

Analysis Of The Influence Of Leadership and Organizational Culture On The Work Ethic Of Employees In Education And Training Center Of National Cyber And Crypto Agency

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Abstract— The purpose of this research is to determine the influence of leadership and organizational culture on the work ethic of employees in Educational and Training Center of National Cyber and Crypto Agency, either simultaneously or partially. Leadership plays an important role in the process of delivering organizational culture to employees. Meanwhile, the value of organizational culture can form the work ethic of employees. Like the organization in general, the work ethic of employees affects the services provided in education and training. A good work ethic should be a concern in the organization because without a positive work ethic then the job is not optimal in achieving goals.

This research method is quantitative research with descriptive approach. The object of research is the employee at Educational and Training Center of National Cyber and Crypto Agency with the population of 70 people. Samples were taken by proportionated random sampling technique. The respondents were 50 people. The independent variable consists of 2 variables: leadership and organizational culture. The dependent variable consists of 1 variable that is work ethic. The type of data used is primary. Data collection method used is questionnaire. Data analysis method used is multiple linear regression.

The results showed that leadership and organizational culture were simultaneously affect the work ethic. Among the two independent variables, organizational culture is more dominant in influencing work ethic than leadership.

Keywords—*leadership, organizational culture, work ethic*

I. PRELIMINARY

The organization's success in managing its management system is influenced by its success in managing human resources. Human resources management is meant that the organization must be able to unify the perceptions or views of employees and leaders of the organization, among others, through the formation of a good working mentality with dedication and loyalty to their work in order to achieve organizational goals. To achieve the goals of the organization and fostering the ability to work and maintain employee performance to be stable at a certain level is not an easy thing. Some of the problems that often occur are employees are not disciplined, work morale decreases, lack of motivation, apathy to the development of the organization so there is no development performance. With such work attitude, the

organization will be difficult in reaching the goal. Based on these problems, the organization must identify the core issues that cause the work attitude.

One thing that is believed to be, is that by creating a positive work ethic and working to improve it then the organization will be able to overcome the above problems. The work ethic is actually a popular term for "work taste". With a good work ethic, employees will demonstrate a passion for collaborating, debating, communicating, achieving, so that they can actually reap real results and contribute to the progress of their organization. Meanwhile, organizations with a bad work ethic can be quickly seen from the difficulties of collaboration, poor performance, frequent absences, and lack of innovation.

The work ethic itself can be interpreted as the most basic behavioral basis of right or wrong view (Noe, Hollenbeck, Gerhart, & Wright, 2011). Meanwhile, the notion of ethic is the most basic moral attitude of a person affecting his behavior towards what he is doing. Thus, the work ethic is the moral attitude that a person possesses in his or her work. (Porter, 2004) states that employees who have a positive work ethic always work with pleasure and pride, have a high level of motivation and discipline, integrity, responsible and diligent and have high initiative and loyalty to the organization.

Efforts to build a positive work ethic can be done among others by creating an organizational design that is able to explore all the best potential that exist in an organization to be perceived all the elements that exist. Organizational design is one of the most important leadership functions, the result of proper organizational design will enhance work ethic (Chicoki & Irwin, 2011).

The work ethic is born from the values held by the leader in the organization with the supporting systems for the emergence of the work ethic (Noe, Hollenbeck, Gerhart, & Wright, 2011). Work ethic is built through the process of delivery and transfer of the most fundamental values of the organization's moral. These values can be referred to as organizational culture. Organizational culture is the values, beliefs and basic principles that form the basis for systems and management practices and behaviors that enhance and reinforce those principles (Umam, 2009). Organizational culture is a value system that is believed and can be studied,

applied and developed on an ongoing basis. Organizational culture also serves as a glue, unifier, identity, image, brand, motivator, and made the organization as a reference in achievement goal orientation.

From this brief understanding, it can be seen that the meaning of ethic is the spirit of work from within each individual. While organizational culture is a value system that is believed and agreed upon by the organization. Leadership plays an important role in the process of delivering the value of organizational culture to employees. Meanwhile, the value of organizational culture can shape the work ethic of each individual.

