

The Mediating Role of Work Discipline on The Effect of Leadership and Work Ethic to Employee Performance in Universitas Advent Indonesia

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Abstract

This study aims to find out and analyze the influence of leadership and work ethic on discipline, the influence of discipline on performance, the influence of leadership and work ethic on performance, the influence of leadership on performance through discipline and to find out and analyze the influence of work ethic on performance through employee discipline at Adventist University Indonesia. With the *Simple Random Sampling* technique, a sample of 104 employees was obtained in this study. Data were collected through questionnaires, interviews and documentation studies. The questionnaire was calculated using the *Likert scale unit of measurement*, and processed using the path analysis method (*path analysis*). The results of the study show that Leadership has a positive and significant effect on discipline, Work Ethic has a positive and significant effect on Discipline, Discipline has a positive and significant effect on Performance, Leadership has a positive and significant effect on Performance, Work Ethic has a positive and significant effect on Performance, Leadership has a positive and significant effect on Performance through Discipline, and Work Ethic has a positive and significant effect on Performance through Discipline at Advant University Indonesia which proves that Discipline is an intervening variable in this study.

Keywords:

Leadership, Work Ethic, Discipline and Performance

INTRODUCTION

Improving employee performance is important considering the change in direction in responding to the challenges of the globalization era to face competition. So improving employee performance is a very important thing to pay attention to. Performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given. Good performance is optimal performance, namely performance that meets organizational standards and supports the achievement of organizational goals. The performance of each individual activity is the key to achieving organizational goals. Advant University of Indonesia is one of several universities that have an obligation to provide services to the community, especially in the field of education. As one of the elements of service providers in these educational institutions, the performance of employees or administrative staff within Advant University Indonesia plays a very strategic role in achieving organizational goals in the future. The *service quality* of administrative personnel will greatly affect the overall performance of the agency.

For organizations that provide public services, of course, the performance of employees can be seen from how the organization provides services to the public (Wahyuningrum, 2018). Good service will increase satisfaction so that it can affect the level of *competitive advantage* of the university to be able to win the competition. The

phenomenon that can be seen is that the services provided have not shown optimal results. This can be seen from the pre-survey provided by respondents to several types of services such as, from the personnel section, the general section, the field of student academic information services. In general, this phenomenon illustrates the condition of employee performance within Advant University Indonesia in carrying out their duties has not shown the expected results, this is certainly very important to pay attention to because performance is the real foundation in an organization, without performance the goals will be difficult to achieve (Simorangkir, Pakpahan & Ariawan, 2021)). To be able to improve performance, organizations are required to develop and manage their human resources to be able to work professionally. This human resource management really needs support from top management as the first step. In a government organization, success or failure in the implementation of duties and administration of government is influenced by several things, including leadership.

Saleem et al (2012) found that there is a positive and significant influence of leadership on employee performance. In line with this, Tupti & Arif (2020) also show that there is a significant influence of leadership on employee performance. So it can be concluded that leadership is the main factor in determining the progress and retreat of an organization in achieving goals. Through leadership supported by adequate organizational capacity, the implementation of good governance will be realized. On the contrary, leadership weakness is one of the reasons for the collapse of bureaucratic performance. The existence of a leader is expected to improve the quality and quantity of information needed as a form of managerial expertise, technical skills and the ability to make the right decision-making process. Research on the influence of leadership on employee performance also generally produces positive relationships, such as in the research of Prasetya, Putra & Sultan (2023). In contrast to research conducted by Tongo-tongo (2014) which shows that there is no influence of leadership on performance. Furthermore, Jakobsen, Kjeldsen & Pallesen (2023) prove that leadership has no influence on performance. This result is because leaders do not have adequate competence in improving the performance of their employees.

Another factor that can affect performance is the employee's work ethic which is the totality of a person's personality as well as how to express, view, believe and give meaning to something that encourages him to act and achieve positive values at work. Work ethic has a significant relationship with performance, so it can be concluded that work ethic is one of several factors that affect performance. Employees who have a high work ethic will try to show an attitude, disposition and confidence in carrying out an activity or work by acting and working optimally. Organizations that have a high work ethic in general their employees will feel more comfortable at work, have good communication, be professional, without feeling bored in carrying out their duties, have a strong will to improve their work performance and are ready to collaborate to improve services for the purpose and good name of the organization.

