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THE INFLUENCE OF LEADERSHIP ON EMPLOYEE WORK ETHIC THROUGH ORGANIZATIONAL CULTURE AS AN INTERVENING VARIABLE AT THE MANPOWER OFFICE OF MANADO CITY

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Abstract

This study analyzes the effect of Leadership on Employee Work Ethic through Organizational Culture as an intervening variable at the Manpower Office of Manado City. Using a quantitative descriptive approach with a saturated sample of 42 employees, data were collected via a Likert scale questionnaire and analyzed using validity, reliability, classical assumption, correlation, multiple regression, hypothesis, and Sobel tests in SPSS 27. All instrument items proved valid and reliable. Leadership significantly affects Organizational Culture (t = 8.649; Sig. = 0.000), and Organizational Culture significantly affects Work Ethic (t = 3.489; Sig. = 0.001). However, the direct effect of Leadership on Work Ethic is not significant (t = 1.591; Sig. = 0.120) once Organizational Culture is controlled. Together, Leadership and Organizational Culture significantly affect Work Ethic (F = 33.959; Sig. = 0.000), explaining 63.5% of its variance. The Sobel test (z = 3.236; Sig. = 0.001) confirms full mediation. The study recommends strengthening organizational culture as the main bridge translating leadership quality into a high employee work ethic.

Keywords: Leadership; Organizational Culture; Work Ethic; Intervening Variable; Sobel Test

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INTRODUCTION

Human resources are a very important element in supporting the implementation of the duties and functions of a government agency. Employees do not only act as implementers of organizational activities, but also serve as key assets contributing to the success of public service delivery. The quality level of employee performance is strongly influenced by their work ethic, which reflects the attitudes, values, and commitment of individuals in carrying out their work professionally and responsibly. In practice, however, various government agencies often face challenges in maintaining employee morale and work motivation, especially amid increasing demands for public service and work complexity.

Leadership is one of the main determinants influencing the level of employee work ethic. Robbins (2015:385) states that leadership is the ability to influence a group toward achieving a goal. In addition to leadership, organizational culture is also an inseparable element in shaping employee behavior. Schein (2010:18) explains that organizational culture is a pattern of basic assumptions learned by a group as a way of adapting to problems. The synergy between effective leadership and a healthy organizational culture is believed to produce employees with high dedication and work ethic (Sedarmayanti, 2017).

Based on initial observations at the Manpower Office of Manado City, indications were found of problems related to employee work ethic that has not been optimal, including leadership communication that has not been fully effective, work encouragement that remains limited, low competitive spirit and teamwork, as well as employee discipline and work effort that have not been maximized. Although a number of previous studies have examined the effect of leadership on performance or the effect of organizational culture on work ethic separately (Ariska, 2023; Mawaddah et al., 2025; Widiastuti et al., 2025), a research gap remains, in that not many studies have specifically placed organizational culture as an intervening variable in the relationship between leadership and employee work ethic, particularly at local government agencies such as the Manpower Office of Manado City.

Based on the description above, this study takes the title "The Influence of Leadership on Employee Work Ethic through Organizational Culture as an Intervening Variable at the Manpower Office of Manado City," with the aims of: knowing the leadership applied; knowing the organizational culture applied; knowing the employee work ethic; and analyzing the effect of leadership on

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employee work ethic through organizational culture as an intervening variable at the Manpower Office of Manado City.

LITERATURE REVIEW

Leadership

Kartono (2016:8) argues that leadership is inherent in individuals who possess special advantages, where these advantages give them the authority and responsibility to motivate others to work together toward achieving collective goals. Effendi (2018:183) adds that leadership is a form of activity to motivate and influence individuals through persuasive skill in order to guide them in meeting organizational targets. In this study, leadership is measured through five indicators according to Kartono (2016:34): Communication Attention, Work Encouragement, Decision Accuracy, Work Commitment, and Subordinate Direction.

Organizational Culture

Robbins (2002:279) emphasizes that organizational culture is more focused on how members view their work environment. Amir (2017:192) states that organizational culture is a system built from values, symbols, historical narratives, hero figures, and certain resources considered to hold deep meaning for all members of the organization. Organizational culture in this study is measured through four indicators according to Edison, Anwar, and Komariyah (2016): Competitive Spirit, Individual Character, Work Performance, and Teamwork.

