

THE IMPACT OF THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AND WORK ETHICS ON EMPLOYEE PERFORMANCE WITH MOTIVATION AS A MEDIATING FACTOR ; A CASE STUDY AT PT. LION MENTARI AIRLINES)

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Abstract

PT Lion Air, an Indonesian national private airline, has been operating since June 30, 2000, and has achieved numerous international certifications to improve its services and maintain its customer base. This study aims to investigate the impact of leadership style and work ethics on employee performance at PT Lion Air, with motivation acting as a mediating variable. This study employs a quantitative approach with an interview research design for employees at PT. Lion Air, totaling 520 people. The sample is determined by removing four top air crew leaders, resulting in a total of 300 employees. The results showed that 78.3% of performance variation was influenced by leadership style and work ethics, while 78.1% was influenced by leadership style and work ethics. Leadership style had a significant effect on employee performance at PT. Lion Mentari Airlines, while work ethics had a positive effect. Based on these findings, companies should focus on leadership styles that are accepted by employees, involve trust, delegation of authority, and foster a sense of caring and the need for employees to develop further.

Keywords: Leadership style, Ethical work environment, Work motivation, Employee performance, Human resource management,

Introduction

PT Lion Air, an Indonesian national private airline, has been operating since June 30, 2000, and has achieved numerous international certifications to improve its services and maintain its customer base. However, there are still significant problems that pose a threat to the continuity of Lion Air's business. Travel Bounce published a report stating that Lion Air is the airline with the worst service in the world, with a low punctuality rate of 42.27% and a cancellation rate of 34.43. This condition is worsened by the level of comfort and staff service, which received a score of 2 out of 5. This could lead to customer loss if not handled properly. To improve customer service, Lion Air management needs to pay more attention to the service provided to customers and involve all employees in improving the quality of performance. HR plays a crucial role in determining the company's success, as it is a dominant source of competitive advantage. To improve the quality of service at PT Lion Air, quality and professional human resources, along with the application of ethics, must be implemented. Employees must understand the guidelines for working, which include normative rules containing a system of values and moral principles.

Employee performance is a key factor in achieving company success. To improve the quality of service, Lion Air must analyze factors that can affect employee performance. Leadership plays a significant role in influencing employees' behavior and performance. A consistent and adaptable leadership style can make employees behave according to the company's wishes, leading to increased employee performance. Research conducted by Jayanti & Wati (2019) supports this statement, demonstrating that leadership style has a significant positive effect on employee performance. Work ethics can also mediate the influence of leadership style on employee performance, as employees with good work ethics will have the motivation to carry out work according to good work ethics, resulting in good employee performance. Introduction motivation is expected to produce higher performance than before, as employees are expected to have intrinsic motivation that comes from within the individual employee. Research conducted by Jayanti & Wati (2019) and Batubara (2020) has shown that leadership style has a significant positive effect on employee performance, while research by Siagian & Khair (2018) has found that leadership style has no effect on employee performance. This study aims to explore the problems related to the impact of leadership style and work ethics on employee performance by integrating mediating variables in the form of work motivation.

This study aims to investigate the impact of leadership style and work ethics on employee performance at PT Lion Air, with motivation acting as a mediating variable. The research questions the level of employee performance, work motivation, work ethics, and leadership style, their direct effects on performance, their impact on employee work motivation, and whether work motivation mediates the relationship between leadership style and work ethics on performance. The research objectives include testing and analyzing the level of employee performance, work motivation, work ethics, and leadership style, examining the direct influence of leadership style, work ethics, and work motivation on performance, and examining the role of work motivation in mediating the influence between leadership style and work ethics on employee performance.

Methodology

This study employs a quantitative approach with an interview research design for employees at PT. Lion Air, totaling 520 people. The sample is determined by removing four top air crew leaders, resulting in a total of 300 employees. Data collection is conducted using research measuring instruments, and the quantitative analysis aims to test and prove the hypothesis. The sample and sampling technique are purposive sampling, which is limited to specific individuals who can provide the necessary information. The respondents in this study were those with leadership positions in the office complex, including Chief Flight Manager, top managers, middle managers, department leaders, and relevant team leaders, totaling 300 people. This method allows for a more comprehensive understanding of the subject matter.

