

The Influence of Organizational Culture, Leadership, and Performance Management on Employee Work Ethic: Evidence from the Indonesia Eximbank (LPEI) Jakarta

Subroto

Postgraduate Program, Master of Management, Kusuma Negara College of Economics, Jakarta, Indonesia

email: subroto@stiekusumanegara.ac.id

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ABSTRACT

This study aims to determine how much influence of cultural organization, leadership and performance management have on work ethic of employee. In this study using survey and observation of the object being investigated and used the questionnaire as the principal data collection tool. Data were collected by distributing questionnaires consisting 46 statement among other things 16 questionnaires cultural organizations, 9 questionnaires leaderships, 9 questionnaires performance management and 12 questionnaires work ethic of employee, questionnaire given to 130 respondents, which can be processed a total of 117 respondents. In this research, analytical testing to determine the significance of regression coefficients and for the cultural organization of 1.229 was obtained $t > t_{table} 1.671$, 1.400 t for the leadership gained $> t_{table} 1.671$, for the performance management obtained $t 1.208 > 1.671$ t_{table} and jointly acquired $t 2.216 > 1.671$ t_{table} also used a simple correlation coefficient analysis to determine whether there is influence of cultural organization, leadership and performance management have on work ethic of employee within Export Financing Indonesia Agency (LPEI) Jakarta. From the results of regression analysis (r) for the cultural organization of 0.114 indicates low influence, meanwhile 0.129 and 0.112 of leadership and performance management showed a strong influence. Value of determination (r^2) shows the contribution provided by the cultural organization of 0.13%, 0.17% leadership and performance management 0.13%, affecting work ethic of employee. The coefficient of determination of 0.013 or 0.13% obtained from the cultural organization affects work ethic of employee, 0.017 or 0.17% obtained from the leadership affects work ethic of employee, 0.013 or 0.13% obtained from the performance management affects work ethic of employee and 0.029 or 0.29% jointly the cultural organization, leadership and performance management affect the work ethic of employees, while other factors influenced the rest.

Keywords: Cultural Organization, Leadership, Performance Management, Work Ethic

JEL Classifications: JEL Classifications codes.

1. INTRODUCTION

Research Background

The Indonesia Eximbank (Lembaga Pembiayaan Ekspor Indonesia/LPEI) plays a strategic role in supporting national export performance by providing financing, guarantees, and insurance services. The institution aims to become a trusted export financing agency capable of enhancing the competitiveness of Indonesian export products. This strategic direction is supported by organizational values encapsulated in the TRUST framework, which emphasizes teamwork, reliability, uniqueness, service excellence, and trustworthiness.

In line with its strategic objectives, LPEI continuously improves its organizational performance through strengthening human resource management systems, particularly by implementing Competency-Based Human Resource Management (CBHRM). This system integrates various human resource activities, including planning, recruitment, training and development, performance management, and career development. Such integration ensures that employees possess the necessary competencies to support organizational goals effectively.

The implementation of CBHRM highlights the importance of organizational culture, leadership, and performance management as key determinants of employee outcomes. Organizational culture provides a shared system of values and norms that guide employee behavior, while leadership plays a critical role in influencing and directing employees toward achieving organizational objectives. Performance management, on the other hand, ensures that employee performance aligns with the strategic goals of the organization.

Previous studies suggest that organizational culture functions as a mechanism for shaping employee behavior and enhancing organizational effectiveness (Siagian, 2003). Similarly, leadership is considered a critical factor that influences employee motivation and performance, as leaders are responsible for guiding and inspiring employees to achieve organizational goals. Performance management is also essential, as it integrates goal-setting, evaluation, and development processes into a

unified system to improve employee performance (Dessler, 2003).

In this context, employee work ethic emerges as an important outcome variable. Work ethic reflects employees' attitudes, values, and commitment toward their work, which ultimately influence productivity and organizational success. According to Sinamo (2003), work ethic represents a set of beliefs and values that shape individuals' approach to work, while Tasmara emphasizes its role in driving optimal performance through responsibility, discipline, and perseverance.

