

The Influence of Ethical Leadership on Ambiguity, Motivation, Stress, and Performance Employees of PT. Aerospace

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Abstract

The goal of this study is to examine how ethical leadership affects employee moral ambiguity at work, employee motivation, and employee stress, as well as how these factors affect the caliber of employee performance at PT Dirgantara Indonesia. Work from home activities cause issues for PT Dirgantara Indonesia during the Covid-19 epidemic. Management is focused on figuring out how to keep every employee productive during the epidemic. So that the management of PT. Dirgantara Indonesia can focus on the application of ethical leadership in the firm to improve the quality of employee performance, the contribution to this research is anticipated. Using a likert scale, a questionnaire was used to collect the data for this investigation. 112 participants, all permanent workers of PT. Dirgantara Indonesia, comprised the study's sample. Using the census sampling approach, compute a sample. Structural Equation Modeling (SEM), a form of analysis used in this work, uses PLS software. The study's findings demonstrate that ethical leadership can decrease employee ethical ambiguity, that ethical ambiguity can increase workplace stress, that ethical leadership can decrease workplace stress, that ethical leadership can boost workplace motivation, that ethical leadership can improve employee performance quality, and that workplace stress can lower employee performance quality. The study's conclusion is that PT. Dirgantara Indonesia can assess the implementation of ethical leadership by hosting sharing sessions before and after work hours that highlight what managers do to their staff.

Keywords

ethical leadership; ethical ambiguity; work motivation, work stress; quality of performance



I. Introduction

The world economy has almost been hit hard by the spread of the Covid-19 virus. Not only the economy but has caused a large number of casualties, almost the population around the world, including Indonesia, has been affected by this dangerous virus. Limiting the movement of activities in the affected areas or PSBB was finally implemented in the territory of Indonesia to reduce the spread of the Covid-19 virus. Through the 4M campaign (Wearing masks, washing hands and Keeping distance) is often campaigned by both the government and other social communities in preventing the outbreak of this deadly virus (Narpati et al., 2021).

Before this outbreak or pandemic, employees worked in the office every day but after this virus, employees were required to work at home (Work from Home). This policy certainly has an impact on employees because the WFH situation has differences with Work from Office (WFO), where WFH requires employees to be able to adjust to changes in culture or a new environment at work (Anugrah and Priyambodo, 2021). Singh and Kumar (2020) stated that work in the office and life at home are different and separate things, where work requires time and a special atmosphere, therefore employees need to

make adjustments to the atmosphere of WFH. Adjustments made by employees certainly have a significant impact that can be in the form of negative or positive impacts.

Data presented by Fikri (2021) stated that there were 75 percent of workers who felt difficulty dividing their time due to the accumulation of work which simultaneously also had duties as housewives and heads of families that were prioritized. Some of the impacts that can be felt when doing quarantine or WFH are excessive worry, frustration, boredom and negative stigma that arises. The negative impact felt by employees will certainly be able to interfere with the quality of employee performance so that it cannot be maximized (Brooks et al., 2020). The outbreak of this virus has an impact of a nation and Globally (Ningrum et al, 2020). The presence of Covid-19 as a pandemic certainly has an economic, social and psychological impact on society (Saleh and Mujahiddin, 2020). Covid 19 pandemic caused all efforts not to be as maximal as expected (Sihombing and Nasib, 2020).

During the Covid-19 pandemic, PT Dirgantara Indonesia has problems in controlling management and strategy for the company. In terms of, how to keep every employee productive during the pandemic. One of these ways is implemented the Work from Home 50:50 system. Namely for some employees, and some other employees continue to produce aircraft by maintaining distance and wearing masks according to health protocols implemented to prevent the transmission of the COVID-19 virus.

The purpose of implementing this system during the pandemic is so that the operational activities of PT Dirgantara Indonesia continue to run effectively and efficiently and are able to survive, because indirectly because the amount of flight traffic has decreased drastically and many companies cancel the purchase of aircraft factory products during this pandemic. In order for the company to continue to survive in difficult conditions, leadership plays an important role in influencing the expected results and can serve as a means to achieve those goals (Schwepker and Dimitriou, 2021). Compared to other leadership styles, because ethical leadership is not only related to attitudes and behaviors at the individual level but also maintains the development of subordinate behavior norms through leader example, communication, and decision making so as to have an impact on improving performance (Peng and Lin, 2017). The ethical behavior of leaders and the sense of responsibility they have have a strong impact on employee attitudes and performance (Aftab et al., 2021).

