# Strategies To Improve Performance

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**Abstract**
This research was carried out to see the influence of Work Ethic and Work Discipline on Employee Performance with Competence as an Intervening Variable in the State Civil Service in Medan Baru District. This research used a path analysis model with the smart PLS version 3.3.3 measurement method. Data collection was carried out by giving questionnaires to respondents. This type of research uses quantitative research and primary data sources as the data source. The results of this research are as follows: Work Discipline has a positive and significant effect on Employee Performance with an original sample value of 0.427 and a p value of 0.006. Work Discipline has a positive and significant effect on Competency with an original sample value of 0.756 and a p value of 0.000. Work Ethic has a positive and significant effect on employee performance with an original sample value of 0.267 and a p value of 0.006. Work Ethic has a positive and significant effect on Competency with an original sample value of 0.234 and a p value of 0.000. Competency has a positive and insignificant effect on employee performance with an original sample value of 0.277 and a p value of 0.059. Work Discipline has a positive and insignificant effect on Employee Performance indirectly through Competency with an original sample value of 0.209 and a p value of 0.059. Work Ethic has a positive and insignificant effect on employee performance indirectly through Competency with an original sample value of 0.065 and a p value of 0.091.

**Keywords:** Work Discipline, Work Ethic, Competence, Employee Performance.

## INTRODUCTION

In this era of globalization, human resources are used as a mainstay for companies to achieve success. Human resources are the main role in a company. Human resources in every organization are one of the important factors, especially in terms of quality. The importance of human resources in an organization can be said that humans (employees) are the most valuable assets that have a direct impact on the welfare of the organization compared to other resources. Work ethic must be possessed by every employee in carrying out their work so that they can work well and effectively in achieving organizational goals. Work ethic is said to be a determining factor in the success of individuals, groups, institutions and also the broadest is the nation in achieving its goals. In the implementation of public administration is also influenced by the work ethic possessed by public officials in their duties to organize the needs of the community. Discipline is useful for educating employees to obey and enjoy existing regulations, procedures, and policies, so that they can produce good performance. Discipline is a mental attitude that consciously and consciously obeys orders or prohibitions on something because it fully understands the importance of these orders and prohibitions. Competence shows skills or knowledge that are characterized by professionalism in a particular field as something that is most important, as the superiority of that field. Employees with competence, knowledge and abilities are needed to answer these challenges, so that they can adapt to change and competition, and carry out work according to their respective fields of work, so that the service provided is maximized. According to Torang in

(Ferine, 2021) performance is the quantity or quality of the work results of individuals or groups within an organization in carrying out main tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been established or that apply in the organization. Performance basically includes a mental attitude and behavior that always has the view that the work currently being carried out must be of better quality than the implementation of past work, for the future to be of better quality than the present. Every company in carrying out its activities must have goals that it wants to achieve, to achieve or realize these goals every company must be clever in choosing strategies, especially human resource planning which is essentially focused on certain steps taken by management.

## Work ethic

According to Ginting (2016), work ethic is a work spirit that is a special characteristic of a person or group of people who work, which is based on ethics or work perspectives that are believed in. According to Priansa (2018), work ethic is a work spirit possessed by employees to be able to work better in order to obtain added value in a job.

## Work Ethic Indicator

Work ethic indicators according to Priansa (2018) are:
1. Interpersonal skills relate to an employee's ability to establish working relationships with other people both within and outside the organization.
2. Initiative is a characteristic that can facilitate employees to be motivated to further improve their performance.
3. Dependability is an aspect related to the existence of expectations regarding employee performance and is an implicit agreement by employees to carry out several job functions.

## Work Discipline

According to Sinambela (2018), it can be concluded that: Work discipline is the awareness and willingness of employees to obey all organizational regulations and applicable social norms.

According to Agustini (2019), work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee determination in achieving company/organizational goals.

## Work Discipline Indicators

According to Agustini (2019) the indicators of work discipline are as follows:
1. Attendance rate, namely the number of employees present to carry out work activities in the company which is characterized by a low level of employee absence.
2. Work procedures, namely rules or provisions that must be adhered to by all members of the organization.

