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THE ROLE OF WORK ETHICS IN THE INFLUENCE OF ETHICAL LEADERSHIP AND INTEGRITY LEADERSHIP ON EMPLOYEE PERFORMANCE

Case Study at Terminal Type A BPTD Class II East Java

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Abstract

This study aims to investigate the role of work ethics in relation to Ethical Leadership Type and Integrity Leadership Type, as well as their impact on employee performance at Terminal Type A (TTA) of BPTD Class II East Java Ministry of Land Transportation. This research adopts a quantitative approach, using a survey method to collect data from employees at Terminal Type A (TTA) under BPTD Class II East Java. The study sample consists of 330 respondents, selected randomly from both Operational and Administrative staff as well as Supervisors of the Service Unit (WASATPEL) at Terminal Type A (TTA) of BPTD Class II East Java. The data were analyzed using regression techniques to examine the relationships between variables. The results indicate that there is no indirect effect of ethical leadership on employee performance through work ethics, as evidenced by an indirect effect value of 0.0092, which is smaller than the direct effect value of 0.092. There is a direct effect of integrity leadership on employee performance through work ethics, as indicated by an indirect effect value of 0.796, which is greater than the direct effect value of 0.310. In conclusion, integrity leadership and work ethics are key factors in improving employee performance, while ethical leadership style do not have a significant direct or indirect impact on employee performance.

Keywords: *Ethical Leadership style, Integrity Leadership style, Ethical work environment, Employee performance*

Introduction

Human resources are resources that play a very important role compared to other resources because human resources are the factors that provide the most dominant contribution in achieving organizational goals. Performance is the level of achievement of tasks carried out by employees. Employee performance assessments are carried out based on leadership, social networks, communication, emotional control, change agents, empathy integrity, administrative management, creativity and independence (Sari et.al.,2020). Land Transportation Management Center (BPTD) is an extension of the Ministry of Land Transportation in East Java,BPTD Class II East Java has 40 Service Units and there are 16 Type A Terminals in East Java where all Type A Terminals are led by Service Unit Supervisors.(WASATPEL). Performance in the Ministry of Land Transportation is generally the same as in other work environments. Where it is very important for a work environment to create a professional, efficient, and integrity-based work atmosphere. Work ethics itself includes behavioral norms, values, and actions expected from all members of the organization for the progress of the organization itself.(Siregar, 2018).

This study aims to determine how ethical leadership and integrity leadership influence employee performance through work ethics. In addition, this study can contribute to the theoretical understanding of the relationship between ethical leadership style, integrity leadership style, work ethics, and employee performance. It is expected that this study can provide ideas about improving work performance through what type of leadership is right for an organization in order to maximize the potential of the organization and, this study is expected to provide valuable insights for practitioners and academics in the field of human resource management and organizations.

A good understanding of leadership styles and factors that can affect employee performance can provide optimal human resource management results for BPTD Class II East Java. Choosing the right leadership style and understanding work ethics are the keys to improving good service.

Methodology

Research Design

This research is a type of explanatory research that uses a quantitative approach (path analysis). The explanatory research method is a research method that aims to explain the position of each of the variables studied and the influence between one variable and another. Based on the type of explanatory research level, this type of research is associative research that aims to determine the relationship between two or more variables through hypothesis testing. In this study, the researcher tried to explain the relationship between the variables of ethical leadership (KE), Integrity Leadership (KI), Employee Performance (KK) and Work Ethics (EK) as intervening variables.

This study uses a descriptive research method that uses a quantitative approach, with a causal associative design to find and examine the relationship between variables, namely ethical leadership (KE), integrity leadership (KI), employee performance (KK), and work ethics (EK).

