

The Influence of Bureaucratic Leadership on Employee Performance with Work Ethic as an Intervening Variable in the Muaro Jambi Environmental Service

Meiliyani^{1*}, Sumarni², Dian Mala³

Faculty of Economics and Business, Universitas Jambi

Corresponding Author: Meiliyani meiliyani07@gmail.com

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ABSTRACT

This study aims to analyze and describe the influence of bureaucratic leadership on employee performance with work ethic as an intervening variable in the Muaro Jambi Environmental Service. The method used is quantitative analysis with analysis techniques using SmartPls version 4.0. The sample in this study consisted of 74 employees who were selected through saturated sampling. Data collection was carried out through a questionnaire based on a likert scale and analysis using the Structural Equation Modelling (SEM) technique.

INTRODUCTION

Human resources, one of the resources that exist in an organization, are essential to achieve organizational goals. The success of the organization depends on how well human resources carry out their duties and functions because humans always play an active and dominant role in every action taken by the organization. Human resources cover all aspects related to employee management, from recruitment, training, career development, to performance management. Samsuni (2023).

Performance is the ability to carry out tasks in an organization or institution, both individually and in groups, in accordance with their responsibilities and authority to achieve the goals of the organization or institution. The ultimate goal of any action taken by an institution or group is the expected performance. Both managerial and individual performance are possible forms of this performance. Onsardi & Fintahiasari(2016)

Employee performance has several factors that affect work results in the context of the organization. Factors that affect performance such as individual ability, motivation, work environment, leadership and performance management system. Employee performance management is an effort by an organization or agency to regulate, supervise, and improve employee performance. The goal of employee performance management is to ensure that employees achieve the expected results in accordance with the organization's goals. given by the leadership. Sinambela (2010).

To encourage and direct his subordinates to do certain things, a leader uses a leadership approach. A person's leadership plays an important role in the organization, basically leadership is only temporary/not permanent so sometimes it is difficult to judge a leader using one of the leadership styles. Leaders must also be able to direct subordinates, make wise decisions, communicate well to set goals, and encourage employees to achieve good results. Sazly & Ardiani (2019)

According to Fadhilah (2021) In reality, every leader within the scope of an organization has unique characteristics in the way they carry out their leadership duties. How a leader acts as a leader is defined as leadership.

According to Lesmana (2022), the encouragement of bureaucratic leadership is characterized by prioritizing a professional attitude, division of power, and leadership skills that can increase internal motivation in completing tasks and ultimately improving performance. The findings of the study show that bureaucratic leadership affects performance directly or indirectly.

In addition to aspects of leadership style, the ethical values that a person possesses can have an impact on their performance. The character and behavior related to work that comes from the basic human attitude towards work is what is work ethics in this context. Larosa (2022).

Work ethic is a person's personality and the ways they express, perceive, believe, and give meaning to things. This encourages them to act in the best way to form a pattern of relationships between humans and others and between themselves. Setyawati & Cori (2023).

According to Hermayanti (2022), work ethic is a principle that encourages good behavior. These include the motivations that drive it, key characteristics, basic passion, basic thinking, moral codes, codes of conduct, attitudes, aspirations, beliefs, principles, and standards.

The Environment Agency (DLH) is a government agency tasked with implementing policies, regulations, and programs related to environmental protection and management. DLH's main tasks include monitoring environmental quality, waste management, pollution control, nature conservation, and counseling to the community about the importance of protecting the environment. This agency plays an important role in creating a healthy and sustainable environment through supervision, regulation, and collaboration with various sectors. DLH is also responsible for environmental law enforcement and community empowerment in preserving the environment.

