

Can Leadership Style Moderating the Role of Ethos Work and Career Development in Affect Performance

(Study During the Pandemic Period in
Management Agency Lubuklinggau City Regional Finance and Assets)

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Abstract

This study aims to find out how role ethos work and development career in affect performance employee during the pandemic period (2019-2022) with style leadership as variable moderation. The type of research used in this study is a quantitative type, with a total sample of 43 ASN at BPKAD Lubuklinggau City. as respondents and using data analysis techniques *moderated regression analysis* (MRA). The results showed that during the pandemic (2019-2022) work ethic and career development together have a significant role to play can affect the performance of the Lubuklinggau BPKAD. However, the career development variable partially does not have a significant role in influencing performance and the leadership style variable is not able to be a moderating variable, in other words, leadership style during the pandemic (2019-2022) does not have a significant role in strengthening or weakening work ethic and career development to influence performance.

Keywords: Ethos Work; Development Career; Leadership Style; and Performance.

PRELIMINARY

At the beginning year 2020 enough plague turn off hit almost all over the world where 189 countries confirm on case plague pandemic this is known with COVID -19 term. Field Staffing change method they in arrange source power man especially especially employee with set work from home (WFH) at 75% and 25% *work from office*. Change in management source power man give impact adjustment ethos work, development career and style leadership to performance employee. Civil Servant domiciled as element State apparatus which on duty for give service to Public by professional, honest, fair and equitable in maintenance state duty. government and development to Public with based on loyalty and obedience to Pancasila and the 1945 Constitution.

Body Manager Finance and Asset Area (BPKAD) City Lubuklinggau formed based on Lubuklinggau City Regional Regulation Number 7 Year 2016 about Formation Organization and System Work Management Agency Regional Finance and Assets. Whereas position, Duty tree and function Body Manager Finance and Asset Area City Lubuklinggau set with Regulation Mayor Lubuklinggau Number 21 of 2019 regarding position. Arrangement Organization. Tasks and Functions well as System Work Body Manager Finance and Asset Area City Lubuklinggau. Management Agency Regional Finance and Assets have Duty tree doing authority Area in the field Management Finance and Asset Area as well as doing Duty help which given by the Government

Observation beginning which conducted researcher on Body Manager Finance and Asset Area City Lubuklinggau which relate with ethos Work that is still there is lazy employee in work so that more many relax than work, there is also still lack of employee in bring up ideas new in solution task, employee put first interest personal than interest office in doing task, no mean serious and not enough careful in work, often procrastinate her job as well as still there is part employee who came late and go home more beginning and which go out enter office on hour time work. Besides, There are also related problems with development career, such as not yet existence pattern career and or development career which allow potency employee developed by optimal so that still there is employee which many years always is at on position and position which same. still available inequality opportunity follow education and training for employee. good education and training leadership nor training technical and functional other, part employee not enough have needs for reach performance in work. where most employee come to office just for doing routine daily without prioritize achievement high achievement in work, placement position obtained _

employee not enough in accordance with abilit. expertise and background behind education employee and even distribution development career employee for occupy something position still not optimal.

Table 1. List of Employees by Training and Working Period at Badan Pengelola Keuangan dan Aset Daerah Kota Lubuklinggau

No	Position	Goal	Training	time Work (Th)
1	Head BPKAD Agency City LLG	IV/c	TRAINING PIM II	30
2	Secretary BPKAD LLG Kota city	IV/a	TRAINING PIM IV	16
3	Head of Division Treasury and Verification	III/d	-	10
4	Head of Division Accounting and Reporting	IV/a	TRAINING PIM III	18
5	Head of Division Budget	IV/a	TRAINING PIM IV	14
6	Head of Division Regional assets	III/d	TRAINING PIM IV	18
7	Head of Subdivision Bookkeeping Regional Revenue Bid Accountancy	IV/a	TRAINING PIM IV	20
8	Head of Subdivision Shopping Bookkeeping Area Bid Accountancy	IV/a	TRAINING PIM IV	18
9	Head of Subdivision of Revenue & Financing Bid Budget	III/b	-	8
10	Head of Sub-department for Shopping No Direct Bid Budget	III/c	TRAINING PIM IV	10
11	Head of Subdivision of Utilization & Removal Bid Asset	III/d	TRAINING PIM IV	12
12	Head of Sub-Division of Administration Asset Bid Asset	III/c	TRAINING PIM IV	12
13	Head of Subdivision of Perben and Verification BTL Perben	III/d	TRAINING PIM IV	10
14	Head of Sub-Division of TP-TGR Perben & Verification Bid Perben	III/d	TRAINING PIM IV	10
15	Head of Subdivision Maintenance and Security Bid Assets Asset	III/c	TRAINING PIM IV	10
16	Head of Sub-department of Administration Reporting Bid accountancy	III/d	TRAINING PIM IV	10
17	Head of Subdivision BL Field Budget	III/c	-	10

No	Position	Goal	Training	time Work (Th)
18	Head of Finance Subdivision Secretariat	III/d	TRAINING PIM IV	10
19	Head of Subdivision of Planning and Secretariat Evaluation	III/c	-	10
20	Head of Subdivision General and Staffing Secretariat	III/b	-	10
21	Head of Sub-department of Direct Shopping Perben & Bid Verification Perben	III/c	:-	10

Source: Order list rank at Badan Pengelola Keuangan dan Aset Daerah Kota Lubuklinggau tahun 2021.

