

## Performance Determinants

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### Abstract

This research aims to examine the influence of integrity, competency and motivation on job satisfaction mediated by work discipline at the Bank Indonesia Representative Office, North Sumatra Province. Production factors are needed to produce human output, but without human labor, commodities and services will not provide the same benefits. The results of this research are as follows: Work Discipline has a positive and significant effect on Job Satisfaction with an original sample value of 0.422 and ap value of 0.000. Integrity has a positive and significant effect on Work Discipline with an original sample value of 0.358 and ap value of 0.000. Integrity has a positive and significant effect on Job Satisfaction with an original sample value of 0.234 and ap value of 0.008. Competence has a positive and significant effect on Work Discipline with an original sample value of 0.234 and ap value of 0.007. Competency has a positive and insignificant effect on Job Satisfaction with an original sample value of 0.044 and ap value of 0.321. Motivation has a positive and significant effect on Work Discipline with an original sample value of 0.394 and ap value of 0.000. Motivation has a positive and significant effect on Job Satisfaction with an original sample value of 0.272 and ap value of 0.002. Integrity has a positive and significant effect on Job Satisfaction through Work Discipline with an original sample value of 0.155 and ap value of 0.003. Competence has a positive and significant effect on Job Satisfaction through Work Discipline with an original sample value of 0.103 and ap value of 0.013. Motivation has a positive and significant effect on Job Satisfaction through Work Discipline with an original sample value of 0.170 and ap value of 0.004.

**Keywords:** Integrity, Competence, Motivation, Job Satisfaction, Work Discipline.

## INTRODUCTION

An important component of an organization's success is human resources (HR). Therefore, in order for a company to function well and achieve its goals, each employee needs to have the following qualities: knowledge, skills, and abilities; in addition, they need to have experience; motivation; discipline; and uphold their work. Therefore, human resource management is very much needed to improve employee performance, so that it is beneficial to the company and able to survive in a competitive and dynamic business climate. A person's work ethic is believed to influence their achievements at the individual, group, and institutional levels as well as the overall success of the country in achieving its goals. A worker's work ethic is a measure of how well they serve the community. In Indonesia, the phenomenon of work ethic is still uneven. Working is still seen as a routine activity. Work can also be seen as a difficulty and a form of coercion carried out by certain employees, especially those who are lazy. There is still a lack of understanding about work ethic among employees. In addition, because it does not encourage the development of a positive and effective work ethic, this is what is lacking. The business world almost never ignores worker welfare, including in terms of minimum wage payments. Everyone, as long as they are alive, always communicates because as social media users, we are creatures who need interaction with each other. Effective communication between individuals who convey messages and people who are encouraged to communicate is achieved through communication. This is certainly influenced by a person's communication skills. The production of meaning and the interpretation of meaning are two processes that occur during communication. Verbal and

nonverbal cues can be used to communicate. Nonverbal communication is characterized by the use of signs other than words or language, while verbal communication is the use of words as a means of communication. Rapid advances in technology have also made it increasingly important for people to work together and coordinate in order to complete projects and become more competitive in the face of global economic developments. Employee requirements and interests vary depending on teamwork. In general, teamwork and collaboration make employees happier. As a result, they may feel more involved, connected, and valued by the company. In addition, knowledgeable employees usually want to participate in the success of decisions made by their company. Employee job satisfaction is the sense of satisfaction they get from their work. Job satisfaction is a classic theory in human resource management. Literature on job satisfaction has emerged since the growth of the industrial era in the 1930s, but it is still needed today. Efforts to achieve job satisfaction are very important for both individuals and organizations. Employee performance in general is a manifestation of work carried out by employees which is usually used as a basis or reference for assessing employees in an organization. Good performance is a step towards achieving organizational goals, therefore, performance is also a determining factor in achieving organizational goals so that efforts need to be made to improve employee performance.

