

## The Influence of Ethical Leadership and Organizational Commitment on Employee Performance

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### Abstract

*The Village Minimum Service Standards state that Village Government is the administration of government affairs and the interests of the local community, so public services by village officials are expected to be able to lead to good governance. The aim of this research was to have 2 (two) objectives, namely the first was to determine the influence of ethical leadership on the performance of village officials. The second objective is to determine the influence of organizational commitment on the performance of village officials. To obtain research data, a research questionnaire was used which was distributed to 100 village officials. The population is the Village Apparatus of Probolinggo Regency. The sample was determined as 100 respondents using random sampling technique. Validity and reliability tests were carried out so that the questionnaire could be used. The influence of the independent variable on the dependent variable was tested by testing the research hypothesis and the results were that ethical leadership and organizational commitment had a positive impact on employee performance in the Village Government in Probolinggo Regency.*

### Keywords

*Ethical leadership; organizational commitment; employee performance*



## I. Introduction

Law Number 6 of 2014 concerning Villages, hopes that village governments can manage their village affairs better and independently. In accordance with article 26 paragraph 2, the village government has the authority to regulate, develop and lead the village in order to improve the welfare of the community. Village apparatus as service providers for the community as well as those responsible for public service functions in the village direct their goals towards public service, think about and strive to achieve service targets for the entire community at various levels (Dwiyanto, 2023).

The success of a government agency partly depends on human resources or what is called HR, which is capital and has a very important role and position within an agency. Thus, human resources need to be managed so that they can have a major influence on the implementation of government agencies to achieve the stated goals. Village government agencies are the lowest level of government in Indonesian government agencies but have roles and functions in implementing government plans. Human resources in village government agencies must have skills with good performance to help the agency succeed and provide the best possible service to the community. The progress of the village government is determined by the performance of village officials as assistants to the Village Head in running the government.

Performance refers to the level of success in carrying out tasks and the ability to achieve predetermined goals (Robbins & Judge, 2019). Performance is declared good and successful if the desired goals can be achieved well (Qomariah, 2020). According to the

Indonesian Institute of Administration, performance is a description of the level of achievement of an activity, program, policy in realizing an organization's goals, objectives, vision and mission (Dwiyanto, 2023). This was emphasized by Simamora (2019) who stated that performance is an activity related to the elements involved in the process of producing an output.

The performance of village officials is regulated by Minister of Home Affairs Regulation no. 2 of 2017 concerning Minimum Village Service Standards which states that Village Government is the administration of government affairs and the interests of local communities. Village Government is carried out by the Village Head who is assisted by Village Apparatus, namely the Village Secretary, Regional Implementation and Technical Implementation as well as other village apparatus. Village officials have work assessment standards carried out by each Village head. The problem experienced by the Village Government is that the performance of Village Apparatus has not been optimal over the last few years and some have even been in the poor category. If this continues, it will have a negative impact on Village Officials and the Village Government itself.

Employee performance can increase if the person directing them also provides a good example and is a good example of the values that apply in the Siagian organization (2019). Leadership that is always based on the values that apply in an organization will be able to take the organization in the direction that is the ideal or that has been planned at the beginning. Through ethical leadership and supported by adequate government organizational commitment, the implementation of good governance will be realized, on the other hand, the weakness of ethical leadership is one of the causes of the collapse of bureaucratic performance in Indonesia (Dwiyanto, 2023). Research on the relationship between leadership and employee performance has been widely carried out, among others, with the result being that leadership that can set an example can actually improve employee performance : (Van Wyk, 2019), (Jajuk Herawati & Prayekti (2019)), (Muizu et al., 2019), (Ramadhani, 2021), (Prasetya & Mulyana, 2023), (Harmoko & Heru Sulisty, 2019) , (Desky, 2014), (Jamaludin & Subiyanto, 2022), (Haryati et al., 2014), (Antoro, 2014), (Atikah & Qomariah, 2020), (Qomariah, Hermawan, et al., 2020), (Muhsin & Arifa, 2018), (Khotijah & Helmy, 2021), (Utarindasari & Silitonga, 2021), (Alhudhori et al., 2019), (Sukmana & Indarto, 2018), (Nirmalasari, 2014), (Habba et al., 2017), (Riyanto et al., 2018), (Anggitaningsih & Handriyono, 2019), (Angesty, 2019), (Fadly, 2017), (Priyanto, 2016), (Zubaidah, 2016), (Geralt et al. al., 2020), (Efrilia & Syah, 2022), (Permana et al., 2019), (Priyono et al., 2018), (Vipraprastha et al., 2018), (Chandra et al., 2020), (Sumiaty, 2020), (I. D. G. E. C. Wiguna, 2015), (Wijayanti & Meftahudin, 2016), (Harahap, 2016; Hasibuan, 2019), (Prasetya et al., 2017; Siregar, 2022), .Inconsistent research results were obtained by Harijanti et al. (2021); and Hafni et al. (2022), (Priyono et al., 2019), (Rahadian et al., 2020); (Astuti & Kurnia, 2020); (Hidayat, 2021); (Lianasari & Ahmadi, 2022); (Wahyuni & Budiono, 2022), (Qomariah, 2012), (Rosalina & Wati, 2020), (Sadariah, 2019), (Arifin, 2020), which states that leadership cannot improve employee performance in an organization or company.