Despite the implementation of structured human resource systems, variations in employee work ethic may still occur due to differences in organizational culture, leadership practices, and performance management systems. Therefore, it is important to empirically examine how these factors influence employee work ethic within LPEI.

Based on these considerations, this study investigates the effect of organizational culture, leadership, and performance management on employee work ethic at Indonesia Eximbank (LPEI) Jakarta.

Problem Identification

This study identifies several key issues related to the influence of organizational culture, leadership, and performance management on employee work ethic. The research seeks to answer the following questions.

Organizational culture represents a fundamental aspect of organizational identity, yet its contribution to employee work ethic remains to be fully understood. Leadership practices within the organization also vary, raising questions about their effectiveness in influencing employee behavior and performance. Additionally, the implementation of performance management systems may not always align with employee expectations, potentially affecting their work ethic.

Furthermore, it is necessary to examine the combined effect of organizational culture, leadership, and performance management in shaping employee work ethic. Understanding these relationships is crucial for improving organizational performance and human resource effectiveness.

Research Objectives

This study aims to analyze the role of organizational culture, leadership, and performance management in influencing employee work ethic at Indonesia Eximbank.

Specifically, the study seeks to examine the implementation of organizational culture within the institution and its effect on employee work ethic. It also aims to evaluate leadership practices and their contribution to employee work behavior. In addition, the study analyzes the role of performance management in enhancing employee work ethic.

Finally, the study aims to determine the simultaneous effect of organizational culture, leadership, and performance management on employee work ethic.

Research Significance

This study provides both theoretical and practical contributions. From a theoretical perspective, it contributes to the literature on human resource management by examining the relationship between organizational culture, leadership, performance management, and work ethic.

From a practical perspective, the findings of this study can provide valuable insights for management in improving human resource practices. The results may help organizations enhance employee work ethic through better implementation of organizational culture, effective leadership, and integrated performance management systems.

Theoretical Framework

Organizational culture refers to the shared values, beliefs, and norms that shape employee behavior within an organization. It serves as a guiding mechanism that influences how employees interact, make decisions, and perform their tasks. A strong organizational culture can enhance employee commitment and alignment with organizational goals.

Leadership is defined as the ability to influence others to achieve organizational objectives. Effective leadership involves not only directing employees but also motivating and inspiring them to perform at their best. Leadership styles, such as participative and transformational leadership, play a

crucial role in shaping employee attitudes and behaviors.

Performance management is a systematic process that integrates goal-setting, performance evaluation, and employee development. It ensures that individual performance aligns with organizational objectives and contributes to overall effectiveness (Dessler, 2003).

Work ethic, as the dependent variable, reflects employees' attitudes toward work, including discipline, responsibility, time management, and commitment. A strong work ethic is associated with higher productivity and better organizational performance.

Research Hypotheses

Based on the theoretical framework, this study proposes several hypotheses. Organizational culture is expected to have a positive effect on employee work ethic. Leadership is also hypothesized to positively influence employee work ethic. Similarly, performance management is expected to have a positive effect on employee work ethic.

In addition, the study hypothesizes that organizational culture and leadership jointly influence employee work ethic. Leadership and performance management are also expected to have a combined effect on employee work ethic. Furthermore, organizational culture and performance management are hypothesized to jointly influence employee work ethic.

Finally, it is proposed that organizational culture, leadership, and performance management simultaneously have a positive and significant effect on employee work ethic.

2. LITERATURE REVIEW

Organizational Culture

Organizational culture is one of the most widely studied constructs in organizational behavior and management due to its critical role in shaping employee attitudes and behaviors. It reflects a shared system of values, beliefs, and assumptions that guide how members of an organization perceive, think, and respond to their environment. Organizational culture also serves as a foundation for organizational identity and influences how employees interact within the workplace.

According to Robbins, organizational culture represents a shared perception among members regarding “the way things are done” within an organization. This shared understanding creates consistency in behavior and helps employees adapt to both internal and external challenges. Similarly, Drucker emphasizes that organizational culture is developed through continuous problem-solving processes and is transmitted to new members as a guideline for appropriate behavior.

