

The Influence of Work Ethic, Work Ability and Communication on Employee Performance Mediated by Work Motivation (Study at KSP KOPDIT Pintu Air in Sikka Regency)



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ABSTRACT: This study aimed to find out and analyze the effect of work ethics, work competence, communication and work motivation on the employee performance at KSP KOPDIT Pintu Air of Sikka Regency. It also aims to find out and analyze the effect of work motivation in mediating the effect of work ethics, work competence, and communication on employee performance at KSP KOPDIT Pintu Air of Sikka Regency. The study was associative-quantitative with path analysis. Furthermore, the population was 205 employees at the head office and four branch offices of KSP KOPDIT Pintu Air of Sikka Regency. Based on the Yamane's formula, the samples were 136 employees. Moreover, the sampling technique used proportionate random sampling. The data was collected by questionnaire and analyzed descriptively; also using hypothesis tests with PLS (Partial Least Square). The results of descriptive analysis show that work ethics, work competence, communication, work motivation, and employee performance have been well-implemented at KSP KOPDIT Pintu Air of Sikka Regency. Additionally, the results of hypothesis tests indicate that work ethics, work competence, communication, work motivation, and employee performance have a positive and significant effect on the employee performance. In addition, work ethics, work competence, and communication which are mediated by work motivation show a positive and significant effect on the employee performance. Communication, work motivation, and employee performance have a positive and significant effect on the employee performance. In addition, work ethics, work competence, and communication which are mediated by work motivation show a positive and significant effect on the employee performance. Communication, work motivation, and employee performance have a positive and significant effect on the employee performance. In addition, work ethics, work competence, and communication which are mediated by work motivation show a positive and significant effect on the employee performance.

KEYWORDS: Work Ethics, Work Competence, Communication, Work Motivation, Employee Performance

I. INTRODUCTION

Performance is the result or output produced by the functions or indicators of a job or profession within a certain period of time according to Kurniadi (2013). This employee's performance can be known and measured if an individual or group of employees has criteria or benchmark success standards set by the organization. Therefore, without goals and targets set in measurement, it is impossible to know a person's performance or organizational performance if there is no benchmark for success. Maximum performance is very important for the company's success. Therefore, quality human resources are needed, namely employees who have a high work ethic, abilities and skills that are in accordance with the needs of the organization.

Performance assessment is very useful for assessing quantity, service efficiency, motivation, monitoring implementing bureaucrats, encouraging organizations to pay more attention to the needs of the people they serve, and requesting improvements in public services (Dwiyanto and Kusumasari, 2001:219). Evaluation of employee performance is very important because it determines whether the quality of the cooperative is good or bad. Performance appraisal feedback will provide several things, including: assurance that employees are contributing and doing the right things, awareness of the impact of employee performance on desired results such as member and customer satisfaction, performance measures such as quality, quantity, speed, and so on, and recognition of the importance and value of employee performance.

The phenomenon/problem often faced by savings and credit cooperatives is that in each cooperative the employees who work have not yet shown optimal work results, characterized by a lack of increase in the number of cooperative members, employees who do not arrive on time or are late in the office, employees who often postpone their tasks. or even employees who neglect

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their duties. The presence of employees who have low performance will make it difficult for the cooperative to achieve the expected goals.

KSP KOPDIT Pintu Air is located in Rotat, Ladogahar Village, Nita District, Sikka Regency. This cooperative was founded on April 1, 1995, with Legal Entity Number: 02/PAD/BH/XXIX/VIII/2012 and has several branch offices/units in Sikka Regency and also other regions in Indonesia. KSP KOPDIT Pintu Air has 1 (one) business unit, namely the Savings and Loans Business. KSP KOPDIT Pintu Air is a cooperative that operates in the field of cash savings and loans. With this business sector, it is hoped that members will be able to participate significantly in development according to their respective abilities to reap maximum results in an effort to improve the welfare of members and society in general.

The KSP KOPDIT Pintu Air Cooperative can develop well if it is supported by employees who have good work performance. Based on data obtained from KSP KOPDIT Pintu Air, the performance of KSP KOPDIT Pintu Air Cooperative employees over the last 4 years was assessed using four aspects, namely discipline, work attitude, service performance and service quality as follows:

Table 1. Performance Assessment of KSP KOPDIT Pintu Air Cooperative Employees

Year	Very less (51-60)	Not enough (61-70)	Enough (71-80)	Good (81-90)	Very good (91-100)
Disciplinary Aspects					
2018	8.29%	16.12%	33.05%	20.83%	21.71%
2019	8.40%	16.24%	30.55%	22.35%	30.12%
2020	8.03%	16.33%	29.42%	24.44%	21.76%
2021	8.59%	16.78%	29.31%	24.30%	21.02%
Aspects of Work Attitude					
2018	4.24%	15.42%	28.13%	24.91%	22.20%
2019	6.44%	16.61%	30.50%	20.85%	25.59%
2020	7.29%	17.79%	27.45%	25.08%	24.58%
2021	7.43%	17.01%	27.41%	25.02%	23.13%
Service Performance Aspects					
2018	11.19%	20.17%	30.85%	19.32%	18.47%
2019	11.18%	21.69%	33.05%	18.14%	14.93%
2020	12.20%	10.68%	30.51%	23.59%	22.71%
2021	12.45%	11.04%	30.22%	24.08%	22.21%
Aspects of Service Quality					
2018	6.44%	16.61%	30.50%	20.85%	25.59%
2019	7.29%	17.79%	27.45%	25.08%	24.58%
2020	8.03%	16.33%	29.42%	24.44%	21.76%
2021	8.79%	17.05%	29.62%	23.65%	20.89%

Source: KSP KOPDIT Pintu Air.