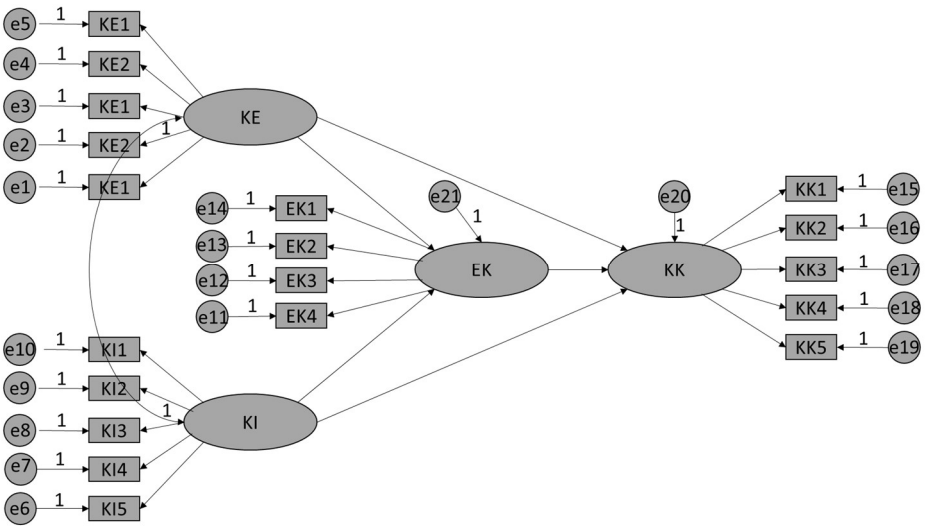

Figure 01. Path Analysis

Based on the thinking framework in picture 1 above, the relationship between ethical leadership styles can be described (KE), Integrity Leadership (KI), Work Ethics (EK), and Employee Performance (KK). So the hypothesis of direct influence can be formulated as follows: (1) ethical

leadership (KE) has a direct effect on work ethics (EK), which means a leader who shows a level of work ethic high can form norms and moral values among their employees.(Akuntansi et al., 2022); (2) integrity leadership(KI) has a direct effect on work ethics (EK), which is characterized by a leader being responsible for managing the organization and directing the running of a company so that employee job satisfaction and performance can change positively due to the influence of leadership.(Watunglawar & Leba, 2020); (3) ethical leadership (KE) has a direct impact on employee performance (KK), which means that good leadership can encourage every employee and organization to be able to achieve the goals and targets set (Hendriyaldi, (2019); (4) integrity leadership (KI) has a direct impact on employee performance (KK), which means that a person who has integrity is a person who is considered good, a role model, who can be trusted, a loyal person, honest, far from falsehood and pretense, and is a role model in many things. (Gea, 2014) (5) work ethic (EK) has a direct impact on employee performance (KK), Ethics in the context of the office provides guidelines for each officer in acting and interacting with others with a good attitude and behavior.(Parenreng et al., 2023);

Next on the hypothesis of indirect influence on (6) ethical leadership (KE) has an indirect effect on employee performance (KK) through work ethics (EK), which means that ethical leadership can have a positive impact on employee performance through the creation and strengthening of positive work ethics within the organization; (7) integrity leadership (KI) has an indirect effect on employee performance (KK) through work ethics (EK), which is characterized by integrity leadership creating an organizational culture based on strong work ethics values, thus making a positive contribution to employee performance.

Participants

This study involved all employees at the East Java Class II BPTD, Ministry of Land Transportation, totaling 1,154 employees (data as of March 2024), consisting of 108 Main Office Employees, 275 Motor Vehicle Weighing Service Unit (UPPKB) Service Unit Employees, 661 TTA (Type A Terminal) Service Unit Employees, and 110 River and Lake Ferry Port Employee Service Unit (PPSD).

Sampling selection can use Sampling procedures that involve practical steps in recruiting respondents. This includes developing a list of active employees, collecting contact information, and applying the selected sampling technique. Sampling taken at each Service Unit between 15-20 sampling in each Type A Terminal Unit.

Table 01: Characteristics of Respondents Based on Company Divisions

No	Department Name	Total Respondents
1	Staff and employees of TTA BPTD Class II East Java	314
2	Supervisor of Class II East Java BPTD TTA Service Unit	16

Instrumen Penelitian

The questionnaire is the main instrument used in this study. The questionnaire has been designed to measure the variables studied, including independent variables consisting of ethical leadership style (X1), integrity leadership (X2), work ethics (Z), and dependent variables of employee performance (Y). The distribution of the questionnaire was carried out by distributing a list of

statements (questionnaires) that had been compiled using a Google form and distributed directly using email or via WhatsApp to respondents..