To find out the overview of employee performance at the Muaro Jambi Environmental Service, the researcher made observations by collecting employee performance data based on employee performance target data at the Muaro Jambi Environmental Agency in 2023, the researcher obtained the following performance achievement results:

Table 1. Performance Achievements of the Muaro Jambi Environmental Agency for the 2023 Fiscal Year

Yes	Key Performance/Objectives/Strategic Objectives	Key Performance Indicators/Objectives /Strategic Objectives	Target %	Realization %	Performance Achievements %
1	Improving the Quality of Environmental Cleanliness	• Key Performance Indicators/Objectives/Strategic Objectives	90	75	83,33
		• Environmental Protection and Management	100	98	98
		• Environmental Quality Monitoring, Waste Treatment, Pollution Control	100	85	85
2	Increasing Environmental Greening	• Percentage of Environmental Quality Index (Target Indicator)	75	75	95,76
		• Nature and Environmental Conservation	100	90	90
		• Counseling to the community on The Importance of Respecting the Environment	100	95	95
					Average: 91.18

Based on Table 1.1, it can be seen that the performance of employees of the Muaro Jambi Environment Agency looks not optimal, because 83.33% of the

quality of environmental cleanliness has not reached the performance achievement target.

LITERATURE REVIEW

Employee Performance

According to Setyo Widodo & Yandi, (2022) Performance is determined by motivation that drives the ability to complete tasks or tasks. One must have a certain level of willingness and ability to do so. Then according to Prapanca & Aqliyah, (2024) states that Performance is the results achieved by workers in carrying out the tasks that have been given. To achieve good performance, a person must have a great desire to do their job, understand their duties, and be able to improve if their job and abilities are suitable. Employee performance is very important for companies because it can affect the achievement of the company's goals and progress in the ever-changing global competition. Furthermore, according to Asiva Noor Rachmayani, (2015) Performance is the result of work that has been achieved by a person in carrying out the work that is his responsibility to achieve the target.

Bureaucratic Leadership

According to the Great Dictionary of the Indonesian Language (KBBI), "bureaucracy" is a government structure that is lived by employees because they are already bound by their positions and responsibilities. The English word Bureau means table and cretein means power. Liberal ideology states that the government bureaucracy implements policies that can be directly accessed by the public through mandates obtained in general elections (Akhmad, 2023). Meanwhile, Pasalong, (2023) states that Employees are employed in a bureaucratic government structure because they are bound by their positions and duties. According to the opinion (Mattayang, 2019) Bureaucratic leadership is characterized by leaders making all choices related to the overall job and assigning all subordinates to carry it out. The leader sets all expectations about how his subordinates carry out their duties. If the subordinate fails, the consequences are very clear.

Work Ethic

Ethos comes from the Greek word "ethos", which means attitude, personality, disposition, behavior and belief or something. This attitude is not only owned by individuals, but also groups, and even communities. Various customs, cultural influences, and in addition to the value system it adheres to, it is also known as the word ethos. almost etiquette is close to the notion of morals or values related to what is good and what is bad (morals), so that a very strong passion or enthusiasm arises for the ethos to be ideal, better, and even strive to achieve the most perfect work possible (Pahmawati, 2020). While in the formulation of Sinamo (2008), work ethic is "a series of positive actions that are based on basic beliefs and are fully supported by an important work paradigm". In relation to one's perception of right and wrong, work ethic is perhaps seen as the most significant determinant of behavior. Work ethic can be interpreted as the attitude or morals that a person has in carrying out his work, if we pay

attention to the concept of ethos, which is the most basic moral attitude of a person that influences his behavior towards what he does. Then According to C.A. Tangkudung & R.N. Taroreh, (2021) Work ethic is defined as a love for work that is characterized and believed by a group of people. The word ethos comes from the Greek language which means attitude, personality, character, and belief in something, which is the origin of the expression.

