

# The Influence Of Ethical Leadership And Teamwork On Employee Performance With Organizational Commitment As A Mediation Variable In The West Nusa Tenggara Provincial Health Office

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## ABSTRACT

This research aims to analyze the influence of ethical leadership and teamwork on employee performance both directly and indirectly through organizational commitment at the West Nusa Tenggara Provincial Health Service. The type of research used in this research is causal research. The data collection that will be used in the census method on all civil servants in the NTB Provincial Health Service, totaling 100 people. The data collection tool uses a questionnaire distributed online via Google Forms. Data analysis and hypothesis testing for this research were carried out using the Partial Least Square (PLS) approach using SmartPLS software version 3.0. The research results show that (1) Ethical leaders positively and significantly affect Employee Performance. (2) Teamwork has a positive and significant effect on employee performance. (3) Ethical leaders positively and significantly affect Employee Organizational Commitment. (4) Teamwork has a positive and significant effect on Organizational Commitment. (5) Teamwork has a positive and significant effect on Organizational Commitment. (6) Ethical leaders positively and significantly affect Employee Performance through Employee Organizational Commitment. (7) Ethical leadership has a positive and significant effect on employee performance through employee organizational commitment.

Keywords: Ethical Leadership, Teamwork, Organizational Commitment, Employee Performance

## INTRODUCTION

Performance can be interpreted as the result of real work an employee produces in carrying out the functions and responsibilities entrusted to him. Wibowo (2017) states that performance is not only interpreted as limited to work results but is broad because it includes achieving these work results. According to Gibson, Ivancevich, and Donnelly (2013), factors that influence performance are individual factors consisting of abilities and skills, background, and demographics. The second factor

that influences performance is psychological factors which consist of perception, attitude, personality, motivation, job satisfaction, organizational commitment, and work stress. Meanwhile, the third factor that influences performance is organizational factors which consist of leadership, compensation, conflict, power, organizational structure, work groups (teamwork), work environment, job design, organizational design, organizational culture, and career.

Based on the description of the factors that influence performance, several specific aspects of the variables that can influence it can be formulated, namely organizational commitment, leadership, and teamwork. Organizational commitment is a condition that shows the psychological involvement of an individual in a particular organization, where the individual is partial, loyal, and involved in the organization. In other words, organizational commitment is the relative strength of an individual's involvement with the organization in achieving the stated goals and values (Robbins and Judge, 2016).

Many previous research studies have been conducted on performance associated with organizational commitment. Research results from Anita (2014) show that organizational commitment has a positive and significant effect on employee performance. Rikiawan et al (2013), Argensia et al (2014), and Kartika et al (2014) show that organizational commitment has a significant effect on employee performance. Meanwhile, there are different results, namely Rizki (2011) who found that organizational commitment does not have a significant effect on the performance of public organizations.

Leadership is the ability to influence a group toward achieving a set vision or goal (Robbins and Judge, 2016). According to Rivai (2008), leadership is a way for leaders to influence their subordinates so that they want to work together productively to achieve organizational goals. According to Armstrong and Taylor (2012), leadership is the process of inspiring all employees to work as well as possible to achieve the expected results.

A study by Herawati & Prayekti (2017) has proven that there is a positive and significant impact of ethical leadership on performance. Not only that, research by Malik et al. (2016); and Maudul, Pio, and Runtuwene (2013) shows that ethical leadership can positively and significantly influence performance. However, a study conducted by Harmoko & Sulistyo (2014) provides a difference, namely that ethical leadership does not have a significant effect on performance, so there is a gap in conducting research.

Apart from Commitment and Leadership, Teamwork can also influence performance. Teamwork becomes a forum for employees or leaders to exchange ideas or solutions to problems or work completion (Simatupang, 2019). Apart from achieving work results quickly and with maximum results, teamwork can also strengthen good communication between leaders and employees and between employees and other people so that the company can have good employee performance.

Apart from influencing performance, ethical leadership and teamwork can also influence organizational commitment. Lambert et al. (2020) argue that the attachment between employees and the organization is a form of organizational commitment. Research conducted by Bedi et al. (2016) notes that ethical leaders will strive to maintain quality relationships with their members through positive behavior. Alam et al. (2021) argue that members of ethical leaders will reciprocate the fair treatment given to them by being respectful, loyal, and committed. Ethical leadership will create positive connectivity towards organizational commitment to the company (Addai et al. 2019).