Ethical leadership applied in the company is also able to increase employee motivation in working (Khan et al., 2020). In addition, it is known that ethical leadership is able to reduce work stress experienced by employees (Schwepker and Ingram, 2016). In the analysis conducted by Bedi et al. (2016), it is known that ethical leadership has a significant influence on work stress. Furthermore, the application of ethical leadership is able to reduce the understanding of employee ethical behavior or called ethical ambiguity (Schwepker, 2019).

This research is a development of research conducted by Schwepker and Dimitriou (2021) through a research model involving ethical leadership, ethical ambiguity, work stress and performance quality. As for this research, work motivation is included to develop a research model. In addition, in several previous studies, there is still little discussion about ethical leadership in State-Owned Enterprises (BUMN) and ethical ambiguity in SOE employees. So, the purpose of this study is to determine the influence of ethical leadership on ethical ambiguity, work motivation, work stress and performance quality.

II. Review of Literature

2.1 Ethical Leadership

According to Shafique et al. (2020) Ethical leadership refers to the behavior of leaders normatively through personal actions and interpersonal relationships and promotes such actions to subordinates through two-way communication, reinforcement, and decision making. The ethical leader serves as a role model for his followers who view them as fair, honest, principled, and trustworthy people and care not only about employees, but also the interests of the company as a whole (Schwepker and Dimitriou, 2021)

Ethical leadership is essential in influencing the company's performance relationships because it affects the internal climate of the organization that guides the values, beliefs, and behaviors of employees in dealing with daily tasks and customers (Feng et al., 2019). Ethical leaders treat all subordinates with respect and care so as to develop a high-quality and affective exchange relationship between the leader and his subordinates (Yang and Wei, 2018).

2.2 Ethical Ambiguity

According to Schwepker and Good (2017), ethical ambiguity relates to uncertainty regarding how to deal with ethical situations that arise in the workplace. Ethical ambiguity is defined as a situation that makes the individual's circumstances uncomfortable (Cox, 2020). Ethical ambiguity occurs when an employee receives inadequate information, unclear policies, uncertain authority, and inconvenient relationships with colleagues to perform their work (Amiruddin, 2019).

According to Schwepker and Dimitriou (2021) ethical ambiguity can be reduced by leadership that provides clear expectations for employees. Many professions today have explored the impact of ethical ambiguity on the decision-making process of its professionals (Robinson et al., 2020).

2.3 Work Motivation

Work motivation is described as the result of interaction between individuals and their work situations (Indrawati et al., 2021). Motivation will be effective if a person knows his role in the organization well (Rita et al., 2018). Motivation is a set of behaviors that provide a basis for a person to act in a way directed towards a specific goal (Dharma, 2018).

Al-Musadieq et al. (2018) explains that work motivation relates to internal factors related to the participation of the individual in the work arrangement and relates to the achievement of the work of the individual. In particular, organizations are constantly looking for ways to increase employee motivation so that employees are willing to be fully involved in their work (Ouakouak et al., 2020).

2.4 Work Stress

Work stress is defined as a dangerous physical and emotional state that occurs when job requirements do not match the abilities, responses or needs of workers (Saadeh and Suifan, 2020). Work stress is understood as a phenomenon related to negative emotions in the study of organizations (Harms et al., 2017)

According to Choi et al. (2019), work stress refers to an individual's reaction to threatening working conditions and occurs when an employee becomes unable to meet the demands of his work. Work stress is a research topic that has the potential to harm personal health and organizational effectiveness (Vong et al., 2018).

2.5 Performance Quality

Overall, performance refers to the implementation of tasks assigned to people. What an employee does in his work, or how their duties are called performance (Darvishmotevali and Ali, 2020). Performance is defined as the degree to which an individual is able to successfully complete a job task below the job target with the utilization of available resources (Sobaih et al., 2019).

Tissue et al. (2020) defines the quality of performance as "the total expected value for the organization that an individual performs above the standards of the established time period". In addition, performance is an important criterion for the company and for the results and success of the company (Na-Nan et al., 2018).

III. Research Method

3.1 Measurement

This study adopts questions from Schwepker and Dimitriou (2021) for ethical leadership variables with 10 questions and Ethical Ambiguity with 4 questions. Job stress consists of 5 questions adopted from (Vong et al., 2018). Work motivation consists of 5 questions adopted from (Ouakouak et al., 2020). Performance Quality consists of 5 questions adopted from (Darvishmotevali and Ali, 2020). In this study, we chose to use quantitative research using a questionnaire to collect information about Ethical Leadership, Ethical Ambiguity, Job stress, Work motivation, and Performance Quality. To test a causal relationship between the variables in this study with the method of using the likert scale ranging from (1) strongly disagree to (5) strongly agree.

