
The Mediating Role of Motivation and Job Satisfaction on the Influence of Ethical Leadership and Career Management on Employee Performance at PT PLN (Persero) Aceh Regional Main Unit

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Abstract

This study was aimed to examine the effect of ethical leadership and career management variables on motivation and satisfaction as well as their impact on employee performance. The survey was conducted PT PLN (Persero) Aceh Regional Main Unit amounting to 276 people. The sampling technique used was probability random sampling, where all members of the population have the same opportunity to be sampled. Structural Equation Modeling (SEM) was used to determine the effect of all the variables involved. The result reveals that Ethical leadership affects motivation, Ethical leadership affects job satisfaction, Ethical leadership affects employee performance, Career management affects employee motivation, Career management affects job satisfaction, Career management does not affect employee performance, Motivation affects employee performance, Job satisfaction affects employee performance, Job satisfaction partially mediates ethical leadership effect on employee performance, Job satisfaction fully mediates career management effect on employee performance, Motivation partially mediates ethical leadership effect on the employee performance, and Motivation fully mediates career management effect on employee performance. It can be seen that the function of job satisfaction and motivation when career development is necessary to increase employee performance is to function as a full mediator, and when ethical leadership is necessary to increase employee performance to function as a partial mediator. This is the uniqueness of the test results of this research model. Thus, it concludes that the model for improving employee performance at PT PLN (Persero) Aceh Regional Main Unit is a function of improving ethical leadership and improving career management, as well as increasing motivation and job satisfaction.

Keywords: Employee Performance, motivation, Job Satisfaction, Ethical Leadership, Career Management.

1. Introduction

P.T. PLN (Persero), mentioned as PLN, is the main electricity company in Indonesia, has the vision to become the leading electricity company in Southeast Asia and the customer's choice for energy solutions. PLN divides existing business units throughout Indonesia into Generation Units, Transmission Units, Distribution Units / Regions, and Customer Service Units to realize

this vision. The Generation Unit will function as a unit that produces electrical energy. The transmission unit functions as a unit that receives electrical energy in the transmission network and then flows it to the distribution network managed by the Distribution Unit/Region. At the end of the cycle, a service unit will ensure that customers can enjoy electrical energy as end-users.

Given the vast territory of the State of Indonesia, PLN is divided into 3 (three) Regional Areas to facilitate coordination, operations, and the effectiveness of providing services to customers, namely: Sumatra and Kalimantan regions, Java, Madura, and Bali regions, as well as Sulawesi, Maluku, Papua, and Nusa Tenggara regions. Of the 3 (three) Regional Areas, PLN has 50 (fifty) main units (Generation, Transmission, and Distribution) plus 11 (eleven) subsidiaries that support the efforts to provide electricity and provide services to customers.

As the largest State-Owned Enterprise (BUMN) in Indonesia, PLN recorded total fixed assets of Rp. 1,400 trillion, with a total operating income of Rp. 345 trillion/year (according to the data of the Financial Report December 2020), the company is managed by 43,755 (forty-three thousand seven hundred and fifty-five) permanent employees. With such resources, PLN is required to have a good management system, including having an effective leadership model that can manage resources effectively and support the achievement of the company's vision. It aligns with Fajrin and Susilo (2018) research which proves that leadership style affects employee motivation and performance.

PLN Aceh as one of the PLN Region Units, located in Aceh Province, has 889 (eight hundred and eighty-nine) permanent employees, managing 1.5 million customers throughout the province of Aceh. PLN Aceh should implement the performance targets that PLN has imposed on a corporate basis through the Sumatra and Kalimantan Regional Business Director. Some main performances that PLN Aceh must achieve are sales of electricity, SAIDI (duration of power outages experienced), SAIFI (the average number of outages experienced), response time for handling customer complaints, recovery time for handling complaints, and others.

The performance targets consist of the most important targets (KPI) and other supporting performance targets. Each performance item has a weighted number for each category of targets that have been achieved. To ensure the achievement of these performance targets, the General Manager, as top management, cascades and distributes targets to all units in the PLN Aceh Region. The unit consists of 6 (six) customer service units (UP3), namely UP3 Langsa, UP3 Banda Aceh, UP3 Lhokseumawe, UP3 Meulaboh, UP3 Subbulussalam, and UP3 Sigli; 1 (one) Unit Pelaksana Pengatur Distribusi Aceh (UP2D); and 1 (one) Electricity Project Implementing Unit (UP2K). PLN Regional evaluates the realization or achievement of Unit performance. Furthermore, the combined performance of the Regions is evaluated by the Regional Director of Operations for Sumatra and Kalimantan. Performance achievement is determined in PLN Regional on a semi-annual and annual basis, and each unit's Organizational Performance Value is also determined. Unit/organizational performance targets are cascaded into individual performance targets derived and monitored through the Employee Performance Management Information System application to align the company's performance targets with the performance targets of each employee. According to the unit of performance appraisal, employee Performance Assessment is also conducted semi-annually and annually. According to the assessment results, PLN Aceh's performance was not optimal in recent years. The realization of Organizational Performance of PLN Aceh figure was 88.92 in 2017, 87.88 in

2018, 98 in 2019, and 96.27 in 2020 (according to information on the company's performance). From the trend of performance achievement, an initial conclusion can be drawn. There are weaknesses in execution, so efforts to achieve organizational performance still require attention from management. These weaknesses can come from the employees and also leaders.