Work Ethic

Tasmara (2002:26) explains that work ethic is the entirety of a person's character and quality of self, reflected in the way they interpret, believe in, and give meaning to their work and life. Priansa (2019:112) adds that work ethic is a set of basic attitudes and views held by employees in regarding work as something valuable. Work ethic in this study is measured through four indicators according to Janita and Miranda (2013): Hard Effort, Work Discipline, Honest Attitude, and Responsible Attitude.

Relationships Between Variables and Hypotheses

Effective leadership is able to raise subordinates' morale and foster a high work ethic (Thoha, 2015:121; Larosa, Waruwu, & Laia, 2022). On the other hand, leaders are the primary creators of organizational culture (Schein, 2016:3), so that the quality of leadership will shape the strength of organizational culture (Ferine, Aditia, & Rahmadana, 2021; Tangkudung & Taroreh, 2021). A strong

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organizational culture in turn drives the formation of a high employee work ethic, as proven by Ariani, Yunita, and Setyawati (2020) with a coefficient of determination reaching 83.7%. Leadership is also thought to have an indirect effect on employee work ethic through organizational culture as an intermediate variable (Hardi, Machasin, & Rosyetti, 2020). Based on the description above, the following research hypotheses are formulated:

H1: Leadership partially has a significant effect on Employee Work Ethic at the Manpower Office of Manado City.

H2: Leadership partially has a significant effect on Organizational Culture at the Manpower Office of Manado City.

H3: Organizational Culture partially has a significant effect on Employee Work Ethic at the Manpower Office of Manado City.

H4: Leadership and Organizational Culture simultaneously have a significant effect on Employee Work Ethic, and Organizational Culture mediates the effect of Leadership on Employee Work Ethic at the Manpower Office of Manado City.

RESEARCH METHOD

This study uses a quantitative approach with descriptive methods and field research, supported by a literature review. The research was conducted at the Manpower Office of Manado City, located at Jalan Pumorouw No. 228, Tikala, Manado City, over the period from February to March 2026. This study involves three variables: Leadership (X) as the independent variable, Organizational Culture (Z) as the intervening variable, and Employee Work Ethic (Y) as the dependent variable.

The study population consists of all 42 employees of the Manpower Office of Manado City. Given the relatively small population size, this study uses a saturated sampling technique, so that the entire population (42 people) was used as the research sample. Primary data were collected through a Likert scale questionnaire ranging from 1 to 5 (Strongly Disagree to Strongly Agree) distributed via Google Form, consisting of 15 Leadership items, 12 Organizational Culture items, and 12 Work Ethic items. Secondary data were obtained from documents and the institution's profile.

The data analysis techniques used include validity testing with Pearson Product Moment correlation (an item is declared valid if r is greater than or equal to 0.30); reliability testing with Cronbach's Alpha coefficient (an instrument is declared reliable if Alpha is greater than 0.60); classical assumption tests including normality testing (Kolmogorov-Smirnov and Shapiro-Wilk),

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multicollinearity testing (Tolerance and VIF), and heteroscedasticity testing (Glejser method); Pearson correlation analysis; two stage multiple linear regression analysis, namely Model A (Z = a + a1X) to test the effect of Leadership on Organizational Culture, and Model B (Y = a + b1X + b2Z) to test the effect of Leadership and Organizational Culture on Work Ethic; partial hypothesis testing (t test) and simultaneous testing (F test) at a significance level of 5%; and the Sobel test to test the significance of the mediating effect of Organizational Culture, referring to the procedures of Baron and Kenny (1986) and Sobel (1982). All data processing was carried out using SPSS 27.

RESULTS AND DISCUSSION

Respondent Characteristics

The characteristics of the 42 study respondents based on gender, most recent education, age, and length of service are presented in Table 1.

Table 1.
Respondent Characteristics

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	17	40.48
	Female	25	59.52
Most Recent Education	Senior High School	12	28.57
	Diploma (D3)	6	14.29
	Bachelor's Degree (S1)	22	52.38
	Master's Degree (S2)	2	4.76
Age	Under 25 years	3	7.14
	26 to 35 years	13	30.95
	36 to 45 years	18	42.86
	46 to 56 years	8	19.05
Length of Service	Under 1 year	3	7.14
	1 to 5 years	15	35.71
	6 to 10 years	13	30.95
	Over 10 years	11	26.19

Source: Primary data processed, 2026 (N = 42)

Table 1 shows that the majority of respondents are female (59.52%), have a bachelor's degree as their most recent education (52.38%), are aged 36 to 45 years

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(42.86%), and have worked for 1 to 5 years (35.71%). This composition illustrates that employees of the Manpower Office of Manado City are dominated by employees of productive age with a bachelor's degree educational background and fairly adequate work experience.