### **Formulation of the problem**

1. Does Work Ethic have a positive and significant influence on Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province?
2. Does Communication Have a Positive and Significant Influence on Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province?
3. Does Teamwork have a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Work Ethic have a positive and significant influence on the Performance of Employees at the Bank Indonesia Representative Office in North Sumatra Province?
5. Does Communication Have a Positive and Significant Influence on the Performance of Employees at the Bank Indonesia Representative Office in North Sumatra Province?
6. Does Teamwork Have a Positive and Significant Influence on the Performance of Employees at the Bank Indonesia Representative Office in North Sumatra Province?
7. Does Job Satisfaction have a positive and significant effect on the Performance of Employees at the Bank Indonesia Representative Office in North Sumatra Province?
8. Does Work Ethic have a positive and significant effect on Employee Performance through Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province?
9. Does Communication Have a Positive and Significant Influence on Employee Performance through Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province?
10. Does Teamwork have a positive and significant effect on Employee Performance through Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province?

### **Research purposes**

1. To determine and analyze the influence of Work Ethic on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.

2. To determine and analyze the influence of communication on job satisfaction at the Bank Indonesia Representative Office in North Sumatra Province.
3. To determine and analyze the influence of Teamwork on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
4. To determine and analyze the influence of work ethic on employee performance at the Bank Indonesia Representative Office, North Sumatra Province.
5. To determine and analyze the influence of communication on employee performance at the Bank Indonesia Representative Office, North Sumatra Province.
6. To determine and analyze the influence of Teamwork on the Performance of Employees at the Representative Office of Bank Indonesia, North Sumatra Province.
7. To determine and analyze the influence of Job Satisfaction on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province.
8. To determine and analyze the influence of Work Ethic on Employee Performance through Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
9. To determine and analyze the influence of Communication on Employee Performance through Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
10. To determine and analyze the influence of Teamwork on Employee Performance through Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.

## LITERATURE REVIEW

### Employee performance

#### Understanding Employee Performance

According to Supardi, (2014) Performance is what can be done by someone according to their duties and functions. According to Kasmir (2016) Performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period".

#### Employee Performance Indicators

According to Kasmir (2016) employee performance indicators are:

1. Quality. Quality is a level at which the process or result of completing an activity approaches the point of perfection.
2. Quantity (amount). To measure performance can also be done by looking at the quantity (amount) produced by a person.
3. Time (time period) For certain types of work, a time limit is given to complete the work.
4. Cooperation between employees. Performance is often associated with cooperation between employees and between leaders. In this relationship, it is measured whether an employee is able to develop feelings of mutual respect, goodwill and cooperation between one employee and another.
5. Cost emphasis. The costs incurred for each company activity have been budgeted before the activity is carried out. This means that the costs that have been budgeted are used as a reference so as not to exceed what has been budgeted.
6. Supervision. By conducting supervision, employees will feel more responsible for their work and if there are deviations, it will be easier to make corrections and make improvements as soon as possible.

## **Work ethic**

### **Understanding Work Ethic**

Work ethic according to Salamun et al, (2017) is a manifestation of positive attitudes possessed by employees that are closely related to personality, behavior, and character including hard work, discipline, honesty, responsibility, and diligence in working with benefits that can maximize the work done. According to Darodjat, (2015) work ethic is a positive action and foundation that includes motivation which can influence someone, basic spirit, basic thinking, code of ethics, including morals and behavior and attitudes, aspirations, main characteristics and beliefs, principles and standards that are used as references.

### **Work Ethic Indicator**

Work Ethic Indicators according to Darodjat (2015) are:

1. Have work motivation, namely motivation from within and from outside the individual.
2. Have a future orientation.
3. Morality is an attitude of seriousness in working.
4. Work hard and value time.
5. Discipline in work, responsible.
6. Economical and simple,
7. Be persistent and tenacious.

## **Communication**

### **Definition of Communication**

According to (Mangkunegara, 2017) communication is "the transfer of information and understanding from one person to another." According to Ganiem (2018) communication is basically a process that explains who, says what, with what channel, to whom, with what effect or result (who, says what, in which channel, to whom, with what effect).

