Heliyon

An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority

--Manuscript Draft--

Manuscript Number:	
Article Type:	Original Research Article
Section/Category:	Business and Economics
Keywords:	Conflict; Leadership; Organizational Culture; Work Ethic; PLS-SEM
Manuscript Classifications:	140.170: Business; 140.170.140: Management; 140.170.140.100: Human Resource Management; 140.170.140.120: Business Management; 140.170.140.130: Strategic Management
Corresponding Author:	Kiki Farida Ferine, Dr Universitas Pembangunan Panca Budi INDONESIA
First Author:	Kiki Farida Ferine, Dr.
Order of Authors:	Kiki Farida Ferine, Dr.
	Reza Aditia, M.Pd
	Muhammad Fitri Rahmadana, Dr.
	Indri Indri
Abstract:	This study aimed to examine the influence of conflict, leadership, organizational culture, and work ethic on employees' work performance in North Sumatra Education Authority, Indonesia. This becomes important because this organization is not a profit-oriented organization, so it needs further understanding about how to foster the work performance. However, most of these research topics still concentrate on the western populations. A quantitative approach was used to conduct this study, where data were collected directly to the office of Education Authority with n = 180. Partial Least Square Structural Equation Modeling (PLS-SEM) is applied for data analysis in this study. The results showed that conflict negatively affects employees' work performance. However, leadership, organizational culture, and work ethic have positive effect on employees' work performance.
Suggested Reviewers:	
Opposed Reviewers:	

COVER LETTER

Kiki Farida Ferine
Universitas Pembangunan Panca Budi
Gatot Subroto St., Medan, North Sumatra, Indonesia
Email : kikifarida@dosen.pancabudi.ac.id

February, 17 - 2021

Dear Christian Schulz
Lead Editor – Heliyon

We wish to submit an original research article entitled "*An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority*" for consideration by **Heliyon**.

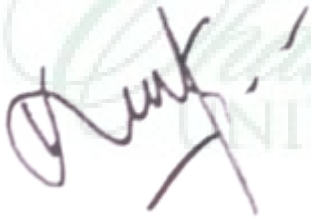
We confirm that this work is original and has not been published elsewhere, nor is it currently under consideration for publication elsewhere.

This study aimed to examine the influence of conflict, leadership, organizational culture, and work ethic on employees' work performance in Nort Sumatra Education Authority in Indonesia. This becomes important because besides this organization is not a profit-oriented organization, so it needs further understanding. However, most of these research topics still concentrate on the western populations. This article provides examination on eastern population.

We believe that this manuscript is appropriate for publication by **Heliyon**.

Thank you for receiving our manuscript and considering it for review. We appreciate your time and look forward to your response.

Sincerely,



Kiki Farida Ferine

An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority

Authors

Kiki Farida Ferine[1*], Reza Aditia[2], Muhammad Fitri Rahmadana[2], Indri[1]

Affiliations

1. Postgraduate School, Universitas Pembangunan Panca Budi
2. Faculty of Economics, Universitas Negeri Medan

Corrsesponding author

*Kiki Farida Ferine (kikifarida@dosen.pancabudi.ac.id)

Abstract

This study aimed to examine the influence of conflict, leadership, organizational culture, and work ethic on employees' work performance in North Sumatra Education Authority, Indonesia. This becomes important because this organization is not a profit-oriented organization, so it needs further understanding about how to foster the work performance. However, most of these research topics still concentrate on the western populations. A quantitative approach was used to conduct this study, where data were collected directly to the office of Education Authority with n = 180. Partial Least Square Structural Equation Modeling (PLS-SEM) is applied for data analysis in this study. The results showed that conflict negatively affects employees' work performance. However, leadership, organizational culture, and work ethic have positive effect on employees' work performance.

Keywords

Conflict, Leadership, Organizational Culture, Work Ethic, PLS-SEM

Introduction

In today's work environment, efforts to improve employee performance are almost the primary goal of human resources (HR). Moreover, this is the role of a leader, because a leader's role in an organization is very dominant (Bauer et al., 2006; Hall et al., 2001; Salisbury, 1984; Schein, 1983), also the essence of leadership in an organization is to influence and facilitate individual and collective efforts to accomplish their objectives (Yukl, 2012). However, a leader must not ignore the critical role of the workforce. Because nowadays, the workforce had become rapidly dominated by knowledge workers (Drucker, 2001). Drucker (2001) also envisioned that management should be based on assuming that the corporation needs them

more than they need the corporation. That is why many companies facing problems related to high labor turnover due to the lack of satisfaction of workers (Al Khajeh, 2018).

However, the leadership factor alone is known to be insufficient in maximizing employee performance. Several predictor variables are also suspected to affect work performance, namely organizational culture, conflict, work ethics, and work performance (Barker et al., 1987; J. R. Graham et al., 2017; Lau & Cobb, 2010; Lee et al., 2011; McColl-Kennedy & Anderson, 2002; O'Reilly, 1989; Schaubroeck et al., 2011; Wang et al., 2014).

Organizational culture is a set of norms or values widely applied to an organization (Guiso et al., 2015; O'Reilly et al., 2014). Crémer (1993) states that organizational culture is the unspoken code of communication among members of an organization. Graham et al. (2017) reported that as many as 91% of executives view culture as something fundamental in their company, and 78% view culture as one of the top 3 factors that impact their company's value. Thus, culture can act as a "social control." This is because each individual cares about the people around him (O'Reilly, 1989). Organizational culture has a critical role in a firm because, as mentioned by Crémer (1993) it is assumed that human beings are honest and trustworthy, however they have limited capacity for processing, receiving, and transmitting information. It makes culture is defined as the stock of knowledge shared by the members in a particular organization. The acquisition of this knowledge is an investment.

Some previous research has also revealed that work conflicts also receive attention regarding the smooth running of an organization's journey (Lau & Cobb, 2010). Because conflict and the world of organization are actually two things that cannot be separated, even Tjosvold (2008) states that "to work in an organization is to be in conflict". Indeed, it is known that conflict has several benefits to organizational climates, such as preventing premature agreement (Stasser & Birchmeier, 2003). However, if too many conflicts occur, instead of positively impacting the organization, it will become an obstacle to the organization. Conflict can be interpreted as a disagreement over interest or idea in an organization. However, generally, individual conflicts usually occur when someone has uncertainty about what tasks to do, which is due to the supervisor's unclearness (Henry, 2009). Indeed, conflicts are rarely resolved quickly, but conflicts must still be appropriately managed so that the company or organization can move forward (Barker et al., 1987).

Work ethic has also been shown to influence performance (Blau & Ryan, 1997; Meriac, 2015). In particular, work ethic is defined as a set of beliefs and attitudes that reflect the fundamental values of work (Meriac et al., 2010). Besides, work ethic also plays a role as a personality construct (Merrens & Garrett, 1975; Mirels & Garrett, 1971) and tends to remain unchanged (stable) from time to time (Ter Bogt et al., 2005).

Therefore, this study aims to capture a broader set related to work performance, especially in Indonesia's education authorities employees. This becomes important because besides this organization is not a profit-oriented organization, so it needs further understanding; the majority of these research topics still concentrate on the western populations, we are hoping we can more understand the eastern population. Thus, the following hypotheses are proposed:

H1. Conflict is negatively related to work performance

H2. Leadership is positively related to work performance

H3. Organizational Culture is positively related to work performance

H4. Work Ethic is positively related to work performance

Materials and Methods

Measurements

Fifty-four items were generated to reflect the five constructs. The response format was a 5-point, likert type scale utilizing very agree to very disagree as end points. However, at the end, thirty-one were used to measure each construct because the rest have inadequate factor loading and AVE.

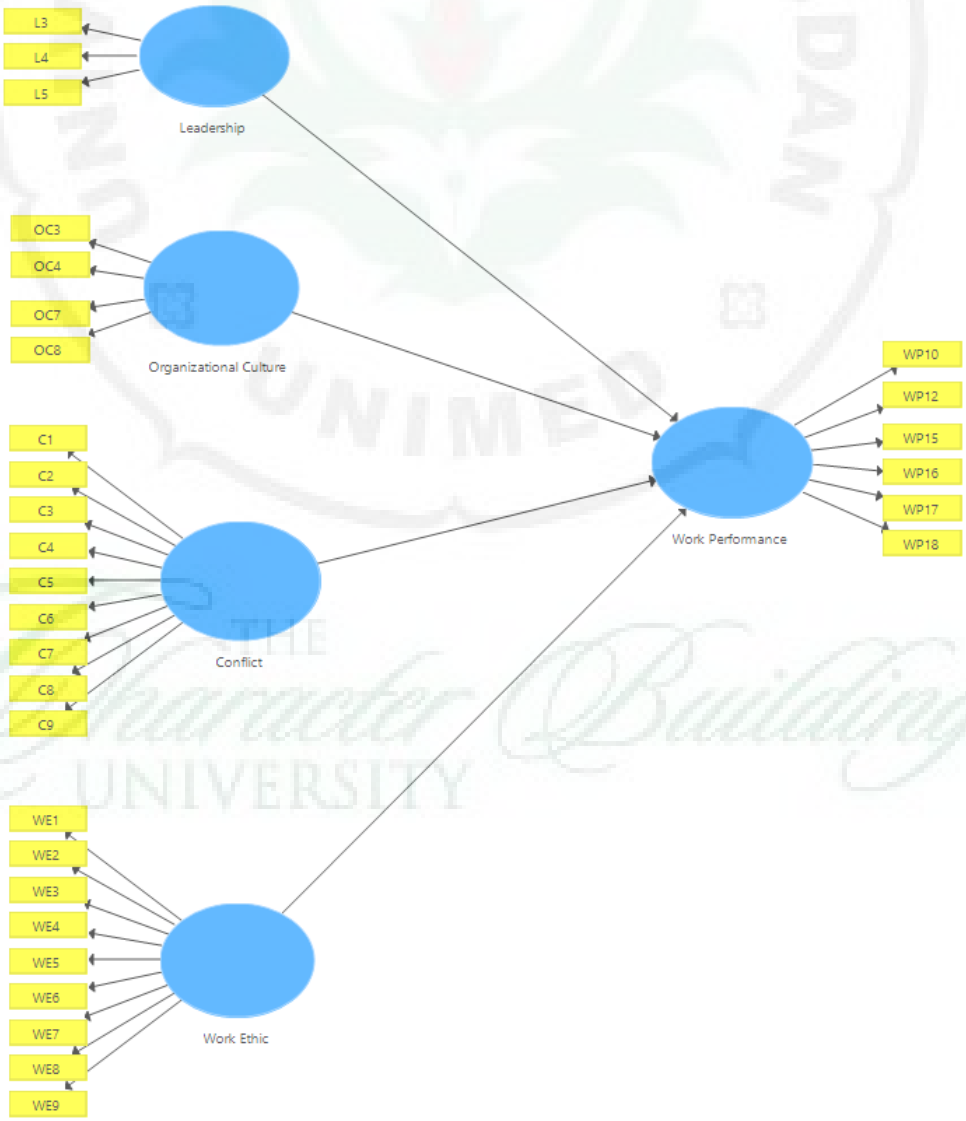


Figure 1. Research model

Population and Sample Size

The population in this study were all employees who worked at the North Sumatra Province Education Autoritiy, Indonesia. Several can be used as a benchmark in taking the number of samples for SEM-PLS statistical analysis. Referring to Barclay et al. (1995), the sample size is at least ten times larger than the number of indicators used to measure a construct or ten times the structural model that points to a construct. However, this basis was still considered too harsh. Thus the authors refer to the recommendation by Hair Jr et al. (2016) who recommend that the sample size be adjusted according to power analysis. That is why to determine the number of samples that are suitable for power analysis, the author uses the help of G * power analysis software (Faul et al., 2007). We use error measurements of type one and two at $\alpha = 0.05$ and $\beta = 0.95$, while the effect size = 0.15, and the number of predictors as the model proposed by the researcher is 4. The settings and results provided by the G * power application can be seen in Figure 2.

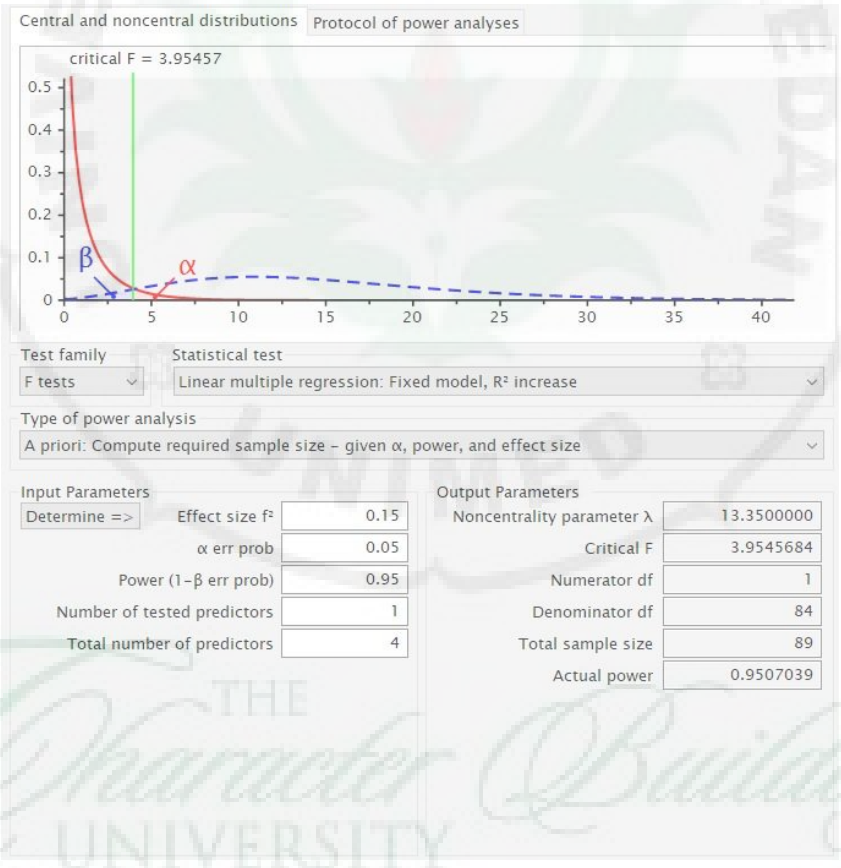


Figure 2. Power results for required sample size

Figure 2 shows that at an error probability of 0.05 and a confidence level of 95%, the minimum sample required is 89 samples. This shows that the number of samples in this study is more than sufficient because the sample in this study uses a sample size of 190 samples.

Data collection

Data collection using a questionnaire survey distributed directly to the office of Education Authority in North Sumatra Province, Indonesia, a total of 180 respondents' answers

(all samples) were collected. With a total sample (n = 180) divided into 113 men (62.78%) and 67 women (37.22%). Meanwhile, when the samples viewed from the level of education, the sample is divided into 16 samples of high school graduates (8.89%), 36 samples of diploma (20%), 101 samples (56.11%) of bachelor, 17 samples of masters (9.44%).) and Ph.D. as many as 10 samples (5.56%).

Table 1. Description of the respondents' characteristics

		Count	Percentage
Gender	Male	113	62.78
	Female	67	67.22
Education	High School	16	8.89
	Diploma	36	20
	Bachelor	101	56.11
	Masters	17	9.44
	PhD	10	5.56

Data analysis

Partial Least Square Structural Equation Modeling (PLS-SEM) is applied for data analysis in this study. Although covariance-based structural equation modeling (CB-SEM) has dominated previous research as a method for analyzing complex interrelationships between observed and latent variables, in recent years, studies using PLS-SEM have increased much more rapidly than those using CB-SEM (Hair Jr et al., 2016). In fact, PLS-SEM has now been widely applied in many social science disciplines, including in the fields of management (Ali et al., 2018; Joe F Hair et al., 2012; Joseph F. Hair et al., 2019; Kaufmann & Gaeckler, 2015; Peng & Lai, 2012; Ringle et al., 2012; Sinkovics et al., 2016; Sosik et al., 2009). In addition, the PLS-SEM analysis method is also desirable to many researchers because it allows them to estimate complex models with many constructs, indicators, and structural paths without having to force distributional assumptions on the data (Joseph F. Hair et al., 2019).

Two main stages were performed in analyzing the output results on Smart PLS v. 3.2.9, namely evaluation of measurement models and evaluation of the structural model (Hair Jr et al., 2016; Ringle et al., 2015). Explanations for both evaluation will be explained in the next session.

