



Model Work Ethic Employee in Employment Departement of Bandung City

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Abstract. This study aims to analyze the extent of the influence of interpersonal relationships, work integrity, and leadership on employee work ethic at the Employment Department of Bandung City. The research involved 51 respondents from various divisions within the department. The analysis method used is simple linear regression, with data collected through questionnaires, interviews, and observations. The findings indicate that interpersonal relationships, work integrity, and leadership have a positive and significant impact on employees' work ethic. This is due to the synergy created by harmonious work relationships, high integrity, and effective leadership, which collectively enhance work ethic. Good communication strengthens collaboration, integrity ensures professionalism, and inspirational leadership provides direction and motivation for employees.

Keywords: Human Relations, Work Integrity, Leadership, Work Ethic.

1 Introduction

In the era of globalization and intensifying competition, organizations and companies must ensure that their human resources maintain a strong work ethic. A strong work ethic not only enhances individual productivity but also plays a crucial role in improving overall organizational performance [1]. Therefore, identifying the key factors influencing employee work ethic is essential for optimizing organizational effectiveness and sustainability.

In a company, a low employee work ethic can result in inefficiencies and potential losses, as employees fail to maximize their potential. Conversely, a strong work ethic enhances productivity, leading to optimal outcomes in both quality and quantity. Therefore, companies prioritize hiring employees with a strong work ethic, as they demonstrate dedication to their roles, ensuring tasks are completed efficiently and on time. Strong interpersonal relationships, particularly among leaders, play a crucial role in addressing workplace challenges and individual employee concerns. Employees who highly value work ethic perceive their jobs as an integral part of their identity, emphasizing productivity and high-quality results [2]. However, individuals with a strong

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work ethic may react more negatively toward their organizations when their work-related expectations are not met or when they experience a misalignment with their work environment [3, 4], compared to those with a weaker work ethic.

By fostering a culture of strong work ethics and positive workplace relationships, organizations can create a harmonious and motivating work environment, ultimately enhancing employee morale and overall performance. With the existence of human relations, employees, especially leaders, can solve all problems related to work situations and issues affecting their employees individually, thus they can be directed towards a more productive path. Human relations is about how we understand the essence of humanity and how we are able to accept others outside of ourselves as they are, while also being able to act professionally in our work to create a harmonious, pleasant, and good work atmosphere, which in turn enhances work motivation that will also influence work results. [5]. Therefore, the key to building strong human relations lies in understanding the essence of humanity and embracing others as they are. The interest in improving the relationship between leaders and followers gathered momentum during the human relations movement [6]. By doing so, a harmonious and supportive work environment can be fostered, boosting morale and ultimately improving work outcomes.

Interpersonal relationship barriers are categorized as objective or subjective. Objective barriers are unintentional disruptions stemming from external factors or unfavorable circumstances, while subjective barriers are deliberately created by others to impede communication [7]. Conversely, research at UPTD Puskesmas Kebumen I found no correlation between human relations and employee work ethic, rejecting the hypothesis that improved human relations enhance work ethic among employees [8].

Strong work ethics are significantly linked to work integrity. Employees demonstrating high integrity typically exhibit honesty and dedication in their work. Integrity is vital for personal and professional success, fostering trust and reputation. Research by Syarkani & Wulandari (2019) confirms a positive correlation between work integrity and employee work ethic; higher integrity leads to a stronger work ethic [9].

Meanwhile, the role of leadership also has a significant impact on the work ethic of employees. A leader has the responsibility to ensure that members of the organization develop, create, and implement healthy collaborative relationships, which will encourage everyone to work together productively and with satisfaction. The leadership theories discussed include the Great man and trait theories, the behavioural theory, and describe the value-based theories in detail since it encapsulates the efforts of the past trends and gives direction to the future of leadership [10]. fostering an integrated leadership approach, combining servant and authentic leadership characteristics, can significantly contribute to enhancing employee psychological well-being in the face of organizational challenges [11]. This aligns with the duties of a leader, which is to promote voluntary collaboration among employees and with their leaders in fulfilling their responsibilities. The feelings a leader has in relation to their employees are very important because the way they behave towards them will influence how they act. Leaders must create a pleasant working environment for their employees. based on research that has been conducted by (Larosa et al., 2022) The results indicate that the leadership variable has a positive influence on the employee work ethic variable [12]. The research findings show that the better the leadership, the higher the employee work ethic will

be. Another supporting study was conducted by (Saudin, 2021) conclude that Leadership is a variable that will influence positive and significant perceptions, this means that leadership has a positive influence on improving work ethic and has a significant influence, where the leadership variable has a positive and significant influence on work ethic, this shows that it is necessary to fulfill the needs of employee leadership to work so that employee Work Ethic can be achieved properly [13].

