company For reach common goal. This is supported by previous research (Hustia, 2020; Jannah, 2020; Saputri & Andayani, 2018) . Which states that work motivation has a significant effect on performance organization.

H2 : Work motivation influential to performance organization

Work Ethics

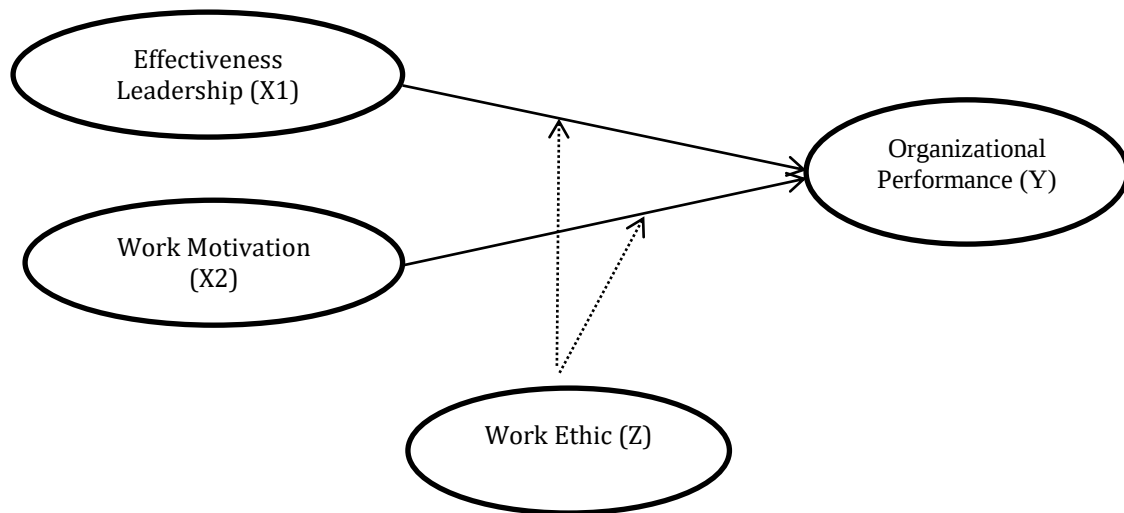
Work ethic is a value that is held, both as an individual and as a worker management as a regulator or regulation at work. According to Webster (2007:45), "ethics" is defined as a belief that serves as a guide to behavior for a person, group, or institution. So, the work ethic can be interpreted as a doctrine about work that is believed by a person or group of people as good and right which manifests itself in a special way in their work behavior. According to Harsono and Santoso (2006:35) which states work ethics as a spirit of work based on certain values or norms.

To achieve innovative performance, work ethics can moderate organizational performance as this is supported by previous research (Efendi & Trihudiyatmanto, 2021; Indriyati, 2017) which states that Work Ethics as a moderating variable can moderate the variable of leadership effectiveness on organizational performance.

H3: Work ethics are able to moderate leadership effectiveness on organizational performance

H4: Work ethics are able to moderate work motivation on organizational performance

Picture 1
Conceptual Framework



Source: Data processed by researchers, 2023

3. RESEARCH METHOD

This type of research is explanatory research with a quantitative approach. The research population was employees of the BRI financial institution Cirebon City. The data in this study used primary data derived from questionnaires distributed online to employees of the Cirebon City BRI financial institution. The sampling technique used purposive sampling with the following criteria: (1) Active employees at the BRI financial institution office in Cirebon City (2) Minimum education equivalent to SMA/SMK (3) Has worked for more than three months at the BRI financial institution Cirebon City. Based on (Hair et al., 2014) the minimum number of samples required for 26 questionnaire items is 130 samples, so efforts are made to exceed the minimum number of respondents. After completing this research, researchers managed to get 240 respondents. The analytical technique in this study uses Smart PLS which is a method that is not based on assumptions (Ghozali, 2016). In accordance with the hypotheses that have been formulated, this research begins by evaluating the measurement model (outer model), studying the structure of the model (inner model), and testing the hypothesis directly and indirectly.

4. RESULTS AND DISCUSSION

Evaluation of Measurement Models or Outer Models

measurement models evaluation needed in this research for evaluate indicator reflecting variable something construct. Model evaluation can done by the way test validity convergent, validity discriminant and reliability composite. Following below is results from the measurement model .

validity convergent is test showing connection between reflective items And variable latent. Something indicator said Enough If contain value 0.5 up to 0.7 indicator for every sufficient construct big Following can seen mark *loading factor* on table below this.