The questionnaire instrument designed to measure ethical leadership style consists of five main indicators, namely: Respecting others, Serving others, Objective, Honest, and Building community. The indicator of respecting others assesses the attitude of ethical leaders who respect the opinions of their subordinates and give awards when their subordinates work well. The indicator of serving others assesses the attitude of ethical leaders who care about their subordinates and help subordinates when they experience difficulties. The objective indicator assesses the attitude of ethical leaders who prioritize justice and do not compare between subordinates. The honest indicator assesses the nature of ethical leaders who are honest in their attitudes and do not hide facts to avoid problems. And the indicator of building community assesses the attitude of ethical leaders who try to build togetherness in the work environment and support the development of their subordinates.

The questionnaire instrument designed to measure the integrity leadership style consists of five main indicators, namely: Consistency, Trustworthiness, Commitment, Transparency, and Responsibility. The Consistency indicator is used to assess the attitude of Integrity Leaders who are consistent in applying ethical principles in various situations and decisions. The Trustworthiness indicator is used to assess the behavior of Integrity Leaders who do not delegate their tasks to subordinates and are trustworthy in carrying out their duties. The Commitment indicator is used to assess the behavior of Integrity Leaders who are active in working, and keep promises that have been made. The Transparency indicator is used to assess the behavior of leaders in how to communicate openly and honestly in conveying relevant information. And the Responsible Indicator is used to assess responsible behavior in the work done and is able to handle problems at work.

The questionnaire instrument designed to measure work ethics consists of four main indicators, namely: Discipline, Cooperation, Fairness, and Caring. The Discipline indicator is used to assess the behavioral attitudes of employees who show an attitude of compliance and obedience to the regulations and laws applicable in the company. The Cooperation indicator is used to assess the behavioral attitude of willingness to carry out activities or efforts with superiors, fellow employees and subordinates in achieving common goals. The Fairness indicator is used to assess the attitude of being impartial, impartial and adhering to the truth. The Caring indicator is used to assess the attitude of showing attention and concern for various aspects of the work environment and other employees.

The questionnaire instrument designed to measure employee performance consists of five main indicators, namely: Quantity of Work, Quality of Work, Punctuality in Work, Work Commitment, and Work Independence. The Quantity of Work indicator is used to assess the number of work targets that must be completed or achieved by employees in accordance with their responsibilities and roles in the company. The Quality of Work indicator is used to assess the ability to complete tasks with results that meet the standards or expectations set by the company. The Punctuality of Work indicator is used to assess the ability or quality of a job or task completed according to the schedule or deadline set. The Work Commitment indicator is used to assess a person's dedication and involvement in their work or the organization where they work. While the Work Independence indicator is used to assess a person's ability to take the initiative and work independently without much supervision or direct supervision.

Data Analysis

In this study, the collected data will be analyzed using two different analysis approaches. The first analysis approach uses a scale range analysis which aims to describe how much variation or distribution of data on Ethical Leadership Style, Integrity Leadership Style, Work Ethics, and Employee Performance on the readiness of Type A Terminal (TTA) BPTD Class II East Java employees, According to Syekh *et al.*, (2023) determine the scale range can use the formula:

$$RS = \frac{n\,(m-1)}{m}$$

Description :
RS = Scale Range
n = Number of Samples
m = Number of Alternative Answers

The second analytical approach in this study uses path analysis to identify and measure the causal relationships between variables in a model. This method is an extension of regression analysis and is usually used to test hypothetical models involving interrelated variables.(Sitopu et al., 2021). Path analysis uses a model to identify the direct and indirect influence of independent variables (leadership style, work ethic) on the dependent variable (employee performance), namely:

Table 2: Direct Influence and Indirect Influence

Types of Influence	Formula
1. Direct Influence	
- - Ethical Leadership Style (X1) → Work Ethics (Z)	Z = a + bx + e
- - Integrity Leadership Style (X2) → Work Ethic (Z)	Z = a + bx + e
- - Ethical Leadership Style (X1) → Employee Performance (Y)	Y = a + bx + e
- - Integrity Leadership Style (X2) → Employee Performance (Y)	Y = a + bx + e
- - Work Ethic (Z) → Employee Performance (Y)	Y = a + bz + e
2. Indirect Relationship	
– Ethical Leadership Style (X1) □ Work Ethic (Z) □ Employee Performance (Y)	Y = a + bx + bz + e
- Integrity Leadership Style (X2) □ Work Ethic (Z) □ Employee Performance (Y)	Y = a + bx + bz + e

Research Results

Descriptive Research Data for Ethical Leadership Style Variables

Table 3 presents the findings on the ethical leadership style variable, it is known that employee perceptions of dictatorial leadership types have a score of 1.82 which can be said to be low, as well as employee perceptions of temperamental leadership types have a score of 1.71 which can be said to be very low. From the measurement of indicators, it can be concluded that ethical leadership will be high if the leader of BPTD Class II East Java, Ministry of Land Transportation does not become a dictatorial leader and a temperamental leader to employees.

Table 3: Descriptive Research Data for Ethical Leadership Style Variables

No	Indikator	Mean	Category
1.	Do you agree with the dictatorial type of leadership?	1,82	Low (R)
2.	Do you like a temperamental Leadership type?	1,71	Very Low (SR)
3.	Ethical Leadership	3,52	Height (T)

Descriptive Research Data for Integrity Leadership Style Variable

Table 4 presents the findings on the integrity leadership style variable, it is known that employee perceptions of honest and responsible leadership types can be said to be very high/very good with a score of 4.41. Likewise, employee perceptions of patient leadership types have a score of 4.28 which can be said to be very high/very good. From the measurements above, it can be concluded that employees of BPTD Class II East Java, Ministry of Land Transportation want an honest, responsible and patient integrity leadership type.

Table 4: Descriptive Research Data for the Integrity Leadership Style Variable

No	Indikator	Mean	Kategori
1.	Do you agree with the honest and responsible leadership type?	4,41	Very High (VH)
2.	Do you agree with the patient leadership type?	4,28	Very High (VH)
3.	Integrity Leadership	8,69	Very High (VH)

Descriptive Research Data for Work Ethics Variables

Table 5 presents the results of research findings on work ethics variables, it can be seen that employee perceptions of work ethics can be said to be very high or very good. From the measurements above, it can be concluded that leaders who have good work ethics will be able to move or encourage employees to develop, have the ability to interact or cooperate with various parties and a leader figure who can be emulated by employees of BPTD Class II East Java,

Ministry of Land Transportation which is marked by the highest score of 4.41 on the indicator of leaders who can provide good examples to their subordinates.

Tabel 1: Deskriptif Data Penelitian untuk Variabel Etika Kerja

No	Indikator	Mean	Kategori
1.	Does your leader set a good example for subordinates?	4,41	Very High (VH)
2.	Is your leader able to organize office work and employee personnel well?	4,28	Very High (VH)
3.	Is your leader disciplined in carrying out daily activities?	4,33	Very High (VH)
4.	Does your leader provide solutions when there are problems or conflicts either internally or externally in the organization?	4,39	Very High (VH)
5.	Work Ethics	17,40	Very High (VH)

Descriptive Research Data for Employee Performance Variables

Table 6 presents the results of research findings on employee performance variables, it can be seen that employee perceptions of performance can be said to be very high or very good. When measured from the indicators, it can be seen that leaders who provide positive feedback or positive appreciation and provide humanistic treatment to employees can improve the performance of BPTD Class II East Java Ministry of Land Transportation employees will be even better.