Table 1. Kaiser Meyer-Olkin Measure of Sampling and Cronbach's Alpha

| Variable | KMO | Cronbach's Alpha | Information |
|--------------------|-------|------------------|--------------------|
| Ethical Leadership | 0.745 | 0.962 | Valid and Reliable |
| Ethical Ambiguity | 0.768 | 0.899 | Valid and Reliable |
| Work Stress | 0.775 | 0.927 | Valid and Reliable |
| Work Motivation | 0.776 | 0.928 | Valid and Reliable |
| Working Quality | 0.838 | 0.951 | Valid and Reliable |

IV. Result and Discussion

4.1 Descriptive Analysis

Respondents in this study were permanent employees at PT. Dirgantara Indonesia is 112 people. From a total of 112 respondents, it is known that the ratio of respondents to the male sex was 65% and the female was 35%. It shows that PT. Dirgantara Indonesia has not provided a sufficient portion for female employees. Then, based on the age of the respondents, it is known that most of them are dominated by employees with an age range of 26 years – 35 years as much as 58% or as many as 65 employees. It shows that employees of PT. Dirgantara Indonesia is dominated by employees of productive age and including the millennial generation. Furthermore, based on the education of respondents, it

is known that most respondents have a Bachelor's education (S1 / S2 / S3) of 77% or as many as 86 employees. It shows that PT. Dirgantara Indonesia has employees with higher education. As for the length of service, it is known that most employees have a service period of 4 years – 5 years by 49% or as many as 55 employees. This indicates that employees of PT. Dirgantara Indonesia has a good work experience.

In the descriptive of each variable, it is known in the ethical leadership variable the statement with the highest value of 4.41 is found in item ET1 which describes that the leader is able to listen to what employees are talking about. In the ethical ambiguity variable of the statement with the highest value of 4.19, it is found in the EA4 item which describes that the employee does not know the role to be performed at the job. In the work stress variable, the statement with the highest value of 4.21 is found in the JS2 item which describes that employees feel depressed while working. In the work motivation variable, the statement with the highest value of 4.21 is found in the WM5 item which describes that employees are able to spend more time while working. Finally, in the variable quality of work performance statement with the highest value of 4.32 is found in the PQ5 item which illustrates that employees know that leaders have more expectations for employees to work better.

4.2 Outer Model Analysis

Then an outer model analysis is carried out starting with a convergent validity test to measure the validity of indicators on a variable. An indicator is declared valid if the measurement of the loading factor is above 0.70 so that if there is a loading factor below 0.70 it will be dropped from the model (Ghozali, 2014). Based on the measurement results, it is known that all indicators have been valid.

In addition to the Loading Factor value, to analyze the validity of the research data can use the Average Variance Extracted (AVE) value. Based on the results of the analysis, it is known the AVE value of ethical leadership ($0.745 > 0.5$), ethical ambiguity ($0.768 > 0.5$), work stress ($0.775 > 0.5$), work motivation ($0.776 > 0.5$), and quality of performance ($0.838 > 0.5$). Therefore, it is concluded that the entire research variable is valid.

To test the discriminant validity can be done with the Fornell-Larcker Criterion examination. It is known that the correlation of performance quality variables is greater than the correlation value of performance quality variables with other variables. In addition to the Fornell-Larcker test, discriminant validity can also be tested based on Cross Loading values. Based on the Value of Cross Loading, it is known that the correlation of the performance quality construct with the indicator is higher in correlation compared to other constructs, as well as other variables.

Reliability Test in PLS can use 2 methods, namely Cronbach's alpha and Composite reliability. Based on the results of the analysis, it is known that all variables have values above 0.70 as required by Ghozali (2014) with details of ethical leadership (CA = 0.962; CR = 0.967), ethical ambiguity (CA = 0.899; CR = 0.967), work stress (CA = 0.927; CR = 0.945), work motivation (CA = 0.928; CR = 0.945), and performance quality (CA = 0.951; CR = 0.963).

4.3 Inner Model Analysis

At the inner model analysis stage, it begins by looking at the R-Square value (R^2). Based on the SEM analysis obtained results in the first construct, the ethical leadership variable influences the ethical ambiguity variable with an R value of 2 of 0.880. It showed that ethical leadership influenced the ethical ambiguity variable by 88%. While the remaining 12% was influenced by other variables that were not found in this study.