Results

Evaluation of Measurement Models

The first stage is testing the measurement model. Measurement model assessment examines the reliability and validity of the constructs along with their corresponding items. Three aspects determine whether a measurement model is accepted or not, namely convergent validity, internal consistency reliability, and discriminant validity. Convergent validity is the extent to which a measure correlates positively with alternative measures of the same construct (Hair Jr et al., 2016). Convergent validity required loading factors to exceed 0.5 and Average

Variance Extracted (AVE) to exceed 0.5. Meanwhile, internal consistency reliability is a form of reliability used to judge the consistency of results across items on the same test, and determines whether the items measuring a construct are similar in their scores (Hair Jr et al., 2016). It requires composite reliability > 0.6, as well as the Cronbach's Alpha (Hair Jr et al., 2016). The last aspect is discriminant validity. It is the extent to which a construct is truly distinct from other constructs by empirical standards (Hair Jr et al., 2016). The cross-loadings and Fornell-Larcker criterion are typically used to assessing discriminant validity. However, recent research that critically examined the performance of cross-loadings and the Fornell-Larcker criterion for discriminant validity has found that neither approach reliably detects discriminant validity issues (Henseler et al., 2015). As a remedy, Henseler et al. (2015) have suggested to use Heterotrait-monotrait ratio (HTMT). For the threshold level, Heterotrait-Monotrait ratio (HTMT) confidence interval must not include 1, while a lower and thus more conservative threshold value of 0.85 seems warranted (Henseler et al., 2015).

In the Smart PLS analysis, the authors used a bootstrapping of 5000 sub-samples as recommended by Hair Jr et al. (2016). In the first analysis, the measurement model does not meet the requirements because it has a low AVE value, so there are several indicators with low loading factors that are removed, namely L1, L2, L6, L7, L8, L9, OC1, OC2, OC5, OC6, OC9, WP1, WP2, WP3, WP4, WP5, WP6, WP7, WP8, WP9, WP11, WP13, and WP14. After the new model is formed, we run the PLS algorithm for the second time. As we can see in table 2, the results demonstrated that all constructs present adequate convergent validity, with loadings and AVE exceed 0.5. Internal consistency reliability also exceeded the threshold, with composite reliability and Cronbach's alpha exceeding 0.6. With regard to discriminant validity (table 3), HTMT was applied, and the measurement results showed that there is no single construct that includes 0.85 in HTMT.

Evaluation of Structural Model

After the construct measures are confirmed to reliable and valid, the next step is to make the assessment of the structural model results. According to Hair Jr et al. (2016), when examining the structural model, it is important to understand that PLS-SEM is different from CB-SEM, which estimates parameters so that the differences between the sample covariances and those predicted by the theoritical/conceptual model are minimized. The goodness-of-fit measures such as the chi-square statistic or the various fit indices associated with CB-SEM not fully transferrable to PLS-SEM. Instead, the key criteria for assessing the structural model in PLS-SEM are the path coefficients, R^2 values, f^2 effect size and SRMR.

Structural model assessment is to test the path between constructs based on the proposed hypothesis. As recommended by Hair Jr et al. (2016), we used bootstrapping with 5000 subsamples, two-tailed, and 0.05 significant level to generate the standard error and t-statistics for the sample. As shown in Table 4, the structural model assessment results revealed that the four main paths are significant. Table 4 also shows that the path relationship between conflict and work performance is significant $\beta = -0.132$, $p = 0.05$. This indicates that conflict has a negative significant effect on work performance. On the other hand, leadership shows that there is positive significant effect on work performance, $\beta = 0.126$, $p = 0.027$. Organizational culture also showed positive significant effect on work performance, with $\beta = 0.562$, $p = 0.00$. In addition, work ethic showed positive significant effect on work performance

as well, β = 0.219, p = 0.000. It means that unlike conflict; leadership, organizational culture, and work ethic have positive effect on work performance.

Next, the most commonly used measure in evaluating the structural model is the coefficient of determination (R^2 value). The coefficient represents the amount of variance in the endogenous constructs explained by all of the exogenous constructs linked to it (Hair Jr et al., 2016). The value ranges from 0 to 1. While it is difficult to provide rules of thumb for acceptable R^2. However, 0.20 are considered adequate (Hair Jr et al., 2016). As we can see from table 3, the R^2 coefficient is 0.482, so it means the R^2 is adequate and this implies that the four exogenous constructs explain 48.2% of the variance of endogenous construct.

Furthermore, the effect size of the predictor constructs were evaluated using f^2 effect size. Guidelines for assessing f^2 are that values of 0.02, 0.15, and 0.35, respectively represent small, medium, and large effects (Cohen, 2013). In consequence, from table 4 we can concluded if Conflict and Leadership considered as medium effect size, wile Organizational Culture and Work Ethic were considered as large effect size. SRMR also assessed to know the root mean square discrepancy between the observed correlations and the model-implied correlations (Hair Jr et al., 2016). Because the SRMR is an abolute measure of fit, a value of zero indicates perfect fit. However, following a conservative approach, an SRMR value of less than 0.08 indicates good fit. From table 4, as we can see SRMR has value of 0.063. Hence, the SRMR indicates good fit of the model. In term of results of latent variable correlation, can be seen in table 5.

Table 2. Results Summary For Convergent Validity and Internal Consistency Reliability

Latent Variable	Indicators	Convergent Validity					Internal Consistency Reliability			
		Standard Deviations	Mean	Loadings	AVE	Sig. Level	Standard Deviations	Mean	Composite Reliability	Cronbach's Alpha
Leadership	L3	0.05	0.91	0.92	0.80	0.00	0.04	0.92	0.921	0.872
	L4	0.05	0.93	0.93		0.00				
	L5	0.07	0.82	0.83		0.00				
Organizational Culture	OC3	0.04	0.74	0.74	0.53	0.00	0.02	0.82	0.819	0.706
	OC4	0.05	0.72	0.72		0.00				
	OC7	0.04	0.77	0.77		0.00				
	OC8	0.06	0.68	0.69		0.00				
Conflict	C1	0.16	0.63	0.68	0.54	0.00	0.12	0.88	0.915	0.899
	C2	0.19	0.69	0.75		0.00				
	C3	0.15	0.74	0.79		0.00				
	C4	0.15	0.75	0.81		0.00				
	C5	0.15	0.70	0.75		0.00				
	C6	0.14	0.70	0.75		0.00				
	C7	0.15	0.65	0.70		0.00				
	C8	0.15	0.62	0.68		0.00				
	C9	0.15	0.70	0.73		0.00				
Work Ethic	WE1	0.05	0.67	0.68	0.51	0.00	0.01	0.90	0.901	0.876
	WE2	0.06	0.64	0.64		0.00				
	WE3	0.06	0.57	0.58		0.00				

	WE4	0.05	0.73	0.74		0.00				
	WE5	0.03	0.82	0.82		0.00				
	WE6	0.04	0.74	0.75		0.00				
	WE7	0.04	0.77	0.77		0.00				
	WE8	0.04	0.74	0.74		0.00				
	WE9	0.06	0.66	0.66		0.00				
Work Performance	WP10	0.04	0.73	0.73	0.50	0.00	0.02	0.85	0.854	0.795
	WP12	0.06	0.64	0.65		0.00				
	WP15	0.05	0.70	0.71		0.00				
	WP16	0.08	0.62	0.62		0.00				
	WP17	0.04	0.78	0.78		0.00				
	WP18	0.05	0.73	0.73		0.00				

Table 3. Result for Discriminant Validity – HTMT

	Leadership	Conflict	Organizational Culture	Work Ethic	Work Performance
Leadership	---				
Conflict	0.169	---			
Organizational Culture	0.258	0.110	---		
Work Ethic	0.107	0.200	0.244	---	
Work Performance	0.281	0.163	0.834	0.428	---

Table 4. Results Summary for Structural Model Evaluation

	Coefficient	Mean	Standard Deviation	t values	P values
Path Coefficient					
Conflict -> Work Performance	-0.132	-0.151	0.067	1.961	0.050
Leadership -> Work Performance	0.126	0.130	0.057	2.211	0.027
Organizational Culture -> Work Performance	0.562	0.559	0.052	10.737	0.000
Work Ethic -> Work Performance	0.219	0.222	0.052	4.194	0.000
r square	0.482	0.510	0.055	8.768	0.000
f square					
Conflict -> Work Performance	0.032	0.053	0.031	1.029	0.304
Leadership -> Work Performance	0.029	0.038	0.030	0.958	0.338
Organizational Culture -> Work Performance	0.564	0.597	0.159	3.548	0.000
Work Ethic -> Work Performance	0.086	0.097	0.046	1.872	0.061
SRMR	0.063	0.062	-	-	-

Table 5. Results of Latent Variable Correlations

	Coefficient	Mean	Standard Deviation	T-value	P Values
Leadership -> Conflict	0.143	0.118	0.074	1.942	0.052
Organizational Culture -> Conflict	0.010	-0.019	0.074	0.138	0.890
Organizational Culture -> Leadership	0.203	0.208	0.077	2.615	0.009
Work Ethic -> Conflict	-0.178	-0.184	0.079	2.243	0.025
Work Ethic -> Leadership	0.075	0.082	0.073	1.021	0.308
Work Ethic -> Organizational Culture	0.194	0.204	0.073	2.662	0.008
Work Performance -> Conflict	-0.147	-0.187	0.081	1.813	0.070
Work Performance -> Leadership	0.238	0.246	0.078	3.050	0.002
Work Performance -> Organizational Culture	0.629	0.634	0.051	12.443	0.000
Work Performance -> Work Ethic	0.361	0.376	0.061	5.967	0.000

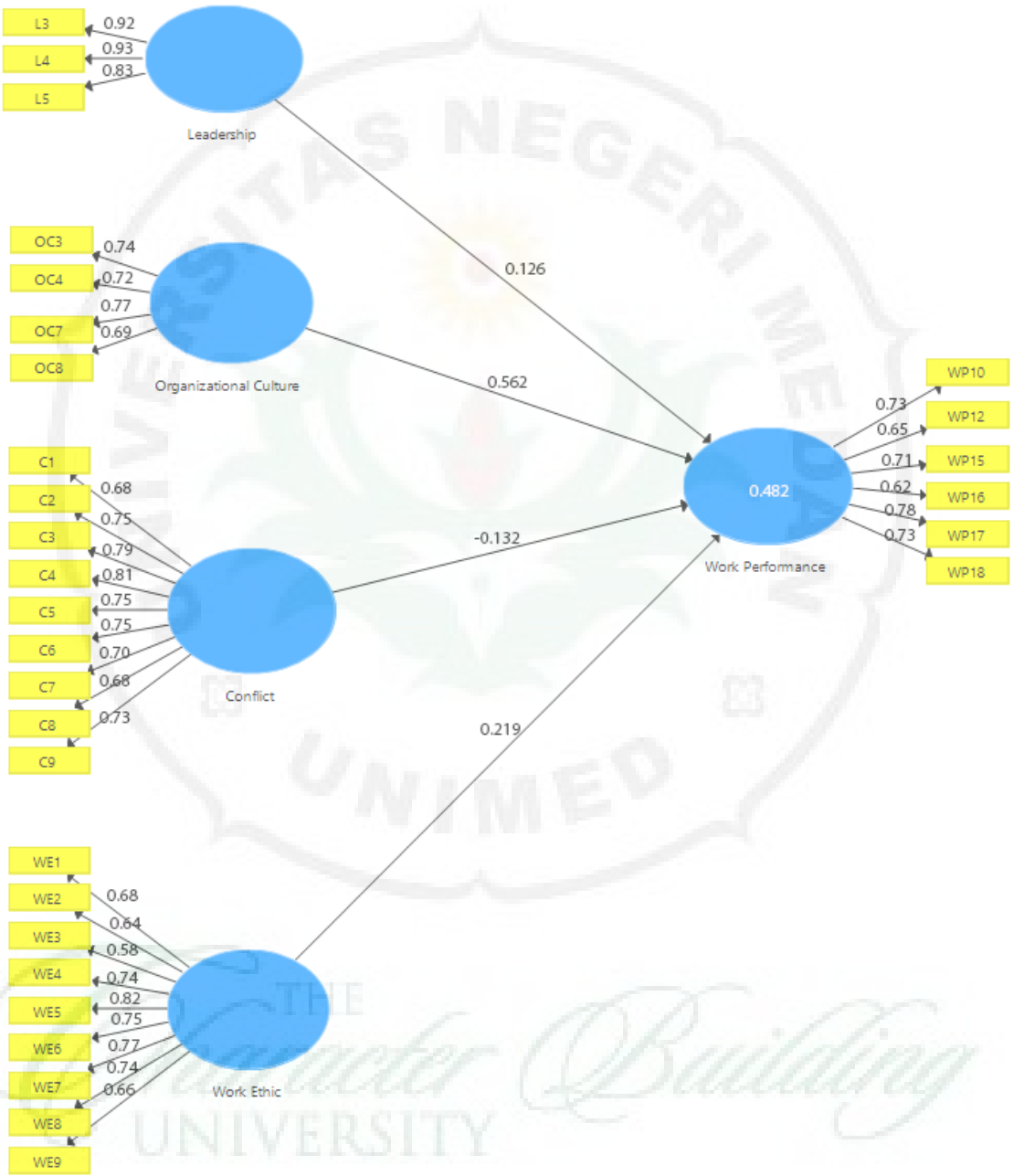


Figure 3. Structural Model with loading factor, path coefficients, and r square

Discussion

This study examined the effect of conflict, leadership, organizational culture, and work ethic on employees' work performance. Therefore, we use SEM-PLS to analyze the data. The results support the reliability and validity of the measurement model (table 2 and table 3).

From the structural model evaluation, it was first observed that the R^2 coefficient is 0.482, which is adequate. With respect to hypothesis testing, the empirical results for the samples showed that conflict has negative effect on employeess's work performance. Hence, this result complies with Lau & Cobb (2010), who found that conflict can negatively affect employees' work performance. Besides, the results are also consistent with previous studies that confirmed the negative impact of conflict on employees' work performance (Jehn & Bendersky, 2003; Pelled et al., 1999). Pelled et al., (1999) even found that diversity sometimes shapes conflict and that conflict, in turn, shapes performance. However, these linkages are subtleties. According to affective event theory, negative emotions influence individuals' attitudes and behaviors more than positive emotions (Weiss & Cropanzano, 1996). Not only that, a study by Rispens & Demerouti (2016) also found that conflict event not only increases anger and contempt but guilt and sadness as well.

In addition, leadership was found to be positively and significantly influence the work performance of employees. It seems logical that leadership in organizations can influence and facilitating individual and collective efforts to accomplish shared objectives (Yukl, 2012). The result is congruent with previous empirical studies that confirmed the positive effect of leadership on work performance (Rus et al., 2010; Wang et al., 2014). Leadership is very important because it influences employee behavior by gradually changing their values corresponding closer to those of the learning organization (Ribière & Sitar, 2003), and when employees perceive top managers as trustworthy, a firm's performance is stronger.

Furthermore, the PLS results also showed that organizational culture has a significant positive effect on employees' work performance. Although this fact sounds reasonable and doubtless, empirical evidence is somewhat thin (Berson et al., 2008; Peterson et al., 2003). J. Graham et al. (2017) mentioned that cultural norms are as important as stated values in achieving success. That is why this study enriches the finding from the previous study. This study's results are consistent with prior studies that have asserted that corporate culture promotion affects performance in terms of innovation output (Zhao et al., 2018). In addition, 91% of executives believe culture is important to their firms, and 79% place culture among the top 3 or the top 5 value drivers (J. Graham et al., 2017). This is also in accordance with previous literature that indicated if organizational culture as crucial role in employees' work performance (Alvesson, 2012; Ouchi & Wilkins, 1985; Schein, 1990).

The study's findings also showed that work ethic was found to be positive and significantly influence employees' work performance. Moreover, these results support the argument if work ethic significantly affects performance, both directly and indirectly through innovative work behavior (Javed et al., 2017). This because work ethic comprises an individual's ethical behavior, so they tend to work wholeheartedly (Khan et al., 2013). Individuals who have strong ethical behavior, emphasize hard work with a high level of devotion to meet the task request requirement by their organization (Schneider, 1990).

