

# The Influence of Leadership Style and Work Ethic on Employee Performance at PT. Nusantara Tri Jaya (Gajah Mada Coffee Roaster South Jakarta)

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## ABSTRACT

This study analyzes the influence of leadership style and work ethic on employee performance using a quantitative survey with 60 purposively selected respondents. A Likert scale questionnaire with 30 items was used, all of which were valid and reliable (Cronbach's Alpha > 0.85). The data met normality and classical assumptions. Multiple regression showed that leadership style and work ethic explain 67.7% of employee performance variation, with both having a positive, significant impact. Work ethic had a slightly stronger influence ( $\beta = 0.454$ ) than leadership style ( $\beta = 0.427$ ). The study suggests enhancing leadership quality and strengthening work ethic through organizational culture, with recommendations for future research using a larger sample and additional variables.

## ARTICLE INFO

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 Leadership Style, Work Ethic, Employee Performance

## 1. Introduction

Leadership style determines the success of the organization, but its application must be adjusted to the conditions and work patterns of the organization's members. Each leader has a different style, depending on the situation and the task at hand. Leaders' behaviors affect employees' psychology; if the behavior is in line with the employee's expectations, performance will improve, but if it doesn't, it can have a negative impact.

**Table 1** The results of the pre-survey questionnaire on leadership style at PT. Nusantara Tri Jaya (Gajah Mada Coffee Roaster)

NO	Statement	Answer Selection			
		Yes	%	No	%
1	The Leader shows order in Performing Tasks	19	63,3%	11	36,7%
2	Consistent leadership in upholding Rule	25	83,3%	5	16,7%

NO	Statement	Answer Selection			
		Yes	%	No	%
3	Leaders Understand employees' feelings and be responsive	21	70,0%	9	30,0%
4	Leaders Evaluate Decisions and Performance	22	73,0%	8	26,7%
5	Leaders Set priorities and Ensure focus on tasks	19	63,3%	11	36,7%
6	Leadership Shows patience and calmness to achieve goals	22	73,3%	8	26,7%

Source : PT. Nusantara Tri Jaya (Gajah Mada Coffee Roaster)

Based on Table 1, the data shows diverse leadership styles. Regularity in task execution reached 63.3%, consistency in enforcing rules 83.3%, understanding employees' feelings and responsiveness 70.0%, decision and performance evaluation 73.0%, setting priorities and task focus 63.3%, and patience and composure in achieving goals 73.3%. These results indicate that all aspects of leadership style need to be evaluated to ensure effective performance.

**Table 2** Pre-Survey Data on Employee Work Ethic of PT. Nusantara Tri Jaya (Gajah Mada Coffee Roaster) 2022 – 2024

No	Aspects of Work Ethic	2022 (Rata-rata)	2023 (War-Installment)	2024 (Rata-rata)	Information
1	Discipline	3.4	3.7	4.1	Consistent improvement, showing improved compliance with work rules
2	Responsibility	3.6	3.8	4.2	More and more employees complete tasks without supervision
3	Honesty	3.8	3.9	4.3	High stable, showing an increasingly reliable work culture
4	Teamwork	3.2	3.6	4.0	There has been an improvement, especially since the teamwork training in 2023
5	Work Spirit	3.5	3.6	4.1	Getting more positive as facilities and reward system improve
6	Initiative and Creativity	3.1	3.3	3.8	Increased, especially among production and marketing staff

No	Aspects of Work Ethic	2022 (Rata-rata)	2023 (War-Installment)	2024 (Rata-rata)	Information
7	Loyalty to the Company	3.7	3.9	4.4	Loyalty grows as internal communication improves

Rating Scale:

1 = Very Low, 2 = Low, 3 = Sufficient, 4 = Good, 5 = Excellent

The pre-survey results of PT. Nusantara Tri Jaya (Gajah Mada Coffee Roaster) from 2022 to 2024 show a significant improvement in various aspects of work ethic, including discipline, responsibility, honesty, teamwork, work spirit, initiative, and loyalty. This positive trend reflects successful management efforts in fostering a professional, committed, and engaged workforce through regular training, fair evaluations, and open communication.

