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**THE EFFECT OF MANAGERIAL EFFECTIVENESS AND
ORGANIZATIONAL CULTURE ON PERFORMANCE MEDIATED
BY WORK ETHICS AT THE LEVEL OF MIDDLE-RANKED
OFFICERS AT TNI HEADQUARTERS****Agung Prasetiawan, Willy Arafah & Kusnadi**

Abstract

This research aims to investigate the managerial effectiveness and organizational culture on performance mediated by the work ethic of middle-ranked officers at TNI Headquarters. The methodology used in this research is explanatory research by testing hypotheses to examine seven hypotheses. The research location is in TNI Headquarters, Cilangkap, Jakarta and the population is middle officers serving in the TNI Headquarters. Total population of 2,208 people with a sample of 338 people. The results of this research found that: (1) Managerial effectiveness has a positive and significant effect on performance; (2) Organizational culture has a positive and significant effect on performance; (3) Work ethic has a positive and significant effect on performance; (4) Managerial effectiveness has a positive and significant effect on work ethic; (5) Organizational culture has a positive and significant effect on work ethic; (6) Managerial effectiveness has a positive and significant effect on performance mediated by work ethic; (7) Organizational culture has a positive and significant effect on performance mediated by work ethic.

Keywords: *managerial effectiveness, organizational culture, work ethic and performance*

INTRODUCTION

The success of achieving organizational goals is inseparable from the ability of management, because management is "the process of planning, organizing, leading and controlling the efforts of the organization and the process of using all organizational resources for the achievement of established organizational goals" (Stoner, 1994). The role of management effectiveness is recognized as an important factor in the success of an organization. A manager who has good managerial skills, will be able to motivate his employees so that it will produce a good performance output. Managerial effectiveness in an organization can be measured by looking at how subordinates' commitment to the task is their responsibility. The quality of human resources in an organization, can be reviewed based on the culture contained in the organization because organizational culture is one of the factors supporting the success of achieving organizational goals. According to Ardianto

(2010) organizational culture is the values that hold human resources in carrying out their obligations and also their behavior in the organization. The achievement of organizational goals is also determined by the work ethic of the personnel within it. According to Sinamo (2011) work ethic is a set of positive work behavior that is rooted in strong cooperation, fundamental beliefs, accompanied by total commitment to an integral work paradigm. Therefore, organizational success is highly dependent on the work ethic of its employees, because it is the work ethic that deeply animates and determines the steps of human behavior. Performance itself is defined as the level of success of a person or institution in carrying out their work (Sinambela, 2012). Thus the higher performance will make a positive contribution to the organization concerned.

TNI Headquarters, is an office where the TNI Commander and his staff carry out their duties, carry out their commands and control the TNI forces. TNI Headquarters has a relatively large organizational structure. In the TNI organization, soldiers are divided into three ranks, namely officers, non-commissioned officer, and private. Officers are the personnel who have the most important and strategic values, bearing in mind the duties and responsibilities they carry as leaders from the smallest work units to the largest. An officer is required to have good managerial skills to realize optimal unit performance in order to guarantee the success of the main tasks. The officer's role as a manager in a military organization can be synthesized as the ability to manage work and complete work through the performance of his subordinates.

The current phenomenon at TNI Headquarters is a decrease in managerial effectiveness by officers serving in the organization, characterized by a lack of understanding of the areas of their duties, a lack of ability to cooperate, a decrease in officers' ability to manage conflicts, allocating staff, understanding, motivate, discipline and train subordinates in their units. In addition, there was also a reduction in organizational culture, as evidenced by a decrease in the responsibility of TNI personnel for the tasks assigned, personnel tended to be passive, not aggressive, less innovative and not brave to take risks and lack of cooperation among staff in completing joint tasks. The reduction in the cultural values of this organization will affect the performance of personnel serving in the TNI Headquarters and it can affect the achievement of basic tasks. Another phenomenon is the decrease in the work ethic of personnel at the TNI Headquarters which can be seen from the reduction in their pride in the organization, decreased work motivation, decreased discipline of soldiers, lack of initiative, reluctance to work hard, delaying the work given and are reluctant to cooperate with other colleagues. The decrease in managerial effectiveness, organizational culture and work ethic within the TNI Headquarters was apparently also accompanied by a decrease on performance of TNI personnel serving in the area. The reduction in personnel performance at the TNI Headquarters can be seen from the decrease in the ability of TNI personnel to complete basic tasks and additional tasks, unable to meet established work standards, unable to complete tasks on time, lack of personnel attendance at morning and afternoon apples, decreased compliance of soldiers against the rules that have been established and the decrease in the cooperation of soldiers in the work unit.

