Strengthening Of Employee Performance Through Work Ethic and Leadership Style

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Abstract: This study aims to analyze how the influence of work ethic, work discipline and leadership style on the performance of the employees of the Production Department of PT. Adil Makmur Fajar. The population of this research is production employees of PT. Adil Makmur Fajar with a total sample of 39 people. Methods of data analysis using SPSS 25. Work ethic has a significant effect on the performance of employees in the Production Department of PT. Adil Makmur Fajar. Work discipline cannot be analyzed further because it does not pass the heteroscedasticity test. Leadership style has a positive and significant effect on the performance of employees in the Production Department of PT. Adil Makmur Fajar. Work ethic and leadership style together have a positive and significant effect on the performance of the employees of the Production Department of PT. Adil Makmur Fajar. The contribution of this research is to become input for PT Adil Makmur Fajar to determine policies and focus more on maintaining and improving the work ethic, work discipline and leadership style of the Production Department employees.

Keywords: Work Ethic, Work Discipline, Leadership Style, Performance

INTRODUCTION

The government is now not looking down on the local pesticide industry. President Joko Widodo on several occasions has always expressed his desire to support the local agricultural industry, in this case the pesticide industry, one of which is by exporting pesticides or at least reducing pesticide imports. One form of support, where the latest is the Ministry of Industry (2021) trying to maintain industrial production of pesticides during Covid-19 throughout 2021. Quoted from the Antaranews.com page which was published on August 4, 2021, the Ministry of Industry considers that local pesticide products contribute to maintaining national food security, so that they are included in a critical sector that can operate during the Covid-19 pandemic. The Ministry of Industry grouped the pesticide industry into a critical sector category that could operate 100 percent during last year's PPKM period. President Joko Widodo's desire to support the growth of the local pesticide industry is supported by the Indonesian Pesticide Producers Association (APROPI) which is determined

to produce pesticides domestically and reduce the volume of imports of these agricultural production inputs with an emphasis on future exports.

PT. Adil Makmur Fajar (AMCO) is a company engaged in the agrochemicals sector. PT. Adil Makmur Fajar is a producer of technical materials and formulations for the production of Agrochemicals, such as Herbicides, Insecticides, Acaricides, Fungicides, Molluscicides and Growth Regulators. Now it is one of the large-scale agrochemical producers that competes with various international and local brands in Indonesia. As is known, the main raw material in the manufacture of pesticides is paraquatdichloride.

Table 1. Data on the Production of Paraquatdichloride

Year	Production Yield of Paraquatdichloride (Kg)	Percentage (Increase/Decrease)
2017	3.249.101	-
2018	2.584.226	- 20 %
2019	2.107.974	- 18 %
2020	2.753.491	+ 30 %
2021	3.167.007	+ 15 %

Source: PT. Adil Makmur Fajar (2022) in annual reports

Based on the table, it is known that paraquatdichloride production data in the last five years has decreased starting from 2018 by 20% or 664,875 Kg to 2,584,226 Kg from the previous year of 3,249,101 Kg. Again decreased production in 2019 by 18% or 476,252 Kg to 2,107,974 from 2018 of 2,584,226 Kg. After that the trend of increasing production began to be seen starting in 2020 there was an increase of 30% or 645,517 Kg to 2,753,491 Kg from 2019 of 2,107,974. Increase again in 2021 by 15% or 413,516 Kg to 3,167,007 Kg.

That the data shows that the phenomenon of this company can survive even during the Covid-19 pandemic that hit in 2020, this is marked by positive growth with a value of 15% which is quite good where in Adam Rahman's research (2022) it was stated that the use of pesticides has increased significantly. significantly over the last 35 years with recent growth rates of 4 to 5.4%, thus the 15% growth in paraquatdichloride production far exceeds the world pesticide use growth of 4 to 5.4%. In this regard, research on the performance of paraquatdichloride production is very important so that PT. Adil Makmur Fajar can maintain its business continuity.