Leadership plays an important role because leaders are in direct contact with employees so that they will see leaders as representatives of the organization in the overall process of how organizations judge and treat their employees. This means that if the leader is able to transfer the moral values of the fundamentally well then the employee will be more easily influenced.

Leadership has a close relationship with the work ethic of employees, because the success of a leader in moving others depends on the work ethic embedded in his employees. (Hidayat, 2013) concluded that there is a positive influence between leadership on work ethic. If the employee's perception of leadership is good, it will result in employees rarely committing an offense. Therefore, employees should have a positive perception of leadership from their superiors. Because with a positive perception will lead to a sense of loyalty and eliminate behaviors that harm the organization.

In addition to leadership, organizational culture also influences work ethic. In his research, (Semedi, 2009) concluded that there is significant influence of corporate culture on professional work ethic with strong correlation value. It can be seen from the statement that the work ethic has the basis of cultural values, which of the cultural values that form the work ethic of each person.

Educational and Training Center of National Cyber and Crypto Agency has the duty to carry out guidance and development of education and human resources training in BSSN. Like the organization in general, the work ethic of employees will affect the services provided in the training. A good work ethic should be a concern in the organization because without a positive work ethic then the job will not be optimal in achieving the goal.

Speaking of work ethic as one indicator of employee performance in an organization hence writer feel the need to do research about factors influencing work ethic so that can give input for the creation of improvement of system which have run. Based on this, the authors want to conduct research with the title "Analysis of Influence of Leadership and Organizational Culture on The Work Ethic of Employee in Educational and Training Center of National Cyber and Crypto Agency".

II. THEORETICAL BASIS

A. Leadership

An organization that succeeds in achieving its goals and is able to fulfill its social responsibilities will depend largely on its managers (leaders). If the manager is able to perform its functions properly, it is very possible that the organization will

be able to achieve its objectives. Therefore organizations need effective leaders, who have the ability to influence the behavior of their members or subordinates. Thus, a leader or head of an organization will be recognized as a leader if he can have influence and be able to direct his subordinates toward the achievement of organizational goals.

(Robbins, 2006) states leadership is the ability to influence groups toward achieving goals. Leadership is the process of influencing or modeling by leaders to followers in an effort to achieve organizational goals (Nurkolis, 2003). (Kartono, 2005) states leadership is the ability to provide a constricting influence to others to do a cooperative effort to achieve the planned goals. (Rivai, 2004) states leadership is a role and also a process to influence others.

Furthermore according to (Istianto, 2009), there are some definitions of leadership that can represent about leadership, that is as follows.

a) Leadership is an activity in the lead while the leader is the person who has the ability to influence others so that others follow what he wants. Therefore leaders must be able to organize and influence others to achieve common goals.

b) Leadership is where a leader must be able to organize and influence others to achieve common goals.

c) Leadership is an important subject in management and administrative science because leadership is related to the relationship between superiors and subordinates within the organization.

d) Leadership is a human-oriented process and can be measured from its influence on organizational behavior.

e) Government leadership is the attitude, behavior and activities of central and local government leaders in an effort to achieve the goal of state administration.

The leadership function according to (Adair, 2009) is as follows.

a) Planning is to find all available information, define the task, purpose or purpose of the group, create a plan that can be done in making the right decision.

b) Initiation is to provide direction to the group on goals and plans, explaining why setting goals or plans is important, dividing tasks into group members, setting group standards.

c) Control is to maintain relationships between groups, influence tempo, ensure all actions taken in an effort to achieve goals, maintain the relevance of the discussion, encourage the group to take action / decision.

d) Supporters are expressing acknowledgment of people and their contributions, encouraging groups / individuals, creating team spirit, easing tension with humor, reconciling disputes or getting others to investigate.

e) Information is clarifying tasks and plans, giving new information to groups / individuals, receiving information from groups, making a summary of sensible ideas and suggestions.

f) Evaluation is to evaluate the feasibility of the idea, to examine the proposed consequences and solutions, to evaluate the achievements of the group, to help the group to evaluate their own performance based on existing standards.