Table 1 Convergent Validity of Results

Variable	Loading Factor	Information
Leadership Effectiveness (X1)	0.802	Valid
	0.876	Valid
	0.821	Valid
	0.834	Valid
	0.877	Valid
	0.9 01	Valid
Work Motivation (X2)	0.8 11	Valid
	0.8 88	Valid
	0.874	Valid
	0.785	Valid
	0.719	Valid
	0.883	Valid
Work Ethic (Z)	0.798	Valid
	0.877	Valid
	0.876	Valid
	0.791	Valid
	0.881	Valid
	0.924	Valid
Organizational Performance (Y)	0.749	Valid
	0.783	Valid
	0.875	Valid
	0.707	Valid
	0.868	Valid
	0.843	Valid
	0.813	Valid
	0.804	Valid

Source: Data processed by researchers, 2023

Table 2 shows mark the resulting loading *factors* from each variable indicator more from 0.70. With thereby indicator considered valid as gauge variable latent and can proceed to the next stage.

Composite Reliability is used to test the reliability value of the indicator from its constituent constructs. A variable is said to be good if *the composite reliability value* is more than 0.7 and the *recommended Cronbach's alpha value* is > 0.70 (Ghozali, 2014). The following is the significance of *composite reliability* and *Cronbach's alpha value* in the table below.

Table 3 Composite Reliability and Cronbach's Alpha Results

Variable	Composite Reliability	Alpha Cronbach	Information
X1	0.875	0891	reliable
X2	0.855	0911	reliable
Z-X1	1.000	1,000	reliable
Z-X2	1.000	1,000	reliable
Y	0.921	0.848	reliable

Source: Data processed by researchers, 2023

Table 3 shows the latent variable Composite Reliability value of more than 0.70 while the Cronbach's alpha latent variable value indicates a value greater than 0.6 so that all variables show good reliability.

Evaluation Structure Model (Inner Model)

Testing the structural model (inner model) helps determine the relationship between the significant value of the construct with the R-square research model. The structural model is estimated using the R-square for each independent or dependent latent variable. The results of the R-Square test with SmartPLS are shown in the table below .

Table 4 R Square

	R square	R Square Customized
Organizational Performance	0.857	0.841

Source: Research data in 2020 3

The R-Square results in table 4 give a value of 0.857 , meaning that 85.7 % of the Organizational Performance variable is influenced by the variables of Leadership Effectiveness, Work Motivation and Work Ethics while the remaining 14.3 % is influenced by variables other than this research model. This means that there are still other variables that influence organizational performance.

Hypothesis

Table 5 Path Coefficient Results

	Research variable	Original Sample (OI)	Sample Average (M)	Standard Deviation (STDEV)	Statistics (O/STDEV)	P Value	Ket
Life	X1-Y	0.351	0.363	0.097	2.839	0.001	Accepted
Influence	X2-Y	0.183	0.178	0.065	2.235	0.032	Accepted
Moderation	Z-X1-Y	0.130	0.127	0.076	1.191	0.175	Rejected
	Z-X2-Y	0.042	0.331	0.071	0.406	0.684	Rejected

Source: Data processed by researchers, 2023

Table 5 shows that leadership effectiveness has a direct effect on organizational performance with a path coefficient of 0.351. Work motivation has a direct effect on the organization performance with a path coefficient of 0.183. Work ethics are not able to moderate the effect of leadership effectiveness on organizational performance with a path coefficient of 0.130. Work ethics are not able to moderate the effect of work motivation on organizational performance with a path coefficient of 0.042.

5. DISCUSSION

Leadership effectiveness (X1) has a significant positive effect on organizational performance (Y)

Table 5 shows that leadership effectiveness has a direct effect on organizational performance, with a coefficient of 0.351, so that there is a one way relationship between leadership effectiveness and organizational performance when someone does a good job . Administrative efficiency, organizational performance is achieved and vice versa. Based on P - value or estimate $0.001 < 0.05$ and t-statistic $2.839 > 1.96$, it can be said that leadership effectiveness has a significant positive effect on organizational performance and is significant. Therefore, **H1 is ACCEPTED** in this study .

Leadership effectiveness is the ability of a leader to move and motivate within an organization , so that goals can be achieved as desired. A leader in an organization is very important and essential. This is because the effectiveness of effective leadership determines a leadership style that is based on superior communication skills, subordinate relations with superiors , and their ability to solve problems. This research is supported by the results of previous studies (Hasibuan, 2018) And (Kohar, 2018) which states that leadership has a positive and significant effect on performance. Then in research (Achmad & Sunaryo, 2020) also found results that leadership has a significant positive effect on employee performance. And also supported by research (Notanubun, 2018) which shows that at the same time, organizational leadership behavior and leadership effectiveness have the strongest influence on achieving organizational performance.