Table 3.1 Respondent Characteristics based on Company Division

No	Division Name	Number of respondents Employees
1	Lion Operation Center, Neglasari, Tangerang City, Banten	250
2	Lion Training Center Balaraja, Tangerang Regency, Banten	50

Source: Data Processed by Researchers (2024)

This study uses primary and secondary data sources to gather information on the influence of leadership style and work ethics on employee performance with motivation as a mediator variable. Primary data is directly collected from the research object, such as the Lion Air Company or through other parties, such as distributing questionnaires. Secondary data, on the other hand, is obtained indirectly from a second party who processes data for other people's needs. Secondary data can be obtained through literature, library books, journals, articles, or data from companies related to the problem being studied. Data collection techniques include questionnaires, which are used to gather information about the object being studied, such as the Lion Air Company, through online questionnaires distributed using Google Forms. These questionnaires aim to save paper use and provide relevant information to the study. Interviews are also used for preliminary studies, identifying problems that need to be studied, and for in-depth research with small respondents.

Findings

Respondent Characteristics

Table 1 Distribution of Respondents' Gender

No	Indicator of Leadership Style	Percentage
1	Authoritarian	68%
2	Democratic	66 %
3	Transformational	69%
4	Situational	69%

Source: Author's Processed Results, 2024

Based on table 1, it can be seen that the characteristics of respondents based on employee gender totaling 300 employees at PT. Lion Mentari Airlines include 125 male employees (41.6%) and 175 female employees (58.4%).

Table 2 Distribution of Education Level

No	Gender	Frequency	Percentage
1	SENIOR HIGH SCHOOL	40	13.3
2	D3	70	23
3	Bachelor Degree (S1)	165	55.4
4	Masters Degree (S2)	25	8.3
Amount		300	100%

Source: Author's Processed Results, 2024

Based on the table above, the level of employee education at PT. Lion Mentari Airlines, the high school education level is 40 people (13.3%), the D3 education level is 70 people (23%), the

Bachelor's degree (S1) education level is 165 people (55.4%), and the Master's degree (S2) education level is 25 people (8.3%).

No	Age	Frequency	Percentage
1	20 – 30 years	165	55
2	31 – 40 years	85	28.3
3	41 – 50 years	30	10
4	>50 years	20	6.7
Amount		300	100%

Table 3 Age Distribution

No	Age	Frequency	Percentage
1	<1 year	30	10
2	1-5 years	170	56.6
3	5-10 years	60	20
4	>10 Years	40	14.4
Amount		300	100%

Source:
Author's

Processed Results, 2024

Based on the table above, the age of employees at PT. Lion Mentari Airlines, the age of employees 20-30 years old is 75 people (71.5 %), the age of employees 31-50 years old is 22 people (21%) and the age of employees 41-50 is 5 people (4 , 7 %) and the age of employees >50 years old is 3 people (2.8).

Table 4 Distribution of Respondents' Length of Service

Source: Researcher data processing, 2024

Based on the table above, the length of service of employees at PT. Lion Mentari Airlines length of service < 1 year employee b totaling 30 people (10 %), length of service 1-5 years, totaling 170 employees (56.6 %), length of service of employees 5-10 years totaling 60 people (20 %), length of service of employees totaling 40 people (14.4 %).

Table 5 Research Descriptive

	Descriptive Statistics						
	N	Minimum	Maximum	Sum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
Leadership Style	300	24	40	10110	33,70	,196	3,400
Work Ethic	300	22	50	12934	43,11	,261	4,515
Work Motivation	300	10	30	7331	24,44	,181	3,136
Perfomance	300	18	50	11774	39,25	,379	6,556
Valid N (listwise)	300						

Source: data processed by researchers, 2024.

Table 5. shows the results of descriptive measurements regarding the data profile of the entire statement on the independent, dependent, and intervening variables obtained from 30 0 samples. The following is an explanation for the descriptive measurements in Table 4.6 as follows:

- This study examines the influence of leadership style, work ethic, and work motivation on performance. Leadership style is an independent variable with 8 statement items with a minimum accumulated score of 24 and a maximum score of 40. The average value (mean) for all Leadership Style statements obtained from respondents' answers is 33.70, indicating an average agreement that Leadership Style has an influence on performance. The standard deviation value for Leadership Style is 3.400, indicating less varied data due to the small distance between the magnitude of each data and the average value.
- Work ethic has 10 statement items with a minimum accumulated score of 22 and a maximum score of 50. The mean value for all Work Ethic statements is 43.11, indicating an average agreement that Work Ethic has an influence on performance. The standard deviation value for Work Ethic is 4.515, indicating less varied data due to the small distance between the magnitude of each data and the mean value.
- Work motivation has 6 statement items with a minimum accumulated score of 10 and a maximum score of 30, which indicates an average agreement that Work Motivation has an influence on performance. The standard deviation value for Work Performance is 6.556, which indicates less varied data because of the small distance between the magnitude of each data and the average value.

