



The Influence Of Human Resource Development, Leadership And Organizational Culture On Employee Performance With Work Ethic As An Intervening Variable In The Housing And Regional Office Langkat Regency Settlement

Ferisna Yuliamita Saragih¹, Kholilul Kholik², Saimara A.M Sebayang³

^{1,2,3} Magister Manajemen. Universitas Pembangunan Panca Budi, Medan, Indonesia

Email: ¹⁾ inamithasaragih@gmail.com, ²⁾ kholilulkholik@dosen.pancabudi.ac.id

³⁾ saimarasebayang@dosen.pancabudi.ac.id

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ABSTRACT

This research aims to analyze the influence of human resource development, leadership, and organizational culture on employee performance with work ethic as an intervening variable in the Langkat Regency Housing and Settlement Area Office. This study uses a quantitative approach. The population in this study is all employees of the Langkat Regency Housing and Settlement Areas Office which totals 50 people. Because the population is relatively small, the entire population is used as a sample with a total sampling technique, so that the research sample totals 50 respondents. Data was collected through the distribution of questionnaires with a Likert scale and analyzed using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method with the help of the SmartPLS 3.0 application. The results of the study show that human resource development has a positive and significant effect on work ethic with a coefficient of 0.357 and on employee performance with a coefficient of 0.644. Organizational culture has a positive and significant effect on work ethic with a coefficient of 0.452, but does not have a significant effect on employee performance with a coefficient of 0.049. Work ethic has a positive and significant effect on employee performance with a coefficient of 0.258. Furthermore, leadership does not have a significant effect on work ethic with a coefficient of 0.145, but has a positive and significant effect on employee performance with a coefficient of 0.581. In the indirect influence, organizational culture has a

significant effect on employee performance through work ethic with a coefficient of 0.217, and human resource development also has a significant effect on employee performance through work ethic with a coefficient of 0.192. Meanwhile, leadership does not have a significant effect on employee performance through work ethic with a coefficient of 0.138. The R Square value shows that work ethic can be explained by 82.4%, while employee performance can be explained by 87.0% by the research model. This research shows that the development of human resources, leadership, and organizational culture has an important role in improving employee performance, both directly and indirectly through work ethic. Therefore, agencies need to improve human resource development programs, strengthen leadership, and build a good organizational culture to encourage improvement in work ethic and employee performance.

INTRODUCTION

Human resources (HR) are a strategic factor in determining the success of an organization, both in the private and public sectors. Organizations that have quality human resources will be better able to achieve goals effectively and efficiently. According to Hasibuan (2017), human resources are the integrated ability of thinking and physical power possessed by individuals in an organization. In the context of public organizations, the quality of human resources is the main determinant in the success of providing services to the community.

Employee performance is the result of work achieved by a person in carrying out tasks in accordance with the responsibilities given. Mangkunegara (2017) stated that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee performance level in the agency

The government greatly determines the quality of public services and the success of the implementation of development programs (Deloitte, 2025).

One of the factors that affect employee performance is human resource development. Human resource development aims to improve the technical, conceptual, and moral capabilities of employees through education and training (Erjayana et al., 2024) and also states that human resource development is a systematic effort to improve employee competencies to be able to face increasingly complex job demands. With proper development, employees will have adequate knowledge and skills to support the achievement of organizational goals.

In addition to human resource development, leadership also has an important role in improving employee performance. Leadership is a person's ability to influence and direct others to achieve organizational goals (Robbins & Judge, 2017). An effective leader is able to provide motivation, direction, and create a conducive work environment. According to Thoha (2019), leadership in government organizations greatly determines the success of task implementation because leaders play a role as the main driver of organizational activities.

Organizational culture is also an important factor that influences employee behavior and performance. (Schein 2021) defines organizational culture as a pattern of basic assumptions created and developed by a group to address external adaptation and internal integration problems. A strong organizational culture will shape positive values, norms, and work behaviors that encourage improved performance (Robbins & Judge, 2017).

However, the relationship between human resource development, leadership, and organizational culture to employee performance is not always direct. There are variables that can strengthen or bridge the relationship, one of which is work ethic. (Boyratan et al., 2025) states that work ethic is a set of positive behaviors rooted in awareness, belief, and commitment

to work. Employees who have a high work ethic tend to show high discipline, responsibility, and work morale, thus having an impact on improving performance.