Every institution or other organization wants every work to have good results. Employee performance studies related to commitment, leadership, and teamwork can be carried out at government institutions in the health sector, namely at the West Nusa Tenggara Provincial Health Service office. The West Nusa Tenggara Provincial Health Service is the implementing element of mandatory government affairs relating to health services based on the Governor's Regulations

regarding the Position, Organizational Structure, Duties and Functions, and Work Procedures of the West Nusa Tenggara Provincial Health Service.

The implementation of the health program in West Nusa Tenggara Province is still faced with several health problems that cannot be achieved according to the targets that have been set. These problems are related and babies are still relatively high, the prevalence of malnutrition and stunting is high, accredited and standardized health facilities are not evenly distributed, health human resources are not evenly distributed between regions, and access to health services is not yet optimal, and promotive and preventive efforts for health problems are not yet optimal.

The high number of maternal and neonatal deaths, as well as the low nutritional status of children under five and cases of morbidity and death due to infectious diseases, are still problems. The leadership has launched the Family Posyandu program. Of course, the Health Service cannot work alone, cross-program and cross-sector collaboration is needed to implement the Family Posyandu a success. This effort is a form of collaboration within working groups in the organization to overcome problems that occur.

Another form of effort by the leadership and commitment of employees within the West Nusa Tenggara Provincial Health Service is efforts to improve the level of public health and comprehensively overcome visual impairment and blindness through promotive, preventive, curative, and rehabilitative efforts including the management of cataracts in the general public, refractive disorders in school-age children, and vision problems.

Goals in this research aim to analyze the significance of the influence of Ethical Leadership, Teamwork, and Organizational Commitment on Employee Performance. Analyzing the significance of the influence of Ethical Leadership and Teamwork on Organizational Commitment. Analyzing the significance of the influence of Ethical Leadership and Teamwork on Employee Performance through Organizational Commitment.

## LITERATURE REVIEW

### Employee Performance

Wibowo (2017) states that performance is not only interpreted as limited to work results but is broad because it includes the process of achieving these work results. Performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, seriousness, and time (Hasibuan, 2017). In line with this opinion, Mangkunegara (2017) defines "Performance as the result of work in terms of quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him". A similar opinion was expressed by Simamora (2008) that performance is the result of work that a person has achieved from their work behavior in carrying out work activities.

According to Gibson, Ivancevich, and Donnelly (2013:123-124) factors that influence performance are individual factors consisting of abilities and skills, background, and demographics. The second factor that influences performance is psychological factors which consist of perception, attitude, personality, motivation, job satisfaction, organizational commitment, and work stress. Meanwhile, the third factor that influences performance is organizational factors which consist of leadership, compensation, conflict, power, organizational structure, work groups (teamwork), work environment, job design, organizational design, organizational culture, and career. Based on the description of the factors that influence performance, several specific aspects of the variables that can influence it can be formulated, namely organizational commitment, leadership, and teamwork.

Referring to the Government Regulation of the Republic of Indonesia Number 46 of 2011 concerning Employee Work Performance Evaluation, Work Performance can be measured through two

types of assessment with the following Indicators: (1) work target assessment, including a) quantity/volume/target results; b) quality of results; c) efficiency (cost); d) effectiveness (time/accuracy); (2) work behavior assessment, including a) service orientation; b) integrity; c) commitment; d) leadership; e) discipline; f) cooperation.

## Organizational Commitment

Organizational commitment is (1) a strong desire to remain a member of a particular organization, (2) the desire to try hard to follow the wishes of the organization, and (3) certain beliefs and acceptance of the organization's values and goals. In other words, it shows that organizational members express their concern for the organization and its success and sustainable progress (Luthans, 2015).

Organizational commitment is defined as a situation where an employee supports a particular organization and its goals and desires to maintain membership in that organization. So, high job involvement means siding with an individual's particular job, while high organizational commitment means siding with the organization that recruits that individual (Robbins and Judge, 2016: 101).