Furthermore, it is known that the variables of ethical leadership and ethical ambiguity affect the variable of work stress with a value of R2 of 0.943. It showed that ethical leadership and ethical ambiguity influenced the work stress variable by 94.3%. Meanwhile, the remaining 5.7% was influenced by other variables that were not found in this study.

In the next construct, it is known that the ethical leadership variable affects the work motivation variable with an R value of 2 of 0.908. It showed that ethical leadership influenced the work motivation variable by 90.8%. While the remaining 9.2% was influenced by other variables that were not found in this study. Furthermore, it is known that the variables of ethical leadership and work stress affect the performance quality variable with an R value of 2 of 0.935. It showed that ethical leadership and work stress influenced the performance quality variable by 93.5%. While the remaining 6.5% was influenced by other variables that were not found in this study.

In addition to looking at the R-Square value (R2), the researchers conducted the Predictive Relevance (Q2) test to measure how well the observation value was generated by the model and also the estimation of its parameters. According to Ghazali (2014) Predictive Relevance (Q2) must be greater than 0 so that if the Predictive Relevance value (Q2) is equal to 0 or negative the value shows the model is irrelevant to the prediction of a given endogenous factor. Based on the test results, it is known that the Predictive Relevance (Q2) values for the variables of ethical ambiguity (0.664), work stress (0.719), work motivation (0.694), and performance quality (0.769).

Evaluation of the fit model in this study was carried out using two test models, including standardized root mean square residual (SRMR). According to Ghazali (2014) that the model will be considered to have a good fit if the value of the standardized root mean square residual (SRMR) ≤ 0.08 . Based on the results of the analysis, it is known that the SRMR value is 0.040, therefore, it can be concluded that this research model has a good fit.

The results of the study are as described in the bootstrapping method in the research model as follows.

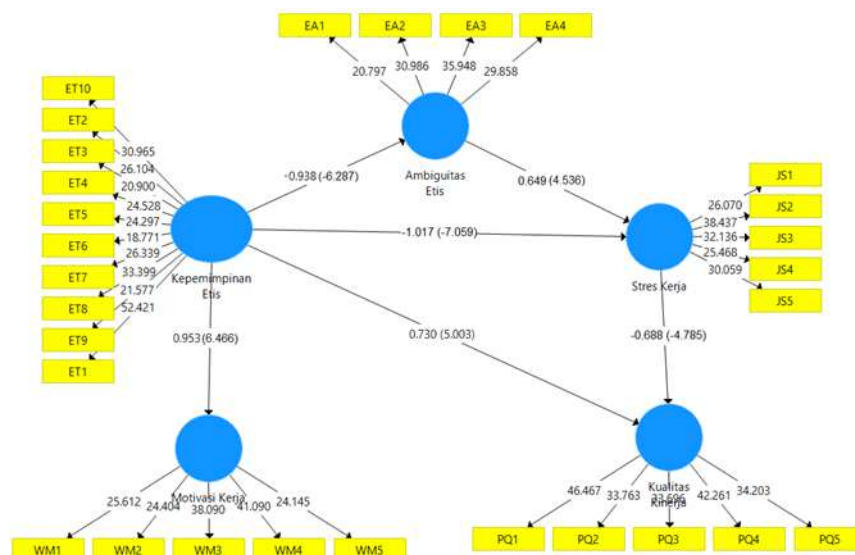


Figure 2. Bootstrapping Test Results

The T-Statistics diagram as figure 2 above, can be presented hypothesis testing of research models as follows:

Table 2. Research Model Hypothesis Test

| Hypothesis | Hypothesis Statement | T-Statistics Value | Information |
|----------------|---|--------------------|-------------------------|
| H ₁ | Ethical Leadership negatively affects Ethical Ambiguity | -6,287 | Data support Hypothesis |
| H ₂ | Ethical Ambiguity positively affects Work Stress | 4,536 | Data support Hypothesis |
| H ₃ | Ethical Leadership negatively affects Work Stress | -7,059 | Data support Hypothesis |
| H ₄ | Ethical Leadership positively affects Work Motivation | 6,466 | Data support Hypothesis |
| H ₅ | Ethical Leadership positively affects Performance Quality | 5,033 | Data support Hypothesis |
| H ₆ | Work Stress negatively affects Performance Quality | -4,785 | Data support Hypothesis |

As per the table of hypothesis test results above, that all variables have a T-Value value above 1.96 and thus the data in this study support the entire research hypothesis that was built. Complete information about the SEM analysis of this study can be seen in the appendix.