### **Communication Indicators**

According to Ganiem (2018), communication indicators are:

1. Understanding, meaning careful acceptance of the message conveyed by the sender of the message.
2. Pleasure, namely communication creates shared welfare, this is closely related to shared comfort.
3. Influencing attitudes, meaning the ability to persuade someone or influence their attitude.
4. Improving relationships, meaning effective communication will improve good relationships, for this a positive psychological atmosphere full of trust is needed.
5. Action, meaning that communication provides the desired result, namely that the person receiving the message is willing to carry out the intended action.

## **Teamwork**

### **Understanding Teamwork**

Teamwork is a group consisting of two to twenty wise individuals who have the same vision and then build an initiative to complete the tasks of its members (Siagian, 2020). Teamwork is an activity that is managed and carried out by a group of people who are members of one organization. Teamwork can improve cooperation and communication within and between parts of the company. (Letsoin & Ratnasari 2020).

### Teamwork Indicators

Teamwork indicators according to Letsoin & Ratnasari (2020), namely:

1. Want to work together (Cooperative). As social beings who need other people, the sense of teamwork in employees is characterized by an attitude of wanting to work together with other employees.
2. Expressing positive expectations. Employees feel optimistic and always hope well for their team in realizing the company's vision and mission.
3. Appreciate input. Feel like a part of other employees so that every input from other employees will be appreciated.
4. Give encouragement. Not only self-interested but employees will pay attention to other employees. Such as giving encouragement when they feel that other employees lack motivation.
5. Building group spirit. Building group spirit is done with the aim that each individual in the team has the same enthusiasm.

### Job satisfaction

#### Understanding Job Satisfaction

According to Wijono (2015) job satisfaction is an individual's estimation of work or positive and enjoyable experiences. Employee estimates of their work experience can be seen whether employees feel happy or unhappy with their work. According to Yuniarsih (2017), job satisfaction is a psychological reflection of employees on the results of their work. The level of individual satisfaction is basically based on the value system within themselves. Therefore, the measure of satisfaction will be different for each individual.

### Job Satisfaction Indicators

According to Yuniarsih (2017), job satisfaction indicators are as follows:

- (1) Supervision,
- (2) Work environment,
- (3) Promotion,
- (4) Supportive co-workers,
- (5) Mentally challenging work,
- (6) Rewards in the form of wages/salary.

### Conceptual Framework

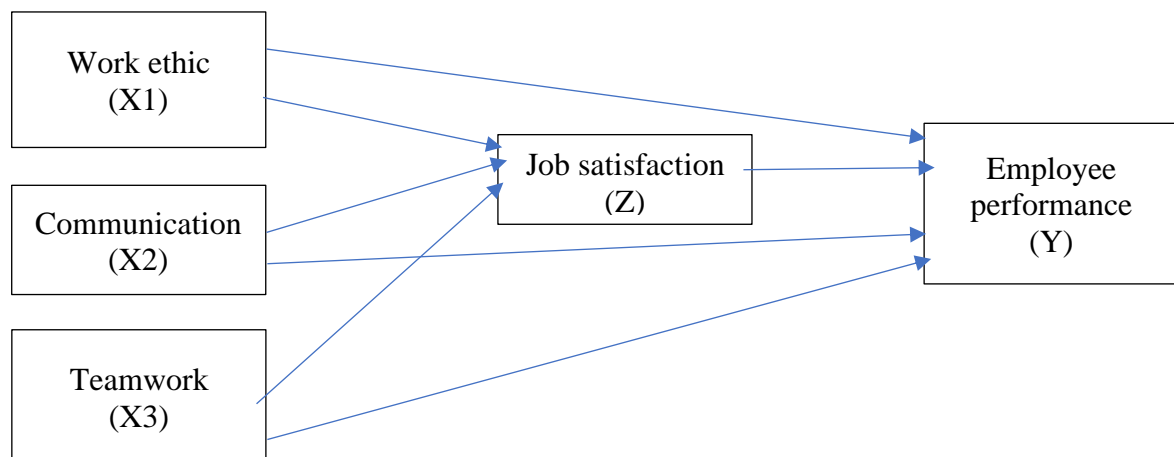


Figure 1: Conceptual Framework

## Hypothesis

- H1 Work Ethic has a positive and significant influence on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
- H2 Communication has a positive and significant influence on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
- H3 Teamwork has a positive and significant effect on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
- H4 Work Ethic has a positive and significant influence on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
- H5 Communication has a positive and significant influence on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
- H6 Teamwork has a positive and significant effect on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
- H7 Job Satisfaction has a positive and significant effect on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
- H8 Work Ethic has a positive and significant effect on Employee Performance through Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
- H9 Communication has a positive and significant effect on Employee Performance through Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
- H10 Teamwork has a positive and significant effect on Employee Performance through Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.