Discipline is an intervening variable in this study. The reason discipline is chosen as a variable is because discipline is one of the important operative functions of human resource management because the better the discipline of employees, the better the performance. Without good discipline, it is difficult for organizations to achieve optimal

results (Rivaldo & Nabella, 2023). In several studies, it has been proven that there is a relationship between discipline and employee performance. The results of the research by Suhartono et al (2023), show that there is a significant influence of Discipline on performance. In line with this, Perkasa et al (2023) in their research stated that partially discipline affects employee performance, and the results of the analysis also show that there is a mediating effect of discipline on performance.

Literature Review

2.1. Performance

Employee performance is the result achieved by employees in the implementation of a job given to them both in quantity and quality through procedures that focus on the goals to be achieved and the fulfillment of implementation standards. To achieve good performance, the most dominant element is human resources. Even though the planning has been well and neatly arranged, if the people or personnel who carry out the plan/program are not of high quality and do not have a high work spirit, then the plan that has been prepared will be in vain (Akpa, Asikhia & Nneji, 2021). Employee performance is greatly influenced by how much contribution is made to the organization, among others (Behrens et al, 2023):

1. Quality of Work

This standard emphasizes the quality of work produced compared to the standards set by the company.

2. Working Quantity

This standard is carried out by comparing the amount of work that should be done (normal work standards) with the actual ability.

3. Time Utilization

It is the use of the working period that is adjusted to the company's discretion.

4. Attendance Rate

The assumption used in this standard is that if the employee's attendance is below the set work standards, the employee will not be able to make an optimal contribution to the company.

5. Collaborate

The involvement of all employees in achieving the set targets will affect the success of the supervised section. Cooperation between employees can be improved if the leadership is able to motivate employees well.

2.2. Discipline

Discipline is a management action to give encouragement to the implementation of organizational standards, this is a training that leads to efforts to justify and involve the knowledge of brushes and employee behavior so that there is a willingness in employees to lead to better cooperation and achievements. With the existence of discipline, there will be self-adjustment from everyone to everything that is set to him, an orderly condition will be created and free from chaos (Chrisnanto, C., & Riyanto, 2020). Likewise, life in a company will require the obedience of its members to the rules and regulations that apply to the company. In other words, discipline in employees is needed, because what is the company's goal will be difficult to achieve without discipline.

To measure discipline, the following indicators are formulated (Thompson, 2020):

1. The ability to control oneself is the ability to control the emotional level that each employee has.
2. The ability to implement norms, the ability of employees to follow the norms applied by the organization.
3. Obey the procedures in carrying out the task, the procedure used to complete the task.
4. Responsibility for the tasks carried out, is the accuracy and perfection of the work done can be proven.

2.3. Leadership

Effective leadership is a dynamic process, because it takes place in an organization as a system of cooperation of a number of people to achieve certain goals, which is also dynamic. Effective leadership is a varied process, as it is influenced by the leader's personality in realizing human relationships with the people he leads (Riggio, R. E., & Newstead, 2023). In such a process, leadership will be effective if leadership functions are realized in accordance with the type of leadership that can provide opportunities for the person led to participate in making and implementing decisions.

Based on their behavior, leaders can be grouped into four categories, namely (Singh et al, 2023):

1. *Supportive Leadership* (tends to show concern for the welfare of subordinates and creates a friendly work climate).
2. *Directive Leadership* (more about instructing subordinates to work in accordance with existing rules, procedures and instructions).
3. *Participative Leadership* (tends to consult with subordinates in terms of decision-making).
4. *Achievement-oriented Leadership* (oriented towards setting challenging organizational goals and emphasizing the need for satisfactory performance).

2.4. Work Ethic

Researchers use the word ethos in a broad sense, such as in the system of mental values, responsibilities and obligations. However, it should be underlined that there are differences in moral attitudes and work ethic. Because morality emphasizes more on the obligation to be oriented to norms as a benchmark that must be followed while ethos is more about emphasizing the autonomous will over one's own consciousness, even though the two are closely related and are a mental attitude towards something (Furnham, 2021). Work ethic is a mental attitude that grows from within which underlies the behavior of employees in carrying out their duties. Employees who have a high work ethic are reflected in their behavior, such as liking to work hard, being fair, not wasting time during work, wanting to give more than what is required, willing to cooperate, respect for colleagues, and so on. Of course, the company expects employees to have a high work ethic so that they can contribute to the overall development of the company (Weeks, 2020).

