

**Analysis of Ethical Leadership In Forming Employee Work Behavior  
at PT. BDE**

<sup>1</sup>Hikmat, <sup>2\*</sup>Rahmat Salam

Faculty of Social and Political Science,

Universitas Muhammadiyah Jakarta, Indonesia

Email : [hikmat86@gmail.com](mailto:hikmat86@gmail.com), [rahmat.salam@umj.ac.id](mailto:rahmat.salam@umj.ac.id)

(Accepted: October 2023; Revised: November 2023; Published: January 2024)

**ABSTRACT**

*The study seeks to ascertain and evaluate Ethical Leadership in Shaping Employee Work Behavior at PT. BDE. The study's research approach is a descriptive qualitative method, through interviews and observations with the research object, namely the employees of PT. BDE . The findings from the study and debate are 1. Ethical leadership applied by PT BDE in its employees is a) creating the right values and morals in the workplace, b) shaping the way an employee carries out their work duties with high moral standards , c) fostering loyalty, discipline, order, neatness and creating employees who have attitude. 2. Employee Work Behavior at PT. BDE is already quite good, namely working well and being responsible, outgoing and hardworking. However, it has both positive and negative types of behavior.*

**Keywords:** *Ethical Leadership and Employee Work Behavior*

## **INTRODUCTION**

PT. BDE operates in the field of building development and management with No. Operational Permit : 517/167–Perek/2005 with its vision of being able to create a contemporary business center and market with a cultural perspective as a model for contemporary markets in Indonesia, the city of Tangerang. And one of its missions is to improve the Company's performance through efficient and effective market management. An ethical, kind and responsible leader is needed to manage the company well and achieve the company's vision and mission.

In order to create a positive work environment within the company, an ethical leader is needed within the company. By upholding ethical values and the values developed within the company, it is hoped that they will be able to show behavior to subordinates in accordance with these values.

To encourage people to do something voluntarily, there is a process called leadership. People can be moved by several things, such as threats, rewards, authority, and persuasion. (Rivai, in(Jannah et al., 2021))

Leaders must have the ability to influence other people so that they are willing to work together to achieve common goals. A good and ethical leader will influence good and ethical employee work behavior.

The ability to influence others to behave in a certain way is known as leadership. Because each leader has a unique way of exercising leadership, in an effort to achieve organizational goals, leaders will use

the power they have to direct the behavior of others in various situations.(Koesmono, 2017)

In general, employee work behavior will be formed and work well if the organization has a leader who shows ethical behavior and offers meaningful tasks, so that employees will uphold the values and ethical norms that exist in the company. (Keith et.al, Thompson and Bunderson inPahrudin, 2018)

Basically, the role of a leader in a company influences employee work behavior. However, the fact is that employee behavior sometimes conflicts with existing demands, which causes different perceptions about carrying out activities and tasks. And based on their nature, differences in human or employee behavior can be caused by their desires, needs, ways of thinking, experiences and affective reactions. (Desimon, Harris inKoesmono, 2017).

By considering the background and phenomena above, the author wants to conduct research entitled "Analysis of Ethical Leadership in Shaping Employee Work Behavior at PT. BDE,"

## **LITERATURE REVIEW**

### **Ethical Leadership**

#### **a. Definition of Ethical Leadership**

According to Yukl in Herawati andHerawati & Prayekti, 2017, ethical leadership is leadership where service is the key. One of the main responsibilities of a leader is to serve his subordinates. The service in question includes guarding, maintaining, and providing authority to subordinates.

According to Brown et al., 2005, ethical leadership is defined in two stages. First, individuals carry out normative and interpersonal behavior. The second stage is to model and encourage this behavior to its members. On Mulyadi, 2021, Treviño et al. divides ethical leaders into two moral: personal and manager.

According to Bubble, 2012, ethical leadership influences employees through values, principles, and beliefs that differ from the organization's standards of behavior.