Table 1 shows that the performance of KSP KOPDIT Pintu Air Maumere employees over the past 4 (four) years has been in the quite good category (71-80), namely in the aspect of work discipline in 2018 with a presentation of 33.05%, in 2019 it was 30.55%, in 2020 it was 29.42%, and in 2021 it was 29.31%, the work attitude aspect in 2018 with a presentation of 28.13%, in 2019 it was 30.50%, in 2020 it was 27.45 % and in 2021 it will be 27.41%. Aspects of Service Performance in 2018 with a presentation of 30.85%, in 2019 it was 33.05%, in 2020 it was 30.51% and in 2021 it was 30.22%. And in the aspect of Service Quality in 2018 the presentation was 30.50%, in 2019 it was 27.45%, in 2020 it was 29.42% and in 2021 it was 29.62%. This condition shows that the aspects of discipline, work attitude, service performance and service quality which are an important part of employee performance services in cooperatives to realize member welfare are still low.

The phenomenon of low employee performance at KSP KOPDIT Pintu Air Maumere can basically be seen as a dynamic condition and employee performance below standard. There are many factors that influence individual performance in a company or public organization, especially cooperative employees, starting from a lack of work ethic, lack of supporting abilities, namely that employees are given less space to improve their abilities, including not taking part in training that supports services, poor communication. not good and motivation is still very low, namely that employees do not have high levels of responsibility in their work and employees are given less opportunities to advance so that employees cannot develop their careers. The low performance of KSP KOPDIT Pintu Air Maumere employees has had a major impact on the growth of the number of members in all branches, the growth rate of which is not significant. This means that it did not reach the target.

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The following studies indicate inconsistencies in research results. The results of research conducted by Novitasari (2018), Mubarok and Darmawan (2019), Ritonga (2019), Elvie (2019), Ambarita, et al. (2020), Nuariningsih and Widiastini (2020) and Fachrezi and Khair (2020), show that work motivation has a positive and significant effect on employee performance. Furthermore, the results of research conducted by Ekhsan. (2019) and Fransiska and Tupti. (2020) shows that work motivation has a positive and insignificant effect on employee performance.

The second factor that influences employee performance according to Siagian (2002) is work ethic. Work ethic is a set of positive work behaviors that are rooted in strong cooperation, fundamental beliefs, accompanied by total commitment to an integral work paradigm. Every employee should have a high work ethic because every organization really needs hard work and high commitment from every employee, otherwise it will be difficult for the organization to develop and win the competition in capturing its market share. Every organization that always wants to progress will involve members in its performance, for example, every organization must have a work ethic. Individuals or community groups can be stated to have a high work ethic. Work ethic possessed by a person or group of people, will be a source of motivation for his actions. Apart from that, the work ethic possessed by employees will be a source of motivation for their actions at work (Nurjaya et al, 2021:173).

In line with the view of Sinamo (2011:18) who says that the most vital role in realizing an employee's performance achievements is himself. How he has enthusiasm and a high work ethic to be able to have a positive influence on his environment. Anoraga (2001:10) believes that success in job competition does not only require skills and abilities but also requires dedication, hard work and honesty in work. A successful person must have views and attitudes that respect work as something noble for human existence. Employees who have noble thoughts about their work can work sincerely. A view and attitude towards work is known as work ethic.

The work ethic at KSP KOPDIT Pintu Air was obtained by researchers from interviews with several employees, namely that there were still several employees who did not comply with the established rules. Apart from that, there are still some employees who do not have the strong will to complete work quickly and thoroughly, there are still employees who lack discipline in carrying out the work rules and procedures set by the cooperative, there are still employees who are less honest in reporting the results of their work and who complain about their work themselves.

Based on the results of previous research, it indicates that there is a research gap or indicates that there is an inconsistency in research results regarding the influence of work ethic on employee performance, namely research conducted by Ritonga (2019), Marbun, and Purba, (2021) and Ambarita, et al. (2020) shows that work ethic has a positive and significant effect on employee performance. The results of research conducted by Mubarok and Darmawan, (2019) show that work ethic has a positive and insignificant effect on employee performance. Furthermore, the results of research conducted by Sukmawati, et al. (2020) shows that work ethic has a negative and insignificant effect on employee performance.

Siagian (2002) stated that apart from work ethic, employee performance is also influenced by work ability. According to Hasibuan (2005: 94) work ability is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, seriousness and time. Work ability relates to knowledge, talents, interests and experience in order to complete tasks appropriate to the job one occupies. Company management must be able to develop the abilities of their employees to suit the company's needs, because ability shows an employee's potential in carrying out their work.

