



The Influence of Ethical Leadership and Work Meaningfulness on Performance: Reviewing Work Engagement as a Mediator

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Abstract. Employee evaluation of managers will provide an assessment of ethical leadership styles because employees work closely with their superiors so that they know the behavior and performance of leaders. The level of work involvement possessed by individuals in a job is an important aspect that affects the quality of performance in their work environment. This quantitative examination objectives to look at the impact of ethical leadership and meaningful work on the overall performance of personnel mediated through work engagement received via a questionnaire. The outcomes of this examination might be analyzed through the use of the Structural Equation Modeling (SEM) method. The studies outcomes received that ethical leadership, the meaningfulness of work, and involvement have an enormous impact on character worker overall performance, along with work involvement elements that act as mediators of ethical leadership and meaningfulness of work at the work achieved. These 3 variables have a vital function in assisting the overall performance of personnel. The management style carried out through superiors/managers with inside the work surroundings that encourage and will become an instance in imposing moral conduct according with relevant norms and regulations, how personnel interpret and apprehend the work and duties of functions and roles in an organization that is capable of inspire personnel to actively concerned in supplying input, expressing reviews and inspiring worker projects in order that they're capable of make a contribution extensively need to be controlled well through the corporation and enterprise.

Keywords: Ethical Leadership · Performance · Work Engagement · Work Meaningfulness

1 Introduction

Individual or organizational performance is highly dependent on all organizational activities, policies, practices, hands-on management knowledge, and employee involvement [1]. These factors are important factors that promote high employee performance. Different perspectives arise based on the execution of the activity. The level of performance and output achieved by hiring people to perform a task or task is called performance. Performing a job is a system of behavior that is related to an organization's goals or is a small system of behavior, the organizational department itself, and everyone is assigned a responsible task and must be performed by stakeholders [2].

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Ethical leadership is an area of ethical behavior that is expressed through the creation of a healthy work environment and as a result of the organizations, groups, and individuals that the company needs [3]. This form of leadership is characterized by normative rules and values manifested through social learning, behavior, behavior, decision-making, ethics and the implementation of punishment and rewards for unethical behavior. In the organizational environment when performing appropriate actions determined from the perspective of. Standard. This angle explains that leaders or managers have the strength and have an impact on to be visible by personnel as a position version for the work environment, formally (and in a few instances informally) [4, 5].

Four sources of significant work, specifically a) being yourself and growing one's potential; b) cohesive with each other or other people; c) helping others; and d) self-expression [6]. In the context of organizational life, work is significant when: (a) it's far visible as an encouraging and beneficial element for broader purposes; (b) supplies possibilities for self-recognition and self-actualization [7].

The global Covid-19 pandemic has had an impact on almost all industrial sectors in Indonesia. One of the sectors that have handled finances the most by the Covid-19 virus pandemic is. The financial services sector experienced a growth decline of 76% in 2021. The persevered effect on debtor overall performance and potential will grow credit score chance and in flip will have an effect on the resilience of financial institution capital which disrupts banking overall performance and the monetary machine which could have an effect on financial growth.

The studies confirmed that engagement helps personnel with the possibility to make investments themselves of their work and additionally creates an experience of self-efficacy [8]. Research on the results of worker engagement has proven that engagement can bring about progressed fitness and effective emotions approximately work and the organization. Engagement can result in mindfulness, intrinsic motivation, creativity, originality, non-protective communication, and moral behavior. An increasing effort both employees are more productive and happier overall. Efficient and effective types of leadership are said to help increase participation in the success of the organization itself [9]. In addition, the principle of Self-Concept manner that the feel of labor revel in that personnel revel in is typically related to improved work motivation and results in improved work engagement [10, 11].

1.1 Theoretical Background and Hypothesis Development

Effect of Ethical Leadership on Work Engagement

Leadership is considered one of the "biggest factors" that contribute to work involvement [12]. Ethical leadership differs from other leadership styles in that its main focus is a clear focus on the ethical aspects of leadership [13]. It consists of two main aspects: a moral person and a moral manager [14]. As moral people, leaders ethically address moral values such as honesty, honesty, impartiality, altruism, or concerns about the well-being of others compared to themselves. As moral managers, actively hire attitudes and behaviors, such as B. Communicate the value of ethical standards and reward employees who adhere to them. Promote and demonstrate ethical behavior between supporters and members. In general, moral leaders use normative control to guide followers primarily

based totally on ethical motives, even with inside the absence of formal organizational requirements [15].