According to (Wutun, 2001) one of the concepts of leadership that can explain precisely the behavior patterns of superior leadership that exist and can contain behavioral patterns of other leadership theories is transformational leadership of the Bass. Transformational leadership styles tend to build awareness of their subordinates about the importance of their work value and duties. Leaders seek to expand and increase needs beyond personal interest and encourage such change toward common interests including the interests of the organization. Transformational leadership is how leaders transform (transform) the perceptions, attitudes, and behaviors of subordinates irrespective of whether or not changes are occurring. Conceptually, transformational leadership (to transform) is as a leader's ability to change the work environment, work motivation, work patterns, and work values of subordinates so that subordinates will further optimize performance to achieve organizational goals (Wutun, 2001). Transformational leadership has the following five aspects.

a) **Atributed Charisma:** a charismatic leader exhibits his vision, skill capabilities and actions that prioritize the interests of the organization and the interests of others rather than personal interests.

b) **Idealized Influence:** leaders try to influence subordinates by direct communication by emphasizing the importance of values, commitment and beliefs, and have a determination to achieve goals while keeping in mind the moral and ethical consequences of each decision made.

c) **Inspirational Motivation:** leaders act by motivating and inspiring subordinates through giving meaning, participation and challenges to subordinate tasks.

d) **Intellectual Stimulation:** leaders try to encourage subordinates to rethink how to work and look for new ways of working in completing their tasks.

e) **Individualized Consideration:** leaders strive to pay attention to subordinates and appreciate subordinate attitudes toward the organization.

From the above explanations, the writer chooses leadership function according to (Adair, 2009) and five aspects of transformational leadership (Wutun, 2001) as an indicator of leadership.

B. Organizational Culture

A number of researchers have conducted studies about the concept of organizational culture. (Grunig, Grunig, & Dozier, 2002) defines organizational culture as the totality of values, symbols, meanings, assumptions, and expectations that can organize a group of people working together. (Schein, 2004) states organizational culture as a pattern of basic assumptions that are valid and work within the organization. A series of basic assumptions can be learned by the members of the organization. Organizational culture is able to act as a solution to organizational problems, acting as an adapter to factors that develop outside the organization, and in carrying out its internal integration from its members.

When talking about organizational culture it is hard to escape from the discussion of the importance of symbolism for humans, as well as the events, ideas, and experiences experienced and shaped by the group in which one is engaged. In analogy with the study of sociology, organizational

members take an individual position while the organization plays as a society. Organizations form members of the organization to adapt to the growing culture within the organization according to the values and norms applicable within the organization (Alvesson, 2002). An example of this organizational culture is the army organization, in which every hour 07.00 am the members usually do the morning apple. This is a "ritual" within the organization and if any member does not participate in an apple or is late, certain sanctions will befall him, and no member of the organization will protest. Similarly, artifacts such as uniform, ceremonial hat, or arrangement of events attached to the "ritual" is. Rituals such as army organizations are certainly different from other organizations, such as the organization of artists.

According to (Pfister, 2009) organizational culture has four characteristics, namely: mutual understanding among group members, interaction of members of a group, is implicit or explicit, and based on history and tradition. The values and norms governing the behavior of group members are the key words for observing organizational culture. Values imply what is important or upheld by an organization while the norm is an organizational effort to regulate the expected behavior of its members. With this view, organizational culture is relative from one organization to another, depending on the values and norms it develops.

Organizational culture is the artifact, values and assumptions in an organization is a growing element of the interaction of members of the organization (Keyton, 2005). Human factors are so important in these organizational culture studies.

Organizational culture is not an easy concept to measure. (Cameron & Quinn, 2006) even argues that the lack of appeal of organizational culture as a research subject is due to its over-emphasizing assumptions, hopes, and collective memories, including what "people bring in their minds." The subjective nature of this organizational culture is an aspect making it often difficult to measure.

(Hofstede, 2004) defines organizational culture as a collective programming of the mind, in which the organizational culture distinguishes people in one organization with another. Based on (Hofstede, 2004) statement, each organization must develop different culture.

To this end, the definition of organizational culture is clear enough, in which the overall average emphasizes the concept of "values, norms, assumptions, prevailing within an organization that govern the behavior of individuals in thinking or feeling within the organization in order to adapt to the environment external as well as building internal integration, in which values, norms, and assumptions will be socialized and internalized to new members of the organization."