Table 6 Results of Answers to Leadership Style Variable Indicators (X1)

Indicator	Frequency										Total	Average	Index Value
	SS		S		KS		TS		STS				
	F	N	F	N	F	N	F	N	F	N			
LS .1	108	540	147	588	29	87	10	20	6	6	1241	0,827	Very good

LS.2	104	520	161	644	29	87	4	8	2	2	1261	0,840	Very good
LS.3	117	585	159	636	17	51	6	12	1	1	1285	0,856	Very good
LS.4	118	590	150	600	24	72	3	6	5	5	1273	0,848	Very good
LS.5	133	665	139	556	23	69	4	8	1	1	1299	0,866	Very good
LS.6	120	600	145	580	24	72	8	16	3	3	1271	0,847	Very good
LS.7	122	610	138	552	29	87	9	18	2	2	1269	0,846	Very good
LS.8	116	580	145	580	23	69	11	22	5	5	1256	0.837	Very good
Mark average												0.845	Very good

Source: Processed Primary Data, 2024

Table 6 shows that the average overall respondent's answer to the Leadership Style variable (X1) is 0.845, which shows that most respondents consider the Leadership Style (X1) of employees at PT. Lion Mentari Airlines to be in the very good category.

Table 7 Results of Answers to Work Ethics Variable Indicators (X2)

Indicator	Frequency										Amount	Aver age	Index Value
	SS		S		KS		TS		STS				
	F	N	F	N	F	N	F	N	F	N			
WE .1	115	575	127	508	35	105	17	34	8	8	1230	0.820	Very good
WE. 2	124	620	143	572	19	57	12	24	2	2	1275	0,850	Very good
WE.3	139	695	132	528	21	84	7	14	1	1	1308	0,872	Very good
WE.4	149	745	115	460	35	105	1	2	0	0	1312	0.874	Very Good

WE .5	153	765	106	424	28	84	10	20	3	3	1296	0.864	Very Good
WE.6	161	805	100	400	28	84	9	18	2	2	1309	0.872	Very good
WE . 7	165	825	96	384	29	87	10	20	0	0	1316	0.870	Very good
WE . 8	162	810	72	288	49	196	17	34	0	0	1328	0.885	Very good
WE . 9	153	765	97	388	35	140	14	28	1	1	1322	0.881	Very good
WE . 10	170	850	96	384	24	72	10	20	0	0	1326	0.884	Very good
Mark average												0.862	Very good

Source: Processed Primary Data, 2024

Table 7 shows that the average overall answer of respondents to the Work Ethic variable (X2) is 0.862, which shows that most respondents consider the Work Ethic (X2) of employees at PT. Lion Mentari Airlines to be in the very good category.

Table 8 Results of Answers to Work Motivation Variable Indicators (Z)

Indicator	Frequency										Amount	Average	Index Value
	SS		S		KS		TS		STS				
	F	N	F	N	F	N	F	N	F	N			
WM .1	132	660	106	424	44	132	12	24	6	6	1246	0.830	Very Good
WM . 2	115	575	138	552	33	99	12	24	2	2	1252	0.834	Very good
WM .3	121	605	122	488	37	111	16	32	4	4	1240	0.826	Very good
WM .4	116	580	141	564	32	128	9	18	2	2	1292	0.861	Very

														good
WM.5	81	405	123	492	80	240	12	24	4	4	1165	0.776	Good	
WM.6	97	485	110	440	62	186	25	50	6	6	1167	0.778	Good	
Mark average												0.817	Very good	

Source: Processed Primary Data, 2024

Table 8 shows that the average overall respondent's answer to the Work Motivation (Z) variable is 0.817, which shows that most respondents consider Work Motivation (Z) of employees at PT. Lion Mentari Airlines to be in the very good category.

Table 9 Results of Performance Variable Indicator Answers (Y)

Indicator	Frequency										Amount	Average	Index Value
	SS		S		KS		TS		STS				
	F	N	F	N	F	N	F	N	F	N			
PF .1	100	500	125	500	44	132	21	42	10	10	1184	0.789	Good
PF .2	101	505	124	496	45	135	20	40	10	10	1186	0.790	Good
PF .3	101	505	116	464	46	138	32	64	5	5	1176	0.784	Good
PF .4	98	490	108	432	53	159	17	34	24	24	1139	0.759	Good
PF .5	119	595	116	464	40	120	19	38	6	6	1223	0.815	Very good
PF.6	116	580	115	460	43	172	20	40	6	6	1258	0.856	Very good
PF.7	118	590	113	452	42	126	17	34	10	10	1212	0,808	Very

														good
PF.8	105	525	110	440	57	228	22	44	6	6	1243	0,828	Very good	
PF.9	113	565	94	376	50	150	25	50	18	18	1159	0.772	Very good	
PF.10	103	515	102	408	51	153	23	46	21	21	1143	0.762	Very good	
Mark average												0.796	Good	

Source: Processed Primary Data, 2024

Table 9 shows that the average overall answer of respondents to the Performance variable (Y) is 0.796, which shows that most respondents consider that the Performance (Y) of employees at PT. Lion Mentari Airlines is in the very good category.