Conclusion

The emerging of the work environment makes organizations need to transform how they run their organization. Numerous frameworks have been presented in recent years. Thus, understanding how to achieve optimal work performance is crucial. Hence, this study proposes

a framework to achieve it. Five factors, namely leadership, organizational culture, conflict, and work ethic, were hypothesized to determine employees' work performance.

The proposed model effectively explains the constructs of work performance with R^2 = 0.482. From the evaluation of the structural model, all the proposed hypotheses are found to be positively and significantly influence the work performance except conflict, which found to have a negative and significant effect on work performance. This finding suggests that to attain stellar work performance, the organization needs to foster supportive leadership. In addition, this study also suggests that organizations pay more attention when recruiting people at the executive level. This is because a leader's personality (introvert or extrovert) also affects employees' work performance (Bauer et al., 2006). Ideally, an organization should reduce the turnover of people at the executive level because, besides the expensive recruitment process, some organizations must keep their company secrets. Several ways can be done, such as providing tests that measure personality types, as well as leadership measuring instruments, e.g., empowering leadership questionnaire (ELQ) (Arnold et al., 2000). However, in terms of organizational culture, this factor has a significant positive effect on employees' work performance. This finding suggests that organizations engage in activities that build a constructive organizational culture. For example, Pixar always reflects on the films they made and is not reluctant to build a constructive criticism culture (Catmull & Wallace, 2014). Of course, this cannot be replicated entirely, because nevertheless, organizations need to find their own culture to build on. Results also showed that conflict has negative effect on work performance. This result, of course, is related to the spread of conflict in the work environment, making communication between employees disrupted. This research suggests that leaders resolve misunderstandings between employees as early as possible. The communication disruption between conflicting employees will also damage the discussion or meeting process in the organization, which impacts employee performance.. Finally, the study's findings also showed that work ethic positively and significantly influences work performance. This implies that it is essential to ensure the recruited people have a high work ethic and create a supportive atmosphere for employees to continue to be honest in their daily work..

References

Al Khajeh, E. H. (2018). Leadership styles on organizational performance. *Journal of Human Reseources Management Research*, *2018*, 1–10. https://doi.org/10.5171/2018.687849

Ali, F., Rasoolimanesh, S. M., Sarstedt, M., Ringle, C. M., & Ryu, K. (2018). An assessment of the use of partial least squares structural equation modeling (PLS-SEM) in hospitality research. *International Journal of Contemporary Hospitality Management*.

Alvesson, M. (2012). *Understanding organizational culture*. Sage.

Arnold, J. A., Arad, S., Rhoades, J. A., & Drasgow, F. (2000). The empowering leadership questionnaire: The construction and validation of a new scale for measuring leader behaviors. *Journal of Organizational Behavior*, *21*(3), 249–269. https://doi.org/10.1002/(sici)1099-1379(200005)21:3<249::aid-job10>3.0.co;2-%23

Barclay, D., Higgins, C., & Thompson, R. (1995). *The partial least squares (PLS) approach to casual modeling: personal computer adoption ans use as an Illustration*.

Barker, L. L., Kathy, J. W., Kittie, W. W., & Robert, J. K. (1987). An Introduction to Small Group Communication. *Englewood Cliffs, New Jessey: Pretence Hall*.

Bauer, T. N., Erdogan, B., Liden, R. C., & Wayne, S. J. (2006). A longitudinal study of the moderating role of extraversion: Leader-member exchange, performance, and turnover during new executive development. *Journal of Applied Psychology*, *91*(2), 298–310. https://doi.org/10.1037/0021-9010.91.2.298

Berson, Y., Oreg, S., & Dvir, T. (2008). CEO values, organizational culture and firm outcomes. *Journal of Organizational Behavior*, *29*(5), 615–633. https://doi.org/10.1002/job.499

Blau, G., & Ryan, J. (1997). On measuring work ethic: A neglected work commitment facet. *Journal of Vocational Behavior*, *51*(3), 435–448. https://doi.org/10.1006/jvbe.1996.1568

Catmull, E., & Wallace, A. (2014). *Creativity, Inc: overcoming the unseen forces that stand in the way of true inspiration*. Random House.

Cohen, J. (2013). *Statistical power analysis for the behavioral sciences*. Academic press.

Crémer, J. (1993). Corporate culture and shared knowledge. *Industrial and Corporate Change*, *2*(1), 351–386. https://doi.org/10.1093/icc/2.1.351

Drucker, P. (2001). The next society. *The Economist*, *1*.

Faul, F., Erdfelder, E., Lang, A.-G., & Buchner, A. (2007). G* Power 3: A flexible statistical power analysis program for the social, behavioral, and biomedical sciences. *Behavior Research Methods*, *39*(2), 175–191.

Graham, J., Harvey, C., Popadak, J., & Rajgopal, S. (2017). Corporate Culture: Evidence from the Field. In *National Bureau of Economic Research* (Vol. 53, Issue 9). https://doi.org/10.3386/w23255

Graham, J. R., Harvey, C. R., Popadak, J., & Rajgopal, S. (2017). Corporate culture: Evidence from the field (No. w23255). *Natl. Bureau Econ. Res*.

Guiso, L., Sapienza, P., & Zingales, L. (2015). The value of corporate culture. *Journal of Financial Economics*, *117*(1), 60–76. https://doi.org/10.1016/j.jfineco.2014.05.010

Hair, Joe F, Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the Academy of Marketing Science*, *40*(3), 414–433.

Hair, Joseph F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, *31*(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203

Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage publications.

Hall, A., Melin, L., & Nordqvist, M. (2001). Entrepreneurship as Radical Change in the Family Business: Exploring the Role of Cultural Patterns. *Family Business Review*, *14*(3), 193–208. https://doi.org/10.1111/j.1741-6248.2001.00193.x

Henry, O. (2009). Organisational conflict and its effects on organisational performance. *Research Journal of Business Management*, *3*(1), 16–24. https://doi.org/10.3923/rjbm.2009.16.24

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, *43*(1), 115–135. https://doi.org/10.1007/s11747-014-0403-8

Javed, B., Bashir, S., Rawwas, M. Y. A., & Arjoon, S. (2017). Islamic Work Ethic, innovative work behaviour, and adaptive performance: the mediating mechanism and an interacting effect. *Current Issues in Tourism*, *20*(6), 647–663. https://doi.org/10.1080/13683500.2016.1171830

Jehn, K. A., & Bendersky, C. (2003). Intragroup conflict in organizations: A contingency perspective on the conflict-outcome relationship. *Research in Organizational Behavior*, *25*, 187–242.

Kaufmann, L., & Gaeckler, J. (2015). A structured review of partial least squares in supply chain management research. *Journal of Purchasing and Supply Management*, *21*(4), 259–272.

Khan, K., Abbas, M., Gul, A., & Raja, U. (2013). Organizational Justice and Job Outcomes: Moderating Role of Islamic Work Ethic. *Journal of Business Ethics*, *126*(2), 235–246. https://doi.org/10.1007/s10551-013-1937-2

Lau, R. S., & Cobb, A. T. (2010). Understanding the connections between relationship conflict and performance: The intervening roles of trust and exchange. *Journal of Organizational Behavior*, *31*(6), 898–917. https://doi.org/10.1002/job.674

Lee, P. K. C., Cheng, T. C. E., Yeung, A. C. L., & Lai, K. hung. (2011). An empirical study of transformational leadership, team performance and service quality in retail banks. *Omega*, *39*(6), 690–701. https://doi.org/10.1016/j.omega.2011.02.001

McColl-Kennedy, J. R., & Anderson, R. D. (2002). Impact of leadership style and emotions on subordinate performance. *The Leadership Quarterly*, *13*(5), 545–559.

Meriac, J. P. (2015). Examining relationships among work ethic, academic motivation and performance. *Educational Psychology*, *35*(5), 523–540. https://doi.org/10.1080/01443410.2014.895291

Meriac, J. P., Woehr, D. J., & Banister, C. (2010). Generational differences in work ethic: An examination of measurement equivalence across three cohorts. *Journal of Business and Psychology*, *25*(2), 315–324.

Merrens, M. R., & Garrett, J. B. (1975). The Protestant Ethic Scale as a predictor of repetitive work performance. *Journal of Applied Psychology*, *60*(1), 125.

Mirels, H. L., & Garrett, J. B. (1971). The Protestant ethic as a personality variable. *Journal of Consulting and Clinical Psychology*, *36*(1), 40.

O'Reilly, C. (1989). Corporations, culture, and commitment: Motivation and social control in organizations. *California Management Review*, *31*(4), 9–25.

O'Reilly, C. A., Caldwell, D. F., Chatman, J. A., & Doerr, B. (2014). The Promise and Problems of Organizational Culture: CEO Personality, Culture, and Firm Performance. *Group and Organization Management*, *39*(6), 595–625. https://doi.org/10.1177/1059601114550713

Ouchi, W. G., & Wilkins, A. L. (1985). Organizational culture. *Annual Review of Sociology*, *11*(1), 457–483.

Pelled, L. H., Eisenhardt, K. M., & Xin, K. R. (1999). Exploring the black box: An analysis of work group diversity, conflict, and performance. *Administrative Science Quarterly*, *44*(1), 1–28. https://doi.org/10.2307/2667029

Peng, D. X., & Lai, F. (2012). Using partial least squares in operations management research: A practical guideline and summary of past research. *Journal of Operations Management*, *30*(6), 467–480.

Peterson, R. S., Smith, D. B., Martorana, P. V., & Owens, P. D. (2003). The Impact of Chief Executive Officer Personality on Top Management Team Dynamics: One Mechanism by Which Leadership Affects Organizational Performance. *Journal of Applied Psychology*, *88*(5), 795–808. https://doi.org/10.1037/0021-9010.88.5.795

Ribière, V. M., & Sitar, A. S. (2003). Critical role of leadership in nurturing a knowledge-supporting culture. *Knowledge Management Research & Practice*, *1*(1), 39–48. https://doi.org/10.1057/palgrave.kmrp.8500004

Ringle, C. M., Sarstedt, M., & Straub, D. W. (2012). Editor's comments: a critical look at the use of PLS-SEM in" MIS Quarterly". *MIS Quarterly*, iii--xiv.

Ringle, C. M., Wende, S., & Becker, J.-M. (2015). *SmartPLS 3*. SmartPLS GmbH.

Rispens, S., & Demerouti, E. (2016). Conflict at Work, Negative Emotions, and Performance: A Diary Study. *Negotiation and Conflict Management Research*, *9*(2), 103–119. https://doi.org/10.1111/ncmr.12069

Rus, D., van Knippenberg, D., & Wisse, B. (2010). Leader power and leader self-serving behavior: The role of effective leadership beliefs and performance information. *Journal of Experimental Social Psychology*, *46*(6), 922–933. https://doi.org/10.1016/j.jesp.2010.06.007

Salisbury, R. H. (1984). Interest Representation: The Dominance of Institutions. *American Political Science Review*, *78*(1), 64–76. https://doi.org/10.2307/1961249

Schaubroeck, J., Lam, S. S. K., & Peng, A. C. (2011). Cognition-Based and Affect-Based Trust as Mediators of Leader Behavior Influences on Team Performance. *Journal of Applied Psychology*, *96*(4), 863–871. https://doi.org/10.1037/a0022625

Schein, E. H. (1983). The role o f the founder in creating organizational culture. *Organizational Dynamics*, *12*(1), 13–28. https://doi.org/10.1016/0090-2616(83)90023-2

Schein, E. H. (1990). *Organizational culture.* (Vol. 45, Issue 2). American Psychological Association.

Schneider, B. (1990). *Organizational climate and culture* (Vol. 4). Pfeiffer.

Sinkovics, R. R., Richter, N. F., Ringle, C. M., Schlägel, C., & others. (2016). A critical look at the use of SEM in international business research. *International Marketing Review*.

Sosik, J. J., Kahai, S. S., & Piovoso, M. J. (2009). Silver bullet or voodoo statistics? A primer for using the partial least squares data analytic technique in group and organization research. *Group & Organization Management*, *34*(1), 5–36.

Stasser, G., & Birchmeier, Z. (2003). Group creativity and collective choice. *Group Creativity: Innovation through Collaboration*, 85–109.

Ter Bogt, T., Raaijmakers, Q., & Van Wel, F. (2005). Socialization and development of the

work ethic among adolescents and young adults. *Journal of Vocational Behavior*, *66*(3), 420–437.

Tjosvold, D. (2008). The conflict-positive organization: it depends upon us. *Journal of Organizational Behavior*, *29*(1), 19–28. https://doi.org/10.1002/job.473

Wang, H., Sui, Y., Luthans, F., Wang, D., & Wu, Y. (2014). Impact of authentic leadership on performance: Role of followers' positive psychological capital and relational processes. *Journal of Organizational Behavior*, *35*(1), 5–21. https://doi.org/10.1002/job.1850

Weiss, H. M., & Cropanzano, R. (1996). *Affective events theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work.*

Yukl, G. (2012). Effective leadership behavior: What we know and what questions need more attention. *Academy of Management Perspectives*, *26*(4), 66–85. https://doi.org/10.5465/amp.2012.0088

Zhao, H., Teng, H., & Wu, Q. (2018). The effect of corporate culture on firm performance: Evidence from China. *China Journal of Accounting Research*, *11*(1), 1–19. https://doi.org/10.1016/j.cjar.2018.01.003

Table 1. Description of the respondents' characteristics

		Count	Percentage
Gender	Male	113	62.78
	Female	67	67.22
Education	High School	16	8.89
	Diploma	36	20
	Bachelor	101	56.11
	Masters	17	9.44
	PhD	10	5.56

Table 2. Results Summary For Convergent Validity and Internal Consistency Reliability

Latent Variable	Indicators	Convergent Validity					Internal Consistency Reliability			
		Standard Deviations	Mean	Loadings	AVE	Sig. Level	Standard Deviations	Mean	Composite Reliability	Cronbach's Alpha
Leadership	L3	0.05	0.91	0.92	0.80	0.00	0.04	0.92	0.921	0.872
	L4	0.05	0.93	0.93		0.00				
	L5	0.07	0.82	0.83		0.00				
Organizational Culture	OC3	0.04	0.74	0.74	0.53	0.00	0.02	0.82	0.819	0.706
	OC4	0.05	0.72	0.72		0.00				
	OC7	0.04	0.77	0.77		0.00				
	OC8	0.06	0.68	0.69		0.00				
Conflict	C1	0.16	0.63	0.68	0.54	0.00	0.12	0.88	0.915	0.899
	C2	0.19	0.69	0.75		0.00				
	C3	0.15	0.74	0.79		0.00				
	C4	0.15	0.75	0.81		0.00				
	C5	0.15	0.70	0.75		0.00				
	C6	0.14	0.70	0.75		0.00				
	C7	0.15	0.65	0.70		0.00				
	C8	0.15	0.62	0.68		0.00				
	C9	0.15	0.70	0.73		0.00				
Work Ethic	WE1	0.05	0.67	0.68	0.51	0.00	0.01	0.90	0.901	0.876
	WE2	0.06	0.64	0.64		0.00				
	WE3	0.06	0.57	0.58		0.00				

	WE4	0.05	0.73	0.74		0.00				
	WE5	0.03	0.82	0.82		0.00				
	WE6	0.04	0.74	0.75		0.00				
	WE7	0.04	0.77	0.77		0.00				
	WE8	0.04	0.74	0.74		0.00				
	WE9	0.06	0.66	0.66		0.00				
Work Performance	WP10	0.04	0.73	0.73	0.50	0.00	0.02	0.85	0.854	0.795
	WP12	0.06	0.64	0.65		0.00				
	WP15	0.05	0.70	0.71		0.00				
	WP16	0.08	0.62	0.62		0.00				
	WP17	0.04	0.78	0.78		0.00				
	WP18	0.05	0.73	0.73		0.00				

Table 3. Result for Discriminant Validity – HTMT

	Leadership	Conflict	Organizational Culture	Work Ethic	Work Performance
Leadership	---				
Conflict	0.169	---			
Organizational Culture	0.258	0.110	---		
Work Ethic	0.107	0.200	0.244	---	
Work Performance	0.281	0.163	0.834	0.428	---