Table 6: Descriptive Research Data for Employee Performance Variables

No	Indikator	Mean	Kategori
1.	Apakah anda senang ketika pimpinan memberikan feedback yang positif atau apresisasi yang positif terhadap pencapaian kinerja anda?	4,52	Sangat Tinggi (ST)
2.	Apakah anda senang apabila diperlakukan dengan cara yang humanis?	4,59	Sangat Tinggi (ST)
3.	Kinerja Karyawan	9,12	Sangat Tinggi (ST)

Table 7 and table 8 are the results of research findings using the path analysis approach. Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate the causal relationship between variables (casual models) that have been previously determined based on theory (Ghozali, 2005). Direct influence is the influence of

independent variables on dependent variables without being mediated by intervening variables. While indirect influence is the influence of independent variables on dependent variables with mediation by intervening variables.

Table 7: Direct Influence of Ethical Leadership Style and Integrity Leadership Style on Work Ethics.

Variabel Dependen: Etika Kerja					
Variabel	***Unstandardized Coefficients B***	***Standardized Coefficients Beta***	**T hitung**	**Sig.**	**Keterangan**
Kepemimpinan Ethical	-0,18	-0,011	-0,647	0,518	Tidak Signifikan
Kepemimpinana Integritas	1,758	0,953	55,988	0,001	Signifikan
Konstanta: 2,192					
F Hitung: 1587,068					
Sig: 0,001					
Adjusted R Square: 0,906					

Table 8: Indirect Effect of Ethical Leadership Style, Integrity Leadership Style, and Work Ethics on Employee Performance

Variabel Dependen: Kinerja Karyawan					
Variabel	***Unstandardized Coefficients B***	***Standardized Coefficients Beta***	**T hitung**	**Sig.**	**Keterangan**
Kepemimpinan Ethical	-0,060	-0,092	-1,966	0,050	Signifikan
Kepemimpinana Integritas	-0,229	-0,310	-2,042	0,042	Signifikan
Etika Kerja	0,334	0,835	5,499	0,001	Signifikan
Konstanta: 5,507					
F Hitung: 46,271					
Sig: 0,001					

Adjusted R Square: 0,292

Based on the research findings using path analysis, several findings can be identified regarding the relationship between the variables of ethical leadership, integrity leadership, and work ethics as follows:

1. Ethical leadership does not affect work ethics. This can be seen from the significance value of the ethical leadership variable of 0.518 which is greater than 0.05, so it can be concluded that the ethical leadership variable does not have a significant effect on the work ethics variable.
2. Integrity leadership has an influence on work ethics. This can be seen from the significance value of the integrity leadership variable of 0.001 which is smaller than 0.05, so it can be concluded that the integrity leadership variable has a significant influence on the work ethics variable..
3. Ethical leadership has an effect on employee performance. This can be seen from the significance value of the ethical leadership variable of 0.05 is the same as 0.05, so it can be concluded that the ethical leadership variable has a significant effect on employee performance variables..
4. Integrity leadership has an effect on employee performance. This can be seen from the significance value of the integrity leadership variable of 0.042 which is smaller than 0.05, so it can be concluded that the integrity leadership variable has a significant effect on employee performance variables.
5. Work ethics affect employee performance. This can be seen from the significance value of the work ethics variable of 0.001 which is smaller than 0.05, so it can be concluded that the work ethics variable has a significant effect on employee performance variables.