Therefore, based on the information above, it can be concluded that ethical leadership is a type of leadership that emphasizes commitment to principles such as justice, honesty, accountability and trust.

#### **b. Basic Elements of Ethical Leadership**

According to Djela Djela et al., 2017 that ethical leadership consists of several important components, including 1. Leadership involves interactions between leaders and members of groups or organizations; 2. Capability exists; 3. Leaders influence subordinates through certain processes; 4. Common goals must be achieved.

#### **c. Dimensions of Ethical Leadership**

According to (Brown et al., 2005), the following elements are included in ethical leadership: Being trustworthy, Fairness, Showing concern for employees, Setting ethical standards and

disciplining those who violate ethics, modeling ethical behavior.

### **Employee Work Behavior**

#### **a. Definition of Employee Work Behavior**

According to Arnold Feldman in Koesmono, 2017; The real actions a person takes are known as individual behavior. Either way, the set of actions or behaviors depends on what the organization expects or demands from a person. Organization, motivation, abilities, perceptions, personality, organizational systems, and resources are other examples of components that can influence a person's behavior.

According to Theedens in Diah & Kusumawati, 2015 Work behavior is a person's response to their work which consists of their actions, attitudes and assumptions about their work, as well as the working conditions experienced in the workplace and how leaders treat employees.

Meanwhile, according to Stephen, 2012 that employee work behavior is how people can actualize themselves in their workplace through their work attitudes, which emphasizes the way employees act to determine what they will do in their workplace.

Thus, it can be concluded that work behavior is all actions that show how an employee behaves in his or her original work environment and is applied to other employees and their work environment.

**Factors that Influence Employee Work Behavior**

According to Sondang p. siagian, 2016 that the factors forming employee work behavior are as follows:

1. Genetic factors; in this case, these are traits that are innate from birth and are even inherited from both parents. Therefore, data is needed for each employee regarding the employee's life background. This data is collected when employees apply to the company. Such data will be very important as a reference in directing the behavior of the employees concerned, both in making corrections to positive organizational behavior. For example about the employee's life background, such as intelligence, temper, patience and so on (Alia, 2022) (Nani & Lina, 2022) (Nani & Ali, 2020)
2. Environmental factors: what is meant are the circumstances and conditions that a person faces when they are young, both at home and in the wider environment, including their school and home environment. Several things that can influence a person's environment are: A peaceful environment, meaning full of peace and free from suspicious life.
  - a) A harmonious environment where people pay no attention to each other.
  - b) A harmonious environment where people pay no attention to each other.

- c) Clean environment.
  - d) Availability of sufficient facilities.
  - e) A state of society that shows a sense of familiarity.
3. Educational factors: can be formal and non-formal. The goal of education is not merely the transfer of knowledge and skills. One very important part is character building. Related to education as a factor in forming work behavior are skills. What is meant by skill is the ability to carry out certain activities that can be learned and developed.
  4. Experience factor: a person from childhood also shapes behavior in organizational life. Experience can form apathetic, stubborn, intolerant, easily discouraged, and so on. One other source of experience that can shape a person's work behavior is events that they may have experienced in other organizations, either directly or indirectly.

**b. Types of employee work behavior**

Positive behavior shown by an employee includes, according to Irmin in (Tuhagana & Darajat Romli, 2019):

1. Demonstrate high work enthusiasm,
2. Demonstrate friendly personal relationships;
3. Able to adapt to change;
4. Control yourself well,
5. Have the ability to relieve superiors of their duties;
6. Can set an example to others;
7. Ability to differentiate rights and obligations;
8. Creative and innovative; And

9. Having a big heart and being open-minded means respecting other people, recognizing other people's strengths, being able to restrain your desires, being reluctant to criticize other people, not being easily disappointed, being kind to people who bother us, and always thinking positively.