Based on the description above, further problems in this research are: (1) Is there an effect of managerial effectiveness on performance? (2) Is there an effect of organizational culture on performance? (3) Is there an effect of work ethic on performance? (4) Is there an effect of managerial effectiveness on work ethic? (5) Is there an effect of organizational culture on work ethic? (6) Is there an effect of managerial effectiveness on performance that mediated by work ethic? (7) Is there an effect of organizational culture on performance that mediated by work ethic?

LITERATURE REVIEW

The Performance

The performance is the contribution of the output of tasks or human work to the organization effectively and efficiently. Since the bureaucratic reform was rolled out by the government, the performance of employees until now has become an interesting discussion, including within the TNI, considering the quality of

performance is very influential on the achievement of the objectives of each organization as well as a benchmark for providing performance benefits for government employees and TNI members. In other words the achievement of the performance of an organization will very much depend on efforts to improve the performance of personnel in the organization. The definition of performance according to Steve (2002), as follows: "job performance is a deceptively simple term. At the most general level, it can be defined simply as all of the behaviours employees engage in while at work. Performance in this case is defined simply, namely all the behaviours of employees involved while working.

In general, the performance is a concept that describes the benchmarks of achieving operational effectiveness of an organization, parts of the organization and employees based on predetermined standards and criteria. According to James L. Gibson, John Ivancevich, and James H. Donnelly (2007) stated that, "job performance is the outcomes of jobs that relate to the purpose of organization such as quality, efficiency, and criteria of effectiveness." Performance is the output or work output in the form of behaviour related to organizational goals such as quality, efficiency and effectiveness. Suyadi Prawirosentono (2007) provides a definition of performance as follows: "Performance is the work that can be achieved by a person or group of people in an organization, in accordance with the respective authorities and responsibilities in order to achieve the objectives of the relevant organization legally, not violating the law and in accordance with morals or ethics".

In the organizational context, the ability to do is related to the ability of individuals to carry out tasks in accordance with their expertise, knowledge and experience, as well as the availability of equipment and technology. The opportunity to do is related to the opportunity and time to do something. While the desire to do is related to the desire and willingness of each individual to work to complete his work. According to Ivancevich, Konopaske and Matteson (2008), performance is "the desired results of behaviour". Performance is the expected result of behaviour. Furthermore Ivancevich (2008) also explained that "job performance may be viewed as a function of the capacity to perform, the opportunity to perform, and the willingness to perform". Performance can be seen as a function of the ability to do, the opportunity to do, and the desire to do. From this understanding, performance is the expected result of behaviour, which can be seen as a function of the ability to do, the opportunity or opportunity to do and the desire to do.

Based on the description above, it can be synthesized that the performance of Middle Officers serving in TNI Headquarters is the activities of Middle Officers in carrying out their duties in order to achieve the desired goals by minimizing losses that might occur.

Managerial Effectiveness

In the context of military organizations, a middle officer is demanded to have management ability to manage the human resources in his unit who have different ranks, education and family backgrounds. The managerial effectiveness of a Middle Officer can be seen from how he formed his work unit into a solid team and was able to carry out all the basic and additional tasks that were given with the conditions of multiple subordinates.

Analoui (2012) defines managerial effectiveness with eight parameters, namely: 1) Perception, 2) Skills, 3) Organizational criteria, 4) Motivation, 5) Levels of constraints and constraints faced, 6) Options and opportunities available, 7) Intra-relationships and intra-organization, 8) Managerial philosophy. According to Gary Yulk (2010), managerial skills and effectiveness are interrelated. In his research, Gary identified effective managerial characteristics by having three skills, namely technical skills in the form of knowledge about methods, processes, procedures and techniques for conducting business activities, conceptual skills in the form of general analytical skills, reasoning and intelligence in shaping concepts and interpersonal skills in the form of human knowledge and interpersonal relations processes. McCall and Morrison in Gary Yulk (2010) looked at the manager's effectiveness as reflected in the way he worked: 1) working fast and always improving, 2) handling varied and fragmented work, 3) reactive to things that needed attention, 4) involving

colleagues and outsiders, 5) lots of verbal communication, 6) consistent and strategic decision making. This understanding illustrates that effective managers do not need to run out of time until work must be brought home, but how to work together with others quickly and responsively, in a variety of jobs, with rational and strategic decision making.

