

Analysis of Human Resource Competence and Employee Ethics on Employee Performance Mediated by Leadership Style at the National Narcotics Agency of North Sumatra Province

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Abstract— Every organization to realize good performance, the organization must also be able to consider several things, including how the attitude or leadership style applied from the organization, as well as a good work ethic will be created if the leadership style applied is good. Leadership style, work ethics and employee performance will run in an organization depending on how the organization provides development to its Human Resources competencies. The purpose of this research is to analyze and test the influence of leadership style, work ethics on employee performance, and analyze and test the influence of leadership style and work ethics on employee performance mediated by HR competencies. Quantitative research method, Data analysis using SMART PLS. The sample in this study amounted to 50 employees of the customer BNN Provsu Task Force. The results of the study show that leadership style and work ethics have a positive and significant effect on employee performance. Leadership style and work ethics have a positive and significant effect on human resource competence. As well as leadership style and work ethics have a positive and significant effect on employee performance mediated by HR competencies.

Keywords— Leadership Style; Work Ethics; HR Competence; Employee Performance

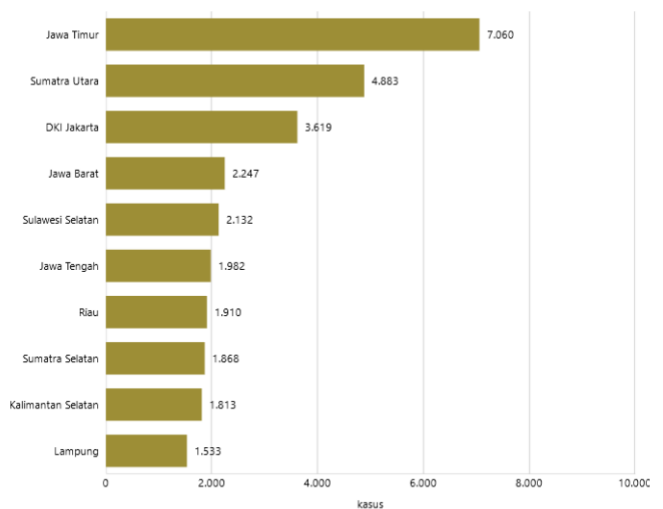
I. INTRODUCTION

Drugs are terms for Narcotics, Psychotropics, and other addictive substances that are very dangerous and should not be consumed by the human body. Drug abuse in Indonesia is currently almost evenly distributed, starting from households, RTs, RWs, villages/villages, sub-districts, districts/cities, provinces and even at the national and international levels.

The level of drug abuse circulation in Indonesia in 2022 East Java province is ranked first in the most cases of drug use and second in North Sumatra province, this can be seen in the following graphic image:

Figure 1. The Highest Number of Drug Cases in 10 Provinces in Indonesia in 2022

Source : BNN Publication Report



The table states that the number of drug crime cases in 2022 in Indonesia amounted to 43,099 cases. Where the highest cases of drug abuse in Indonesia are found in East Java Province with 7,060 drug cases, and North Sumatra Province with 4,883 drug cases, followed by DKI Jakarta with 3,619 cases, West Java 2,247 cases, South Sulawesi 2,132, Central Java 1,982 cases, Riau 1,910 cases, South Sumatra 1,868 cases, South Kalimantan 1,813 cases and Lampung 1,533 drug cases.

Based on the data mentioned above, North Sumatra Province is ranked second in the most drug crime cases with 4,883 cases, so a strong and competent BNN Provsu Task Force is needed in handling the drug abuse case. In addition to the prevention and eradication of drug abuse cases which is the main task of the BNN Provsu Task Force, there are also findings of problems in the organizational unit, namely research (Crisnina, 2023) showing that there are problems in the North Sumatra Provincial National Narcotics Agency Work Unit, namely employee performance that is not in accordance with the regulations implemented by superiors,



such as the fact that some employees make mistakes in work, then there are leaders who have not given firmness/reprimands to every wrong member so that members feel that the leader is unfair to them, besides that there is still a lack of communication with superiors regarding opinions and work suggestions (Crisnina, 2023).

Related to the above problems, employee performance has an important role in an organization, namely to know and assess the extent to which employees have carried out their duties and work according to the responsibilities given (Gerung et al., 2022). Next, the importance of leadership in the organization, namely, so that a leader really carries out his duties and functions well so that it can affect performance morale, work loyalty, safety, and performance quality. work life, especially the level of performance of an organization (Fachrurazi et al., 2024).