3. Obedience to superiors, namely following what is directed by superiors to get good results.
4. Work awareness, namely the attitude of a person who voluntarily does his work well, not because of coercion.
5. Responsibility, namely the employee's willingness to be responsible for their work, the facilities and infrastructure used, and their work behavior.

## Competence

According to Gultom (2019), competence is a person's ability to produce at a satisfactory level in the workplace, including a person's ability to transfer and apply these skills and knowledge in new situations and increase agreed benefits.

According to Rahmat (2019), competence is a person's characteristics related to effective and/or superior performance in certain work situations.

## Competency Indicators

According to Rahmat (2019), competency indicators are:
1. A motive is something a person consistently thinks about or wants that causes action.
2. Traits are physical characteristics and consistent responses to situations or information.
3. Self-concept is a person's attitudes, values, or self-image.
4. Knowledge is information that people have in a specific field.
5. Skill is the ability to perform a specific physical or mental task.

## Employee Performance

According to Afandi (2021), performance is the willingness of a person or group of people to carry out or improve activities according to their responsibilities with the expected results.

According to Kasmir (2019), performance is the result of work and actions achieved by fulfilling the tasks and responsibilities given within a certain period of time.

## Employee Performance Indicators

Performance indicators according to Kasmir (2019) are as follows:
1. Quality (Quality), namely performance measurement can be done by looking at the quality (quality) of work produced by a particular process.
2. Quantity, namely to measure performance, can also be done by looking at the quantity (amount) produced by a person.
3. Time, namely for certain types of work, there is a deadline for completing the work. If there is a violation or non-compliance with the deadline, it can be assumed that the performance is not good and vice versa.
4. Punctuality is where activities can be completed or production results can be achieved within a specified time period.
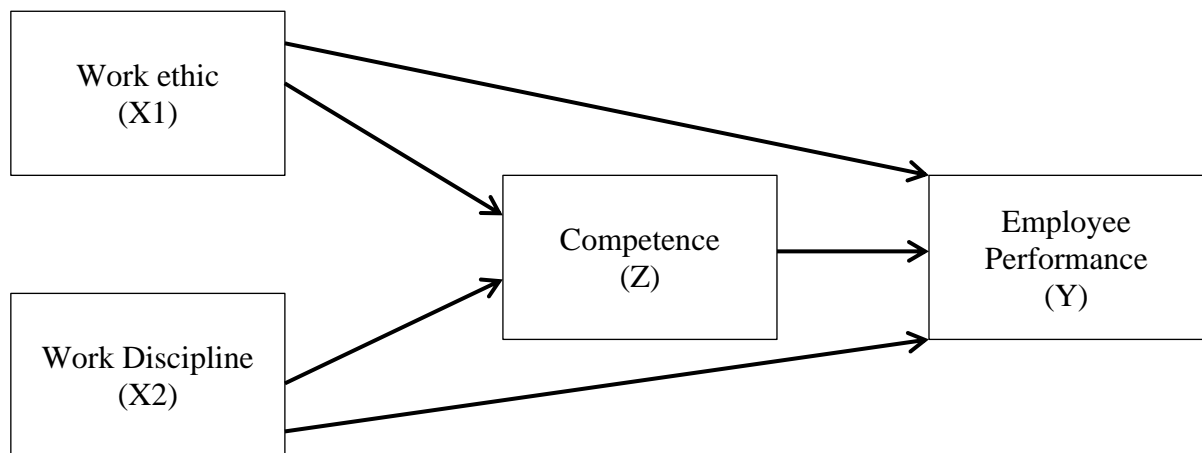
**Conceptual Framework**



Figure 1: Conceptual Framework

**Hypothesis**
1.  Work Ethic has a positive and significant influence on Competence in ASN in Medan Baru District.
2.  Work Discipline has a positive and significant effect on Competence in ASN in Medan Baru District.
3.  Work Ethic has a positive and significant effect on Employee Performance in ASN in Medan Baru District.
4.  Work Discipline has a positive and significant effect on Employee Performance at ASN in Medan Baru District.
5.  Competence has a positive and significant effect on Employee Performance in ASN in Medan Baru District.
6.  Work Ethic has a positive and significant effect on Employee Performance through Competence in ASN in Medan Baru District.
7.  Work Discipline has a positive and significant effect on Employee Performance through Competence in ASN in Medan Baru District.

