The Effect Of Communication And Work Ethic On Work Performance With Competence As An Intervening Variable At The Bank Indonesia Representative Office In North Sumatra Province

Raja Pardomuan H. Siregar[1], Mesra B[2]

Raja_pardomuan@yahoo.com

[1]Master of Management Student, Universitas Pembangunan Panca Budi, Indonesia
[2]Universitas Pembangunan Panca Budi, Indonesia
Correspondence Author : *mesrab@dosen.pancabudi.ac.id*

Abstract

This research aims to be the final project of the graduation requirements in obtaining a S2 degree, and another purpose of this research is to be used as an input for organizations to develop even better, Everyone is unique in their needs, desires, interests, values, beliefs, attitudes, mental processes, perceptions, and personalities, among others (Umam, 2012). An organization or corporation is established on the basis of a vision for the benefit of humans, and it is humans who regulate the implementation of the mission of the organization or company Human interaction begins with communication. Humans can interact with each other through communication in a variety of environments, including markets, workplaces, homes, and public spaces. No one in this world would shy away from participating in his talks. The results of this study are as follows: Work Ethic has a positive and significant effect on Competence with the original sample value of 0.652 p values 0.000. Work Ethic had a positive and significant effect on Work Achievement with the original sample value of 0.429 and p values of 0.002. Competence had a positive and significant effect on Work Achievement with an original sample value of 0.419 and p values of 0.000. Communication had a positive and significant effect on Competency with the original sample value of 0.243 and p values of 0.014. Communication had a positive and insignificant effect on Work Performance with the original sample value of 0.090 and p values of 0.228. Work Ethic has a positive and significant effect on Work Achievement through Competency indirectly with the original sample value of 0.273 and p values of 0.001. Communication has a positive and significant effect on Work Achievement through Competence with the original sample value of 0.102 and p values of 0.044.

Keywords:
Communication, Work Ethic, Competence, Work Performance

Background

Human resource management (HR) is the process of recruiting, developing, evaluating, and paying workers in addition to managing employment relations, health and safety, and other issues directly related to justice (Dessler, 2015). Assignment Managing human resources to get employees who are happy with their work is the main goal of human resource management. The players in an organization

have a significant influence on the success or failure of the organization in fulfilling its responsibilities and goals. This is due to the fact that everyone is different from others and that everyone is unique. Each person is unique in his needs, desires, interests, values, beliefs, attitudes, mental processes, perceptions, and personalities, among others (Umam, 2012). An organization or corporation is established on the basis of a vision for the benefit of humans, and it is humans who regulate the implementation of the mission of the organization or company Human interaction begins with communication.

Humans can interact with each other through communication in a variety of environments, including markets, workplaces, homes, and public spaces. No one in this world would shy away from participating in his talks. It is impossible to deny the value of communication in human interaction or in an organization. An organization can function efficiently and productively with effective communication, and vice versa with poor organizational communication or none at all. All organizations need to communicate effectively. Therefore, it is crucial for communicators and organizational leaders to understand and improve their communication skills. In order for communication to be effective, communicators must know which audience they are targeted and what response they want. He must be skilled in encoding messages by taking into account how communicators interpret messages.

A person's work ethic is his way of looking at the way they are, as an individual, group, or country, in approaching their work. It is a set of principles that takes into account each person's unique perspective. Work routines won't burn you out if your coworkers have a strong work ethic; in fact, they can even help you work better. Every employee must have a work ethic so that they can carry out their duties well and productively and meet the company's goals. We can understand work ethic as the main basis for acting on the right or wrong point of view. Ethos refers to a person's fundamental moral principles when doing their work. If a person wants to be able to carry out a task to the best of his ability, then a job can be produced. A person with a strong work ethic always goes through his work with joy and pride, has high motivation and discipline, has integrity, is responsible, and gives in his work. Work ethic is the whole mentality and way a person interprets, expresses, views, and believes everything that motivates him to take action and reach the highest level of philanthropy.