Organizational culture plays a significant role in improving employee performance and work ethic. A strong culture fosters commitment, enhances coordination, and aligns individual behavior with organizational goals. As noted by Muchlas, culture consists of fundamental assumptions developed by a group to address external adaptation and internal integration challenges, which are then institutionalized within the organization.

Characteristics of Organizational Culture

Organizational culture can be understood through several key characteristics that collectively define its nature. These include individual initiative, risk tolerance, direction, integration, management support, control mechanisms, identity, reward systems, conflict tolerance, and communication patterns.

Individual initiative reflects the degree of autonomy and responsibility given to employees, while risk tolerance indicates the extent to which innovation and risk-taking are encouraged. Direction refers to the clarity of organizational goals and expectations, whereas integration highlights the level of coordination among organizational units.

Management support and control mechanisms ensure that employees receive guidance while adhering to established rules and standards. Identity fosters a sense of belonging among employees, and reward systems emphasize performance-based recognition. Conflict tolerance and communication patterns further shape how information flows and how disagreements are managed within the organization.

These characteristics collectively determine the strength and effectiveness of organizational culture in influencing employee behavior and performance.

Leadership

Leadership is a fundamental component of organizational success, as it involves influencing others to achieve common goals. It is not merely about authority but about the ability to motivate, guide, and inspire individuals within an organization. Leadership is often defined as a process of influencing group activities to achieve organizational objectives.

Various scholars have defined leadership from different perspectives. Rauch and Behling describe leadership as a process of influencing group activities, while Terry defines it as the ability to encourage individuals to work willingly toward group objectives. Similarly, Koontz and O'Donnell emphasize leadership as influencing people to achieve shared goals.

Effective leadership involves several key functions, including instructive, consultative, participative, delegative, and controlling roles. The instructive function emphasizes one-way communication, while the consultative function involves two-way communication and collaboration. Participative leadership encourages employee involvement in decision-making, whereas delegative leadership focuses on distributing authority. The controlling function ensures coordination and alignment of activities within the organization.

Leadership significantly affects employee motivation, behavior, and performance. Strong leadership fosters trust, commitment, and a positive work environment, which ultimately contributes to higher levels of employee work ethic.

Performance Management

Performance management is a systematic process that integrates goal-setting, performance evaluation, and employee development. It ensures that individual performance aligns with organizational objectives and contributes to overall effectiveness. According to Ruky, performance management involves defining responsibilities, setting performance targets, monitoring progress, evaluating outcomes, and providing feedback.

The primary objective of performance management is to enhance employee productivity and organizational performance. It encourages employees to achieve higher performance levels while supporting their professional development. Performance

management systems also serve as a basis for reward allocation, training programs, and career advancement decisions.

Effective performance management requires objective measurement and continuous evaluation. Tools such as performance appraisal, merit rating, and employee evaluation are commonly used to assess employee performance. These tools help organizations identify strengths and weaknesses, enabling them to implement appropriate improvement strategies.

Work Ethic

Work ethic refers to a set of values and attitudes that influence how individuals approach their work. It reflects commitment, discipline, responsibility, and motivation, which are essential for achieving organizational success. A strong work ethic is associated with higher productivity, better performance, and greater organizational effectiveness.

According to Tampubolon, work ethic serves as a driving force that motivates individuals to perform their tasks diligently and responsibly. Similarly, Pelly defines work ethic as an attitude shaped by cultural values and personal beliefs, which influences how individuals perceive and perform their work.

Several indicators can be used to measure work ethic, including internal locus of control, commitment to work, time management, discipline, ambition, honesty, and responsibility. Individuals with a strong work ethic tend to exhibit higher levels of dedication and are more likely to achieve success in their professional lives.

Sinamo further emphasizes that work ethic is a belief system that shapes individuals' behavior, while Tasmara highlights its role in driving optimal performance through meaningful work and strong personal values.

Conceptual Relationship Among Variables

Based on the theoretical framework, organizational culture, leadership, and performance management are interconnected variables that influence employee work ethic. Organizational culture shapes employee values and behavior, leadership influences motivation and direction, and performance management ensures alignment between individual and organizational goals.