**METHOD**
According to Sugiyono (2017), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical, with the aim of testing the established hypothesis.

**Research Data Sources**
Primary data according to Sugiyono (2017) is a data source that directly provides data to data collectors. Primary data in this study is a questionnaire distributed to respondents.

## Population

The population in this study was 61 civil servant employees of Medan Baru District with 6 sub-districts, including Petisah Hulu Sub-district 8 employees, Babura Sub-district 10 employees, Merdeka Sub-district 11 employees, Darat Sub-district 12 employees, Padang Bulan Sub-district 9 employees, Titi Rantai Sub-district 11 employees.

## Sample

The sample used in this study was the entire population, namely 61 employees of Medan Baru District, so this study used a saturated sampling technique, namely taking the entire population as a sample.

## Time and place of research

This research was conducted in 6 sub-districts of Medan Baru district, namely Petisah Hulu Sub-district, Babura Sub-district, Merdeka Sub-district, Darat Sub-district, Padang Bulan Sub-district, Titi Rantai Sub-district. The research was conducted from August to October 2024.

## Data collection

According to Sugiyono (2017), data collection methods or techniques can be carried out through interviews, questionnaires, observations, and a combination of the three.

## Data analysis

Research data management The software for this is smartPLS 3.3.3. The (Partial Least Square) PLS methodology is distribution-free assuming no specific data and can work with nominal, categorical, ordinal, interval, and ratio data. When using bootstrapping or random multiplication techniques, (Partial Least Square) PLS has no problem with the assumption of normality. In addition, PLS (Partial Least Square) does not need to use a minimum number of samples. Small sample sizes in research can still be used using PLS (Partial Least Square) According to (Ghozali, 2018). Someone classifies partial least squares as Therefore, for PLS modeling data that is normally distributed, a non-parametric type is not required. The analysis approach used in the PLS (Partial Least Square) method is as follows:
1. Outer model analysis

To ensure that the measurement is worthy of being used as a measuring tool (valid and reliable), an outer model analysis is carried out. This model describes the relationship between a latent variable and indicators in the study. Several indicators show the existence of an outer model analysis:
  a. Convergent Validity, The standard loading factor, which indicates the strength of the correlation between each measurement item (indicator) and its construct, is used to evaluate convergent validity (Ghozali, 2018). This indicator is based on the correlation between item scores/component scores and construct scores. When an individual's reflective measure correlates more than 0.7 with the expected construct, then the

measure is considered highly measured, while an outer loading value between 0.5 - 0.6 is considered sufficient (Ghozali, 2018).

b. Discriminant Validity, is a cross-loading measurement model with reflective indications based on construction (Ghozali, 2018). In the case of construction tolerance with adjustment items is greater than other construction tolerances, then the resulting block size will be more profitable when compared to other block sizes. However, another method to determine discriminant validity is to compare the square root of the average variance extracted (AVE).

c. Composite reliability, is a metric used to measure something that is seen in the display of latent variable coefficients (Ghozali, 2018). Internal consistency and Cronbach's alpha are two measurement tools used to assess composite reliability. If the measurement result is more than 0.70, this concept can be considered to have a high level of reliability.

d. Cronbach's Alpha is a reliability test conducted to support composite reliability findings. If the Cronbach's alpha value of a variable is more than 0.7, it can be considered reliable (Ghozali, 2018).

2. Inner Model Analysis

Analyzing The term "inner model" can also refer to "inner relationships, structural models, and substantive theories," which describe the relationship between the latter variables and substantive theories (Ghozali, 2018). One way to evaluate the inner model is to use R-square to construct dependent variables, the Stone-Geisser Q-square test for predictive relevance and the t-test, and the significance of the path structural parameters. The process of evaluating the inner model using PLS (Partial Least Square) begins by examining the R-square of each dependent variable. Next, in the reinterpretation, it is identical to the regressive interpretation. The R-squared value can be used to determine the relative influence of the dependent variable on the dependent variable, namely if it has a significant effect.

3. Hypothesis Testing

The test hypothesis can be seen in the t-statistic and probability values. For hypothesis testing using statistical significance, the 5% alpha t-statistic value is 1.96. Therefore, the criteria for obtaining/estimating the hypothesized value are Ha and H0 if the t-statistic is more than 1.96. To reject/accept the hypothesis using probability, Ha is rejected if p is less than 0.05.27 (Ghozali, 2018).