According to Gibson et al (2013), commitment to an organization involves identification, involvement, and loyalty to the organization. According to Ivancevich (2007), organizational commitment is the loyalty expressed by employees in their daily behavior at work. Employee commitment to the organization influences their work results (Meyer & Allen in Brown, 2013).

There are 3 dimensions of the organizational commitment model proposed by Allen and Mayer (in Luthans 2015):

- 1) Affective Commitment, namely: employee emotional attachment, identification, and involvement in the organization.
- 2) Continuity Commitment is a commitment based on losses associated with the employee's departure from the organization. This may be due to loss of seniority for promotions or benefits.
- 3) Normative Commitment is a feeling of obligation to remain in the organization because that is the way it has to be and this action is the right thing to do.

## Ethical Leadership

Leadership is the ability to influence a group toward achieving a set vision or goal (Robbins and Judge, 2016). According to Rivai (2008), leadership is a way for leaders to influence their subordinates so that they want to work together productively to achieve organizational goals. According to Armstrong and Taylor (2012), leadership is the process of inspiring all employees to work as well as possible to achieve the expected results.

Antonio (2007) explains that Muhammad SAW who was a successful leader of the people in his time. He is a reflection of Islamic leaders of the past, present, and future because of his characteristic traits, attitudes, and exemplary behavior. Antonio further explained Muhammad SAW's example, that he was a role model in implementing his advice and suggestions, as well as in becoming a noble person. His nobility of morals was one of the factors in his success, both as a person and, as a leader of family, business, and society. Muhammad SAW's success is a long-term success even beyond his age because he will always be remembered and emulated throughout time. This success is something that everyone should emulate, especially those who follow in his footsteps as leaders.

One leadership orientation that is in line with his leadership footprint is ethical leadership. Ethical Leadership is a leader who always carries out ethical actions. In the explanation by Rukmana (2007) ethical leadership is the ability and readiness of a person to be able to influence, invite, and teach a person or group to achieve a goal using existing moral or ethical values. Then Brown et al.

(2005) stated that ethical leadership is the result of actions that are by the norms between individuals and their subordinates by considering balanced and true decisions.

Northouse (2016; 409-416), outlines the main principles that are used as the basis for developing strong ethical leadership, namely:

- 1) Leaders who respect others,
- 2) Leaders who serve others
- 3) A fair and objective leader
- 4) Honest leader;

## Teamwork

Robbins and Judge (2016) stated that teamwork is a group whose individual efforts produce higher performance than the sum of individual input. This means that the performance achieved by a team is better than the performance of individuals in an organization or company. Meanwhile, Tracy (2006) states that teamwork is an activity that is managed and carried out by a group of people who are members of one organization. Teamwork can improve mutual performance and communication within and between parts of a company. Usually, teamwork consists of people who have different expertise so it becomes a strength in achieving company goals.

To measure teamwork, several indicators are used (Fatwadi, 2015: 8), consisting of working to achieve targets in an atmosphere of mutual trust; Willingness to accept differences and contributions of thought from each individual; Problem-solving is carried out positively without involving individual hatred; Share knowledge and skills so that the entire team has the same abilities; If a problem occurs, always solve it with a cool and open head; Division of responsibilities with people who can work in groups; All team members do not hesitate to take the necessary initiatives and actions, without fear of differences of opinion.

## Conceptual Framework

The conceptual framework of the research can be described as follows:

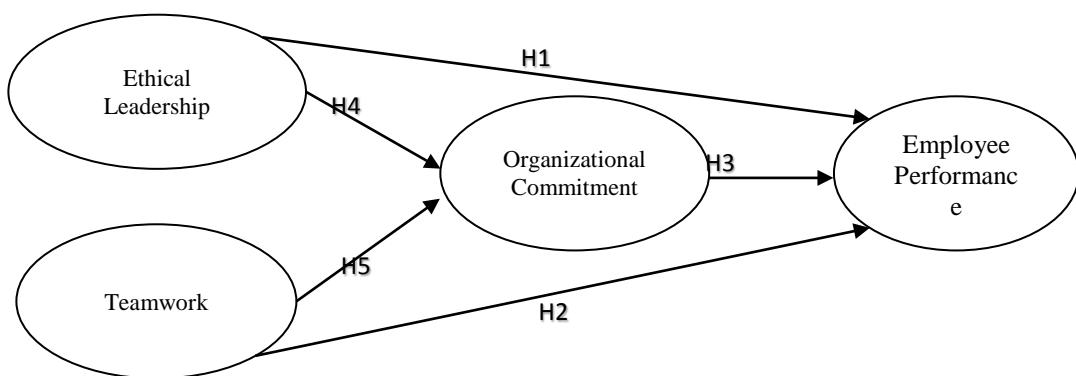


Figure 1. Research Conceptual Framework

Based on the conceptual framework above, the following research hypothesis can be formulated:

H1: Ethical Leadership has a significant influence on the Performance of West Nusa Tenggara Province Health Service Employees

H2: Teamwork has a significant effect on the performance of West Nusa Tenggara Province Health Service Employees

- H3: Organizational Commitment has a significant effect on the Performance of West Nusa Tenggara Provincial Health Service Employees
- H4: Ethical Leadership has a significant influence on the Organizational Commitment of West Nusa Tenggara Province Health Service Employees
- H5: Teamwork has a significant effect on Organizational Commitment at the West Nusa Tenggara Provincial Health Service
- H6: Ethical Leadership has a significant effect on Employee Performance through Organizational Commitment
- H7: Teamwork has a significant effect on employee performance through organizational commitment.

## METHODS

The type of research used in this research is causal research. According to Silalahi (2010), "Causal research is research that aims to determine the causal relationship of two or more variables." The data collection that will be used is the census method. The census method is a method that uses all members of the population as respondents (Sugiyono, 2014). Respondents in this research are employees of West Nusa Tenggara Provincial Health Service totaling 100 people. The data collection tool that will be used is a questionnaire. Data analysis and hypothesis testing were carried out using the Partial Least Square (PLS) approach using SmartPLS software version 3.0. PLS is a component or variance-based equation model. According to Ghazali (2012), PLS is an alternative approach that shifts from a covariance-based approach to a variance-based approach. Covariance-based models generally test causality or theory, while PLS is more of a predictive model. PLS is a powerful analysis method (Wold in Ghazali, 2012) because it is not based on many assumptions. For example, the data does not have to be normally distributed, the sample does not have to be large, namely between 30-100.

## RESULT

### Measurement Model

Data analysis using the PLS approach was carried out by evaluating the measurement model (Inner Model) and structural model (Outer Model). Testing using the PLS approach is practical because this testing is not limited by having to fulfill normally distributed data and limits on the number of data samples. By using SmartPLS (Partial Least Square), Figure 1 is obtained, which is the output path so that the results of each measurement model (inner model) are then described below.

The measurement model built based on reflection indicators is evaluated with construct reliability as seen from the composite reliability value (Ghazali, 2011: 24). The values can be seen in Table 1.

Table 1. Quality Criteria

| Variable                  | rho_A | Composite Reliability | Cronbach's Alpha |
|---------------------------|-------|-----------------------|------------------|
| Ethical Leadership        | 0.871 | 0.892                 | 0.863            |
| Teamwork                  | 0.956 | 0.963                 | 0.954            |
| Organizational Commitment | 0.953 | 0.959                 | 0.952            |
| Employee Performance      | 0.949 | 0.955                 | 0.948            |

The composite reliability value for each variable is greater than 0.70. Likewise, the Cronbach's alpha value is by the recommended value ( $> 0.70$ ). Therefore, internal consistency has been fulfilled.

In this research, the indicators for each variable are reflective. Measured using discriminant validity which is assessed based on the AVE value.

Table 2. Discriminant Validity

| Variable                  | Ethical Leadership | Teamwork | Employee Performance | Organizational Commitment |
|---------------------------|--------------------|----------|----------------------|---------------------------|
| Ethical Leadership        | 0.713              |          |                      |                           |
| Teamwork                  | 0.707              | 0.887    |                      |                           |
| Employee Performance      | 0.798              | 0.881    | 0.825                |                           |
| Organizational Commitment | 0.745              | 0.892    | 0.909                | 0.851                     |

The correlation value between indicators shows that the research model has met discriminant validity.