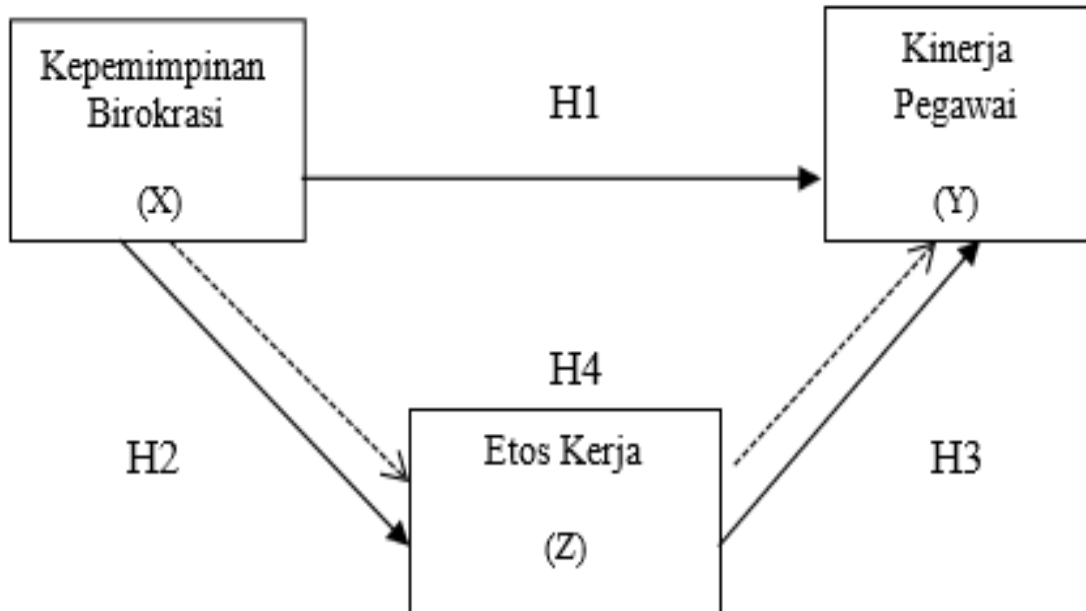


Figure 1. Thinking Framework Diagram

METHODOLOGY

This study uses a quantitative approach to analyze the relationship between employee performance, bureaucratic leadership, and work ethic. While samples are a group of elements that researchers investigate directly. The population of this study is all employees of the Environmental Service, consisting of 41 Honorary Employees and 33 Civil Servants, therefore all employees in the Environmental Service are 74 employees. Data were collected through observations, interviews, and questionnaires. The questionnaire was compiled using the Likert scale to measure respondents' perception of the research variables.

The data analysis technique was carried out using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method using SMARTPLS version 4.0. The analysis includes measurement model testing (outer model) including validity tests, such as convergent validity and discriminant validity, as well as reliability tests through Composite Reliability and Cronbach's Alpha to ensure the quality of the instrument. The structural model (inner model) evaluates the relationship between latent variables through, R-Square values for predictive power, and hypothesis tests using bootstrapping with t-statistics values > 1.96 and p-values < 0.05 . This approach ensures reliability and accuracy in explaining the causal relationships between variables in the study.

RESEARCH RESULTS*Respondent Characteristics*

Table 1. Respondent Characteristics

Characteristic		Sum	Percentage
Gender	Man	41	55,40%
	Woman	33	44,60%
Total		74	100%
Age Range	21 - 29 Years	36	48,64%
	30 - 39 Years	25	33,80%
	40 - 49 Years	10	13,51%
	> 50 Years	3	4,05%
Total		74	100%
Long Time Working	1 - 3 Years	17	22,96%
	4 - 6 Years	22	29,72%
	7 - 9 Years	20	27,02%
	>10 Years	15	20,30%
Total		74	100%
Final Education	SMA	14	18,00%
	D III	18	24,30%
	S 1	36	48,70%
	S 2	6	9,00%
Total		74	100%

Source: Data processed by researchers, 2025

Based on table 1, the research respondents consisted of 74 employees. 41 respondents (55.40%) were male, while 33 respondents (44.60%) were female. This indicates that the majority of respondents in this study are men who work at the Muaro Jambi Environmental Service. The majority of employees are of productive age, with only 3 people in the age group > 50 years old (4.05%), the age group of 40 - 49 years old as many as 10 people (13.51%), and the age group of 30 - 39 years old as many as 25 people (33.80%), while the age group of 21 - 29 years old as many as 36 people (48.64%).

In terms of working period, the majority of employees (17 people or 22.96%) have worked for 1 - 3 years, the majority of employees (22 people or 29.72%) have worked for 4 - 6 years, the majority of employees (20 people or 27.02%) have worked for 7 - 9 years, while the rest are in the range of more than 10 years (15 people or 20.30%). Overall, the characteristics of employees of the Muaro Jambi Environmental Agency show male dominance, productive age, and long work experience which has the potential to support the level of employee performance productivity.