Furthermore, if there is an improvement in employee performance at the BNN Provsu Task Force, there needs to be a high work ethic/work ethic in each employee because if the work ethic/work ethics of an employee is high, then along with the improvement in the performance of the employee (Yulyanti & Saadatirrohmi, 2023). To provide a good quality of service to the community, it is necessary to have competence possessed by human resources in an organization so that the service can run according to expectations and efficiently (Handayani et al., 2020). So the focus of this research is employee performance, leadership style, work ethics, and organizational HR competence.

II. LITERATUR REVIEW

A. PERFORMANCE THEORY

Performance is the result achieved from a job. Employee performance is the result obtained by an employee in an organization to achieve organizational goals and create professional employees (Norwati et al., 2022).

An employee will produce different performance in different situations due to several factors including the following (Norwati et al., 2022) :

1. Individual abilities.
2. The level of effort in work.
3. Organizational support.

The increase or decrease in the performance of an employee is influenced by several factors (Marlina et al., 2023) yaitu :

1. Employee Personalization
2. State of the organization
3. Company where you work

B. LEADERSHIP STYLE THEORY

According to (Nadya Pally and Septyarini, 2022) in (Suaidy & Rony, 2023), leadership style is a leader's way of treating his subordinates in order to influence his employees to work to achieve organizational goals.

According to (Widhianto et al., 2024) leadership style is influenced by several factors, including the following:

1. Seductress
2. The pet (Pet)
3. The Iron Maiden (Tegas)
4. Participatory
5. Socio-Cultural Factors
6. Organizational Factors
7. Personal Factors
8. Community Factors
9. Demand Factor
10. Double Binds
11. Stereotypical Threats
12. Self Steering
13. Effective Motivation
14. Discrimination In Appointments
15. The Barriers Subtle
16. Workplace Policy
17. Assertive
18. Charismatic atau Value based
19. Team Oriented
20. Self-protective

C. WORK ETHICS THEORY

Work Ethic/Work ethics is a work concept that is believed by an employee or group in carrying out good and correct work, in the form and form of distinctive behavior (Yulyanti & Saadatirrohmi, 2023).

According to Jansen in (Syarofi, 2019) an employee's work ethic is hampered by several factors, namely:

1. Utility
2. Balance
3. Freedom of will
4. Responsibility
5. The truth

According to (Ardiansyah et al., 2017) there are 8 (eight) work ethic of an employee, namely:

1. Work is a blessing
2. Trust work
3. Call work
4. Actualization work
5. Worship work
6. Artwork
7. Honorary work
8. Service work

D. THEORY OF HR COMPETENCIES

According to Anwar Prabu Mangkunegara (2009) in (Handayani et al., 2020) HR competence is something related to a person's skills, knowledge, characteristics, and personality at work.

According to Handoko (2008) in (Handayani et al., 2020) the factors that affect the competition of human resources are as follows:

1. Work motivation
2. Job abilities and skills
3. Welfare
4. Management style
5. Employee satisfaction

According to Moekijat (2001) in (Handayani et al., 2020) the factors that affect the competence of human resources are:

1. Personal factors
2. Work environment factors

Based on the aspects that have been described above, a conceptual framework of the research is made as shown in Figure 2.

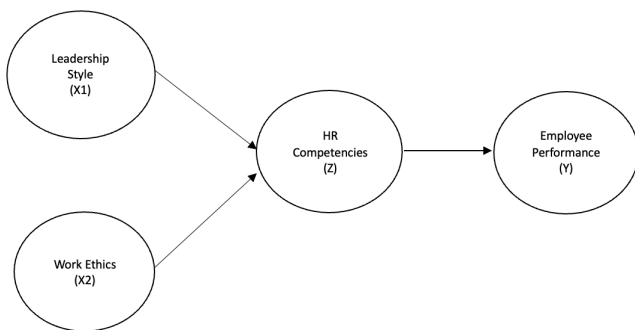


Figure 1. Kerangka Konseptual Penelitian

Research Hypothesis

- H1 : Leadership Style Has a Positive and Significant Effect on Human Resources Competence in the BNN Provsu Task Force
- H2 : Work Ethics Has a Positive and Significant Effect on Human Resources Competence in the BNN Provsu Task Force
- H3 : Human Resources Competence Has a Positive and Significant Effect on Employee Performance in the BNN Provsu Task Force
- H4 : Leadership Style Has a Positive and Significant Effect on Employee Performance in the BNN Provsu Task Force
- H5 : Work Ethics Have a Positive and Significant Effect on Employee Performance in the BNN Provsu Task Force