Descriptive Statistical Analysis

Table 2.
Descriptive Statistics of Total Scores of Research Variables

Variable	N	Mean	Std. Deviation	Min	Max	% Score	Category
Leadership (X)	42	53.67	10.03	35	71	71.56%	Good
Organizational Culture (Z)	42	47.86	5.12	37	56	79.76%	Good
Work Ethic (Y)	42	49.40	4.72	38	58	82.34%	Good

Source: Primary data processed, SPSS 27 (2026)

Based on Table 2, the percentage score for the Leadership variable (X) is 71.56%, Organizational Culture (Z) is 79.76%, and Employee Work Ethic (Y) is 82.34%. All three variables fall within the range of 68% to 84% of the ideal score, and are therefore categorized as "Good." This indicates that in general, leadership, organizational culture, and employee work ethic at the Manpower Office of Manado City have run fairly well, although the relatively lowest percentage score among the three, Leadership, confirms that there is room for improvement in the leadership aspect as identified in the research background.

Validity Test

Validity testing was carried out by correlating the score of each item with the total score of its variable using Pearson Product Moment. An item is declared valid if the calculated r is greater than or equal to 0.30.

Table 3.
Summary of Validity Test Results

Variable	Number of Items	Range of Calculated r	Criteria	Remarks
Leadership (X)	15	0.665 to 0.848	r ≥ 0.30	All items Valid
Organizational Culture (Z)	12	0.455 to 0.793	r ≥ 0.30	All items Valid
Work Ethic (Y)	12	0.389 to 0.719	r ≥ 0.30	All items Valid

Source: Primary data processed, SPSS 27 (2026)

The results in Table 3 show that all 15 Leadership items, 12 Organizational Culture items, and 12 Work Ethic items have a calculated r value above 0.30 with

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a significance of less than 0.05, so that all 39 instrument items are declared valid and suitable for use in measuring the research variables.

Reliability Test

Table 4.
Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Criteria	Remarks
Leadership (X)	15	0.943	$\alpha > 0.60$	Reliable (Very High)
Organizational Culture (Z)	12	0.829	$\alpha > 0.60$	Reliable (Very High)
Work Ethic (Y)	12	0.810	$\alpha > 0.60$	Reliable (Very High)

Source: Primary data processed, SPSS 27 (2026)

The Cronbach's Alpha values for all three variables are above 0.60, and in fact all fall into the very high category (greater than 0.80). This shows that the research instrument is consistent and can be relied upon to measure the variables of Leadership, Organizational Culture, and Employee Work Ethic.

Classical Assumption Test

Table 5.
Summary of Classical Assumption Test Results

Type of Test	Result	Criteria	Conclusion
Normality (K-S) — Model B	Sig. = 0.948	Sig. > 0.05	Residuals normally distributed
Normality (Shapiro-Wilk) — Model B	Sig. = 0.930	Sig. > 0.05	Residuals normally distributed
Multicollinearity	Tolerance = 0.348; VIF = 2.870	Tol. > 0.10; VIF < 10	Free of multicollinearity
Heteroscedasticity (Glejser) — X	Sig. = 0.294	Sig. > 0.05	No heteroscedasticity
Heteroscedasticity (Glejser) — Z	Sig. = 0.711	Sig. > 0.05	No heteroscedasticity

Source: Primary data processed, SPSS 27 (2026)

The classical assumption test results show that the residual data of the regression model is normally distributed, there is no multicollinearity symptom among the independent variables, and there is no heteroscedasticity. Thus, the multiple linear regression model in this study meets the BLUE (Best Linear Unbiased Estimator) requirements and is suitable for hypothesis testing.

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Correlation Analysis

Table 6.
Pearson Correlation Analysis Results Between Variables

Relationship Between Variables	r	Sig. (2 tailed)	Relationship Category
Leadership (X) and Organizational Culture (Z)	0.807	0.000	Very Strong
Leadership (X) and Work Ethic (Y)	0.722	0.000	Strong
Organizational Culture (Z) and Work Ethic (Y)	0.782	0.000	Strong

Source: Primary data processed, SPSS 27 (2026), N = 42

All three variables show a positive and significant relationship. The relationship between Leadership and Organizational Culture is very strong (r = 0.807), while the relationship between Leadership and Work Ethic (r = 0.722) and between Organizational Culture and Work Ethic (r = 0.782) is strong. The strong relationship between Leadership and Organizational Culture indicates that the role of leaders greatly determines the formation of a work culture at the Manpower Office of Manado City.