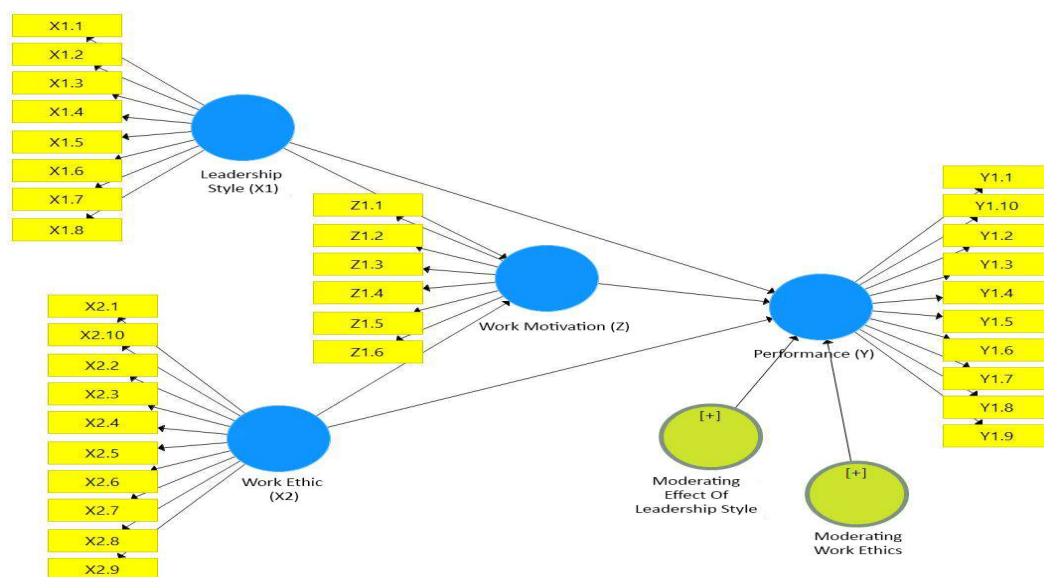


Figure 1. Path Diagram

The combination of measurement models and structural models into one diagram is called a path diagram. The path diagram connects variables, namely Performance as an exogenous variable, leadership style and work ethic as endogenous variables and motivation as an intervening variable. The results of the exogenous outer loadings test on the Leadership Style variable (X1) above, 8 statement items have an outer loading value ≥ 0.7 which indicates that the statement item is said to be valid and can be used for further testing. While there is 1 statement item (GAK.5) which has an outer loading value < 0.7 which indicates that the statement item is said to be invalid and cannot

be used for further testing (drop). In the Work Ethic variable (X2) above, 10 statement items have an outer loading value ≥ 0.7 which indicates that the statement item is said to be valid and can be used for further testing. While there is 1 statement item (ETK.5) which has an outer loading value <0.7 which indicates that the statement item is said to be invalid and cannot be used for further testing (drop). In the Motivation variable (Z) above, 6 statement items have an outer loading value ≥ 0.7 which indicates that the statement item is valid and can be used for further testing. Then the negative endogenous Performance (Y) has 10 statement items with an outer loading value ≥ 0.7 which indicates that the statement item is valid and can be used for further testing. While there is 1 statement item (KIN.10) which has an outer loading value <0.7 which indicates that the statement item is invalid and cannot be used for further testing (drop). In addition to evaluating the outer loadings value, researchers also consider the Average Variance Extracted (AVE) value. The AVE value is said to be valid if it has a value > 0.5 . Below are the AVE values of each variable.

Table 10 Average Variance Extracted (AVE)

Variables	AVE	Critical Value	Information
Leadership Style (X 1)	0.645	> 0.5	Valid
Work Ethic (X 2)	0.539	> 0.5	Valid
Work Motivation (Z)	0.534	> 0.5	Valid
Performance (Y)	0.555	> 0.5	Valid

Source: data processed by researchers, 2024. (SmartPLS 3.0 output).

Based on table 10 of the AVE test results above, all positives used to measure positives in this study have a value > 0.5 so they are said to be valid and acceptable.

Table 11 Fornell-Larcker Criterion

	Work Ethic (X2)	Leadership Style (X1)	Performance (Y)	Moderating Effect of Leadership Style	Moderating Work Ethics	Motivation (Z)
Work Ethic (X2)	0.298					
Leadership Style (X1)	0.089	0.540				

Performance (Y)	-0.202	-0.247	0.615			
Moderating Effect of Leadership Style	-0.012	-0.017	0.171	1,000		
Moderating Work Ethics	-0.103	-0.011	0.121	0.166	1,000	
Motivation (Z)	-0.130	0.027	0.271	0.247	0.174	0.571

Source: Data processed by researchers, 2024 (SmartPLS 3.0 output).