The leader is an essential factor that can bring the company towards achieving its goals. Researchers see that there are still poor communication methods, which confuses execution at the lower-level management. Unit leaders (basic management level) also have concerns in deciding something so that the execution process becomes delayed. The lack of conducive communication between management levels certainly affects employees' motivation and job satisfaction and even causes inconvenience for structural and functional employees. Quakouak, Zaitouni, and Arya (2020) found that ethical and emotional leadership increases employee motivation. Regarding this leadership condition, the Researchers use an ethical leadership model to provide an example as the first variable. The researchers see those career opportunities are open for employees regarding career management. Employees also do not occupy one position for more than 4 (four) years, meaning there are employee transfers and rotations at PLN Aceh. However, the company does not clearly define an employee's career path after occupying a certain position. Sometimes employees also have no choice to continue to develop themselves other than waiting for a decision from management.

Regarding career management, employees also think that the management of the PLN Aceh is still not optimal in running it. This is evident in the Employee Engagement Survey (EES) results in 2019 and 2020, with career management results of 80.45 in 2019 and 83.41 in 2020. In addition to career management, there are also several other dimensions whose value is still below the Ministry of BUMN target, which is 84. The 5 (five) dimensions with the lowest score based on the survey results from the last 2 (two) years are Career Management, Organization Culture, Performance Management, Recognition and Work Condition. One of these dimensions, namely career management, is the variable being studied at this time. Poor career management also has an impact on not achieving performance (OCR-Organization Capital Readiness) with a result (weight) of 4.50 from the target of 4.51 following the achievement of Organizational Performance Value in 2020. Four other dimensions that are also low can affect employee motivation and job satisfaction. Research from Giantari and Riana (2017) is following this condition, stating that organizational culture has a positive and significant effect on employee motivation. The research by (Hartanto, Hendriani, and Maulida (2018) also states that working conditions significantly affect employee performance.

The problem of employee motivation is also the object of observation by researchers. Researchers suspect that the employees' enthusiasm for self-development and self-development is relatively low, as can be seen from the observations on the level of participation/involvement of employees in cross-sectoral teamwork that can increase employees' potential and support the achievement of the company performance. The observation shows that employee involvement is still low, especially at the Main Office, with a maximum number of only 70% (seventy percent) of employees who are members of the teamwork. The data was obtained from the Decree of the Compliance Team, Risk Management, and the PT PLN (Persero) Aceh Regional Main Unit team for 2020 and 2021. This is also one of the initial evidence of researchers' allegations that the PT PLN (Persero) Aceh Regional Main Unit (as the Main Unit of PLN in Aceh) employees still have low

motivation, especially in terms of improving competence and helping to achieve company performance. Low motivation can occur partly because job satisfaction has not been maximized, so performance targets are difficult to be achieved. This condition is also explained by Lie and Siagian (2018) research that job satisfaction affects employee performance mediated by motivation.

Concerning employee performance, the problem that PT PLN (Persero) Aceh Regional Main Unit still faces is not optimal organizational performance, impacting its employee performance. Employee performance appraisal is carried out semi-annually and annually using the Employee Performance Management System application. The items in the employee performance appraisal are derivatives of the organizational performance appraisal items and their descriptions which are charged according to the employee's field of work. Based on the decision of the Board of Directors of PLN Number 045.K/DIR/2017, Employee performance appraisal is carried out by calculating the components: Individual Performance Values, Individual Competence Values, and Employee Self-Development Values (PDP). From the planning determined at the beginning of the semester, the achievement of employee performance inputted in the application will be scored to determine the value of the employee performance. The value/score obtained by each employee is related to the realization of the performance value compared to the organization's targets. The designations for employee performance values are Extraordinary (LBS), Very Potential (SPO), Optimal (OPT), Potential (POT), Potential Candidates (KPO), PPE (Need Attention) for unproductive employees, and PPS (Need Adjustments), especially for employees who are subject to sanctions for disciplinary violations.

The employee performance results show that most employees got potential talent (POT) value, 60.95% employees in 2017, 75.06% employees in 2018, 49.89% employees in 2019, and 66.31% employees in 2020. This means that most employees still have not achieved maximum performance, with various possible sources of weakness, both in employee motivation, lack of job satisfaction, or ineffective leadership factors. Referring to this background, the Researchers raised several things that were explained as research variables. These variables are ethical leadership, career management, motivation, job satisfaction, and employee performance.