Work Motivation (X2) has an important positive effect on organizational performance (Y)

From the test results in Table 5 it can be seen that Islamic work motivation has a direct effect on organizational performance, with a coefficient of 0.183, so that there is a one-way relationship between work motivation and organizational performance, namely a person has good work motivation, organizational performance is achieved and vice versa. Based on the p-value or estimate of $0.032 < 0.05$ and t-statistic $2.235 > 1.96$ it can be said that work motivation has a significant positive effect on organizational performance and is significant. Therefore, **H2 is ACCEPTED** in this study.

It can be concluded that the organizational performance of employees of the Cirebon City BRI financial institution is influenced by work motivation. The higher the work motivation of the employees, the greater the opportunities for organizational activities at the BRI Cirebon financial institution. Work motivation is a commitment to work that comes from the relationship between employees and superiors, which includes all factors that influence, strengthen, and regulate human behavior. Motivation in the work environment is expressed as the level of a person's willingness to move and maintain efforts towards organizational goals. Therefore, organizations and their leaders must understand what motivates employees to maximize organizational effectiveness. This research is in line with previous research (Hustia, 2020; Suryaningsih, 2019) (Hustia, 2020; Suryaningsih, 2019) simultaneously the variable Work Motivation has a significant effect on employee performance variables. And also supported by (Nursalim et al., 2020; Sodik, 2018) shows that work motivation has a positive and significant effect on employee performance.

Work Ethics (Z) are not able to moderate Leadership Effectiveness (X1) on organizational performance (Y)

From the test results in Table 5 it can be seen that the test between the variables above shows a significant value of the Work Ethics path (Z) - Leadership Effectiveness (X1) - Organizational Performance (Y) of 0.130. Based on a P value of $0.175 > 0.05$ and t-statistics $1.191 < 1.96$. From this it can be concluded that work ethics variables cannot moderate the effect of leadership effectiveness on organizational performance. This means that the level of work ethics cannot increase the variable of leadership effectiveness in organizational performance. Therefore, **H3 was REJECTED** in this study.

Work ethics variables are attitudes, beliefs, habits, qualities or characteristics related to work that are owned by individuals, groups or nations. A high work ethic certainly does not make routine boring, it can even increase work performance. A high work ethic is motivated by the desire to maintain the quality of work, so that people who have a high work ethic participate in providing ideas for work. The findings of this study are supported by research (Arifiani & Rumijati, 2021) which shows that work ethics cannot moderate the influence of transformational leadership on the behavior of organizational members. This research is also in line with research from (Arifiani & Rumijati, 2021) and (Hayati & Caniago, 2012). The results showed that the variables of transformational leadership and organizational culture had a significant effect on the performance of employees at PT. Bank Mandiri (Persero) Tbk Area Medan Imam Bonjol.

ethics (Z) are not able to moderate work motivation (X2) on organizational performance (Y)

From the test results in Table 5 it can be seen that the test between the variables above shows an insignificant value for work ethics - work motivation (X2) - organizational performance (Y) with path 0.042. Based on P-value $0.684 > 0.05$ and t-statistic $0.406 < 1.96$. From this it can be concluded that the work ethics variable cannot moderate the effect of work motivation on company performance. That is, the level of work ethics cannot strengthen the work motivation variable in organizational performance. Therefore, **H4 was REJECTED** in this study.

Work ethics encourage cooperation for good, in this case every individual in the organization helps each other so that the organization remains productive. Implementation of organizational activities must be carried out collectively to maintain continuity. The findings of this study do not indicate that work ethics can improve the relationship between organizational performance and work motivation. The relationship between work motivation and organizational performance cannot be strengthened because the work ethic places truth and justice above love or a specific purpose. This finding is in line with the findings of a study (Nurmala & Jasin, 2021), who found that individuals with a work ethic not only strive for success but also take responsibility for all their actions.

6. CONCLUSION

The results of this study indicate that the effectiveness of leadership and work motivation have an effect on organizational performance, work ethics as a moderation is not able to moderate the influence of leadership and work motivation on organizational performance. This research is expected to contribute to the development of the Cirebon City BRI financial institution. The most important contribution of this research is the effectiveness of leadership and work motivation have an influence on organizational performance. Therefore, BRI leadership in Cirebon City must pay attention to and provide support to employees by creating comfortable working conditions, giving meaning to work, developing two-way communication and providing rewards both intrinsic and extrinsic to employees. This will encourage employees to have better performance and help their co-workers.

This study has several limitations, and consequently, the findings cannot be generalized. The limitation of this research is that it does not investigate employees other than at the BRI Cirebon City bank. Future research should conduct similar research using work performance as one of the variables, which variable is not present in this study.

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