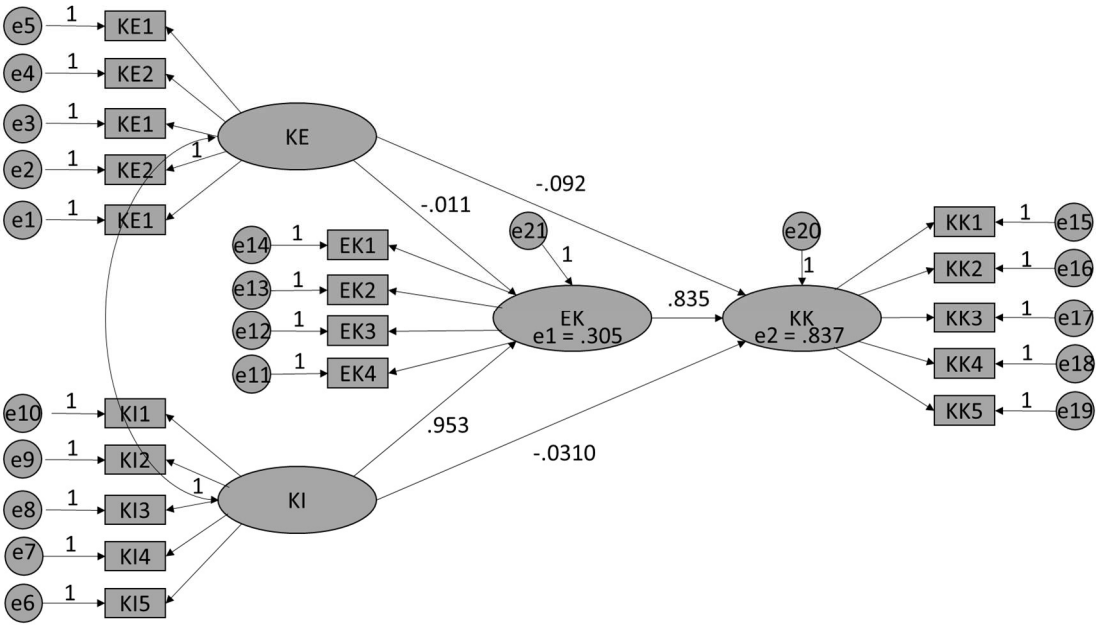

Figure 02. Path Analysis

To find out the indirect effect of ethical leadership style variables on employee performance through work ethics and integrity leadership style on employee performance through ethics is by using the Sobel test.

Table 9 presents the findings of the indirect effect of ethical leadership style on employee performance through work ethics which can be identified as follows:

6. Ethical leadership style does not affect employee performance through work ethics. This can be seen from the p-value in the Sobel test that has been carried out, which is 0.523, which is greater than 0.05, so it can be concluded that the ethical leadership variable does not have a significant effect on employee performance variables through work ethics..

Table 9: Results of the Sobel Test of the Indirect Effect of Ethical Leadership Style on Employee Performance through Work Ethics

Kepemimpinan Ethical		Test Statistik	*P-Value*	Keterangan
a	-0,018	-0,638	0,523	Tidak Signifikan
b	0,344			
Sa	0,028			
Sb	0,061			

Table 10 presents the findings of the indirect influence of integrity leadership style on employee performance through work ethics which can be identified as follows:

7. Integrity leadership style has an effect on employee performance through work ethics. This can be seen from the p-value in the Sobel test that has been carried out, which is 0.001, which is smaller than 0.05, so it can be concluded that the integrity leadership variable has a significant effect on employee performance variables through work ethics.

Table 10: Results of the Sobel Test of the Indirect Effect of Integrity Leadership Style on Employee Performance through Work Ethics

Kepemimpinan Integritas		Test Statistik	*P-Value*	Keterangan
a	1,758	3,99	0,001	Signifikan
b	0,344			
Sa	0,31			
Sb	0,061			

Discussion

Data analysis on the range of ethical leadership styles, integrity leadership styles, work ethics, and employee performance

Based on the findings of the analysis, indicators of dictatorial leadership and temperamental leadership have low mean values, namely: dictatorial leadership with a mean value of 1.82 is in the low category; and temperamental leadership has a mean value of 1.71 is in the very low category. This shows that in the workplace or organization studied, dictatorial leadership styles and temperamental leadership styles are not liked by employees in the workplace. The importance of Ethical Leadership in this case not only reflects moral values at the individual level, but also