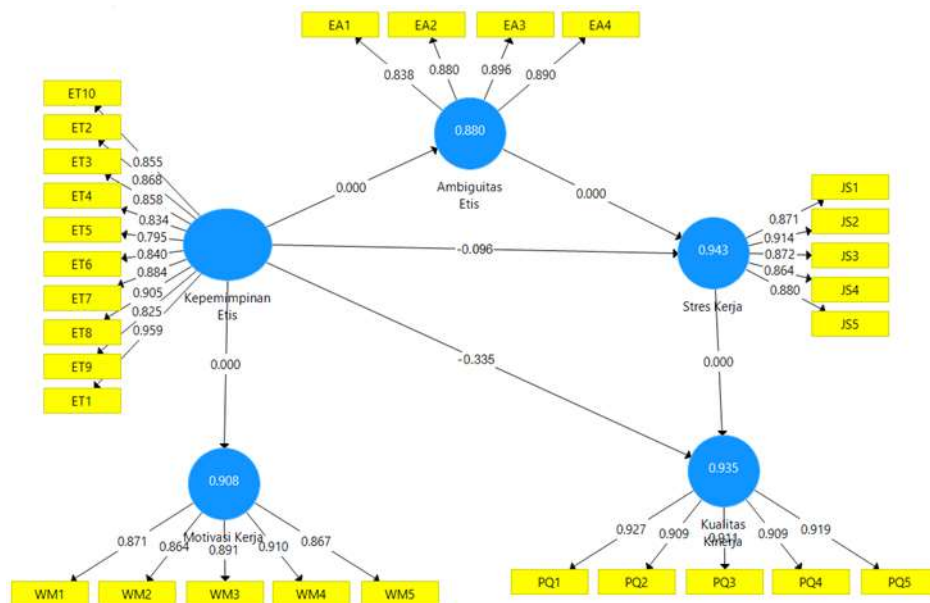


Figure 3. Mediation Test Results

Based on figure 3 above, it can be seen that ethical ambiguity is able to reduce the burden that ethical leadership gives to work stress. Furthermore, it is known that work stress directed by employees is able to reduce the influence of ethical leadership on the quality of performance provided by PT employees. Indonesian Aerospace.

4.4 The Influence of Ethical Leadership on Ethical Ambiguity

This study explains the influence of the influence of ethical leadership on ethical ambiguity, work motivation and work stress and its impact on the quality of employee performance in PT. Indonesian Aerospace. In this study, it was proven that ethical leadership was able to reduce the ethical ambiguity felt by PT employees. Indonesian

Aerospace. This shows that the better the application of ethical leadership in SOEs, the more ethical ambiguity will decrease. Through the ethical leadership that is applied, employees can see how the leadership works, behaves and obeys the rules in the company so that employees can apply the same things and there is no ambiguity that employees feel when working and carrying out company rules.

By practicing ethical leadership, such as setting an example to employees, disciplining employees who behave unethically, talking to employees about ethics or business values, leadership can reduce employee ethical ambiguity (Mackey et al., 2021). Based on descriptive analysis, it is known that the highest descriptive value indicates that the leadership is willing to listen to what the employee's complaints are. This is in accordance with the habits carried out by the leadership of PT. Dirgantara Indonesia which routinely invites employees to discuss by talking about work and things that employees feel about the company. So that employees can more clearly know how the company works and expectations of employees. The results of this study are in line with previous research conducted by Schwepker and Dimitriou (2021) that the application of ethical leadership is able to reduce the ethical ambiguity of hotel employees in the United States and Bavik et al. (2018) that ethical leadership is capable of lowering the level of ethical ambiguity of multinational works in Hong Kong.

4.5 The Effect of Ethical Ambiguity on Work Stress

The results of the study proved that ethical ambiguity can increase work stress felt by PT employees. Aerospace. This shows that there is an increasing ethical ambiguity felt by PT employees. Dirgantara Indonesia, the work stress felt by employees will increase. The ambiguity felt by employees shows that employees feel unclear how to play a role in working in their position and how to behave in the company according to the established rules. Therefore, perceived ethical ambiguity will create tension and discomfort in work and increase the work stress that employees feel.