H1: Ethical Leadership has a positive effect on Work Engagement.

Effect of Work Meaningfulness on Work Engagement

Employees who can demonstrate the importance of the work they are involved in have the ability to adapt to the needs of the organization [16]. They attach great importance to their work, prioritize their work, and promise to stay in the organization for a long time. In addition, if an organization can realize its values through a way of respecting its employees, these employees will stimulate trust in their superiors [17].

H2: Work Meaningfulness has a positive effect on Work Engagement.

Effect of Work Engagement on Performance

According to [18], there are at least four reasons why employees who are obsessed with work are better than those who aren't. First, extra work-bound and work-associated personnel regularly revel in high-quality feelings including gratitude, joy, and enthusiasm. Second, workers at work are less susceptible to illness and experience better health. This helps workers focus their skills and energy on the task at hand. Third, employees who have an interest in the work they are doing can create potential and resources/energy independently. Fourth, people who have an interest in their work can be an inspiration and share the values of work engagement with others directly in their work environment [19]. Broadly speaking, organizational performance is the result of collaborative efforts, the involvement of one employee can be transmitted to others and has an indirect effect on improving team performance.

H3: Work Engagement has a positive effect on Performance.

The Influence of Ethical Leadership on Performance

According to [20], employee performance is an important factor used as the basis for achieving results according to the goals planned and set by the organization. Studies show that when led by ethical leaders, employee performance can be improved [21]. A study by [9] explains that effective leadership can generally help people discover and maximize their contribution to the organization's success. This study shows that effective leadership is likely to improve employee performance. The ethical values orientation in the programs focuses on emphasizing truthful treatment, shared values, and integrity in human and enterprise dealings. [15]. Ethical leaders also add that they encourage and inspire good and enjoyable behavior of employees, foster involvement and pride in the organization, and form a way for employees to better understand their duties and responsibilities. In a study Ethical leadership has a tremendous effect on many essential matters associated with the consequences done by every employee [22].

H4: Ethical Leadership has a positive effect on Performance.

Effect of Work Meaningfulness on Performance

The meaning of work is one of the key elements to consider whilst assessing the final results of work. The meaning of work as a positive view of the work done. The meaning of work is composed of three elements. (1) Positive meaning, that is, the feeling of looking closely at your work, is considered important, meaningful, and meaningful. (2) Meaningful work, that is, how people see their work as useful to others. Employees can understand themselves and their surroundings, promote self-development, and show greater motivation than (3). In short, the most important value to the meaning of work is the positive attitude of believing that work affects people. Organizations expect better performance if managers can facilitate meaningful work.

H5: Work Meaningfulness has a positive effect on Performance.

The Effect of Work Engagement Mediates the Relationship Between Ethical Leadership and Performance

Employee involvement in the workplace as an employee's ability to make better changes in terms of organizational performance and success, thereby transforming the way employees work [23]. Leadership styles can affect employee motivation or interfere with work. Managerial employee assessments provide an ethical leadership-style assessment because employees work closely with their managers to understand management behavior and performance [14]. It is important that the manager is a role model and can set a good example. Ethical leaders are defined as individuals who support the principles of belief that they are right, have a strong personality, and act as role models for others [21]. Activities like team building can motivate employees by making them feel valued and motivated by the team.

H6: Work Engagement mediate the relationship between Ethical Leadership and Performance.

The Effect of Work Engagement Mediates the Relationship Between Work Meaningfulness and Performance

The stage of character participation with inside the work at work is a crucial element which could have an effect on the great of overall performance with inside the work. In addition, work engagement is described as "a person's wonderful and pleasurable state of thoughts and path of work, labeled as enthusiasm, dedication, acceptance/interest in work [24]. According to a study conducted by [25], the higher the level of involvement in the work, the greater the impact on performance improvement. They argue that the positive relationship between purpose and achievement is mediated by expert involvement.