### R-Square

The goodness of the Fit Model was measured using the R-square ( $R^2$ ) of the dependent latent variable with the same interpretation as regression. The standards for determining  $R^2$  for endogenous latent variables are:

- 1) The  $R^2$  value of 0.67 is categorized as substantial,
- 2) The  $R^2$  value of 0.33 is categorized as moderate,
- 3) The  $R^2$  value of 0.19 is categorized as weak (Chin, 1988),
- 4) An  $R^2$  value of more than 0.7 is categorized as strong.

The determination value  $R^2$  produced as a result of evaluating this research model can be seen in the following table.

Table 3. Model Determination Values

| No. | Variable                  | R Square Adjusted |
|-----|---------------------------|-------------------|
| 1   | Employee Performance      | 0.876             |
| 2   | Organizational Commitment | 0.822             |

Based on the determination results, it was obtained at 0.822 for Organizational Commitment, meaning that the diversity of data in this research model is in a strong category. Apart from that, the value of 0.822 shows that Ethical Leadership and Teamwork influence Employee Commitment by 82.2 percent, while the rest is influenced by other variables outside the variables included in this research. Next, the results for determining Employee Performance were obtained at 0.876, meaning that the diversity of data in the Employee Performance model in this research was in a strong category. Apart from that, the value of 0.876 shows that Ethical Leadership, Teamwork, and Organizational Commitment influence employee performance by 87.6 percent, while the rest is influenced by other variables outside the variables included in this research.

### Hypothesis Testing

The path coefficient value is obtained from the SmartPLS output which can be seen below.

Table 4. Structural Model Test Results

| Influence Between Variables   | Coefficient | P-Value | Information                         |
|---|-------------|---------|-------------------------------------|
| Ethical Leadership -> Employee Performance                              | 0.244       | 0,000   | Significant and Hypothesis Accepted |
| Teamwork -> Employee Performance  | 0.291       | 0.010   | Significant and Hypothesis Accepted |
| Ethical Leadership -> Organizational Commitment                         | 0.228       | 0.002   | Significant and Hypothesis Accepted |
| Teamwork -> Organizational Commitment                                   | 0.731       | 0,000   | Significant and Hypothesis Accepted |
| Organizational Commitment -> Employee Performance                       | 0.468       | 0,000   | Significant and Hypothesis Accepted |
| Ethical Leadership -> Organizational Commitment -> Employee Performance | 0.106       | 0.010   | Significant and Hypothesis Accepted |
| Teamwork -> Organizational Commitment -> Employee Performance           | 0.342       | 0,000   | Significant and Hypothesis Accepted |

Through hypothesis testing with SEM-PLS which shows the positive coefficient value of the influence between variables with a p-value smaller than the error tolerance value of 0.05, which means that all proposed hypotheses can be accepted.

## DISCUSSION

### The Influence of Ethical Leadership on Employee Performance

Hypothesis testing results show that Ethical Leadership positively and significantly affects Employee Performance. The existence of Ethical Leadership that employees feel has been carried out by leadership elements at the West Nusa Tenggara Provincial Health Service has proven to be able to improve employee performance. If Ethical Leadership is carried out more effectively by leadership elements, employee performance will be higher. On the other hand, if Ethical Leadership is carried out less effectively by leadership elements, employee performance will be lower.

Ethical Leadership is a leader who always carries out ethical actions. In the explanation by Rukmana (2007) ethical leadership is the ability and readiness of a person to be able to influence, invite, and teach a person or group to achieve a goal using existing moral or ethical values. Then Brown et al. (2005) stated that ethical leadership is the result of actions that are under the norms between individuals and their subordinates by considering balanced and true decisions.

Malik et al. (2016) stated that leaders will be considered ethical if they are in their professional and personal lives and they are also principle-centered leaders with attention and concern for society in their decision-making and leadership style. In this case, it explains that ethical leadership must always behave by ethics pay attention and always consider every decision they make so that it will not cause harm, and always care about the people around them.

The results of this research are in line with the results of research conducted by Maudul et al (2018); Lubis and Bernard (2022) show that there is a positive and significant direct influence of Ethical Leadership on employee performance. These results are strengthened by the results of research conducted by Angel Maudul (2018) proving that ethical leadership has a significant and positive

influence on employee performance. The research conducted by Narmado (2008) and Ratnaningsih (2009) showed that the application of ethical leadership had a positive effect on employee performance.