Meanwhile, according to Gary S Topchik in (Tuhagana & Darajatul Romli, 2019) that the types of bad behavior shown by an employee in the workplace, namely:

1. Locomotive type, running over others to show his hatred,
2. Perfectionist type;
3. Iceman Type (repellent);
4. The "Not My Job" type;
5. Types of Gossip Spreaders;
6. Pessimistic Type;
7. Types of Poor Commitment;
8. Types of Criticism;
9. Type Likes to Sulk;
10. The Type of Willing to Sacrifice;
11. Kind of Blaming Himself;
12. Types of Scapegoat Seekers;
13. Easy to Crack Type; And
14. Type of Person Details

**c. Work Behavior Indicators**

According to Andi Eko Prasetyo (2011:26), Work Behavior Indicators are employee perceptions regarding:

1. Motivation
2. Productive
3. Responsibility
4. Hard work

**RESEARCH METHODS**

This research uses a descriptive qualitative approach. According to (Sugiyono, 2018), The qualitative

approach is a research approach that is based on philosophy and is used to conduct research in scientific conditions (experiments). Researchers use this approach as an instrument, use data collection techniques, and use a qualitative approach to analyze the results. This research places more emphasis on meaning.

The phenomenological method is a form of qualitative research that has grown and developed in the field of sociology, which is the main study of phenomena that appear as research subjects, but is free from elements of prejudice or researcher subjectivity. Phenomenological research is focused on exploring, understanding, and interpreting the meaning of phenomena, events and their relationship to ordinary people in certain situations. Phenomenological research is a type of qualitative research that developed in the field of sociology. This method is also for identifying the essential qualities of conscious experience carried out in depth and precision (Smith, etc. in Hajaroh, 2020)

**Object of research**

The place where the research was conducted was PT BDE which is located at Jl. HOS. Cokroaminoto, Sudimara Bara – Tangerang.

**Data Types and Sources**

According to Sugiyono (2019), there are several types of data, namely as follows:

1. Qualitative data consists of a general description of the company and its organizational structure, which is not represented in numbers. Qualitative data has the characteristic of consisting of two or more attributes, does not

have a ranking or rating, for example: male, female, blood type. while the data has two attributes: dichotome/binary, for example: Yes-No, On-Dead, Plus-Minus(Hardani et al., 2020).

2. Quantitative data is data that is shown in the form of numbers as a measure and evidence, to show quantity, absolute (parametric) number form so that its magnitude can be determined, for example 5 kg.(Hardani et al., 2020).

And in this research, the type of data used is qualitative data. Qualitative data aims to develop the state of the object under study based on the data found and then draw conclusions.

**Data source**

According to Sugiyono (2019), there are several data sources, including:

1. Primary data is data collected directly by researchers from research objects or first sources through interviews and observations about work ethics and employee behavior.
2. Secondary data was collected through records, official company documents, and library research. This is data published or used by an organization that is not its processing.

Primary and secondary data are the sources used in this research.

**Data collection technique**

Data collection was carried out in the following way to obtain data and information processed in this research:

Field study

namely the direct observation method is used to collect data and information at PT BDE, as follows:

- a) Interview  
To obtain information about employee leadership and work behavior, direct interviews are conducted with interested parties.
- b) Observation  
namely seeing directly the leadership actions and work behavior of employees.
- c) Documentation  
This is done by recording the results of observations and interviews.

**Data Analysis Techniques**

In this research, the data analysis technique used is descriptive analysis. The results of interviews, observations and documentation collect data and information about leadership ethics and employee work behavior. After studying the data, research explains the problem and makes recommendations.

**RESEARCH RESULTS AND DISCUSSION**

**1. Ethical Leadership at PT. BDE**

In general, a leader has the task of ensuring efficiency and effectiveness as well as providing ethical values and norms to his subordinates in order to achieve company goals and create a conducive work environment so that it can provide comfort for employees. With the ethical leadership he applies, he can guide or motivate his employees towards predetermined goals by detailing their work. One of the characteristics of a leader is appreciating the achievements obtained by employees and

inspiring employees to work well without ignoring the norms and ethics that apply to the company. And has a tremendous influence on its employees.