The capacity to carry out or complete a task that depends on the knowledge, abilities, and work attitude required for the job is called competence. Therefore, competence indicates knowledge or abilities that demonstrate professionalism in a particular industry and, more importantly, what it takes to be a leader in the field. Competence literally comes from the word competence, which means ability, authority and proficiency. In terms of etymology, competence means the superiority, expertise of the behavior of an employee or leader who has good knowledge, behavior and skills. Ability to perform tasks, roles, or activities; capacity to combine personal

knowledge, skills, attitudes, and values; and the capacity to develop knowledge and skills based on experience and information learned are all considered competencies.

Work performance is a very important factor in determining the progress of an organization, both private organizations and government organizations. Organizations that have employees who have good work performance will certainly encourage the progress of the organization. With these advances, organizations will be able to increase their competitiveness and have competitive capabilities. In improving employee work performance, of course, it is not easy, every organization must certainly do various ways so that every employee is able to improve their work performance. In this case, there are many factors that play an important role in the progress of an employee's work performance such as work discipline, work environment, work motivation, salary and benefits, and others. Generally, there is a difference between the work performance of private organizations and government organizations. Private organizations generally have better work performance than government organizations. Private organizations tend to be more able to encourage their employees to be able to improve their work performance than employees in government organizations. The phenomenon that occurs at the Bank Indonesia Representative Office in North Sumatra Province is that the lack of communication between employees is still not good, this often occurs misunderstandings because a lot of work makes employee communication rarely done because of the focus on work, there are still many employees whose work ethics are still poor, this also results in poor employee performance, employees who have achieved tendency, arrogant to subordinates or employees who have not Achievement so that there are often disputes between employees, sometimes outstanding employees do not want or do not want to help other employees so that many employees whose development is not good, the most frequent thing is the competence of employees that not all employees have, this makes the work uneven and the results obtained by the organization.

Problem Formulation

The formulation of the problem in this study is as follows:

1. Does Communication have a positive and significant effect on Competence at Bank Indonesia Representative Offices in North Sumatra Province?
2. Does Work Ethic have a positive and significant effect on Competency at Bank Indonesia Representative Offices in North Sumatra Province?
3. Does Communication have a positive and significant effect on Work Performance at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Work Ethic have a positive and significant effect on Work Achievement at Bank Indonesia Representative Offices in North Sumatra Province?
5. Does Competence have a positive and significant effect on Work Achievement at the Bank Indonesia Representative Office in North Sumatra Province?

6. Does Communication have a positive and significant effect on Work Achievement through Competency at the Bank Indonesia Representative Office in North Sumatra Province?
7. Does Work Ethic have a positive and significant effect on Work Achievement through Competency at the Bank Indonesia Representative Office in North Sumatra Province?

Research Objectives

The objectives of this study are as follows:

1. To find out and analyze the influence of Communication on Competence at the Bank Indonesia Representative Office in North Sumatra Province.
2. To find out and analyze the influence of Work Ethic on Competency at the Bank Indonesia Representative Office in North Sumatra Province.
3. To find out and analyze the influence of Communication on Work Performance at the Bank Indonesia Representative Office of North Sumatra Province.
4. To find out and analyze the influence of Work Ethic on Work Performance at the Bank Indonesia Representative Office of North Sumatra Province.
5. To find out and analyze the influence of Competency on Work Performance at the Bank Indonesia Representative Office in North Sumatra Province.
6. To find out and analyze the influence of Communication on Work Performance through Competencies at the Bank Indonesia Representative Office of North Sumatra Province.
7. To find out and analyze the influence of Work Ethic on Work Achievement through Competency at the Bank Indonesia Representative Office of North Sumatra Province.

Communication

Definition of Communication

According to Bandriyah (2015), communication is the process of transferring meaning in the form of ideas, information from one person to another. According to Mulyana (2015), communication is the process of sharing meaning through verbal and non-verbal behavior carried out by two or more people.

Communication Indicators

According to Bandriyah (2015), communication indicators are as follows:

1) Understandable
2) Submit feedback
3) Fast acceptance
4) Task coordination
5) Discussion meetings

Ethos Work
Definition of Work Ethic

Work ethic as stated by Ginting (2016) Work ethic is a characteristic and belief of a person or a group, then the definition of work ethic is "Work ethic that is a characteristic of a person or a group of people who work, which is based on work ethics and perspectives that are believed, and manifested through determination and concrete behavior in the world of work" According to Salamun (2017) Work ethic is an ethics or guide in work, that is, a guide to do a good job.