2. Literature

Employee Performance

Gibson, Ivancevic, and Konopaske (2012) define performance as the level of success in completing work or achieving company goals. Furthermore, Herawati and Prayekti (2015) defines performance as the results employees achieve in carrying out their tasks based on experience, sincerity, and time. Mangkunegara (2013) says job performance can be a person's work achievement. Wirawan (2012) defines performance as a result obtained by a job function within a certain period. Zainal (2015) argues that performance shows real actions recognized as employee achievements according to his role in the company. According to these definitions, the authors conclude that employee performance is the quality of a job assigned to employees according to the type of responsibility and standard of completion determined previously. If

the results achieved exceed the target/estimation, it is said that the employee is high-performing. According to Handoko (2016), the factors that affect performance are motivation, job satisfaction, stress, physical work conditions, compensation system, and job design. According to Robbins and Judge (2017), employee performance is influenced by several factors: 1) The basics of individual behavior, including biographical, abilities, and learning characteristics. 2) Values, attitudes, and job satisfaction. 3) Commitment, 4) Perception and individual decision making, and 5) Motivation. According to Prawirosentono (2014), performance is also influenced by factors including knowledge, technicality, dependence on others, policies, employee abilities, attendance, leadership, and interests that will make employees more willing to improve their performance. Associated with the leadership model, ethical leadership is one option that can improve employee performance. This is partly following the research results by Herawati and Prayekti (2015), which states that ethical leadership affects employee performance. All jobs produce outputs, even if they are not measured. Therefore, it is often necessary to measure performance by referring to what results have been achieved compared to what is expected. The results can be expressed in qualitative terms as the standard or level of competence. The results achieved can be in the form of output (in the form of volume/quantitative) or the form of outcome (qualitative results) Armstrong (2012). The classification of output measures (Armstrong, 2012) includes:

- a. Financial measures – revenue, shareholder value, value-added, rate of return, costs;
- b. Units produced or processed, including service acceptability; Sales, new accounts;
- c. Time measures – response or turnaround speed, milestones compared to table time, number of backlogs, time to market, delivery times.

The classification of outcome measures (Armstrong, 2012) includes:

- a. Achievement of standards (quality, service level, etc.);
- b. Changes in behavior;
- c. Completion of work/projects;
- d. Acquisition and effective use of additional knowledge and skills;
- e. Reactions – judgments by others (co-workers, internal and external customers).

There are 5 (five) indicators that affect employee performance conveyed by Guritno and Guritno and Waridin (2005) in Dito (2010), among others:

- a. Ability to increase work targets,
- b. Ability to complete work on time,
- c. Ability to create innovation in completing work,
- d. Ability to create creativity in completing work, and
- e. Ability to minimize work errors

Researchers used these indicators to test employee performance because this indicator is considered appropriate in evaluating the work process and the output of the employee's work.

Motivation

Gilley, Gilley, and McMillan (2009) define motivation as something encouraging someone to act in a certain way to become sustainable energy, direction, and strength. Pinder in Azar and Shafiqhi (2013) argues that motivation is a collection of energy that comes from

within or outside the individual to form forces related to one's work. Bright in Ibrahim and Brobbey (2015) suggests that motivation is a willingness to work or enthusiasm to work. Robbins and Judge (2017) states that motivation describes the spirit and perseverance that is the source of a person's strength in achieving what he has aspired to achieve. According to Hasibuan (2016), motivation becomes a trigger for desire and becomes a driving force at work because every motivation will achieve a goal. Based on the above definition, the authors conclude that motivation positively influences one's work, which is then seen from an employee's behavior. The existence of motivation will increase morale which can trigger the achievement of maximum work results. Motivation is a psychological process strongly influenced by several factors within or outside the environment. These factors include Dewi and Harjojo (2019):

A. External factors, including:

- 1) work environment
- 2) compensation
- 3) good supervision
- 4) non-rigid rules

B. Internal factors, among others:

- 1) desire for possession
- 2) desire for reward
- 3) desire for recognition
- 4) desire for power

One of the factors that influence motivation from external sources is good supervision. This is where the role of the leader works. A person will be more motivated to work with the right leadership model. This is following the research results by Ouakouak et al. (2020) that ethical leadership positively affects motivation and subsequently affects work performance. Indicators of motivation according to McClelland (1987) are as follows:

- a. Need for achievement
- b. Need for friends
- c. Need for power

The Researchers used these indicators in explaining motivation variables.

Job Satisfaction

Job satisfaction is an attitude that a person presents towards his work, which results in positive feelings about work results based on an evaluation of the characteristics of the job (Robbins & Judge, 2017). Handoko (2016), George and Jones (2011), Howell and Dipboye in Munandar (2014), and (Sofyandi and Garniwa (2007) argue that job satisfaction is an emotional state that is pleasant or not, which causes employees to view the work that is their responsibility. A pleasant emotional state breeds satisfaction, and vice versa. Satisfaction or dissatisfaction will affect their behavior towards their work. Afandi (2018) argues that five factors affect job satisfaction, namely:

1. Fulfillment of needs Satisfaction will arise if the work can meet individual needs.
2. Difference. The fulfillment of expectations reflects the difference between what is expected and what the individual gets from his job.
3. Value achievement. For a higher level, satisfaction results from achieving a person's desired value.
4. Justice. Principles and fair treatment are also why a person achieves satisfaction in his work.
5. Organizational culture. Being in an organization with a regular culture is also one of the determinants of employee satisfaction.

These five factors will then be able to support the achievement of employee job satisfaction in carrying out their work and the presence of job satisfaction indicators.