**RESULTS AND DISCUSSION**
**Outer Model Analysis**

Measurement model testing (outer model) is used to determine the specific relationship between latent variables and dependent variables. Includes convergent validity, discriminant validity, and reliability.

## 1. Convergent Validity

The validity of each indicator is assessed against its latent variable using convergent validity. The validity findings are seen in the external loading table of the SmartPLS program. There are numbers or values in the external loading table that indicate the similarity between the indicator and the construct variable. If the indicator value is more than 0.7 and can explain the construct variable, it is considered valid. The structural model of the study is depicted in the following figure:
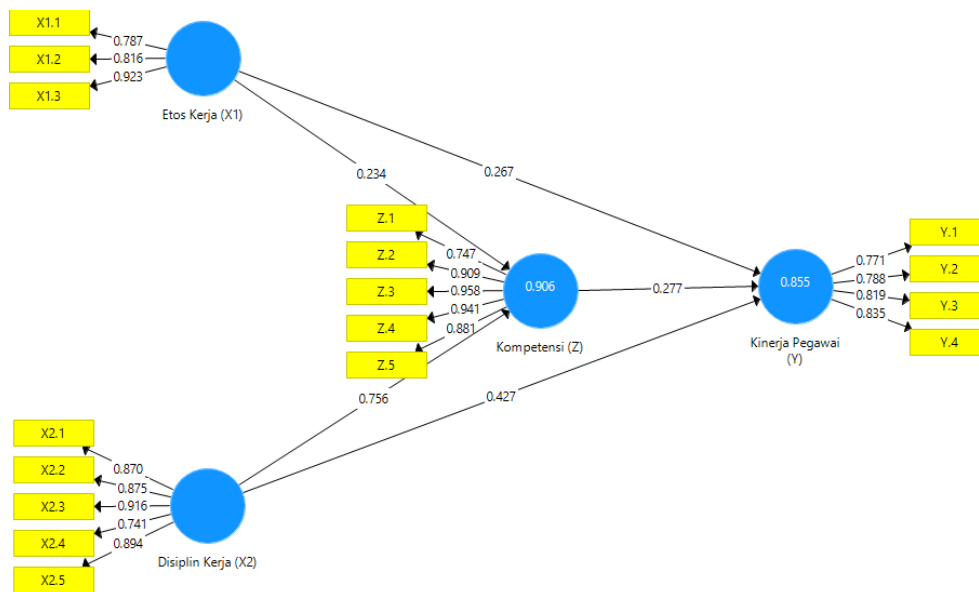


**Figure 2. Outer Model**
Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings

In this research there is an equation and the equation consists of two substructures for substructure 1

$Z = b1X1 + b2X2 + e1$
$Z = 0.234 X1 + 0.756 X2 + e1$
For substructure 2
$Y = b3X1 + b4X2 + b5Z + e2$
$Y = 0.267 X1 + 0.427X2 + 0.277 Z + e2$

**Table 1. Outer Loadings**

|  | Work Discipline (X2) | Work Ethic (X1) | Employee Performance (Y) | Competence (Z) |
|---|---|---|---|---|
| X1.1 |  | 0.787 |  |  |
| X1.2 |  | 0.816 |  |  |
| X1.3 |  | 0.923 |  |  |
| X2.1 | 0.870 |  |  |  |

| | | | | |
|---|---|---|---|---|
| X2.2 | 0.875 | | | |
| X2.3 | 0.916 | | | |
| X2.4 | 0.741 | | | |
| X2.5 | 0.894 | | | |
| Y.1 | | | 0.771 | |
| Y.2 | | | 0.788 | |
| Y.3 | | | 0.819 | |
| Y.4 | | | 0.835 | |
| Z.1 | | | | 0.747 |
| Z.2 | | | | 0.909 |
| Z.3 | | | | 0.958 |
| Z.4 | | | | 0.941 |
| Z.5 | | | | 0.881 |

Source: Smart PLS 3.3.3

As seen in table 1, outer loading shows that each outer loading indicator has a value greater than 0.7. As a result, it is determined that each variable indicator has a value greater than 0.7, thus validating each indicator and allowing for the continuation of the current research. moreover.