has a profound impact on organizational culture, employee motivation, and the overall performance of a government agency. The main factor that forms a healthy organizational culture is moral leadership. In all aspects of decision making, leaders who lead with ethics demonstrate integrity and honesty (Lubis & Junaidi, (Thoha, 2019). Thus, this finding provides interesting insights into the dynamics of ethical leadership that can shape an organizational culture that supports high work ethics in the context of the study. Based on the results of the study, the indicators of honest, responsible, and patient leadership have high mean values, namely: honest and responsible leadership with a mean value of 4.41 is included in the very high category; and patient leadership has a mean value of 4.28 is included in the very high category. This shows that leaders who are honest, responsible and patient are widely liked by employees in the workplace. Leaders must have a crucial role in increasing employee trust and commitment, namely by creating a transparent organizational culture. Therefore, it is important for leaders in the Ministry of Land Transportation to continue to encourage ethical and integrity leadership practices to increase employee trust and commitment, which in turn will result in increased organizational performance and achievement.(Domiyandra & Rivai, 2019). Thus, this finding provides interesting insights into the dynamics of integrity leadership that is able to prioritize transparency in communication and decision-making to build trust in the context of the study. In work ethics that have indicators of leaders who can provide good examples, are able to organize, are disciplined, and can provide solutions have a very high mean value, namely: leaders who can provide good examples of 4.41; leaders who are able to organize of 4.28; disciplined leaders of 4.33; and leaders who can provide solutions of 4.39. This shows that in the workplace or organization studied, good human behavior in interacting with the environment can increase employee motivation in the workplace. To achieve organizational goals, good work ethics create the basis for consistent and sustainable performance. Those who work with high work ethics tend to be more focused, dedicated, and have an intrinsic desire to achieve the goals of the Agency/Organization (Gea, 2014). Therefore, this finding provides valuable insight into the extent to which work ethics are implemented and valued in the context of the study. The findings are based on the analysis of employee performance that has indicators of leaders giving appreciation to employee performance achievements, leaders who treat employees well have a very high mean value, namely: leaders giving appreciation to employee performance achievements of 4.52; and leaders who treat employees well of 4.59. This shows that employees generally show good performance in various aspects of work. Strong performance in this category can indicate the existence of an efficient, collaborative, and adaptive work culture in the organization. With an understanding of good employee performance in various aspects, organizations can identify areas that need to be maintained and improved and develop strategies to improve overall performance.

Ethical Leadership Style Does Not Directly Affect Work Ethics.

Based on the results of the study, it can be seen that ethical leadership style does not have a significant direct influence on work ethics, this can be seen from the significance value of the ethical leadership variable of 0.518 which is greater than 0.05. This finding is in accordance with Ali's theory, 2020 that work ethics discusses how the attitudes and behavior of employees who behave morally can affect the overall performance of the organization. Employees who work with high work ethics tend to be more dedicated, work with integrity, and uphold organizational principles. Therefore, ethical leadership style does not directly affect work ethics, the importance of ethical leadership in this case not only reflects moral values at the individual level, but also has

a profound impact on organizational culture, employee motivation, and the overall performance of a government agency.

Integrity Leadership Style Has a Direct Influence on Work Ethics.
Based on the results of the study, it can be seen that the integrity leadership style has a significant direct influence on work ethics, this can be seen from the significance value of the integrity leadership variable of 0.001 which is smaller than 0.05. This finding is in accordance with the theory of Erkutlu & Chafra, 2013 that the Integrity Leadership Type acts fairly and wisely in every aspect of their actions and decisions, providing a strong example for their subordinates. Employees see their leaders as role models, and they tend to respond by adopting these ethical values in their daily attitudes and actions.

Ethical Leadership Style Has a Direct Influence on Employee Performance.
The results of the study show that ethical leadership style has a direct effect on employee performance, this can be seen from the significance value of the ethical leadership variable of 0.05 which is the same as 0.05. This finding is in line with the theory of Kamilah et.al (2023) that ethical leadership offers a foundation for creating a healthy work environment, supporting high work ethics, and building trust between leaders and subordinates, so that the importance of ethical leadership in this case not only reflects moral values at the individual level, but also has a profound impact on organizational culture, employee motivation, and the overall performance of a government agency.

Integrity Leadership Style Has a Direct Influence on Employee Performance
The results of the study indicate that ethical leadership style has a direct effect on employee performance, this can be seen from the significance value of the integrity leadership variable of 0.042, which is smaller than 0.05. This finding is in line with Gea's theory (2014) Self-integrity must encourage the achievement of good results from oneself, either in the form of good performance or the achievement of good things in life. In addition, integrity leadership aims to build trust among employees. When a leader is committed to moral values and acts ethically, employees tend to feel more confident and secure in carrying out their duties. This creates a climate where employees feel valued and respected, which in turn increases their commitment to organizational goals.