According to Locke (1976), the factors that influence job satisfaction or dissatisfaction are the type of work, co-workers, benefits, fair treatment, job security, opportunity to contribute ideas, salary/wages, performance recognition, and growth opportunities. Job satisfaction indicators, among others, were put forward by Robbins and Judge (2017), namely: (1) The work itself, (2) Salary, (3) Promotion, (4) Supervision/leadership, (5) Colleagues, and (6) Overall dimensions of the job. Researchers use the indicators presented by Robbins and Judge in determining the level of job satisfaction of PT PLN (Persero) Aceh Regional Main Unit employees. This is because it is considered that these indicators can represent the factors that can provide satisfaction for employees in their work. In line with Robbins and Judge, Luthans (2013) also delivered 6 (six) indicators of job satisfaction, namely:

- 1) Payments such as wages and salaries. Workers expect a fair system of remuneration and promotion. Policies that are considered fair are in line with workers' expectations. This means that the wage system is following the job's demands, skill level, and minimum wage standards.
- 2) The work itself. Workers will prefer jobs that allow them to use their abilities and thoughts with feedback to work better.
- 3) Work colleague. Workers need social interaction to discuss and collaborate to do much work with better quality.
- 4) Job promotion. Promotion will take effect when there is a transfer to a higher position level. Promotion can be an attraction for employees to increase job satisfaction. Job promotion is part of career management, which can increase job satisfaction. This is also supported by research by Bahri and Nisa (2017), which states that career development and motivation have a significant effect on job satisfaction
- 5) Supervision. Supervision has a vital role in management because it is directly related to employees and influences employees in carrying out their duties.
- 6) Working environment conditions. If the environmental conditions are good, employee satisfaction will increase.

Ethical Leadership

Ethics is used to explain Morality Demirtas and Karaca (2020). The word morality refers to a person's ability to distinguish between right and wrong behavior. Morality begins with ensuring that everyone has rights concerning each other. Without moral values, an

institution will not develop. This is because moral values create shared values. Brown, Treviño, and Harrison (2005) define ethical leadership as behavior based on prevailing values and norms through personal and interpersonal relationships between leaders and employees. Ethical leaders will practice behaving ethically to their employees and give punishment if there are violations. In addition, ethical leadership is a leader who can arrange a work environment that is fair, honest, trustworthy, and caring. Herawati and Prayekti (2015) define ethical leadership as a leadership model that prioritizes respect for other parties, becomes a servant, emphasizes justice and honesty, and produces ethical groups. Yates (2011) argues that ethical leadership can positively influence the attitudes and behavior of followers, which can be measured from several factors, including employee performance. Shakeel, Kruey, and Thiel (2019) define ethical leadership as the direct or indirect pursuit of expected ethical behavior. Ethical behavior for self and followers is governed by principles that encourage motivation, optimism, and clear goals. Ethical leadership upholds the values of empowerment, dedication, care for human rights, and changes for the better. Javed, Rawwas, Khandai, Shahid, and Tayyeb (2018) define ethical leadership as a form of leadership that ensures that leaders act according to the rules and that depicts trust in their attitudes, encourages honesty, and serves as a source of knowledge for their subordinates. Ko, Ma, Bartnik, and Haney, (2017) also define ethical leadership as a leader whose attitude is ethical and reliable and is a source of motivation for his subordinates. Indicators of ethical leadership Brown et al. (2005) are as follows:

- a. Listening to what subordinates have to say
- b. Enforcing the discipline of subordinates who violate ethical standards
- c. Conducting personal life ethically
- d. Paying attention to the interests of subordinates
- e. Resolving issues in a fair and balanced manner
- f. Being trustworthy
- g. Discussing ethics and values with subordinates
- h. Being a role model how to do the right thing
- i. Defining success not only from the results but also from the process
- j. Asking for opinions when making decisions

These indicators then become the basis for the Researchers to examine ethical leadership in this study. Ethical leadership is one of the variables studied because the characteristics or indicators attached to the ethical leadership model are considered ideal for companies with high complexity, such as PLN.

Career Management

Zainal (2015) in (Iskandar, 2019) defines a career as a vertical development that affects the position, rank, education, and assignments experienced by an employee to be used on a salary basis. In Iskandar (2012), Flippo (1997) defines it as a series of separate but related, continuous, and peaceful work activities. Hasibuan (2014) argues that career management includes efforts to improve employees' technical, theoretical, conceptual, and moral abilities following the needs of the job/position, either through education or training. Gibson et al. (2012) states that a career is a sequence of work-related experiences or activities that produce

certain attitudes and behaviors. Handoko (2016) states that a career is an overall work or position that is handled during a person's working life, which occurs continuously. Mangkunegara (2013) defines career development as an activity that helps employees plan their future careers. Through career development, the company and employees can grow and develop optimally. No matter how well a worker has prepared a career plan, an employee's career plan may not become a reality without the support of a promising career management model from an agency. According to Hasibuan (2014), there are several indicators related to career management, which consist of 1) Education, 2) Training, 3) Transfers, 4) Promotion, and 5) Working Period. This is the result of integrating organizational career planning and individual career planning. Researchers use this indicator to test career management variables because they are considered relevant to occur at PLN in career management activities for employees.