Bamel et.al (2011) explains in more detail that the effectiveness of managers is divided into three dimensions namely the first dimension of productivity, the second dimension of adaptation and finally the dimensions of quality and flexibility. Productivity consists of several indicators, namely: 1) Output (results), 2) Utilization and management of resources, 3) Anticipating the unexpected, 4) Adopting new methods. Adaptation consists of several indicators, namely: 1) Acceptance of changes in the organization's system, 2) Adjustment to the new work environment. Quality and Flexibility consists of several indicators, namely: 1) Quality of service, 2) Overcoming emergencies. According to Mulins (2010) Effective managers are defined in terms of quantity and quality of standards of performance, and the satisfaction and commitment of subordinates. That managerial effectiveness is a standard performance condition in the form of quantity and quality as well as satisfying conditions and getting commitment from subordinates. This condition is related to the work carried out by the leader and related to the results of the work and what the manager actually achieved. Indicators that can be used to measure managerial effectiveness include: staff turnover, absenteeism, absence, timely attendance and work accident rates. According to Robbins (2012) Management involves coordinating and overseeing the work activities of others so that their activities are completed efficiently and effectively. That effectiveness is the achievement of goals. Robbins (2012) argues that the goal of developing an organization is to increase the effectiveness of organizational leaders and help people within the organization to achieve the organization's potential, goals and objectives.

According to Gary Yulk (2010), effective managers are able to obtain information and ideas from many sources and stores it away in their memory for use when need it. That an effective manager is a manager who is able to present information and ideas from various sources and store them in his memory to be used when needed. According to Yulk (2010) that effective leadership behaviour can be distinguished between managers who are task oriented behaviour and managers who are relationship oriented behaviour. Indicators of an effective manager have three areas of ability, namely technical ability, ability about concepts, and interpersonal skills. According to Ndraha (2003) that managerial effectiveness can be defined as the level of achievement of goals from the abstract to be dedicated to be concrete in the form of strategic objectives. With the managerial effectiveness in a company, it is expected that the ability of managers to take advantage of opportunities and do work properly together based on planning, organizing, directing, controlling the company will achieve its organizational goals.

Based on some of the opinions above, it can be synthesized that managerial effectiveness is the ability of a manager to take advantage of every opportunity and resource he has, and is able to carry out the stages of work from the planning, organizing, directing and controlling stages so as to achieve the stated organizational goals.

Organizational Culture

Organizational culture in an organization has an important role in determining the growth of the organization because the culture contained there is able to stimulate the work spirit of its human resources so that organizational performance will increase (Prasetyo, 2017). Organizational culture according to Purcarea and Danalache (2008) is described as follows: "beliefs of the people in an organization. It can be felt in the implicit rules and expectations of behavior in an organization where, even though the rules are not formally written down employees know what is expected of them". "The culture of an organization is an amalgamation of values and amalgamation of the values and beliefs of the people in an organization. It can be felt in the implicit rules and expectations of behavior in an organization where, even though the rules are not formally written down employees know what is expected of them".

Organizational culture is very influential in forming and giving meaning to members of the organization to behave and act, which is passed down from one generation to the next as the character of the organization. Organizational culture can be said as the values that become the handle of human resources in carrying out their obligations and also their behaviour in the organization (Ardianto, 2010). M. Syakil Ahmad (2012) states that: "the key to good performance is a strong culture. He further maintains that due to differences in organizational culture, same strategies do not yield the same results for two organizations in the same industry and in the same location. A positive and strong culture can make an average individual perform and achieve brilliantly while a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement. Therefore, organizational culture has an active and direct role in performance management".

Sedarmayanti (2013) suggested that organizational culture is a belief, attitude, and values that are generally owned, which arise in organizations. These patterns of values, norms, beliefs, attitudes and assumptions may not be expressed, but they will shape the way people behave and do things. Prawironegoro (2010) argues that organizational culture is the pattern of thinking and acting of organizations, especially decision making, including patterns of communication between leaders and subordinates, between top management, middle management, and line management with employees. Essentially organizational culture is the pattern of behaviour and mind-set of all people in an organization, especially the owners and managers in making decisions. The owners of the organization take decisions oriented to effectiveness and efficiency, employees take decisions oriented to the level of wages or salaries. According to Hodgetts and Luthans (Awadh & Saad, 2013), at different levels from different cultures, organizations, backgrounds, ethics and racial differences will have an impact on performance. The same organizational culture with different backgrounds has a set of values and beliefs that will be influenced by the organizational system. Creativity can also be encouraged through organizational culture that supports learning.