From the definition of this summary, it is clear that the concept of organizational culture is not something that can be easily measured as it involves a series of latent variables such as values, norms, and assumptions. Therefore, it is necessary to conduct a literature review to study the conceptual coating system that is inherent within the organizational culture.

Based on the Regulation of the Head of the National Crypto Agency Number 4 Year 2011 on the Vision and Mission of the National Crypto Agency (NCA), there is a

value system that reflects the organizational culture in NCA/BSSN and is held true together. The organizational culture is as follows.

- 1) Professional, means an expert in his field and adheres to the professional code of ethics.
- 2) Excellent service, means always strive in providing the best service and optimal to the customer so that this is reflected and a passion in working.
- 3) Trustworthy, it means that BSSN strongly prioritizes customer trust on customer's information security guarantee.
- 4) Responsibility means the appropriateness between words and deeds and is willing to bear the consequences of error.
- 5) Spirit de Corps, means the growth of the spirit of cooperation and loyal to the agency.
- 6) Neutral, means providing service to the customer without favor of any political power.
- 7) Independent, means taking advantage of domestic capabilities and resources and not relying on foreign resources.
- 8) Visionary means being forward-looking and unshackled to current thinking or forethought.

From the above explanations, the authors chose value systems that reflect organizational culture and are believed to be true together in BSSN as an indicator of organizational culture.

C. Work Ethic

In (Sinamo, 2005) formulation, work ethic is a set of positive behaviors rooted in fundamental beliefs accompanied by total commitment to an integral work paradigm. According to him, if a person, an organization, or a community embraces a working paradigm, believes, and is committed to the work paradigm, it will give rise to their unique attitude and work behavior. That will be the work ethic and culture. (Sinamo, 2005) considers that the work ethic is the foundation of true and authentic success. This view is influenced by his studies of sociological studies since the time of Max Weber in the early 20th century and recent twenty years of management writing that all boils down to one major conclusion; that success in different areas of life is determined by human behavior, especially work behavior.

Some people call this work behavior as a motivation, habit and work culture. (Sinamo, 2005) prefers to use the term ethos because it finds that the word ethos conveys not only as the specific behavior of an organization or community but also includes the motivation that moves them, the main characteristics, the basic spirit, the basic thought, the code of ethics, the moral code, the code attitudes, beliefs, principles, and standards.

Through the above understanding both etymologically and practically can be concluded that the work ethic is a set of attitudes or fundamental views held by a group of people to assess work as a positive thing for the improvement of quality of life so that affect the behavior of his work.

According to (Sinamo, 2005) every human being has spirit / spirit of success, that is pure motivation to reach and enjoy success. This spirit is transformed into a characteristic behavior such as hard work, discipline, meticulous, diligent, integrity, rational, responsible and so forth through belief, commitment, and appreciation of a particular work paradigm. With this then people proceed to be positive, creative and productive work people. Of the hundreds of successful theories that circulate in today's society, (Sinamo, 2005) simplifies them into four main theoretical pillars. These four pillars are actually responsible for sustaining all types and systems of sustainable success at all levels. The four elements then he constructed in a great concept which he called as Catur Dharma Mahardika (Sanskrit) which means Four Darma of Main Success, which is as follows.

- 1) Print achievement with superior motivation.
- 2) Building a future with visionary leadership.
- 3) Creating new value with creative innovation.
- 4) Improve quality with human superiority.

These four darma are then formulated on eight aspects of work ethic as follows.

- 1) Work is a mercy, because work is a gift from the Almighty, then the individual must be able to work sincerely and gratefully.
- 2) Work is trust, work is a valuable deposit entrusted to us so that morally we have to work properly and full of responsibility.
- 3) Work is a vocation, work is a dharma that corresponds to our calling soul so that we are able to work with integrity.
- 4) Work is actualization, work is a means for us to achieve the highest human nature so that we will work hard with vigor
- 5) Work is worship, work is a form of devotion and devotion to the Creator, so through the work of individuals directing themselves to the great purpose of the Creator in devotion.
- 6) Work is art, work can bring pleasure and excitement of work so that born creativity, new creations, and innovative ideas.
- 7) Work is honor, work can awaken self-esteem so it must be done with diligence and full of excellence.
- 8) Work is service, man works not only to fulfill his own needs but to serve so that must work perfectly and humbly.