Seeing the importance of interpersonal relations, work integrity and leadership for employee work ethic especially in employment department of Bandung City, it is important to conduct this research to find out and prove whether or not there is an influence of interpersonal relations, work integrity and leadership on employee work ethic, in addition to better understanding the problem. because if the problems regarding interpersonal relations, work integrity, and leadership above are left unchecked, it will have an impact on employee work ethic

2 Literature Review

2.1 Human Realties

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2.2 Work Integrity

Individuals with high work integrity consistently uphold strong moral and ethical principles, even in difficult circumstances. Internal factors, such as commitment, contribute to integrity, while external factors, such as the work environment, also play a role. Manoppo et al. (2021) define integrity as a commitment to ethical conduct, aligned with values and norms, and a steadfast adherence to these principles regardless of opportunities or pressure to deviate [14].

Understanding the impact of work integrity on employee work ethic provides valuable insights for organizational human resource development. Manoppo et al. (2021) identify four indicators to measure work integrity: honesty, courage, a wise attitude, and responsibility [14].

2.3 Leadership

Leaders bear the responsibility for fostering healthy working relationships within their organizations, encouraging productive and fulfilling collaboration. Firmansyah & Maria (2022) define leadership as a process of influencing and directing group members to fulfill their roles [15]. Effective leadership involves sound decision-making, clear communication, and providing direction and motivation to a team, enabling harmonious and productive work. Firmansyah & Maria (2022) identify six indicators of leadership: decision-making, motivation, communication, controlling subordinates, responsibility, and emotional control [15]. Ultimately, leadership is the ability to influence, guide, and inspire others to achieve shared goals

2.4 Work Ethic

Work ethic encompasses an individual's approach to work, encompassing quality, quantity, and methodology. It represents a holistic integration of personality, beliefs, and values, motivating actions and achievements to foster positive human relationships [16]. Dolonseda & Watung (2020) propose six indicators for measuring work ethic: awareness, enthusiasm, willingness, work discipline, initiative, and productivity. Awareness, enthusiasm, and willingness are foundational, driving self-understanding, challenge-facing, and goal-achievement [16]. Work discipline and initiative contribute to productivity through adherence to regulations, responsibility, and proactive behavior. The synergistic interplay of these elements facilitates efficient work, high-quality outcomes, and valuable contributions

3 Methodology

This research investigates two key variables within the employment department of Bandung City. Employing a quantitative approach with descriptive verification analysis, the study utilizes both primary and secondary data sources. Primary data is collected through structured interviews and questionnaires, aiming for accurate information. Secondary data is sourced from literature reviews, books, previous research journals, and relevant online resources, complementing the primary data. Operational measurements are based on the Likert scale, and data analysis is performed using linear regression. The study sample comprises 51 employees

4 Results and Discussion

Data from the 51-employee sample was analyzed quantitatively using SPSS software. Validity and reliability testing of the questionnaire demonstrated acceptable results, with reliability exceeding 0.7. The model of work ethic of employees shows in simple linear regression calculating. Simple linear regression analysis to predict the extent of the influence of interpersonal relationships, work integrity, and leadership on the work ethic of employees

Table 1. Simple Linear Regression

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients	Std. Error	Standardized Coefficients		
		B		Beta		
1	(Constant)	-1.218	7.594		-.160	.873
	Human Relations	.412	.182	.252	2.265	.028
	Work Integrity	.387	.159	.275	2.440	.018
	Leadership	.482	.130	.420	3.706	.001

a. Dependent Variable: Works Ethic

Based on table 1 of the simple linear regression equation above, the constant value (a) is -1.218, while the value (b/regression coefficient) of the interpersonal relationship variable is 0.412, the work integrity variable is 0.387 and the leadership variable is 0.482. From these results, the following regression equation is obtained

$$Work\ Ethic = -1.218 + 0.412Human\ Relations + 0.387Work\ Integrity + 0.482Leadership$$