Multiple Linear Regression Analysis

Regression analysis was carried out in two stages (models), following the mediation testing steps of Baron and Kenny (1986).

a. Model A: Effect of Leadership (X) on Organizational Culture (Z)

Table 7.
Summary of Model A (Z = a + a1X)

R	R Square	Adjusted R Square	F	Sig. F
0.807	0.652	0.643	74.806	0.000

Table 8.
Regression Coefficients of Model A

Model	B	Std. Error	Beta	t	Sig.
(Constant)	25.742	2.600	–	9.900	0.000
Leadership (X)	0.412	0.048	0.807	8.649	0.000

Source: Primary data processed, SPSS 27 (2026)

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The regression equation obtained for Model A is Z = 25.742 + 0.412X. The regression coefficient of X, at 0.412, is positive, meaning that every one point increase in the Leadership score will increase the Organizational Culture score by 0.412 points. An R Square value of 0.652 shows that Leadership is able to explain 65.2% of the variation in Organizational Culture, while the remaining 34.8% is explained by other factors outside the model.

b. Model B: Effect of Leadership (X) and Organizational Culture (Z) on Work Ethic (Y)

Table 9.
Summary of Model B (Y = a + b1X + b2Z)

R	R Square	Adjusted R Square	F	Sig. F
0.797	0.635	0.617	33.959	0.000

Table 10.
Regression Coefficients of Model B

Model	B	Std. Error	Beta	t	Sig.
(Constant)	17.630	4.610	–	3.824	0.000
Leadership (X)	0.123	0.077	0.261	1.591	0.120
Organizational Culture (Z)	0.527	0.151	0.572	3.489	0.001

Source: Primary data processed, SPSS 27 (2026)

The regression equation obtained for Model B is Y = 17.630 + 0.123X + 0.527Z. An R Square value of 0.635 shows that Leadership and Organizational Culture together are able to explain 63.5% of the variation in Employee Work Ethic, while the remaining 36.5% is influenced by other factors not studied.

Hypothesis Testing

Table 11.
Summary of Hypothesis Testing Results

Hypothesis	Test Value	Sig.	Criteria (α = 0.05)	Conclusion
H1: X to Y (partial, Model B)	t = 1.591	0.120	Sig. > 0.05	H1 Rejected (not significant)
H2: X to Z (partial, Model A)	t = 8.649	0.000	Sig. < 0.05	H2 Accepted (significant)
H3: Z to Y (partial, Model B)	t = 3.489	0.001	Sig. < 0.05	H3 Accepted (significant)

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Hypothesis	Test Value	Sig.	Criteria (α = 0.05)	Conclusion
H4: X, Z to Y (simultaneous)	F = 33.959	0.000	Sig. < 0.05	H4 Accepted (significant)

Source: Primary data processed, SPSS 27 (2026)

The t test results show that, partially, the direct effect of Leadership on Employee Work Ethic is not significant (Sig. = 0.120, greater than 0.05) after controlling for Organizational Culture, so H1 is rejected. Conversely, Leadership has a significant effect on Organizational Culture (Sig. = 0.000, less than 0.05), so H2 is accepted. Organizational Culture also has a significant effect on Employee Work Ethic (Sig. = 0.001, less than 0.05), so H3 is accepted. The F test results show that, simultaneously, Leadership and Organizational Culture have a significant effect on Employee Work Ethic (Sig. = 0.000, less than 0.05), so H4 is accepted.

Sobel Test (Mediation Testing)

Given that the direct effect of Leadership on Work Ethic is not significant after controlling for Organizational Culture (H1 rejected), while the paths X to Z and Z to Y are both significant, further testing is needed to prove the mediating role of Organizational Culture through the Sobel test.