Thus it can be seen that organizations that have a strong culture will produce good performance in the long run. A strong culture means that all employees have the same perception in achieving organizational goals. Unity of perception is based on the similarity of values believed, norms that are upheld and behaviour patterns that are adhered to. Values, norms and behaviour are a unity that forms the character of all people who involve themselves in organizational activities. The more integration of these three elements in organizational life, the stronger the culture will be (Prawironegoro, 2010). Ekwutosi and Moses stated that: "Organizational culture is a concept that bridges the gap between individual-and group-level phenomena. Organizational culture is shared and maintained at the group level of analysis but operates primarily by facilitating the individual level act. Organizational culture affects the way in which people consciously and subconsciously think, make decisions and ultimately the way in which they perceive, feel and act." (Ekwutosi and Moses, 2013).

According to Robbins (2001), dimensions and indicators of organizational culture are described as follows: 1) Self-awareness organizational members with their awareness work to get satisfaction from their work, develop themselves, obey the rules, and offer high quality products and services. 2) Aggressiveness Members of the organization set challenging but realistic goals. They set work plans and strategies for achieving these goals and pursue them enthusiastically. 3) Personality Members are respectful, friendly, open, and sensitive to group satisfaction and are very concerned about aspects of customer satisfaction, both internal and external customers. 4) Performance Organizational members have the value of creativity, meet the quantity, quality, and efficiency. 5) Team orientation Organizational members have a good collaboration and effective communication and coordination with the active involvement of members, which in turn gets high satisfaction results and joint commitment.

In the context of the TNI organization, the prevailing organizational culture is a culture that is based on the identity of the people's army, army, national army and professional army. This culture is applied in an

applicable manner in the doctrines and codes of ethics that must be followed, upheld and implemented by every TNI soldier in his life.

Work Ethic

Jansen Sinamo (2011) defines a work ethic as a concept of work or work paradigms that are believed by a person or group of people as something good and true that is manifested through behaviour in a work specifically. Achievement of high achievement in work requires self-completeness so as not to experience obstacles that can reduce productivity. One such completeness is the work ethic. Working without self-completeness describes working without a clear direction, without targets and working improvised. A high work ethic usually arises because there are interesting hopes and challenges. This makes people work seriously, responsibly and highly dedicated. The same thing was delivered by Sinamo (2011) that work ethic is a set of positive behaviours rooted in fundamental beliefs accompanied by total commitment to an integral work paradigm. Thus what is questioned in the work ethic are the possible sources of motivation for someone to do, namely whether work is tied to self-identity, what is the source of encouragement for participation in carrying out work. Thus, in doing so, it will be seen whether someone works seriously or pretends, is responsible or not. Besides uniting themselves with their environment and acting in harmony with environmental demands. Humans can also take distance to face the environment as a challenge that must be overcome or even subdued. To face this environmental challenge humans must have a high work ethic so that it can be concluded that the work ethic is part of a philosophy that evaluates human behaviour according to certain benchmarks. So it can be said that the work ethic is a view and attitude towards work. If you see work as something noble for human existence, then the work ethic will be high, otherwise if you see work as a meaningless thing for human life, especially if there is no view and attitude towards work, then the work ethic is naturally low.

Sinamo (2011) considers that the work ethic is a set of positive and high-quality behaviours, rooted in clear awareness and strong beliefs in a holistic work paradigm. According to him, if someone in an organization or a community adheres to the work paradigm, trusts and is committed to the work paradigm, all of that gives birth to their unique work attitudes and behaviour. Gregory in Emmywati (2012), history proves that today's country has become a developed country, and continues to race with high technology / information basically starting with a very strong work ethic to succeed. So the work ethic cannot be ignored is a part that deserves attention in the success of a company. Large and well-known companies have proven that a militant work ethic is one of the impacts of the company's success. A person's work ethic is closely related to his personality, behaviour, and character. Every person has an internal being that formulates who he is. Furthermore internal being determines the response, or reaction to external demands. Internal response to the demands of the external world of work determines one's work ethic. In other words ethos is an evaluative aspect as a fundamental attitude towards themselves and their world that is reflected in their lives. According to Toto Tasmara (2002), work ethic is the totality of his personality and the way he expresses, views, believes and gives meaning to something, which drives him to act and achieve optimal charity so that the pattern of the relationship between humans and themselves and between humans and other creatures can bind up with good.

Masaaki Imai (1999) does not see individual but group commitments. Group commitment will make it easier for the company to win the competition. There are at least four group commitments: a) change the way work is more productive, efficient and economical, b) use of equipment is maintained regularly, c) improve procedures / ease of work, d) all equipment is ready before use. The opinion of Masaaki Imai (1999) is in accordance with the condition of the TNI Headquarters as a joint organization that consists of three military forces, namely the Army, Navy and Air Force. With different corps backgrounds, of course it would be impossible for TNI Headquarters to become a solid organization if there is no strong group commitment in it to work together for the goals of the organization. To be able to realize a solid group commitment, each

individual must have a good work ethic and commitment to be disciplined and continue to make improvements so that it can give birth to work orderly every day.