Based on the results of the fornell-larcker criterion test, the square root AVE value on Leadership Style of 0.540 is greater than the correlation value of Work Ethics of 0.298 , which indicates that the requirements for discriminant validity values have been met and can be accepted. Then, the square root AVE value on Performance of 0.615 is greater than the correlation value of 0.171 . This indicates that the requirements for discriminant validity values have been met and can be accepted.

Table 12 Cross-Loading

	Work Ethic (X2)	Leadership Style (X1)	Performance (Y)	Motivation (Z)
LS.1	-0.024	0.287	0.028	0.032
LS.2	0.015	0.520	0.680	0.065
LS.3	0.047	0.578	0.148	-0.026
LS.4	0.030	0.667	0.208	0.065
LS.5	0.014	0.400	0.741	-0.061
LS.6	0.051	0.461	0.450	0.101
LS.7	0.073	0.591	0.446	-0.019
LS.8	0.115	0.692	0.783	-0.007
WE.1	0.251	0.106	0.781	0.027
WE.2	0.172	0.082	0.058	0.005
WE.3	0.049	0.039	0.259	-0.017
WE.4	0.401	0.070	0.902	0.087

WE.5	0.208	0.018	0.295	0.039
WE.6	0.256	0.065	0.402	-0.006
WE.7	0.391	0.007	0.534	-0.060
WE.8	0.558	0.029	0.463	-0.051
WE.9	0.237	0.066	0.426	0.071
WE.10	0.024	0.041	0.232	0.030
PF.1	0.050	0.032	0.239	-0,038
PF.2	0,137	0,189	0,584	0,056
PF.3	0,033	0,100	0,513	0,168
PF.4	0,109	0,112	0,632	0,149
PF.5	0,133	0,161	0,700	0,205
PF.6	0,094	0,117	0,613	0,216
PF.7	0,010	0,135	0,654	0,189
PF.8	0.173	0.184	0.703	0.225
PF.9	0,210	0.194	0.610	0.139
PF.10	0.197	0,201	0.751	0.189
WM.1	0.063	0.049	0.140	0.585
WM.2	0.072	0.072	0.017	0.344
WM.3	0.143	0.092	0.191	0.753
WM.4	0.110	0.007	0.217	0.800
WM.5	0.011	0.010	0.172	0.491
WM.6	0.025	0.028	0.205	0.219

Source: Researcher Data Processing, 2024

Based on the test results of the cross-loading, it shows that all outer loadings values of the indicators on the related constructs are greater than the cross-loading values on other constructs. It can be concluded that all constructs have good discriminant validity.

Table 13 Composite Reliability and Cronbach Alpha

Variable	Composit Reliability	Rule of Thumb	Results
Leadership Style(X1)	0.948	>0.70	Reliable
Work Ethic (X2)	0.913	>0.70	Reliable
Leadership Style (X3)	0.947	>0.70	Reliable
Work Motivation (Z)	0.919		
Performance (Y)	0.925	>0.70	Reliable

Source: data processed by researchers, 2024. (SmartPLS 3.0 output).

Based on the results of the composite reliability and negative alpha tests, it shows that all constructs in this study meet the minimum value requirement > 0.7 . The results of the composite reliability test show that all have adequate internal consistency in measuring a construct. In addition, the reliability test in this study is also strengthened by the results above alpha so that it can be concluded that all constructs in this study are reliable and can carry out further analysis tests. Based on the test results from the evaluation of measurement model (outer model), it can be concluded that this study has adequate convergent validity and validity test results and has been accepted. In addition, the study also has adequate internal consistency reliability in the composite reliability and validity alpha tests. So, researchers can conduct further tests.

Table 14 R Square

	R Square	R Square Adjusted
Performance (Y)	0.724	0.783
Motivation (Z)	0.784	0.781

Source: Data Processing, 2024

Based on table 14, the R Square Performance value is 0.783, this means that 78.3% of the variation or change in Performance is influenced by Leadership Style and Work Ethics while the remaining 21.7% is explained by other causes. So it can be said that the R Square on the performance variable is moderate.

Table 15 Path Coefficients

	Work Ethic (X2)	Leadership Style (X1)	Performance (Y)	Motivation (Z)
Work Ethic (X2)			0.146	0.134
Leadership Style (X1)			0.238	0.388
Performance (Y)				

Motivation (Z) 0.226

Source: data processed by researchers, 2024. (SmartPLS 3.0 output).

Based on the test results of the path coefficients, all relationships between variables have a positive relationship direction.