These variables collectively contribute to the development of employee work ethic. A strong organizational culture, supported by effective leadership and well-implemented performance management systems, can significantly enhance employee commitment and productivity.

Therefore, this study proposes that organizational culture, leadership, and performance management have both individual and simultaneous effects on employee work ethic, forming a comprehensive framework for analyzing employee performance within the organization.

3. RESEARCH METHOD

Research Object

This study examines employees of the Indonesia Eximbank (Lembaga Pembiayaan Ekspor Indonesia/LPEI) in Jakarta, including both structural and staff-level positions. LPEI serves as a national export financing institution aimed at supporting government policies and enhancing Indonesia's export performance through financial services such as export financing, guarantees, and insurance.

In addition to its core functions, LPEI continuously develops its human resource management (HRM) system through integrated programs, including human resource planning, recruitment and selection, training and development, career development, remuneration systems, and performance management. These initiatives are designed to strengthen employee competencies and organizational effectiveness.

Based on this context, this study focuses on analyzing the influence of organizational culture, leadership, and performance management on employee work ethic within LPEI.

Research Design

This study employs a quantitative approach using a survey method. The research aims to examine the relationships and causal effects between independent variables—organizational culture, leadership, and performance management—and the dependent variable, employee work ethic.

Data were collected using structured questionnaires distributed to respondents. The questionnaire consists of closed-ended questions

measured using a Likert scale ranging from 1 (lowest) to 5 (highest). Each respondent's answers are quantified and analyzed statistically to determine the influence of each variable.

Population and Sample

The population of this study consists of employees at LPEI Jakarta. Due to practical considerations, a sample of 30 respondents was selected. The sampling technique used is simple random sampling, ensuring that each member of the population has an equal chance of being selected.

This approach ensures that the sample is representative of the population and allows for generalization of the findings within the research context.

Variables and Measurement

This study involves four main variables: organizational culture (X1), leadership (X2), performance management (X3), and work ethic (Y). Each variable is operationalized into several dimensions and indicators measured using questionnaire items.

Organizational culture is measured through dimensions such as individual initiative, risk tolerance, direction, integration, management support, control systems, identity, reward systems, conflict tolerance, and communication patterns. Leadership is measured through consultative, participative, delegative, transformational, and charismatic dimensions.

Performance management is measured through indicators such as understanding organizational vision and mission, individual performance targets, time management, role clarity, resource utilization, and teamwork. Meanwhile, work ethic is measured through indicators such as time discipline, responsibility, commitment, internal locus of control, work motivation, honesty, and ambition.

Each respondent's score represents the average of responses across all indicators for each variable.

Data Collection Methods

Data collection was conducted through both field research and library research. Field research includes direct observation and interviews with

respondents, as well as the distribution of questionnaires. Library research was conducted to support the theoretical framework by reviewing relevant books, journals, and previous studies related to the research variables.

Data Analysis Techniques

Validity and Reliability Testing

The validity test is conducted to determine whether the questionnaire items accurately measure the intended variables. An item is considered valid if the correlation coefficient (r) is positive and greater than the critical value (r -table).

Reliability testing is conducted to assess the consistency of the instrument. A variable is considered reliable if the Cronbach's Alpha coefficient is greater than or equal to 0.60, indicating stable and consistent measurement.

Correlation Analysis

Correlation analysis is used to measure the strength and direction of the relationship between independent variables (X1, X2, X3) and the dependent variable (Y). The Pearson correlation coefficient is calculated using the following formula:

$$r = \frac{n\sum XY - (\sum X)(\sum Y)}{\sqrt{[n\sum X^2 - (\sum X)^2][n\sum Y^2 - (\sum Y)^2]}}$$

Where:

r = correlation coefficient

n = number of observations

X = independent variable

Y = dependent variable

The value of r ranges from -1 to +1, indicating negative, no, or positive relationships.

Multiple Regression Analysis

Multiple regression analysis is used to determine the effect of independent variables on the dependent variable. The regression model used in this study is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y = work ethic

a = constant

b1, b2, b3 = regression coefficients
X1 = organizational culture
X2 = leadership
X3 = performance management
e = error term

This model is used to estimate how changes in independent variables affect employee work ethic.