Work ethic is strongly emphasized on the following factors, namely (Kropotkin, 2021):

1. Strive.
2. Commitment and dedication to work.

3. Creativity during work.
4. Cooperation and competition in the workplace.
5. Generosity in the workplace.

2.5. Conceptual Framework and Hypothesis Development

To achieve optimal employee performance, it is necessary to carry out human resource management related to leadership, work ethic and discipline. In line with various theoretical studies and references as previously reviewed, this research will have the following conceptual framework or analysis path:

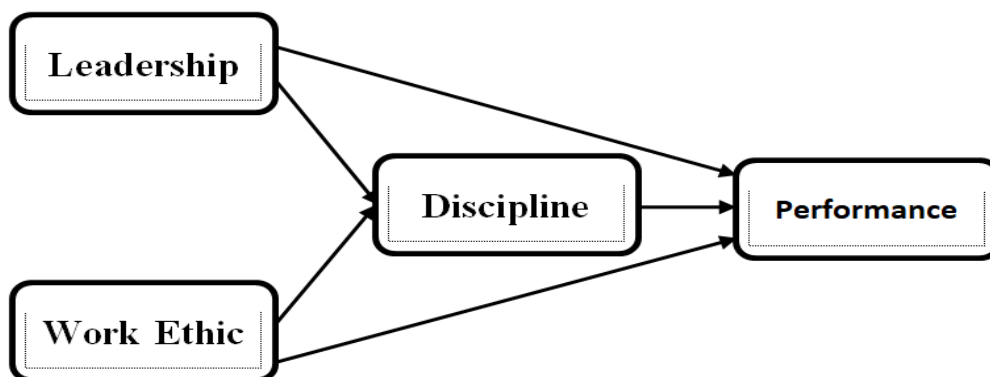


Figure 1. Conceptual Framework

METHOD

The sample in this study is all employees of education or administration at Adventist University of Indonesia which totals 104 people. Data was collected through questionnaires, which is a data collection technique used by distributing a list of questions to research respondents. Each question answer is related to leadership, work ethic, discipline and performance and is given a score according to each measurement scale. The measurement of the variables of this study itself uses *the Likert scale*. The Likert Scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. The questionnaire was calculated using the *Likert scale unit of measurement*, and processed using the path analysis method (*path analysis*).

Table 1. Operationalization of Research Variables

Variable	Definition	Dimension	Indicator	Scale
Leadership (X1)	The way carried out by the head of the department motivates, directs and influences employees in various work activities that must be carried out actively and productively	1. <i>Idealized Influence</i> 2. <i>Individual Consideration</i> 3. <i>Inspirational Motivation</i>	1.Orientation to vision 2.Role models for subordinates 3.Identify subordinate problems 4.Learning opportunities for subordinates 5.Provides a boost to work 6.High optimism	<i>Likert</i>

Variable	Definition	Dimension	Indicator	Scale
		4. <i>Intellectual Stimulation</i>	7.Objectives in assessing 8.Initiatives at work	
Work Ethic (X2)	Work ethic is a set of positive behaviors of employees that are rooted in their fundamental beliefs and are accompanied by total commitment to work.		1.Strive 2.Commitment to work 3.Creativity at work 4.Cooperation 5.Generosity in the workplace	<i>Likert</i>
Discipline (Z)	Discipline is the attitude and behavior of employees that reflect their level of compliance or compliance with various applicable provisions and corrective actions against violations of the provisions or standards that have been set		1.Self-mastery ability. 2.Ability to implement norms. 3.Obey the procedures for carrying out duties. 4.Responsibility for duties.	<i>Likert</i>
Performance (Y)	Performance is the result of quality and quantity of work achieved by employees in carrying out their duties in accordance with the responsibilities given to them in an effort to achieve organizational goals.	1. Quality 2. Quantity 3. Time 4. Cost	1.Meticulousness in work 2.Standard-compliant results 3.Targets achieved 4.Number of errors 5.Settlement time 6.Time utilization 7.Cost suitability 8.Cost utilization	<i>Likert</i>