CONCEPTUAL FRAMEWORK

TNI Headquarter is not only an office of the TNI Commander and his staff in carrying out their duties, carrying out command and controlling the TNI troops are also a large TNI organization. This organization is required to be able to carry out the main tasks and other additional tasks which are its responsibility. Therefore we need professional and qualified soldier performance to support organizational performance.

Several previous studies have found that improving personnel performance is influenced by managerial effectiveness, organizational culture and work ethic. This shows that by increasing the role of managerial effectiveness, organizational culture and work ethic in an organization will be able to improve the performance of personnel in it. Based on the description above, the research framework can be described as follows:

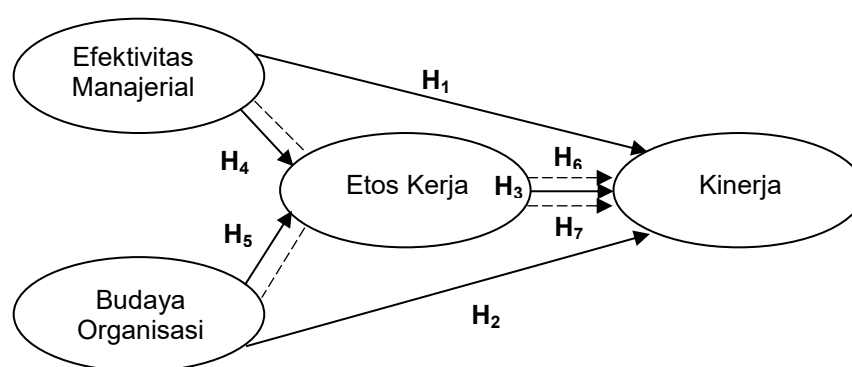


Figure 1: Conceptual Framework

HYPOTHESES

Managerial Effectiveness is the ability of managers to take advantage of opportunities and do work properly in achieving organizational goals through the implementation of managerial functions, namely planning (planning), organizing (organizing), leadership (leading) and supervision (controlling). In empirical research conducted by Sudarmi (2015) it has been proven that managerial effectiveness has a direct positive effect on the performance of midwifery lecturers in Lampung Province. In another study, Syamsu Alang (2016) revealed that the Principal Managerial had a positive and significant effect on teacher performance. Research conducted by Qurratulain Nasir (2015), Rathirane Yogendrarajah (2014), F. Faraji-Khiavi, S. Ghobadian, E. Moradi-Joo (2015), Ivana Bulog, Želimir Dulčić, Andjela Sekulović (2017) and Somyos Phoosawad, Wannong Fongsuwan and Jirasek Trimetsoontorn (2014) also found that managerial effectiveness had a positive and significant effect on performance.

Based on the theory and previous research on managerial effectiveness, this study proposes the first hypothesis (Ha1) as follows:

Ha1: *There is an effect of managerial effectiveness on performance.*

Organizational culture is a social glue that binds the members of the organization together through clear values, norms, standards of what can be done and what cannot be done by its members. This organizational culture will shape, control and regulate the behaviour, perceptions, attitudes, beliefs and values of individual members of the organization.

In his research, Alharbi Mohammad Awadh, Alyahya Mohammed Saad (2013) revealed that organizational culture has a positive influence on employee performance. Lydiah Waiimu Wambugu (2014) also found that organizational culture had a more significant influence on employee performance in Wäertsilä (Kenya). Other studies by Fakhar Syahzad (2013), Ultafakoh Paranitha Dimulyo, Raden Andi Sularso, Handriyono (2018), Anozie Obinna Paschal, Dr. Ismail Nizam (2016), Shara Kaprisa Dewi, Rodhiyah, Susanta Day (2015), Naufal Yuwantono, Widodo (2017), Permata Aryana, Hery Winoto Tj (2017), Intan Maharani, Suryono Efendi (2017) also stated that organizational culture has significant positive impact on employee performance.

But in a research conducted by Ida Ayu Brahmasari, Sungkono (2008) found different results that organizational culture has a negative and significant impact on the performance of employees of PT. Dupont Agricultural Products Indonesia.

Based on the theory and previous research on managerial effectiveness, this research proposes the second hypothesis (Ha2) as follows:

Ha2: *There is an effect of Organizational Culture on Performance.*

According to Sinamo (2011), work ethic is a concept of work or work paradigm which is believed by a person or group of people as something good and true that is manifested through typical work behaviour.