Table 4. Results Summary for Structural Model Evaluation

	Coefficient	Mean	Standard Deviation	t values	P values
Path Coefficient					
Conflict -> Work Performance	-0.132	-0.151	0.067	1.961	0.050
Leadership -> Work Performance	0.126	0.130	0.057	2.211	0.027
Organizational Culture -> Work Performance	0.562	0.559	0.052	10.737	0.000
Work Ethic -> Work Performance	0.219	0.222	0.052	4.194	0.000
r square	0.482	0.510	0.055	8.768	0.000
f square					
Conflict -> Work Performance	0.032	0.053	0.031	1.029	0.304
Leadership -> Work Performance	0.029	0.038	0.030	0.958	0.338
Organizational Culture -> Work Performance	0.564	0.597	0.159	3.548	0.000
Work Ethic -> Work Performance	0.086	0.097	0.046	1.872	0.061
SRMR	0.063	0.062	-	-	-

Table 5. Results of Latent Variable Correlations

	Coefficient	Mean	Standard Deviation	T-value	P Values
Leadership -> Conflict	0.143	0.118	0.074	1.942	0.052
Organizational Culture -> Conflict	0.010	-0.019	0.074	0.138	0.890
Organizational Culture -> Leadership	0.203	0.208	0.077	2.615	0.009
Work Ethic -> Conflict	-0.178	-0.184	0.079	2.243	0.025
Work Ethic -> Leadership	0.075	0.082	0.073	1.021	0.308
Work Ethic -> Organizational Culture	0.194	0.204	0.073	2.662	0.008
Work Performance -> Conflict	-0.147	-0.187	0.081	1.813	0.070
Work Performance -> Leadership	0.238	0.246	0.078	3.050	0.002
Work Performance -> Organizational Culture	0.629	0.634	0.051	12.443	0.000
Work Performance -> Work Ethic	0.361	0.376	0.061	5.967	0.000

Fig 1. research model

Click here to access/download;Figure;Fig 1. research model.png

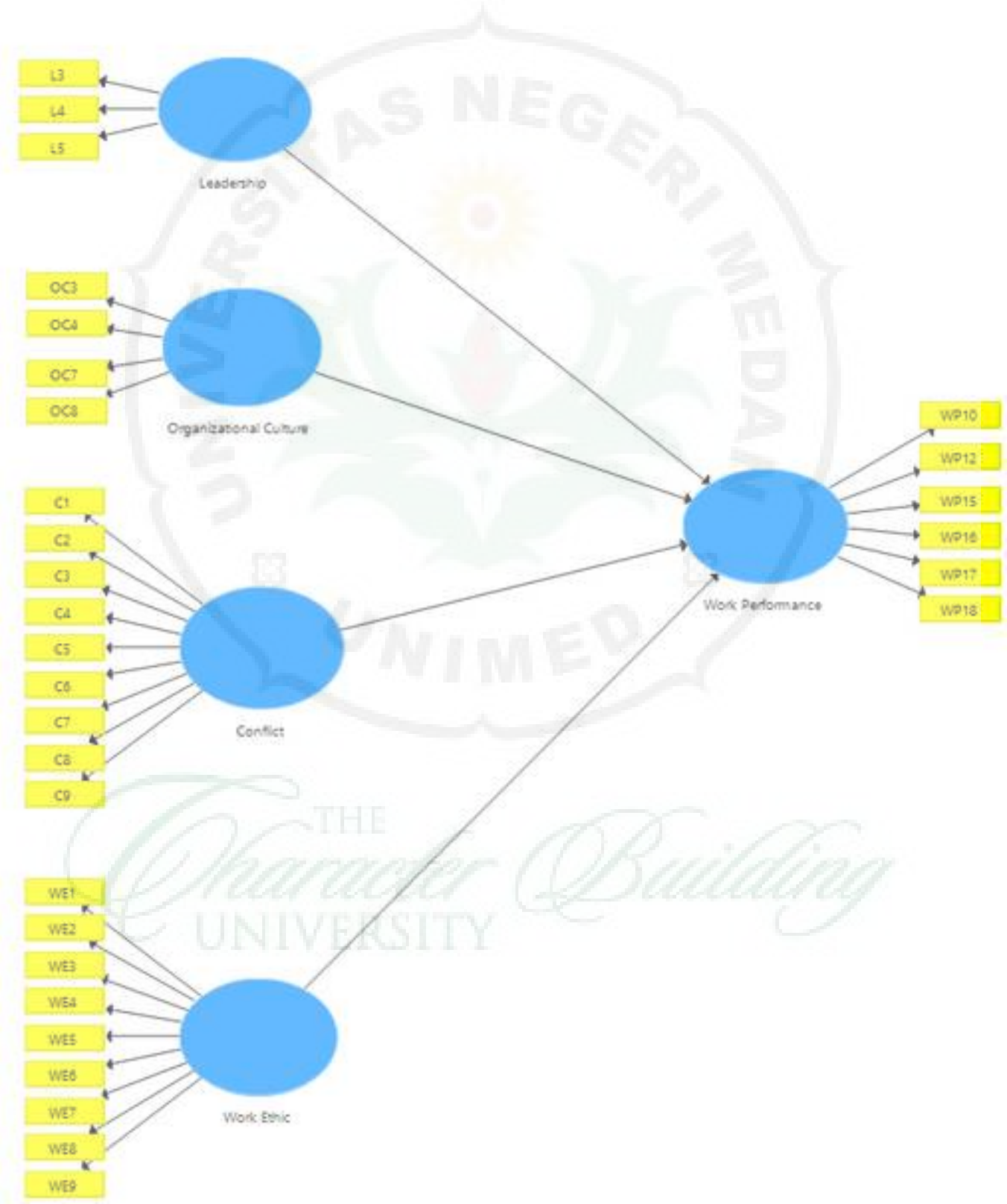


Fig 2. G Power

Click here to access/download;Figure;Fig 2. G Power.jpg

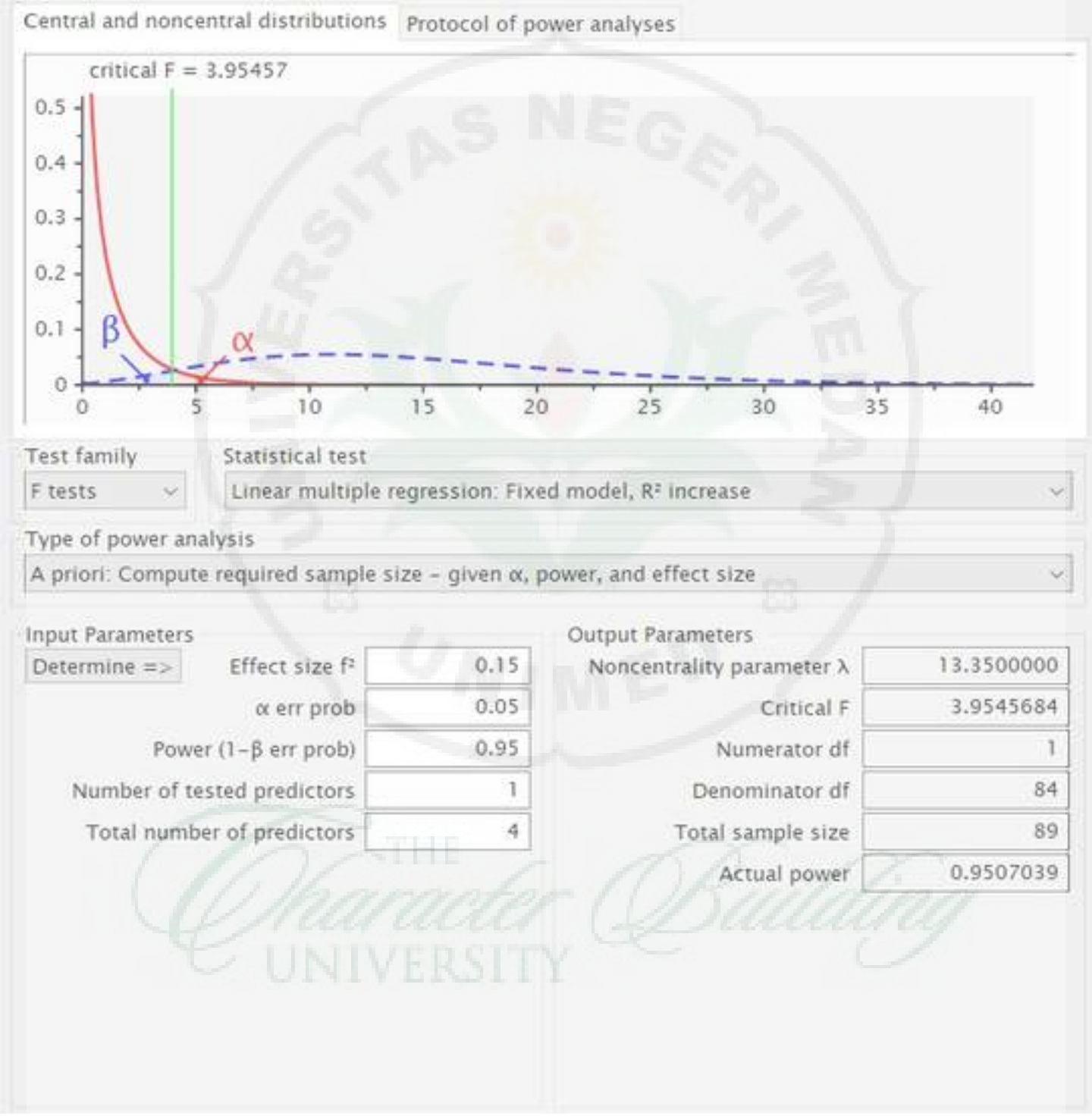
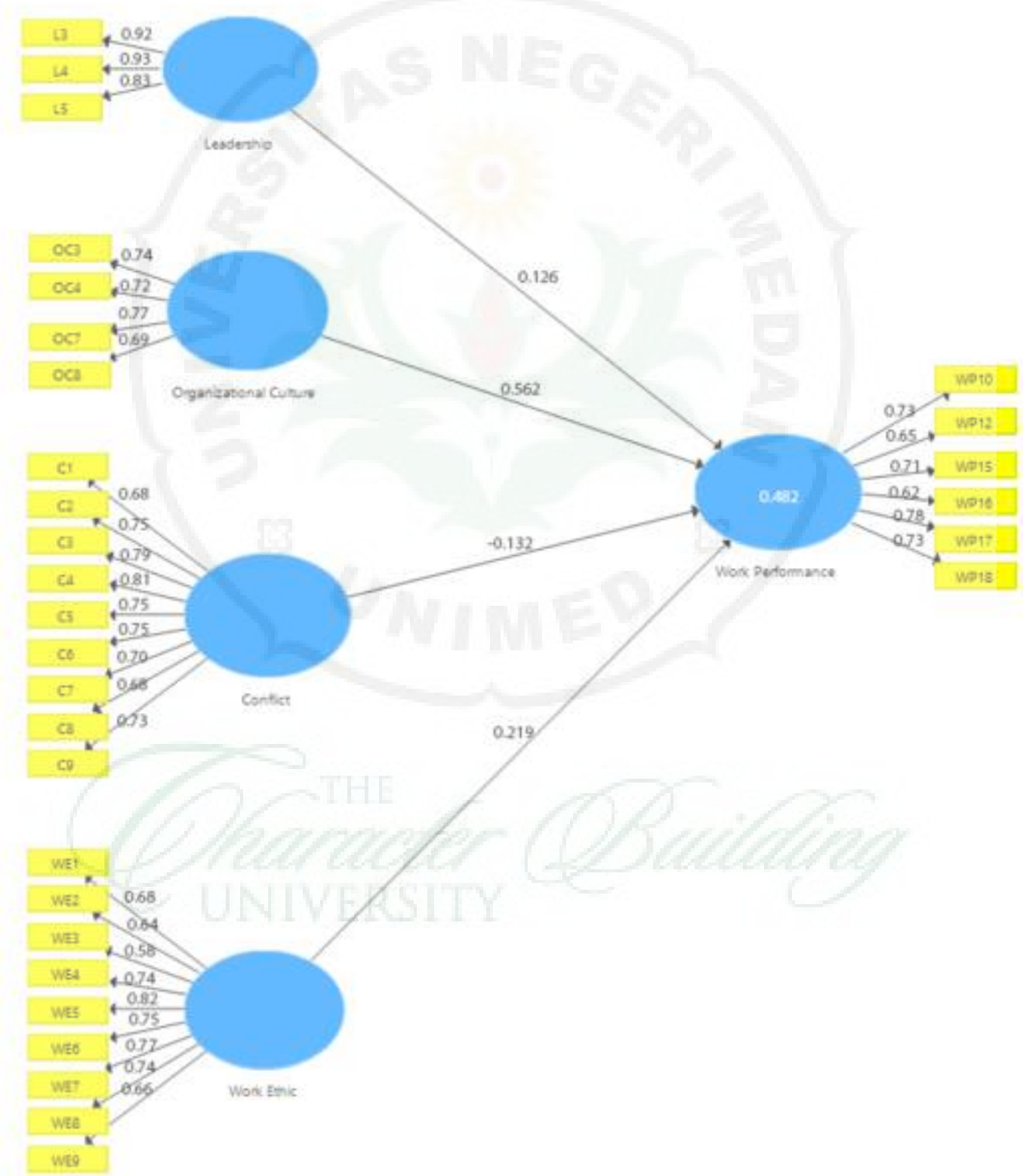


Fig 3. research model with coefficient

Click here to access/download;Figure;Fig 3. research model with coefficient.png



Kiki Farida Ferina <kikifarida@dosen.pancabudi.ac.id>

Send Back to Author: Request to Edit Submission

Heliyon <em@editorialmanager.com> 18 Februari 2021 16.15
Balas Ke: Heliyon <info@heliyon.com>
Kepada: Kiki Farida Ferine <kikifarida@dosen.pancabudi.ac.id>

Article Title: An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority
Corresponding Author: Dr Kiki Farida Ferine

Dear Dr Ferine,

Your submission entitled "An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority" has been received by Heliyon. However, before we can proceed with the review process we ask you to address the following:

As this is a resubmission of your paper, which was previously rejected before review, you must provide a point-by-point response to the previous editors comments on your paper explaining how you have improved your paper. I have copied these comments below for your reference.

Editor comments:

The topic of the paper is very relevant and it would be interesting for the journal's audience, but I'm afraid that the paper is not mature yet.
The constructs developments needs a more elaborated preparation and the manuscripts reports only the most basic elements of the SEM. In particular, common practice is to include the following tables to summarize model measurement results (only few of those elements exist in the current version):
– Scale properties: a table that lists all measurement items, their means, standard deviations, item loadings, and loading significances.
– Construct properties: a table that lists all variables (i.e., latent constructs), their means, standard deviations, Cronbach's α, composite reliability pc, and average variance extracted (AVE).
– Construct and item correlations: tables that show all correlations between (i) latent constructs and (ii) all measurement items.
Moreover, common reporting practices include specifications of all shared-variance results for all mediating or dependent variables, weight and significance for each path between the constructs, and all common goodness-of-fit indices.
Following the more analytical presentation of the SEM, we expect a more thorough interpretation of the results.

Finally, the overlapping with existing works should be reduced if not eliminated.

Please approve your transferred submission. You are welcome to make changes to your manuscript at this point, including responding to any editor or reviewer comments from the previous journal.

Please log onto Editorial Manager as an Author:

https://www.editorialmanager.com/heliyon/.
1. Go to the menu item "Submissions/Revisions Sent Back to Author".
2. Click "Edit Submission/Revision".
3. Click on the relevant submission step on the left-hand menu.
4. Provide or modify the item/information as appropriate.
5. Go to "Attach Files" and "Build PDF for my Approval".
6. View and Approve your new PDF file including the changed item(s), or if needed, Edit again.

Thank you for submitting your work to the journal, and if you have any questions, please do not hesitate to contact me.
Yours sincerely,

Heliyon

Have questions or need assistance?

For further assistance, please visit our customer service site: http://help.elsevier.com/app/answers/list/p/9435/. Here you can search for solutions on a range of topics, find answers to frequently asked questions, and learn more about Editorial Manager via interactive tutorials. You can also talk 24/5 to our customer support team by phone and 24/7 by live chat and email.