Based on the path analysis model, it can be seen that the relationship between variables is linear, namely a one-way flow system and no looping occurs. The structural equation of path analysis which includes X1, X2 as the independent variable (exogenous variable), Z as the intervening variable and Y as the bound variable (endogenous variable) and ϵ is the error, as follows:

1. Substructural equation 1:

$$Z = PX_1 + PX_2 + \epsilon_1$$

2. Substructural equation 2:

$$Y = PZ + \epsilon_2$$

3. Substructural equation 3:

$$Y = PX_1 + PX_2 + \epsilon_2$$

4. Substructural equation 4:

$$Y = PZ X_1 + PZ X_1 + \epsilon_2$$

Where:

X1 = Leadership

X2 = Work Ethic

Z = Disiplin

Y = Performance

E = Error

RESULTS AND DISCUSSION

4.1. Result

Hypothesis Testing

After the data meets the measurement requirements, it can be continued by performing the bootstrapping method (Efron & Tibshirani, 1998). For hypothesis testing, a T-statistical test was used which was intended to test the significance of the influence of the Exogen Xi variable as a whole on the endogenous variable Y. This test was carried out by comparing the T value of the T-statistical calculation with the T-value of the table. The hypothesis will be accepted if the statistical T > the T-table. The T-value of the table can be determined based on a significance level of 0.05 with the number of observations from the sample (n). The following is a table of t-statistical test results.

Direct Effect Testing

Tabel 2. Direct Effect Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Kesimpulan
<i>Leadership -> Dicipline</i>	0.053	0.111	0.423	0.125	0.012	Diterima
<i>Work Ethic -> Dicipline</i>	0.445	0.440	0.123	3.630	0.000	Diterima
<i>Dicipline-> Performance</i>	0.453	0.455	0.055	8.240	0.000	Diterima
<i>Leadership -> Performance</i>	0.931	0.873	0.414	2.251	0.019	Diterima
<i>Work Ethic -> Performance</i>	-0.287	0.293	0.144	1.992	0.021	Diterima

Source: Research Results (2024)

The analysis of the above data shows that the t-statistical value is greater than 1.923 and the significance < 0.05 proves that all research hypotheses are accepted. The truth in the above hypothesis testing is shown by rejecting Ho, so that the research hypothesis can be accepted.

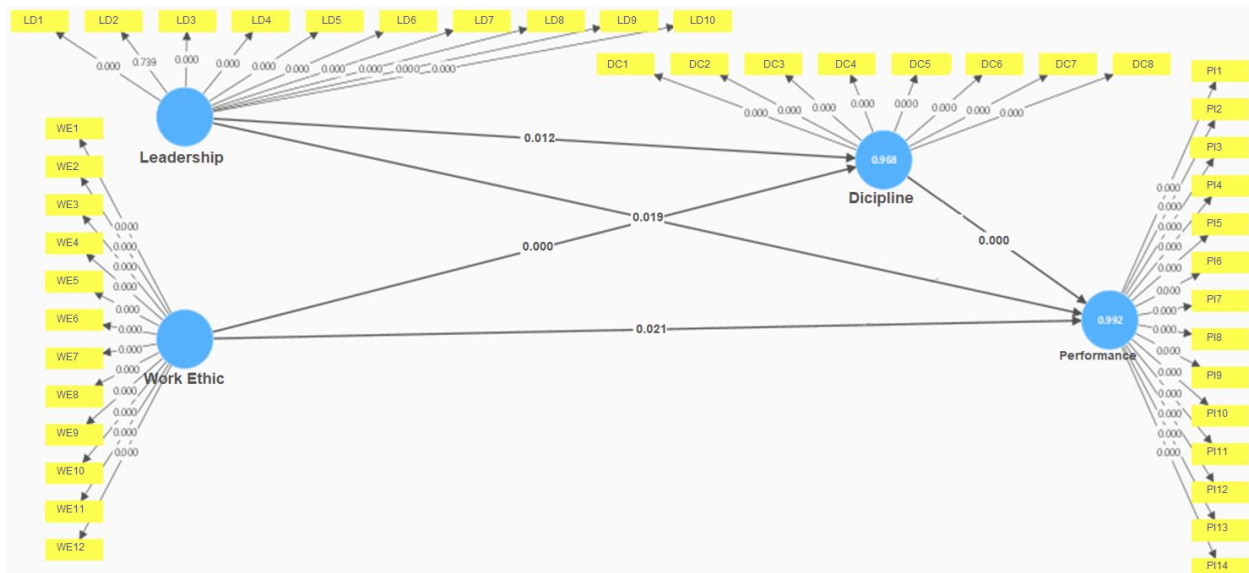


Figure 2. Bootstrapping Test
Source: Research Results (2024)