At the Langkat Regency Housing and Settlement Areas Office, improving the quality of public services is the main demand in supporting regional development. Therefore, employees who have good competence, effective leadership, a strong organizational culture, and a high work ethic are needed.

LITERATURE REVIEW

Employee Performance (Y)

The definition of performance according to Kasmir (2018), Performance is understood as the result of work and work behavior shown by a person in completing his duties and responsibilities during a certain period according to set standards. Hasibuan (2019), Performance is the result of work achieved by a person in carrying out the tasks assigned to him, which is based on skills, experience, seriousness, and time.

Human Resources Development (X1)

Human Resources (HR) Development according to Hasibuan (2019). Human resource development is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees through education and training so that work performance increases. Sedarmayanti (2017), Human resource development is the process of improving employee competence through education, training, and coaching to be able to carry out tasks more effectively and be ready to face organizational demands.

Leadership (X2)

Hasibuan (2019) stated that leadership is a way for a leader to influence the behavior of subordinates to be willing to cooperate and work productively to achieve organizational goals. Leadership is the ability to influence a group towards achieving goals. This definition emphasizes that the essence of leadership is the process of influencing others to be willing to work in a directional way to achieve a common goal.

Organizational Culture (X3)

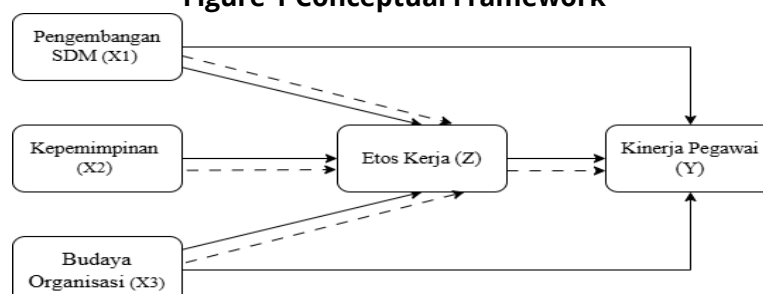
Robbins And Judge (2017) Organizational Culture Is A System Of Shared Meaning Embraced By Members Of An Organization That Distinguishes The Organization From Other Organizations. This Culture Encompasses The Values, Norms, And Practices That Develop And Are Maintained In The Organization.

Work Ethic (Z)

Sutrisno (2016) work ethic is an attitude that reflects dedication, enthusiasm, and responsibility at work, which encourages a person to work productively and professionally.

Conceptual Framework

Figure 1 Conceptual Framework



METHODS

This research is a quantitative research, which is a research used to test the relationship between variables objectively and statistically. In this study, a quantitative approach was used to analyze the influence of human resource development, leadership, and organizational culture on employee performance with work ethic as an intervening variable in the Langkat Regency Housing and Settlement Areas Office.

The research was carried out at the Langkat Regency Housing and Settlement Areas Office located at Jalan Diponegoro, Kwala Bingai, Stabat District, Langkat Regency, North Sumatra, for 5 months, namely from March 2026 to July 2026. The population of this study is all employees totaling 50 people. Because the population is relatively small, the entire population is used as a sample with a total sampling technique, so that the research sample is 50 people.

Data was collected through a questionnaire deployment using a Likert scale with a primary data source. Furthermore, the data was analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the help of the SmartPLS 3.0 application. The analysis was carried out through testing the outer model and the inner model. The outer model was used to test validity and reliability, with the loading factor criteria ≥ 0.70 and Cronbach's Alpha and Composite Reliability ≥ 0.60 . Meanwhile, the inner model was used to test the R^2 value, the direct influence between variables, and the indirect influence, including the mediation test, with the criteria of T-statistic ≥ 1.96 and p-value ≤ 0.05 .

RESULTS

This research was carried out at the Langkat Regency Housing and Settlement Areas Office, which is one of the regional apparatus within the Langkat Regency Government which has a role in helping regional heads carry out government affairs in the field of housing and residential areas. This agency was formed based on the Regulation of the Regent of Langkat Regency No. 59 of 2021 concerning the amendment of SOTK to the Regulation of the Regent of Langkat Regency no. 46 of 2016.