The following factor that can also improve employee performance is the commitment of the organization in providing welfare to its employees. Organizational commitment is where employees have a strong enough desire to remain members of the organization, always try hard to provide the best according to the wishes of the organization and accept the assessment and goals of the organization." An individual's attitude can determine the success or failure of a business or work he undertakes (Luthans, 2018). Research on organizational commitment which has an impact on employee performance was conducted by (Yateno et al., 2022), (Supiyanto, 2015), (Ramli & Mariam, 2020), (Kridharta &

Rusdianti, 2017), (Kawiana et al., 2023), (Pratama, 2018). Meanwhile, research stating that organizational commitment has no impact on performance was carried out by (Bodroastuti & Tirtono, 2019).

Based on the description presented in the previous statement, this research aims to determine and analyze the influence of ethical leadership, and the second objective is to determine and analyze the influence of organizational commitment on employee performance in village officials throughout Probolinggo Regency. The performance targets and actual performance of village officials in Probolinggo Regency are presented in Table 1 below.

**Table 1.** Recapitulation of Average Job Performance Assessment 2023

Indicator	Performance	
	Realization	Target
Bureaucratic Efficiency	82%	> 90%
Financial Management	83%	> 90%
Good administration	83%	> 90%
Increased human resources	80%	> 90%

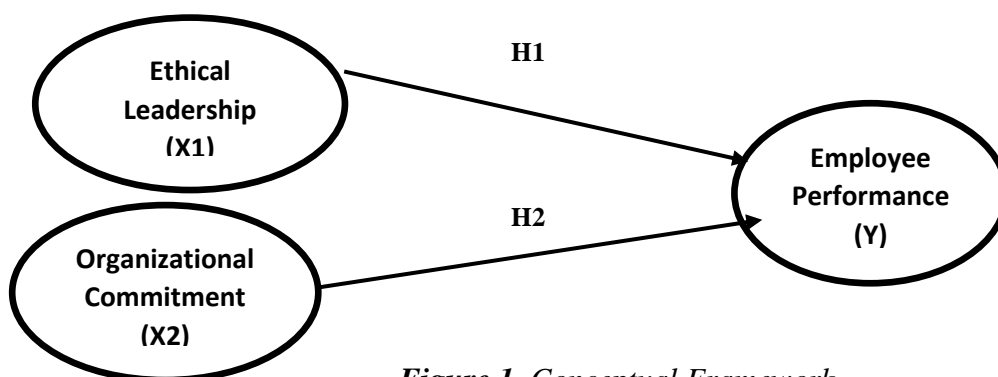
Source: Probolinggo Regency DPMD, 2024

Based on data on performance achievements in village officials in Probolinggo Regency, it appears that they are still below the set targets. Referring to the results of previous research conducted by researchers, it appears that there are still inconsistent results between leadership variables and organizational commitment in relation to employee performance. Based on the phenomenon that there are still gaps, both gaps in research objects and gaps in research results, it is necessary to carry out research with the aim of knowing and analyzing the impact of leadership and organizational commitment on the performance of village officials in Probolinggo Regency.

### 1.1 Research Hypothesis

1. Ethical leadership has a positive impact on the performance of village officials.
2. Organizational commitment has a positive impact on the performance of village officials.