In his writing, (Kusnan, 2004) concluded the understanding that the work ethic depicts an attitude, so he uses five indicators to measure work ethic. According to his work ethic reflects an attitude that has two alternatives, positive and negative. An individual or community group can be said to have a high work ethic, when showing the signs as follows.

- 1) Have a very positive assessment of the work of humans,

- 2) Putting a view of work, as a very sublime thing for human existence,
- 3) Work is perceived as a meaningful activity for human life,
- 4) Work is experienced as a process that requires perseverance and at the same time an important means in realizing the ideals,
- 5) Work is done as a form of worship.

For individuals or groups of people who have a low work ethic, it will show the opposite characteristics (Kusnan, 2004), as follows.

- 1) Work is perceived as a burden,
- 2) Lacking and even not appreciating the work of man,
- 3) Work is seen as an obstacle in obtaining pleasure,
- 4) Work is done as a form of compulsion,
- 5) Work is lived only as a form of life routine.

From the various aspects displayed by the figures above, it can be seen that the aspects proposed by previous figures have been contained in several aspects of work ethics proposed by (Sinamo, 2005), so this writing underlies his understanding on the eight aspects of the work ethic expressed by (Sinamo, 2005) as an indicator of work ethic.

D. Leadership and Organizational Culture in Relation to Work Ethics

The leader or manager is in charge of motivating the worker to have a work ethic and ultimately can affect the productivity of a company or other work institution. The leader must have sensitivity in viewing the characteristics of his employees so that he is able to find the right leadership style so that employees will be against him. Some leadership styles are explained by several theories: genetic, social and ecological theory.

Organizational Culture within government agencies is known as the work culture of the state apparatus. According to Minister of Administrative Reform Decree Number 25 / KEP / M.PAN / 04 / 2002 dated 25 April 2002, as a culture, the working culture of the state apparatus can be recognized in the form of values contained in it, institution or work system and the human resources behavior of the apparatus that carries it out.

So that the work culture of the state apparatus in the decree is defined as the attitude and behavior of individuals and groups of state apparatus based on values that are believed to be true and has become the nature and habits in carrying out tasks and daily work. The working culture of the state apparatus is expected to be beneficial for the personal apparatus of the state and its work unit, which privately provides opportunities for role, achievement and self-actualization, while in the group can improve the quality of joint performance.

III. METHODS

A. Population and Sample

Employees of Education and Training Center of BSSN amounted to 71 people (including Head of Education and Training Center). Educational and Training Center of BSSN

consists of 3 fields, 1 division and functional cluster of Widyaaiswara.

Samples were taken by proportionated sampling method. This technique requires sampling of each sub-population by taking into account the size of the sub-population. This can provide a more accountable basis for generalization than without taking into account the size of the sub-population and each sub-population. The composition of the number of employees of Educational and Training Center of BSSN each sub unit and samples taken and the proportion of samples to the population (see Table 1)

TABLE I. COMPOSITION OF NUMBERS OF EMPLOYEE, SAMPLE, AND POPULATION

Sub Unit	Amount	Proportion	Sample
Field of Management Training	8 person	11,42%	6 person
Field of Technical and Fungsional Training	13 person	18,57%	10 person
Field of Evaluation and Quality Assurance	7 person	10%	6 person
General Division	39 person	55,71%	26 person
Functional Cluster of Widyaaiswara	3 person	4,28%	2 person
Total	70 person	100%	50 person

B. Operationalization of Variables

In this research there are two variables which each consist of:

- a) Independent variable, consists of 2 variables that is leadership (see Table 2) and organizational culture (see Table 3);