- 1) The constant of -1.218 indicates that when the three independent variables are valued at zero (0) and there are no changes, the work ethic is predicted to be valued at -1.218 times.
- 2) The variable Human Relations, which represents the human relations, has a regression coefficient value of 0.412, indicating that when the relationship among individuals improves, it is predicted to increase the work ethic by 0.412 times.
- 3) The variable Works Integrity, which is work integrity, has a regression coefficient value of 0.387, indicating that when work integrity is improved, it is predicted to increase work ethic by 0.387 times.
- 4) The variable Leadership, which pertains to leadership, has a regression coefficient value of 0.482, indicating that when leadership is enhanced, it is predicted to increase work ethic by 0.482 times.

The t test can be carried out using the t test statistic by comparing the Sig value. t with an alpha value of 0.05. Following are the results of the t test.

Table 2. T Test Results

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients	Std. Error	Standardized Coefficients		
		B		Beta		
1	(Constant)	-1.218	7.594		-.160	.873
	Human Relations	.412	.182	.252	2.265	.028

Table 2(Continued). T Test Results

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
Work Integrity	.387	.159	.275	2.440	.018
Leadership	.482	.130	.420	3.706	.001

a. Dependent Variable: Work Ethic

The t-test in table 2 has a sig value of 0.028 and beta is negative. This means that there is a significant positive influence of the interpersonal relationship variable on the work ethic variable. Sig 0.018 on the work integrity variable means that there is a significant positive influence of the work integrity variable on work ethic. And on the leadership variable, it has a Sig of 0.001, which means that the Leadership variable has a positive and significant influence on work ethic

Table 3. Hypothesis Test

Partial	T-Value	T-table	Conclusion
Human Relations	2.265	2.011	H1- Accepted (Significant)
Work Integrity	2.440	2.011	H1- Accepted (Significant)
Leadership	3.706	2.011	H1- Accepted (Significant)
Simultan	T-Value	T-table	Conclusion
	14.151	2.80	H1- Accepted (Significant)

Hypothesis testing in table 3 of research results shows that interpersonal relations, work integrity, and leadership have a positive and significant influence on the work ethic of employees at employment department of Bandung City. The results of the study showed that interpersonal relationships have a significant effect on employee work ethic partially by 10.8%. When relationships between individuals in an organization are well established, communication becomes more effective, cooperation becomes closer, and work enthusiasm increases. This encourages employees to work more disciplined, responsible, and have a high commitment to their duties. Thus, a harmonious work environment not only increases productivity but also creates a positive work culture that is oriented towards mutual success. This explanation is supported by the results of previous research conducted by (Sugianti et al., 2020) Human relations have a positive effect on Employee Work Ethic at the Public Works, Spatial Planning, Housing, and Residential Areas Service of Banjar City. The results of the correlation test show that Human Relations and Employee Work Ethic have a strong relationship [17]. Likewise, based on the results of the hypothesis test, it is known that the hypothesis is accepted. The better the Human relations at the Public Works, Spatial Planning, Housing, and Residential Areas Service of Banjar City, the more the Employee Work Ethic will increase.

Then work integrity has a significant effect on employee work ethic partially by 12.8%. According to (Manoppo et al., 2021) integrity is a commitment to do everything in accordance with correct and ethical principles, in accordance with values and norms, and there is consistency to maintain this commitment in every situation without seeing any opportunities or coercion to deviate from the principles [14]. This is supported by the results of research conducted by (Indrayanto et al., 2024) Showing that the higher the integrity that employees have towards the organization, the work ethic shown by the employee will also experience a significant increase, indirectly performance will also increase [18].

The results of the study showed that leadership had a significant effect on employee work ethic partially by 23.9%. Effective leadership plays an important role in forming a strong work ethic in an organization. Leadership is a process that can influence and direct members of a group to carry out their duties well. This is in accordance with (Firmansyah & Maria, 2022) Leadership is a process that can influence and direct its members in a group to carry out their duties [15]. This explanation is supported by the results of previous research conducted by (Saudin, 2021) which states that the leadership variable has a positive and significant effect on this work ethic, indicating that it is necessary to fulfill the leadership needs of employees to work so that the employee's Work Ethic can be achieved well [13].