### 1.2 Conceptual Framework



*Figure 1. Conceptual Framework*

## **II. Review of Literatures**

### **2.1 Human Resource Management**

According to (Azhad et al., 2015) the definition of Human Resource Management (HRM) is an effort to develop various techniques and tactics on how to manage employees in a company by increasing their commitment to the organization, working together through the concept of an effective work team, developing leadership and being able to motivate employees to improve individual employee performance.

### **2.2 Employee Performance**

Performance is often interpreted as the achievement of tasks, where employees at work must comply with the organization's work program to show the level of organizational performance in achieving the organization's vision, mission and goals (Qomariah, 2020). According to Eulin (2019), performance or work achievement is defined as: "an expression of ability based on knowledge, attitudes and skills and motivation in producing something". Meanwhile, according to Solong (2020), "Performance is a translation of performance which means work performance, work implementation, work achievement, work performance or work appearance."

### **2.3 Organizational Commitment**

Organizational commitment is where employees have a strong enough desire to remain members of the organization, always try hard to provide the best according to the wishes of the organization and accept the assessment and goals of the organization." An individual's attitude can determine the success or failure of a business or work he undertakes (Luthans, 2018)..

### **2.4 Ethical Leadership**

Ethical leadership is the principles, beliefs and values of right and wrong that describe the basis of organizational behavior so as to formulate the basis for leaders influencing employees in achieving organizational goals (Rivai & Mulyadi, 2012).

## **III. Research Methods**

This research is explanatory research. Explanatory research is a research method that aims to explain the position of the variables studied and the influence between one variable and another (Sugiyono, 2017). This research uses a population of all village officials in Probolinggo Regency. The sample was determined by random sampling with a total of 100 people (on the basis that  $n \geq 30$  is a large sample. This research consists of 2 (two) types of variables, namely the independent variable and the dependent variable. The independent variables consist of ethical leadership (X1) and organizational commitment (X2 ). The dependent variable is employee performance (Y). To measure the validity and reliability of the measuring instrument, a validity test and a reliability test will be carried out to answer the hypothesis that has been developed previously to find out the impact of the independent variable on the dependent variable directly, namely testing the research hypothesis.

## IV. Result and Discussion

### 4.1 Validity Test Results

In this research, a validity test was carried out for each indicator in the research variable. The indicator of the validity test is the loading factor value. The required loading factor value is 0.7. The results of the validity test for variables and indicators of ethical leadership, organizational commitment of the Village Government and the performance of village officials are in Table 2 below.

**Table 2.** Validity Results

No	Variable	Indicator	Loading Factor Value	Information
1	Ethical Leadership (X1)	Indicator 1	0.778	Meets
		Indicator 2	0.834	Meets
		Indicator 3	0.736	Meets
		Indicator 4	0.798	Meets
		Indicator 5	0.763	Meets
2	Organizational Commitment (X2)	Indicator 1	0.775	Meets
		Indicator 2	0.927	Meets
		Indicator 3	0.751	Meets
		Indicator 4	0.887	Meets
		Indicator 5	0.928	Meets
4	Employee Performance (Y)	Indicator 1	0.717	Meets
		Indicator 2	0.894	Meets
		Indicator 3	0.946	Meets
		Indicator 4	0.802	Meets
		Indicator 5	0.902	Meets

The results of the validity test are displayed in Table 2. It can be seen that the results are that all loading factor values for each research variable indicator are above 0.7. Thus it can be concluded that all construct variables meet the validity criteria of a construct.

### 4.2 Reliability Test

This research uses a questionnaire to obtain data, so it is necessary to test the reliability of the data. The requirement for the data reliability test is that the composite reliability value must be above 0.6. Table 3 below presents the results of research data reliability tests that have been carried out.

**Table 3.** Reliability Results

No	Variable	Composite Reliability Value	Information
1.	Ethical Leadership (X1)	0,887	Meets
2.	Organizational Commitment (X2)	0,922	Meets
3	Employee Performance (Y)	0,931	Meets

The result is that all research variables meet the construct reliability criteria.

### 4.3 Hypothesis Test Results

In order for the hypothesis in this research to be answered, there needs to be a hypothesis test. Hypothesis testing is carried out to determine the impact of exogenous variables on endogenous variables. The results of hypothesis testing in this research are presented in Table 4, below.