And with the leadership applied by the leaders of PT. BDE for employees is as follows:

- a) Creating the right values and morals in the workplace
- b) Forming an employee's way of carrying out their work duties with high moral standards
- c) Foster loyalty, discipline, order, neatness and create employees who have an attitude.

**2. Formation of Work Behavior of PT Employees. BDE**

Based on the phenomena that occur and employees' opinions, a person's work behavior is closely related to a person's leadership and ethics in the

workplace, which influences employee behavior.

By giving some authority to his subordinates, the leader will not care how he can influence them to perform tasks in unexpected ways. Of course, this is difficult because the behavior of subordinates is always different, which is sometimes influenced by an environment full of individual characteristics.

If employees can feel job satisfaction as a result of their contribution to the company, their behavior will increase positively.

And based on observations made on employees with disguised names, employee behavior types at PT were obtained. BDE which can be explained in the following table:

Table 1. Observation Table on Employee Work Behavior PT. BDE

No	Informant	Position	Work Behavior applied by employees
1	Informant 1	Civil Engineering Staff	Work in a sociable and wise manner and have a pretty good attitude. And have a type that has strong self-control
2	Informant 2	Cleaning Service Coordinator	Works well, but has a critical type and likes to compare the work of his co-workers
3	Informant 3	Administrative staff	Able to work well, able to lighten the boss's duties, but has a fussy type
4	Informant 4	Civil Supervisor	Work in a sociable, responsible manner and have good character and are able to differentiate between rights and obligations
5	Informant 5	Head of Administration and finance	Work with full responsibility, have a maximum work ethic, and be strong in self-control
6	Informant 6	Electrical administration staff	Works well and shows a sympathetic personal relationship but having a type is not my job

No	Informant	Position	Work Behavior applied by employees
7	Informant 7	Logistics/warehouse staff	Work well, be responsible and pessimistic
8	Informant 8	Marketing Staff	Hard worker and full of responsibility and has a creative and innovative type
9	Informant 9	Marketing Administration Staff	Work well and responsibly, and have the type to demonstrate sympathetic personal relationships
10	Informant 10	Civil Staff	Being able to work well but having a type is not my job

Source: observation with interviews, 2023

**CONCLUSIONS AND SUGGESTIONS**

**1. Conclusion**

There are several conclusions that can be made based on the results of observations and research that have been carried out:

- 1) Leader of PT. BDE applies the following ethical leadership principles to its employees:
  - a) Creating proper ethics and principles in the workplace
  - b) Instruct an employee to carry out his job responsibilities with high moral standards
  - c) promotes loyalty, discipline, order, neatness, and employees with attitude.
- 2) Employee Work Behavior at PT. BDE, namely working well and being responsible, sociable and hardworking. However, there are positive and negative types of behavior. Of the various types of positive employee behavior, they include the following:
  - a) The type that makes things easier for superiors

- b) The type who is able to differentiate between rights and obligations
- c) Type has strong self-control
- d) Creative and innovative type
- e) Type indicates a sympathetic personal relationship

Meanwhile, for the type of employee behavior at PT. Negative BDE is as follows:

- a) Critic type and likes to compare the work of fellow workers
- b) Rambling type
- c) Type is not my job
- d) Pessimistic type

**2. Suggestions**

Researchers make the following suggestions based on the findings above, namely:

Company leaders must be able to become leaders who have a high attitude, have good norms, values and ethics so that they are always able to motivate employees and provide a good influence on employees in order to shape the work behavior of employees who have a good attitude.

As a leader, we are also expected to always act and act like a leader who is able to influence



and direct employees well so that they are able to achieve the company's desired goals together.

