

# What is the work ethic of Central Java Transportation Service ASNs

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## Abstract

The purpose of this study is to ascertain and elucidate the relationship between work ethic and leadership style and ASN performance at the Central Java Province Archives Service. The forty-one ASN employees of the Central Java Province Archives Service comprised the study's sample. A questionnaire was employed in this study as the data gathering tool. This kind of study employs quantitative methodologies, such as structural equation modeling-based data analysis approaches. Partial Least Squares (PLS) analysis was used to examine the study's data. The results of this study indicate that the performance of ASN in the Central Java Province Archives Service is not significantly impacted by the leadership style of the organization. Additionally, the Central Java Province Archives Service's work ethic is significantly impacted by the leadership style employed. At the Archives Service of Central Java Province, an ASN's performance is positively and significantly impacted by their work ethic.

**Keywords:** ASN Performance, Work Ethics, Leadership Style

## Introduction

A leader is needed in both small and large work contexts to act as the captain and decide how to best guide the organization toward its objectives. Without a doubt, every firm has a unique leadership style. An organization's ability to succeed or fail is determined by how well its leaders and workers collaborate to move the company forward. The indicators, which are derived from the evolution of employee performance as attained in their performance, are fairly visible. When an employee performs less well, there's a problem that needs to be addressed (Butarbutar et al., 2021). The impact of work ethic and leadership style on ASN In an organization, if there is a high level of performance, a leader's presence can either increase or decrease that performance. It's difficult to find a leader who can effectively manage an organization. The foundation and impact of a leader's style on an organization's performance are significant. If managers inspire high levels of motivation in their staff, then output will soar. ASN-related issues frequently surface, including as employees not being accountable for completing assigned tasks or employees not being as engaged in finishing their work. This may be the root of the issues mentioned above, which are brought on by a variety of elements such as work ethic and leadership style.

According to Hasibuan S.P. Malayu (2013), leadership is the skill of a leader in influencing the behavior of followers to encourage cooperation and productive work toward organizational objectives. Because leadership is an aspirational force, a very creative spirit, and moral strength that can influence employees to change something, the existence of a leadership style plays a very important role in influencing the way employees work. Additionally, the appearance of a leadership style can have a positive or negative impact on the performance of the employees they lead. attitudes and actions to make them feel at ease following the leader's instructions. In addition, work ethic-related variables can also affect leadership, which in turn can affect an employee's performance. An employee's work ethic holds great potential in an organization. However, an employee may not always be willing to use all of his potential in order to achieve optimal results, so encouragement is still necessary to get them to work in the organization's best interests (Mogot et al., 2019).

According to Donni (2014), work ethic refers to an employee's desire to work hard and improve their performance in order to provide value to their lives. ASNs with strong work ethics will undoubtedly do their jobs and obligations well. They will also be capable, honest, and committed, with the necessary abilities and work ethic. The idea that a strong work ethic plays a significant role in determining improved job performance and greater job satisfaction at work is supported by the findings of several prior studies. According to this research, ASNs with a strong work ethic are more likely to be highly competitive and to be satisfied with their employment. They also stand to gain remarkable achievements. ASNs with strong work ethics have a beneficial impact on the workplace atmosphere. The measure of an employee's life is frequently based on how much of a positive impact and significance they can have on others. Work ethic and leadership style have an impact on ASN performance since a strong work ethic is essential to achieving organizational goals.

In addition, the outstanding work the organization's personnel do naturally plays a significant role in the success of the latter. Employee performance is measured by the amount and quality of work completed in accordance with the tasks assigned to them by the organization. A person's performance is the action or activity they exhibit when doing their assigned tasks (Darodjat, 2015). The accomplishment of the duties that comprise a job for every employee is referred to as performance. Performance also indicates how successfully workers accomplish the job standards that are specific to their fields of work and have been established by the business.