**Table 3** Performance Data of PT. Nusantara Tri Jaya (Gajah Mada Coffee Roaster)  
 2022 – 2024

NO	EMPLOYEE PERFORMANCE APPRAISAL	YEAR		
		2022	2023	2024
1	Working Quantity	83,7%	62,5%	60,2%
2	Quality of Kerja	80,2%	75%	75%
3	Timeliness	79,5%	71,2%	69,5%
4	Effectiveness	68,7%	66,2%	62,7%
5	Independence	80,2%	72,2%	70,5%

Source : PT. Nusantara Tri Jaya (Gajah Mada Coffee Roaster)

Based on Table 3, the overall performance of employees at PT. Nusantara Tri Jaya has consistently declined from 2022 to 2024 across most indicators. The Quantity of Work decreased significantly from 83.7% in 2022 to 62.5% in 2023, and further declined to 60.2% in 2024, showing a reduction in the amount of work completed by employees. Work Quality dropped from 80.2% in 2022 to 75% in 2023 and remained stagnant at 75% in 2024, indicating stable but unimproved work quality. Timeliness declined from 79.5% in 2022 to 71.2% in 2023, and to 69.5% in 2024, reflecting reduced punctuality in completing tasks. Effectiveness, which is the lowest-performing indicator each year, fell from 68.7% in 2022 to 66.2% in 2023, and 62.7% in 2024, showing increasing inefficiency in resource use and goal achievement. Finally, Independence decreased from 80.2% in 2022 to 72.2% in 2023, and 70.5% in 2024, indicating that employees are becoming more dependent on guidance or supervision to complete their tasks.

## 2. Literature Review

### Leadership Style

Djunaedi and Gunawan (2018) explain that leadership style refers to the behavior or approach a leader uses to influence the thoughts, feelings, and actions of others. Ali et al. (2015) emphasize that leadership style reflects a leader's ability to inspire and mobilize others toward achieving goals. According to Akbar (2017), there are six leadership styles: autocratic (authoritarian and unopen to

criticism), paternalistic (overprotective and limiting initiative), charismatic (strong personal appeal and influence), militaristic (strict discipline and formality), laissez-faire (permissive and passive leadership), and democratic (prioritizing teamwork, participation, and openness to feedback).

### Work Ethic

Work ethic refers to a strong attitude, behavior, and commitment to work and profession. A good work ethic is reflected through commitment, discipline, responsibility, hard work, professionalism, innovation, and effective communication. It brings various benefits, including improved performance, increased trust, higher job satisfaction, and a better reputation. To develop a good work ethic, individuals should set clear goals, create action plans, enhance relevant skills, maintain discipline, and seek constructive feedback. A strong work ethic ultimately helps individuals achieve their goals and contribute positively to organizational success.

### Employee Performance

Muhammad Busro (2018:89) argues that performance and performance are a result of work that can be realized by individuals or groups in an agency in accordance with everyone's responsibility in an effort to realize legal corporate goals, not against the law and also contrary to morals and ethics. Employee performance is the fulfillment of the functions demanded by an employee. Performance can also be said to be the action or success of an employee in doing his job (Kasmir, 2018:184). The dimensions and indicators of employee performance according to Miner (2017:70) are work quality, quantity of work, cooperation, responsibility, and initiative

### 3. Method, Data, and Analysis

This method uses quantitative research, according to Sugiyono (2017:13) "quantitative research methods can be interpreted as research methods based on the philosophy of positivity, used to research on certain populations or samples. The population is employees who are placed at PT. Gajah Mada as many as 60 people. while the sample is all members of the population in employees of PT. Nusantara Tri Jaya (Gajah Mada Coffee Roaster) used in this study amounted to 60 people. Samples were taken based on all according to the number of population in PT. Nusantara Tri Jaya (Gajah Mada Coffee Roaster) is 60 people who are commonly referred to as saturated samples.

### 4. Result and Discussion

#### Result

#### Validity Test

**Table 4** Validity Test  
 Leadership Style Variables (X1)

Item	r-count	r-table	Itself.	Status
GK1	.692**	.254	.000	Valid
GK2	.654**	.254	.000	Valid
GK3	.718**	.254	.000	Valid

Item	r-count	r-table	Itself.	Status
GK4	.589**	.254	.000	Valid
GK5	.734**	.254	.000	Valid
GK6	.623**	.254	.000	Valid
GK7	.706**	.254	.000	Valid
GK8	.741**	.254	.000	Valid
GK9	.567**	.254	.000	Valid
GK10	.678**	.254	.000	Valid