### **The Effect of Teamwork on Employee Performance**

Hypothesis testing results show that Teamwork positively and significantly affects Employee Performance. This means that if the teamwork that exists is more solid/cohesive between employees when working at the West Nusa Tenggara Provincial Health Service, then employee performance will be higher. On the other hand, if the teamwork that exists becomes less solid/cohesive between employees at work, then employee performance will be lower.

Following the opinion expressed by Dewi et al (2007) who stated that team collaboration is a form of work in groups that must be organized and managed well. The team consists of people who have different skills and are coordinated to work together with the leadership. There is a strong interdependence on each other to achieve a goal or complete a task. By doing teamwork the results exceed those done individually.

Next, Tracy (2006) states that teamwork is an activity that is managed and carried out by a group of people who are members of one organization. Teamwork can improve mutual performance and communication within and between parts of a company. Usually, teamwork consists of people who have different expertise so it becomes a strength in achieving company goals.

According to Tenner and Dintoro (in Syam, 2020), teamwork is a group of people working together to achieve the same goal and this goal will be easier to achieve through teamwork rather than doing it alone. Collaboration is different from working together. Collaboration refers more to efforts to complete tasks to achieve goals between individuals or between work units where each has tasks that are carried out synergistically, while working together refers more to work between individuals or between work units carried out at the same time. which is not necessarily accompanied by carrying out tasks synergistically (Soedarmanto, 2009: 145). To get maximum results or an effective and efficient work team, of course, good communication is needed between individuals in an organization.

The results of this research strengthen the results of previous research conducted by Munir (2016); Poernomo (2006); and Colquitt et al. (2009) shows the results that there is a positive and significant influence of Teamwork on Employee Performance. In line with the findings of Simatupang et al. (2019); Auromiqo (2019) shows the results that there is a positive and significant influence of Teamwork on Employee Performance.

### **The Effect of Ethical Leadership on Organizational Commitment**

Hypothesis testing results show that Ethical Leadership positively and significantly affects Employee Organizational Commitment. This means that if the implementation of Ethical Leadership is more effective, the Organizational Commitment of Employees will be higher. Conversely, if the implementation of Ethical Leadership is less effective by the leadership, then Organizational Commitment will be lower.

In line with the opinion of Zhu, May, and Avolio (2004: 18) who state that ethical leaders are individuals who are balanced and objective, demonstrate ethical behavior, take people's wishes into account, and protect the rights of their employees. Ethical leaders guide not only their employees in their companies but also shareholders and the company's goals and they become role models for their followers (Watson, 2010).

Riaz & Haider (2010) argue that with limited resources, every organizational leader is expected to be able to carry out their duties optimally, this aims to maintain the competitive advantage that the organization has and maintain the organization's profitability. An ethical leadership style is very important in stimulating ethical behavior in the workplace (Brown & Mitchell, 2010). While

transmitting the ethical values of the institution Riggio et al. (2010) stated that the concept of ethical leadership has received a lot of attention due to the large number of unethical behaviors carried out by company executives in leading businesses. Their observations also resulted in the idea that ethical leadership can be approached with individual attributes or traits and behavioral aspects.

Interestingly, the results of Neves & Story's (2015) research show that if leaders are not considered ethical, regardless of their reputation for their performance, employees show the lowest levels of affective commitment to the organization. The higher an employee's involvement in an organization, the greater the possibility that he or she will say positive things about the organization, thereby making a positive contribution to the development of the organization (Anindita & Emilia, 2018).

The results of this research strengthen the results of research conducted by Dewi, Kirana, & Subiyanto (2022); Lubis & Bernard (2022) found that there is a positive and significant influence of Ethical Leadership on Organizational Commitment. In line with the findings of Muzandi, Suryatni, Nugraha, (2023); Risnaningsih, Hidayah, & Fuady (2022); Sumarjaya & Supartha (2017) found that there is a positive and significant influence of Ethical Leadership on Organizational Commitment.