Work Ethic Indicators

According to Salamun (2017) the indicators of work ethic are as follows: .

1. Hard work Hard work is that in work there is a nature of motion sickness to be able to achieve the goals to be achieved. Can take advantage of the optimal time so that sometimes they do not know the time, distance and difficulties faced.
2. Discipline Discipline as an attitude of respect, appreciation, obedience and obedience to applicable regulations, both written and unwritten, and being able to carry them out and not avoid receiving sanctions if they violate the duties and authority given to them.
3. Honesty Honesty is the ability of an employee to carry out his or her work in accordance with the rules that have been determined.
4. Responsibility Responsibility is to assume that the work done is something that must be done with diligence and seriousness.
5. Diligent Creation of personal habits of employees to maintain and improve what has been achieved. Be diligent at work. What is good must always be in prime condition at all times.

Competence
Definition of Competency

According to Rahmat (2019), competence is a characteristic of a person related to effective performance and/or excel in certain work situations. According to Rachmaniza (2020), competence is an underlying characteristic of a person related to the effectiveness of individual performance in his or her work or basic characteristics of individuals that have a causal relationship or as a cause-and-effect with criteria that are used as a reference, effective or excellent or superior performance in the workplace or in certain situations.

Competency Indicators

According to Rahmat (2019), competency indicators are:

1. A motive is something that the person consistently thinks or wants that causes the action.

2. Traits are physical characteristics and consistent responses to situations or information.
3. Self-concept is a person's attitude, values, or self-image.
4. Knowledge is information that people have in a specific field.
5. Skills are the ability to do certain physical or mental tasks.

Job Performance

Definition of Work Performance

According to Mangkunegara (2017), company leaders systematically evaluate employee performance by utilizing the tasks that have been assigned to them. According to Sutrisno (2016) Work performance assessment is a structured approach to regularly evaluate the work performance of an employee.

Work Performance Indicators

Work performance indicators according to Sutrisno (2016):
1. The product works how much is produced, how well it is manufactured, and how much is monitored.
2. Work knowledge: The level of expertise in work-related tasks that will have a direct impact on both the quantity and quality of work.
3. Initiative Ability to take initiative when carrying out job responsibilities, especially when solving potential problems. Expertise in work-related tasks that will directly affect the quantity and quality of work produced.
4. Mental collapse of the ability to understand work instructions and quickly adapt to current work practices and organizational structures
5. Attitude of willingness and motivation to complete work-related tasks.
6. Timekeeping and attendance monitoring Employee attendance and punctuality levels.
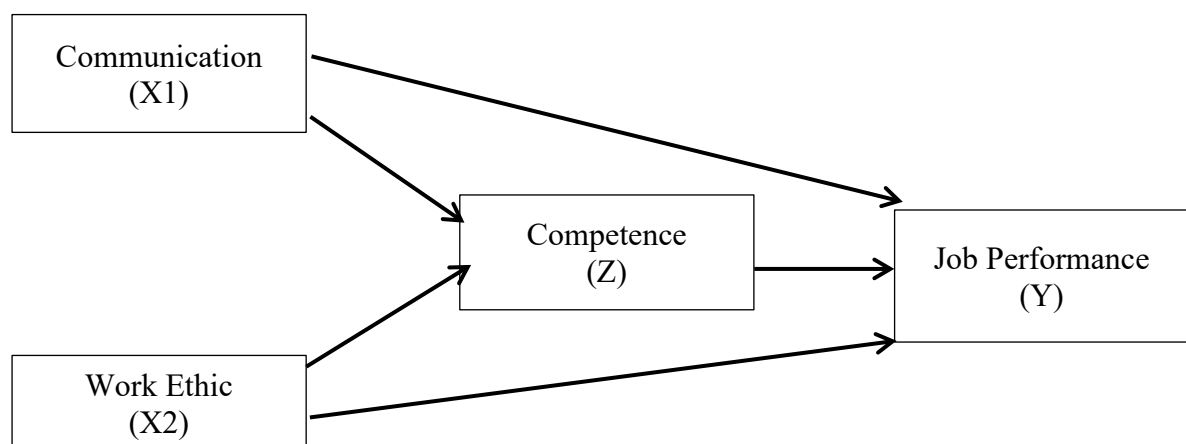
Conceptual Framework

Figure 1.Conceptual Framework

Hypothesis

The hypothesis in this study is as follows:

H1 Communication has a positive and significant effect on Competence at the Bank Indonesia Representative Office in North Sumatra Province.