- H6 : Leadership Style Has a Positive and Significant Effect on Employee Performance in the HR Competency Mediation at the BNN Provsu Task Force
- H7 : Work Ethics Has a Positive and Significant Effect on Employee Performance in the HR Competency Mediation at the BNN Provsu Task Force

III. RESEARCH METHODS

A. Type of Research

The type of research used by the researcher is quantitative research (Sugiono, 2019) quantitative research can be interpreted as a method based on the philosophy of positivism, used to research on a certain population or sample, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative/statistical with the aim of testing predetermined hypotheses. This type of quantitative research is carried out to create a research that aims to adapt a research.

B. Research Location and Research Time

The location of the research was carried out at the National Narcotics Agency Work Unit of North Sumatra Province. The research time was carried out for 3 months.

C. Population and Sample

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions (Sugiono, 2019). The population and sample in this study are 50 employees at the BNN Provsu Task Force. The sample technique used is a saturated sample where the entire population is used as a sample.

D. Research Data Sources

The data source used in this study is primary data.

E. Operational Definition of Research Variables

Types of Variables	Definition	Indicator
Leadership Style (X1)	According to (Nadya Pally and Septyarini, 2022) in (Suaidy & Rony, 2023), leadership style is the way a leader treats his subordinates in order to influence his employees to work in achieving organizational goals	According to Kartono (2016) in (Hasyim, 2020) the indicators of leadership style are: 1. Characteristic 2. Habit 3. Tempramen 4. Character 5. Personality
Work Ethics (X2)	Work Ethic/Work Ethics is a work concept that is believed by an employee or group in carrying out good and correct work, in the form and form of distinctive behavior (Yulyanti & Saadatirrohmi, 2023)	According to Sinamo in (Yulyanti & Saadatirrohmi, 2023), the indicators of work ethics are : 1. Strive 2. Smart work 3. Sincere Work

Types of Variables	Definition	Indicator
HR Competencies (Z)	According to Anwar Prabu Mangkunegara (2009) in (Handayani et al., 2020) HR competence is something related to a person's skills, knowledge, characteristics, and personality at work	According to Michael Armstrong (2010) in (Handayani et al., 2020) HR competency indicators are: 1. Skill 2. Individual qualities 3. Knowledge
Employee Performance (Y)	Performance is the result achieved from a job. Employee performance is the result obtained by an employee in an organization to achieve organizational goals and create professional employees (Norwati et al., 2022)	According to Robbin (2014) in (Safitri & Kasmari, 2022): 1. Working Quantity 2. Responsibility 3. Quality of work 4. Cooperation and 5. Initiative.

Source: Researcher, 2024

1. RESULTS AND DISCUSSION

A. Result

In this research, the first test carried out was the analysis of the outer model (*measurement model*). There are two components in the validity test, namely the convergence test and the discrimination test. The validity of convergence was assessed through an average variance extracted (AVE) score of > 0.5 and a loading factor value of > 0.7 . The validity of the crime was tested by *cross-loading*. The reliability test was determined using *Cronbach's alpha* > 0.7 and *composite reliability* > 0.7 .

Table 2. *Cronbach's alpha*, composite reliability, and average variance extracted

Variable	Item Indikator	Factor loading	Cronbach's alpha	Composite reliability	AVE	Conclusion
Leadership Style (X1)	GK1	0,823	0,834	0,863	0,789	Reliable
	GK2	0,866				
	GK3	0,813				
	GK4	0,802				
	GK5	0,851				
Work Ethics (X2)	EK1	0,810	0,833	0,817	0,715	Reliable
	EK2	0,887				
	EK3	0,801				
HR Competencies (Z)	KSD	0,841	0,823	0,803	0,779	Reliable
	M1	0,867				
	M2	0,798				
	KSD M3					
Employee Performance (Y)	KP1	0,784	0,833	0,815	0,753	Reliable
	KP2	0,853				
	KP3	0,741				
	KP4	0,756				
	KP5	0,831				

Source: Primary Data Processed by SmartPLS (2024)

The factor loading score obtained based on Table 2 is more than 0.70, which means that it shows the reliability of the indicator measuring the online purchase decision process. Cronbach's alpha and composite values. reliability greater than 0.70, proving that the five variables are said to be reliable. Meanwhile, the AVE score > 0.5 , proving that each variable was declared valid. The cross-loading value with its construct is used to test the validity of discrimination. Dalam rangka To evaluate the validity of discrimination, an additional method that can be applied is to compare the average variance

extracted (AVE) score with correlations between constructs and other constructs.