Based on the results of previous research, it indicates that there is a research gap or indicates that there is an inconsistency in research results regarding the influence of work ability on employee performance, namely research conducted by Hatta, et al (2019), Chrisdianto and Respati. (2019) and Nuariningsih and Widiastini, (2020) show that work ability has a positive and significant effect on employee performance. The results of research conducted by Sekartini (2016) show that work ability has a negative and significant effect on employee performance. Furthermore, the results of research conducted by Pratama and Wardani, (2017) show that work ability has a negative and insignificant effect on employee performance.

The phenomenon that occurs at KSP KOPDIT Pintu Air is that communication between superiors and subordinates is less effective, resulting in misunderstandings in receiving information between superiors and subordinates. Based on the results of interviews, several communication obstacles at KSP KOPDIT Pintu Air also showed that communication within the cooperative was not running optimally. This is because there are still obstacles in conveying information from central managers to employees, one of which is the credit section. The obstacle is that there are many channels that must be passed, such as information from managers to employees still having to go through several branch managers and several department heads. So the possibility of information changing will be large. This is understandable because, Every channel that participates in conveying this information has a tendency to change it according to personal interests. In fact, smooth communication is closely related to improving the performance of each employee through work capabilities.

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The following studies indicate inconsistencies in research results. The results of research conducted by Gondowahjudi, et al. (2018) and Fransiska and Tupti (2020) show that communication has a positive and significant effect on employee performance. The results of research conducted by Fachrezi and Khair, (2020) show that communication has a positive and insignificant effect on employee performance. Next are the results of research conducted by Elvie. (2019) shows that communication has a negative and insignificant effect on employee performance.

Previous studies on these variables have shown inconsistent results. The inconsistency of the research results is a gap for further research, namely by proposing a solution in the form of adding intervening variables. In this research, the novelty that is built is that the researcher places the work motivation variable as an intervening or mediating variable.

The motivation factor can be considered as one of the factors that influences the decline in employee performance, because as seen in KSP KOPDIT Pintu Air, there is very little motivation from cooperatives for employees, such as the absence of praise or awards for employees who have good performance. Motivation is the most important thing for every organization. The low work motivation of KSP KOPDIT Pintu Air employees can also be seen from the lack of employee enthusiasm to provide maximum service to members and complete work on time.

II. HYPOTHESIS DEVELOPMENT

A. The Influence of Work Ethic on Employee Performance

Hero (2015:277) suggests that performance is influenced by several employee behavioral factors, namely work ethic, work discipline, and job satisfaction. One of these factors that influences performance is work ethic, because an employee's work ethic really determines the employee's own success and the achievement of organizational goals. Furthermore, Ambarita et al, (2020:176) stated that if the work ethic is managed well and consistently, it will have an impact on a person's level of performance in doing work. Employees who have a high work ethic are reflected in their behavior, such as liking to work hard, being religious, not wasting time during working hours. This is reinforced by Goal setting theory which suggests that if an individual is committed to achieving his goals, then this will influence his behavior and actions so that it will affect the consequences of his performance. This theory also explains that one of the characteristics of behavior that has a goal is that the behavior continues until the behavior reaches its completion point, such as someone starting a job, and he is ambitious to complete it and continues to push until the goal is achieved. In order for this goal to be achieved, it must be supported by individual employees who have a good work ethic. In line with previous research have shown the influence of work ethic on employee performance, namely Ritonga (2019), Mubarok and Darmawan, (2019), Marbun, and Purba, (2021) and Ambarita, et al. (2020) were able to prove that work ethic has a positive and significant effect on employee performance and Sukmawati, et al. (2020) shows that work ethic has a negative and insignificant effect on employee performance. Based on several descriptions that have been submitted, the hypothesis that can be developed is:

H1: Work Ethic has a significant effect on Employee Performance.

B. The Influence of Work Ability on Employee Performance

Soelaiman (2007:112) states that abilities are innate or learned traits that enable someone to complete their work, both mentally and physically. Employees in an organization, although well motivated, do not all have the ability to work well. Abilities and skills play a major role in individual behavior and performance. Skills are abilities related to tasks that a person has and uses at the right time. According to Mangkunegara (2000:67) the ability factor is (ability), namely psychologically the ability (ability) of employees consists of potential ability (IQ) and reality ability (knowledge + skills). This means that employees who have an IQ above average (IQ 110-120) with adequate education for their position and are skilled in carrying out daily work will find it easier to achieve the expected performance. In line with previous research from Hatta, et al (2019) and Nuariningsih and Widiastini, (2020) were able to prove that work ability has a positive and significant effect on employee performance. Research conducted by Sekartini (2016) actually shows that work ability has a negative and significant effect on employee performance. On the other hand, research conducted by Pratama and Wardani, (2017) shows that work ability has a negative and insignificant effect on employee performance. Based on several descriptions that have been submitted, the hypothesis that can be developed is:

H2: Work Ability has a significant effect on Employee Performance

C. The Effect of Work Communication on Employee Performance

The success of an organization in achieving its goals cannot be separated from the establishment of good communication. Communication that runs effectively in an organization will make it easier for everyone to carry out the tasks they are responsible for. For this reason, a leader is required to be able to communicate effectively, because they will give instructions, direct, motivate subordinates, carry out supervision and so on. This communication does not only occur between superiors and

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subordinates but also between co-workers, so that each employee can work well. There is a lot of work that should be completed according to the target time, but due to a lack of communication this can result in the work not being completed according to the set target time (Fransiska and Tupti, 2020: 225).