H2 Work Ethic has a positive and significant effect on Competence at the Bank Indonesia Representative Office in North Sumatra Province.

H3 Communication has a positive and significant effect on Work Achievement at the Bank Indonesia Representative Office in North Sumatra Province.

H4 Work Ethic has a positive and significant effect on Work Achievement at the Bank Indonesia Representative Office in North Sumatra Province.

H5 Competence has a positive and significant effect on Work Achievement at the Bank Indonesia Representative Office in North Sumatra Province.

H6 Communication has a positive and significant effect on Work Achievement through Competency at the Bank Indonesia Representative Office in North Sumatra Province.

H7 Work Ethic has a positive and significant effect on Work Achievement through Competency at the Bank Indonesia Representative Office in North Sumatra Province.

Type of Research

The type of research used is a type of quantitative research in this study. According to Sugiyono (2018) the quantitative method can be interpreted as a research method based on the philosophy of positivism, used to research on a specific population or sample, data collection using research instruments, quantitative/statistical analysis, with the aim of describing and testing the hypothesis that has been determined.

Research Time and Location

The research period is from September to October 2024. The location of this research was carried out at the Bank Indonesia Representative Office of North Sumatra Province on City Hall street no 4, Medan City.

Research Population

The population of this study is all employees in the Bank Indonesia Representative Office in North Sumatra Province as many as 70 employees. According to Sugiyono (2018), population is the entire element that will be used as a generalization area. The population element is the whole subject to be measured, which is the unit being studied.

Research Sample

The researcher took a sample in the study and took all the population numbers in the employees of the Bank Indonesia Representative Office in North Sumatra Province as many as 70 employees and the sample technique used was the saturated sample technique. According to Sugiyono (2018), the sample is part of the number and characteristics possessed by the population.

Research Data Sources

This study uses primary research data sources, primary data sources are data sources where data is taken directly. According to Sugiyono (2018) Primary data is a data source that directly provides data to data collectors. The data is collected by the researcher directly from the first source or where the object of the study was conducted.

Data Collection Techniques

The data collection technique used is the questionnaire technique where the questionnaire will be distributed to the research respondents. According to Sugiyono (2018), Questionnaire (questionnaire) is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer. If there are difficulties in understanding the questionnaire, respondents can directly ask the researcher.

Structural Equation Modeling (SEM) Analysis

In this study, the structural equation modeling equation (SEM) is a data processing method. SEM is a multivariate statistical technique that can be used to describe the causal relationship in its entirety (comprehensive), complicated, and in the form of a system of relationships between variables.

a. PLS (Partial Least Square)

Because PLS (Partial Least Square) analysis does not rely on a variety of assumptions or requirements, including multicollinearity and normality tests, this method is highly effective. The benefits of the PLS approach include the ability to use indicators with categorical, ordinal, interval, or ratio data scales and eliminate the need for data that has a multivariate normal distribution. Sample size is another advantage; It doesn't have to be big.

Evaluation of Measurement Model (Outer Model)

Measurement model assessment, also called an external model, is the process of determining how a construct variable, or indicator, relates to a latent variable. Evaluation Reliability and validity tests are used to assess the measurement model.
1. Indicator Reliability Test

By analyzing or examining each indication of the outer loading value, the indicator reliability test seeks to find out whether the indicators are reliable or not to measure latent variables. The variance of an indicator can be explained by its construct as long as its outer loading value is greater than 0.7.

2. Internal Consistency Reliability Test

The purpose of this test is to see how well the indicator can measure the latent component. Internal assessment indicators Alfa Cronbach's regularity and combined reliability ratings make up reliability. A combined reliability value between 0.6 and 0.7 is considered to have good reliability, and Cronbach's alpha is expected to be >0.7.