Heliyon

An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority

--Manuscript Draft--

Manuscript Number:	HELIYON-D-21-01291R1
Article Type:	Original Research Article
Keywords:	Conflict; leadership; organizational culture; Work Ethic; PLS-SEM
Manuscript Classifications:	140.170: Business; 140.170.140: Management; 140.170.140.100: Human Resource Management; 140.170.140.120: Business Management; 140.170.140.130: Strategic Management
Corresponding Author:	Kiki Farida Ferine, Dr Universitas Pembangunan Panca Budi INDONESIA
First Author:	Kiki Farida Ferine, Dr.
Order of Authors:	Kiki Farida Ferine, Dr.
	Reza Aditia, M.Pd
	Muhammad Fitri Rahmadana, Dr.
	Indri Indri
Abstract:	This study aimed to examine the influence of conflict, leadership, organizational culture, and work ethic on employees' work performance in North Sumatra Education Authority, Indonesia. This becomes important because this organization is not a profit-oriented organization, so it needs further understanding about how to foster the work performance. However, most of these research topics still concentrate on the western populations. A quantitative approach was used to conduct this study, where data were collected directly to the office of Education Authority with n = 180. Partial Least Square Structural Equation Modeling (PLS-SEM) is applied for data analysis in this study. The results showed that conflict negatively affects employees' work performance. However, leadership, organizational culture, and work ethic have positive effect on employees' work performance.
Opposed Reviewers:	

RESPONSE TO REVIEWERS

Manuscript number: HELIYON-D-21-01291

Title: An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority

Authors: Kiki Farida Ferine1, Reza Aditia, Muhammad Fitri Rahmadana, Indri

The authors would like to thank the reviewers for their precious time and valuable comments. We have carefully addressed all the comments. The corresponding changes and refinements made in the revised paper are summarized in our response below.

Reviewer #1:

- The paper addresses a relevant topic, that is, the influence of conflict, leadership, organizational culture, and work ethic on employees' work performance.
  Thank you for the advice. Changes made on the advice of reviewer #1 regarding improvements to the contribution have been made. The parts that have changed can be seen in the comments section addressed to reviewer #1

- Although the empirical approach seems robust, the innovative contribution is not suitably outlined. Moreover, the implications originated to this empirical exercise are not clearly displayed, as well as a justification for selecting this Indonesian case and the limitations associated.
  Thank you for the advice. This is a very constructive suggestion. That's why reviewer #1's suggestion about improving implications to the empirical findings has been made, as well as the justification for selecting the sample in Indonesia and the associated limitations. Changes to these sections specifically can be seen in the section where comments are addressed to reviewer #1

Reviewer #2:

- Methods: The population in this study is not explained, only mentioned all employees who work in the Education authority in North Sumatra. Explanation of this number is very important to measure the level of reliability of the results of this study considering that North Sumatra Province has 450 sub-districts, and 33 districts.
  Thank you for the advice. We agreed with the reviewer #2. An explanation of the population has been carried out, with the addition of information on the number of the population working at the Education authority office in North Sumatra. Changes to these part can be seen in the method section where comments are addressed to reviewer #2.

- As it is known together that in each district there is an Office of Education Authority. The use of sampling size with power analysis software refer to Faul et al., 2007 in my opinion is not strong enough to represent the research population. The use of sample size according to the theory from Slovin is much more reliable for the use of Smart PLS.
  Thank you for the advice. However, the justification for the use of G* power is not based on references from Faul et al., Faul et al.'s is only used to inform the reader about the explanation of the application of G* Power. The basis for using power statistics for sample determination comes from Hair Jr et al. (2016) from his book A Primer on Partial Least Squares Structural

Equation Modeling (PLS-SEM), a book that is widely used as a guide in using PLS-SEM analysis. Even the use of G* Power to determine samples based on statistical power is recommended by Hair (Hair Jr et al., 2016). Thus, the authors will continue to use statistical power in determining the number of samples by the recommendations of Hair Jr et al. (2016). Wishing reviewer #2 agree.

- Other comments: The research was only conducted on a small number of employees working in the Education authority in North Sumatra, a province in Indonesia from 34 provinces in Indonesia. I feel this title is inappropriate and does not reflect the conditions of the actual research. Therefore, the use of the title in this article is not adequately represented by research conducted only in the province of North Sumatra.
  This is for convenience purposes only. Considering that the readers of this paper are global, then giving a title with a location that is too specific is too confusing for the reader. However, a more detailed explanation of the sample locations has been explained in the method section.

Reviewer #3:

Methods: From the point of view of methodology and methods, the research is well-positioned and well-implemented. The study also gives a good idea of the criteria by which the data was collected. The study at a sufficient level tells you how the analysis has been carried out and why certain choices have been made. The study can also be considered sufficient in terms of data. On the whole, the methodological section shows that the researchers understand the methodological requirements of scientific research.

- Results: I am satisfied with the results chapter. The results are interesting and sensible. However, you could improve the readability of the text, especially in this section.
  The author is very grateful for this constructive suggestion. Therefore, the author has made some changes in the results section. The parts that have changed can be seen in the comments section addressed to reviewer #3

- Interpretation: The discussion of the results remains quite superficial. Especially theoretical discussion requires work. I do not see much novelty at this stage. The contribution of the results is not very significant or having novelty value. However, you have the opportunity to discuss the contribution much more than you do now.
  Thank you for the constructive suggestions. Changes made on the advice of reviewer #3 regarding improvements to the discussion section have been made. The parts that have changed can be seen in the comments section addressed to reviewer #3

Other comments:

- First, the introduction is too vague. It does not properly reflect on the contribution of research. The introduction has all the necessary elements, but it gets lost, and thus partially overlaps with the next section. This is a technical issue in writing and is reasonably easy to solve.
  Thank you for the constructive suggestions. Changes made on the advice of reviewer #3 regarding improvements to the introduction section have been made. The parts that have changed can be seen in the comments section addressed to reviewer #3

- Second, the theoretical part is quite detailed. Despite this, the theoretical part, in particular, remains at a modest level. At this stage, it does not provide an in-depth review of the previous literature. So, build a more persuasive argument as the basis for the empirical part of the study
  Thank you for the constructive suggestions. Changes made on the advice of reviewer #3 regarding improvements to the theoretical part have been made. The parts that have changed can be seen in the comments section addressed to reviewer #3

An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority

Authors

Kiki Farida Ferine[1*], Reza Aditia[2], Muhammad Fitri Rahmadana[2], Indri[1]

Affiliations

1. Postgraduate School, Universitas Pembangunan Panca Budi
2. Faculty of Economics, Universitas Negeri Medan

Corrsesponding author

*Kiki Farida Ferine (kikifarida@dosen.pancabudi.ac.id)

Abstract

This study aimed to examine the influence of conflict, leadership, organizational culture, and work ethic on employees' work performance in North Sumatra Education Authority, Indonesia. This becomes important because this organization is not a profit-oriented organization, so it needs further understanding about how to foster the work performance. However, most of these research topics still concentrate on the western populations. A quantitative approach was used to conduct this study, where data were collected directly to the office of Education Authority with n = 180. Partial Least Square Structural Equation Modeling (PLS-SEM) is applied for data analysis in this study. The results showed that conflict negatively affects employees' work performance. However, leadership, organizational culture, and work ethic have positive effect on employees' work performance.

Keywords

Conflict, Leadership, Organizational Culture, Work Ethic, PLS-SEM

Introduction

In today's work environment, efforts to improve employee performance are almost the primary goal of human resources (HR). HR needs to be managed professionally to create harmony between the interests of employees and the interests of the organization in an effort to advance the organization (Mappamiring et al., 2020). Moreover, this is the role of a leader, because a leader's role in an organization is very dominant (Bauer et al., 2006; Hall et al., 2001; Salisbury, 1984; Schein, 1983), also the essence of leadership in an organization is to influence and facilitate individual and collective efforts to accomplish their objectives (Yukl, 2012). However, a leader must not ignore the critical role of the workforce. Because nowadays, the

Commented [ra1]: Author response for **Reviewer #3** regarding the revision in the introduction part

Formatted: Highlight

~~workforce had become rapidly dominated by knowledge workers (Drucker, 2001). Drucker (2001) also envisioned that management should be based on assuming that the corporation needs them more than they need the corporation. That is why many companies facing problems related to high labor turnover due to the lack of satisfaction of workers (Al Khajeh, 2018).~~

Leadership is known as an essential factor that determines the high and low of employee work performance in an organization (Al Khajeh, 2018; Berson et al., 2008; McColl-Kennedy & Anderson, 2002; Raja et al., 2020; Sonmez Cakir & Adiguzel, 2020). However, the leadership factor alone is known to be insufficient in maximizing employee performance. Several predictor variables are also suspected to affect work performance, namely organizational culture, conflict, work ethics, and work performance (L. L. Barker et al., 1987; J. R. Graham et al., 2017; Lau & Cobb, 2010; Lee et al., 2011; McColl-Kennedy & Anderson, 2002; O'Reilly, 1989; Schaubroeck et al., 2011; Wang et al., 2014).

Organizational culture is a set of norms or values widely applied to an organization (Guiso et al., 2015; O'Reilly et al., 2014). How organizational culture in an organization cannot be underestimated, is because organizational culture plays a role in giving identity to an organization (Cheung et al., 2011). Crémer (1993) states that organizational culture is the unspoken code of communication among members of an organization. Graham et al. (2017) reported that as many as 91% of executives view culture as something fundamental in their company, and 78% view culture as one of the top 3 factors that impact their company's value. Thus, culture can act as a "social control." This is because each individual cares about the people around him (O'Reilly, 1989). ~~Organizational culture has a critical role in a firm because~~Furthermore, as mentioned by Crémer (1993) it is assumed that human beings are honest and trustworthy, however they have limited capacity for processing, receiving, and transmitting information. It makes culture is defined as the stock of knowledge shared by the members in a particular organization. The acquisition of this knowledge is an investment.

Some previous research has also revealed that work conflicts also receive attention regarding the smooth running of an organization's journey (Lau & Cobb, 2010). Because conflict and the world of organization are actually two things that cannot be separated, even Tjosvold (2008) states that "to work in an organization is to be in conflict". Indeed, it is known that conflict has several benefits to organizational climates, such as preventing premature agreement (Stasser & Birchmeier, 2003). In addition, in certain situations, conflict can also increase the creativity of its employees (De Clercq et al., 2017). However, if too many conflicts occur, instead of positively impacting the organization, it will become an obstacle to the organization. Various studies have shown that conflict has a high correlation with bullying behavior in organizations (Ayoko et al., 2003), harsh personality, and aggressive behavior (de Vliert, 1998). If this is not managed correctly, it will result in high turnover in the organization. Various studies examining the effects of conflict in different fields of work have proven this effect (Blomme et al., 2010; de Clercq et al., 2009; Sharma & Nambudiri, 2015). Conflict can be interpreted as a disagreement over interest or idea in an organization. However, generally, individual conflicts usually occur when someone has uncertainty about what tasks to do, which is due to the supervisor's unclearness (Henry, 2009). Conflict can be responded to in two different approaches. Destructive reaction to conflict is when the parties involved choose to avoidance, or each party tries hard to win the fight (J. Barker et al., 1988). The second approach is productive conflict. A productive conflict is a constructive approach to conflict that occurs as people cope with their incompatible activities and then try to solve their conflict (Tjosvold,

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Commented [ra2]: Author response for **Reviewer #3** regarding the revision in the introduction part

Formatted: Highlight

Formatted: Indent: First line: 0"

Commented [ra3]: Author response for **Reviewer #3** regarding the revision in the theoretical part

Commented [ra4]: Author response for **Reviewer #3** regarding the revision in the theoretical part

Commented [ra5]: Author response for **Reviewer #3** regarding the revision in the introduction part

Commented [ra6]: Author response for **Reviewer #3** regarding the revision in the theoretical part

1985). Indeed, conflicts are rarely resolved quickly, but conflicts must still be appropriately managed so that the company or organization can move forward (L. L. Barker et al., 1987).

Work ethic has also been shown to influence performance (Blau & Ryan, 1997; Meriac, 2015). This relationship between effort-performance appears not only in the context of work but also in academic/educational pursuits (Meriac et al., 2015). The emergence of this concept originated from the work of ~~(~~Weber~~,~~ (1958). However, the work ethic discussed by ~~(~~Weber~~,~~ (1958) has a Protestant work ethic context. Over time, these paradigm shifts, from religious perspectives on work to the secularization of work (McCortney & Engels, 2003). When referring to studies discussing work ethic proposed by Weber, some of the behaviors associated with a strong work ethic are asceticism, integrity, independence, diligence, motivation, loyalty, and dependability (Hill, 1996; Kern, 1998). Furthermore, according to ~~(~~Miller et al.~~,~~ (2002), the developer of the Multidimensional Work Ethic Profile (MWEP), an inventory that is widely used to measure the construction of work ethic, seven dimensions form the work ethic, namely: work centrality, independence, hard work, comfort, morality/ethics, Gratification Delay, and Waste of Time. In general~~In particular~~, work ethic is defined as a set of beliefs and attitudes that reflect the fundamental values of work (Meriac et al., 2010). Besides, work ethic also plays a role as a personality construct (Merrens & Garrett, 1975; Mirels & Garrett, 1971) and tends to remain unchanged (stable) from time to time (Ter Bogt et al., 2005).

Therefore, this study aims to capture a broader set of related to work performance, especially in Indonesia's education authorities employees. This becomes important because this organization is not profit-oriented, so it needs further understanding. As far as the researchers know, most of these research topics still concentrate on the western populations. In contrast, in Indonesia itself, the research discusses how conflict, leadership, organizational culture, and work ethics in shaping work performance in an organization have not yet been studied. Thus, we are hoping we can better understand the eastern population. Hence, the following hypotheses are proposed~~Therefore, this study aims to capture a broader set related to work performance, especially in Indonesia's education authorities employees. This becomes important because besides this organization is not a profit-oriented organization, so it needs further understanding; the majority of these research topics still concentrate on the western populations, we are hoping we can more understand the eastern population. Thus, the following hypotheses are proposed~~:

H1. Conflict is negatively related to work performance

H2. Leadership is positively related to work performance

H3. Organizational Culture is positively related to work performance

H4. Work Ethic is positively related to work performance

Materials and Methods

Measurements

Commented [ra7]: Author response for **Reviewer #3** regarding the revision in the theoretical part

Commented [ra8]: Author response for **Reviewer #3** regarding the revision in the theoretical part

Commented [ra9]: Author response for **Reviewer #3** regarding the revision in the introduction part

Commented [ra10]: Author response for **Reviewer #1** regarding the justification for selecting Indonesian case

Fifty-four items were generated to reflect the five constructs. The response format was a 5-point, likert type scale utilizing very agree to very disagree as end points. However, at the end, thirty-one were used to measure each construct because the rest have inadequate factor loading and AVE.

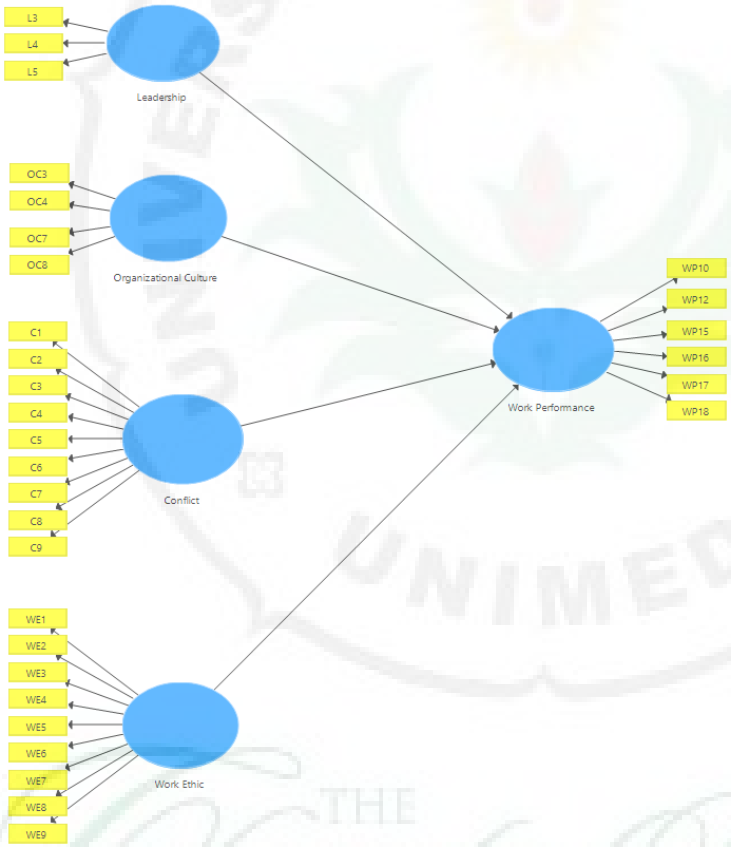


Figure 1. Research model

Population and Sample Size

The population in this study were all employees who worked at the North Sumatra Province Education Autoritiy, Indonesia, totaling 536 people. Several can be used as a benchmark in taking the number of samples for SEM-PLS statistical analysis. Referring to Barclay et al. (1995), the sample size is at least ten times larger than the number of indicators

Commented [ra11]: Author response for **Reviewer #2** regarding the explanation of population

used to measure a construct or ten times the structural model that points to a construct. However, this basis was still considered too harsh. Thus the authors refer to the recommendation by Hair Jr et al. (2016) who recommend that the sample size be adjusted according to power analysis. That is why to determine the number of samples that are suitable for power analysis, the author uses the help of G * power analysis software (Faul et al., 2007). We use error measurements of type one and two at $\alpha = 0.05$ and $\beta = 0.95$, while the effect size = 0.15, and the number of predictors as the model proposed by the researcher is 4. The settings and results provided by the G * power application can be seen in Figure 2.