**Table 4.** Direct Effect Test Results

<b>Hyphotesis</b>	<b>Coefficient Value</b>	<b>P-value</b>	<b>Results</b>
Ethical Leadership (X1)→ Employee Performance (Y)	0,272	0,002	Accepted
Organizational Commitment (X2) → Employee Performance (Y)	0,360	<0,001	Accepted

### 4.4 Discussion

#### a. The Influence of Leadership on Employee Performance

Based on the first hypothesis, the influence of ethical leadership on performance obtained a coefficient value of 0.272 with a  $\rho$ -value of 0.002. Thus, if the  $\rho$ -value is smaller than  $\alpha$  ( $< 0.05$ ), then  $H_0$  is rejected. Thus, ethical leadership in Village Government in Probolinggo Regency can provide a significant increase in employee performance. This is due to the ethical leadership aspects contained in it. The indicators for ethical leadership are respecting others, serving others, being objective, honest, and building community. Ethical leadership is a basic service that can be linked to improving individual or team performance. Study (Hafifi et al., 2018), (Lapatta & Temaluru, 2023), (Bakker et al., 2022), (Kurniawati & Tobing, 2019), (Ishak et al., 2019), (Abbas et al., 2020), (Udin et al., 2022), (Listiani et al., 2020), (Muizu et al., 2019), (Mohammad et al., 2022), (Fikri & Setiawati, 2021), (Riyadi, 2020), (Arijanto et al., 2022), (Ayuningtyas & Utami, 2019), (Hadiana & Sari, 2019), (Sya'roni et al., 2018), (Hendrawan & Budiarta, 2018), (Bentar et al. al., 2017), (Prasetyo et al., 2024), (Arifianto et al., 2024), (Anggraini et al., 2024), (Sanosra et al., 2022), (Alamanda et al., 2022) , (Qomariah, et al., 2023), (Qomariah, et al., 2023), (Senjaya & Anindita, 2020), (Burhanudin & Saputri, 2023), (Nursaid et al., 2022), (Wiguna et al ., 2022), (Thamrin et al., 2024), (Diah et al., 2024), (Qomariah, et al., 2020), (Chandra et al., 2020), (Qomariah, et al., 2020 ), (Atikah & Qomariah, 2020)(Qomariah, et al., 2020), (Kurniawan et al., 2021), (Qomariah, Lusiyati, et al., 2022), (Qomariah et al., 2021), ( Mulyadi et al., 2023), (A. Setiawan et al., 2022), (Triasmawan et al., 2023), (Qomariah, et al., 2022), explain the relationship between leadership and employee performance and state that leadership influences employee performance. Research that is not in line with research ii was conducted by (Y. Setiawan et al., 2022), which stated that leadership has no impact on performance.

#### b. The Effect of Organizational Commitment on Employee Performance

The second hypothesis in this research is that organizational commitment has an impact on employee performance and is accepted ( $H_2$  is accepted). Thus,  $H_2$  which states that organizational commitment has an impact on employee performance is accepted.  $H_1$  is accepted and  $H_0$  is rejected. It turns out that aspects related to organizational commitment

have been able to improve employee performance. (Purba et al., 2023), explains the relationship between organizational commitment and employee performance and states that organizational commitment has a direct influence on employee performance in completing work. (Makkira et al., 2016), also supports his research study which states that organizational commitment is a condition of employee loyalty that can influence an employee's performance. Good organizational commitment can support employee performance to increase, whereas if employee organizational commitment is not good, employee performance will decrease because they are uncomfortable when working. by (Hanafi & Abadi, 2018), (Ingsih et al., 2021) stated that the benefit of organizational commitment is the ability to create passion for work, so that work productivity increases. The results of this research have significant similarities to previous research conducted, (Wahyudi et al., 2021), stating that organizational commitment influences employee performance.

## V. Conclusion

The conclusion of this research is that ethical leadership has a positive influence on the performance of village officials in Probolinggo Regency. Organizational commitment has a positive impact on the performance of village officials in Probolinggo Regency. Thus, the advice that can be given is that the leadership in the Village Government operating in Probolinggo Regency must be based on values that can provide an example to their subordinates. The Village Government's commitment also needs to be increased so that employee performance also increases.

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