In addition, leaders are responsible for evaluating performance and as accurately as possible communicating assessments to their subordinates. Leaders must know what shortcomings and problems employees face and how to convey them. Besides that, leaders need to communicate intensely with their subordinates. Performance is the real behavior displayed by each person as a work achievement produced by employees according to their role in the agency. Performance is a very important thing in an agency's efforts to achieve its goals (Fachrezi and Khair, 2020: 112).

According to goal setting theory, one of the commonly observed characteristics of behavior that has a goal is that the behavior continues until the behavior reaches completion. This behavior can also be realized by communicating well with superiors and fellow employees. Once a person begins a task, he continues to press on until the goal is achieved. The goal setting process can be carried out based on one's own initiative/required by the organization as a policy (Wangmuba in Ramandei, 2009).

In line with previous research from Gondowahjudi, et al. (2018) and Fransiska and Tupti (2020) were able to prove that communication has a positive and significant effect on employee performance. Research conducted by Fachrezi and Khair, (2020) actually shows that communication has a positive and insignificant effect on employee performance. On the other hand, the research conducted by Elvie. (2019) shows that communication has a negative and insignificant effect on employee performance. Based on several descriptions that have been submitted, the hypothesis that can be developed is:

H3: Communication has a significant effect on employee performance

D. The Influence of Work Motivation on Employee Performance

Employees are an important part of the journey of an organization or company, this is closely related to employee performance. If employees have very strong motivation to do their work, the results obtained will also be good (Fachrezi and Khair, 2020: 112). Motivational factors are the potential to influence a person's employee performance. Someone is not necessarily willing to mobilize all their potential to achieve optimal results, so there is still a need for incentives so that an employee is willing to use all their potential (Celep and Yilmazturk, in Sembiring et al, 2021: 140). Good motivation can support the success of a company in achieving its goals. Because these factors will create good employee performance. So here the role of motivation in improving employee performance is very important because it is related to the continuity of employee performance. Work motivation is certainly needed by every employee when they work. According to expert theory, Bangun (2012) states that employee motivation can be obtained from various factors, including salary and being given quality work and having the opportunity to excel, so that they can improve their performance. Sujak (1990) in Ermayanti (2001) states that motivation from the employee himself or from the company can influence the increase in the employee's performance.

In an effort to achieve a goal, a person will divert his attention according to the goal and keep his attention away from activities that are not relevant to his goal. Goals give someone energy, especially challenging goals, so that someone will put in even harder effort to achieve their goals. The effort that appears in goal setting represents the person's inner motivation. According to Locke and Latham (2013) the basic concept behind goal setting theory is that humans translate their motivation into observable behavior through the process of setting and achieving goals. The mechanism for this goal is to operationalize motivation by using it in the form of behavior. Without behavior, motivation will only be a collection of internal forces that are not realized and become self-motivation that has little influence (Kurose, 2013). In line with previous research from Mubarak and Darmawan. (2019), Ambarita, et al. (2020), Nuariningsih and Widiastini. (2020) and Fachrezi and Khair. (2020) have proven that work motivation has a positive and significant effect on employee performance. In contrast, research conducted by Ekhsan. (2019) and Fransiska and Tupti. (2020) actually shows that work motivation has a positive and insignificant effect on employee performance. Based on several descriptions that have been submitted, the hypothesis that can be developed is:

H4: Work motivation has a significant effect on employee performance

E. The Influence of Work Ethic on Work Motivation

Work ethic is an attitude and character that encourages you to be enthusiastic about doing work and strive to improve the quality of work and always think positively about what you do to ensure maximum work results. Work ethic as a driver of success provides freedom and opportunity in working. Work ethic is the enthusiasm for work that can be seen in the way a person approaches work and the motivation behind someone doing a job. A person who has confidence and wants to carry out tasks according to his abilities is said to have a high work ethic. Employees who are enthusiastic or motivated work in carrying out their duties because they have a high work ethic, and vice versa, low employee work ethic results in weakened work

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motivation so that organizational goals are less than optimal. This is confirmed by goal setting theory, goal setting theory, which requires having goals, choosing goals and being motivated to achieve these goals (Birnberg in Budiharjo, 2008). According to this theory, one of the commonly observed characteristics of behavior that has a goal is that the behavior continues until the behavior reaches completion. One of the behaviors found in employees is work ethic, where an employee will have a good work ethic if he has good motivation at work. In line with previous research from Ritonga, (2019); Ambarita, et al. (2020) were able to prove that work ethic has a positive and significant effect on work motivation. In contrast, research conducted by Lamere, et al. (2021) actually shows that work ethic has a positive and insignificant effect on work motivation. Based on several descriptions that have been submitted, the hypothesis that can be developed is:

H5 : Work ethic has a significant effect on work motivation

F. The Influence of Work Ability on Work Motivation

Work ability is one element of maturity which is related to knowledge and skills that can be obtained from education, training and experience (Pratama and Wardani. 2017: 120). Kadarisman (2012:296) states that employees who have higher education are usually more easily motivated, because they already have broader knowledge and insight compared to employees who have lower education or no education, and vice versa if the level of education they have is not used effectively. maximum or is not appreciated properly by the company, it is likely that the employee has low motivation at work. Work ability will not only influence employee performance but encourage them to provide the best work performance. Employees who have work abilities are encouraged or motivated to continue developing their potential. (Mardikaningsih and Arifin 2022 :94). Furthermore, low ability will make employees unable to work under pressure and will not be able to work faster, so one way to improve employee performance is to improve employee motivation (Fauzi. 2021:72). In line with previous research from Hatta, et al. (2019); Nuariningsih and Widiastini, (2020) were able to prove that work ability has a positive and significant effect on work motivation. On the other hand, the results of research conducted by Novitasari, (2018) actually show that work ability has a positive and insignificant effect on work motivation. Based on several descriptions that have been submitted, the hypothesis that can be developed is:

H6: Work ability has a significant effect on work motivation

G. The Influence of Work Communication on Work Motivation

Communication plays a very important role in social interaction, therefore it has an influence in the world of work. The workplace is a social community that focuses on the role of communication so that work activities can be optimized. Motivation is an urge to act on a series of human behavioral processes by considering direction, intensity and persistence in achieving goals. With good communication, it is hoped that work motivation will be able to increase (Fachrezi and Khair, 2020: 111). According to goal setting theory, one of the commonly observed characteristics of behavior that has a goal is that the behavior continues until the behavior reaches completion. This behavior can also be realized by communicating well with superiors and fellow employees. The goal setting process can be carried out based on one's own initiative/required by the organization as a policy (Wangmuba in Ramandei, 2009). In line with previous research from Ritonga, (2019); Ambarita, et al. (2020) were able to prove that communication has a positive and significant effect on work motivation. On the other hand, research conducted by Novitasari (2018) actually shows that work ability has a positive and insignificant effect on work motivation. Based on several descriptions that have been submitted, the hypothesis that can be developed is:

H7: Communication has a significant effect on work motivation

H. Work Motivation Mediates the Effect of Work Ethic on Employee Performance

Manifestation of high motivation, reflected in the level of a person's work ethic in completing the intensity of their work. Work ethic has relevance to a person's level of motivation in improving their work performance (Ambarita, et al. 2020: 175). Goal setting theory, developed by EA Locke, says that goal setting is a cognitive process based on practical needs. This goal setting theory wants to achieve goals, employees must have a good work ethic and be motivated to achieve good performance too. (Birnberg in Budiharjo, 2008). In line with previous research from Ambarita, et al. (2020) were able to prove that work motivation is able to mediate the relationship between work ethic and employee performance. Based on several descriptions that have been submitted, the hypothesis that can be developed is:

H8: Work Motivation is able to mediate the relationship between Work Ethic and Employee Performance

I. Work Motivation Mediates the Effect of Work Ability on Employee Performance

In an effort to improve work capabilities, companies must also increase employee work motivation because motivation can influence someone or give someone encouragement to perform better (Megawardana et al. 2019:21). On the other hand,

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Kuswandi (2005:27) states that individual employee performance is influenced by the abilities possessed by the employee himself. An employee will feel motivated and have good performance if the employee has adequate knowledge of the duties and responsibilities given by the company. Furthermore, low ability will make employees unable to work under pressure and will not be able to work faster, so one way to improve employee performance is to improve employee motivation (Fauzi. 2021:72). Goal setting theory, developed by EA Locke, says that goal setting is a cognitive process based on practical needs. This goal setting theory wants to achieve goals, it must be supported by good employee abilities and be motivated to achieve good performance too. (Birnberg in Budiharjo, 2008). In line with previous research from Hatta, et al (2019); Nuariningsih and Widiastini, (2020) were able to prove that work motivation is able to mediate the relationship between work ability and employee performance. Based on several descriptions that have been submitted, the hypothesis that can be developed is:

H9: Work Motivation is able to mediate the relationship between work ability and employee performance

J. Work Motivation Mediates the Effect of Communication on Employee Performance

Arifin, et al (2017:154) stated that communication can help increase motivation with workers regarding what they have to do, how good they are at doing it, and how they can improve their performance. Organizations must always strive to ensure that communication within the organization continues to be good. Because the establishment of organizational communication can provide staff job satisfaction, which in turn can increase the work motivation of organizational members. Work motivation will influence service in carrying out tasks, one of which is service that is friendly, pleasant and satisfies the needs of organizational stakeholders, both internal and external stakeholders of the organization (Arnus, 2018: 121). According to goal setting theory, one of the commonly observed characteristics of behavior that has a goal is that the behavior continues until the behavior reaches completion. This behavior can also be realized by communicating well with superiors and fellow employees. Once a person begins a task, he continues to press on until the goal is achieved. The goal setting process can be carried out based on one's own initiative/required by the organization as a policy (Wangmuba in Ramandei, 2009). In line with previous research from Gondowahjudi, et al. (2018) were able to prove that work motivation is able to mediate the relationship between communication and employee performance. Based on several descriptions that have been submitted, the hypothesis that can be developed is:

H10: Work Motivation is able to mediate the relationship between Communication and Employee Performance