3. Convergent Validity Test

The idea behind this validity test is that there must be a strong correlation between the measures of a construct. Average Variance Extracted is used to assess the validity of the convergence of a construct with a reflectivity marker (AVE).

At least 0.5 should be the AVE value. 0.5 is the AVE value.

4. Discrimination Validity Test

Based on the idea that every indication should be strongly related to its construct, the purpose of this test is to ascertain whether an indicator truly reflects and constitutes an accurate assessment of its construct. If the size of the construct does not match, then there will be no strong correlation between the two. The validity discrimination of the test on SmartPLS or similar applications is determined by utilizing Heterotrait-Monotrait (HTMT) values, Farnell-Larcker Criteria, and cross loading.

a. Cross Loading value of each construct is assessed to ensure its connection to the measurement item is stronger than that of other constructs. The anticipated cross-loading value is higher than 0.7.

b. Fornell-Larcker Criterion: This conventional method that has been used for more than 30 years compares the square root value of the Average Variance Extracted (AVE) of each construct with the correlation between other constructs in the model. This is another way to evaluate the validity of discrimination. A model is considered to have good discriminatory validity if the square root of the AVE of each construct is higher than the correlation value between that construct and other constructs in the model.

Structural Model Evaluation (Inner Model)

Another name for structural or generic model evaluation is The purpose of the inner model is to assess (verify) whether there is a collinearity between the model construct and the predictive power. The following criteria are applied to assess the predictive strength of the model:

1. Coefficient of Determination (R^2)

The determination coefficient (R^2) is a way of assessing how much endogenous constructs can be explained by exogenous constructs. The value of the

determination coefficient (R2) is expected to be between 0 and 1. The value of R2 = 0.75 (strong model), R2 = 0.50 (moderate model), R2 = 0.25 (weak model). Meanwhile, according to Chin (1998), the criteria for R2 = 0.67 (strong model), R2 = 0.33 (moderate model), and R2 = 0.19 (weak model).

2. Path Coefficients

Path coefficients, aim to see the significance and strength of relationships, and also to test hypotheses. The value of path coefficients ranges from -1 to +1. The closer you get to the +1 value, the stronger the relationship between the two constructs. A relationship that is closer to -1 indicates that the relationship is negative.

3. Hypothesis Test

Hypothesis testing (Resampling Bootstrapping), a bootstrapping procedure generates a t-statistical value for each relationship path used to test the hypothesis.

a. If the t-statistical value is less than the t-table value (t-statistical-table), then H0 is rejected and H1 is accepted.

b. If the t-statistic value is greater than or equal to the t-table (tstatistic>t-table), then H0 is rejected and H1 is accepted.

RESULTS AND DISCUSSION

Outer Model *Analysis*

Details of the relationship between the latent variable and the manifest variable can be known by using measurement model testing, also known as outer model testing. This test has reliability, discriminatory validity, and convergent validity.

Convergent Validity

The loading factor shows this test, the limit value is 0.7, and the extracted limit value is Average.Variance. (AVE) is set at 0.5; The value above this indicates validity. This shows that if the value of the indicator > 0.7 is able to explain the construct variable, then the value of the indicator is considered valid. The structural model of the research is depicted in the following figure:
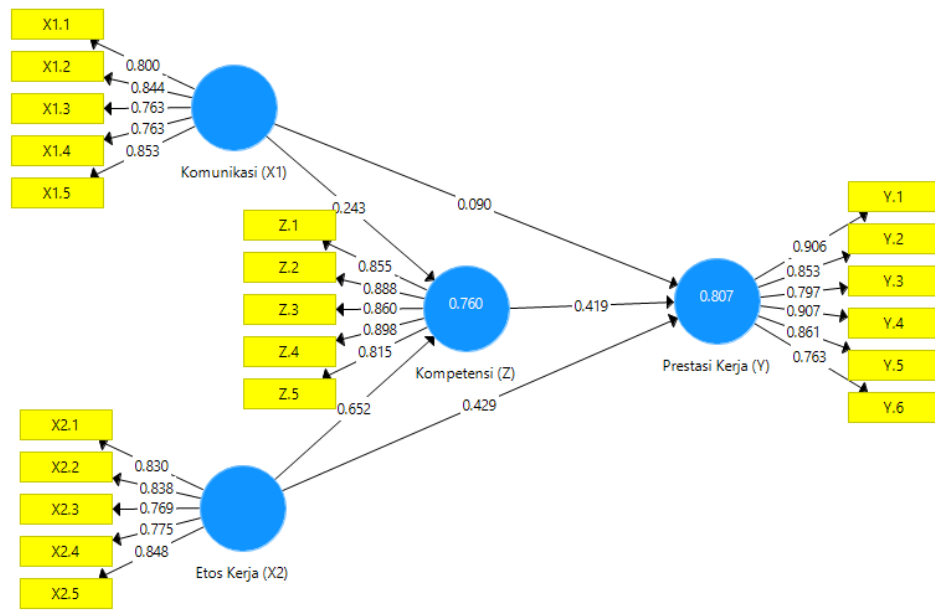
Figure 2. Outer Model