The issue with the leadership style in this organization is that it must be firm in enforcing discipline on the workforce. There are still ASNs in this agency who frequently arrive late for work or don't follow the office entry times. In addition, a further work-related characteristic seen in this agency is the persistence of ASNs who exhibit lower levels of enthusiasm and disinterest towards their work. This happens as a result of supervisors failing to issue warnings and the persistence of employees arriving after work hours or late, not showing up for work without warning. There were more issues discovered at this organization in addition to the issue with the ASN work ethic. The issue stems from ASN performance, which frequently happens in ASNs. For example, ASNs frequently disregard directives from superiors and don't work together effectively to complete assignments. In order for subsequent ASN to have a work ethic and have an impact on the performance of ASN in this agency, leaders must be able to utilize a leadership style that is still acceptable for their personalities and talents. Only then will later organizational goals be met as expected by the leader.

## **Methods**

The method used in this research is a quantitative method. The population and sample in this study were ASN employees at the Central Java Province Archives Service, while the sample taken was 41 respondents. Meanwhile, the method for collecting data is by distributing questionnaires to respondents who are all ASNs in the Central Java Province Archives Service. Using a Likert scale, using a saturated sampling technique. The variables in this research are leadership style (X1), work ethic (X2) and performance (Y). The data analysis used by researchers to process the data in this research is using Smart PLS software version 3.0.

## **Results and Discussion**

The findings of the data analysis in this study were determined through a number of steps that tested the data's quality. Validity and reliability testing is the stage of data processing in this study, with the goal of confirming the validity and usability of the data instruments handled. After determining the link between the independent variables by a traditional assumption test such a multicollinearity test, a hypothesis test using the R and F tests is conducted. It is possible to analyze the analysis's findings to gain a better understanding of the connections between the variables under investigation.

### **Test of Validity (Covergen Validity)**

To achieve the validity test, each indicator's score is correlated with the score of the total variable indicator. The correlation results are then compared with the crucial value at a significance level of 0.05.

Table 2: Values of Outer Loading Indicators

Indicator	(X1)	(X2)	(Y)	Result
X1	0.835			Valid
X1	0.853			Valid
X1	0.794			Valid
X1	0.723			Valid
X2		0.834		Valid
X2		0.705		Valid
X2		0.810		Valid
X2		0.782		Valid
X2		0.783		Valid
Y1			0.753	Valid
Y1			0.761	Valid
Y1			0.878	Valid

From the results above, all load model indicators (Loading) have a value greater than 0.50, which means they are accepted.

### **Discriminant Validity**

There are two steps that can be used to ensure discriminant validity: comparing the cross loading findings and examining the AVE values. Cross loading is referred to as cross validation in Smart PLS. If the variable loading value compares to the other variables and comes out on top, then the indicator is considered legitimate. The cross-loading of the indicator and the construct determines the discriminate validity. If there is a stronger correlation between the indicator and the construct than there is between other constructs, the indicator is considered legitimate. To make sure that every notion of every latent variable is distinct from other variables, discriminant validity is used.

Table.3 Cross Loading Value

Indicator	(X1)	(X2)	ASN performance (Y)
X1	<b>0.835</b>	0.626	0.591
X1	<b>0.853</b>	0.582	0.545
X1	<b>0.794</b>	0.624	0.563
X1	<b>0.723</b>	0.432	0.477
X2	0.590	<b>0.834</b>	0.727
X2	0.589	<b>0.705</b>	0.632
X2	0.521	<b>0.810</b>	0.655
X2	0.530	<b>0.782</b>	0.641
X2	0.508	<b>0.783</b>	0.589
Y1	0.680	0.560	<b>0.753</b>
Y1	0.633	0.529	<b>0.761</b>
Y1	0.709	0.625	<b>0.878</b>

The latent construct in the block is superior to the size of the other blocks, as can be seen from the above table, where the correlation between the latent variable and the indicator is higher than the latent variable's size. In addition, one variable has a cross loading value greater than 0.50. This demonstrates that there are no issues with discriminant validity with the cross loading study. In addition to examining the loading factor, the Average Variance Extracted (AVE) value—which is considered valid if it exceeds 0.50—is the next step in evaluating convergent validity.

### Average Variance Extracted

The AVE value is used to measure the amount of variance that can be captured by the construct compared to the variance caused by measurement error. The expected AVE value is >0.5. The AVE value for each existing construct can be seen in the table below.