## REFERENCES

- Alia, D. R. (2022). Teori Perilaku Karyawan. In *Pusdansi.org* (Vol. 2, Issue 4). <http://pusdansi.org/index.php/pusdansi/article/view/123/126>
- Brown, M., Treviño, L., & Harrison, D. (2005). Ethical Leadership: A Social Learning Perspective for Construct Development and Testing. *Organizational Behavior and Human Decision Processes*, 97, 117–134. <https://doi.org/10.1016/j.obhdp.2005.03.002>
- Buble, M. (2012). *Interdependence of organizational culture and leadership styles in large firms*. 17, 85–97.
- Diah, O. :, & Kusumawati, A. (2015). *Peningkatan Perilaku Kerja Islami Dengan Budaya Organisasi Islami Sebagai Variabel Moderasi*. <https://jurnal.unissula.ac.id/index.php/cbam/article/view/308>
- DjelaDjela, K. S., Pio, R. J., & Sambul, S. A. P. (2017). Pengaruh Kepemimpinan Etis Terhadap Prestasi Kerja Pegawai (Studi Kasus Pada Kantor Pajak Pratama Tobelo Kabupaten Halmahera Utara). *Jurnal Administrasi Bisnis*, 5(003). <https://doi.org/10.35797/jab.v5.i003.%p>
- Hajaroh, M. (2020). *Paradigma, Pendekatan Dan Metode Penelitian Fenomenologi* (pp. 443–462).
- Hardani, Ustiawaty, J., Andriani, H., istiqomah, ria, Sukmana, D., Fardani, R., auliya, nur, & Utami, E. (2020). *Buku Metode Penelitian Kualitatif & Kuantitatif*.
- Herawati, J., & Prayekti, P. (2017). Pengaruh Kepemimpinan Etis Dan Komitmen Organisasional Terhadap Kinerja Karyawan Koperasi Batik Di Jogjakarta. *SOSIOHUMANIORA: Jurnal Ilmiah Ilmu Sosial Dan Humaniora*, 1. <https://doi.org/10.30738/sosio.v1i1.516>
- Jannah, W., My, M., & Savitri, R. (2021). Gaya Kepemimpinan Kepala Madrasah dalam Meningkatkan Etika Manajemen di MAN 1 Kota Jambi. *JMiE (Journal of Management in Education)*, 5, 49–56. <https://doi.org/10.30631/jmie.2020.52.49-56>
- Koesmono, T. (2017). Peranan Kepemimpinan Dan Budaya Organisasi Terhadap Perilaku Karyawan. *EKUITAS (Jurnal Ekonomi Dan Keuangan)*, 10, 335. <https://doi.org/10.24034/j25485024.y2006.v10.i3.2197>
- Mulyadi, M. (2021). Pengaruh Kepemimpinan Etis Dan Good Corporate Governance Terhadap Kinerja Perusahaan Bumn Di Indonesia. *Media Riset Akuntansi, Auditing & Informasi*, 21, 137. <https://doi.org/10.25105/mraai.v21i1.9172>
- Pahrudin, C. , M. S. , & A. L. (2018). 244-1358-1-PB-5. *Jurnal*

- Manajemen Transportasi & Logistik*, 5(2), 117–128.
- Prasetyo, Andi Eko. 2011. *Pengaruh Budaya Kerja terhadap Perilaku Kerja dan Kinerja Karyawan PT. Bank Pembangunan Daerah (BPD) Banyuwangi*. Jember: Skripsi tidak diterbitkan
- Sondang p. Siagian. (2016). *Manajemen Sumber Daya Manusia*.
- Stephen, R. (2012). *Perilaku Organisasi*.
- Sugiyono. (2018). *Statistika Untuk Penelitian* (Cetakan Ketujuh). Alfabeta.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Tuhagana, A., & Darojatul Romli, A. (2019). Identifikasi Perilaku Kerja Karyawan Di Kawasan Industri Yang Berstatus Mahasiswa (Survey Pada Karyawan Industri Kabupaten Karawang Yang Kuliah Di Universitas Buana Perjuangan Karawang). *Jurnal Manajemen & Bisnis Kreatif*, 4. <https://doi.org/10.36805/manajemen.v4i2.525>