Source : Smart PLS 3.3.3.

The output of Smart PLS for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures.

For substructure 1

$Z = b1X1 + b2X2 + e1$

$Z = 0.243\ X1 + 0.652\ X2 + e1$

For substructure 2

$Y = b4X1 + b5X2 + b7Z + e2$

$Y = 0.090\ X1 + 0.429X2 + 0.419\ Z + e2$

Table 1. Outer Loadings

	Work Ethic (x2)	Competence (Z)	Communication (X1)	Work Performance (Y)
X1.1			0,800	
X1.2			0,844	
X1.3			0,763	
X1.4			0,763	
X1.5			0,853	
X2.1	0,830			
X2.2	0,838			
X2.3	0,769			
X2.4	0,775			
X2.5	0,848			

Y.1				**0,906**
Y.2				**0,853**
Y.3				**0,797**
Y.4				**0,907**
Y.5				**0,861**
Y.6				**0,763**
Z.1		**0,855**		
Z.2		**0,888**		
Z.3		**0,860**		
Z.4		**0,898**		
Z.5		**0,815**		

Source : Smart PLS 3.3.3.

In table 1 above, it is stated that the value of each variable is such that the indicator of each variable is more than or equal to 0.7, this shows that each indicator has a value less than or equal to 0.7, meaning that the data is valid. and can proceed with further analysis.

Discriminate Validity

The next step of analysis is to determine which data is valid reviewed from the validity of the discrimination. The purpose is to find out whether the cross loading of nilia is greater than other variables so that it can determine the sensitivity of the indicator to high corrections in relation to the construction of the table below, which presents the results of the validity assessment as follows:

Table 2. *Discriminant Validity*

	Work Ethic (x2)	Competence (Z)	Communication (X1)	Work Performance (Y)
X1.1	0,662	0,617	**0,800**	0,640
X1.2	0,668	0,689	**0,844**	0,673
X1.3	0,674	0,617	**0,763**	0,628
X1.4	0,704	0,664	**0,763**	0,616
X1.5	0,804	0,680	**0,853**	0,680
X2.1	**0,830**	0,689	0,787	0,691
X2.2	**0,838**	0,853	0,806	0,780
X2.3	**0,769**	0,638	0,595	0,709
X2.4	**0,775**	0,682	0,633	0,605
X2.5	**0,848**	0,621	0,705	0,733
Y.1	0,808	0,781	0,698	**0,906**
Y.2	0,695	0,640	0,639	**0,853**
Y.3	0,666	0,734	0,529	**0,797**
Y.4	0,780	0,742	0,660	**0,907**
Y.5	0,710	0,801	0,722	**0,861**

Y.6	0,756	0,683	0,836	**0,763**
Z.1	0,740	**0,855**	0,644	0,661
Z.2	0,740	**0,888**	0,747	0,795
Z.3	0,716	**0,860**	0,733	0,746
Z.4	0,828	**0,898**	0,745	0,775
Z.5	0,702	**0,815**	0,629	0,742

Source : Smart PLS 3.3.3.