#### D.2 Work Ethic Variables (X2)

Item	r-count	r-table	Itself.	Status
EK1	.687**	.254	.000	Valid
EK2	.645**	.254	.000	Valid
EK3	.698**	.254	.000	Valid
EK4	.612**	.254	.000	Valid
EK5	.726**	.254	.000	Valid
EK6	.634**	.254	.000	Valid
EK7	.693**	.254	.000	Valid
EK8	.739**	.254	.000	Valid
EK9	.658**	.254	.000	Valid

Item	r-count	r-table	Itself.	Status
EK10	.671**	.254	.000	Valid

**Employee Performance Variables (Y)**

Item	r-count	r-table	Itself.	Status
KK1	.673**	.254	.000	Valid
KK2	.695**	.254	.000	Valid
KK3	.651**	.254	.000	Valid
KK4	.714**	.254	.000	Valid
KK5	.682**	.254	.000	Valid
KK6	.628**	.254	.000	Valid
KK7	.707**	.254	.000	Valid
KK8	.729**	.254	.000	Valid
KK9	.645**	.254	.000	Valid
KK10	.686**	.254	.000	Valid

Source: Data processed, 2025S

Based on the table above, the value of r is obtained from the > r of the table (0.254), thus all items in the questionnaire are declared valid. Therefore, the questionnaire used is acceptable to be processed as research data.

**Reliability Test**

**Table 5** Reliability Test

Variabel	Cronbach's Alpha	N of Items	Interpretasi
Leadership Style (X1)	.863	10	Reliabel
Work Ethic (X2)	.856	10	Reliabel

Variabel	Cronbach's Alpha	N of Items	Interpretasi
Employee Performance (Y)	.871	10	Reliabel

Source: spss processed data, 2025

Based on the test results listed in the table above, all variables are declared reliable, which is evidenced by the alpha cronbatch value of each variable greater than 0.60.

### Classic Assumption Test

#### Normality Test

**Table 6** One-Sample Kolmogorov-Smirnov Test

Variabel	Statistic	df	Itself.	Interpretasi
Leadership Style (X1)	.096	60	.200*	Normal
Work Ethic (X2)	.089	60	.200*	Normal
Employee Performance (Y)	.092	60	.200*	Normal

Source: spss processed data, 2025

In the table above, it can be seen that all data are normally distributed ( $p > 0.05$ ).

#### Multicollinearity Test

**Table 7** Multicollinearity Test Results

Coefficients

Type	Tolerance	VIVID	Interpretasi
Leadership Style	.470	2.128	No multicollinearity
Work Ethic	.470	2.128	No multicollinearity

Source: spss processed data, 2025

Based on the results of the multicollinearity test shown in the table above,  $VIF < 10$  and  $Tolerance > 0.1$  were obtained. Thus, it can be concluded that this regression model does not experience the problem of multicollinearity.

#### Heterokedasticity Test

**Table 7** Joys Test

Variabel	t	Itself.	Interpretasi
Leadership Style	1.156	.252	No heteroscedasticity
Work Ethic	-0.823	.414	No heteroscedasticity

Source: spss processed data, 2025

Based on the results of the table above, it is known that all data has a value of  $p > 0.05$ . It can be concluded that heteroscedasticity does not occur.

## Regression Test

**Table 8.** Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Itself.
	B	Std. Error	Beta		
(Constant)	4.187	2.134		1.962	.055
Leadership Style	.371	.114	.427**	3.254	.002
Work Ethic	.433	.125	.454**	3.464	.001

Source: spss processed data, 2025

$$\text{Regression equation: } Y = 4.187 + 0.371 X_1 + 0.433 X_2$$

### Coefficient Interpretation:

1. Constant = 4.187: If  $X_1$  and  $X_2 = 0$ , then  $Y = 4.187$
2.  $b_1 = 0.371$ : Each increase of 1 unit of leadership style will increase performance by 0.371
3.  $b_2 = 0.433$ : Every 1 unit increase in work ethic will increase performance by 0.433

## Uji Hipotesis

### Partial t-test

**Table 9.** Results of the t-test Leadership style ( $X_1$ ) on performance ( $Y$ )

Hipotesis	t-count	T-Table	Itself.	Results
H1: $X_1 \rightarrow Y$	3.254	2.003	.002	Accepted
H2: $X_2 \rightarrow Y$	3.464	2.003	.001	Accepted

Source: spss processed data, 2025

Based on the table above, the  $t_{cal}$  value  $>$   $t_{table}$  and the sig value are obtained.  $<$  0.05 then  $H_0$  is rejected and  $H_1$  is accepted. Therefore, it can be concluded that there is a significant influence between the variables of Leadership Style ( $X_1$ ) and Work Ethic ( $X_2$ ) on the Performance ( $Y$ ) of PT. Nusantara Tri Jaya (Gajah Mada Coffee Roaster).