H7: Work Engagement mediates the relationship between Work Meaningfulness and Performance.

2 Method

The form of study that will be used in this study is quantitative studies. Quantitative studies are studies that aim to check theories via measuring studies variables based on facts and evaluating the usage of statistical tools. This type of research is hypothesis testing research (hypothesis testing). Hypothesis testing research is research conducted to test hypotheses by explaining the characteristics between variables, the relationships that occur between variables, differences between groups, to the independence between variables under certain conditions.

In this study, the researchers determined the criteria for the population of employees working in the banking sector with a minimum working period of 1 year. The choice of observation considers that the survey conducted by the researcher only focuses on bank employees who work with a minimum service period of 1 year and who have obtained positions, both structural and functional positions with clear duties and responsibilities. Taking a smaller number of samples from the population aims to make it easier for researchers to obtain the data needed but still pay attention that the sample can represent and describe the population so that the sample obtained can still be generalized to a population. Collecting research samples using non-probability sampling.

The data evaluation approach used on this observation is a structural equation modeling the usage of Smart PLS. Structural equation modeling is a statistical method that could solve multilevel models simultaneously. The statistics evaluation used in this

Table 1. Demographics of Respondents.

	Category	Frequency	Percentage
Gender	Male	116	37%
	Female	194	63%
Age	21–30 years old	118	38%
	31–40 years old	117	38%
	41–50 years old	39	13%
	>50 years old	36	12%
Level of Education	Graduated High School	21	7%
	Diploma	28	9%
	Bachelor's Degree	239	77%
	Post-Graduate Degree	22	7%
Years of Services	1–5	86	28%
	6–10	108	35%
	11–15	50	16%
	16–20	9	3%
	>20	57	18%

examination to explain and predict the connection among variables is research-based SEM (VB-SEM).

The minimal variety of samples for this observation turned into 310. The questionnaire was administered with the use of Google Forms and distributed through social media. The 62-item questionnaire was adapted from previous research. The scale for Ethical Leadership was adapted from Yukl [26]; Work Meaningfulness was adapted from Steger et al. [27]; Work Engagement was adapted from Schaufeli & Bakker [28], and Performance was adapted from Koopmans et al. [29]. All of the questionnaire objects used a five-factor Likert scale. 1 = “strongly disagree” and 5 = “strongly agree”. To analyze the data to prove the hypothesis, this study uses Structural Equation Modelling (SEM) using SmartPls.

Demographics of respondents shown in Table 1.

3 Result and Discussion

3.1 Sample Characteristics

The total data collected in this study was 310 respondents. As presented in Table 1, the majority of the respondents were female (63%), while the male only 37%. Moreover, most of the respondents were 21–40 years old (38%) and there were also 13% of respondents aged 41–50 and 12% of respondent who was more than 50 years old. Respondents consist of various levels of education, Graduated High School (7%); Diploma 9%; Bachelor's Degree (77%); Post-Graduated Degree (7%). Furthermore, this study divides the respondents' tenure into five categories: 1–5 (28%), 6–10 (35%), 11–15 (16%), 16–20 (3%), > 20 (18%).

3.2 Assessment of the Measurement Model

All data collected were analyzed using Smartpls, to perform reliability and validity tests. The validity test in the study was conducted to determine the extent of the accuracy and level of accuracy through the correlation of each item score for each variable. The indicator is considered correct if the value of the ratio given in the loading factor is greater than 0.5. There are 11 items that can be concluded as invalid so that they must be eliminated from data processing.

In addition, a test of discriminant validity was assessed based on the loadings of the measures with the constructs. If the correlation of a construct with a dimension element is greater than the dimensions of other constructs, this indicates that the latent construct predicts dimension better than the dimensions of other blocks. Reliability test to see the consistency of the scale used in the study. Reliability was tested using Cronbach's Alpha values with a range for Cronbach's Alpha values from 0.7 to 0.8. Based on the research results obtained, the Loading Factor and AVE values have values above 0.5. Thus, it can be concluded that all indicators can be declared valid. The obtained composite reliability score is greater than 0.7 and the Cronbach alpha score is greater than 0.6, so it can be concluded that the variable or construct can be called reliable. Result of reliability test shown in Table 2 as follow:

Table 2. Reliability Test Result.