## METHOD

### Types of research

According to Siregar (2014): "Quantitative research means that in quantitative research data analysis activities include data processing and data presentation, carrying out calculations to describe data and carrying out hypothesis testing using statistical tests."

### Location and Time of Research

The location of the research was conducted at the Representative Office of Bank Indonesia, North Sumatra Province on Jalan Balai Kota No. 4, Medan City. This research was conducted from September to October 2024.

### Population

The population in this study was 70 employees. According to Arikunto (2014) Population is the entire subject of research. Based on the definition above, it can be said that population is an object or subject that is in a region and meets certain requirements related to the problem in the study.

### Sample

The sample in this study is to take all the population as samples and the sampling technique is a saturated technique where researchers take all the population as samples. According to Umar (2014): "A sample is a small part of a population". Based on the definition above, it can be said that a sample is a small part of the number and characteristics of a population. With a population of 70 Bank Indonesia Representative Offices in North Sumatra Province, the sampling technique used in this study is to use a nonprobability sample with a saturated sampling technique.



## METHOD

### Research Data Sources

According to Arikunto (2014): "The source of data in research is the subject from which data can be obtained". Based on the definition above, the source of data used in this research is primary data, because the researcher collects the required data himself which comes directly from the research object,

### Data collection technique

In this study, researchers collected data by distributing questionnaires, in other words, researchers used questionnaires as a data collection technique. According to Bahri (2018), a questionnaire is a data collection technique carried out by giving a set of written questions or statements to respondents to answer.

### Data Analysis Techniques

In this study, the data will be analyzed with a quantitative approach using statistical analysis, namely SEM PLS (Structural Equational Modeling) aimed at conducting path analysis. This analysis is often referred to as the second generation of multivariate analysis. Structural equation analysis based on variance that can simultaneously test measurement models and test structural models. The purpose of using SEM PLS is to make predictions. The predictions made are predictions of the relationship between constructs and also to help researchers obtain latent variable values for prediction. Latent variables are linear aggregates of their indicators. Weight estimates to create latent variable score components are found based on the inner model (structural model that connects latent variables) and the measurement model, namely the relationship between indicators and their constructs (outer model).

### Structural Model Analysis (inner model)

Inner model analysis is usually called (inner relation, structural model, and substantive theory) which describes the relationship between latent variables based on substantive theory.

- a) R-square
- b) F-square
- c) Hypothesis Testing

### Measurement Model Analysis (outer model)

Outer model analysis is conducted to ensure that the measurement used is suitable for measurement (validity and reliability). In this model analysis, the relationship between latent variables and their indicators is specified.

- a) Construct Reliability and Validity (construct validity and reliability)
- b) Discriminant Validity (discriminant validity)
- c) Composite reliability
- d) Cronbach's Alpha

In testing the hypothesis can be seen from the t-statistic value and probability value. For hypothesis testing, namely using the statistical value for alpha 5%, the t-statistic value used is 1.96. So the criteria for accepting or rejecting the hypothesis are  $H_a$  accepted  $H_0$

rejected when the  $t\text{-statistic} > 1.96$ . To reject or accept the hypothesis using probability then  $H_a$  is accepted if the probability value  $< 0.05$ .

## RESULTS AND DISCUSSION

### Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables, this testing includes convergent validity, discriminant validity and reliability.

#### *Convergent Validity*

This test is seen from the loading factor, the value limit is 0.7, and the value limit Average Variance Extracted (AVE) is 0.5, if it is above that value it is said to be valid. This means that the value for the indicator is said to be valid if the indicator explains the construct variable with a value  $> 0.7$ .