Research Hypothesis

From the literature discussion, this study formulates hypotheses as follows.

H1: Ethical leadership affects motivation

H2: Ethical leadership affects job satisfaction

H3: Ethical leadership affects employee performance

H4: Career management affects employee motivation

H5: Career management affects job satisfaction.

H6: Career management affects employee performance

H7: Motivation affects employee performance

H8: Job satisfaction affects employee performance

H9: Job satisfaction mediates ethical leadership effect on employee performance.

H10: Job satisfaction mediates career management effect on employee performance

H11: Motivation mediates ethical leadership effect on employee performance.

H12: Motivation mediates career management effect on employee performance.

3. Method

This research was conducted at PT PLN (Persero) Aceh Regional Main Unit. In this study, the sample referred to is the employees. The sampling technique used in this study was probability random sampling, where all population members have the same opportunity to be sampled (Sugiyono, 2017). The data required/collected for analysis includes primary and secondary data. Primary data were collected directly through a questionnaire consisting of question items distributed to respondents, and Secondary data were obtained from the reference books and journals related to research variables. Data were analyzed with Structural Equation Modeling (SEM) method thru AMOS software. This data analysis tool is an inferential statistical tool used for hypothesis testing (Hair, Hult, Ringle, & Sarstedt, 2016). Researchers' verified whether the theory used is still valid, the theory that applies to one organization also applies to other organizations, and the stated theory applies in a certain country and at a certain time applies to other countries and at other certain times. For this reason, the Researchers propose a hypothesis to be tested later by using the right analytical equipment.

Before testing the hypothesis, Confirmatory Factor Analysis (CFA) was used as the measurement model at the first, and then, the structural model was used to test the theoretical model-based once with the goodness-of-fit measurement. The research model is shown in the following figure.

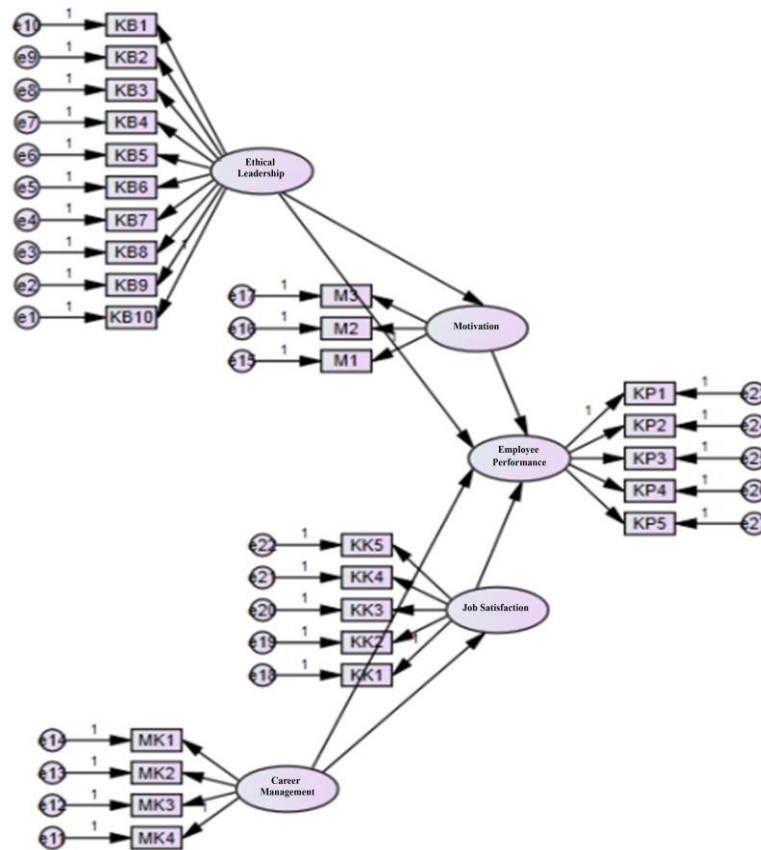


Figure 1. SEM Model

Based on Figure 1 above, mathematically the causal relationship between the constructs in the study can be stated as follows:

$$\text{Motivation} = \gamma_{1.1} \text{ Ethical Leadership} + \gamma_{1.2} \text{ Career Management} + \zeta_1$$

$$\text{Job Satisfaction} = \gamma_{1.1} \text{ Ethical Leadership} + \gamma_{1.2} \text{ Career Management} + \zeta_1$$

$$\text{Employee Performance} = \gamma_{2.1} \text{ Ethical Leadership} + \gamma_{2.2} \text{ Career Management} + \beta_{2.1} \text{ motivation} + \beta_{2.2} \text{ Job Satisfaction} + \zeta_2$$

4. Results

Structural Model Test

The SEM analysis was carried out after an analysis of the unidimensional level of the indicators forming the latent variables was tested using confirmatory factor analysis. The data processing result for the structural model is shown in Figure 2.