Variables	Cronbach’s Alpha	Composite Reliability	Result
EL	0,969	0,972	Reliable
EP	0,971	0,974	Reliable
WE	0,957	0,962	Reliable
WM	0,957	0,963	Reliable

3.3 Hypothesis Testing

This study was conducted to determine the effect of ethical leadership and the meaning of work on employee performance through mediation by work engagement. Hypothesis testing was conducted using Smartpls.

The result of hypothesis testing shown in Table 3 as follow:

Effect of Ethical Leadership on Work Engagement

The first hypothesis test is that ethical leadership has a positive impact on work engagement. The outcomes of this study are consistent with studies carried out by Israr Ahmad and Yongqiang Gao [30]. The results of this study explain that when employees are treated ethically by their superiors/leaders, The worker will respond to it with a better stage of work involvement in order that it is able to be concluded that the position of an ethical leadership style is one of the vital and important elements in imparting an environment in which personnel experience more compelled to be concerned of their work and develop the belief of every individual of their corporation wherein this may offer advantages for the corporation in carrying out an action or decision with inside the future. Therefore, personnel who’re dedicated to their work will generally tend to pursue private and organizational desires on an equal time. Based on the social exchange theory, personnel is much more likely to have social relationships with their leaders and reply undoubtedly to those leaders due to the fact personnel sense they may be being dealt

Table 3. Hypothesis Testing Result.

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEVl)
H1	0,250	0,248	0,069	3,621
H2	0,610	0,615	0,071	8,538
H3	0,326	0,336	0,096	3,404
H4	0,220	0,210	0,067	3,306
H5	0,288	0,287	0,100	2,879
H6	0,082	0,086	0,039	2,076
H7	0,199	0,207	0,065	3,043

with in a moral manner. In particular, ethical leaders are characterized via way of means of integrity, honesty, and trustworthiness, and that they inspire personnel to actively take part of their work. In addition, moral leaders inspire personnel to take part in organizational decision-making via two-manner conversation that allows personnel to apprehend the desires of the business enterprise and the expectancies of every employee's position with inside the business enterprise.

Effect of Work Meaningfulness on Work Engagement

The second hypothesis test is that the significance of work has a positive effect on work engagement. The results are consistent with the study of Umair Ahmed et al. [31] indicating that the meaning of work has a positive influence on work engagement. The results of the study explain that when employees see their work as contributing to the organization and valuable for their career and life goals more broadly, it will motivate employees to give their best in the work environment. Understanding viewing work as fun, interesting, and encouraging a better career and life can help employees develop a broader understanding that can have implications for increasing employee engagement with their work and encouraging organizations to pay more attention to job content and other factors such as people fit. Towards the job, including taking into account factors such as age, career stage, and career advancement.

Effect of Work Engagement on Performance

The third hypothesis test is that work engagement has a tremendous impact on overall performance. The effects of this study are in keeping with studies performed by Mutiara et al. [32] stating that Work Engagement has a tremendous impact on overall performance. The effects of the study give an explanation for that when an agency desires to enhance the overall performance of its personnel, the factor that desires to be taken into consideration is enhancing the prevailing structures and systems with inside the employer by thinking about professional paths, training, and facilities provided with inside the work surroundings due to the fact this could be useful for personnel if the employer offers work environment and assist the creation of a harmonious and dynamic work ecosystem in order that it's far anticipated to enhance worker overall performance. Management also can offer possibilities for personnel to take part in decision-making, particularly operational ones in numerous ways, including acquiring input, paying attention to worker recommendations and reviews openly, and desiring to be taken into consideration as one of the substances, techniques, and substances in obvious and goal decision-making.