Table 2. Employee Performance Respondent Answer Distribution (Y)

Yes	Dimension	Sum	Category
1	Quality of Work	321	Very High
2	Working Quantity	320	Very High
3	Timeliness	352	Very High
4	Independence	324	Very High
	Average	329,25	Very High

Based on the data distribution in table 2, employee performance at PT Telkom Indonesia Witel Jambi is classified as very high with an average overall score of 329.25. This shows that employees have work quality, work quantity, punctuality, and independence in achieving optimal work results. In the dimension of work quality, employees carry out work carefully, with an average score of 321. In the dimension of work quantity is measured through Able to achieve work results within the stipulated time, with an average score of 320. In the timeliness dimension, it is measured through completing the work to achieve the target with the lowest average score of 352. However, in the dimension of independence which includes Employees have a sense of awareness of the work given, with an average score of 324.

Table 3. Bureaucratic Leadership Respondent Answer Division (X)

Yes	Dimension	Sum	Category
1	Supreme Leader	303	Good
2	Regulated by Official Laws and Regulations	316	Excellent
3	By Function	319	Excellent
	Average	312,6	Excellent

Source: Data processed by researchers, 2025

Based on the distribution of data in table 3, the Bureaucratic Leadership at the Muaro Jambi Environment Agency has been conducive with an average score of 312.6. Bureaucratic leadership is measured through three dimensions, namely, the dimension of the highest leader, the Regulated by Official Laws and Regulations, and dimensions By Function. The highest dimension of leader is measured through the Leader is responsible for the risk of the decisions taken, with an average score of 303 which is included in the good category. The Dimension Regulated by Law and Official Rules is measured through Leadership is carried out based on laws and decisions that have been determined, with an average score of 316. Meanwhile, the dimension based on functions such as Leaders having a function in carrying out every activity in the organization has an average score of 319 in the very good category.

Table 4. Job Ethic Respondent Answer Distribution (Z)

Yes	Dimension	Sum	Category
1	Discipline	318	Excellent
2	Work Ethics	314	Excellent
3	Creativity	309	Good

4	Responsibility	316	Excellent
5	Initiative	316	Excellent
Average		314.6	Excellent

Source: Data processed by researchers, 2025

Based on table 4, the distribution of analyzed data, the level of work ethic of employees at the Muaro Jambi Environmental Agency as a whole is in the category Excellent with an average score of 314.6, with the first dimension namely, Discipline includes Employees are able to comply with applicable regulations. This dimension has an average score 318. The second dimension is, work ethic, who the Employee is serious about doing the work given, has an average score, namely 314. The Creativity Dimension includes employees who are able to generate new ideas, have the highest average score, namely 309. The dimension of responsibility includes Employees are serious in carrying out the assigned tasks, having an average score of 316. The dimension of the initiative includes employees always coming up with new ideas, having an average score of 316.

Test Outer Model

Convergent Validity

Table 5. Outer Loading Penilaian

Indicators	Employee Performance (Y)	Bureaucratic Leadership (X)	Work Ethic (Z)	Information
Y1	0,851			Valid
Y2	0,763			Valid
Y3	0,926			Valid
Y4	0,760			Valid
Y5	0,901			Valid
Y6	0,927			Valid
Y7	0,930			Valid
Y8	0,947			Valid
X1		0,739		Valid
X2		0,733		Valid
X3		0,849		Valid
X4		0,800		Valid
X5		0,824		Valid
X6		0,801		Valid
Z1			0,948	Valid
Z2			0,905	Valid
Z3			0,832	Valid
Z4			0,909	Valid
Z5			0,857	Valid
Z6			0,743	Valid
Z7			0,905	Valid
Z8			0,882	Valid
Z9			0,865	Valid

Z10 0,834 Valid

Source: SmartPLS Output, 2025

Based on Table 5, the results *Outer Loading* For each indicator in the variable in this study, a value above 0.70 The indicator is valid if it has an outer loading value of ≥ 0.70 . Thus, all indicators used have met the validity criteria, so that they can be declared feasible and acceptable.