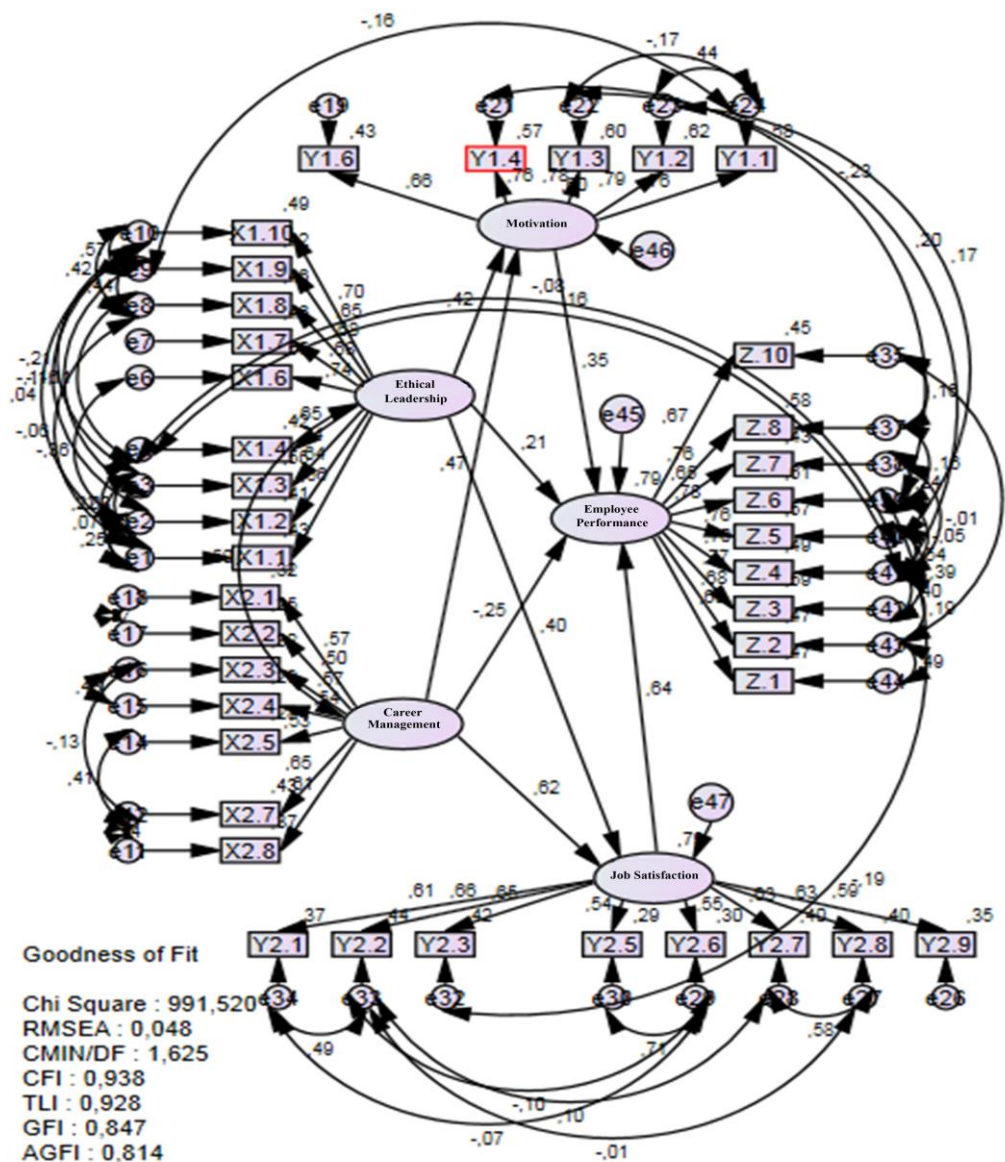


Figure 2. SEM

Figure 2 explains that there is an influence of each variable, namely ethical leadership and career management, on motivation and job satisfaction and the occurrence of indirect effects on performance.

Hypothesis Result Explanation

The testing of 8 hypotheses provided the Critical Ratio (C.R.), probability value (P), and coefficient values for seeing a causal relationship as shown in Table 1 below.

Table 1. Standardized Regression Weight

		Estimate	S.E.	C.R.	P
motivation	<--- Ethical Leadership	0.419	0.076	5.387	0.000
Job Satisfaction	<--- Ethical Leadership	0.396	0.070	5.045	0.000
motivation	<--- Career Management	0.472	0.073	5.436	0.000
Job Satisfaction	<--- Career Management	0.622	0.079	6.049	0.000
Employee Performance	<--- motivation	0.354	0.081	3.957	0.000
Employee Performance	<--- Job Satisfaction	0.635	0.103	3.257	0.001
Employee Performance	<--- Ethical Leadership	0.206	0.089	2.060	0.039
Employee Performance	<--- Career Management	0.252	0.121	1.581	0.114

Source: Primary data were processed in 2022.