In general, this agency is tasked with formulating and implementing regional policies related to the provision of housing, arrangement of residential areas, the development and management of infrastructure, facilities, and public utilities, as well as improving the quality of the community's residential environment. The existence of this service is very important in supporting the creation of livable, safe, comfortable, and sustainable residential areas for the people of Langkat Regency. As a regional apparatus organization, the Langkat Regency Housing and Settlement Area Office also supports the achievement of the Government's vision and mission

Lalat Regency, especially related to improving basic needs services, infrastructure development, sustainable spatial planning, and strengthening bureaucratic reform. This shows that the role of the agency is not only limited to physical development, but also to improving the quality of public services in the housing and settlement sectors.

Respondent Characteristics

This section describes the results of research and data analysis obtained through the distribution of questionnaires to respondents. The collected data is analyzed to answer research problems and test the hypotheses that have been formulated in the previous chapter. The population in this study is all employees at the Langkat Regency Housing and Settlement Area Office who are the subject of the research. The number of respondents in this study was 50 people. The entire population was used as respondents in this study and became the basis for the process of disseminating and processing questionnaires.

Respondent Gender

Most of the respondents were male, namely 37 people (74.0%), while female respondents amounted to 13 people (26.0%). This shows that employees at the Langkat Regency Housing and Settlement Area Office are dominated by men. The composition describes the structure of human resources in the agency, where there are more male employees than female employees.

Respondent Age

The majority of respondents were in the age range of 30-39 years, which was 24 people (48.0%). The age group of 40-49 years amounted to 15 people (30.0%), while respondents aged 18-29 years amounted to 11 people (22.0%). This data shows that most of the employees are of productive age who can support the optimal implementation of duties and responsibilities at the Langkat Regency Housing and Settlement Areas Office.

Respondent Education

Most of the respondents have a Bachelor's degree (S1), which is 31 people (62.0%). Respondents with Diploma (D3) education amounted to 11 people (22.0%), while respondents with high school/equivalent education were 8 people (16.0%). This composition shows that employees at the Langkat Regency Housing and Settlement Areas Office have diverse educational backgrounds, which can support the implementation of tasks both in the administrative and technical operational fields.

Respondent's Length of Employment

The majority of respondents had a working period of 2-3 years, which was 23 people (46.0%). Respondents with a working period of 4-6 years amounted to 19 people (38.0%), while those with a working period of more than 6 years were 8 people (16.0%). This shows that the composition of employees at the Langkat Regency Housing and Settlement Areas Office is quite diverse, with a mix of relatively new employees and employees who have had longer work experience.

Evaluation Of Measurement Models (Outer Model)

Model evaluation is carried out to assess the feasibility of the research model through testing the outer model and inner model. The results of the evaluation were obtained from the PLS Algorithm report using SmartPLS software. The initial stage of data processing