III. RESEARCH METHODS

A. Types of Research and Description of the Population

The type of research is quantitative and associative, according to Sugiyono (2010:11), associative research is research that aims to determine the relationship between two or more variables. So with this associative research we can find out the relationship between variables and the level of dependence between exogenous variables on endogenous variables. In this research, a path analysis model is used because of the variablesexogenouswith endogenous variables there is mediation that influences. In this research there are five variables, namely variables exogenous that is Work Ethic (EK), Work Ability (KK) and Communication (KOM), Intervening variables that is Work Motivation (MK), while the endogenous variable is employee performance (KIN). According to Ferdinand (2014: 171) population is a combination of all elements in the form of events, things or people who have similar characteristics which are the center of attention of a researcher because it is seen as a research universe. Thus, in this research, the population is the KSP KOPDIT Pintu Air employees. Considering that the service area coverage of the KSP KOPDIT Pintu Air office in Sikka Regency is quite extensive, the researchers limited the population using the following criteria:

- 1) The population comes from the KSP KOPDIT Pintu Air Office in Sikka Regency which in 2021 has the highest level of bad credit from first to fifth.
- 2) The population is permanent employees with work experience of more than two years.

With the existing criteria, the population in this study was 205 employees consisting of 126 at the head office, 30 at the Maumere Branch Office, 19 at the Kewapante Branch, 17 at the Klangpopot Branch and 13 at the Talibura Branch.

B. Sampling technique

The sample for this research was employees of KSP KOPDIT Pintu Air. The sample size was calculated using the Yamane (1973) approach formula.

$$n = \frac{N}{Nd^2 + 1}$$

Information : n = Number of samples
 N = Population size

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$$d^2 = \text{Precision set or percentage (5\%)}$$

Based on the Yamane formula (in Ferdinand, 2014: 174) the number of samples in this research is as follows:

$$n = \frac{205}{250 \times 0.05^2 + 1} = \frac{205}{1.5125} = 136$$

So the sample in this study was 136 KSP KOPDIT Pintu Air employees. Proportionate Random Sampling technique used in research.

C. Operational Definition of Variables

For to make it easier to measure a research variable, the operationalization of the concept of that variable needs to be generalized and formulated first, so that whether the measurement is good or bad depends entirely on whether or not the operation that is prepared is good. Sangarimbun and Effendy (2004:23), stated that by reading the operational definition in a study, a researcher will know the pros and cons of the measurement.

So that do not give rise to different interpretations, then these variables are operationalized as follows:

- 1) Employee Performance (KIN) is The dynamic conditions and work results of KSP KOPDIT Pintu Air employees during a certain period in carrying out their work duties in accordance with the responsibilities given to them are assessed using four aspects, namely discipline, work attitude, service performance and service quality. To measure employee performance, refer to Benardin and Russel (1993) in Isvandiari and Susilo (2014:3), namely quality, quantity, timeliness, cost effectiveness, need for supervision and interpersonal impact.
- 2) Motivation Work (MK) is a basic impulse that comes from within (intrinsic) or from outside (extrinsic) a person to do something in accordance with the goals to be achieved so that KSP KOPDIT Pintu Air employees can provide maximum service to members and complete work on time. To measure work motivation, refer to Uno (2008: 112), namely seen through responsibility in carrying out work, achievements achieved, self-development and independence in action.
- 3) Ethos Work (EK) is a set of positive and high quality work behavior that is rooted in clear awareness and strong belief in a holistic work paradigm seen from employees who do not want to have a strong will to complete work quickly and thoroughly and lack discipline in carrying out established work rules and procedures. KSP KOPDIT Pintu Air. To measure work ethic, refer to Nitisemito (2014:11) using indicators of employee attitudes, employee feelings, willingness to carry out work, and employee seriousness in work.
- 4) Ability Work (KK) is an individual's capacity to carry out various tasks in a particular job KSP KOPDIT Pintu Air. To measure work ability, refer to Arini (2015: 5), namely the employee's intellectual ability and physical ability as seen from work experience and education level.
- 5) Communication (KOM) is a process that occurs in KSP KOPDIT Pintu Air in the form of conveying, receiving, and exchanging information and messages that are not well done to achieve a certain goal. To measure communication, refer to Pace and Faules (2013: 184), namely downward communication, upward communication, horizontal communication and cross-channel communication.

D. Technique Data analysis

Research data needs to be analyzed to be presented as research results. Data analysis is a very important part of the scientific method because by analyzing the data meaning and meaning can be given, so that the data is useful in solving research problems. To answer the problems and research objectives, the following analyzes were used, descriptive analysis and PLS Inferential Analysis. Partial Least Square (PLS) is a Structural Equation Modeling (SEM) technique that is capable of analyzing latent variables, indicator variables and measurement errors directly. Data analysis in this research was carried out using PLS (Partial Least Square) and the data was processed using the Smart PLS program because in this research the aim was to develop theory or build theory (prediction orientation) and explain whether there was a relationship between latent variables (prediction) and small sample size. According to Ghazali and Latan (2015:7) the PLS measurement model consists of a measurement model (outer model), Goodness of fit (GoF) criteria and a structural model (inner model). PLS aims to test the predictive relationship between constructs by seeing whether there is an influence or relationship between the constructs. 7) The PLS measurement model consists of a measurement model (outer model), Goodness of fit (GoF) criteria and a structural model (inner model). PLS aims to test the predictive relationship between constructs by seeing whether there is an influence or relationship between the constructs. 7) The PLS measurement model consists of a measurement model (outer model), Goodness of fit (GoF) criteria and a structural model (inner model). PLS aims to test the predictive relationship between constructs by seeing whether there is an influence or relationship between the constructs.