**Table 1. Cross Loading Stage 1**

	Work Ethic (X1)	Job Satisfaction (Z)	Teamwork (X3)	Employee Performance (Y)	Communication (X2)
X1.1	0.783				
X1.2	0.781				
X1.3	0.633				
X1.4	0.847				
X1.5	0.793				
X1.6	0.835				
X1.7	0.785				
X1.8	0.852				
X2.1					0.787
X2.2					0.846
X2.3					0.880
X2.4					0.805
X2.5					0.716
X3.1			0.816		
X3.2			0.783		
X3.3			0.675		
X3.4			0.772		
X3.5			0.883		
Y.1				0.842	
Y.2				0.784	
Y.3				0.783	
Y.4				0.833	
Y.5				0.869	
Y.6				0.774	
Z.1		0.774			
Z.2		0.892			



Z.3		0.917			
Z.4		0.818			
Z.5		0.907			
Z.6		0.906			

Source: Smart PLS3.3.3

The results of table 1 above show cross loading per indicator that has a value greater than 0.70 on each variable, but there are two indicators that are less than 0.70 located in the Work Ethic variable in indicator X1.3 and the Teamwork variable in indicator X3.3 so that the research cannot be continued, to be able to conduct further research, invalid cross loading indicators must be deleted and recalculated. The results of the recalculation are as follows:

**Table 2. Cross Loading Stage 2**

	Work Ethic (X1)	Job Satisfaction (Z)	Teamwork (X3)	Employee Performance (Y)	Communication (X2)
X1.1	0.773				
X1.2	0.763				
X1.4	0.865				
X1.5	0.812				
X1.6	0.836				
X1.7	0.802				
X1.8	0.855				
X2.1					0.787
X2.2					0.846
X2.3					0.880
X2.4					0.805
X2.5					0.716
X3.1			0.833		
X3.2			0.822		
X3.4			0.727		
X3.5			0.868		
Y.1				0.842	
Y.2				0.784	
Y.3				0.783	
Y.4				0.833	
Y.5				0.869	
Y.6				0.774	
Z.1		0.773			
Z.2		0.893			
Z.3		0.917			
Z.4		0.817			
Z.5		0.907			

Z.6		0.906			
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Source: Smart PLS 3.3.3

The results of the second stage of cross loading research above after the values of X1.3 and X3.3 were removed and recalculated, the cross loading results contained valid results for each construct variable. It can be concluded that the construct has met the convergent validity criteria.