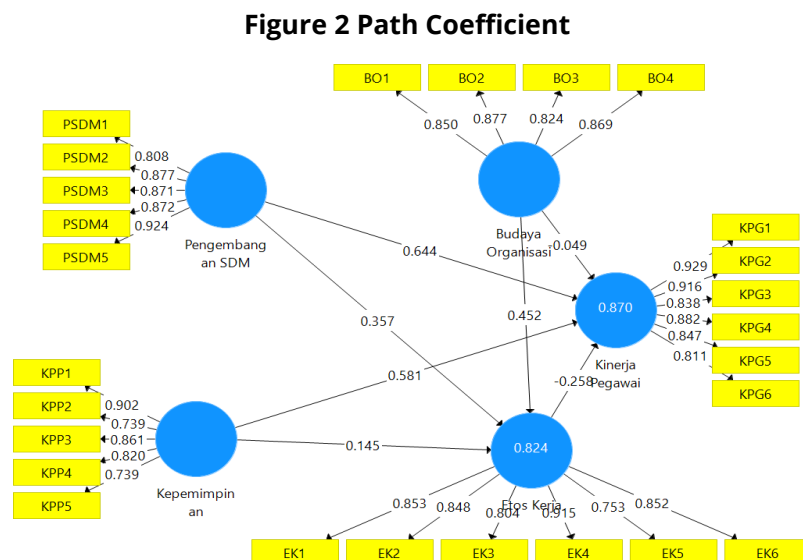
Convergent Validity

The convergent validity test was carried out by looking at the loading factor value of each indicator against the latent construct it measured. An indicator is declared valid if it has a loading factor value of > 0.70 . Based on the results of data processing, convergent validity testing on the variables of Human Resources Development, Competency, Leadership, Workload, and Employee Performance showed that most of the indicators had a loading factor value above 0.70, so that they could be declared valid. The processing results showed that all indicators had a loading factor value above 0.70. Thus, it can be concluded that all indicators in the variables of Human Resources Development, Competency, Leadership, Workload, and Employee Performance have met the convergent validity criteria and are suitable for use in the next analysis.

Evaluation Of Structural Models (Inner Model)**Path Coefficient**

Testing After conducting model evaluation and it is obtained that each construct has met the requirements of Convergent Validity, Discriminant Validity, and Composite Reliability, the

next is the evaluation of the structural model which includes testing the compatibility of the model, Path Coefficient, and R^2 . The test is used to find out if a model has a match with the data, here is a figure of 1 Path Coefficient:



Based on Figure 2 which is the result of eliminating some invalid statements, the results of the path coefficient analysis between latent variables in the structural model. The following is the path coefficient table and the following is the Path Coefficient table:

Table 1. Path Coefficient

Leave variable	Work Ethic	Employee Performance
Organizational Culture	0,452	0,049
Work Ethic		0,258
Leadership	0,145	0,581
Human resource development	0,357	0,644

Based on Table 1, Path Coefficient shows that the Organizational Culture variable has a positive influence on Work Ethic by 0.452 and on Employee Performance by 0.049. The Work Ethic variable has a positive influence on Employee Performance of 0.258. Furthermore, the Leadership variable had a positive effect on Work Ethic by 0.145 and on Employee Performance by 0.581. The Human Resources Development variable has a positive influence on Work Ethic of 0.357 and on Employee Performance of 0.644. In general, the value of the largest path coefficient for Employee Performance is HR Development of 0.644, followed by Leadership of 0.581, Work Ethic of 0.258, and Organizational Culture of 0.049. Meanwhile, on Work Ethic, the biggest influence came from Organizational Culture at 0.452, then HR Development at 0.357, and Leadership at 0.145.

Construct Validity And Reliability

After testing the validity of the construct, the next test is the construct reliability test measured by the Composite Reliability (CR) of the indicator block that measures the construct (CR) is used to display good reliability. A construct is declared reliable if the value of the composite reliability >0.6 . According to (Hair et al., 2016), the composite reliability coefficient should be greater than 0.7 even though the value of the

0.6 is still acceptable. In the internal consistency test, it is not absolute to be carried out if the validity of the construct has been met, because a valid construct is a reliable one, on the other hand, a reliable construct is not necessarily valid (Cooper & Schindler, 2014; Sugiyono, 2019).

Table 2. Construct Validity and Reliability

Leave variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture	0,877	0,880	0,916	0,731
Work Ethic	0,915	0,918	0,934	0,704
Leadership	0,871	0,879	0,907	0,664
Employee Performance	0,936	0,942	0,950	0,759
Human resource development	0,920	0,924	0,940	0,759

Based on Table 2, the results of the composite reliability test on each latent variable showed a value above 0.70, namely In detail, the Organizational Culture variable had a Cronbach's Alpha value of 0.877, rho_A of 0.880, Composite Reliability of 0.916, and AVE of 0.731. The Work Ethic variable has a Cronbach's Alpha value of 0.915, rho_A of 0.918, Composite Reliability of 0.934, and AVE of 0.704. The Leadership variable obtained a Cronbach's Alpha score of 0.871, rho_A of 0.879, Composite Reliability of 0.907, and AVE of 0.664. The Employee Performance variable has a Cronbach's Alpha value of 0.936, rho_A of 0.942, Composite Reliability of 0.950, and AVE of 0.759. Meanwhile, the Human Resources Development variable has a value

Cronbach's Alpha is 0.920, rho_A is 0.924, Composite Reliability is 0.940, and AVE is 0.759. Thus, it can be concluded that all constructs in this study are reliable because they have good internal consistency, and are valid convergently because the AVE value of each variable has exceeded the minimum required limit.