Table 6. *Average Variance Extranced (AVE)*

Variable	ValueAVE	Information
Employee Performance (Y)	0,780	Valid
Bureaucratic Leadership (X)	0,629	Valid
Work Ethic (Z)	0,755	Valid

Source: SmartPLS Output, 2025

Based on Table 6, the assessment *Average Variance Extracted (AVE)* for each variable in this study, namely Employee Performance (Y) 0.780, Bureaucratic Leadership (X) 0.629, and Work Ethic (Z) 0.755 showed a value of $\geq 0,50$. The indicator is valid if it has an AVE value of ≥ 0.50 . Thus, all variables in this study have met the criteria *convergent validity* based on the AVE value.

Discriminan Validity

Table 7. *Cross loading*

Indicators	Employee Performance (Y)	Bureaucratic Leadership (X)	Work Ethic (Z)
Y1	0,851	0,697	0,492
Y2	0,763	0,663	0,368
Y3	0,962	0,718	0,529
Y4	0,760	0,664	0,292
Y5	0,901	0,687	0,537
Y6	0,927	0,712	0,501
Y7	0,930	0,716	0,535
Y8	0,947	0,688	0,501
X1	0,569	0,739	0,353
X2	0,602	0,733	0,269
X3	0,584	0,849	0,125
X4	0,589	0,800	0,200
X5	0,745	0,824	0,408
X6	0,596	0,801	0,200
Z1	0,507	0,335	0,948
Z2	0,519	0,348	0,905
Z3	0,383	0,237	0,832
Z4	0,511	0,316	0,909
Z5	0,523	0,334	0,857
Z6	0,337	0,204	0,743
Z7	0,473	0,313	0,905

Z8	0,443	0,294	0,882
Z9	0,478	0,305	0,865
Z10	0,437	0,237	0,834

Source: SmartPLS Output, 2025

Based on Table 7, it is known that all indicators in each variable have a value *Cross Loading* highest in their respective variables compared to other variables. A construct is declared valid if the cross loading value reaches ≥ 0.70 and is higher than the cross loading value of another construct. Therefore, it can be concluded that the indicators in this study have *Discriminant validity* which is good at representing each variable.

Composite Reliability

Table 8. *Composite Reliability*

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Employee Performance (Y)	0,958	0,961	0,966
Bureaucratic Leadership (X)	0,881	0,888	0,910
Work Ethic (Z)	0,964	0,970	0,969

Source: SmartPLS Output, 2025

Based on Table 8, the *Cronbach's Alpha* For each variable, the result is ≥ 0.70 . A research instrument is considered to have adequate reliability if the *Cronbach's Alpha* and *Composite Reliability* both reached ≥ 0.70 . This indicates that the *Cronbach's Alpha* acceptable and considered satisfactory, so that each construct in the research model has good reliability.

Test Inner Model

R-Square

Table 10. *R-Square*

Variable	R Square	R Square Adjusted
Employee Performance (Y)	0,698	0,689
Work Ethic (Z)	0,116	0,104

Source: SmartPLS Output, 2025

Based on the results of the test of the determination coefficient in Table 10 for the employee performance variable (Y) has an R-Square value of 0.698. This indicates that the bureaucratic leadership variable can explain 69.8% of the variation in employee performance. Therefore, the impact of bureaucratic leadership variables on employee performance is categorized as significant. In addition, the work ethic variable had an R-Square value of 0.116, which suggests that the bureaucratic leadership variable could explain 11.6% variation in work ethic.

Bootstrapping/Hypothesis Testing

Table 13. *Dirrect effect*

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (/O/S/STDEV)	P Values
Bureaucratic Leadership (X) -> Employee Performance (Y)	0,785	0,790	0,058	13,627	0.000
Bureaucratic Leadership (X) -> Work Ethic (Z)	0,341	0,354	0,105	3,261	0,001
Work Ethic (Z) -> Employee Performance (Y)	0,304	0,307	0,086	3,554	0,000

Source: SmartPLS Output, 2025

Based on the direct effect results presented in table 13, it can be concluded that there is a significant direct influence between the variables tested. As follows:

- 1) The Influence of Bureaucratic Leadership(X) on Employee Performance(Y)
 The Original Sample (O) value was 0.785 and the Statistical T-value was 13.627, greater than the t-table value of 1.96, with a p-value of 0.000 which was smaller than the significant level of 0.05. These results show that there is a positive and significant influence between Bureaucratic Leadership on Employee Performance so that hypothesis 1 is declared accepted
- 2) The Influence of Bureaucratic Leadership (X) on Work Ethic (Z)
 The direct influence of Bureaucratic Leadership on Work Ethic with an Original Sample Value (O) of 0.341 and a Statistical T value of 3.261 greater than the t-table of 1.96, with a p-value of 0.001 which is smaller than the significant level of 0.05, shows that there is a positive and significant influence between Bureaucratic Leadership on Work Ethic, so that hypothesis 2 is declared accepted.
- 3) The Influence of Work Ethic (Z) on Employee Performance (Y)
 The Original Sample value (O) is 0.304 and the Statistical T value is 3.554, greater than the t-table of 1.96, with a p value of 0.000, which is smaller than the significant level of 0.05, showing that there is a positive and significant influence between Work Ethic and Employee Performance, so that hypothesis 3 is declared accepted.

Table 14. *Indirrect effect*

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (/O/S/STDEV)	P Values
Bureaucratic Leadership (X) -> Work Ethic (Z) -> Employee Performance (Y)	0,104	0,111	0,052	1,992	0,046

Source: SmartPLS Output, 2025

Based on the results of the analysis *Indirect effect* presented in Table 14, it was found that:

- 1) The Influence of Bureaucratic Leadership (X) on Employee Performance (Y) through Work Ethic (Z) as an intervening variable

The *Original Sample (O)* value was 0.104 with a Staspoint T-value of 1.992, which is greater than the t-table value of 1.96 and the p value of 0.046 is smaller than 0.05. This shows that the indirect influence between Bureaucratic Leadership on Employee Performance and Work Ethic is positive and significant, so hypothesis 4 is acceptable.

DISCUSSION

Overview of Employee Performance, Workload, and Flexibility of Working Hours

Based on the results of the research, bureaucratic leadership can affect the performance of employees with work ethic at the Muaro Jambi Environmental Service. Leadership style can determine employee performance and behavior. A good work ethic or behavior can help improve employee performance and achieve organizational goals.

Bureaucratic leadership is in the good category with a score of 307.1 with the measured dimension, namely the highest leader, regulated by the law officially and based on function. The dimension based on the function of recording the highest average score (319) shows that the leader has a function in carrying out every organizational activity.

Employee performance is also in the very high category with an average score of 332.5 with 4 dimensions measured, namely: work quality, work quantity, punctuality and independence. The highest dimension is in the punctuality dimension with a score of 352 and the lowest dimension is in the work quantity dimension with a score of 310 which shows the need for employees to increase their work quantity.

Work ethic is in the very good category with a score of 312.6 with an average dimension above 300. Overall, the employees of the Muaro Jambi Environmental Agency show excellent leadership, performance and work ethic, but certain aspects require more attention to support employee performance.

The Influence of Bureaucratic Leadership on Employee Performance

Based on the results of the study, bureaucratic leadership has a positive and significant direct influence on employee performance. Based on the Original Sample value of 0.785, the P value was $0.000 < 0.05$ and the Statistical T was $13.627 > 1.96$. It can be concluded that every increase in Bureaucratic Leadership has a positive and significant effect on the performance of employees of the Muaro Jambi Environmental Agency by 0.785.

Bureaucratic leadership can improve efficiency and certainty in carrying out tasks, but if it is carried out rigidly without flexibility, it can reduce employee enthusiasm and performance. Therefore, a good leader must balance the bureaucratic element with a more humane and responsive method.

This research is supported by Pipit Aryanti & Yudhi Novriansyah (2024) who stated that bureaucratic leadership has a significant positive effect on employee performance. The existence of a positive and significant influence on the performance of DLH Muaro Jambi employees indicates that the leadership of this bureaucracy has a significant influence on employee performance. This revealed that the results of this study have similarities with previous researchers.

The Influence of Bureaucratic Leadership on Work Ethic

The results of the study show that Bureaucratic Leadership has a positive and significant direct influence on the work ethic of DLH Muaro Jambi, based on the Original Sample (O) value of 0.341, P Value of $0.000 < 0.05$ and Statistical T of $3.261 > 1.96$. It can be concluded that directly bureaucratic leadership has a positive and significant effect on work ethic by 0.341.