## 2. Discriminant Validity

Cross loading table can be used to test discriminant validity. With the condition that the correlation between the indicator and the final variable must be greater than the correlation between the indicator and other latent variables (outside the block), this output is used to verify discriminant validity at the indicator level. See the table below for additional clarification.

**Table 2. Discriminant Validity**

| | Work Discipline (X2) | Work Ethic (X1) | Employee Performance (Y) | Competence (Z) |
|---|---|---|---|---|
| X1.1 | 0.652 | 0.787 | 0.788 | 0.686 |
| X1.2 | 0.628 | 0.816 | 0.582 | 0.674 |
| X1.3 | 0.706 | 0.923 | 0.718 | 0.734 |
| X2.1 | 0.870 | 0.747 | 0.763 | 0.782 |
| X2.2 | 0.875 | 0.627 | 0.838 | 0.793 |
| X2.3 | 0.916 | 0.783 | 0.860 | 0.931 |
| X2.4 | 0.741 | 0.552 | 0.587 | 0.750 |
| X2.5 | 0.894 | 0.665 | 0.790 | 0.785 |
| Y.1 | 0.709 | 0.621 | 0.771 | 0.717 |
| Y.2 | 0.652 | 0.787 | 0.788 | 0.686 |
| Y.3 | 0.817 | 0.612 | 0.819 | 0.742 |
| Y.4 | 0.703 | 0.661 | 0.835 | 0.748 |
| Z.1 | 0.701 | 0.552 | 0.582 | 0.747 |

| | | | | |
|---|---|---|---|---|
| **Z.2** | 0.885 | 0.751 | 0.822 | 0.909 |
| **Z.3** | 0.951 | 0.811 | 0.897 | 0.958 |
| **Z.4** | 0.865 | 0.764 | 0.830 | 0.941 |
| **Z.5** | 0.765 | 0.788 | 0.838 | 0.881 |

Based on table 2, there is a cross loading factor in each variable with different values for the cross loading factor of the work discipline variable, there is a larger cross loading value on other latent indicator variables. For the cross loading factor of the work ethic variable, there is a cross loading factor value on other latent indicator variables. For the cross loading factor of the employee performance variable, there is a cross loading factor value that is larger than the cross loading value on other latent indicator variables. For the cross loading factor of the competency variable, there is a cross loading factor value that is larger than the cross loading factor value on other latent indicator variables. So the results obtained are discriminantly valid.

### 3. Composite reliability

The next test determines the reliability value with the composite reliability of each construct. The construct value that is considered reliable is where the composite reliability value is above 0.6 or greater than 0.6. If the Coranbasch alpha value is also greater than 0.7, then the value of each construct in the block is considered reliable for each variable construct and if the AVE value is also above 0.7, then each variable construct is considered valid. The following is a table of the loading values of the research variable constructs from running the Smart PLS program in the following table:

**Table 3. Construct Reliability and Validity**

| | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|---|---|---|---|
| **Work Discipline (X2)** | 0.912 | 0.935 | 0.742 |
| **Work Ethic (X1)** | 0.795 | 0.881 | 0.712 |
| **Employee Performance (Y)** | 0.817 | 0.880 | 0.646 |
| **Competence (Z)** | 0.933 | 0.950 | 0.793 |

Source: Smart PLS 3.3.3

The construct value of the variables in the Cronbach alpha column shows that the results of each variable have a value above 0.7, which means that all construct variables are considered reliable. Likewise, the construct value in the Composite Reliability column shows that the construct value is above 0.6, which means that each construct variable greater than 0.6 is considered reliable. Finally, the construct value in the AVE column shows that each variable is considered valid, and the resulting AVE value shows a higher value for each column. This finding is based on the results of the table above. The validity and reliability

of the construct of each variable are taken into account, along with the size of the values found.

**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:

**1. 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 4. R Square Results**

|  | R Square |
|---|---|
| **Employee Performance (Y)** | 0.855 |
| **Competence (Z)** | 0.906 |

Source: Smart PLS 3.3.3

Based on table 4, the R square value in the Employee Performance variable is 0.855 in a percentage of 85.5%, meaning that the influence of work ethic, work discipline and competence has an effect on Employee Performance of 0.855 or 85.5% and the rest is in other variables. The R square value of the Competence variable is 0.906 with a percentage of 90.6%, meaning that the influence of work ethic and work discipline on competence is 0.906 or 90.6%.