TABLE II. THE OPERATIONALIZATION OF LEADERSHIP VARIABLES

DIMENSION	INDICATOR
Planner	<ul style="list-style-type: none"> • search for all available information • define the task • make plans that can be done in making decisions
Initiator	<ul style="list-style-type: none"> • provide guidance to the group on goals and plans • divide tasks to group members • set group standards
Controller	<ul style="list-style-type: none"> • affect the tempo • ensure all actions are taken in an effort to reach the goal • encourage the group to make decisions / actions
Supporter	<ul style="list-style-type: none"> • reveal the recognition of people and their contributions • create team spirit • relieving tension with humor
Informant	<ul style="list-style-type: none"> • giving new information to groups / individuals • receive information from the group • make a summary of sensible suggestions and ideas
Evaluator	<ul style="list-style-type: none"> • evaluate the feasibility of the idea • test the proposed consequences and solutions • evaluate group achievement
Atributed Charisma	<ul style="list-style-type: none"> • show capability • prioritize the interests of the organization
Idealized Influence	<ul style="list-style-type: none"> • affect subordinates with direct communication • have a determination to achieve goals

Inspirational Motivation	<ul style="list-style-type: none"> motivate subordinates inspires subordinates through giving meaning, participation and challenges to the task
Intellectual Stimulation	<ul style="list-style-type: none"> encourage subordinates to rethink how to work looking for new ways of working to get things done
Individualized Consideration	<ul style="list-style-type: none"> pay attention to subordinates respect the attitude of subordinates to the organization

TABLE III. THE OPERATIONALIZATION OF ORGANIZATIONAL CULTURE VARIABLES

DIMENSION	INDICATOR
Professional	<ul style="list-style-type: none"> experts in the field adhere to the code of ethics
Excellent Services	<ul style="list-style-type: none"> provide the best service to customers passion in working
Trusted	<ul style="list-style-type: none"> give priority to customer trust maintaining good relationships with customers
Responsible	<ul style="list-style-type: none"> conformity between words and deeds willing to bear the consequences of mistakes
Spirit de Corps	<ul style="list-style-type: none"> spirit in working together loyal to the agency
Neutral	<ul style="list-style-type: none"> not in favor of any political power maintaining unity and organizational unity
Independent	<ul style="list-style-type: none"> utilize domestic resources not dependent on foreigners
Visionary	<ul style="list-style-type: none"> foresight not shackled thinking now / past

b) The independent variable, is the work ethic (see Table 4)

TABLE IV. THE OPERATIONALIZATION OF WORK ETHIC VARIABLES

DIMENSION	INDICATOR
Work is a blessing	<ul style="list-style-type: none"> work sincerely work with gratitude
Work is trust	<ul style="list-style-type: none"> work properly work with full responsibility
Work is a vocation	<ul style="list-style-type: none"> works thoroughly work full sense of integrity
Work is actualization	<ul style="list-style-type: none"> working with the technological developments work eagerly to learn new things
Work is worship	<ul style="list-style-type: none"> work seriously work lovingly to the job
Work is art	<ul style="list-style-type: none"> work smart work with creativity
Work is an honor	<ul style="list-style-type: none"> work with self-esteem work diligently
Work is service	<ul style="list-style-type: none"> works perfectly work with humility

C. Data Collecting Methods

The data needed in this research is data about employee perception about influence of leadership and organizational culture to work ethic at Education and Training Center of BSSN. The data collection in this research is done by several ways that is as follows.

1) Conduct direct observation to the research location. This observation is conducted to obtain an overview of workplace atmosphere, work processes and other necessary things.

2) Provide questionnaires to the parties concerned. The questionnaire used in this study contains about employee perceptions related to leadership, organizational culture, and work ethic.

Primary data were collected using a research questionnaire. After the data were collected, validity and reliability tests were conducted on the questionnaire using SPSS version 20.

D. Data Analysis Methods

Data analysis is the process of simplifying the data into a form that is easier to read and implement. The method chosen to analyze the data should be in accordance with the research pattern and the variables to be studied.

The data were analyzed by arranged, grouped and then interpreted to obtain the actual picture about the condition of the institution. Method of data analysis used is descriptive statistic analysis with multiple linear regression equation technique using SPSS version 20. Statistical test used are regression line equation, F test, t test, product moment correlation test and classical assumption test (normality, heterocedasticity, multicollinearity and linearity).