Research by Shara Kaprisa Dewi, Rodhiyah, Hari Susanta (2015), Naufal Yuwantono, Widodo (2017), Permata Aryana, Hery Winoto Tj (2017), Intan Maharani, Suryono Efendi (2017) prove that work ethic has a direct and significant influence on the performance. Other studies conducted by Amin Wahyudi, Tulus Haryono, Asri Laksmi Riani, Mugi Harsono (2013), Syahrul Nizam bin Salahudin, Mohd Nur Ruzainy bin Alwi, Siti Sarah bint Baharudin, Siti Syafina bint Halimat (2016), Rohi Sapta Parestu, Sudiro Sudiro bin Swiro Achmad, Irawanto Dodi W. (2018), Mochamad Syafii, Mohammad Ulinnuha (2018) and Aisha Abdalla Almahjob Jamal (2018), also found that work ethic significantly affected work performance.

Contrary to the results of the above research, Achmad Faisal A. Sapada, H. Basri Modding, Ahmad Gani, Syamsu Nujum (2017) in his research found that work ethic cannot improve employee performance.

Based on these theories and opinions, this research proposes the third hypothesis (Ha3) as follows:

Ha3: *There is an effect of Work Ethic on Performance.*

The concept of managerial effectiveness is how a manager is able to synchronize internal and external environments, appropriate technology, strategies supported by all organizational personnel, organizational structures that provide personnel opportunities for careers, clear work processes and mechanisms and strong organizational culture in order to achieve organizational goals. Career opportunities as one of the managerial factors above will have a positive impact on the work ethic of personnel. They will compete to improve individual work ethics in order to fill the available career opportunities.

Magdalena Waang, Matin, Masduki Ahmad (2019) revealed that managerial effectiveness has a positive direct effect on work ethic.

From the theoretical analysis and previous research, this research proposes the fourth hypothesis (Ha4) as follows:

Ha4: *There is an effect of managerial effectiveness on work ethic.*

A well-managed organizational culture will be able to have a positive influence on the work ethics of the organization's personnel. A good work ethic results from effective and efficient organizational activities. For this reason, the internalization of organizational culture must continue to be carried out in order to develop a

work ethic for personnel. This is in line with the statement of Tasmara (2002), that ethos is formed by a variety of habits, cultural influences, and the value system it believes. This means that this work ethic can be grown from a positive organizational culture.

Wahyu Eko Prasetyanto (2014) and Surono, Patricia Dhiana P, Moh. Mukeri Warso (2016) in their research found that organizational culture has a positive and significant effect on employee performance. The same result was expressed by Wan Norhasniah Wan Husin, Nur Farahana Zul Kernain (2019) who found that organizational culture had a significant influence on improving the Islamic work ethic. In other studies, Rohi Sapta Parestu, Sudiro Achmad, Irawanto Dodi W. (2018) also revealed that organizational culture has a direct and significant effect on work ethic.

Based on the results of theoretical analysis and previous research, this study proposes the fifth hypothesis (Ha5) as follows:

Ha5: *There is an influence of organizational culture on work ethic.*

Managerial effectiveness in an organization has an important influence in improving personnel performance. The effect of managerial effectiveness will be greater if mediated by a good work ethic of personnel. In several previous studies it was found that the effect of work ethic mediation between managerial effectiveness on performance was positive and significant. This means that the higher / positive work ethic will further strengthen the effect of managerial effectiveness on performance.

Based on the results of the theoretical analysis above, this study proposes the sixth hypothesis (Ha6) as follows:

Ha6: *There is a mediating effect of work ethic in increasing the effect of managerial effectiveness on performance.*

A strong organizational culture will create a conducive internal climate that will affect the performance of the personnel within it. On the other hand, an effective and efficient organizational culture will also give birth to a good work ethic. The results of previous research conducted by Rohi Sapta Parestu, Sudiro Achmad and Irawanto Dodi W. (2018) showed that work ethic is able to mediate the influence of organizational culture on performance. With an organizational culture, employees can bring out new innovations, develop their abilities and can focus more on the results achieved.

Based on the results of the previous theoretical and research analysis, this research proposes the seventh hypothesis (Ha7) as follows:

Ha7: *There is a mediating effect of work ethic in increasing the influence of organizational culture on performance.*

RESEARCH METHODOLOGY

The methodology used in this research is explanatory research with hypothesis testing to test the seven hypotheses proposed in the study. The selection of research locations was at the TNI Headquarters, Cilangkap, Jakarta. The study population was middle officers serving in TNI Headquarters with a total of 2,208 people and the study sample amounted to 338 people. Data collection using questionnaires and technical data analysis using SEM (Structural Equation Modeling).