**2. Hypothesis Testing**

After assessing the inner model, the next step is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was conducted by looking at the T-Statistics and P-Values. The hypothesis is accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the results of the Path Coefficients of direct influence:

**Table 5. Path Coefficients (Direct Effect)**

|  | Original Sample (O) | T Statistics (\| O/STDEV \|) | P Values |
|---|---|---|---|
| **Work Discipline (X2) -> Employee Performance (Y)** | 0.427 | 2,519 | **0.006** |
| **Work Discipline (X2) -> Competence (Z)** | 0.756 | 14,028 | **0,000** |
| **Work Ethic (X1) -> Employee Performance (Y)** | 0.267 | 2,548 | **0.006** |
| **Work Ethic (X1) -> Competence (Z)** | 0.234 | 3,871 | **0,000** |

| Competence (Z) -> Employee Performance (Y) | 0.277 | 1,570 | **0.059** |
|---|---|---|---|

Source: Smart PLS 3.3.3

In table 5 there are direct influences as follows:

1. Work Discipline has a positive and significant effect on Employee Performance with an original sample value of 0.427 and a p value of 0.006. This means that if discipline increases, performance will increase, conversely, if work discipline decreases, performance will decrease.
2. Work Discipline has a positive and significant effect on Competence with an original sample value of 0.756 and a p value of 0.000. This means that if work discipline increases, competence increases and if work discipline decreases, competence decreases.
3. Work Ethic has a positive and significant effect on Employee Performance with an original sample value of 0.267 and a p value of 0.006. This means that if work ethic increases, employee performance increases, conversely if work ethic decreases, performance decreases.
4. Work Ethic has a positive and significant effect on Competence with an original sample value of 0.234 and a p value of 0.000. This means that if work ethic increases, competence increases, conversely if work ethic decreases, competence decreases.
5. Competence has a positive but insignificant effect on Employee Performance with an original sample value of 0.277 and a p value of 0.059. This means that if competence increases, employee performance does not necessarily increase and if competence decreases, employee performance does not necessarily decrease.

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

| | Original Sample (O) | T Statistics (\| O/STDEV \|) | P Values |
|---|---|---|---|
| **Work Discipline (X2) -> Competence (Z) -> Employee Performance (Y)** | 0.209 | 1,566 | **0.059** |
| **Work Ethic (X1) -> Competence (Z) -> Employee Performance (Y)** | 0.065 | 1,339 | **0.091** |

Source: Smart PLS 3.3.3

In table 6, there is an indirect influence through path analysis. It can be seen in the table that both indirect influences have a positive but insignificant influence, which means that competence cannot have an indirect or intervening influence in this study, and it can be concluded that competence is not an intervening variable because it cannot have a significant indirect influence.

## CLOSING
### Conclusion
1. Work Discipline has a positive and significant effect on Employee Performance with an original sample value of 0.427 and a p value of 0.006.
2. Work Discipline has a positive and significant effect on Competence with an original sample value of 0.756 and a p value of 0.000.
3. Work Ethic has a positive and significant effect on Employee Performance with an original sample value of 0.267 and a p value of 0.006.
4. Work Ethic has a positive and significant effect on Competence with an original sample value of 0.234 and a p value of 0.000.
5. Competence has a positive but insignificant effect on Employee Performance with an original sample value of 0.277 and a p value of 0.059.
6. Work Discipline has a positive and insignificant effect on Employee Performance indirectly through Competence with an original sample value of 0.209 and a p value of 0.059.
7. Work Ethic has a positive and insignificant effect on Employee Performance indirectly through Competence with an original sample value of 0.065 and a p value of 0.091.

### Suggestion
1. Able to rebuild the discipline of each employee by any means in a relatively short period of time.
2. Building the work ethic of employees by paying attention to employee work and giving awards to employees who deserve it so that it will be used as motivation for other employees.
3. Improve employee competency by conducting regular training.
4. It is hoped that this research will be used as input to improve existing problems in work discipline, work ethic, competence and employee performance.
5. It is hoped that this research will be used as reference material for further research and as a reference for creating new titles.

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