Table.4 Average Variance Extracted

Construct	AVE	Description
Leadership Style	0.663	Valid
Work Ethic	0.614	Valid
ASN performance	0.701	Valid

Based on table 7, it can be seen that the AVE (Average Variance Extracted) value above gives a value above 0.50 for all constructs. Leadership style has an AVE of 0.663. Work ethic has an AVE of 0.614, and ASN Performance has an AVE of 0.701. So it can be concluded that all the variable constructs of leadership style, work ethic and performance have high AVE values and all constructs have values above

>5.0.

### Cronbach Alpha

Cronbach Alpha is used to test the reliability of a construct. A construct is considered reliable if it has a Cronbach Alpha value >0.7. The Cronbach Alpha value can be seen in the table below.

Table 5. Cronbach Alpha

Construct	<i>Cronbachs Alpha</i>
Leadership Style	0.829
Work Ethic	0.842
ASN performance	0.786

The Cronbach Alpha value in the table above for the leadership style construct is 0.829, work ethic 0.842. And performance of 0.786. So it can be concluded that the Cronbach Alpha value for all constructs is greater than 0.7 and is reliable.

### Composite Reliability

Composite reliability testing is carried out to prove the accuracy, consistency and precision of the instrument in measuring the construct. There are two ways to test a construct so that it can be declared reliable, namely by looking at the Cronbach's alpha value and the composite reliability value of more than 0.70.

Table 6. Composite Reliability

Construct	<i>Composite Reliability</i>
Leadership Style	0.887
Work Ethic	0.888
ASN performance	0.875

*Source: Smart PLS 3.0 Processed Data*

From the table above, it can be seen that the composite reliability value of leadership style (X1) is 0.887, work ethic (X2) is 0.888 and ASN performance (Y) is 0.875, so it can be concluded that it is reliable

### R-Square Testing

The R-Square value is used to test the effect of the independent dependent variable on the dependent variable.

Table 7. Mark R<sup>2</sup> (R-Square)

Construct	R <sup>2</sup> Square
Leadership Style (X1)	
Work Ethic (X2)	0.497
ASN performance (Y)	0.683

The dependent construct performance (Y) has a R-square value of 0.497, which indicates that the leadership style construct can explain the work ethic variable, according to the table above.

(X) is 49.7%, and additional factors not included in the study can account for the remaining 100% (100% - 49.7% = 50.3%). The structural model's ASN performance construct (Y) has an R-Square value of 0.683, meaning that 68.3% of the performance variable (Y) can be explained by the work ethic (X2) and leadership style (X) constructs, while the remaining 31.7% (100% - 68.3%) can be explained by variables not included in the study.

#### F-Square Testing

	(X1)	(X2)	(Y)
Leadership Style (X1)	0.987		0.097
Work Ethic (X2)			0.639
ASN performance (Y)			

Based on the F-Square table above, it can be explained that the influence of leadership style and work ethic on ASN performance is classified as very good at the structural level (F-Square=0.987 > 0.35. This means that leadership style is significant for ASN performance so that at the structural level it is very good. Meanwhile, work ethic in leadership modernization for ASN performance is relatively high with an F-square value of = 0.639 > 0.35.

#### Hypothesis test

The research hypothesis can be answered by testing the significance of the influence between constructs, by looking at the t-statistic value and the coefficient value between constructs. The following is a picture of hypothesis testing on indicators.

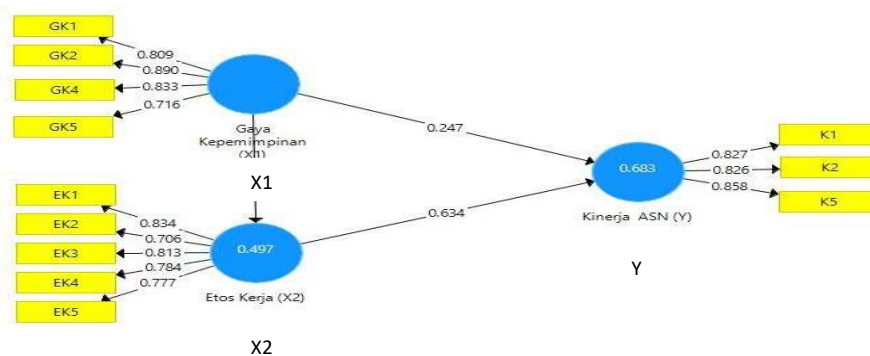


Figure 1. PLS Algorithm Model

The image above shows the algorithm calculation results from calculating each indicator for each variable to other variables.