Simultaneously significantly influences employee work ethic, which means that together the independent variables, namely interpersonal relations, work integrity, and leadership, are able to influence the dependent variable, namely employee work ethic, by 47.5%. This shows that the combination of harmonious interpersonal relations, high work integrity, and effective leadership can create a strong synergy in building a positive work ethic. Good working relationships encourage effective communication and productive collaboration, while integrity ensures that each individual works honestly, responsibly, and professionally. On the other hand, inspiring leadership provides the direction and motivation needed for employees to carry out their duties with high dedication. These three aspects complement each other in creating a conducive work environment, improving employee performance, and supporting the achievement of organizational goals more optimally.

To determine the significance or insignificance of the influence of independent variables collectively on a dependent variable, an F-test is employed.

Table 4. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	504.349	3	168.116	14.151	.000 ^b
	Residual	558.357	47	11.880		
	Total	1062.706	50			

a. Dependent Variable: Work Ethic

b. Predictors: (Constant), Leadership, Human Relations, Work Integrity

Based on the output of table 4 above, the value of f is obtained as 14,151, using a significant level of 5%, then from the distribution table F the value of f table is obtained for $df1 = k - 1 = 4 - 1 = 3$ and for $df2 = n - k = 51 - 4 = 47$ so that f table (3 : 47) is obtained of 2.80 because f calculates $> f$ table (14,151 $>$ 2.80) and sig (0.000 $<$ 0.05) then H_0 is rejected and H_1 is accepted, so it can be concluded that simultaneously the human relations, work integrity, and leadership have a significant influence on the work ethic of employees at employment department of Bandung City

The coefficient essentially measures how far the model is able to explain the variation of the bound variable. This coefficient is used to determine the condition of the influence of human relations, work integrity, and leadership on work ethic at employment department of Bandung City. In table 5 the following is the value of the partial determination coefficient resulting from the calculation with IBM SPSS 27 for windows

Table 5. Determination Partial Results

Model		Coefficients ^a			
		Unstandardized Coefficients		Standardized Coefficients	Correlations
		B	Std. Error	Beta	Zero-order
1	(Constant)	-1.218	7.594		
	Human Relations	.412	.182	.252	.427
	Work Integrity	.387	.159	.275	.464
	Leadership	.482	.130	.420	.570

a. Dependent Variable: Work Ethic

The results of the partial effect in table 6 is the independent variable on the dependent variable are presented using the Beta x Zero Order formula

Table 6. Determination Calculation Results

Variable	Beta x Zero Order	Total
1. Human Relations	= 0.252 x 0.427	= 0.108 atau 10.8%
2. Work Integrity	= 0.275 x 0.464	= 0.128 atau 12.8%
3. Leadership	= 0.420 x 0.570	= 0.239 atau 23.9%

From the calculations above, it can be concluded that the greatest influence on work ethic is leadership at 23.9%, while integrity has an influence of 12.8%, and human relations have the smallest influence at 10.8%.

Table 7. Determination simultan Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.689 ^a	.475	.441	3.44673

a. Predictors: (Constant), Leadership, Human Relations, Work Integrity

b. Dependent Variable: Work Ethic

Based on Table 7 of the results of the determination coefficient test above, the R^2 (R Square) value of the regression model is 0.475 or 47.5%, meaning that the variation of the employee work ethic variable can be explained by the variables of interpersonal relations, work integrity and leadership. And 52.5% is influenced by variables that are not studied

5 Conclusion and Recommendation

The results of the study that have been conducted based on the t-test show that interpersonal relations have a positive and significant effect on the work ethic of employees at employment department of Bandung City. This means that 10.8% of the variation in the work ethic variable (Y) can be explained by the human relations variable. The next result is that 12.8 % the work integrity variable has a positive and significant effect on the work ethic of employees at employment department of Bandung City. The leadership variable has a positive and significant effect on the work ethic of employees at employment department of Bandung City of 23.9%. and together or simultaneously have a positive and significant effect between interpersonal relations, work integrity, and leadership on the work ethic of employees at employment department of Bandung City of 47.5%

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