Bureaucratic leadership plays a role in regulating and directing employee performance. However, this leadership style is often considered too formal and rigid, so it can have a double impact on employee work ethic. The work ethic itself reflects work values such as discipline, responsibility, and enthusiasm in carrying out tasks. Bureaucratic leadership can affect work ethic positively or negatively, depending on how the leader applies bureaucratic principles. A balance between a strong structure and a humane approach is needed to maintain and even improve employee work ethic. This research supported by Khoirul Kobir and Aldi Gunawan (2023) shows that leadership style has a considerable influence on work ethic at the South Sumatra Provincial Archives Office.

The Influence of Work Ethic on Employee Performance

The results of the study show that work ethic has a direct positive and significant influence on the performance of DLH Muaro Jambi employees. Based on the Original Sample value (O) of 0.304, P Value of $0.000 < 0.05$ and Statistical T of $3.554 > 1.96$. It can be concluded that directly work ethic has a positive and significant effect on the performance of DLH Muaro Jambi employees by 0.304.

A good work ethic has a great influence on employee performance, because it is the foundation in determining how productive, disciplined, and quality a person's work is. Work ethic is a key factor in improving employee performance to contribute to the success and competitiveness of the organization, for example, increasing productivity, creating awareness of the importance of responsibility for tasks, high morale, creating a harmonious and collaborative

work atmosphere because employees value their work more and have common goals.

The Influence of Bureaucratic Leadership on Employee Performance with Work Ethic as an Intervening Variable

These results show that Work Ethic as an intervening variable is able to mediate the positive and significant influence between Bureaucratic Leadership on Employee Performance at DLH Muaro Jambi. Based on the Original Sample (O) value of 0.104, it can be concluded that Bureaucratic Leadership has a positive influence on Employee Performance. With a P Value of 0.046 and a Statistical T of 1.992, this result is in accordance with the rule of thumb where the P Value < 0.05 and the Statistical T > 1.96. Thus, it can be stated that Bureaucratic Leadership has a positive and significant effect on the Performance of Employees with Work Ethic at DLH Muaro Jambi.

In a bureaucratic organization, leadership has an important role in directing, controlling, and motivating employees to achieve institutional goals. Employee performance is an important output of organizational effectiveness. However, this performance is not only directly influenced by leadership style, but also by internal employee factors, such as work ethic. Bureaucratic leadership can improve employee performance if it is able to form a positive work ethic among employees. Work ethic is a determining factor whether a formal and structural leadership system can truly translate into productive, responsible, and loyal work behavior.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results and analysis that have been presented in the previous chapter, the following conclusions can be drawn; First, the description of the performance of employees of the Muaro Jambi Environment Agency is in the very high category, Bureaucratic Leadership is classified as good and Work Ethic is in the very disciplined category. Second, Bureaucratic Leadership (X) has a positive and significant effect on the Performance of Employees (Y) of the Muaro Jambi Environmental Service. Third, Bureaucratic Leadership (X) has a significant positive effect on the Work Ethic (Z) of the Muaro Jambi Environmental Service. Fourth, Work Ethic (Z) has a positive and significant effect on the Performance of Employees (Y) of the Muaro Jambi Environmental Service. Fifth, Work Ethic (Z) as an intervening variable is able to mediate the influence of Bureaucratic Leadership (X) on the Performance of Employees (Y) of the Muaro Jambi Environmental Agency positively and significantly.

Based on the results of the analysis and discussion, the researcher provides several suggestions for improvement. First, in the Employee Performance Variables, it is recommended to further improve discipline and time management, increase skills, have more initiative and responsibility, build communication and teamwork to increase work effectiveness, participate in workshow or training activities. Second, in the Bureaucratic Leadership Variable, it is recommended to increase effectiveness in leading, although the bureaucracy emphasizes rules in procedures should still provide flexibility in decision-making and task execution. Third, in the Work Ethic Variable, employees are

advised to be trained to issue ideas, ideas and dare to express opinions to instill the values of integrity and responsibility at work, create a positive work environment, provide feedback and appreciation fairly by applying this will have a direct impact on the productivity and success of the organization.

ADVANCED RESEARCH

For the next researcher, it is recommended to add other variables that are not researched in this study, so that it can provide more in-depth insight into the factors that affect employee performance.

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