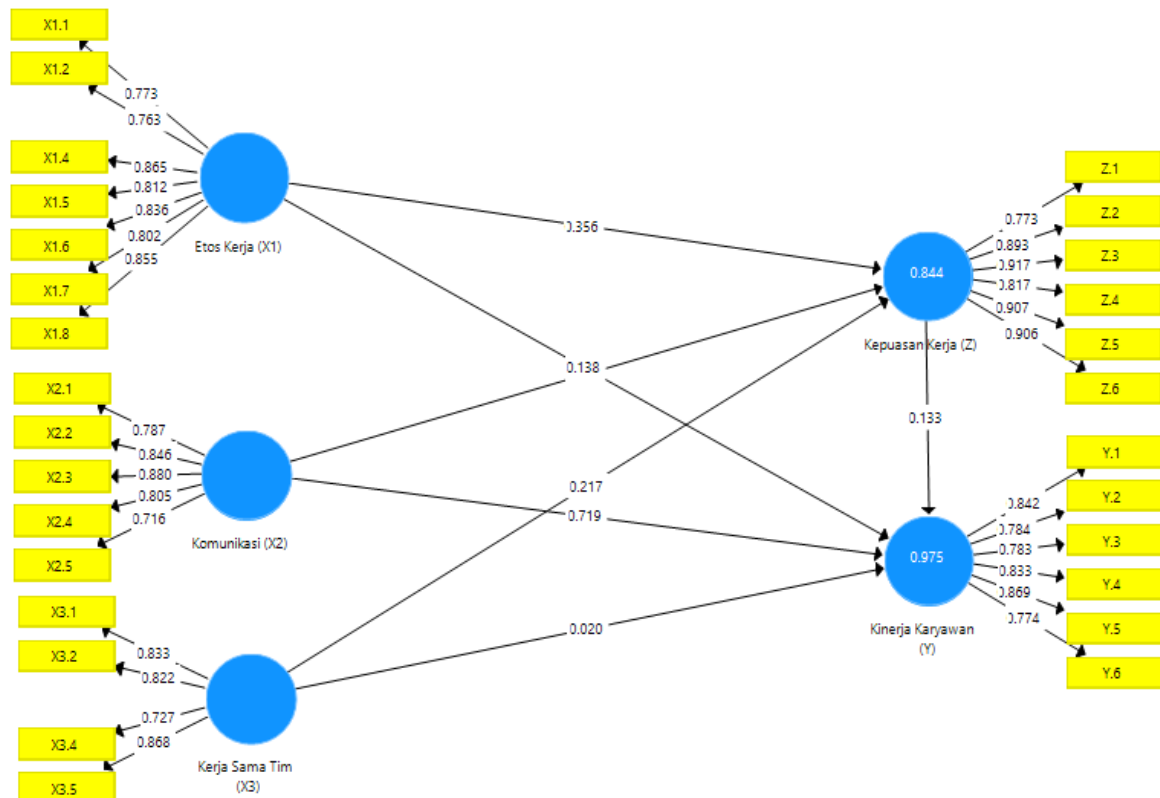


Figure 2: Outer Model  
Source: Smart PLS 3.3.3

Smart PLS output 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

$$Z = b_1X_1 + b_2X_2 + b_3X_3 + e_1$$

$$Z = 0.356X_1 + 0.138X_2 + 0.217X_3 + e_1$$

For substructure 2

$$Y = b_3X_2 + b_4X_1 + b_5X_3 + b_6Z + e_2$$

$$Y = 0.138X_1 + 0.719X_2 + 0.020X_3 + 0.133Z + e_2$$

### Discriminant Validity

Discriminant validity is conducted to ensure that each concept of each latent model is different from other variables. The table below shows the results of the discriminant validity of the research model looking at the cross loading value.

**Table 3. Discriminant Validity**

	Work Ethic (X1)	Job Satisfaction (Z)	Teamwork (X3)	Employee Performance (Y)	Communication (X2)
X1.1	<b>0.773</b>	0.711	0.714	0.728	0.703
X1.2	<b>0.763</b>	0.741	0.762	0.676	0.655
X1.4	<b>0.865</b>	0.735	0.677	0.811	0.791
X1.5	<b>0.812</b>	0.629	0.634	0.795	0.775
X1.6	<b>0.836</b>	0.854	0.708	0.827	0.830
X1.7	<b>0.802</b>	0.748	0.735	0.779	0.790
X1.8	<b>0.855</b>	0.677	0.629	0.746	0.742
X2.1	0.774	0.587	0.643	0.783	<b>0.787</b>
X2.2	0.774	0.802	0.690	0.833	<b>0.846</b>
X2.3	0.819	0.823	0.671	0.869	<b>0.880</b>
X2.4	0.688	0.637	0.675	0.774	<b>0.805</b>
X2.5	0.696	0.744	0.723	0.704	<b>0.716</b>
X3.1	0.677	0.662	<b>0.833</b>	0.675	0.654
X3.2	0.866	0.809	<b>0.822</b>	0.863	0.877
X3.4	0.446	0.489	<b>0.727</b>	0.430	0.414
X3.5	0.686	0.709	<b>0.868</b>	0.706	0.680
Y.1	0.779	0.836	0.796	<b>0.842</b>	0.772
Y.2	0.769	0.787	0.702	<b>0.784</b>	0.701
Y.3	0.774	0.587	0.643	<b>0.783</b>	0.787
Y.4	0.774	0.802	0.690	<b>0.833</b>	0.846
Y.5	0.819	0.823	0.671	<b>0.869</b>	0.880
Y.6	0.688	0.637	0.675	<b>0.774</b>	0.805
Z.1	0.708	<b>0.773</b>	0.665	0.725	0.663
Z.2	0.777	<b>0.893</b>	0.679	0.786	0.778
Z.3	0.797	<b>0.917</b>	0.768	0.834	0.838
Z.4	0.765	<b>0.817</b>	0.703	0.795	0.737
Z.5	0.826	<b>0.907</b>	0.780	0.837	0.839
Z.6	0.800	<b>0.906</b>	0.789	0.804	0.807

Source: Smart PLS 3.3.3

From the cross loading results in table 3 above, it shows that the value of each indicator item is greater than the construct indicators of other latent variables. From this, it can be concluded that all constructs or latent variables have better discriminant validity than the indicators in other blocks.