Table 3. Results of the validity test of Diskrimin-Fornell Larcker Criterium

	Leadership Style	Work Ethics	HR Competencies	Employee Performance
Leadership Style	0,873			
Work Ethics	0,825	0,854		
HR Competencies	0,783	0,771	0,881	
Employee Performance	0,803	0,721	0,815	0,864

Based on the results of Table 3, *leadership style*, *work ethics*, *human resource competence*, and *employee performance* obtained an AVE score of > 0.5 , so it was declared to have passed the discrimination validity test. It can be said that variable measurement indicators have been proven to be valid in terms of *discriminant validity*. It can be concluded that the data model of this study meets the good criteria.

After passing the validity and reliability test, the next stage is to evaluate the inner model through *coefficient determination* (R²) and the *coefficient path test*. The magnitude of the influence given by independent variables on other variables can be analyzed with R-square.

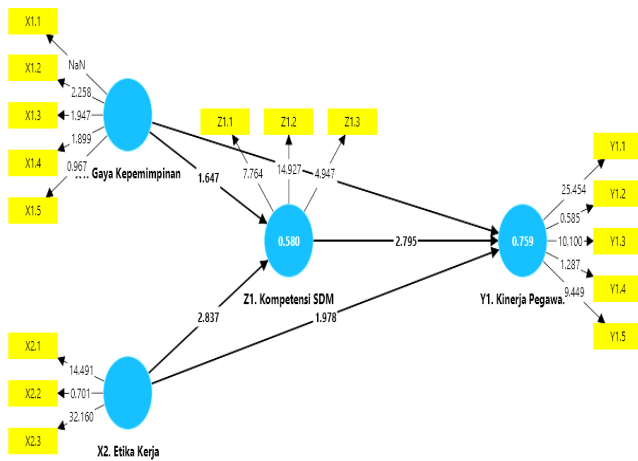
Table 4. R-Square Results

	R-square(R ²)	R-square adjusted
HR Competencies (Z)	0,773	0,843
Employee Performance (Y)	0,814	0,887

Based on Table 4, the R² value of leadership style was obtained at 0.843 (84.3%) influenced by work motivation, ability and skills, welfare, and management style. Meanwhile, employee performance was influenced by individual ability, level of effort at work, and organizational support by 0.887 (88.7%).

Berlandaskan hasil Tabel 3, *Attitude*, *motivation*, and *trust on purchase decision* obtained an AVE score of > 0.5 , so it was declared to have passed the discrimination validity test. It can be said that variable measurement indicators have been proven to be valid in terms of *discriminant validity*. It can be concluded that the data model of this study meets the good criteria.

Figure 3. Results of the Bootstrapp Technique Coefficient Path Test



Source: Primary data processed by SmartPLS (2024)

Table 5. Results of the bootstrapping technique coefficient path test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics (O/STDEV)	P-Value
HR Competency Leadership Style →	0,453	0,320	0,103	1,647	0,003
HR Competency Work Ethics →	0,531	0,453	0,073	2,837	0,001
HR Competencies Employee Performance →	0,337	0,314	0,121	2,795	0,000
Employee Performance Leadership Style →	0,413	0,337	0,362	1,667	0,004
Work Ethics → Employee Performance	0,521	0,560	0,213	1,978	0,001
Leadership Style → Employee Performance	0,431	0,445	0,072	4,442	0,000
Work Ethics → Employee Performance	0,330	0,387	0,113	5,632	0,015

Based on Figure 3 and Table 5, the leadership style gets t-statistics of 1.647 higher than t-table (1.60) and gets a p-value of 0.003 less than 0.05. Thus, leadership style significantly affects HR competencies, so H1 is accepted. Work ethics got t-statistics 2.837 higher than t-table (1.60) and got a p-value of 0.001 less than 0.05. Thus, work ethics significantly affects HR competence, so H1 is accepted. HR competencies get t-statistics of 2.795 higher than t-table (1.60) and get p-value of 0.000 less than 0.05. So, HR competence significantly affects employee performance, so H1 is accepted. Leadership Style got t-statistics 1.667 higher than t-table (1.60) and got p-value 0.004 less than 0.05. Thus, Leadership Style significantly affects employee performance, so H1 is accepted. Work Ethics got t-statistics of 1.978 higher than t-table (1.60) and got a p-value of 0.001 less than 0.05. So, work ethics significantly affects employee performance, so H1 is accepted. HR competencies obtained a t-statistics value of 4.442 higher than t-table (1.60) and a p-value of 0.000 less than 0.05. This proves that HR competencies are able to mediate the influence of leadership style on employee performance. HR competence obtained a t-statistics value of 5.632 higher than t-table (1.60) and a p-value of 0.015 less than 0.05. This proves that HR competence is able to mediate the influence of work ethics on employee performance.