### **The Effect of Teamwork on Organizational Commitment**

Hypothesis testing results show that Teamwork has a positive and significant effect on Organizational Commitment. This means that if teamwork between employees is more solid/cohesive, then the employee's organizational commitment will be higher. On the other hand, if the teamwork that exists is less solid/cohesive among employees, then the organizational commitment of the employees will be lower.

In line with the opinion of Hu et al., (2009) that a workgroup that has skills and is committed to achieving the same goals and targets is called a team. Teams that work together are called teamwork. Teamwork represents a unity of values that encourages members to listen to each other, provide constructive responses, and support, and appreciate the desires and success of team members. This unity of values will help the team to excel and also motivate individual achievements and overall organizational achievements, the team will also determine the relationship between members and company management and their role in company performance (Moultre et al., 2007).

Work team development begins with the formation of a team that has a combination of people with the right skills and is willing to collaborate with other people as a work team Dufrene & Lehman (2002). According to Dufrene & Lehman (2002), the formation of a work team has four stages, namely the first stage starts with an initial agreement on why a team needs to be formed, and what responsibilities and authority the team has. The second stage creates conditions so that the team can be successful, including the availability of the resources needed including equipment, supplies, capital, and quality human resources in their respective fields. Therefore, support from company management is needed. In the third stage, a team must be formed with a strong foundation, namely a leader, a clear vision and mission, and the commitment of team members to carry out what has been agreed. In the final stage, company management provides full support for the team to make it better.

A group of two or more individuals who interact with each other without having to have skills or without any commitment between group members but who have the same goals is called a group. Teamwork represents a unity of values that encourages members to listen to each other, provide constructive responses, and support, and appreciate the desires and success of team members (Huetal., 2009 in Syam, 2020).

Nelson & Tonks (in Syam, 2020) stated that communication built by each individual will gradually form a work group that has similarities to the company organization. Teamwork is very necessary to increase work efficiency, whether in the office, private sector, or government. If a

company does not have strong cooperation between one division and another, then the results of its work will not be efficient or timely (Rolanna, in Syam, 2020). On the other hand, according to Edmondson (in Syam, 2020), a team can achieve the highest performance if team members actively carry out discussions, ask lots of questions, and look for lots of solutions through experiments.

The results of this research strengthen the results of research conducted by Dewi et al (2022) which found that Teamwork had a positive and significant effect on Employee Organizational Commitment. Likewise, the results of Suhardi's research (2019); Munir (2016); and Kusumatutu (2018) found that teamwork had a positive and significant effect on organizational commitment.

### **The Effect of Organizational Commitment to Employee Performance**

Hypothesis testing results show that Organizational Commitment positively and significantly affects Employee Performance at the West Nusa Tenggara Provincial Health Service. This means that the higher the organizational commitment of employees at the West Nusa Tenggara Provincial Health Service, the higher their employee performance will be at work. Conversely, the lower the Organizational Commitment that employees have, the lower their Employee Performance at work will be.

Commitment has an important role, especially in a person's performance at work. This is due to the commitment that becomes a reference and encouragement that makes them more responsible for their obligations. Commitment is something that makes a person make up his mind, be determined, work hard, make sacrifices, and be responsible to achieve his goals and the goals of the organization that have been previously agreed upon. The opinion expressed by Robins (2013) is that organizational commitment is important for an organization so that it can move towards its stated goals. According to the opinion that commitment is a form of identification, loyalty, and involvement expressed by employees towards the organization or work unit. The success of a person's performance is determined by his commitment to the work he is engaged in. Employees with high commitment will be more comfortable at work, loyal, and participate, thereby forming employee habits that can create optimal performance results.

The results of this research strengthen the results of research conducted by Kartika et al (2014); Herawati and Prayekti (2017) have found research results where Organizational Commitment has a positive and significant effect on Employee Performance. Likewise with the results of Anita's research (2014); Risnaningsih, Hidayah, & Fuady (2022); Rikiawan, Mosadieq, and Utami (2013) found that Organizational Commitment has a positive and significant effect on Employee Performance.

### **The Effect of Ethical Leadership on Employee Performance Through Organizational Commitment**

Hypothesis testing results show that Ethical Leadership positively and significantly affects Employee Performance through Employee Organizational Commitment. This means that if the employee's organizational commitment is higher, the implementation of ethical leadership will be more effective in improving employee performance. On the other hand, if the employee's organizational commitment is lower, the implementation of ethical leadership will be less effective in improving employee performance.