The Influence of Ethical Leadership on Performance

The fourth hypothesis test is that ethical leadership has a positive effect on performance. The outcomes of this study are consistent with studies carried out by H. AlShehhi et al. [33] which states that Ethical Leadership has a positive effect on performance. The results of the study explain that employees will strive to provide the best results when they employee is treated well and given attention so that they will be valued and

respected. Therefore, efforts to promote ethical leadership styles in organizations must be initiated and seen at the top level of the organization (top level management).

Effect of Work Meaningfulness on Performance

The fifth hypothesis test is that Work Meaningfulness has a positive effect on Performance. The outcomes of this study are consistent with studies carried out by Zeglal, D. and Janbeik, S. [34] where Work Meaningfulness has a positive effect on Performance. If employees can understand and perceive their work to have broad benefits and have an impact on others, this will lead to self-motivation to participate in developing skills in themselves. This positive attitude will encourage employees to perform better.

The Effect of Work Engagement Mediates the Relationship Between Ethical Leadership and Performance

The sixth hypothesis test in this study is that Work Engagement mediates the relationship between Ethical Leadership and Performance. The consequences acquired imply that Work Engagement mediates the relationship between Ethical Leadership and Performance with the unique sample rating displaying a fine range of 0.082 and tremendous due to the fact the T-Statistics value (2.076) is better than 1.645 so it may be concluded that H6 is accepted. The consequences of this observation are according to studies performed by Ayu et al. [35] in which Work Engagement mediates the relationship between Ethical Leadership and Performance. The researcher defined that this changed into due to the fact management values associated with justice, power sharing, function classification, people-orientated behavior (employees), integrity, moral guidelines, and situation for sustainability had been mediated by values of enthusiasm, willpower, and absorption which had been visible as figuring out variables that capable of enhancing worker performance.

The Effect of Work Engagement Mediates the Relationship Between Work Meaningfulness and Performance

The seventh hypothesis test in this study is that Work Engagement mediates the relationship between Work Meaningfulness and Performance. The outcomes of this study are consistent with studies carried out by [25] where Work Engagement mediates the relationship between Work Meaningfulness and Performance. The researcher explained that doing meaningful work will motivate the employee to trigger job involvement, which then affects performance in the work environment. That is why the factor of how the work is interpreted by employees can be one of the foundations for indirectly predicting employee performance through how much employees feel bound to the work they carry out.

4 Conclusion

From the effects of the evaluation and discussion of hypothesis testing, all hypotheses have a massive effect. These observe targets to reply to the formulations of the issues that Ethical Leadership, Work Meaningfulness, and Work Engagement that have an effective effect on Performance. This is in keeping with the statement expressed through Brown

and Treviño [14]. Leadership that emphasizes ethical values encourages commitment and inspires a good culture among employees, a sense of pride in the organization, and shapes the way employees view their job duties and responsibilities better [14]. The organization in this case the company needs to meet the needs of employees by involving employees, and motivating, and retaining employees in the work environment in accordance with their responsibilities [36]. This is done so that employees can contribute significantly to the organization as a whole and rely on their strong will to perform their duties and responsibilities according to their duties and roles in the organization or company.

In addition, Work Engagement mediates Ethical Leadership and Work Meaningfulness on the performance of employees. This is evidenced by hypothesis testing H6 and H7 which are accepted because they have T-statistics above 1.645 and the original sample has a positive value which indicates the role of Work Engagement in mediating between Ethical Leadership and Performance and Work Meaningfulness with Performance. This is also in line with the opinion of Kahn [37] which states that employees must be involved by leaders who are inspirational in the work environment and respect and recognize employees, employees who understand and complete their work. If implemented properly, it can lead to the involvement of the workforce, where which can provide added value for the organization itself. This study still has various limitations that can still be developed in the next research. The development and improvement of this research is expected to provide better and more useful findings. Some suggestions for future research are that this research only focuses on 4 variables, namely Ethical Leadership, work meaningfulness, Work Engagement, and Performance which were developed according to the object of research. In addition, this study uses a quantitative research method, where the researcher does not directly ask the informants but refers to the survey results from the questionnaires distributed to the respondents. It is expected that further research can use both qualitative research methods or combine 2 qualitative-quantitative research methods in the research to get more in-depth information and see from different perspectives.

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