Table 12.
Sobel Test Results

Symbol	Description	Value
a	Path coefficient X to Z	0.412
Sa	Standard Error of path a	0.048
b	Path coefficient Z to Y (controlling for X)	0.527
Sb	Standard Error of path b	0.151
c'	Direct effect X to Y (Model B)	0.123 (not significant)
a × b	Indirect effect X to Z to Y	0.217
Sab	Sobel Standard Error	0.067
z	Calculated z value, Sobel Test	3.236
Sig.	Significance (2 tailed)	0.001

Source: Primary data processed, SPSS 27 (2026)

The calculated z value of 3.236 is greater than the z table value (1.96) with a significance of 0.001, less than 0.05, meaning that the indirect effect of Leadership on Employee Work Ethic through Organizational Culture is

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significant. Because the direct effect c' (X on Y after controlling for Z) is not significant while the indirect effect is significant, then based on the criteria of Baron and Kenny (1986), Organizational Culture is proven to fully mediate the effect of Leadership on Employee Work Ethic at the Manpower Office of Manado City.

Discussion

The results of this study reinforce the view of Schein (2016:3) that leaders are the primary creators of organizational culture. The strong effect of Leadership on Organizational Culture (Sig. = 0.000; r = 0.807) confirms that the communication style, work encouragement, decision accuracy, commitment, and direction of leaders at the Manpower Office of Manado City are the main foundation for the formation of shared work values and norms. This finding is in line with the results of Ferine, Aditia, and Rahmadana (2021) and Tangkudung and Taroreh (2021), which also proved a positive effect of leadership on organizational culture in government agencies.

Furthermore, the effect of Organizational Culture on Employee Work Ethic proved significant (Sig. = 0.001), supporting the findings of Ariani, Yunita, and Setyawati (2020), who found that organizational culture contributes greatly to employee work ethic. Competitive spirit, individual character, work performance, and teamwork that are strongly embedded within the environment of the Manpower Office of Manado City are shown to encourage employees to work harder, more orderly, more honestly, and more responsibly.

An interesting finding is that the direct effect of Leadership on Employee Work Ethic became insignificant (Sig. = 0.120) once Organizational Culture was controlled for, even though the two are strongly related in simple correlation (r = 0.722). This indicates that good leadership does not automatically and directly improve employee work ethic, but must first be translated into a strong organizational culture. In other words, as proven by the Sobel test (z = 3.236; Sig. = 0.001), Organizational Culture acts as a bridge (full mediator) that channels the effect of Leadership into Employee Work Ethic. This finding is consistent with the results of Hardi, Machasin, and Rosyetti (2020), who found that organizational culture optimizes the effect of leadership on work ethic in government agencies, and reinforces the theoretical framework of Baron and Kenny (1986) regarding mediating variables.

Practically, these findings imply that efforts to improve employee work ethic at the Manpower Office of Manado City will be more effective if leadership focuses not only on personal leadership style, but also consistently instills and

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strengthens organizational cultural values, such as a healthy competitive spirit, discipline, professionalism, and teamwork, as a means of translating leadership quality into a high and sustainable employee work ethic.

CONCLUSION

All items of the Leadership instrument (15 items), Organizational Culture (12 items), and Work Ethic (12 items) are declared valid (r greater than or equal to 0.30) and reliable (Cronbach's Alpha greater than 0.60).

Leadership, Organizational Culture, and Employee Work Ethic at the Manpower Office of Manado City fall into the Good category, with percentage scores of 71.56%, 79.76%, and 82.34% respectively.

Leadership partially has a significant effect on Organizational Culture (H2 accepted), but its direct effect on Employee Work Ethic is not significant after controlling for Organizational Culture (H1 rejected).

Organizational Culture partially has a significant effect on Employee Work Ethic (H3 accepted).

Leadership and Organizational Culture simultaneously have a significant effect on Employee Work Ethic with a contribution of 63.5% (H4 accepted). The Sobel test results prove that Organizational Culture fully mediates the effect of Leadership on Employee Work Ethic at the Manpower Office of Manado City.

Recommendations

For the leadership of the Manpower Office of Manado City, it is recommended to continue improving the quality of communication, work encouragement, and direction toward subordinates, while consistently instilling organizational cultural values, such as competitive spirit and teamwork, as the main means of improving employee work ethic.

For employees, it is recommended to continue improving discipline, honesty, and responsibility at work in order to support the creation of a stronger organizational culture.

For future researchers, it is recommended to develop the study by adding other variables such as work motivation or compensation, expanding the number of samples and research locations, and using more advanced analysis methods such as Structural Equation Modeling (SEM) to enrich research results on leadership, organizational culture, and work ethic.

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