IV. RESULTS

A. Variable Description

Prior to the analysis, a description of leadership variables, organizational culture and work ethic includes the range, highest score, lowest score, average, standard deviation and variance as listed in Table 5 (see Table 5)

TABLE V. VARIABLE DESCRIPTION

Variabel	Range	Min	Max	Mean	SD	Var
Leadership	2,54	2,25	4,79	3,8879	,55234	,305
Organizational Culture	1,94	3,06	5,00	4,1425	,52958	,280
Work Ethic	2,06	2,94	5,00	4,1750	,51213	,262

From Table 5 can be summed up things as follows.

a) Leadership variables have a fairly wide range (2.54) with the lowest value 2.25 and the highest 4.79. The average variable is 3.8879 with a standard deviation (SD) of 0.55234 and a variant of 0.305. The value of SD is smaller than the average value, then the average value can be used as a representation of the overall data.

b) Organizational culture variables have a fairly narrow range (1.94) with the lowest value 3.06 and the highest of 5.00. The average variable is 4.1425 with a standard deviation of 0.52958 and a variant of 0.280. The value of SD is smaller than the average value, then the average value can be used as a representation of the overall data.

c) The work ethic variable has a relatively narrow range (2.06) with the lowest value of 2.94 and the highest of 5.00. The average variable is 4.1750 with a standard deviation of 0.51213 and a variant of 0.262. The value of SD is smaller than the average value, then the average value can be used as a representation of the overall data.

B. Test Results

a) *Validity Test*

The technique used is product moment correlation. From the test results, all the questionnaires are valid because $r\text{-count} > r\text{-table}$ ($N = 50, r\text{-table} = 2,790$).

b) *Reliability Test*

The technique used is Cronbach Alpha. From the test results, all the questionnaire items are reliable with a reliability value of 0.971 (very high).

c) *Normality Test*

The technique used is Kolmogorov-Smirnov. From the test results obtained significance value is 0.910, greater than 0.05. So it is concluded that the data is normally distributed.

d) *Heterocedasticity Test*

The technique used is Glejser Test. From the test results obtained significance value for leadership variable is 0.065, greater than 0.05 means there is no heterocedasticity for leadership variables. While the significance value for organizational culture variable is 0.505, greater than 0,05 meaning does not occur heterocedasticity for organizational culture variable. So it is concluded that the regression model obtained is a good regression model.

e) *Multicollinearity Test*

The basis of decision making in multicollinearity is to look at the tolerance and VIF values. From the test results obtained tolerance values variable leadership and organizational culture is 0.707, greater than 0.10. Meanwhile, the VIF value of leadership and organizational culture variables is 1.413, smaller than 10.00. So it is concluded that there is no multicollinearity.

f) *Linearity Test*

The basis of decision making in linearity is to look at the significance value of the SPSS output. From the test results obtained significance value for leadership variables of 0.761, greater than 0.05. While the value of significance for the organizational culture variable of 0.396, greater than 0.05. So it is concluded that there is a significant linear relationship between leadership variables and organizational culture with work ethic variables.

g) *Multiple Linear Regression*

The data were analyzed by multiple linear regression model using SPSS version 20. From the test result, the regression coefficient value, tcount, significance value (Sig), Fcount value, R Square value according to table 6 (See Table 6).

TABLE VI. MULTIPLE LINEAR REGRESSION TABLE

Variable	Coefficient	t _{count}	Sig
Constant	0,567	1,934	0,059
Leadership (X ₁)	0,032	0,434	0,666
Organizational Culture (X ₂)	0,841	10,935	0,000
F _{count} = 88,275			0,000
R Square = 0,790			

C. *Analysis*

Before testing hypothesis of influence of leadership and organizational culture to work ethic, hence formulation of hypothesis put forward as follows: leadership and organizational culture influence to work ethos either simultant or partial.

To find out whether the above hypothesis is accepted or rejected, it is necessary to test through F test, t test and formation of multiple linear regression line equation.

a) *F Test*

F test is carried out using SPSS version 20. The basis of decision making in F test is to see the value of F count then compared with F table value (Table F with 5% significance level). If F count is bigger than F table then independent variable has significant influence to dependent variable. Another way is to look at the significance value in the anova table on the SPSS output. If the significance value (Sig) is smaller than 0.05 then the independent variable has a significant influence on the dependent variable.