With the evidence of two secondary data that are classified as good, the researchers also took the initiative to find out how the real performance of humans or employees in the production department indirectly affected the production of paraquatdichloride in the last five years, especially in terms of its contribution to increase in the last two years in 2020 and 2021 and yield. The researcher uses primary data, namely by interviewing each divisional leader and employee and also distributing questionnaires to 15 employees in the division who are responsible for paraquatdichloride production including Production, Maintenance, Quality Control and Warehouse to find out how the employee's real performance is.

Table 2. Pre-Survey results on 15 people

No	Variable	Percentage (%)
1	Performance	100
2	Work Environment	86,7
3	Organizational Commitment	73,3
4	Organizational Culture	93,3
5	Leadership Style	100
6	Training	80
7	Career Development	53,3
8	Compensation	93,3
9	Motivation	93,3

| 10 | Work Discipline | 100 |
| 11 | Work Ethic | 100 |

Source: Data processed by researchers (2022)

Based on the table it is known that the performance of 15 employees in the paraquatdichloride production departement received an assessment of up to 100 percent which was classified as very good. Likewise with the performance supporting factors, all of which are classified as good, only career development gets an adequate rating. The most dominant factors with very good ratings are work ethic, work discipline and leadership style with 100 percent each rating which are classified as very good.

From the results of the pre-survey obtained data that can support performance strengthening, namely 3 variables including work ethic, work discipline and leadership style. In this regard, the researcher took the title Analysis of the Influence of Work Ethics, Work Discipline and Leadership Style on Employee Performance at PT. Adil Makmur Fajar which is expected to contribute to the development of the pesticide business to support national agribusiness.

LITERATURE REVIEW
Work Ethic

Work ethic is a condition in which a person does work more actively so that he gets better work results. Work ethic in a person in principle has to do with the behavior, personality and character of the individual. In Darodjat's view (2015: 76) ethos is a set of understanding and belief in values that fundamentally influence life, become principles of movement, and a way of expression that is typical of a group of people with the same culture and beliefs.

According to Desmon Ginting (2016: 7), the spirit of work that characterizes a person or group of people who work, which is based on work ethics and perspectives that are believed, and manifested through determination and concrete behavior in the world of work.

Work Discipline

Work Discipline According to Veithzal Rivai Zainal (2017: 59) is a tool for managers to communicate with employees so that they are willing to change a behavior as well as an effort to make someone more comply with all company regulations and applicable norms with increased awareness and his willingness. It is different from Hasibuan (2017: 193) who argues that work discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms.

Leadership Style

Leadership in an organization is actually directed to influence the people they lead, to take actions as expected or directed by other people who lead it (Sutikno, 2014: 16). It is different with Veithzal Rivai (2013: 3) who argues that leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits. According to Veithzal in an organization a very important factor in determining the achievement of the goals set by the organization is leadership.

Performance

Performance according to Suwatno and Donni (2013: 196) is defined as performance or performance. Performance is also interpreted as work performance or work implementation or performance results. It is different with Anwar Prabu Mangkunegara (2014: 9) who states

that performance is a result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Hypothesis
1) There is an influence of work ethic on the performance of employees in the Production Department of PT. Adil Makmur Fajar
2) There is an influence of work discipline on the performance of employees in the Production Department of PT. Adil Makmur Fajar
3) There is an influence of leadership style on the performance of employees in the Production Department of PT. Adil Makmur Fajar.
4) There is an influence of work ethic, work discipline and leadership style simultaneously on the performance of the employees of the Production Department of PT. Adil Makmur Fajar.

RESEARCH METHODS
Population and Sample
The population or research object to be used is 39 the employees of the Production Department of PT. Adil Makmur Fajar which consists of four divisions namely the Production, Quality Control, Maintenance and Warehouse divisions. The sample using the reachable population method is the population that is actually used as the basis for determining the sample and directly becomes the scope of the validity of the conclusion.

Data Analysis
This research is a quantitative research using causal methods with multiple linear regression which is processed using the SPSS 25 program. The instrument used is a questionnaire.