Employees who are unsure how to handle ethical situations face uncertainty about how to behave, and how their actions may be accepted by management can result in undue tension. In the end, this will increase employee work stress (Schwepker and Dimitriou, 2021). Employees of PT. Dirgantara Indonesia that does not know its role in the company will make employees burdened with their work and increase the work stress felt. In line with the description analysis that reveals that there are still many employees who do not know the role to be performed at work such as how to submit complaints about work difficulties to superiors and coordinate with employees between divisions. The results of this study are in line with previous research conducted by Amiruddin (2019) that it tends to decrease physical and psychological health, have anxiety and work ineffectively compared to other individuals who do not experience work stress.

4.6 The Influence of Ethical Leadership on Work Stress

The results of the study prove that ethical leadership is able to reduce work stress. This shows that the better the application of ethical leadership to PT. In Aerospace Indonesia, the work stress felt by employees will decrease. The characteristic of ethical leadership is that the leader is able to give appreciation to employees and the desire of the leadership in hearing employee complaints. Therefore, by implementing ethical leadership in PT. Dirgantara Indonesia, employees will feel supported and appreciated by the leadership so that the work stress felt is able to gradually decrease.

When employees know that they are dealing with leaders who value employees, do not have double standards, and value honesty and integrity, then they have confidence that

they are in good hands so as to be able to lower the stress felt by employees (Schwepker and Dimitriou, 2021). The ability of leaders to listen to employee complaints and employee opinions will reduce work stress felt by PT employees. Dirgantara Indonesia because the perceived problems can be solved or thought out together. The results of this study are in line with previous research conducted by Schwepker and Dimitriou (2021) that the application of ethical leadership is able to reduce the level of work stress of hotel employees in the United States.

4.7 The Influence of Ethical Leadership on Work Motivation

The results of the study proved that ethical leadership is able to increase employee work motivation. This shows that the better the application of ethical leadership to PT. Dirgantara Indonesia, the work motivation felt by employees will increase. By implementing ethical leadership in PT. Dirgantara Indonesia, employees will get direct examples from leaders how to work well. in addition, the leadership can be a place of counseling for employees who experience work difficulties so that employees will continue to be kept motivated by the leadership to be able to work well and achieve company goals.

Motivation of PT. Dirgantara Indonesia is shown by the results of a descriptive analysis that employees can spend more time working. So that with leaders who are willing to listen to employee complaints and opinions, employee motivation to work is higher because employees feel supported by leaders to work well. As explained by Ouakouak et al. (2020) that ethical leadership is key to creating motivation for employees. When leaders are able to set an example and communicate well with employees, it will increase employee motivation to work better. The results of this study are in line with previous studies conducted by Khan et al. (2020) that the application of ethical leadership is able to increase the motivation of school teachers in Pakistan.

4.8 The Influence of Ethical Leadership on Performance Quality

The results of the study prove that ethical leadership is able to improve the quality of employee performance. This shows that the better the application of ethical leadership to PT. Dirgantara Indonesia, the quality of employee performance will increase. With the application of ethical leadership, the employee can easily know what to do and what the leadership and the company want from him. So that employees can focus on achieving the targets set and continue to improve the quality of their performance.

As explained by Schwepker and Dimitriou (2021) that the application of ethical leadership will create trust for employees to work well and be able to place themselves optimally so that it will improve the quality of the resulting performance. The results of this study are in line with previous studies conducted by Ouakouak et al. (2020) that the application of ethical leadership is able to improve the quality of performance in public organizations in Kuwait.

4.9 The Effect of Work Stress on Performance Quality

The results of the study proved that work stress can reduce the quality of employee performance. It shows that the higher the work stress felt by PT employees. In Indonesian aerospace, the quality of performance provided will decrease. With high work stress, employees will feel tension when working to cause physical pain to the employee. So that employees will lose focus when working and reduce the quality of performance given to the company.

According to Schwepker and Dimitriou (2021) work stress felt by employees due to excessive workload and uncomfortable working conditions will make the quality of performance given is not optimal. (2020) that work stress can degrade the quality of employee performance in India.

V. Conclusion

The results of this study prove the existence of a negative influence between ethical leadership and ethical ambiguity. This research also proves that there is a positive influence between ethical ambiguity and work stress. Furthermore, it is known that there is a negative influence between ethical leadership and work stress. There is a positive influence between ethical leadership and work motivation. In the next analysis, it is known that there is a positive influence between ethical leadership and performance quality. Finally, this study proves that there is a negative influence between work stress and performance quality.

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