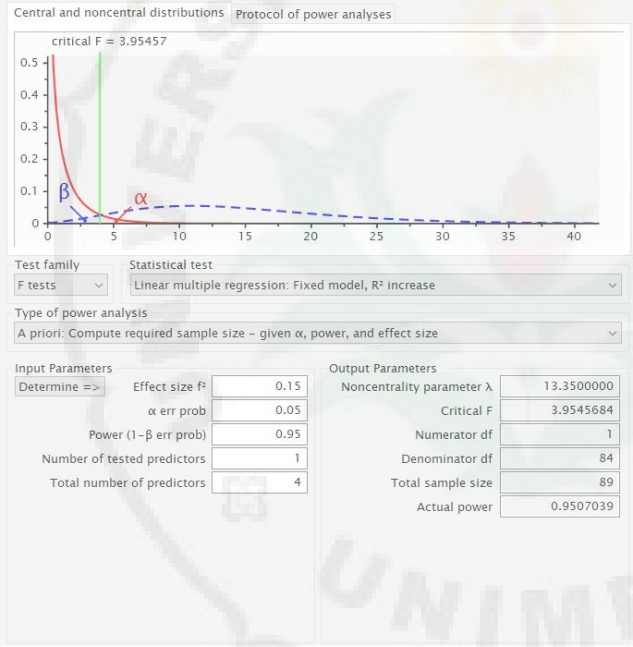


Figure 2. Power results for required sample size

Figure 2 shows that at an error probability of 0.05 and a confidence level of 95%, the minimum sample required is 89 samples. This shows that the number of samples in this study is more than sufficient because the sample in this study uses a sample size of 190 samples.

Data collection

Data collection using a questionnaire survey distributed directly to the office of Education Authority in North Sumatra Province, Indonesia, a total of 180 respondents' answers (all samples) were collected. With a total sample (n = 180) divided into 113 men (62.78%) and 67 women (37.22%). Meanwhile, when the samples viewed from the level of education, the sample is divided into 16 samples of high school graduates (8.89%), 36 samples of diploma (20%), 101 samples (56.11%) of bachelor, 17 samples of masters (9.44%).) and Ph.D. as many as 10 samples (5.56%).

Table 1. Description of the respondents' characteristics

		Count	Percentage
Gender	Male	113	62.78
	Female	67	67.22
Education	High School	16	8.89
	Diploma	36	20
	Bachelor	101	56.11
	Masters	17	9.44
	PhD	10	5.56

Data analysis

Partial Least Square Structural Equation Modeling (PLS-SEM) is applied for data analysis in this study. Although covariance-based structural equation modeling (CB-SEM) has dominated previous research as a method for analyzing complex interrelationships between observed and latent variables, in recent years, studies using PLS-SEM have increased much more rapidly than those using CB-SEM (Joseph F Hair Jr et al., 2016). In fact, PLS-SEM has now been widely applied in many social science disciplines, including in the fields of management (Ali et al., 2018; Joe F Hair et al., 2012; Joseph F. Hair et al., 2019; Kaufmann & Gaeckler, 2015; Peng & Lai, 2012; Ringle et al., 2012; Sinkovics et al., 2016; Sosik et al., 2009). In addition, the PLS-SEM analysis method is also desirable to many researchers because it allows them to estimate complex models with many constructs, indicators, and structural paths without having to force distributional assumptions on the data (Joseph F. Hair et al., 2019).

Two main stages were performed in analyzing the output results on Smart PLS v. 3.2.9, namely evaluation of measurement models and evaluation of the structural model (Joseph F Hair Jr et al., 2016; Ringle et al., 2015). Explanations for both evaluation will be explained in the next session.

Results

Evaluation of Measurement Models

The first stage is testing the measurement model. Measurement model assessment examines the reliability and validity of the constructs along with their corresponding items. There are three aspects in determining the acceptance of the measurement model~~Three aspects determine whether a measurement model is accepted or not~~, namely convergent validity, internal consistency reliability, and discriminant validity. Referring to Hair Jr et al. (2016), ~~C~~convergent validity is the extent to which a measure correlates positively with alternative measures of the same construct, ~~(Hair Jr et al., 2016). Convergent validity~~ required loading factors to exceed 0.5, while ~~and~~ Average Variance Extracted (AVE) to exceed 0.5. Moreover~~Meanwhile~~, internal consistency reliability is a form of reliability used to judge the consistency of results across items on the same test, and determines whether the items measuring a construct are similar in their scores, ~~(Hair Jr et al., 2016). I~~ it requires composite reliability > 0.6, as well as the Cronbach's Alpha ~~(Hair Jr et al., 2016)~~. The last aspect is

discriminant validity. It is the extent to which a construct is truly distinct from other constructs by empirical standards (Hair Jr et al., 2016). The cross-loadings and Fornell-Larcker criterion are typically used to assessing discriminant validity. However, recent research that critically examined the performance of cross-loadings and the Fornell-Larcker criterion for discriminant validity has found that neither approach reliably detects discriminant validity issues (Henseler et al., 2015). As a remedy, Henseler et al. (2015) have suggested to use Heterotrait-monotrait ratio (HTMT). For the threshold level, Heterotrait-Monotrait ratio (HTMT) confidence interval must not include 1, while a lower and thus more conservative threshold value of 0.85 seems warranted (Henseler et al., 2015).

Commented [ra12]: Author response for Reviewer #3 regarding the readability of the results section

In the Smart PLS analysis, the authors used a bootstrapping of 5000 sub-samples as recommended by Hair Jr et al. (2016). In the first analysis, the measurement model does not meet the requirements because it has a low AVE value, so there are several indicators with low loading factors that are removed, namely L1, L2, L6, L7, L8, L9, OC1, OC2, OC5, OC6, OC9, WP1, WP2, WP3, WP4, WP5, WP6, WP7, WP8, WP9, WP11, WP13, and WP14. After the new model is formed, we run the PLS algorithm for the second time. As we can see in table 2, the results demonstrated that all constructs present adequate convergent validity, with loadings and AVE exceed 0.5. Internal consistency reliability also exceeded the threshold, with composite reliability and Cronbach's alpha exceeding 0.6. With regard to discriminant validity (table 3), HTMT was applied, and the measurement results showed that there is no single construct that includes 0.85 in HTMT.

Evaluation of Structural Model

After the construct measures are confirmed to reliable and valid, the next step is to make the assessment of the structural model results. According to Hair Jr et al. (2016), when examining the structural model, it is important to understand that PLS-SEM is different from CB-SEM, which estimates parameters so that the differences between the sample covariances and those predicted by the theoritical/conceptual model are minimized. The goodness-of-fit measures such as the chi-square statistic or the various fit indices associated with CB-SEM not fully transferrable to PLS-SEM. Instead, the key criteria for assessing the structural model in PLS-SEM are the path coefficients, R^2 values, f^2 effect size and SRMR.

Structural model assessment is to test the path between constructs based on the proposed hypothesis. As recommended by Hair Jr et al. (2016), we used bootstrapping with 5000 subsamples, two-tailed, and 0.05 significant level to generate the standard error and t-statistics for the sample. As shown in Table 4, the structural model assessment results revealed that the four main paths are significant. Table 4 also shows that the path relationship between conflict and work performance is significant $\beta = -0.132$, $p = 0.05$. This indicates that conflict has a negative significant effect on work performance. On the other hand, leadership shows that there is positive significant effect on work performance, $\beta = 0.126$, $p = 0.027$. Organizational culture also showed positive significant effect on work performance, with $\beta = 0.562$, $p = 0.00$. In addition, work ethic showed positive significant effect on work performance as well, $\beta = 0.219$, $p = 0.000$. It means that unlike conflict; leadership, organizational culture, and work ethic have positive effect on work performance.

Next, the most commonly used measure in evaluating the structural model is the coefficient of determination (R^2 value). The coefficient represents the amount of variance in the endogenous constructs explained by all of the exogenous constructs linked to it (Joseph F Hair Jr et al., 2016). The value ranges from 0 to 1. While it is difficult to provide rules of thumb for acceptable R^2. However, 0.20 are considered adequate (Joseph F Hair Jr et al., 2016). As we can see from table 3, the R^2 coefficient is 0.482, so it means the R^2 is adequate and this implies that the four exogenous constructs explain 48.2% of the variance of endogenous construct.

Furthermore, the effect size of the predictor constructs were evaluated using f^2 effect size. Guidelines for assessing f^2 are that values of 0.02, 0.15, and 0.35, respectively represent small, medium, and large effects (Cohen, 2013). In consequence, from table 4 we can concluded if Conflict and Leadership considered as medium effect size, wile Organizational Culture and Work Ethic were considered as large effect size. SRMR also assessed to know the root mean square discrepancy between the observed correlations and the model-implied correlations (Joseph F Hair Jr et al., 2016). Because the SRMR is an abolute measure of fit, a value of zero indicates perfect fit. However, following a conservative approach, an SRMR value of less than 0.08 indicates good fit. From table 4, as we can see SRMR has value of 0.063. Hence, the SRMR indicates good fit of the model. In term of results of latent variable correlation, can be seen in table 5.

Formatted: Font: Italic

Formatted: Font: Italic

Formatted: Font: Italic

Formatted: Font: Italic

Table 2. Results Summary For Convergent Validity and Internal Consistency Reliability

Latent Variable	Indicators	Convergent Validity					Internal Consistency Reliability			
		Standard Deviations	Mean	Loadings	AVE	Sig. Level	Standard Deviations	Mean	Composite Reliability	Cronbach's Alpha
Leadership	L3	0.05	0.91	0.92	0.80	0.00	0.04	0.92	0.921	0.872
	L4	0.05	0.93	0.93		0.00				
	L5	0.07	0.82	0.83		0.00				
Organizational Culture	OC3	0.04	0.74	0.74	0.53	0.00	0.02	0.82	0.819	0.706
	OC4	0.05	0.72	0.72		0.00				
	OC7	0.04	0.77	0.77		0.00				
	OC8	0.06	0.68	0.69		0.00				
Conflict	C1	0.16	0.63	0.68	0.54	0.00	0.12	0.88	0.915	0.899
	C2	0.19	0.69	0.75		0.00				
	C3	0.15	0.74	0.79		0.00				
	C4	0.15	0.75	0.81		0.00				
	C5	0.15	0.70	0.75		0.00				
	C6	0.14	0.70	0.75		0.00				
	C7	0.15	0.65	0.70		0.00				
	C8	0.15	0.62	0.68		0.00				
	C9	0.15	0.70	0.73		0.00				
Work Ethic	WE1	0.05	0.67	0.68	0.51	0.00	0.01	0.90	0.901	0.876
	WE2	0.06	0.64	0.64		0.00				
	WE3	0.06	0.57	0.58		0.00				

	WE4	0.05	0.73	0.74		0.00				
	WE5	0.03	0.82	0.82		0.00				
	WE6	0.04	0.74	0.75		0.00				
	WE7	0.04	0.77	0.77		0.00				
	WE8	0.04	0.74	0.74		0.00				
	WE9	0.06	0.66	0.66		0.00				
Work Performance	WP10	0.04	0.73	0.73	0.50	0.00	0.02	0.85	0.854	0.795
	WP12	0.06	0.64	0.65		0.00				
	WP15	0.05	0.70	0.71		0.00				
	WP16	0.08	0.62	0.62		0.00				
	WP17	0.04	0.78	0.78		0.00				
	WP18	0.05	0.73	0.73		0.00				

Table 3. Result for Discriminant Validity – HTMT

	Leadership	Conflict	Organizational Culture	Work Ethic	Work Performance
Leadership	---				
Conflict	0.169	---			
Organizational Culture	0.258	0.110	---		
Work Ethic	0.107	0.200	0.244	---	
Work Performance	0.281	0.163	0.834	0.428	---

Table 4. Results Summary for Structural Model Evaluation

	Coefficient	Mean	Standard Deviation	t values	P values
Path Coefficient					
Conflict -> Work Performance	-0.132	-0.151	0.067	1.961	0.050
Leadership -> Work Performance	0.126	0.130	0.057	2.211	0.027
Organizational Culture -> Work Performance	0.562	0.559	0.052	10.737	0.000
Work Ethic -> Work Performance	0.219	0.222	0.052	4.194	0.000
r square	0.482	0.510	0.055	8.768	0.000
f square					
Conflict -> Work Performance	0.032	0.053	0.031	1.029	0.304
Leadership -> Work Performance	0.029	0.038	0.030	0.958	0.338
Organizational Culture -> Work Performance	0.564	0.597	0.159	3.548	0.000
Work Ethic -> Work Performance	0.086	0.097	0.046	1.872	0.061
SRMR	0.063	0.062	-	-	-

Table 5. Results of Latent Variable Correlations

	Coefficient	Mean	Standard Deviation	T-value	P Values
Leadership -> Conflict	0.143	0.118	0.074	1.942	0.052
Organizational Culture -> Conflict	0.010	-0.019	0.074	0.138	0.890
Organizational Culture -> Leadership	0.203	0.208	0.077	2.615	0.009
Work Ethic -> Conflict	-0.178	-0.184	0.079	2.243	0.025
Work Ethic -> Leadership	0.075	0.082	0.073	1.021	0.308
Work Ethic -> Organizational Culture	0.194	0.204	0.073	2.662	0.008
Work Performance -> Conflict	-0.147	-0.187	0.081	1.813	0.070
Work Performance -> Leadership	0.238	0.246	0.078	3.050	0.002
Work Performance -> Organizational Culture	0.629	0.634	0.051	12.443	0.000
Work Performance -> Work Ethic	0.361	0.376	0.061	5.967	0.000

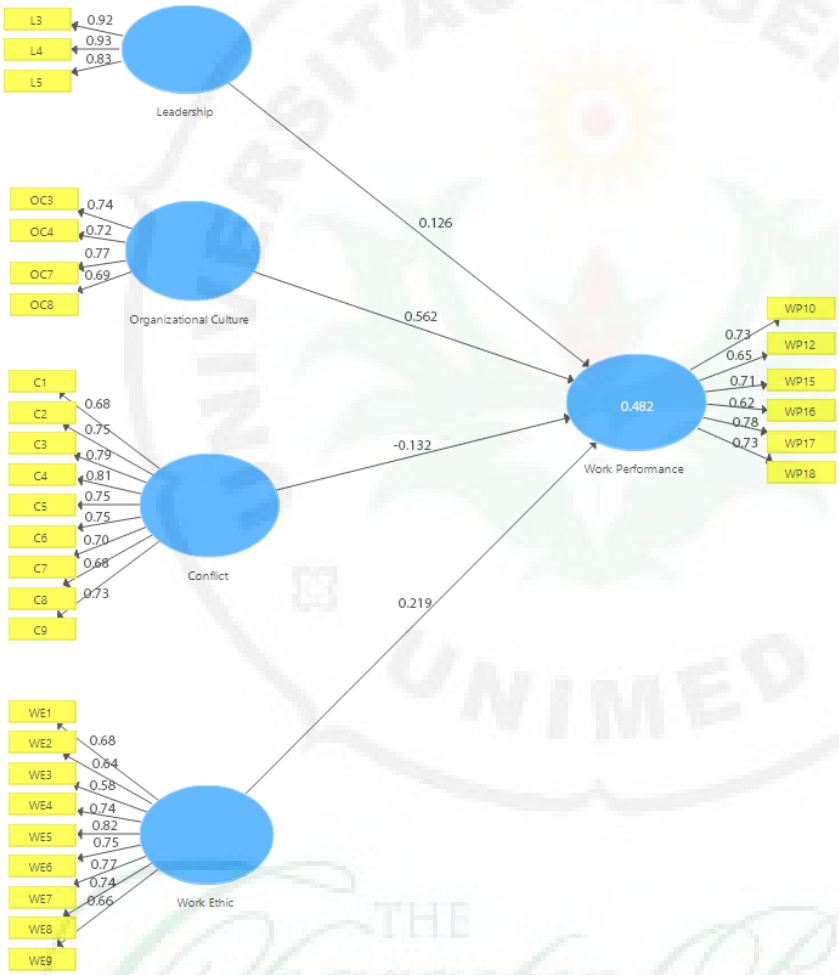


Figure 3. Structural Model with loading factor, path coefficients, and r square

Discussion

This study examined the effect of conflict, leadership, organizational culture, and work ethic on employees' work performance. Therefore, we use SEM-PLS to analyze the data. The results support the reliability and validity of the measurement model (table 2 and table 3).