Coefficient of Determination (R²)

The coefficient of determination (R²) measures how much variance in the dependent variable can be explained by the independent variables. It is calculated as:

$$R^2 = \frac{SS_{regression}}{SS_{total}}$$

A higher R² value indicates stronger explanatory power of the model.

Descriptive Analysis

Descriptive statistics are used to summarize data, including mean, median, standard deviation, and distribution patterns. This analysis provides an overview of respondent perceptions regarding each research variable.

Classical Assumption Tests

To ensure the validity of the regression model, several classical assumption tests are conducted. Normality testing is used to determine whether the data are normally distributed, using methods such as Kolmogorov-Smirnov or graphical analysis. Linearity testing is conducted to ensure a linear relationship between variables.

These tests ensure that the regression model meets the assumptions of Best Linear Unbiased Estimator (BLUE), allowing for accurate interpretation of results.

4. RESULTS AND DISCUSSION

Respondent Characteristics

This study collected data from 117 valid respondents out of 130 distributed questionnaires at Indonesia Eximbank (LPEI) Jakarta. The majority of respondents were male (52.99%), while female respondents accounted for 47.01%. Based on

organizational units, most respondents were from division-level positions (70.94%), followed by central units (24.79%) and departments (4.27%). In terms of job positions, the majority were staff (76.07%), followed by structural positions (20.51%) and functional roles (3.42%). Educational background shows that most respondents held a bachelor's degree (88.03%), indicating a relatively well-educated workforce.

Regarding tenure, most respondents had 6–10 years of work experience (29.05%), followed by 3–5 years (26.50%) and less than 2 years (21.38%). This distribution indicates that the respondents possess sufficient experience to provide reliable insights into organizational practices and work behavior.

5. Descriptive Analysis

The descriptive analysis shows that organizational culture at LPEI is perceived positively by employees. Most respondents agreed that they are given freedom to express opinions, encouraged to innovate, and able to work in a coordinated environment. High agreement levels were also observed in management support, communication clarity, and adherence to organizational rules. These findings indicate that organizational culture is well established and supports employee engagement and collaboration.

Leadership is also perceived positively, particularly in participative and consultative aspects. Employees reported that leaders involve them in decision-making processes and provide direction and support. However, responses related to delegation indicate some variation, suggesting that not all employees experience equal empowerment in decision-making.

Performance management demonstrates strong positive perceptions, especially regarding clarity of organizational vision, individual targets, time management, and efficient use of resources. Employees also reported high levels of cooperation and responsibility, indicating that performance management systems are effectively implemented within the organization.

Work ethic among employees is also rated highly. Most respondents agreed that they demonstrate discipline, responsibility, commitment, and strong motivation. Indicators such as time management, perseverance, honesty, and ambition received

particularly high agreement, reflecting a strong organizational work ethic culture.

Instrument Testing

Validity Test

The validity test results indicate that most questionnaire items across all variables are valid, as their correlation coefficients exceed the critical value ($r_{table} = 1.734$). For organizational culture, almost all items were valid except one item that showed a negative correlation. Similarly, in the leadership variable, two items were found to be invalid due to low correlation values.

All items in the performance management and work ethic variables were found to be valid. This indicates that the measurement instruments used in this study are appropriate for capturing the intended constructs.

Reliability Test

Although not explicitly detailed in the tables, the reliability of the instrument is assumed to meet the acceptable threshold (Cronbach's Alpha ≥ 0.60), indicating that the data collection instrument is consistent and reliable for further analysis.

Discussion

The findings of this study confirm that organizational culture, leadership, and performance management play significant roles in shaping employee work ethic. A strong organizational culture provides a foundation for employee behavior, encouraging collaboration, innovation, and adherence to organizational values. This aligns with previous studies suggesting that organizational culture enhances employee commitment and performance.

Leadership also plays a crucial role in influencing employee work ethic. The results indicate that participative and transformational leadership practices contribute to higher levels of employee engagement and motivation. When employees feel involved in decision-making processes, they are more likely to develop a strong sense of responsibility and commitment to their work.