In table 2, there is a cross loading value of the work ethic variable where each cross loading factor is greater than the cross loading factor value in other latent variables, for the cross loading factor value in the competency variable is greater than the cross loading factor value in other latent variables, for the cross loading factor value in the communication variable is greater than the cross loading factor value of other latent variables, The cross loading factor in the work performance variable is greater than the value of the cross loading factor in other latent variables, so it can be concluded that this test is declared valid in a discriminant manner.

Composite reliability

Each variable in the composite reliability study is compared to its reliability value; if the variable value is higher than 0.60, the research is considered reliable; If it is between 0.60 and 0.7, then it is not. The table below shows the various blocks used to assess the validity and reliability of the study, including the AVE value, composite reliability, and Coranbach alpha value, among others:

Table 3. *Construct Reliability and Validity*

	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Work Ethic (x2)	**0,871**	**0,907**	**0,661**
Competence (Z)	**0,915**	**0,936**	**0,746**
Communication (X1)	**0,864**	**0,902**	**0,649**
Work Performance (Y)	**0,922**	**0,939**	**0,721**

Source : Smart PLS 3.3.3.

As seen in table 3, the value of each variable in the Cronbach alpha column is greater than 0.7 indicating the reliability of the variable's reliability data. Because the data is greater than 0.6, it can be explained that each variable is considered reliable in the Composite Reliability column which has a value greater than 0.6. Each variable in the AVE column has a value greater than 0.7, which indicates that the data is valid according to the AVE standard. Since all variables in the reliability column, AVE, and

Cronbach alpha have values greater than 0.7 and 0.6, respectively, they are all considered valid and reliable.

Inner Model *Analysis*

To ensure the developed fundamental model is reliable and accurate, the structural model, or the inner model, is evaluated. A number of markers, including the following, indicate the stages of inspection performed during the assessment of the main model:

Coefficient of Determination (R2)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square values are obtained as follows:

Table.4.R Square Result

	R Square	Adjusted R Square
Competence (Z)	0,760	0,753
Work Performance (Y)	0,807	0,798

Source : Smart PLS 3.3.3.

In table 4 there is an R square test, the explanation will be carried out as follows: the Rsquare value on the competency variable is 0.760 in a percentage of 76.0% which means that the influence of communication and work ethic is 0.760 or 76% and the rest is in other variables. For the R square value, the work performance variable is 0.807 in a percentage of 80.7%, meaning that the influence of communication, work ethic and competence is 0.807 or 80.7% and the rest is in other variables.

Hypothesis Testing

The relationship between the variable and the data in this example must be confirmed after the model is created. T-Statistics and P-Values were examined to perform statistical analysis in this case study. To determine whether the P-Values value < 0.05 and the T-Insights value > 1.96, speculation is used. The Impact of the Road Impact Coefficient over time is as follows:

Table .5. *Path Coefficients*

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Result
Work Ethic (X2) -> Competence (Z)	0,652	5,871	**0,000**	**Accepted**
Work Ethic (X2) -> Work Performance (Y)	0,429	2,957	**0,002**	**Accepted**

Competence (Z) -> Work Performance (Y)	0,419	3,565	**0,000**	**Accepted**
Communication (X1) -> Competencies (Z)	0,243	2,203	**0,014**	**Accepted**
Communication (X1) -> Work Performance (Y)	0,090	0,747	**0,228**	**Rejected**

Source : Smart PLS 3.3.3.

In table 5 there are the results of the hypothesis test that will be explained by the researcher, so the explanation in this study is as follows:

1. Work Ethic has a positive and significant effect on Competence with the original sample value of 0.652 p values 0.000. This means that if there is an increase in good work ethic, competence will also increase, if there is a decrease in work ethic, competence will also decrease.

2. Work Ethic has a positive and significant effect on Work Performance with the original sample value of 0.429 and p values of 0.002. This means that if there is an increase in good work ethic, work performance will also increase, if it decreases, work performance will also decrease.

3. Competence has a positive and significant effect on Work Performance with an original sample value of 0.419 and p values of 0.000. This means that if competence increases, work performance also increases, on the contrary, if competence decreases, work performance decreases.

4. Communication has a positive and significant effect on Competence with the original sample value of 0.243 and p values of 0.014. This means that if good communication increases, competence will also increase, vice versa, if it decreases, competence decreases.