The analysis of the data above shows that the coefficient value of determination for the Discipline variable is 0.968, showing that the contribution of the Leadership and Work Ethic variables in influencing Discipline is 96.8%, meaning that it has a very meaningful contribution. The coefficient value of determination for the Performance variable is 0.992, indicating that the contribution of the Leadership and Work Ethic variables in influencing Performance is 99.2%, meaning that it has a very significant contribution.

Indirect Effect Testing

Tabel 3. Indirect Effect Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Kesimpulan
<i>Leadership-> Performance</i>	0.021	0.057	0.173	2.322	0.023	Diterima
<i>Work Ethic -> Performance</i>	0.371	0.345	0.151	2.465	0.014	Diterima

Source: Research Results (2024)

The above data shows that the t-statistical value of Discipline's mediation effect on Leadership on Performance is $2.322 > 1.953$ and the significance value is $0.023 < 0.05$ which proves that the hypothesis is accepted, meaning that Discipline can mediate the relationship between Leadership and Performance. The t-statistical value of Discipline's mediation effect on Work Ethic on Performance was $2.465 > 1.953$ and the significance value was $0.014 < 0.05$ which proved that the hypothesis was accepted, meaning that Discipline could mediate the relationship between Work Ethic and Performance.

Discussion

1. Leadership has a positive and significant effect on discipline

The test results provide empirical evidence that leadership has a positive and significant effect on discipline where it proves that the hypothesis is accepted. This means that the better the leadership, the better the discipline of employees within the Rector's Bureau of Adventist University Indonesia. The results of the research Simorangkir, Pakpahan & Ariawan (2021) state that leadership is an effort to influence many people through communication to achieve goals, a way to influence people with instructions or commands, actions that cause others to act or respond and cause positive changes, dynamic forces that motivate and coordinate organizations in order to achieve goals, the ability to create confidence and support among subordinates so that organizational goals can be achieved (Suhartono et al, 2023).

The implication of the results of this study is that the leadership within the Rector's Bureau of Adventist University of Indonesia is quite good. This can be seen from the role of leadership in the organization in the context of the process of someone influencing, motivating, and directing others to carry out work to achieve goals, visions and missions. In an effort to shape employee performance that supports the achievement of organizational effectiveness and also workers, strong organizational leadership is needed. Strong leadership will affect the work results of the members of the organization. Leadership is important because it is a psychological force that can give rise to actions that have a direction and are continuous to achieve goals, so that it will affect the work results of the members of the organization (McCarter et al, 2022).

Effective leaders are able to use all four leadership styles in different situations. In certain situations use *the directive* style, in other situations use *the supportive* and *participative* style. Thus, leaders must be good at reading the situation and using a leadership style that suits the situation (Sihombing, 2020). This situational leadership style is suitable for members of organizations with different backgrounds such as lecturers and students who need the right treatment in the right situation. The type of leadership of a person is not only determined by the leader, but also determined by the subordinates or those who are led. Therefore, in essence, the basic behavior of the leader who receives the response of his followers, when the leader carries out the process of solving problems or making decisions, the four basic styles can be applied and identified in a decision-making process.

2. Work Ethic has a positive and significant effect on Discipline

The test results provide empirical evidence that work ethic has a positive and significant effect on discipline where it proves that the hypothesis is accepted. This means that the higher the work ethic of employees, the higher the discipline of employees within the Rector's Bureau of Adventist University Indonesia. Work ethic is the totality of one's personality and a way of expressing, believing and encouraging oneself to act and achieve optimal values or charity. Employees who have a good work ethic will try to show an attitude, disposition, and confidence in carrying out a job by acting and working optimally (Juliati, 2020). This shows that there is a relationship between work ethic and discipline, where with the work ethic and high discipline possessed by employees at work will produce good performance in carrying out their duties. That way, conclusions can be drawn without a good work ethic and discipline, it will be difficult for the organization to achieve optimal results.