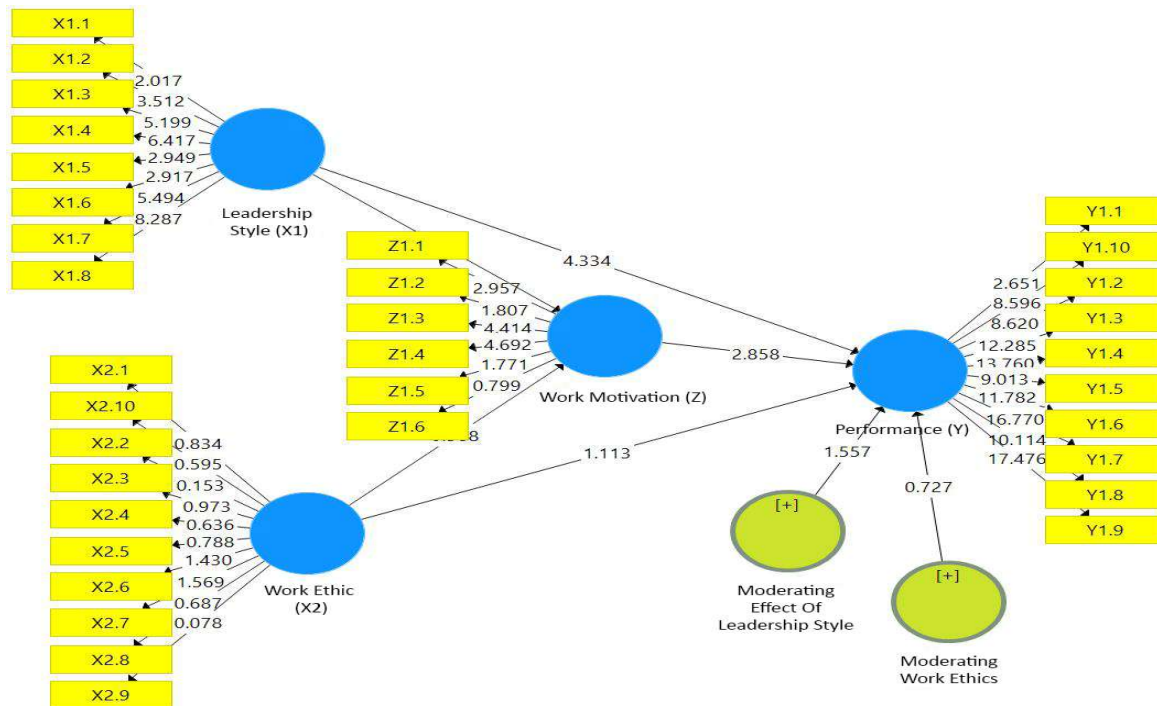


Figure 2 Bootstrapping

Source: data processed by researchers, 2024. (SmartPLS 3.0 output).

In hypothesis testing, when using an alpha level of 5%, the critical value in T-Statistics is 0.67572. This means that if the value obtained is in the range $-0.67572 < T\text{-Statistics} < 0.67572$ then the hypothesis is not significant. Vice versa, if the T-Statistics value < -0.67572 or > 0.67572 then the hypothesis is significant. The results of the hypothesis test can be seen in the following table.

Table 15 Bootstrapping

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Ethic (X2) -> Performance (Y)	0.176	0.595	0.164	1,073	0,000
Work Ethic (X2) -> Motivation (Z)	-0.134	-0.004	0.227	0.587	0,557

Leadership Style (X1) -> Performance (Y)	0.229	0.257	0.062	3,709	0,000
Leadership Style (X1) -> Motivation (Z)	-0.039	0.019	0.112	0.348	0.728
Moderating Effect of Leadership Style -> Performance (Y)	0.105	0.105	0.067	1,570	0.001
Moderating Work Ethics -> Performance (Y)	-0.047	-0.015	0.062	0.661	0.447
Motivation (Z) -> Performance (Y)	0.226	0.236	0.072	3,135	0.002

Source: data processed by researchers, 2024. (SmartPLS 3.0 output).

Based on the results of the hypothesis test, the values of H1, H2, H5, H6 have exceeded the value of 0.675, so the hypothesis is accepted. H3, H4 and H7 are rejected. Below is an explanation of the results of the hypothesis test in Table 4.11 Hypothesis Testing

Hypothesis Testing 1: Leadership Style has a significant positive influence on Employee Performance.

Based on the results of hypothesis testing 1, the beta coefficient value of leadership style on positive performance is 0.229 (positive). This can be interpreted that the higher the leadership style value, the lower the performance value. An increase in one unit of leadership style will increase performance by 0.229%. In addition, the results of the hypothesis test have a T-Statistics value of 3.709. This shows that the hypothesis has a significant influence because the T-Statistics value > 0.675 with a p-value < 0.05, it can be concluded that leadership style has a significant positive influence on performance so that H1 is accepted.