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IV. RESEARCH RESULTS AND DISCUSSION

A. Inferential Statistical Analysis

Inferential statistics (inductive statistics or probability statistics), is a statistical technique used to analyze sample data and the results are applied to the population (Sugiyono, 2017). In accordance with the hypothesis that has been formulated, in this study inferential statistical data analysis was measured using SmartPLS (Partial Least Square) software.

1) Evaluation of the Measurement Model (Outer Model)

a. Convergent Validity

Convergent validity is related to the principle that the measures (manifest variables/statement items) of a construct should be highly correlated. A statement item is considered convergently valid if its loading factor is greater than 0.7 (Latan and Ghozali, 2012: 38)

Table 2. Convergent Validity Test Results Based on Loading Factor Values

Indicator	Variable					Information
	EK	K.K	KOM	MK	KIN	
EK1	0.842					Valid
EK2	0.861					Valid
EK3	0.859					Valid
EK4	0.867					Valid
KK1		0.919				Valid
KK2		0.911				Valid
Kom1			0.878			Valid
Kom2			0.862			Valid
Kom3			0.836			Valid
Kom4			0.818			Valid
Mk1				0.873		Valid
Mk2				0.911		Valid
Mk3				0.893		Valid
Mk4				0.887		Valid
Kin1					0.820	Valid
Kin2					0.835	Valid
Kin3					0.895	Valid
Kin4					0.863	Valid
Kin5					0.860	Valid
Kin6					0.868	Valid

Source: Data processed.

The results of processing using SmartPLS can be seen in table 2. The outer model value or correlation between the construct and the variables has met convergent validity because it has a loading factor value of 0.70. In conclusion, the construct for all variables can be used to test hypotheses.

Apart from looking at the loading factor of each indicator, convergent validity can also be seen from the Average Variance Extracted (AVE) value where the instrument is considered convergently valid if the AVE value is > 0.50. The results of the analysis show that all variables have an AVE value > 0.50 (Table 24) so it can be concluded that the instruments for all variables are valid.

Table 3. Convergent Validity Test Results Based on AVE Values

Variable	AVE	Conclusion
Work ethic	0.735	Valid
Work ability	0.837	Valid
Communication	0.720	Valid
Work motivation	0.794	Valid
Employee Performance	0.735	Valid

Source: Data processed.

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Based on table 3, it can be concluded that all constructs meet the validity criteria, this is indicated by the AVE value > 0.50 as the recommended criteria.

b. Discriminant Validity

Discriminant validity is related to the principle that measures (manifest variables/question items) of different constructs should not be highly correlated. According to Latan and Ghozali (2012:37) Discriminant validity can be tested by looking at the cross loading value for each variable which must have a value > 0.7 and greater than all other constructs. After eliminating statement items that do not meet the construct validity criteria, a discriminant validity test is then carried out with the following results:

Table 4. Discriminant Validity Test Results Based on Cross Loading Values

Indicator	Variable				
	Work ethic	Work ability	Employee performance	Communication	Work motivation
EK1	0.842	0.547	0.529	0.351	0.444
EK2	0.861	0.423	0.502	0.411	0.355
EK3	0.859	0.444	0.486	0.451	0.508
EK4	0.867	0.645	0.604	0.458	0.468
KK1	0.615	0.919	0.626	0.522	0.556
KK2	0.494	0.911	0.632	0.398	0.486
Kin1	0.465	0.539	0.820	0.477	0.468
Kin2	0.474	0.562	0.835	0.496	0.553
Kin3	0.576	0.620	0.895	0.522	0.638
Kin4	0.626	0.606	0.863	0.449	0.610
Kin5	0.497	0.590	0.860	0.518	0.593
Kin6	0.545	0.611	0.868	0.547	0.639
Kom1	0.474	0.439	0.515	0.878	0.568
Kom2	0.523	0.473	0.551	0.862	0.507
Kom3	0.288	0.443	0.463	0.836	0.440
Kom4	0.341	0.342	0.445	0.818	0.354
MK1	0.464	0.477	0.638	0.506	0.873
MK2	0.487	0.522	0.618	0.494	0.911
MK3	0.460	0.521	0.590	0.473	0.893
MK4	0.448	0.511	0.591	0.522	0.887

Source: Data processed.

Based on table 4, it shows that all manifest variables/question items have a cross loading value > 0.7. Apart from that, the loading factor value for the indicators of the latent variable has a loading factor value that is greater than the loading value of other latent variables. This means that the latent variable has good discriminant validity.

c. Reliability Test

In PLS analysis, testing the reliability of a construct can be done in two ways, namely Cronbach Alpha and Composite Reliability. A group of indicators that measure a variable has good composite reliability if it has Cronbach Alpha and composite reliability \geq 0.7.