5. Communication had a positive and insignificant effect on Work Performance with the original sample value of 0.090 and p values of 0.228. This means that communication has less effect on achievement because work achievements can be done alone or in a team, but most employees achieve achievements because of the excellence that exists in them.

Table 6.*Path Coefficients*

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Result
Work Ethic (X2) -> Competence (Z) -> Work Performance (Y)	0,273	3,279	**0,001**	**Accepted**
Communication (X1) -> Competence (Z) -> Work Performance (Y)	0,102	1,711	**0,044**	**Accepted**

Source : Smart PLS 3.3.3.

In the results of this study, there is an indirect influence that can be seen in table 6, so the explanation is as follows:

1. Work Ethic has a positive and significant effect on Work Performance through Competency indirectly with the original sample value of 0.273 and p values of 0.001. This means that competence is an intervening variable because it is able to significantly affect work ethic and work performance with a commitment to improve work ethic and work performance.
2. Communication has a positive and significant effect on Work Performance through Competency with the original sample value of 0.102 and p values of 0.044. This means that competence is an inervening variable because it is able to affect communication to work performance significantly and indirectly, so the existence of competence makes an improvement in good communication and increased work performance.

Conclusion

After obtaining the hypothesis results, the conclusions of this study are as follows:
1. Work Ethic has a positive and significant effect on Competence with the original sample value of 0.652 p values 0.000.
2. Work Ethic has a positive and significant effect on Work Performance with the original sample value of 0.429 and p values of 0.002.
3. Competence has a positive and significant effect on Work Performance with an original sample value of 0.419 and p values of 0.000.
4. Communication has a positive and significant effect on Competence with the original sample value of 0.243 and p values of 0.014.
5. Communication had a positive and insignificant effect on Work Performance with the original sample value of 0.090 and p values of 0.228.
6. Work Ethic has a positive and significant effect on Work Performance through Competency indirectly with the original sample value of 0.273 and p values of 0.001.
7. Communication has a positive and significant effect on Work Performance through Competency with the original sample value of 0.102 and p values of 0.044.

Suggestion

After drawing the existing conclusions, the suggestions from this study are as follows:
1. Organizations should improve employee work ethic by providing punishment and rewards to employees who do so.
2. The organization must provide employees with an example of how to communicate correctly to other employees and superiors.
3. The organization is responsible for the competence of employees and improving the competence of employees.
4. It is hoped that this research can be used as input for organizations and employees.

5. It is hoped that this research will be able to help other researchers to use it as reference material for new research.
6. It is expected that new research can develop this research with new research models and techniques.

Bibliography

A.A. Anwar Prabu Mangkunegara. 2017. Corporate Human Resource Management, Bandung: Remaja Rosdakarya.

Badriyah, M. (2015). Human Resource Management, Print 1. Bandung: CV Pustaka Setia.

Dessler, G. (2015). Human Resource Management. Jakarta: Salemba Four.

Ginting, Desmon. (2016). Work Ethic: A Guide to Becoming a Smart Employee. Jakarta: PT. Elex Media Komputindo.

Mulyana, Deddy. 2015. Communication Science an Introduction. Bandung: PT Remaja Rosdakarya.

Rahmat, S. N., & Basalamah, J. (2019). The Influence of Competence, Compensation and Work Discipline on the Performance of Employees of the Makassar City Regional Revenue Agency. PARADOX: Journal of Economic Sciences, 2(1), 121-132.

Rachmaniza, Shafira. 2020. ―The Effect of Competence and Organizational Commitment on Employee Performance in the Production Division of PT. Sinar Ragamindo Utama Bandung.‖ Journal of Management Proceedings, Bandung Islamic University 6(1): 11–16. http://karyailmiah.unisba.ac.id/.

Salamun et al. 2017. Perception of Work Ethic: Relation to the Cultural Values of the People of the Special Region of Yogyakarta. Yogyakarta: Ministry of Education and Culture of the Republic of Indonesia.

Sutrisno, Edy. 2016. Human Resource Management. Eighth Print. Jakarta: Prenadamedia Group.

Sugiyono. (2018). Mixed Methods. Bandung: CV Alfabeta.

Umam, Khaerul. 2012. Organizational Management. Bandung: Pustaka Setia.