Specifically, the findings of the study conclude that the work ethic of employees within the rector's bureau of Adventist University Indonesia can improve discipline. The results of this study support Maryani, Entang & Tukiran (2021) which shows that work ethic has a positive and significant effect on the discipline of employees of the East Kalimantan Provincial Social Service and is in line with Purnama et al (2021) in their research stating that employees who have a good work ethic will have high morals or enthusiasm in working in their group, where all of this will lead to high discipline as well.

The implication of the results of this study is that the work ethic of employees in the company is quite good. This can be seen from the fact that employees already have a high commitment to work, creativity in working quite well, employees can work well together. However, there is still a need to make more improvements so that the work ethic is even better by creating peace of mind at work, employees are expected to focus on work. Employees are the main elements in the organization and play a very important role. All elements of the organization will not function without being handled by the workers. This arises because humanly, humans do want to be able to play a role in every environment, including work ethic. A person who works wants his work to have a value that affects the overall result. The position of the value of a person's work is an illustration of a person's role in showing their work ethic. Although there are some employees who do not have a high work ethic in dealing with their work, this can still be overcome because the management of the organization always counsels employees who do not have a good work ethic by providing motivation, holding recreation and providing bonuses and entertainment so that employees can be stimulated to have a high work ethic (Harahap & Suherlan, 2023).

3. Discipline has a positive and significant effect on Performance

The test results provide empirical evidence that discipline has a positive and significant effect on performance where it proves that the hypothesis is accepted. This means that the better the discipline, the better the performance of employees within the Rector's Bureau of Adventist University Indonesia. Tupti & Arif (2020) stated that the success of employees in carrying out their work is also greatly influenced by discipline, because discipline plays a very important role in the implementation of daily tasks where it is the discipline factor that will bind employees to stay on the path of their functions and duties as policy implementers in an organization.

Rivaldo & Nabella (2023) said that discipline is an attitude of willingness of a person to obey all applicable company regulations and social norms. With discipline, employees within the Rector's Bureau of Adventist University Indonesia can be more responsible for the tasks carried out so that they get more optimal performance in an effort to achieve organizational goals. The results of this study are in line with the results of Amini et al's (2023) research showing that discipline has a significant influence on employee performance. In line with this, Suhartono et al (2023) and Perkasa et al (2023) also stated that there is a positive and significant influence of discipline on performance. Furthermore, Hasibuan (2013) stated, "discipline is the sixth operative function of human resource management. Discipline is the most important operative function of human resource management because the better the employee discipline, the higher the performance. Without good employee discipline, it is difficult for the company's

organization to achieve optimal results."

4. Leadership Has a Positive and Significant Effect on Performance

The test results provide empirical evidence that leadership has a positive and significant effect on performance where it proves that the hypothesis is accepted. This means that the better the leadership, the better the performance of employees within the Rector's Bureau of Adventist University Indonesia. These findings show that employee performance is directly influenced by existing leadership. From the results of the analysis, it is clear that the leadership within the Rector's Bureau of Adventist University of Indonesia has a positive and significant influence on the performance of its employees. So, if the management wants to improve performance, the Head of the section has a large enough role in moving or motivating employees so that they can work well. Saleem et al (2020) explained that it is leadership that plays a very dominant role in the success of the organization in organizing its various activities, especially as seen in the performance of its employees

Specifically, the findings of the study conclude that Leadership can improve Performance. This finding is in line with the findings of Muizu (2014) showing that there is a significant influence of leadership on the performance of banking employees in North Sulawesi. In line with this, the results of the research by Prasetya, Putra & Sultan (2023) show that leadership style has a positive effect on performance, and Jakobsen, Kjeldsen & Pallesen (2023) also show that transformational leadership has a positive but not significant effect on performance.