R Square

Inner models (inner relation, structural model, and substantive theory) describe the relationships between latent variables based on substantive theory. The structural model is evaluated using R-square for dependent constructs. The R² value can be used to assess the influence of certain endogenous variables and whether exogenous variables have a substantive influence (Ghozali, 2018). The R² results are 0.877 and 0.876, indicating that the model is "good", "moderate".

Table 3. R Square

Leave variable	R Square	Adjusted R Square
Work Ethic	0,824	0,814
Employee Performance	0,870	0,860

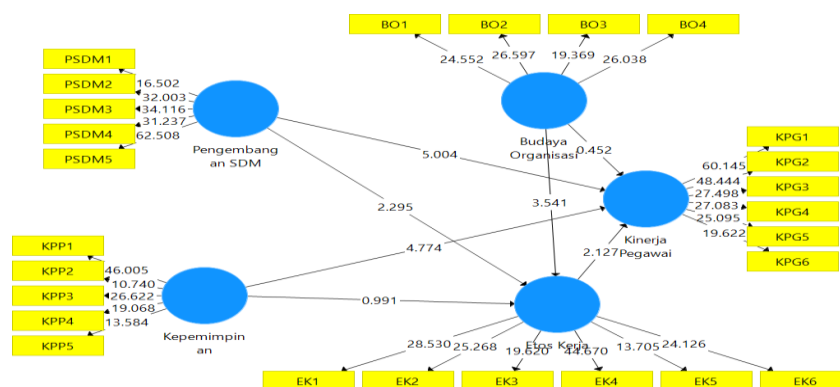
Based on Table 3, the R Square value for the Work Ethic variable is 0.824 and the Adjusted R Square is 0.814. This shows that Human Resource Development, Leadership, and Organizational Culture were able to explain the variation in Work Ethic by 82.4%, while the remaining 17.6% was explained by other variables outside the research model. Furthermore, the R Square value for the Employee Performance variable is 0.870 and the Adjusted R Square is

0.860. This shows that Human Resources Development, Leadership, Organizational Culture, and Work Ethic are able to explain the variation in Employee Performance by 87.0%, while the remaining 13.0% is explained by other variables outside the research model. Thus, it can be concluded that the research model "The Influence of Human Resource Development, Leadership, and Organizational Culture on Employee Performance with Work Ethic as an Intervening Variable in the Lalat Regency Housing and Settlement Area Office" has a strong ability to explain the variables of Work Ethic and Employee Performance.

Hypothesis Test

Hypothesis testing based on the results of the Inner Model test (structural model) which includes r-square output, parameter coefficients and t-statistics. To see whether a hypothesis can be accepted or rejected, among other things, by paying attention to the significance values between contracts, t-statistics, and p-values. The hypothesis test of this research was carried out with the help of SmartPLS 3.0 software. This value can be seen from the results of bootstrapping. The rules of thumb used in this study are t-statistics >1.96 with a significance level of p-value of 0.05 (5%) and a beta coefficient of positive value. Here's Figure 3 Hypothesis Testing:

Figure 3 Hypothesis Testing Results



From figure 2, it can be seen that to find out the structural relationship between latent variables, a hypothesis test must be carried out on the path coefficient between variables by comparing the p-value number with alpha (0.05) or t-statistic of (>1.96). The magnitude of the P-value and also the t-statistic are obtained from the output on SmartPLS using the bootstrapping method following a table of direct influences.

Table 4. Direct influence

Leave variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Human Resource Development -> Work Ethic	0,357	0,356	0,156	2,295	0,022
HR Development -Performance > Employees	0,644	0,641	0,129	5,004	0,000
Organizational Culture - > Work Ethic	0,452	0,462	0,128	3,541	0,000
Organizational Culture - > Employee Performance	0,049	0,057	0,109	0,452	0,651
Work Ethic - > Employee Performance	0,258	0,263	0,121	2,127	0,034
Leadership -> Work Ethic	0,145	0,136	0,147	0,991	0,322
Leadership -> Employee Performance	0,581	0,594	0,122	4,774	0,000

The following is an explanation of the results of the calculation of table 4 Direct influence:

- 1) The first hypothesis (H1) shows that Human Resources Development has a positive and significant effect on Work Ethic with a p-value of 0.022 and a t-statistic of 2.295, so H1 is accepted. The value of the path coefficient of 0.357 shows that the better the human resource development, the work ethic will increase significantly.
- 2) The second hypothesis (H2) shows that Human Resources Development has a positive and significant effect on Employee Performance with a p-value of 0.000 and a t-statistic of 5.004, so that H2 is accepted. The path coefficient value of 0.644 shows that the better the HR Development, the Employee Performance will increase significantly.
- 3) The third hypothesis (H3) shows that Organizational Culture has a positive and significant effect on Work Ethic with a p-value of 0.000 and a t-statistic of 3.541, so H3 is accepted. The path coefficient of 0.452 shows that the better the Organizational Culture, the Work Ethic will increase significantly.
- 4) The fourth hypothesis (H4) shows that Organizational Culture has a positive but insignificant effect on Employee Performance with a p-value of 0.651 and a t-statistic of 0.452, so H4 is rejected. The path coefficient value of 0.049 shows that Organizational Culture has not been able to have a significant influence on Employee Performance.
- 5) The fifth hypothesis (H5) shows that Work Ethic has a positive and significant effect on Employee Performance with a p-value of 0.034 and a t-statistic of 2.127, so that H5 is accepted. The path coefficient value of 0.258 shows that the higher the work ethic, the higher the employee performance.
- 6) The sixth hypothesis (H6) shows that Leadership has a positive but insignificant effect on Work Ethic with a p-value of 0.322 and a t-statistic of 0.991, so H6 is rejected. The path coefficient value of 0.145 shows that Leadership has not been able to have a significant influence on Work Ethic.
- 7) The seventh hypothesis (H7) shows that Leadership has a positive and significant effect on Employee Performance with a p-value of 0.000 and a t-statistic of 4.774, so H7 is accepted. The value of the path coefficient of 0.581 shows that the better the Leadership, the Employee Performance will increase significantly.

Thus, based on the results of the direct influence test, there are five accepted hypotheses, namely the effect of HR Development on Work Ethic, HR Development on Employee Performance, Organizational Culture on Work Ethic, Work Ethic on Employee Performance, and Leadership on Employee Performance. Meanwhile, two hypotheses were rejected, namely the influence of Organizational Culture on Employee Performance and Leadership on Work Ethic. To determine the structural relationship between latent variables, a hypothesis test has been carried out on the path coefficient between variables using the bootstrapping method following the indirect influence table:

Table 5. Indirect influence

Leave variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture - > Work Ethic - > Employee Performance	0,217	0,224	0,271	2,640	0,010
Leadership -> Work Ethic -> Employee Performance	0,138	0,039	0,046	1,823	0,411
Human Resources Development -> Work Ethic -> Employee Performance	0,192	0,188	0,154	1,997	0,049

The following is an explanation of the results of table 5 are:

- 1) The eighth hypothesis (H8) shows that Organizational Culture has a positive and significant effect on Employee Performance through Work Ethic with a p-value of 0.010 and t-statistic of 2.640, so H8 is accepted. The path coefficient value of 0.217 shows that Work Ethic is able to mediate the influence of Organizational Culture on Employee Performance significantly.
- 2) The ninth hypothesis (H9) shows that Leadership has a positive but not significant effect on Employee Performance through Work Ethic with a p-value of 0.411 and a t-statistic of 1.823, so H9 is rejected. The path coefficient value of 0.138 indicates that Work Ethic has not been able to significantly mediate the influence of Leadership on Employee Performance
- 3) The tenth hypothesis (H10) shows that Human Resources Development has a positive and significant effect on Employee Performance through Work Ethic with a p-value of 0.049 and t-statistic of 1.997, so that H10 is accepted. The path coefficient value of 0.192 shows that Work Ethic is able to mediate the influence of HR Development on Employee Performance significantly.

Thus, based on the results of testing indirect influences, there are two accepted hypotheses, namely the influence of Organizational Culture on Employee Performance through Work Ethic and the influence of HR Development on Employee Performance through Work Ethic. Meanwhile, the hypothesis of the influence of Leadership on Employee Performance through Work Ethic was rejected.