From the structural model evaluation, it was first observed that the R^2 coefficient is 0.482, which is adequate. With respect to hypothesis testing, the empirical results for the samples showed that conflict has negative effect on employeess's work performance. Hence, this result complies with Lau & Cobb (2010), who found that conflict can negatively affect employees' work performance. Besides, the results are also consistent with previous studies that confirmed the negative impact of conflict on employees' work performance (Jehn & Bendersky, 2003; Pelled et al., 1999). Pelled et al., (1999) even found that diversity sometimes shapes conflict and that conflict, in turn, shapes performance. However, these linkages are subtleties. According to affective event theory, negative emotions influence individuals' attitudes and behaviors more than positive emotions (Weiss & Cropanzano, 1996). Not only that, a study by Rispens & Demerouti (2016) also found that conflict event not only increases anger and contempt but guilt and sadness as well. However, the findings of research conducted by (De Clercq et al., (2017) prove otherwise. They found that task conflict positively affected employees, as it was found that task conflict could increase employee creativity. Nevertheless, this positive impact has requirements; task conflict can only enrich creativity only for employees who have higher levels of learning orientation. If it is known that employees in an organization do not have a higher level learning orientation, it is better to keep conflicts in the work environment to a minimum level. This is where the role of leaders becomes essential in carrying out conflict management behavior, to overcome conflict-stress relationships of employees (Römer et al., 2012).

In addition, leadership was found to be positively and significantly influence the work performance of employees. It seems logical that leadership in organizations can influence and facilitating individual and collective efforts to accomplish shared objectives (Yukl, 2012). The result is congruent with previous empirical studies that confirmed the positive effect of leadership on work performance (Rus et al., 2010a; Wang et al., 2014). Leadership is very important because it influences employee behavior by gradually changing their values corresponding closer to those of the learning organization (Ribière & Sitar, 2003), and when employees perceive top managers as trustworthy, a firm's performance is stronger. However, the literature that discusses in more detail what leadership style can shape employees' work performance also needs to be considered. This is because, referring to the results of research conducted by other scholars, not all leadership style can foster work performance. This is due to the leadership style that affects work performance is transformational leadership (Dvir et al., 2002; Erkutlu, 2008; Thamrin, 2012; Walumbwa et al., 2008). This topic is a limitation in this study because this study does not divide the leadership style more specifically. Furthermore, the authors would like to contradict the research findings conducted by (Chen & Silverthorne, (2005) and (Paais & Pattiruhu, (2020), which stated no relationship between leadership and employee job performance. This finding contrasts with the authors' findings, who found that leadership positively and significantly influenced work performance. Moreover, authors' finding is also supported by many other scholars (Ribière & Sitar, 2003; Rus et al., 2010b; Wang et al., 2014; Yukl, 2012). Differences in research results may be based on (Chen & Silverthorne, (2005) who use statistical techniques that are not suitable. Even in the article, they do not explicitly explain what statistical analysis had been used.

Furthermore, the PLS results also showed that organizational culture has a significant positive effect on employees' work performance. Although this fact sounds reasonable and doubtless, empirical evidence is somewhat thin (Berson et al., 2008; Peterson et al., 2003). J.

Formatted: Font: Italic

Formatted: Not Highlight

Commented [ra13]: Author response for **Reviewer #3** regarding the discussion section

Formatted: Not Highlight

Commented [ra14]: Author response for **Reviewer #1** regarding the limitation of the study

Commented [ra15]: Author response for **Reviewer #3** regarding the discussion section

Formatted: Not Highlight

Graham et al. (2017) mentioned that cultural norms are as important as stated values in achieving success. That is why this study enriches the finding from the previous study. This study's results are consistent with prior studies that have asserted that corporate culture promotion affects performance in terms of innovation output (Zhao et al., 2018). In addition, 91% of executives believe culture is important to their firms, and 79% place culture among the top 3 or the top 5 value drivers (J. Graham et al., 2017). This is also in accordance with previous literature that indicated if organizational culture as crucial role in employees' work performance (Alvesson, 2012; Ouchi & Wilkins, 1985; Schein, 1990). In terms of enriching the findings of research conducted by previous scholars, the authors also wish to refute the research findings conducted by (Pawirosumarto et al., (2017), which states that organizational culture does not significantly and positively influence employees' performance. The authors also doubts the research findings conducted by (Pawirosumarto et al., (2017) because they do not explain the assumption test before carrying out statistical analysis. Whereas as is known, CB-SEM is a parametric test that requires the data to meet the assumption, such as multivariate normality (Joseph F. Hair et al., 2014; Joe F. Hair Jr. et al., 2017).

The study's findings also showed that work ethic was found to be positive and significantly influence employees' work performance. Moreover, these results support the argument if work ethic significantly affects performance, both directly and indirectly through innovative work behavior (Javed et al., 2017). This because work ethic comprises an individual's ethical behavior, so they tend to work wholeheartedly (Khan et al., 2013). Individuals who have strong ethical behavior, emphasize hard work with a high level of devotion to meet the task request requirement by their organization (Schneider, 1990). Apart from being a predictor, work ethics also acts as a mediator in influencing employees' work performance in an organization. Referring to the research results conducted by (Raja et al., (2020), despotic leadership was able to affect job performance significantly when Islamic Work Ethic was high. With the role of the work ethic, either as a predictor or a mediator variable, the supervisor's attention to the work ethic that employees have in their organization is essential. Do not let the decline in work ethics happen to employees in an organization because its impact on performance is significant.

Commented [ra16]: Author response for **Reviewer #3** regarding the discussion section

Formatted: Not Highlight

Commented [ra17]: Author response for **Reviewer #3** regarding the discussion section

Conclusion

The emerging of the work environment makes organizations need to transform how they run their organization. Numerous frameworks have been presented in recent years. Thus, understanding how to achieve optimal work performance is crucial. Hence, this study proposes a framework to achieve it. Five factors, namely leadership, organizational culture, conflict, and work ethic, were hypothesized to determine employees' work performance.

The proposed model effectively explains the constructs of work performance with R^2 = 0.482. From the evaluation of the structural model, all the proposed hypotheses are found to be positively and significantly influence the work performance except conflict, which found to have a negative and significant effect on work performance. This finding suggests that to attain stellar work performance, the organization needs to foster supportive leadership. At least when referring to (Yukl, (2012), there are several specific behaviors that an effective leader should have, namely

Formatted: Justified

1. Task-Oriented Behaviors, including the ability to plan, clarifying, monitoring, and problem-solving,
2. Relations-Oriented Behaviors, including the ability to support, develop, recognize, and empower,
3. Change-Oriented Behaviors, including the ability to advocate change, envisioning change, encouraging innovation, and facilitating collecting learning,
4. External Leadership Behaviors, including networking skills, external monitoring, and representing.

In addition, this study also suggests that organizations pay more attention when recruiting people at the executive level. This is because a leader's personality (introvert or extrovert) also affects employees' work performance (Bauer et al., 2006). Ideally, an organization should reduce the turnover of people at the executive level because, besides the expensive recruitment process, some organizations must keep their company secrets. Several ways can be done, such as providing tests that measure personality types, as well as leadership measuring instruments, e.g., empowering leadership questionnaire (ELQ) (Arnold et al., 2000). However, in terms of organizational culture, this factor has a significant positive effect on employees' work performance. This finding suggests that organizations engage in activities that build a constructive organizational culture. For example, Pixar always reflects on the films they made and is not reluctant to build a constructive criticism culture (Catmull & Wallace, 2014). Of course, this cannot be replicated entirely, because nevertheless, organizations need to find their own culture to build on. The role of leaders in shaping organizational culture is also very influential because CEOs who have openness to new experiences tend to create an organizational culture where they also tend to have high adaptability (O'Reilly et al., 2014). Furthermore, even this continue to adapt culture has a good influence on organizational success, and it is not surprising that companies that have a continue to adapt culture tend to be able to book high profits for the company (O'Reilly et al., 2014). Results also showed that conflict has negative effect on work performance. This result, of course, is related to the spread of conflict in the work environment, making communication between employees disrupted. This research suggests that leaders resolve misunderstandings between employees as early as possible. The communication disruption between conflicting employees will also damage the discussion or meeting process in the organization, which impacts employee performance. Finally, this study has shown that~~the study's findings also showed that~~ work ethic positively and significantly influences work performance. This implies that it is essential to ensure the recruited people have a high work ethic and create a supportive atmosphere for employees to continue to be honest in their daily work. The implication of this is that company leaders can see the level of religiosity of employees or prospective employees because someone who has a high level of religiosity tends to have a high work ethic (Javed et al., 2017; Raja et al., 2020; Weber, 1958). This situation is not surprising because the concept of work ethics itself was originally based on the concept of theology (Weber, 1958). Regularly measuring employees' work ethics with inventory that has been popularly used, such as MWEP (Meriac et al., 2013), can also be used. This is intended as a preventive measure for the decline in employee performance in an organization. After the organization finds employees suspected of having a low level of work ethics, the organization can provide counseling to improve their work ethic.

Commented [ra18]: Author response for **Reviewer #1** regarding improving the implication part

Formatted: Justified, Indent: Left: 0.5", No bullets or numbering

Formatted: Indent: First line: 0.25", Space After: 0 pt, Line spacing: single

Commented [ra19]: Author response for **Reviewer #1** regarding improving the implication part

Formatted: Not Highlight

Commented [ra20]: Author response for **Reviewer #1** regarding improving the implication part

References

Al Khajeh, E. H. (2018). Leadership styles on organizational performance. *Journal of Human Reseources Management Research*, *2018*, 1–10. https://doi.org/10.5171/2018.687849

Ali, F., Rasoolimanesh, S. M., Sarstedt, M., Ringle, C. M., & Ryu, K. (2018). An assessment of the use of partial least squares structural equation modeling (PLS-SEM) in hospitality research. *International Journal of Contemporary Hospitality Management*.

Alvesson, M. (2012). *Understanding organizational culture*. Sage.

Arnold, J. A., Arad, S., Rhoades, J. A., & Drasgow, F. (2000). The empowering leadership questionnaire: The construction and validation of a new scale for measuring leader behaviors. *Journal of Organizational Behavior*, *21*(3), 249–269. https://doi.org/10.1002/(sici)1099-1379(200005)21:3<249::aid-job10>3.0.co;2-%23

Ayoko, O. B., Callan, V. J., & Härtel, C. E. J. (2003). WORKPLACE CONFLICT, BULLYING, AND COUNTERPRODUCTIVE BEHAVIORS. *The International Journal of Organizational Analysis*, *11*(4), 283–301. https://doi.org/10.1108/eb028976

Barclay, D., Higgins, C., & Thompson, R. (1995). *The partial least squares (PLS) approach to casual modeling: personal computer adoption ans use as an Illustration*.

Barker, J., Tjosvold, D., & Andrews, I. R. (1988). CONFLICT APPROACHES OF EFFECTIVE AND INEFFECTIVE PROJECT MANAGERS: A FIELD STUDY IN A MATRIX ORGANIZATION. *Journal of Management Studies*, *25*(2), 167–178. https://doi.org/https://doi.org/10.1177%2F014920638501100303

Barker, L. L., Kathy, J. W., Kittie, W. W., & Robert, J. K. (1987). An Introduction to Small Group Communication. *Englewood Cliffs, New Jessey: Pretence Hall*.

Bauer, T. N., Erdogan, B., Liden, R. C., & Wayne, S. J. (2006). A longitudinal study of the moderating role of extraversion: Leader-member exchange, performance, and turnover during new executive development. *Journal of Applied Psychology*, *91*(2), 298–310. https://doi.org/10.1037/0021-9010.91.2.298

Berson, Y., Oreg, S., & Dvir, T. (2008). CEO values, organizational culture and firm outcomes. *Journal of Organizational Behavior*, *29*(5), 615–633. https://doi.org/10.1002/job.499

Blau, G., & Ryan, J. (1997). On measuring work ethic: A neglected work commitment facet. *Journal of Vocational Behavior*, *51*(3), 435–448. https://doi.org/10.1006/jvbe.1996.1568

Blomme, R. J., Van Rheede, A., & Tromp, D. M. (2010). Work-Family Conflict as a Cause for Turnover Intentions in the Hospitality Industry. *Tourism and Hospitality Research*, *10*(4), 269–285. https://doi.org/10.1057/thr.2010.15

Catmull, E., & Wallace, A. (2014). *Creativity, Inc: overcoming the unseen forces that stand in the way of true inspiration*. Random House.

Chen, J. C., & Silverthorne, C. (2005). Leadership effectiveness, leadership style and employee readiness. *Leadership and Organization Development Journal*, *26*(4), 280–288. https://doi.org/10.1108/01437730510600652

Cheung, S. O., Wong, P. S. P., & Wu, A. W. Y. (2011). Towards an organizational culture framework in construction. *International Journal of Project Management*, *29*(1), 33–44. https://doi.org/10.1016/j.ijproman.2010.01.014

Cohen, J. (2013). *Statistical power analysis for the behavioral sciences*. Academic press.

Crémer, J. (1993). Corporate culture and shared knowledge. *Industrial and Corporate*

Change, *2*(1), 351–386. https://doi.org/10.1093/icc/2.1.351

De Clercq, D., Mohammad Rahman, Z., & Belausteguigoitia, I. (2017). Task Conflict and Employee Creativity: The Critical Roles of Learning Orientation and Goal Congruence. *Human Resource Management*, *56*(1), 93–109. https://doi.org/10.1002/hrm.21761

de Clercq, D., Thongpapanl, N., & Dimov, D. (2009). When good conflict gets better and bad conflict becomes worse: The role of social capital in the conflict-innovation relationship. *Journal of the Academy of Marketing Science*, *37*(3), 283–297. https://doi.org/10.1007/s11747-008-0122-0

de Vliert, E. (1998). Conflict and conflict management. *Handbook of Work and Organizational Psychology*, *3*, 351–376.

Dvir, T., Eden, D., Avolio, B. J., & Shamir, B. (2002). Impact of transformational leadership on follower development and performance: A field experiment. *Academy of Management Journal*, *45*(4), 735–744.

Erkutlu, H. (2008). The impact of transformational leadership on organizational and leadership effectiveness: The Turkish case. *Journal of Management Development*, *27*(7), 708–726. https://doi.org/10.1108/02621710810883616

Faul, F., Erdfelder, E., Lang, A.-G., & Buchner, A. (2007). G* Power 3: A flexible statistical power analysis program for the social, behavioral, and biomedical sciences. *Behavior Research Methods*, *39*(2), 175–191.

Graham, J., Harvey, C., Popadak, J., & Rajgopal, S. (2017). Corporate Culture: Evidence from the Field. In *National Bureau of Economic Research* (Vol. 53, Issue 9). https://doi.org/10.3386/w23255

Graham, J. R., Harvey, C. R., Popadak, J., & Rajgopal, S. (2017). Corporate culture: Evidence from the field (No. w23255). *Natl. Bureau Econ. Res*.

Guiso, L., Sapienza, P., & Zingales, L. (2015). The value of corporate culture. *Journal of Financial Economics*, *117*(1), 60–76. https://doi.org/10.1016/j.jfineco.2014.05.010

Hair, Joe F, Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the Academy of Marketing Science*, *40*(3), 414–433.