Work Ethics Directly Affect Employee Performance.
The results of the study also show that work ethics have an effect on employee performance, this can be seen from the significance value of the work ethics variable of 0.001 which is smaller than 0.05. This finding is in line with Hendriyaldi's theory (2019) that by providing support and development opportunities, leaders can encourage employee careers. If employees feel they can advance in their careers, they tend to be more motivated to apply high work ethics because they believe that there is a relationship between ethical practices and opportunities for continuous professional performance advancement.

Ethical Leadership Style Has No Significant Influence on Employee Performance Through Work Ethics.
Based on the results of the study, ethical leadership style does not affect employee performance through work ethics. This can be seen from the p-value in the Sobel test that has been carried out

of 0.523, which is greater than 0.05. This is in accordance with Istiani's theory (2017) that performance is work achievement, namely comparing real work results with established work standards. Every government and private agency always improves the performance of its employees in order to achieve the goals that have been set. Pio, et al. (2015) also stated that in order to achieve the set targets (good performance), employees must prioritize customer interests and satisfaction by providing the best service, being disciplined, working well and being innovative. Therefore, every organization or agency must apply high and professional work ethics to all employees in the organization.

Integrity Leadership Style Has a Significant Influence on Employee Performance Through Work Ethics.

Based on the results of the research, integrity leadership style has an effect on employee performance through work ethics. This can be seen from the p-value in the Sobel test that has been carried out, which is 0.001, which is smaller than 0.05. This is in accordance with Gea's theory (2014) that leaders who have integrity are leaders who are considered good, role models, who can be trusted, loyal, honest people, far from falsehood and pretense, and are role models in many ways. Integrity leadership involves moral principles, ethics, and honesty in decision making and daily behavior. So that it has an effect on employee performance, creating a healthy and productive work environment..

Conclusion

Based on the results of the study, conclusions can be drawn. First, ethical leadership style does not have a significant effect on work ethics. The significance value of the ethical leadership variable of 0.518 is greater than 0.05, so it can be concluded that the ethical leadership variable does not have a significant effect on the work ethics variable. This shows that ethical leadership style may not be the main determining factor in improving work ethics. Second, integrity leadership has a significant effect on work ethics. The significance value of the integrity leadership variable of 0.001 is less than 0.05, so it can be concluded that the integrity leadership variable has a significant effect on the work ethics variable. So the integrity leadership style may be the main determining factor in improving work ethics. Third, ethical leadership has a significant effect on employee performance. The significance value shows that the ethical leadership variable of 0.05 is the same as 0.05, so it can be concluded that the ethical leadership variable has a significant effect on the employee performance variable. So it can be said that ethical leadership style may be a determining factor in improving employee performance. Furthermore, fourth, integrity leadership has a significant effect on employee performance. The significance value of the integrity leadership variable is 0.042, which is smaller than 0.05, so it can be concluded that the integrity leadership variable has a significant effect on employee performance variables. So it can be said that the integrity leadership style may be a determining factor in improving employee performance. Fifth, work ethics has a significant effect on employee performance. The significance value of the work ethics variable is 0.001, which is smaller than 0.05, so it can be concluded that the work ethics variable has a significant effect on employee performance variables. So it can be said that work ethics may be a determining factor in improving employee performance. Then the sixth, ethical leadership style does not have a significant effect on employee performance through work ethics. The p-value in the Sobel test that has been carried out is 0.523, which is greater than 0.05, so it can be concluded that the ethical leadership variable does not have a significant effect on employee performance variables through work ethics. So it can be said that the ethical leadership style

through work ethics may not be a determining factor in improving employee performance. Finally, the fifth, integrity leadership style has a significant effect on employee performance through work ethics. The p-value in the Sobel test that has been carried out is 0.001, which is smaller than 0.05, so it can be concluded that the integrity leadership variable has a significant effect on employee performance variables through work ethics. This shows that the integrity leadership style through work ethics may be a determining factor in improving employee performance..

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