Based on the results of the SEM analysis in Table 1 and the statistical equations (1) and (2), the following results can be formulated:

motivation = 0,419 Ethical Leadership + 0,472 Career Management

Job Satisfaction = 0,396 Ethical Leadership + 0,622 Career Management

Employee Performance = 0,206 Ethical Leadership + 0, 252 Career Management + 0,354 motivation + 0,635 Job Satisfaction

Ethical Leadership Effect on Motivation

The influence of ethical leadership on motivation has a significant value of 0.000. Thus, it states that ethical leadership significantly influences motivation. The coefficient of ethical leadership effect on motivation is 0.419 or 41.9%. Robbins and Judge (2017) states that motivation describes the spirit and perseverance that is the source of a person's strength in achieving what he has aspired to achieve. Motivation is essential for someone to have in completing their work. Because motivation triggers the desire to become a driving force at work (Hasibuan, 2016). One of the characteristics of motivation is that it can be managed. In this case, the leaders can motivate their employees to voluntarily devote their time, thoughts, and energy to do the best in their work (Pritchard & Ashwood, 2008). Ethical leadership is one of the leadership models that can affect motivation (according to Ouakouak et al. (2020).

Ethical Leadership Effect on Job Satisfaction

The influence of ethical leadership on motivation has a significant value of 0.000. Thus, it explains that ethical leadership significantly affects job satisfaction. The coefficient of ethical leadership effect on job satisfaction is 0.396 or 39.6%. (Handoko, 2016), (George & Jones, 2011), Howell and Dipboye in (Munandar, 2014), and (Sofyandi & Garniwa, 2007) argue that job satisfaction is an emotional state that is pleasant or not, which causes employees to view the work that is their responsibility. A pleasant or unpleasant emotional state will impact

satisfaction or vice versa. (Luthans, 2013) said that good supervision is one indicator that brings employee satisfaction. This supervision is carried out by the leader or direct supervisor of the employee, so the way someone is led will influence whether someone is satisfied. Ethical leaders prioritize the principle of justice. (Locke, 1976) states that one factor that leads to satisfaction or dissatisfaction is fair treatment. This condition is an indication that ethical leadership will be able to bring satisfaction to employees. This is following (Sumarjaya & Supartha, 2017) research that there is a positive influence between ethical leadership on commitment and job satisfaction.

Ethical Leadership Effect on Employee Performance

The influence of ethical leadership on employee performance has a significance value of 0.039. Thus, it reveals that ethical leadership significantly influences employee performance. The magnitude of the influence of ethical leadership on employee performance is 0.206 or 20.6%.

Career Management Effect on motivation

The influence of Career Management on motivation has a significant value of 0.000. Thus, it states that career management significantly influences motivation. The coefficient of career management effect on motivation is 0.472 or 47.2%. Career management is the development of an employee that affects his position, rank, and assignment. This career management will then affect the remuneration model obtained by an employee (Iskandar, 2019). Companies that have a good career management system will be preferred by employees because there is an opportunity for them to demonstrate competence and continue to grow. This is in line with the research results of (Kurniawan, Yunus, & Majid, 2017), which shows that at the F test significance level of 0.000 or $F \text{ count} > 51,849 > F \text{ table} (2,676)$. It indicates a significant influence between compensation and career development on employee motivation.

Career Management Effect on Job Satisfaction

The influence of Career Management on Job Satisfaction has a significance value of 0.000. Thus, it figures that ethical leadership significantly influences job satisfaction. The coefficient of Career Management effect on Job Satisfaction is 0.622 or 62.2%. Job satisfaction produces positive feelings about job results based on an evaluation of the characteristics of the job (Robbins & Judge, 2015). Further, (Robbins & Judge, 2017) also stated that one indicator of job satisfaction is the promotion factor in the job. This means that an employee could be promoted to a higher level than the job or position he is currently occupying. Promotion is one of the attractions for employees because it can increase their satisfaction with the job (Luthans, 2013). This is following the results of research by (Bahri & Nisa, 2017), which shows that the probability is significant $0.000 < 0.05$ so that it rejects the H.O., and it is concluded that career development and motivation have a significant effect on job satisfaction with an R square value of 24.9%.

Career Management Effect on Employee Performance

The influence of career management on employee performance has a significance value of 0.114. Thus, it states that career management does not affect employee performance.

Motivation Effect on Employee Performance

The influence of motivation on employee performance has a significance value of 0.000. Thus, it reveals that motivation significantly affects employee performance. The coefficient of motivation effect on employee performance is 0.354 or 35.4%. One of the factors that influence performance, according to (Handoko, 2016), is motivation. This means that employees' morale will be seen in completing work with joy and getting maximum results with motivation. Research conducted by (Mulyadi & Wicaksono, 2019) supports this statement where the R correlation coefficient is 0.744, which means that motivation and organizational culture have a strong relationship with employee performance. Research by (Fachreza, Musnadi, & Shabri, 2018) also shows that the F-count value is 654.164, significant = 0.00, below 0.05, with the conclusion rejecting the H.O. This means that motivation, work environment, and organizational culture have a simultaneous influence on employee performance.