Hypothesis Testing 2: Work Ethics Significantly Has a Positive Influence on Employee Performance

Based on the results of hypothesis testing 2, the beta coefficient value of work ethics on performance is 0.176 (positive). This can be interpreted that the higher the value of work ethics, the higher the performance value. An increase in one unit of Work Ethics will increase performance by 17.6%. In addition, the results of the hypothesis test have a T-Statistics value of 1.662. This shows that the hypothesis has a significant effect because the T-Statistics value > 0.675 with a p-value < 0.05, it can be concluded that Work Ethics significantly has a positive effect on performance so that H2 is accepted.

Hypothesis Testing 3: Leadership Style Has a Significant Negative Influence on Motivation.

Based on the results of hypothesis testing 3, the beta coefficient value of leadership style on negative performance is -0.039 (negative). This can be interpreted that the higher the value of leadership style, the lower the motivation value. An increase in one unit of leadership style will reduce performance by -0.39%. In addition, the results of the hypothesis test have a T-Statistics

value of 0.348. This shows that the hypothesis does not have a significant effect because the T-Statistics value <0.675 with a p-value <0.05 , it can be concluded that leadership style has a significant negative effect on performance so that H3 is rejected.

Hypothesis Testing 4: Work Ethic Has a Significant Negative Influence on Motivation

Based on the results of hypothesis testing 4, the beta coefficient value of work ethics on employee performance is -0.134 (negative). This can be interpreted that the lower the work ethics value, the lower the motivation value. An increase in one unit of work motivation will increase performance by -13.4%. In addition, the results of the hypothesis test have a T-Statistics value of 0.587. This shows that the hypothesis does not have a significant effect because the T-Statistics value <0.675 with a p-value > 0.05 , it can be concluded that work motivation has a significant negative effect on performance so that H4 is rejected.

Hypothesis Testing 5: Motivation Affects Performance

Based on the results of testing hypothesis 5, the value of the beta coefficient of motivation on performance is 0.226 (positive). This can be interpreted that the higher the value of motivation, the higher the value of performance. An increase in one unit of motivation will increase performance by 22.6%. In addition, the results of testing the hypothesis have a T-Statistics value of 3.135. This shows that the hypothesis has a significant influence because the T-Statistics value > 0.675 with a p-value <0.05 , it can be concluded that motivation has a significant positive influence on performance so that H5 is accepted/

Hypothesis Testing 6: Leadership Style Mediation Influences Performance

Based on the results of hypothesis testing 6 that the beta coefficient value of leadership style mediation on performance is 0.105 (positive). This can be interpreted that the higher the value of work ethics, the higher the value of work motivation. A one-unit increase in leadership style mediation will increase performance by 10.5%. In addition, the results of the hypothesis test have a T-Statistics value of 1.570. This shows that the hypothesis has a significant influence because the T-Statistics value > 0.675 with a p-value <0.05 , it can be concluded that leadership style mediation significantly has a positive influence on performance so that H6 is accepted.

Hypothesis Testing 7: Work Ethics Mediation Affects Performance

Based on the results of hypothesis testing 5, the beta coefficient value of work ethic mediation on performance is -0.047 (negative). This can be interpreted that a decrease in the value of work ethic mediation will decrease the performance value. An increase of one unit of work ethic mediation will decrease performance by -4.7%. In addition, the results of the hypothesis test have a T-Statistics value of 0.661. This shows that the hypothesis does not have a significant effect because the T-Statistics value <0.675 with a p-value > 0.05 , it can be concluded that work ethic mediation has a significant negative effect on work motivation so that H7 is rejected.

Discussion

Leadership Style Influences Employee Performance

According to (Harahap et al., 2021) leadership is a way for someone to influence the behavior of subordinates, so that they are willing to cooperate and work productively to achieve organizational goals. Achievement-oriented behavior can be used to encourage increasing performance. The

application of leadership that is in accordance with the character of employees, work, and existing conditions can make a major contribution to improving employee performance.

Managerial leadership style plays an important role in improving job satisfaction, intention to stay and service provision. This study explains that the leadership style that can improve nurse performance is directive leadership style followed by supportive leadership style, and participative leadership style (Ngabonzima et. al., 2020).

Work Ethics Affect Employee Performance

Based on the results of the study, it shows that work ethics have a positive and significant effect on employee performance. This shows that work ethics include hard work, speaking style, work values and work creativity. The most influential indicator in influencing work ethics is hard work, this shows that if hard work is done by company employees, it will increase ethics and the work done will be completed immediately. This is also supported by the results of previous research conducted by Refita Avitriani Rizalina (2014) entitled *The Influence of Islamic Work Ethics and Communication on Employee Performance at PT. Asuransi Takaful Keluarga (Representative Officer) Sidoarjo*.