Variables and Measurements

In this research there are four variables used, namely managerial effectiveness, organizational culture, work ethic and performance, with each indicator as follows:

Managerial Effectiveness

For managerial effectiveness variables are measured through indicators as follows: 1) Decision making. 2) Resolve the problem. 3) Innovation. 4) Time management. 5) Receiving and conveying information. 6) Motivation. 7) Perceptions about confidence in him. 8) Able to take and give orders. 9) Able to work together in teams. 10) Able to control organizational finances. 11) Able to control the organization technically. 12) Able to make plans. 13) Can form a solid work team. 14) Able to carry out supervision of the performance of subordinates.

Organizational Culture

For organizational culture variables measured through indicators as follows: 1) Get satisfaction from the work done. 2) The desire to develop themselves. 3) Obey the rules. 4) Have the initiative and do not always depend on the leader's instructions. 5) Able to set a work plan and try to complete it well. 6) Awareness to help others. 7) Respect differences of opinion. 8) Prioritizing quality in the tasks given. 9) Innovating to find new and useful things. 10) Trying to work effectively and efficiently. 11) Every team task is carried out with discussion. 12) Every time there are problems in the team always solved properly.

Work Ethic

For work ethic variables measured through indicators as follows: 1) Discipline. 2) On time. 3) Do not delay work. 4) Work hard. 5) Diligent. 6) Work spirit. 7) Able to complete tasks well. 8) Do not depend on others. 9) Adjustments to the work environment. 10) Adjustments to superiors. 11) Adjustments to co-workers. 12) Adjustments to subordinates.

The Performance

For performance variables measured through the following indicators: 1) Able to complete the main tasks. 2) Able to complete additional work. 3) Be careful when working. 4) Work in accordance with specified standards. 5) Able to complete tasks on time. 6) Do not delay the work given. 7) Present according to the specified working hours. 8) Do not leave the office during office hours, except for business interests. 9) Able to work with other colleagues. 10) Obey the rules.

Data Collection Technique

This research uses a survey technique in which the questionnaire is distributed evenly to all units of analysis of 30 respondents, then the results of filling out the questionnaire are examined again through validity and reliability tests to get a questionnaire that is truly valid and valid in this study.

Model Analysis and Data Analysis Techniques

Data analysis using the Structural Equation Model (SEM) method by SmartPLS 3.0 software. For testing the proposed hypothesis, the data obtained is then processed according to the needs of the analysis. Data is processed and presented based on descriptive statistical principles that will be used for the purposes of discussion. Whereas for the purposes of analyzing and testing hypotheses an inferential statistical approach is used. SEM analysis uses a statistical program that is SmartPLS 3.0.

THE RESULTS AND DISCUSSION

Table 1: Hypothesis Testing Results 1

Effect Between Latent Variables	Estimates	t-value
Managerial effectiveness → Performance	0,12	2,31

Based on the results obtained, it is known that managerial effectiveness directly influences performance with a t-value of 2.31 (t-value > 1.96), which means hypothesis 1 is accepted. The effect of managerial effectiveness on performance is 0.12. The effect of managerial effectiveness on performance is positive and significant, which means that the higher / positive managerial effectiveness, then the higher / positive performance.

Table 2: Hypothesis Testing Results 2

Effect Between Latent Variables	Estimates	t-value
Organizational Culture → Performance	0,19	2,11

Based on the results obtained, it is known that organizational culture directly influences performance with a t-value of 2.11 (t-value > 1.96), which means hypothesis 2 is accepted. The influence of organizational culture on performance is 0.19. The influence of organizational culture on performance is positive and significant, which means that the higher / positive organizational culture, then the higher / positive performance.

Table 3: Hypothesis Testing Results 3

Effect Between Latent Variables	Estimates	t-value
Work Ethic → Performance	0,81	7,23

Based on the results obtained, it is known that work ethic has a direct effect on performance with a t-value of 7.23 (t-value > 1.96) which means hypothesis 3 is accepted. The partial effect of work ethic on performance is 0.81. the effect of work ethic on performance is positive and significant, which means that the higher / positive work ethic, then the higher / positive performance.

Table 4: Hypothesis Testing Results 4

Effect Between Latent Variables	Estimates	t-value
Managerial effectiveness → Work Ethic	0,20	3,91

Based on the results obtained, it is known that managerial effectiveness directly affects the work ethic with a t-value of 3.91 (t-value > 1.96) which means hypothesis 4 is accepted. The partial effect of managerial effectiveness on work ethic is 0.20. The effect of managerial effectiveness on work ethic is positive and significant, which means that the higher / positive managerial effectiveness, then the higher / positive work ethic.