Performance management emerges as a key factor in reinforcing employee work ethic. Clear performance targets, continuous monitoring, and

constructive feedback enable employees to align their efforts with organizational goals. Effective performance management systems not only improve productivity but also foster a culture of accountability and continuous improvement.

Furthermore, the high level of work ethic observed among employees suggests that the integration of organizational culture, leadership, and performance management has been effective. Employees demonstrate strong discipline, responsibility, and motivation, which are essential for achieving organizational success.

These findings support the proposed conceptual framework, where organizational culture, leadership, and performance management collectively influence employee work ethic. The alignment between these variables creates a synergistic effect that enhances overall organizational performance.

Reliability Test

Instrument reliability refers to the consistency of a measurement when repeated under similar conditions. In this study, reliability was assessed using Cronbach's Alpha with a minimum threshold of 0.60, as suggested by Ghazali (2001).

The results indicate that all research variables meet the reliability criteria. Organizational culture (X1) obtained a Cronbach's Alpha of 0.809, leadership (X2) 0.899, performance management (X3) 0.697, and work ethic (Y) 0.788. Since all values exceed the threshold of 0.60, the measurement instruments are considered reliable and suitable for further analysis.

The Cronbach's Alpha formula used can be expressed as:

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum \sigma_i^2}{\sigma_t^2} \right)$$

where k represents the number of items, σ_i^2 is the variance of each item, and σ_t^2 is the total variance. These results confirm that all questionnaire items consistently measure the intended constructs (Ghozali, 2001).

Hypothesis Testing

Hypothesis testing was conducted using simple and multiple linear regression analysis with SPSS to examine the effect of organizational culture,

leadership, and performance management on employee work ethic at LPEI Jakarta.

Effect of Organizational Culture on Work Ethic

The regression analysis shows that organizational culture has a positive relationship with work ethic, represented by the equation:

$$Y = 18.339 + 0.076X_1$$

This indicates that an increase in organizational culture leads to an increase in employee work ethic. The t-test result shows that $t_{count} > t_{table}$, indicating a statistically significant effect at the 5% significance level.

The correlation coefficient ($r = 0.114$) suggests a weak but positive relationship, while the coefficient of determination ($R^2 = 0.013$) indicates that organizational culture explains 1.3% of the variance in work ethic. Although the contribution is relatively small, the direction of influence remains positive and consistent with organizational behavior theory.

Effect of Leadership on Work Ethic

Leadership also shows a positive influence on work ethic, as reflected in the regression equation:

$$Y = 18.532 + 0.118X_2$$

The t-test confirms that the effect is statistically significant ($t_{count} > t_{table}$). The correlation coefficient ($r = 0.129$) indicates a positive relationship, while $R^2 = 0.017$ shows that leadership explains 1.7% of the variance in work ethic.

These findings suggest that leadership practices, particularly those involving guidance and employee engagement, contribute to improving employee work ethic, although the magnitude of influence is relatively modest.

Effect of Performance Management on Work Ethic

The regression analysis for performance management produces the equation:

$$Y = 18.148 + 0.165X_3$$

This indicates that performance management has a positive effect on work ethic. The t-test result confirms statistical significance, and the correlation coefficient ($r = 0.112$) indicates a positive relationship.

The coefficient of determination ($R^2 = 0.013$) shows that performance management contributes 1.3% to the variation in work ethic. This implies that structured performance systems, although important, are not the sole determinants of employee work ethic.

Combined Effects of Independent Variables

When variables are analyzed jointly, stronger relationships are observed. The regression model for organizational culture and leadership is:

$$Y = 18.103 + 0.300X_1 + 0.089X_2$$

Similarly, the combination of organizational culture and performance management produces:

$$Y = 16.166 + 0.700X_1 + 0.152X_3$$

Meanwhile, leadership and performance management together yield:

$$Y = 16.080 + 0.116X_2 + 0.161X_3$$

All combinations show positive and statistically significant relationships, indicating that these variables collectively contribute to improving employee work ethic.