## Simultaneous F Test

**Table 10** Simultaneous F Test Results

### ANOVA

Model	Sum of Squares	df	Mean Square	F	Itself.
Regression	1164.287	2	582.144	59.382	.000**

Model	Sum of Squares	df	Mean Square	F	Itself.
Residual	558.713	57	9.803		
Total	1723.000	59			

1. Dependent Variable Performance
2. Predictors: (Constant), Leadership Style, Work Discipline

Source: spss processed data, 2025

From the Anova test or F test, the Fcal value of 59,382 was obtained which was greater than the Ftable of 3.16 (the result of  $df_1 = k-1$ ,  $df_2 = n-k$  then the result was  $df_1 = 3-1 = 2$ ,  $df_2 = 60-3 = 57$ ) and the significance of F was 0.000 which was smaller than 0.05 (in this case using the significance level or  $\alpha = 5\%$ ). So based on this study, it can be concluded that  $H_0$  is rejected and  $H_1$  is accepted. Because F is calculated which is greater than the F table ( $59,382 > 3.16$ ) or the significance of F is smaller than the value of  $\alpha$  or in other words, there is a significant influence between leadership style and work ethic simultaneously on the performance of PT. Nusantara Tri Jaya (Gajah Mada Coffee Roaster).

### Discussion

The ANOVA (F-test) conducted in this study yielded a calculated F value of 59.382, surpassing the critical F value of 3.16 ( $df_1 = 2$ ,  $df_2 = 57$ ), with significance  $p = 0.000 (< 0.05)$ . This confirms the rejection of the null hypothesis ( $H_0$ ) and acceptance of the alternative hypothesis ( $H_1$ ), indicating that leadership style and work ethic jointly have a significant positive impact on employee performance at PT. Nusantara Tri Jaya. This result aligns with recent empirical evidence—for instance, Sukarno Putra and Soehari (2023) found that leadership style and work ethic significantly enhance employee performance in the production department of an Indonesian manufacturing company. Similarly, Purnama, Hidayat, and Angreni (2021) reported a comparable finding ( $F = 57.258$ ,  $p = 0.000$ ), demonstrating that leadership style, motivation, and work discipline together significantly influence performance with an  $R^2$  of 0.630. Furthermore, Ani et al. (2024) in their study at PT. Luar Biasa Technology confirmed that leadership style, work ethic, and organizational culture simultaneously have a significant positive effect on performance, reinforcing the robustness of our combined-variable model. Thus, our F-test findings are consistent with broader research trends, affirming that these two predictors, when considered together, play a critical role in enhancing employee performance.

## 5. Conclusions and Suggestions

### Conclusion

Based on the results of hypothesis testing through both partial (t-test) and simultaneous (F-test) analysis, it can be concluded that leadership style and work ethic have a significant and positive influence on employee performance at PT. Nusantara Tri Jaya (Gajah Mada Coffee Roaster). The regression equation shows that improvements in leadership style and work ethic directly contribute to better employee performance, with work ethic having a slightly greater influence. The F-test result ( $F = 59.382$ ;  $p < 0.05$ ) confirms that both variables jointly impact performance significantly. These findings are in line with previous research by Sukarno Putra & Soehari (2023), Purnama et al. (2021), and Ani et al. (2024), which also emphasize the crucial role of leadership and work ethic in driving organizational performance. Therefore, strengthening leadership quality and cultivating a strong work ethic within the company are strategic steps to optimize employee performance and support organizational success.

## Suggestion

Based on the results of the research, PT. Nusantara Tri Jaya is advised to prioritize improving employee work ethic because of its most dominant influence on performance. This can be achieved through motivational programs, a clear reward system, and the development of a work culture that emphasizes discipline and initiative. In addition, the development of an effective leadership style is also crucial through leadership training and transformational leadership culture that is able to inspire and empower employees.

To achieve optimal performance improvement, these two factors must be integrated in a performance management system, such as the creation of KPIs that include aspects of work ethic and leadership. Given the decline in performance in several indicators, it is important to conduct periodic evaluations to identify the root of the problem and adapt sustainably, so that companies can recover and improve the performance of their employees strategically.

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