Leadership Style Influences Motivation

Leadership style can be used by a leader to motivate his subordinates so that their subordinates' performance in doing their work increases. Therefore, a leader must have the capacity to read the situation at hand and adjust his leadership style according to the situation and conditions (Rosalina & Wati, 2020).

Leadership style has a strong influence on work motivation because the success of a leader in moving others to achieve a goal depends on how the leader creates motivation in each employee according to Kartono (2018) work motivation can be influenced by leadership style if the leader is able to influence his subordinates to establish good communication, always motivate employees in working. Leaders can be successful if they encourage employees to be competent in overcoming work problems and provide satisfaction to employees through environmental cleanliness.

This is also supported by the results of previous research conducted by Fitriani (2016) on the influence of leadership style on work motivation at the Community Empowerment Agency of Selayar Islands Regency.

Work Ethics Affect Motivation

Hayati and Caniago (2012) also suggested that work ethics have a completely significant relationship meaning with intrinsic motivation. Consequently, if employees treat work ethics with more appreciation, a higher level of intrinsic motivation can be expected from them. Work ethics are significantly related to intrinsic motivation, as stated by Zaman et al., (2013) and this study also provides practical evidence that there is a significant positive correlation between intrinsic motivation and work ethics. Another recent study examined by Maaz Ud Din et al., (2019) showed the results that Islamic Work Ethics have a positive relationship with Intrinsic Motivation.

Motivation for Performance

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, without violating the law, and in accordance with capital and ethics. With motivation in the form of encouragement, enthusiasm

and things that can provide comfort for employees, of course, it will be able to improve employee performance (Wijoyo et al., 2021). Motivation variables affect employee performance. From the research above, it can be concluded that at PT. Lion Mentari Airlines, an employee's motivation affects the performance and work enthusiasm of employees, so the higher the motivation of an employee, the higher the performance and work enthusiasm so that superiors and companies are satisfied with the performance of an employee and this can cause leaders to try to increase the motivation of their employees more so that it is high because motivation is an employee's drive to do something desired by the company or superiors. The results of the research conducted by (Nugroho et al., 2021), (Jufrizen et al., 2020) (Nolisa & Edalmen, 2021), (Lubis et al., 2020), (Muhammad Taufik Lesmana & Nasution, 2020), (SF Harahap & Tirtayasa, 2020), (Saripuddin & Handayani, 2017), (Fauzi, 2021), (Wiandari & Darma, 2017), (Ainanur & Tirtayasa, 2018), (Jufrizen & Sitorus, 2021), (Gultom, 2014), (Nasution & Lesmana, 2018) show that Motivation has an effect on Employee Performance.

Leadership Style Mediation Influences Performance

This mediation relationship can occur because the leadership style of a leader can increase motivation to his employees so that directly the performance and work spirit of his employees can increase if a leader can understand what employees need and want well, it will be easy to increase the motivation of his employees because the motivation variable has a positive effect on the performance and work spirit variables. This is also in line with previous research that has been studied by Fajrin & Susilo (2018) from this study there was a positive and significant influence

Work Ethics Mediation Affects Performance

Companies need skilled workers or employees to achieve good work performance from members of the organization. Employees who have good work ethics generally have a mental attitude in carrying out activities or work which is manifested as work behavior such as being on time, responsible, hard working, rational, and honest. So it is clear that work ethics values are very important in supporting the achievement of a level of employee work performance. One of the reasons why every employee does work is work motivation. Motivation can have an effect on increasing enthusiasm for work, encouraging, activating and directing employee behavior at work This is also in line with previous research by Jaka Parwanta, Alwi Suddin. The test results show that Work Ethic Mediation Affects Performance at the Sinar Mas Motor Multipurpose Cooperative.

Conclusion

This study examines the influence of organizational culture, leadership style, and employee performance, with innovation as an intervening variable. This study involved 300 employees of PT. Lion Mentari Airlines and used SmartPLS 3.0 to analyze the data. The results showed that 78.3% of performance variation was influenced by leadership style and work ethic, while 78.1% was influenced by leadership style and work ethic. Leadership style had a significant effect on employee performance at PT. Lion Mentari Airlines, while work ethic had a positive effect. However, leadership style had a negative effect on performance motivation. Work motivation also had a positive effect on performance. The mediation of leadership style and work ethic had a negative effect on performance. Based on these findings, companies should focus on leadership styles that are accepted by employees, involve trust, delegation of authority, and foster a sense of

caring and the need for employees to develop further. This approach will help employees feel valued and confident in their abilities.

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