RESULT AND DISCUSSION
Validity Test
Validity test is useful to find out whether the questions on the questionnaire should be discarded or replaced because they are considered irrelevant. A data can be said to be valid by observing the following: comparing the r count value (Pearson correlation value) with r table (obtained from table r), if r count > r table, then the question item or variable is valid and if r count < r table , then the question item is invalid, if the significance is < 0.05 then the item is valid, but if the significance is > 0.05 then the item is invalid. The validation test formula is:

According to Priyatno (2016: 154) the reliability test is used to test the consistency of measuring instruments, whether the results are consistent or not if the measurements are repeated. Reliability test for more than two alternative answers, using Cronbach's alpha test, with the following formula:

Table 3. Work Ethic Validity Test Results

Statement	r Count	r Table	Conclusion
1	0,577	0,2605	Valid
2	0,770	0,2605	Valid
3	0,777	0,2605	Valid
4	0,642	0,2605	Valid
5	0,616	0,2605	Valid
6	0,626	0,2605	Valid
7	0,807	0,2605	Valid
8	0,718	0,2605	Valid

Source: Data processed by researchers (2022)

The table shows that all work ethic variable statement items are valid because they have a value of r count > r table (0.2605). So that the eight (8) items can be used in the research questionnaire on work ethic variables related to research data collection.

Table 4. Leadership Style Validity Test Results

Statement	r Count	r Table	Conclusion
1	0,586	0,2605	Valid
2	0,765	0,2605	Valid
3	0,606	0,2605	Valid
4	0,750	0,2605	Valid
5	0,658	0,2605	Valid
6	0,778	0,2605	Valid
7	0,732	0,2605	Valid
8	0,557	0,2605	Valid
9	0,676	0,2605	Valid
10	0,558	0,2605	Valid

Source: Data processed by researchers (2022)

The table shows that all work discipline variable statement items are valid because they have a value of r count > r table (0.2605). So that the ten (10) items can be used in the research questionnaire on work discipline variables related to research data collection. The results of the validity test of the leadership style questionnaire are shown in the table below.

Table 5. Work Discipline Validity Test Results

Statement	r Count	r Table	Conclusion
1	0,716	0,2605	Valid
2	0,823	0,2605	Valid
3	0,819	0,2605	Valid
4	0,742	0,2605	Valid
5	0,821	0,2605	Valid
6	0,795	0,2605	Valid
7	0,758	0,2605	Valid
8	0,661	0,2605	Valid
9	0,786	0,2605	Valid

Source: Data processed by researchers (2022)

The table shows that all items of leadership style variable statements are valid because they have a value of r count > r table (0.2605). So that the nine (9) items can be used in the research questionnaire on leadership style variables related to research data collection. The results of the validity test of the performance questionnaire are shown in the table below

Table 6. Performance Validity Test Results

Statement	r Count	r Table	Conclusion
1	0,707	0,2605	Valid
2	0,693	0,2605	Valid
3	0,707	0,2605	Valid
4	0,411	0,2605	Valid
5	0,704	0,2605	Valid
6	0,763	0,2605	Valid
7	0,699	0,2605	Valid
8	0,675	0,2605	Valid
9	0,663	0,2605	Valid
10	0,776	0,2605	Valid
11	0,720	0,2605	Valid
12	0,555	0,2605	Valid

| 13 | 0,711 | 0,2605 | Valid |
| 14 | 0,797 | 0,2605 | Valid |

Source: Data processed by researchers (2022)

The table shows that all performance variable statement items are valid because they have a value of r count > r table (0.2605). So that the fourteen (14) items can be used in the research questionnaire on performance variables related to research data collection.

Reliability Test

The reliability test is used to test the consistency of measuring instruments, whether the results are consistent or not if the measurements are repeated. Unreliable questionnaire instruments are inconsistent for measurement so that measurement results cannot be trusted. The results of the reliability test are shown in the table below.

Table 7. Reliability Test Results

Variable	Score α	Criteria	Conclusion
Work Ethic	0,843	α > 0,60	Reliable
Work Discipline	0,855	α > 0,60	Reliable
Leadesrhip Style	0,914	α > 0,60	Reliable
Performance	0,909	α > 0,60	Reliable

Source: Data processed by researchers (2022)

The table shows that all variables have Cronbach's Alpha values greater than 0.60, so the four instrument variables fulfill the reliable requirements so that they can be used in research questionnaires related to research data collection.