Employee commitment will arise if there is a touch from other parties, namely an ethical leadership style (Walumbwa et al., 2012). This is also in line with what is said (Mahsud et al., 2010) that employees will reciprocate the positive things given by leaders with a high level of work commitment and of course, will involve themselves in the organization. This reflection of ethical leadership cannot be denied because employees tend to think that their superiors always set the best

example, such as making fair decisions, working according to SOPs, and treating members of the organization they lead morally.

If this behavior has succeeded in touching the hearts of employees, then they will have a high commitment to work. In the end, employees always try to reach the maximum point in carrying out their work. This means they can work well. According to Chunhtai and Zafar (2006), employees who have a high commitment to their organization tend to stay longer, have better performance, and are very actively involved in the workplace.

The results of this research strengthen the results of previous research conducted by Lubis, & Bernard (2022); Hartog and de Hoogh (2009); Anita (2014) found that there is a positive and significant influence of Ethical Leadership style on Performance through Organizational Commitment. Likewise, research by Imron, Indradewa, and Syah (2020); Herawati and Prayekti (2017); and Argensia et al. (2014) found that organizational commitment can mediate the influence of Ethical Leadership on employee performance.

### **The Effect of Teamwork on Employee Performance Through Organizational Commitment**

Hypothesis testing results show that Ethical Leadership positively and significantly affects Employee Performance through Employee Organizational Commitment. This means that if the employee's organizational commitment is higher, the influence of teamwork will be higher in improving employee performance. Conversely, if the employee's organizational commitment is lower, the influence of teamwork will be lower in improving employee performance.

In line with the opinion of Hu et al., (2009), that work carried out in groups with personnel who have skills can foster commitment to achieving the goals and targets that have been set. Teamwork represents a unity of values that encourages members to listen to each other, provide constructive responses, and support, and appreciate members' desires and successes. According to Moultrie et al. (2007), this unity of values will help the team to achieve and also motivate individual achievements and overall organizational achievements, the team will also determine the relationship between members and organizational management and their role in company performance.

The results of this research strengthen the results of research conducted by Auromiqo (2019); and Colquitt et al. (2009), who found that there was a positive and significant influence of Teamwork on Employee Performance through Organizational Commitment. Likewise, research results from Munir (2016), and Trianingsih (2022) found that organizational commitment can mediate the influence of teamwork on employee performance.

## **CONCLUSION**

The existence of Ethical Leadership that employees feel has been carried out by leadership elements at the West Nusa Tenggara Provincial Health Service has proven to be able to improve employee performance. The more effective Ethical Leadership carried out by leadership elements, the higher employee performance will be. The teamwork that exists between employees when working at the West Nusa Tenggara Provincial Health Service can significantly improve their performance. The effectiveness of implementing Ethical Leadership can increase Employee Organizational Commitment. Solid teamwork between employees has been proven to increase employee commitment to work. The organizational commitment of employees at the West Nusa Tenggara Provincial Health Service can affect employee performance at work. Ethical Leadership can improve Employee Performance through Organizational Commitment. Teamwork can improve employee performance through employee organizational commitment at the West Nusa Tenggara Provincial Health Service.

## LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

This research is limited to respondents' perceptions which are greatly influenced by the condition, concentration, and accuracy of respondents in answering the questionnaire so that the time of giving the questionnaire can determine the accuracy of data processing results. This research uses Google Forms, so the focus on monitoring the filling process is not carried out. For future research, the timing of administering the questionnaire must be a serious consideration whether to use an online or offline form.

The existence of measuring variables by relying on questionnaires that are filled out based on employee perceptions that have not been optimal in collecting opinions and answers that may arise regarding the research topic can be supplemented by adding open questions to the research questionnaire. This of course can collect more accurate information with honest filling which will enrich research data on Ethical Leadership, Teamwork, Organizational Commitment, and Employee Performance.

The variables in this research are still limited to mediation relationships. For future researchers, other variables can be used by positioning the variables as control variables or a combination of moderation and mediation, such as resistance to policy variables or work-life balance. because this variable is interesting to research because it has become a phenomenon in every government institution.

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