### *Composite reliability*

The next test determines the reliable value with the composite reliability of the indicator block that measures the construct. A construct value is said to be reliable if the composite reliability value is above 0.60. In addition to looking at the composite reliability value, the reliable value can be seen from the variable construct value with the cronbachs alpha of the indicator block that measures the construct. A construct is declared reliable if

the cronbachs alpha value is above 0.7. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the following table:

**Table 4. Construct Reliability and Validity**

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
<b>Work Ethic (X1)</b>	<b>0.916</b>	<b>0.933</b>	<b>0.666</b>
<b>Job Satisfaction (Z)</b>	<b>0.935</b>	<b>0.949</b>	<b>0.758</b>
<b>Teamwork (X3)</b>	<b>0.833</b>	<b>0.887</b>	<b>0.664</b>
<b>Employee Performance (Y)</b>	<b>0.899</b>	<b>0.922</b>	<b>0.664</b>
<b>Communication (X2)</b>	<b>0.866</b>	<b>0.904</b>	<b>0.654</b>

Source: Smart PLS 3.3.3

Based on the research above, it shows that the Cronbachs alpha value is greater than 0.7 so that it can be interpreted that all variables are considered reliable for each variable. With the assessment of composite reliability with each assessment there is a value greater than 0.6 which means that all variables have reliable values. Another method to test discriminant validity is to look at the AVE value and the square root of AVE, with the provision that each construct has a greater correlation than the correlation between other constructs. Before looking at the correlation, the AVE value is said to be valid if it is greater than 0.7.

### Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the structural model evaluation are seen from several indicators, namely:

### Coefficient of Determination (R2)

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

**Table 5. R Square Results**

	<b>R Square</b>	<b>Adjusted R Square</b>
<b>Job Satisfaction (Z)</b>	0.844	0.837
<b>Employee Performance (Y)</b>	0.975	0.973

Source: Smart PLS 3.3.3

In table 5, there is an R square value for the job satisfaction variable with a value of 0.844 or 84.4%, meaning that the influence of work ethic, communication and teamwork on job satisfaction is 0.844 or 84.4%, the rest is on other variables, the R square value for the employee performance variable is 0.975 or 97.5%, meaning that the influence of work ethic, communication, teamwork, job satisfaction on employee performance is 0.975 or 97.5%, the rest is on other variables.

## Hypothesis Testing

In PLS, testing of each relationship is done using simulation with the Bootstrapping method on the sample. This test aims to minimize the problem of abnormality of research data. The results of testing with the Bootstrapping method from the PLS analysis are as follows:

**Table 6. Path Coefficients (Direct Effect)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
Work Ethic (X1) -> Job Satisfaction (Z)	0.356	2,599	0.005	Accepted
Work Ethic (X1) -> Employee Performance (Y)	0.138	1,595	0.056	Rejected
Job Satisfaction (Z) -> Employee Performance (Y)	0.133	2,763	0.003	Accepted
Teamwork (X3) -> Job Satisfaction (Z)	0.217	1,542	0.062	Rejected
Teamwork (X3) -> Employee Performance (Y)	0.020	0.350	0.363	Rejected
Communication (X2) -> Job Satisfaction (Z)	0.382	3,420	0,000	Accepted
Communication (X2) -> Employee Performance (Y)	0.719	10,934	0,000	Accepted

Source: Smart PLS 3.3.3

In table 6 above there are direct results which will be explained as follows:

1. Work Ethic has a positive and significant effect on Job Satisfaction with an original sample value of 0.356 and p values of 0.005, meaning that if work ethic increases, job satisfaction increases, if it decreases, job satisfaction decreases.
2. Work ethic has a positive and insignificant effect on employee performance with an original sample value of 0.138 and p values of 0.056, meaning that work ethic has little effect on employee performance, sometimes increasing performance and sometimes decreasing performance.
3. Job satisfaction has a positive and significant effect on employee performance with an original sample value of 0.133 and p values of 0.003. If job satisfaction increases, employee performance will increase, conversely, if it decreases, employee performance will decrease.
4. Teamwork has a positive and insignificant effect on Job Satisfaction with an original sample value of 0.217 and p values of 0.062, meaning that the teamwork carried out is not good so that there are still many employees who are not satisfied with their work.
5. Teamwork has a positive and insignificant effect on Employee Performance with an original sample value of 0.020 and p values of 0.363, meaning that teamwork has little effect on employees. Teamwork is good, but there are still many who do not want to work together.
6. Communication has a positive and significant effect on Job Satisfaction with an original sample value of 0.382 and p values of 0.000, meaning that if good communication increases, job satisfaction will increase, conversely, if it decreases, job satisfaction will decrease.

7. Communication has a positive and significant effect on Employee Performance with an original sample value of 0.719 and p values of 0.000. If good communication increases, employee performance increases, conversely, if it decreases, employee performance decreases.

**Table 7. Path Coefficients (Indirect Effect)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
Work Ethic (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.047	1,873	<b>0.031</b>	<b>Accepted</b>
Teamwork (X3) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.029	1,299	<b>0.097</b>	<b>Rejected</b>
Communication (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.051	1,910	<b>0.028</b>	<b>Accepted</b>

Source: Smart PLS 3.3.3

In Table 7 above there are indirect influences and explanations as follows:

1. Work Ethic has a positive and significant effect on Employee Performance through Job Satisfaction with a value of 0.047 and p values of 0.031, meaning that job satisfaction is an intervening variable that can have a significant effect, with the presence of job satisfaction meaning and indirectly increasing employee work ethic and performance.
2. Teamwork Work Ethic has a positive and insignificant effect on Employee Performance through Job Satisfaction with a value of 0.029 and p values of 0.097. In this study, job satisfaction is not an intervening variable because it is unable to influence.
3. Communication has a positive and significant effect on Employee Performance with an original sample value of 0.051 and p values of 0.028, meaning that job satisfaction is an intervening variable because it affects employee communication and performance. Job satisfaction increases communication.

## CLOSING

### Conclusion

1. Work Ethic has a positive and significant effect on Job Satisfaction with an original sample value of 0.356 and p values of 0.005.
2. Work Ethic has a positive and insignificant effect on Employee Performance with an original sample value of 0.138 and p values of 0.056.
3. Job Satisfaction has a positive and significant effect on Employee Performance with an original sample value of 0.133 and p values of 0.003.
4. Teamwork has a positive and insignificant effect on Job Satisfaction with an original sample value of 0.217 and p values of 0.062.
5. Teamwork has a positive and insignificant effect on Employee Performance with an original sample value of 0.020 and p values of 0.363.
6. Communication has a positive and significant effect on Job Satisfaction with an original sample value of 0.382 and a p value of 0.000, meaning.
7. Communication has a positive and significant effect on Employee Performance with an original sample value of 0.719 and p values of 0.000.



8. Work Ethic has a positive and significant effect on Employee Performance through Job Satisfaction with a value of 0.047 and p values of 0.031.
9. Communication has a positive and significant effect on Employee Performance with an original sample value of 0.051 and p values of 0.028.
10. Work Ethic has a positive and significant effect on Employee Performance through Job Satisfaction with a value of 0.047 and p values of 0.031.
11. Communication has a positive and significant effect on Employee Performance with an original sample value of 0.051 and p values of 0.028.

### Suggestion

1. Organizations must create good communication between employees.
2. Organizations must change their employee collaboration systems to be more collaborative in order to improve performance.
3. It is hoped that this research will be used as input to cover the weaknesses and deficiencies of the organization.
4. This research is expected to be used as reference material for new researchers with new research models.

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