Simultaneous Effect of Organizational Culture, Leadership, and Performance Management

The multiple regression model including all independent variables is expressed as:

$$Y = 15.831 + 0.220X_1 + 0.095X_2 + 0.158X_3$$

The t-test results confirm that the combined effect is statistically significant. The correlation coefficient ($r = 0.355$) indicates a moderate positive relationship, while the coefficient of determination ($R^2 = 0.029$) shows that the three variables collectively explain 2.9% of the variance in work ethic.

Although the explanatory power is relatively low, the results highlight that organizational culture, leadership, and performance management jointly contribute to shaping employee work ethic.

Discussion

The findings of this study indicate that organizational culture, leadership, and performance management have positive and significant effects on

employee work ethic, both individually and collectively. However, the relatively low values of R^2 suggest that other factors outside the model may play a more dominant role in influencing work ethic.

Organizational culture contributes by establishing shared values and norms that guide employee behavior. Leadership enhances work ethic through direction, motivation, and involvement in decision-making. Meanwhile, performance management reinforces discipline and accountability through structured evaluation systems.

The simultaneous analysis demonstrates that these variables are interrelated and work together in influencing employee behavior. This supports previous research emphasizing that organizational effectiveness is achieved through the integration of cultural, leadership, and managerial systems (Ghozali, 2001).

Overall, the results imply that while these variables are important, organizations should also consider additional factors such as motivation, job satisfaction, and organizational commitment to further strengthen employee work ethic.

6. CONCLUSION AND RECOMMENDATIONS

Conclusion

This study concludes that work ethic represents an integration of values derived from religion, philosophy, and cultural traditions, which shape individuals' attitudes and behaviors toward work. These values are reflected in employees' behavior, work habits, perceptions, and overall orientation toward their professional responsibilities.

The empirical findings indicate that organizational culture has a positive and direct effect on employee work ethic, although the contribution is relatively small (1.3%). This implies that a well-established organizational culture can foster better work attitudes and behaviors among employees. Similarly, leadership demonstrates a positive and significant influence on work ethic, contributing 1.7% to its variance. Effective leadership practices, particularly those involving guidance and employee engagement, are therefore essential in strengthening work ethic.

Performance management also shows a positive direct effect on work ethic, contributing 1.3%. This suggests that structured performance systems,

including clear targets and evaluation mechanisms, play a role in enhancing employee discipline and responsibility.

When analyzed simultaneously, organizational culture and leadership produce a stronger combined effect (8.5%) on work ethic, indicating that these two variables interact in shaping employee behavior. Other combinations, including leadership with performance management and organizational culture with performance management, also show positive effects, although with relatively small contributions. Overall, organizational culture, leadership, and performance management collectively have a positive and significant impact on employee work ethic, even though their combined explanatory power remains limited.

These findings suggest that while the studied variables are relevant, there are other factors beyond the model that may have a greater influence on work ethic, such as motivation, job satisfaction, and organizational commitment (Ghozali, 2001).

Recommendations

The findings highlight the importance of strengthening organizational culture and leadership as key drivers of performance management and employee work ethic. Management of Lembaga Pembiayaan Ekspor Indonesia (LPEI) Jakarta should prioritize the development of a strong and adaptive organizational culture, supported by effective leadership practices that encourage participation, communication, and employee engagement.

Furthermore, improving performance management systems is essential to ensure alignment between organizational goals and individual performance. This includes setting clear performance targets, providing regular feedback, and implementing fair evaluation mechanisms to enhance accountability and productivity.

In addition, fostering a strong work ethic requires not only structural and managerial improvements but also value-based reinforcement. Work ethic is closely related to individual well-being and societal values, where work is perceived as a meaningful activity that contributes to personal and social advancement. Therefore, organizations should promote values such as discipline, responsibility, and integrity as part of their corporate culture.

Future research is recommended to incorporate additional variables that may influence work ethic more significantly, such as intrinsic motivation, job satisfaction, organizational commitment, and work environment. Expanding the research scope to different organizations or sectors may also provide a more comprehensive understanding of the determinants of employee work ethic.

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