Hair, Joseph F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). Multivariat Data Analysis. In *Pearson*. https://doi.org/10.1007/978-3-319-01517-0_3

Hair, Joseph F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, *31*(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203

Hair Jr., Joe F., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, *1*(2), 107. https://doi.org/10.1504/ijmda.2017.10008574

Hair Jr, Joseph F, Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage publications.

Hall, A., Melin, L., & Nordqvist, M. (2001). Entrepreneurship as Radical Change in the Family Business: Exploring the Role of Cultural Patterns. *Family Business Review*,

14(3), 193–208. https://doi.org/10.1111/j.1741-6248.2001.00193.x

Henry, O. (2009). Organisational conflict and its effects on organisational performance. *Research Journal of Business Management*, *3*(1), 16–24. https://doi.org/10.3923/rjbm.2009.16.24

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, *43*(1), 115–135. https://doi.org/10.1007/s11747-014-0403-8

Hill, R. B. (1996). *Historical context of the work ethic*. University of Georgia at Athens.

Javed, B., Bashir, S., Rawwas, M. Y. A., & Arjoon, S. (2017). Islamic Work Ethic, innovative work behaviour, and adaptive performance: the mediating mechanism and an interacting effect. *Current Issues in Tourism*, *20*(6), 647–663. https://doi.org/10.1080/13683500.2016.1171830

Jehn, K. A., & Bendersky, C. (2003). Intragroup conflict in organizations: A contingency perspective on the conflict-outcome relationship. *Research in Organizational Behavior*, *25*, 187–242.

Kaufmann, L., & Gaeckler, J. (2015). A structured review of partial least squares in supply chain management research. *Journal of Purchasing and Supply Management*, *21*(4), 259–272.

Kern, C. W. (1998). Mentoring work values: Implications for counselors. *Educational Gerontology*, *24*(4), 349–358. https://doi.org/10.1080/0360127980240405

Khan, K., Abbas, M., Gul, A., & Raja, U. (2013). Organizational Justice and Job Outcomes: Moderating Role of Islamic Work Ethic. *Journal of Business Ethics*, *126*(2), 235–246. https://doi.org/10.1007/s10551-013-1937-2

Lau, R. S., & Cobb, A. T. (2010). Understanding the connections between relationship conflict and performance: The intervening roles of trust and exchange. *Journal of Organizational Behavior*, *31*(6), 898–917. https://doi.org/10.1002/job.674

Lee, P. K. C., Cheng, T. C. E., Yeung, A. C. L., & Lai, K. hung. (2011). An empirical study of transformational leadership, team performance and service quality in retail banks. *Omega*, *39*(6), 690–701. https://doi.org/10.1016/j.omega.2011.02.001

Mappamiring, M., Akob, M., & Putra, A. H. P. K. (2020). What millennial workers want? Turnover or intention to stay in company. *Journal of Asian Finance, Economics and Business*, *7*(5), 237–248. https://doi.org/10.13106/JAFEB.2020.VOL7.NO5.237

McColl-Kennedy, J. R., & Anderson, R. D. (2002). Impact of leadership style and emotions on subordinate performance. *The Leadership Quarterly*, *13*(5), 545–559.

McCortney, A. L., & Engels, D. W. (2003). Revisiting the Work Ethic in America. *Career Development Quarterly*, *52*(2), 132–140. https://doi.org/10.1002/j.2161-0045.2003.tb00633.x

Meriac, J. P. (2015). Examining relationships among work ethic, academic motivation and performance. *Educational Psychology*, *35*(5), 523–540. https://doi.org/10.1080/01443410.2014.895291

Meriac, J. P., Slifka, J. S., & LaBat, L. R. (2015). Work ethic and grit: An examination of

empirical redundancy. *Personality and Individual Differences*, *86*, 401–405. https://doi.org/10.1016/j.paid.2015.07.009

Meriac, J. P., Woehr, D. J., & Banister, C. (2010). Generational differences in work ethic: An examination of measurement equivalence across three cohorts. *Journal of Business and Psychology*, *25*(2), 315–324.

Meriac, J. P., Woehr, D. J., Gorman, C. A., & Thomas, A. L. E. (2013). Development and validation of a short form for the multidimensional work ethic profile. *Journal of Vocational Behavior*, *82*(3), 155–164. https://doi.org/10.1016/j.jvb.2013.01.007

Merrens, M. R., & Garrett, J. B. (1975). The Protestant Ethic Scale as a predictor of repetitive work performance. *Journal of Applied Psychology*, *60*(1), 125.

Miller, M. J., Woehr, D. J., & Hudspeth, N. (2002). The meaning and measurement of work ethic: Construction and initial validation of a multidimensional inventory. *Journal of Vocational Behavior*, *60*(3), 451–489. https://doi.org/10.1006/jvbe.2001.1838

Mirels, H. L., & Garrett, J. B. (1971). The Protestant ethic as a personality variable. *Journal of Consulting and Clinical Psychology*, *36*(1), 40.

O'Reilly, C. (1989). Corporations, culture, and commitment: Motivation and social control in organizations. *California Management Review*, *31*(4), 9–25.

O'Reilly, C. A., Caldwell, D. F., Chatman, J. A., & Doerr, B. (2014). The Promise and Problems of Organizational Culture: CEO Personality, Culture, and Firm Performance. *Group and Organization Management*, *39*(6), 595–625. https://doi.org/10.1177/1059601114550713

Ouchi, W. G., & Wilkins, A. L. (1985). Organizational culture. *Annual Review of Sociology*, *11*(1), 457–483.

Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, *7*(8), 577–588. https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.577

Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador hotels and resorts, Indonesia. *International Journal of Law and Management*, *59*(6), 1337–1358. https://doi.org/10.1108/IJLMA-10-2016-0085

Pelled, L. H., Eisenhardt, K. M., & Xin, K. R. (1999). Exploring the black box: An analysis of work group diversity, conflict, and performance. *Administrative Science Quarterly*, *44*(1), 1–28. https://doi.org/10.2307/2667029

Peng, D. X., & Lai, F. (2012). Using partial least squares in operations management research: A practical guideline and summary of past research. *Journal of Operations Management*, *30*(6), 467–480.

Peterson, R. S., Smith, D. B., Martorana, P. V., & Owens, P. D. (2003). The Impact of Chief Executive Officer Personality on Top Management Team Dynamics: One Mechanism by Which Leadership Affects Organizational Performance. *Journal of Applied Psychology*, *88*(5), 795–808. https://doi.org/10.1037/0021-9010.88.5.795

Raja, U., Haq, I. U., De Clercq, D., & Azeem, M. U. (2020). When ethics create misfit: Combined effects of despotic leadership and Islamic work ethic on job performance, job satisfaction, and psychological well-being. *International Journal of Psychology*, *55*(3), 332–341. https://doi.org/10.1002/ijop.12606

Ribière, V. M., & Sitar, A. S. (2003). Critical role of leadership in nurturing a knowledge-supporting culture. *Knowledge Management Research & Practice*, *1*(1), 39–48. https://doi.org/10.1057/palgrave.kmrp.8500004

Ringle, C. M., Sarstedt, M., & Straub, D. W. (2012). Editor's comments: a critical look at the use of PLS-SEM in" MIS Quarterly". *MIS Quarterly*, iii--xiv.

Ringle, C. M., Wende, S., & Becker, J.-M. (2015). *SmartPLS 3*. SmartPLS GmbH.

Rispens, S., & Demerouti, E. (2016). Conflict at Work, Negative Emotions, and Performance: A Diary Study. *Negotiation and Conflict Management Research*, *9*(2), 103–119. https://doi.org/10.1111/ncmr.12069

Römer, M., Rispens, S., Giebels, E., & Euwema, M. C. (2012). A Helping Hand? The Moderating Role of Leaders' Conflict Management Behavior on the Conflict-Stress Relationship of Employees. *Negotiation Journal*, *28*(3), 253–277. https://doi.org/10.1111/j.1571-9979.2012.00340.x

Rus, D., van Knippenberg, D., & Wisse, B. (2010a). Leader power and leader self-serving behavior: The role of effective leadership beliefs and performance information. *Journal of Experimental Social Psychology*, *46*(6), 922–933. https://doi.org/10.1016/j.jesp.2010.06.007

Rus, D., van Knippenberg, D., & Wisse, B. (2010b). Leader power and leader self-serving behavior: The role of effective leadership beliefs and performance information. *Journal of Experimental Social Psychology*, *46*(6), 922–933. https://doi.org/10.1016/j.jesp.2010.06.007

Salisbury, R. H. (1984). Interest Representation: The Dominance of Institutions. *American Political Science Review*, *78*(1), 64–76. https://doi.org/10.2307/1961249

Schaubroeck, J., Lam, S. S. K., & Peng, A. C. (2011). Cognition-Based and Affect-Based Trust as Mediators of Leader Behavior Influences on Team Performance. *Journal of Applied Psychology*, *96*(4), 863–871. https://doi.org/10.1037/a0022625

Schein, E. H. (1983). The role o f the founder in creating organizational culture. *Organizational Dynamics*, *12*(1), 13–28. https://doi.org/10.1016/0090-2616(83)90023-2

Schein, E. H. (1990). *Organizational culture*. (Vol. 45, Issue 2). American Psychological Association.

Schneider, B. (1990). *Organizational climate and culture* (Vol. 4). Pfeiffer.

Sharma, A., & Nambudiri, R. (2015). Job-Leisure Conflict, Turnover Intention and the Role of Job Satisfaction as a Mediator: An Empirical Study of Indian IT Professionals. *South Asian Journal of Management*, *22*(1).

Sinkovics, R. R., Richter, N. F., Ringle, C. M., Schlägel, C., & others. (2016). A critical look at the use of SEM in international business research. *International Marketing Review*.

Sonmez Cakir, F., & Adiguzel, Z. (2020). Analysis of Leader Effectiveness in Organization

and Knowledge Sharing Behavior on Employees and Organization. *SAGE Open*, *10*(1). https://doi.org/10.1177/2158244020914634

Sosik, J. J., Kahai, S. S., & Piovoso, M. J. (2009). Silver bullet or voodoo statistics? A primer for using the partial least squares data analytic technique in group and organization research. *Group & Organization Management*, *34*(1), 5–36.

Stasser, G., & Birchmeier, Z. (2003). Group creativity and collective choice. *Group Creativity: Innovation through Collaboration*, 85–109.

Ter Bogt, T., Raaijmakers, Q., & Van Wel, F. (2005). Socialization and development of the work ethic among adolescents and young adults. *Journal of Vocational Behavior*, *66*(3), 420–437.

Thamrin, H. M. (2012). The Influence of Transformational Leadership andOrganizational Commitment on Job Satisfaction andEmployee Performance. *International Journal of Innovation, Management and Technology*, *3*(5). https://doi.org/10.7763/ijimt.2012.v3.299

Tjosvold, D. (1985). Implications of Controversy Research for Management. *Journal of Management*, *11*(3), 21–37. https://doi.org/10.1177/014920638501100303

Tjosvold, D. (2008). The conflict-positive organization: it depends upon us. *Journal of Organizational Behavior*, *29*(1), 19–28. https://doi.org/10.1002/job.473

Walumbwa, F. O., Avolio, B. J., & Zhu, W. (2008). How transformational leadership weaves its influence on individual job performance: The role of identification and efficacy beliefs. *Personnel Psychology*, *61*(4), 793–825. https://doi.org/10.1111/j.1744-6570.2008.00131.x

Wang, H., Sui, Y., Luthans, F., Wang, D., & Wu, Y. (2014). Impact of authentic leadership on performance: Role of followers' positive psychological capital and relational processes. *Journal of Organizational Behavior*, *35*(1), 5–21. https://doi.org/10.1002/job.1850

Weber, M. (1958). The Protestant ethic and the spirit of capitalism (T. Parsons, Trans.). *New York: Scribner*.

Weiss, H. M., & Cropanzano, R. (1996). *Affective events theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work.*

Yukl, G. (2012). Effective leadership behavior: What we know and what questions need more attention. *Academy of Management Perspectives*, *26*(4), 66–85. https://doi.org/10.5465/amp.2012.0088

Zhao, H., Teng, H., & Wu, Q. (2018). The effect of corporate culture on firm performance: Evidence from China. *China Journal of Accounting Research*, *11*(1), 1–19. https://doi.org/10.1016/j.cjar.2018.01.003

Decision on submission to Heliyon

1 pesan

Heliyon <em@editorialmanager.com> 28 Juli 2021 17.47
Balas Ke: Heliyon <info@heliyon.com>
Kepada: Kiki Farida Ferine <kikifarida@dosen.pancabudi.ac.id>

Manuscript Number: HELIYON-D-21-01291R2
Title: An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority
Journal: Heliyon

Dear Dr Ferine,

Thank you for submitting your manuscript to Heliyon.

I am pleased to inform you that your manuscript has been accepted for publication.

Your accepted manuscript will now be transferred to our production department. We will create a proof which you will be asked to check, and you will also be asked to complete a number of online forms required for publication. If we need additional information from you during the production process, we will contact you directly.

We appreciate and value your contribution to Heliyon. We regularly invite authors of recently published manuscript to participate in the peer review process. If you were not already part of the journal's reviewer pool, you have now been added to it. We look forward to your continued participation in our journal, and we hope you will consider us again for future submissions.

Kind regards,
Zoe Gooden
Editorial Assistant
Heliyon

Embargo
Embargos are not automatically set for papers published in Heliyon. Papers appear online a few days after acceptance. To request a media embargo and/or publication on a specific date to assist an institutional press release, please reach out to the Heliyon team (info@heliyon.com) as soon as possible and we will do our best to accommodate your request.

Editor and Reviewer comments:

More information and support

FAQ: When and how will I receive the proofs of my article?
https://service.elsevier.com/app/answers/detail/a_id/6007/p/10592/supporthub/publishing/related/

You will find information relevant for you as an author on Elsevier's Author Hub: https://www.elsevier.com/authors

FAQ: How can I reset a forgotten password?
https://service.elsevier.com/app/answers/detail/a_id/28452/supporthub/publishing/
For further assistance, please visit our customer service site: https://service.elsevier.com/app/home/supporthub/publishing/
Here you can search for solutions on a range of topics, find answers to frequently asked questions, and learn more about Editorial Manager via interactive tutorials. You can also talk 24/7 to our customer support team by phone and 24/7 by live chat and email

---

In compliance with data protection regulations, you may request that we remove your personal registration details at any time. (Use the following URL: https://www.editorialmanager.com/heliyon/login.asp?a=r). Please contact the publication office if you have any questions.

Elsevier B.V.
Radarweg 29
1043 NX Amsterdam
Netherlands
Customer Support Center

Invoice

Mailing Address

Kiki Farida Ferine
Panca Budi Development University
Gatot Subroto Street No.Km.4, RW.5, Simpang Tj., Kec. Medan Sunggal, Kota Medan, Sumatera Utara 20122
Medan 20122
Indonesia

Supply to

Panca Budi Development University
Gatot Subroto Street No.Km.4, RW.5, Simpang Tj., Kec. Medan Sunggal, Kota Medan, Sumatera Utara 20122
Medan 20122
Indonesia

Customer reference	ECR-10269061
Invoice number	OAD0000136315
Invoice date	30-JUL-2021
Due date	29-AUG-2021
Terms	30 Days
Your PO	
Customer tax reg no	-

Line	Product reference	Item	Qty	Net unit price	Net amount	Tax	Total amount
1	EPR-10019G	Heliyon - Article Publishing Charge Article: An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's educat... Author: Dr. Kiki Farida Ferine PII: S2405844021018016 Tax @ 0.00%	1	1,750.00	1,750.00	0.00	1,750.00
				Total	1,750.00	0.00	1,750.00
					Total due	**USD**	**1,750.00**

Tax information

VAT equivalence for country of dispatch:
Net total USD 1,750.00 (EUR 1,476.91), VAT total USD 0.00 (EUR 0.00)

Payment options

Customer number	3426233
Invoice number	OAD0000136315
Invoice date	30-JUL-2021
Total amount	USD 1,750.00

Please ensure you reference invoice number OAD0000136315 when making a payment to Elsevier.

1. Wire transfers to ING Bank N.V., Bijlmerplein 888, 1102 MG Amsterdam, The Netherlands. - Account# 20158181, Swift-Address (BIC): INGBNL2A, IBAN: NL48INGB0020158181.
2. Make a secure credit card payment here invoice-pay.elsevier.com using customer number 3426233 and invoice number OAD0000136315. Maximum charge USD 50,000.