DISCUSSION

The discussion of the results of the study shows that Human Resources Development has a positive and significant effect on Work Ethic and Employee Performance. This means that the better the human resource development that is carried out, the better the work ethic and employee performance will be improved. Good human resource development helps employees improve their abilities, knowledge, and skills at work.

Organizational Culture also has a positive and significant effect on Work Ethic, but does not have a significant effect on Employee Performance. This means that a good organizational culture is able to shape employee work ethic, but it does not necessarily directly improve employee performance. In this case, organizational culture plays a greater role through improving work ethic. Furthermore, Work Ethic has a positive and significant effect on Employee Performance. This shows that the higher the work ethic of employees, the better their performance. Employees who have high work ethic, discipline, and responsibility tend to be able to complete work better.

Meanwhile, Leadership does not have a significant effect on Work Ethic, but has a positive and significant effect on Employee Performance. This means that leadership has not been able to directly improve employee work ethic, but still has an important role in improving employee performance through direction, motivation, and supervision.

In indirect influences, Organizational Culture and Human Resources Development have been proven to have a significant effect on Employee Performance through Work Ethic. Meanwhile, Leadership does not have a significant effect on Employee Performance through Work Ethic. Thus, Work Ethic can play a role as an intervening variable in certain relationships in this study. Overall, the results of the study show that Human Resource Development, Leadership, and Organizational Culture have a role in improving Employee Performance, both directly and through Work Ethic. Therefore, improving employee performance needs to be supported by good human resource development, effective leadership, and an organizational culture that is able to encourage work ethic.

CONCLUSION

Based on the results of the study, Human Resources Development has a positive and significant effect on Work Ethic with a coefficient value of 0.357, t-statistic of 2.295, and p-value of 0.022, as well as a positive and significant effect on Employee Performance with a coefficient value of 0.644, t-statistic of 5.004, and p-value of 0.000.

Organizational Culture has a positive and significant effect on Work Ethic with a coefficient value of 0.452, t-statistic of 3.541, and p-value of 0.000, but does not have a significant effect on Employee Performance with a coefficient value of 0.049, t-statistic of 0.452, and p-value of 0.651.

Work Ethic has a positive and significant effect on Employee Performance with a coefficient value of 0.258, t-statistic of 2.127, and p-value of 0.034. Meanwhile, Leadership did not have a significant effect on Work Ethic with a coefficient value of 0.145, t-statistic of 0.991, and p-value of 0.322, but had a positive and significant effect on Employee Performance with a coefficient value of 0.581, t-statistic of 4.774, and p-value of 0.000.

In indirect influences, Organizational Culture has a significant effect on Employee Performance through Work Ethic with a coefficient of 0.217 and p-value of 0.010, while Human Resources Development also has a significant effect through Work Ethic with a coefficient of 0.192 and p-value of 0.049. However, Leadership does not have a significant effect on Employee Performance through Work Ethic with a coefficient of 0.138 and a p-value of 0.411.

The R Square value shows that Work Ethic can be explained by the model by 82.4%, while Employee Performance can be explained by 87.0%. Thus, it can be concluded that Human Resource Development, Organizational Culture, and Leadership have an important role in improving Employee Performance, both directly and through Work Ethic

LIMITATION

The results of this study show that Human Resource Development, Leadership, and Organizational Culture have an important role in improving Employee Performance, both directly and through Work Ethic. Therefore, agencies need to pay more attention to human resource development programs through training, coaching, and improving employee competencies so that the performance produced is more optimal. In addition, leaders need to implement an effective leadership style in order to be able to direct, motivate, and supervise employees in carrying out their duties. Good leadership will help improve employee performance more optimally.

This research also shows that Organizational Culture plays a role in shaping Work Ethic. Thus, organizations need to instill positive work values such as discipline, responsibility, cooperation, and commitment so that the work ethic of employees is stronger. A good work ethic will have an impact on improving employee performance. Theoretically, this study strengthens that Work Ethic can play a role as an intervening variable in the relationship between Organizational Culture and Human Resources Development on Employee Performance. Practically, the results of this research can be considered for the Langkat Regency Housing and Settlement Area Office in formulating policies to improve the quality and performance of employees..

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