From result of F test, got F count equal to 88,275 bigger than F table equal to 3,20. Similarly, the significance value in the anova table is 0.000 smaller than 0.05. Then it is concluded that leadership and organizational culture affect the work ethic simultaneously / together.

b) *t Test*

Basic decision-making in t test is to see the value of t count then compared with the value of t table. If t count is greater than t table then the independent variable has a significant influence on the dependent variable. Table t is appropriate in Appendix J. Another way is to look at the significance value of the SPSS output. If the significance value (Sig) is smaller than 0.05 then the independent variable has a significant influence on the dependent variable.

By looking at the output of SPSS, two hypotheses (Ha) proposed in this t test are as follows.

H₁ : leadership influences the work ethic (first t test).

H₂ : organizational culture has an effect on work ethic (second t test).

1) *First t test*

Based on Table 6, it is known that the value of leadership variable regression coefficient is equal to 0.032 positive value (+), so it can be said that leadership has a positive effect on work ethic. Positive influence means that the more leadership will increase the work ethic.

Furthermore, to determine whether the influence is significant or not, the value of regression coefficient of leadership variables

will be tested significance. The hypothesis in the first t test is:

H_0 : leadership has no significant effect on work ethic.

H_1 : leadership has a significant effect on work ethic.

The level of confidence used is 95% then the value of $\alpha = 0.05$. Basic decision-making in this first t test:

- a) H_0 is accepted and H_1 is rejected if value t count < t table or if value is Sig. > 0.05.
- b) H_0 is rejected and H_1 accepted if t value count > t table or if value is Sig. < 0.05.

From Table 6, got t count on leadership variable is equal to 0,434 smaller than t table (0,025; 47) that is equal to 2,012. While the value of Sig. 0.666 > 0.05. So it can be concluded that H_0 accepted and H_1 rejected which means that leadership has no significant effect on work ethic.

2) Second t test

Based on Table 6, it is known that the value of the regression coefficient variable organizational culture is equal to 0.841 positive value (+), so it can be said that organizational culture have a positive effect on work ethic. Positive influence means that the increasing organizational culture will increase the work ethic.

Furthermore, to determine whether the effect is significant or not, the value of regression coefficients of organizational culture variables will be tested significance. The hypothesis in the second t test is:

H_0 : organizational culture has no significant effect on work ethic.

H_1 : organizational culture has a significant effect on work ethic.

The level of confidence used is 95% then the value of $\alpha = 0.05$. Basic decision making in this second t test:

- a) H_0 is accepted and H_1 is rejected if value t count < t table or if value is Sig. > 0.05.
- b) H_0 is rejected and H_1 accepted if t value count > t table or if value is Sig. < 0.05.

From Table 6, got t count on organizational culture variable is equal to 10,935. While t table (0,025; 47) is equal to 2,012. While the value of Sig. 0,000 < 0.05. Then it can be concluded that H_0 is accepted and H_1 is rejected which means organizational culture has a significant effect on work ethic.

c) The Equations of Regression Lines

Based on Table 6, we get the regression line equation as follows.

$$Y = 0,567 + 0,032 X_1 + 0,841 X_2$$

The constant of 0.567 states that if the leadership (X_1) and organizational culture (X_2) are dominant, then the unit of work ethic value will reach 0.567. The regression coefficient 0.032 states that each addition of leadership value of 1 unit, it will increase the work ethic value of 0.032. The regression coefficient 0.841 states that each addition of an organizational culture value of 1 unit, it will raise the work ethic value of 0.841.

The R number of 0.889 indicates that there is a very strong correlation between work ethic (Y) with leadership (X_1) and organizational culture (X_2). While R Square or coefficient of determination is 0.790, meaning 79% leadership (X_1) and organizational culture (X_2) together can contribute to work ethic (Y). While the rest (100% - 79% = 21%) is influenced by other variables.

V. CONCLUSION

Based on the results of the analysis and discussion can be drawn conclusion as follows.

- a) Leadership and organizational culture simultaneously affect the work ethic. The contribution of these two variables in influencing work ethic of employees reached 79%.
- b) Partially, only organizational culture has an effect on work ethic.

VI. SUGGESTION

With the high contribution of influence of leadership and organizational culture to the work ethic of employees simultaneously, then required effective collaboration between organizational leaders with the determination and implementation of value systems within the organization. Especially the cultural organization itself. It needs to be established firmly to make the work ethic be done effectively.

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