B. Discussion

Based on the results of the first hypothesis test, leadership style has a significant effect on human resource competence, as evidenced by the acquisition of p-values of 0.003 < 0.05. This is a positive leadership style towards HR

competence. A good leadership style depends on the competence possessed by a leader in leading his members, this is in line with research (Antoni et al., 2022) which states that HR competencies are able to influence the leadership style of Riau Police personnel.

Based on the results of the second hypothesis test, work ethics has a significant effect on human resource competence, as evidenced by the acquisition of p-values of 0.001 < 0.05. This is a positive work ethic for human resource competence. The competence possessed by an employee at work will be seen in the ethics when the employee works. This is in line with research (Ratna, 2024) which states that Islamic work ethics and HR competence simultaneously affect the performance of Bank Syariah Indonesia Diponegoro Bandanr Lampung employees.

Based on the results of the third hypothesis test, HR competence has a significant effect on employee performance, as evidenced by the acquisition of p-values of 0.000 < 0.05. This HR competence is positive for the performance of employees. The competencies possessed by an employee will support the performance produced by the employee. This is in line with research (Pahmi & Busman, 2022) which states that HR competence affects the performance of employees of the Tanralili District Office, Maros Regency.

Based on the results of the fourth hypothesis test, leadership style has a significant effect on employee performance, as evidenced by the acquisition of p-values of 0.004 < 0.05. This is a positive leadership style towards employee performance. A positive leader's style in an organization will have a positive effect on the performance of an employee. This is in line with research (Marlina et al., 2023) which states that leadership style has a strong influence on the performance of employees of the New Village of Tolitoli Regency.

Based on the results of the fifth hypothesis test, work ethics has a significant effect on employee performance, as evidenced by the acquisition of p-values, namely 0.001 < 0.05. This is a positive work ethic for employee performance. A positive work ethic shown by an employee will provide good performance in an organization. This is in line with research (Tansil & Warkey, 2023) which states that work ethics have an influence on employee performance at the Makmur Sorong Depot Store.

Based on the sixth hypothesis test, HR competence is able to significantly mediate the influence of leadership style on employee performance in the BNN Provsu Task Force, as evidenced by the acquisition of p-values of 0.000 < 0.05. This is because a leader can become a leader because he has competence in his field, as well as to realize good employee performance in an organization, the company must be able to provide competence in its human resources. This is in stark contrast to research (Luthfiah, 2024) which states that HR competencies are not able to mediate the influence of leadership style on employee performance at PT. Indonesian Culinary Festival.

Based on the seventh hypothesis test, HR competence was able to significantly mediate the influence of ethics on employee performance in the BNN Provsu Task Force, as evidenced by the acquisition of p-values of 0.015 < 0.05. This is a good work ethic of an employee because the employee has sufficient competence in working, as well as if you want to get good performance from an employee, the competence

possessed by a human resource must be improved so that it will be manifested in the employee's ethics at work. This is in line with research (Mulyeni & Aulia, 2023) which states that work ethic mediates leadership style to employee performance.

IV. CONCLUSION

Based on the results of the discussion that has been described previously, the following conclusions are obtained: there is a positive and significant influence of leadership style on human resource competence, where a leader's leadership style is determined by the competence possessed by a leader. Next, there is a positive and significant influence of work ethics on human resource competence, where a person's work ethic is good because it is supported by good human resource competence as well. There is a positive and significant influence of HR competence on employee performance, where to realize good work results from an employee, the organization must improve the competence of its Human Resources. There is a positive and significant influence of leadership style on employee performance, where a good and conducive leadership style will determine a good work environment and have an impact on good employee performance as well. There is a positive and positive influence of work ethics on employee performance, where good work ethics applied by an employee will have an impact on improving the performance of an employee. There is a positive and significant influence of leadership style on employee performance in HR competency mediation, where HR competence must be possessed by a leader and even an employee to create optimal work results. There is a positive and significant influence of work ethics on employee performance in HR competency mediation, where a good work ethic shown by an employee is supported by competencies that are sufficient for an employee so that it will support the performance provided to the maximum.

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