Job Satisfaction Effect on Employee Performance

The influence of job satisfaction on employee performance has a significance value of 0.001. Thus, it explains that job satisfaction significantly influences the performance of employees. The coefficient of job satisfaction effect on employee performance is 0.635 or 63.5%. (Handoko, 2016) states that job satisfaction is one indicator that affects performance. (Robbins & Judge, 2017) also mentions that the factors that influence performance include values, attitudes, and job satisfaction. The research of (Hidayat, Lubis, & Majid, 2019) supports this effect, where job satisfaction on employee performance has an estimated critical ratio (C.R.) parameter value of 8.235, greater than the t-table value of 1.97 and a probability that is smaller than 0.05. This indicates that high job satisfaction will have an impact on increasing employee performance

Ethical Leadership Effect on Employee Performance through motivation

The result of the Sobel test calculation is 3.424, and it is significant at $\alpha = 0,0000$. Thus, motivation is a variable that mediates between ethical leadership and employee performance. Thus, because motivation has a significant effect and acts as a mediating variable, then ethical leadership significantly affects employee performance. The role of motivation between ethical leadership and employee performance is partially mediating. An ethical leader will always try to be a good example, make a fair decision, be trustworthy, and so on (Brown et al., 2005). Such a leadership condition will motivate subordinates to achieve performance targets. The leader's motivation is a source of external motivation (Dewi & Harjoyo, 2019), which will bring about change if provided consistently. This is because one of the functions of motivation is to produce change (Hasibuan, 2016). Changes that arise from motivation will move employees to work and achieve company goals. The research of (Ouakouak et al., 2020) supports this, where the Sobel test results show that the indirect effect of ethical leadership on employee performance through motivation is significant with the Sobel Z 5 test value of 4,379 > 1.96, $p < 0.001$, providing more support further for the hypothesis that predicts there is a relationship between ethical leadership on employee performance through motivation

Career Management Effect on Employee Performance through motivation

The result of the Sobel test calculation is 3.620, and it is significant at $\alpha = 0,0000$. Thus, motivation is a variable that mediates between career management and employee performance because motivation has a significant effect and acts as a mediating variable. Career management has no significant effect on employee performance, then the role of motivation between ethical leadership and employee performance is fully mediating. Career management will combine individual career planning and corporate career management. Individuals need to prepare themselves to increase competence and achieve their career goals. Meanwhile, companies need to improve employee careers or development (Wardhana, 2014). One of the motivational theories is the expectancy theory proposed by Victor Vroom, where there is a relationship between effort and performance. A certain effort will produce a performance. This condition is also one of the reasons that motivation will improve performance. (Robbins & Judge, 2017) states that one factor that influences performance is motivation. One of the research results supporting this relationship is (Kurniawan et al., 2017). By conducting a mediation test between the variables of career development, motivation, and employee performance, the Hypothesis (Ha4), which suspects that career development has an indirect effect on the performance of Aceh Regional Main Unit through employee motivation, is accepted (not rejected).

Ethical Leadership Effect on Employee Performance through Job Satisfaction

The result of the Sobel test calculation is 4.168 and is significant at $= 0.000$. Thus, job satisfaction acts as a variable that mediates between ethical leadership and employee performance. Because job satisfaction significantly affects and acts as a mediating variable, ethical leadership significantly affects employee performance. The role of job satisfaction between ethical leadership and employee performance is partially mediating.

Career Management Effect on Employee Performance through Job Satisfaction

The result of the Sobel test calculation is 4.854 and is significant at $\alpha = 0, 0000$. Thus, job satisfaction acts as a variable that mediates between career management and employee performance. Because job satisfaction has a significant effect and acts as a mediating variable, then career management has no significant effect on employee performance. The role of job satisfaction between ethical leadership and employee performance is fully mediating. Handoko (2011) states that job satisfaction is one factor that affects performance. (Luthans, 2013) also mentions that one of the indicators of job satisfaction is promotion. It can be analogized that good career management can increase job satisfaction and improve employee performance. Research conducted by (Pratama & Pasaribu, 2020) found that the value of the indirect influence of career development (X2) on employee performance (Y) was 0.223 greater than the direct effect of career development (X2) on employee performance (Y) which was 0.213. Thus, job satisfaction (Z) mediates the effect of career development (X2) on employee performance (Y). In other words, the job satisfaction variable (Z) acts as an intervening variable

5. Conclusion

The result reveals that Ethical leadership affects motivation, Ethical leadership affects job satisfaction, Ethical leadership affects employee performance, Career management affects employee motivation, Career management affects job satisfaction, Career management does not affect employee performance, Motivation affects employee performance, Job satisfaction affects employee performance, Job satisfaction partially mediates ethical leadership effect on employee performance, Job satisfaction fully mediates career management effect on employee performance, Motivation partially mediates ethical leadership effect on the employee performance, and Motivation fully mediates career management effect on employee performance. It explains that the function of job satisfaction and motivation when career development is necessary to increase employee performance is to function as a full mediator, and when ethical leadership is necessary to increase employee performance to function as a partial mediator. This is the uniqueness of the test results of this research model. Thus, it can be explained that the model for improving employee performance at PT PLN (Persero) Aceh Regional Main Unit is a function of improving ethical leadership and improving career management, as well as increasing motivation and job satisfaction. This tested model can be the basis for further academics and researchers to develop this model by adding it with other variables. This model can also be the basis for the policy-making process for research subjects, namely PT PLN (Persero) Aceh Regional Main Unit.

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