5. Work Ethic has a positive and significant effect on Performance

The test results provide empirical evidence that work ethic has a positive and significant effect on performance where it proves that the hypothesis is accepted. This means that the better the work ethic, the more employee performance will increase within the Rector's Bureau of Adventist University Indonesia. The results of this study are in line with Sarwar et al (2020) also show that work ethic has a positive and significant effect on performance and is a dominant factor that affects employee performance. Chaudhary et al (2023) stated that "a work ethic is a set of positive work behaviors rooted in fundamental beliefs, accompanied by a total commitment to an integral work paradigm. The meaning of the work paradigm here contains the meaning as the main concept of work itself which includes basic idealism, principles or values that drive, attitudes that are born, standards to be achieved including the main character, basic thoughts, codes of ethics, moral codes and behaviors.

Specifically, the findings of the study conclude that work ethic (X2) in this case is attitude, personality, character, character, and belief in something that assesses activities, whether a job is considered good, noble, respectable, wrong or cannot be proud of. The practice referred to in this study is devoted to the application of work ethic in improving performance. This is also in line with the results of previous research conducted by Haryono, & Sulistyo (2020) that work ethic partially has a positive and significant effect on the performance of employees of the Faculty of Economics, University of North Sumatra.

6. Leadership has a positive and significant effect on Performance through Discipline

The results of hypothesis testing using path analysis show that Leadership can have a direct effect on Performance and can also have an indirect effect, namely from Discipline (as an intervening variable) on Performance. The magnitude of the direct influence is 0.397 while the magnitude of the indirect influence is 0.501. Because the value ($P1 \times P2 > P1$) then Discipline functions as an intervening variable.

Hasibuan (2005) stated, through leadership supported by adequate government organizational capacity, the implementation of good governance will be realized. On the contrary, leadership weakness is one of the reasons for the collapse of bureaucratic performance. Employee indiscipline occurs because there are indications that the system that regulates employee discipline is still weak. One of these systems is supervision from the leadership of employee discipline and sanctions that will be received by employees if they are not disciplined. Therefore, leadership is one of the main factors in human resource management in an organization where with good leadership and supported by high discipline from employees, it will have an impact on optimal performance so that the achievement of goals can be realized. The results of this study are in line with Susanty (2022) which shows that leadership has an effect on performance through employee discipline at PT. PLN (Persero) PPE Semarang. Therefore, the results of this study can be the basis for a statistical conclusion in the field that Leadership can affect better performance through discipline. This shows that Discipline can bridge the influence of Leadership on Performance. The better the existing discipline, the stronger the influence of Leadership on Performance.

7. Work Ethic has a positive and significant effect on Performance through Discipline

The results of hypothesis testing using path analysis show that Work Ethic can have a direct effect on Performance and can also have an indirect effect, namely from discipline (as an intervening variable) on performance. The magnitude of the direct influence is 0.398 while the magnitude of the indirect influence is 0.453. Because the value ($P1 \times P2 > P1$) the discipline functions as an intervening variable. Employees who have a high work ethic will be reflected in their behavior, such as liking to work hard, being fair, willing to cooperate, having generosity and so on (Tasmara, 2002). With a high work ethic of employees which is reflected through high discipline behavior, it will certainly create good work efficiency and effectiveness so that it will produce good performance as well. Adventist University Indonesia of course expects its employees to have a high work ethic in order to contribute to the development of the organization, in order to achieve its goals.

The results of this study The results of this study are in line with Rukamana (2015) which shows that work ethic affects performance through the discipline of Jaya Plaza employees in Tegal City. The results of this study can be the basis for a statistical conclusion in the field that work ethic can affect higher performance through discipline. This shows that Discipline can bridge the influence of work ethic on performance. The better the existing discipline, the stronger the influence of work ethic on performance.

CONCLUSION

In general, the results of the study show that each hypothesis proposed is accepted. The hypothesis is that leadership (X1) affects discipline (Z), work ethic (X2) affects discipline (Z), discipline (Z) affects performance (Y) of employees within the Rector's Bureau of Adventist University of Indonesia (Y), leadership (X1) affects the performance (Y) of employees within the Rector's Bureau of Adventist University of Indonesia (Y), work ethic (X2) affects the performance of employees within the Rector's Bureau of Adventist University Indonesia (Y), leadership (X1) affects the performance of employees within the Rector's Bureau of Adventist University Indonesia (Y) through discipline (Z), and work ethic (X2) affects performance (Y) through discipline (Z) in employees within the Rector's Bureau of Adventist University Indonesia.

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