Normality Test

Table 8. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		39
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.29567084
Most Extreme Differences	Absolute	.092
	Positive	.062
	Negative	-.092
Test Statistic		.092
Asymp. Sig. (2-tailed)		.200[c,d]

Source: Data processed by researchers (2022)

The normality test was carried out using the Kolmogorov-Smirnov approach, if the Asymp Sig value is greater than 0.05, it is concluded that the residuals are normally distributed. The table above shows the Asymp Sig value of 0.200, the Asymp Sig value > 0.05, it can be concluded that the data is normally distributed.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observer to another. It is called homoscedasticity if the variance from one observer's residual to another is fixed, while if it is different it is called heteroscedasticity.

Table 9. Heteroscedasticity Test Results

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.238	3	.079	3.354	.030ᵇ
	Residual	.829	35	.024		
	Total	1.068	38			

Source: Data processed by researchers (2022)

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.161	.299		-.539	.594
	Work Ethic	-.021	.085	-.047	-.242	.810
	Work Discipline	.210	.085	.507	2.464	.019
	Leadership Style	-.104	.045	-.380	-2.321	.026

Source: Data processed by researchers (2022)

Based on the heteroscedasticity test in the table it shows that work ethic has a significance value of 0.810 where a significance value of $0.810 > 0.05$ so that work ethic data does not occur heteroscedasticity. Work discipline has a significance value of 0.019 where a significance value of $0.019 < 0.05$ so that work discipline data occurs heteroscedasticity. Leadership style has a significance value of 0.026 where a significance value of $0.026 < 0.05$ so that the leadership style data occurs heteroscedasticity. The F value is 3.354 and the F significance is 0.030 where the significance value is $0.030 < 0.05$ so that the overall data occurs heteroscedasticity, so a correction is made by deleting the independent variable X2 work discipline which has the lowest significance value.

The researcher then, in order to produce the best model, simplified it by only taking the two variables with the highest significance values for further research, namely work ethic and leadership style by removing the work discipline variable. Then reset the data to see the normality test and heteroscedasticity test and then the data becomes normal.

Table 10. Heteroscedasticity Second Test Results

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.085	2	.042	1.474	.242ᵇ
	Residual	1.035	36	.029		
	Total	1.120	38			

Source: Data processed by researchers (2022)

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.100	.316		.316	.754
	Work Ethic	.094	.074	.210	1.271	.212
	Leadership Style	-.067	.046	-.237	-1.432	.161

Source: Data processed by researchers (2022)

Based on the return heteroscedasticity test on two variables, the table shows that work ethic has a significance value of 0.212 where $0.212 > 0.05$ so that work ethic data does not

occur heteroscedasticity. Leadership style has a significance value of 0.161 where 0.161 > 0.05 so that the leadership style data does not occur heteroscedasticity.

Multicollinearity Test

Multicollinearity test is a test conducted to ensure a regression model has intercorrelation or collinearity between independent variables. Test by calculating the VIF value for the independent variables of several books that say VIF < 5 or VIF < 10.

Table 11. Multicollinearity Test Results

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Work Ethic	.940	1.064
	Leadership Style	.940	1.064

Source: Data processed by researchers (2022)

The table shows that work ethic has Tolerance and VIF values of work ethic of 0.940 and 1.064 and leadership style has Tolerance and VIF values of 0.940 and 1.064. With the two independent variables having a Tolerance value above 0.10 and a VIF value below 10, the two independent variables do not experience symptoms of multicollinearity between the independent variables in the regression model so that they can be used to predict the dependent variable.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) is one of the statistical tests to measure how far the model's ability to explain the variation of the dependent variable with values between zero and one.

Table 12. Coefficient of Determination Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717[a]	.514	.487	.31145

Source: Data processed by researchers (2022)

The table shows that an R value of 0.717 means that X1 and X2 have a fairly strong correlation with Y. That with an R Square value above 0.5 means that the two variables are moderate, qualify and have a good relationship. The R Square value of 0.514 means that X1 and X2 can explain Y by 51.4%. The remaining 4.8% is explained by other variables.