From the table 1 in tell things as following:

1. Amount employees who have not follow training Pim IV as much as 6 people and 1 person following training pim III and pim II. civil servant which no follow training the is employee which whole is from group III and average have 10 years working period. This thing must studied repeat because the presence of civil servants who don't opted in in training. Logic is should all civil servants are included in follow training for add science and his insight in run his job as Apparatus country.
2. training leadership organized for fulfill PP number 13 year 2002 about amendments to PP number 100 of 2000 concerning rapture civil servant in position structural. PP the assign civil servants which will or has occupy position structural must follow and pass the training leadership in accordance with competence which set in position the but on reality in field still many employee which not yet follow training leadership but already occupy position structural so that can impact on placement employee with positions that are not optimal because no in accordance with ability expertise and background behind education employee.

Temporary that, a related problem with style leadership, such as leader not enough can motivate para employee for understand and make something profession part from himself and do it without must ordered as well as in taking decision no done with right, leader not enough give opportunity to employee in give freedom of ideas or idea in opinion and leader not enough listen solution and opinion employee in solution task, less implementation meeting coordination by routine and programmed by the leadership. so that troublesome for measure performance from every management agency employee Finance and Asset Area City Lubuklinggau and still lack of not quite enough answer which given leader. in the form of appreciation to employee which capable complete Duty with good. Furthermore, the problem that relate with performance employee that is still low knowledge and ability employee in complete profession which Becomes not quite enough the answer is still low integrit, commitment as well as work same employee in achievement destination organization, still existence the employee who no obey terms of working hours and policies agency like come too lat, leave room work during working hours, use time work by no productive like play *facebook*, play *games* and employees who use time rest exceed limit time rest provided by the agency.

Table 2. Achievements Performance Program Manager Finance at Badan Pengelola Keuangan dan Aset Daerah Kota Lubuklinggau

No	Indicator Performance	Target t (%)	Realization (%)	Achievements Performance
1	Report percentagetreasurer reception appropriate time	85	37.5	44.1
2	Report percentagetreasurer expenditure appropriate time	85	25	29.1
3	Percentage Fulfillment Support Service Government Affairs Area	100	42.86	42.86

Source: Report Performance at Badan Pengelola Keuangan dan Aset Daerah Kota Lubuklinggau tahun 2021.

From table 2 the could in tell that still low score realization and achievements performance to each indicator performance with target which want to in achieved Thing this shows that employee performance is still low in achieving goals organization which has been established. Low performance employee caused employee still many not yet complete as well as convey report with appropriate time, whether it's the treasurer's report of receipts and expenditures where the date of submission of the report is the latest 15 Every month. Phenomena the make a question, whether style leadership have role in increase performance or rather otherwise.

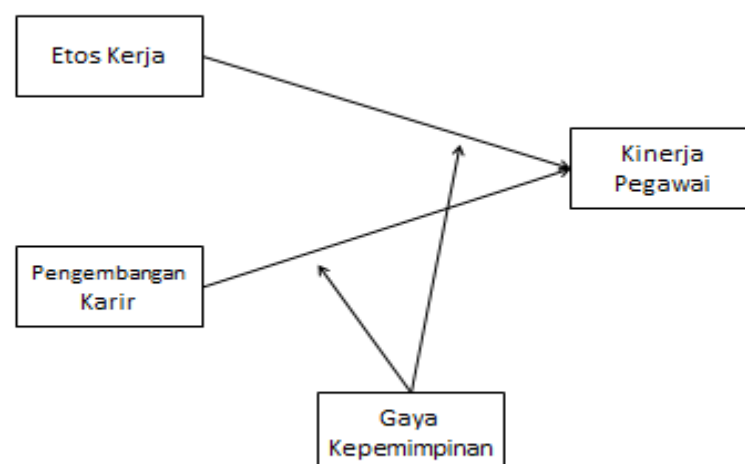
EMPIRICAL STUDY

As for a number of study which relevant which used asbase consideration in this research is as i following:

1. Research conducted by **Muhammad Nur Sahih (2019)** with the research title The influence of discipline work and development career against employee performance with style leadership as variable moderation, the results of the study show that work discipline significant effect on employee performance but career development has no significant effect. Leadership style moderates the effect of work discipline and performance. Likewise, the effect of career development on performance is moderated by leadership style.
2. Research conducted by **Rachel Sangian (2019)** with the research title The influence of ethoswork, culture organization and commitment organization to performanceemployee BodyManager Finance and Regional AssetsManado City. The results of his research show the ethos ofwork, cultureorganization andcommitment organization bysimultaneous take effect on performanceemployee, next ethoswork and cultureorganization byPartial take effecton performanceemployee whereascommitment organization partially not _no effecttake effect on performanceemployee.
3. research conducted by Syukri fadhul **hardi (2020)** with the research title Effects Leadership and Work Ethic To Commitment and Employee Performance with Culture Organization as VariableModeration on Service Energy and Resource Provincial Minerals Riau. The results of his research show leadership and influential work ethic to commitment.whereas commitment take effect on performance.Next. Leadership and influential work ethic on performance through commitment. While the moderation of culture organizationcould strengtheninfluence commitmentto performanceemployee.
4. **I Gusti Gede Narung (2020)** conducted a research entitled *Analysis of Career Management and Career Development as a Mediation of the Influence Leadership Role on Work Motivation in People's Bank Indonesia*. The results of his research show roleleader show symptominsignificant towork motivationbut have the positive impactmediated by management careerand developmentcareer.
5. **Samsul Arifin (2020)** also conducted a research entitled *Employee Performance Development through work Experience. Work Ethics. compensation*. The results of the research work experience take effect significant to employee performance. ethos work have the influence that significant take effect on performance Employee Compensation Proven take effect significant to performance employee. Simultaneously the three variablesindependent take effect significant toemployee performance.Of the three variables independent, variable compensationhave influencedominant to performance _employee.

FRAMEWORK

Based on the theoretical studies and empirical studies that have been described previously, the authors adopt the research framework as follows:



Picture 1. Leadership Style Moderates the Role of Work Ethic, and Career Development in Influencing Performance

Source: Author, 2021 (Adopted from Sahih, 2019; Sangian 2019; Hardi 2020; Narung 2020; and Arifin 2020)

RESEARCH METHOD

Study this manifold quantitative with type study analysis track that is research that explains influence ethos work and development career to performance employee with style leadership as variable *moderating* on the Management Board Regional Finance and Assets of Lubuklinggau City. Population in study this is whole employee at the Management Board Regional Finance and Assets of Lubuklinggau City. Data analysis using *moderated regression analysis* (MRA).

RESEARCH RESULT

Linear Regression Test

Table 3. Linear Regression Test Results

Variable	B value	Std Error	T value	Significant Value
<i>Constant</i>	29,081	13,780	2.110	0.041
ethos Work	0.378	0.178	2.126	0.040
Career Development	0.222	0.166	1.338	0.189

Dependent Variable: Performance

Source: Data Processing Results, 2021

Based on results calculation obtained the value of $b_1 = 0.378$, $b_2 = 0.222$ and the value of $a = 29,081$ then a and b are arranged to in equality multiple linear regression $Y = a + b_1 X_1 + b_2 X_2$ then equality the regression is **$Y = 29.081 + 0.378X_1 + 0.222X_2$** . It means equality the is that score this constant (a) is 29,081 means that if no there is enhancement variable ethos work, development career so performance employee of 29,081 while score coefficient regression (b_1) 0.378 this means every occur enhancement one unit variable ethos work will influence variable performance of 0.378 units. Then score coefficient regression of $b_2 = 0.222$ this means every occur enhancement one unit variable development career will influence variable performance of 0.222 units. In addition, if see score significant, then only variable ethos work that has significant influence to variable performance, while variable development career no.

Test Moderated Regression Analysis

Table 4 Multiple Linear Regression Test Results

Variable	B value	Std Error	T value	Significant Value
Constant	-128,846	197,000	-0.654	0.517
ethos Work	3,604	2.475	1,492	0.144
Career Development	-1,279	2,573	-0.497	0.622
Leadership Style	2,789	3.009	0.927	0.360
Moderation 1	-0.052	0.038	-1,369	0.179
Moderation 2	0.018	0.038	0.472	0.640

Dependent Variable: Performance

Source: Data Processing Results, 2021

Based on results SPSS calculation obtained the value of $b_1 = 3.694$ $b_2 = -1.279$ $b_3 = 2.789$ $b_4 = -0.052$ $b_5 = 0.018$ and the value of $a = -128,846$ then a and b are arranged to in equality regression multiple linear: $Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + b_5 X_5 + e$ then equality the regression are:

$$Y = -128.846 + 3.694 X_1 - 1.279 X_2 + 2.789 X_3 - 0.052 X_4 + 0.018 X_5 + e$$

Equality that explain that score constant:

- (a) of -128,846 this means if no there is enhancement variable ethos work, development career to performance employee with style leadership as variable *moderating* will decrease as big as -128,846 units.
- Coefficient value regression (b_1) is 3,694 this it means occur increase in units variable ethos work so will increase performance of 3,694 units.
- Coefficient value regression (b_2) is -1,279 this it means if no occur increase in units variable development career so will lower performance of -1,279 units.
- Coefficient value regression (b_3) of 2,789 this it means occur increase in units variable style leadership so will increase performance of 2,789 units.
- Coefficient value regression (b_4) is -0.052 this means if no occur enhancement one unit *moderating* ethos work with style leadership will lower performance employee of -0.052.
- Coefficient value regression (b_5) of 0.018 is means every occur enhancement one unit *moderating* development career with style leadership will increase performance employee of 0.018.

Based on table 4, obtained score significant variable t test ethos work of 1,492 That value more big from 0.05 which means no could influence Among ethos work to performance employee. Where is the value on regression interaction ethos work (moderation 1) obtained score significant of 0.179 which shows interaction the no influential. Because the coefficient b_3 is not influential and b_4 not take effect so use variable ethos work including to in category *Homologizer Moderation* (Moderation potential).

Furthermore, based on table 4, the value of is also obtained significant variable t test development career of -0.497 value the more big from 0.05 which means no there is influence Among development career to performance employee. Where is the value on regression interaction development career (moderation 2) obtained score significant of 0.640 which shows interaction the no influential. Because the coefficient b_3 is not influential and b_5 not take effect so use variable development career including to in category *Homologizer Moderation* (Moderation potential).

Simultaneous Test

Table 5 F/ Simultaneous Test Results

Model	df	F Nilai value	Significant Value
<i>Regression</i>	5	3.330	0.014
<i>Residual</i>	37		
Total	42		

Dependent Variable: Performance

Predictors: Constant, Moderation 1, Moderation 2, Work Ethic, Career Development, Leadership Style

Source: Data Processing Results, 2021

Independent variables simultaneously (together) obtained the calculated F value of 3.330 and F table of 2.84 and also sig of 0.014 < 0.05 so that it can be seen that the effect is significant. This means that there is a significant influence of work ethic and career development on employee performance with leadership style as a *moderating variable* at the Regional Financial and Asset Management Agency of Lubuklinggau City.

DISCUSSION

Results study show that there is a simultaneous influence between the variables of ethos work and career development variables on employee performance Pada Body Manager Finance and Asset Lubuklinggau City area. In order to improve employee performance on Body Manager Finance and Asset Area City Lubuklinggau, one of the factors which need noticed is ethos work employees, good work ethic should be owned by every employee. Have a good work ethic tall means Becomes somebody which could reliable and trusted especially in terms of work. This can be shown by evidence of attitudes such as collecting work according to schedule, meet work targets from the leadership, arrive on time at work meetings, because many employees underestimate this, as well as have a good reputation in front of leader.

Atmosphere work which ok can created because leaders exemplify work ethic positive so that it will increase employee performance, it is reflected if the style applied leadership characterizes typical or uniqueness leader in operate capable role for control organization. In addition to work ethic, there are career development variables that are expected to be able to improve employee performance at the Management Board Finance and Asset Area City Lubuklinggau, based on the results of this study, this is contradictory because this variable has no effect on performance development career like promotion position, award training to employees, training leadership, technical guidance (bimtek) to staff in accordance with the field of work, it turns out that it is not able to affect the performance of employees, because this service is more oriented to work results and responsibilities answer which big because related with management finance and asset area like: budget area, accountant and reporting, treasury and verification of regional cash and regional assets of the City Lubuklinggau so that a single factor such as career development alone is not enough.

The leadership style in this study acts as a moderating variable, which is expected to have a role in strengthening and weakening the work ethic and career development variables in improving performance, but what happens is that this moderating variable (leadership style) is not able to do that. In other words, work ethic and career development have their own independent roles in influencing performance. Why is that? because the majority of employees at the Lubuklinggau City Financial and Asset Management Agency are adults, i.e. above 35 years (79.1%) and the majority of education levels are Bachelors (67.44%) with all employees of the regional financial and asset management agency which has been more than 5 years is (100%) so that leadership style as a *moderating variable*

has not much influence on work ethic and career development in influencing employee performance, because they are relatively more independent. In addition, in leadership practice, the leadership gives trust and does not hesitate to give praise to employees who have good performance in carrying out their duties, this can foster high motivation for their employees so that employees have a high work ethic. In terms of career development as well, the leadership provides many opportunities for promotion to employees who have good performance.

CLOSING

Based on the results in this study, it can be concluded that there is a significant influence between work ethic and career development but the leadership style variable cannot act as a *moderating variable* at the Regional Financial and Asset Management Agency of Lubuklinggau City. during the pandemic period (2019-2022).

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