Table 8. Hypothesis Testing Based on Total Effects

	Original Sample (O)	Average Sample (M)	Standard Deviation (STDEV)	T Statistics (  O/STDEV  )	P Values
Leadership Style (X1) -> ASN performance (Y)	0.247	0.181	0.198	1.245	0.214
Leadership Style (X1) -> Work Ethic (X2)	0.705	0.607	0.339	2.076	0.038
Work Ethic (X2) -> ASN performance (Y)	0.734	0.614	0.168	3.777	0.000

On the basis of the conducted hypothesis testing, the following conclusion may be made:

1. ASN performance is impacted by leadership style (X1), which results in t-statistics of 1,245 > 1.985. The Central Java Province Archives Service's ASN performance is positively and significantly impacted by the leadership style employed, it can be determined. It is acknowledged based on the findings of H1, which raise doubts about the considerable impact of leadership style on ASN performance. with 0.247 as the initial sample value. This indicates that ASN performance at the Central Java Province Archives Service is positively impacted by leadership style.

2. A t-statistic of 2,076 > 1.985 is obtained when work ethic is influenced by leadership style (X1). We may conclude that the Central Java Province Archives Service's work ethic is positively impacted by the leadership style employed. It is acknowledged based on the findings of H2, which raise the possibility that a leader's style significantly influences their work ethic. utilizing the 0.705 initial sample value. This indicates that the Central Java Province Archives Service's work ethic is positively and significantly impacted by the leadership style employed.

3. Work ethic (X2) has an impact on ASN performance, as shown by t-statistics of  $3,777 > 1.985$ . We may conclude that ASN performance at the Archives Service of Central Java Province is significantly impacted by work ethic. These findings support H3, which hypothesizes that work ethic significantly affects ASN performance. The initial score of 0.734 indicates a positive relationship between work ethic and ASN performance. This indicates that ASN performance at the Archives Service of Central Java Province may be positively and significantly impacted by work ethic.



## Conclusion

The author arrived at the following conclusions based on the findings of his research:

1. The t-statistic value of  $1.245 > 1.985$  in the hypothesis test results indicates that there is a significant relationship between the leadership style variable (X1) and the ASN performance variable (Y). In other words, the  $H_0$  value is not accepted.
2. It is evident from the findings of the second hypothesis test that the work ethic variable (X2) is significantly influenced by the leadership style variable (X1). The t-statistic result of  $2,076 > 1.985$  suggests this. This indicates that  $H_a$  is accepted while  $H_0$  is denied.
3. It is evident from the H3 hypothesis test results that the performance variable (Y) is significantly impacted by the work ethic variable. The t-statistic result of  $3.777 > 1.985$  suggests this. This indicates that  $H_a$  is accepted while  $H_0$  is denied.
4. The correlation value, which is 0.492, indicates that the performance and leadership style of ASN at the Archives Service of Central Java Province fall into the median range. According to the coefficient of determination, performance is influenced by leadership style to the tune of 68.3%, with outside influences accounting for the remaining 31.7%.

The researcher's recommendations in this study are:

1. It is expected of organizational leaders to sustain the relationships among their staff members. Because a leader's ability to uphold positive relationships among staff members will undoubtedly have a positive effect on worker performance. And if they are given employment, they don't feel overworked. Also, workers will have comfort at work.
2. Every procedure, including the organization's rules, requires a response from leaders. Encouraging employees to follow the organization's work regulations is the goal.

Workers are expected to execute to the best of their abilities, which naturally calls for collaboration amongst colleagues. When workers collaborate, tasks are assigned more efficiently and superior outcomes are achieved.

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