F Test

The F test is used to determine the significant level of influence of the independent variables jointly (simultaneously) on the dependent variable. F test was performed by comparing the F-value (Fcount) obtained from the regression results with the specified F-Significant (Ftable).

Table 13. F Test Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.699	2	1.849	19.066	.000[b]
	Residual	3.492	36	.097		
	Total	7.191	38			

Source: Data processed by researchers (2022)

The table shows a calculated F value of 19.066. In addition, a significance value of 0.000 is also obtained where the significance value is <0.05. So this can be concluded if there is a simultaneous (simultaneous) influence between work ethic and leadership style variables on performance.

T Test

The t test is used in a study to test the significance of the relationship between various X and Y variables, whether X variable really affects Y variable (performance) separately or partially.

Table 14. T Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.160	.581		1.997	.053
	Work Ethic	.286	.137	.251	2.096	.043
	Leadership Style	.437	.085	.613	5.115	.000

Source: Data processed by researchers (2022)

In the coefficients table that is interpreted is the value in column B, the first row shows the constant (a) and the next row shows the regression coefficient of the independent variable (b). Based on the results of the analysis shown in the table, it is known that the multiple linear regression equation between work discipline, work environment and fighting spirit with personnel performance is as follows:

$$Y = 1.160 + 0.286X1 + 0.437X2$$

Based on the results of the multiple linear regression equation above, it can be analyzed as follows:

a) A constant of 1.160 states that if all independent variables (work ethic and leadership style) are considered constant or have a value of 0, then employee performance will be 1.160.

b) The regression coefficient for work ethic (X1) is 0.286 with a positive value, which means it has a positive influence so that if the work ethic increases by 1, while the other variables (leadership style) are considered constant or have a value of 0, then employee performance increases by 0.286.

c) The leadership style regression coefficient (X2) is 0.437 with a positive value, which means it has a positive influence so that if work discipline increases by 1, while other variables (work ethic) are considered constant or have a value of 0, then employee performance increases by 0.437.

The multiple linear regression equation above shows that the variables are independent the variable that has the most influence on employee performance is the variable of leadership style with a regression coefficient of 0.437 and then the variable of work ethic with a regression coefficient of 0.286.

The table shows that:

a) Hypothesis 1: Work ethic has a significant effect on the performance of employees in the Production Department of PT. Adil Makmur Fajar. Based on the t test, a significance value of 0.043 was obtained, where a significance value of 0.043 <0.05, then H1 was accepted.

b) Hypothesis 2: leadership style has a significant effect on performance employees of the Production Department of PT. Adil Makmur Fajar. Based on the t test, a significance value of 0.000 is obtained, where a significance value of 0.000 <0.05, then H2 accepts.

CONCLUSION AND SUGGESTION

Conclusion

Based on the results of the research and discussion regarding the effect of work ethic and leadership style on the performance of the employees of the Production Department of PT. Adil Makmur Fajar, several conclusions can be drawn as follows:

a. Work ethic has a significant effect on the performance of employees in the Production Department of PT. Adil Makmur Fajar.
b. Leadership style has a positive and significant effect on the performance of employees in the Production Department of PT. Adil Makmur Fajar.
c. Work ethic and leadership style together have a positive and significant effect on the performance of the employees of the Production Department of PT. Adil Makmur Fajar.

Suggestion

a. Work ethic affects the performance of employees in the Production Department of PT. Adil Makmur Fajar so it is hoped that management and leaders at PT. Adil Makmur Fajar to maintain and further improve the work ethic of employees, especially towards responsibility, integrity, love, excellence, enthusiasm and humility of employees by giving more full trust when doing work and giving appreciation and respect for employee participation in work so that employees will feel at work is highly valued by the company. So that it will indirectly improve the work ethic that affects employee performance.
b. Leadership style must be a top priority because it is known to have the highest influence on performance so that for the leaders of PT Adil Makmur Fajar to further maintain and improve including closer relationships with subordinates, building a family atmosphere at work, communication with subordinates that is more open, clear and effective, and value the ideas of subordinates. So that employees will feel comfortable with the leadership of the leaders which will create a more conducive working atmosphere which will indirectly improve employee performance.

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