Table 5: Hypothesis Testing Results 5

Effect Between Latent Variables	Estimates	t-value
Organizational Culture → Work Ethic	0,68	10,15

Based on the results obtained, it is known that organizational culture directly affects the work ethic with a t-value of 10.15 (t-value > 1.96) which means hypothesis 5 is accepted. The partial influence of organizational

culture on work ethic is 0.68. The influence of organizational culture on work ethic is positive and significant, which means that the higher / positive organizational culture, then the higher / positive work ethic.

Table 6: Hypothesis Testing Results 6

Variable	Effect indirect	Note
Managerial effectiveness	0,17	Through work ethic

Based on the results obtained, it is known that the large indirect effect of managerial effectiveness on performance through work ethic is 0.17 and the t-value is 3.53 (t-value > 1.96), which means hypothesis 6 is accepted. The effect of work ethic mediation between managerial effectiveness and performance is positive and significant, which means that the higher / positive the work ethic will further strengthen the effect of managerial effectiveness on performance.

Table 7: Hypothesis Testing Results 7

Variable	Effect indirect	Note
Organizational Culture	0,56	Through work ethic

Based on the results obtained, it is known that the indirect influence of organizational culture on performance through work ethic is 0.56 and t-value is 6.45 (t-value > 1.96), which means hypothesis 7 is accepted. The effect of work ethic mediation between organizational culture and performance is positive and significant, which means that the higher / positive work ethic will further strengthen the influence of organizational culture on performance.

CONCLUSION

The conclusion of this study in general is that there is an effect of managerial effectiveness and organizational culture on the performance of the middle officers personnel at the TNI Headquarters with a work ethic as a mediating variable and the seven hypotheses proposed are all proven to be accepted. Work ethic is very important as a mediator in increasing the effect of managerial effectiveness and organizational culture on performance.

Some research results can be described as follows:

1. There is a positive and significant effect of managerial effectiveness on performance, which means that the higher / positive managerial effectiveness, then the higher / positive performance.
2. There is a positive and significant effect of organizational culture on performance, which means that the higher / positive organizational culture, then the higher / positive performance.
3. There is a positive and significant effect of work ethic on performance, which means that the higher / positive work ethic, then the higher / positive performance.
4. There is a positive and significant effect of managerial effectiveness on work ethic which means that the higher / positive managerial effectiveness, then the higher / positive work ethic.
5. There is a positive and significant effect of organizational culture on work ethic which means that the higher / positive organizational culture, then the higher / positive work ethic.
6. There is a positive and significant effect of managerial effectiveness on performance mediated by work ethic, which means that the higher / positive work ethic will further strengthen the influence of managerial effectiveness on performance.

7. There is a positive and significant effect of organizational culture on performance mediated by work ethic, which means that the higher / positive work ethic will further strengthen the influence of organizational culture on performance.

MANAGERIAL IMPLICATIONS

Based on the results of research that has been done, there are several managerial implications in efforts to improve Managerial Effectiveness, Organizational Culture with the mediation of the Work Ethic on Performance, as follows:

1. The leaders/managers can increase managerial effectiveness through increasing participatory roles in decision making, creating innovative ideas at work, and increasing communication skills so that they are able to explain a task in detail to co-workers or subordinates.
2. The leaders/managers can improve organizational culture through increasing employee job satisfaction with workload, creating innovative ideas at work, and creating initiatives in doing work assignments.
3. The leaders/managers can improve the work ethic by encouraging subordinates to try to complete the tasks given without asking for help from others, want to work hard at work all the time, and can do work with short deadlines.
4. The leaders/managers can improve performance through encouraging subordinates to be able to complete additional tasks within working hours, leave the office only when working hours are finished, and the work given is always completed according to a predetermined time plan.
5. Regarding new findings from this study where the mediating effect of work ethic can increase the effect of managerial effectiveness on performance. The implication is that if it will improve performance, it is necessary to improve managerial effectiveness and work ethic. Efforts to improve managerial effectiveness and work ethic can be done with efforts: participatory decision making is widely used in organizations, creating innovative ideas at work, able to explain a task in detail to colleagues or subordinates, trying to complete the tasks assigned without ask for help from others, want to work hard at work all the time, and can do work with short deadlines.
6. Regarding new findings from this study where the mediating effect of work ethic can increase the influence of organizational culture on performance. The implication is that if it will improve performance, it is necessary to improve the organizational culture and work ethic. Efforts to improve organizational culture and work ethic can be done with efforts: satisfied with workloads, creating innovative ideas at work, having initiative in doing work assignments, trying to complete tasks given without asking for help from others, wanting to work hard at work all the time, and can do work with short deadlines.

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