Table 5. Reliability Test Results Based on Cronbach's Alpha values and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Conclusion
Work ethic	0.880	0.917	Reliable
Work ability	0.806	0.911	Reliable
Communication	0.872	0.911	Reliable
Work motivation	0.913	0.939	Reliable
Employee Performance	0.928	0.943	Reliable

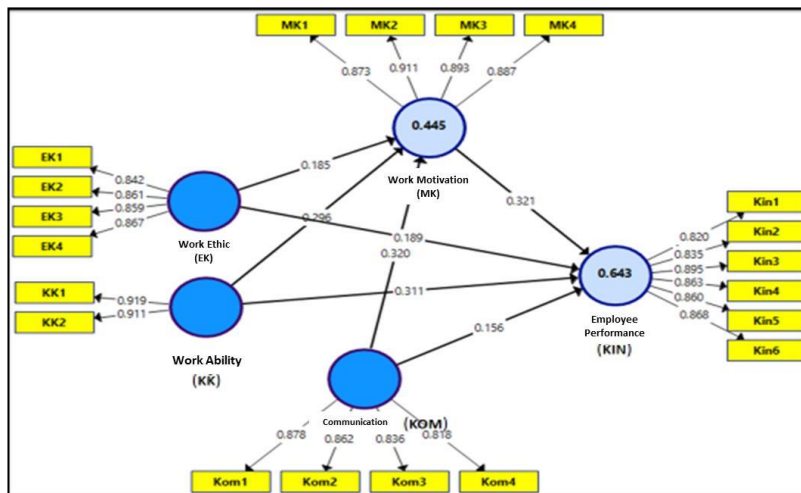
Source: Data processed.

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Table 5 shows that all variables have Cronbach Alpha and composite reliability ≥ 0.7 , so it can be concluded that the instruments for all variables are reliable.

2) Structural Model Test or Inner Model Evaluation

After testing the outer model, the next step is to test the inner model. Testing of the inner model or structural model is carried out to see the relationship between constructs, significance values and R square of the research model.



Source: Data processed

Figure 1. Structural Model

Evaluation of the PLS structural model begins by looking at the R-square of each dependent latent variable. The table below is the result of R-square estimation using PLS.

Table 6. Goodness of Fit Test Results

Variable	R Square
Work motivation	0.445
Employee Performance	0.643

Source: Doiolah data.

Based on table 6, it shows that the R^2 (R-square) value for the Work Motivation variable is 0.445 or 44.5%. This value indicates that the Work Motivation variable can be explained by the work ethic, work ability and communication variables by 44.5%. Meanwhile, the remaining 55.5% is explained by other variables not included in the research. The R^2 value for the Employee Performance variable is 0.643 or 64.3%. This value indicates that this variable can be explained by the variables work ethic, work ability, communication and work motivation, amounting to 64.3%, while the remaining 35.7% is explained by other variables not included in the research.

Apart from that, to measure whether or not the model can be predicted, it can be measured through Q-Square (Q^2). If Q-Square is more than 0, it means the model can be predicted. Meanwhile, if the model is ≤ 0 then the model cannot be predicted. The respective R^2 values in this study are R^2_1 of 0.445 and R^2_2 of 0.643. The following are the results of the Q-Square calculation in this research:

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0,445)(1 - 0,643)$$

$$Q^2 = 1 - (0,555)(0,357)$$

$$Q^2 = 1 - (0,555)(0,357)$$

$$Q^2 = 1 - 0,198$$

$$Q^2 = 0,802$$

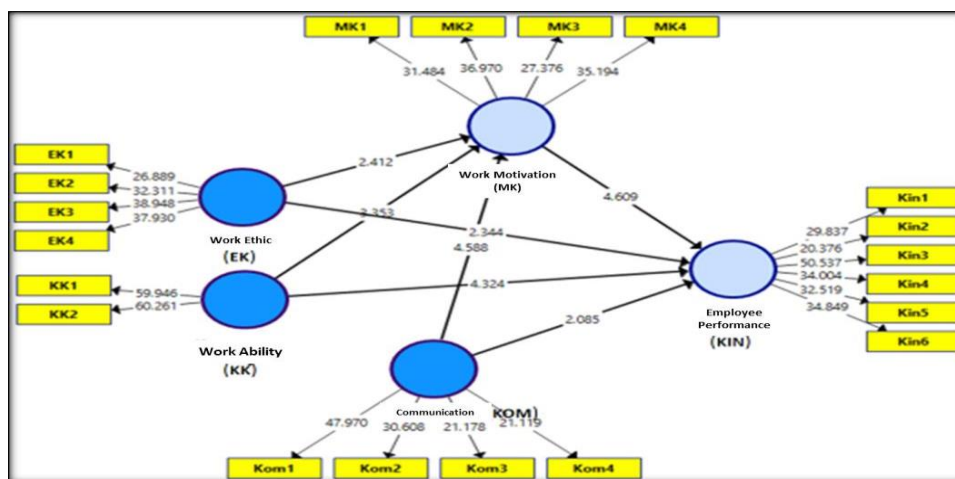
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Based on the Q^2 test above, the predictive relevance value is 0.802 or 80.2%. This indicates that the model is considered feasible, because the diversity of data can be explained by the model by 80.2%. Meanwhile, the remaining 19.8% is explained by other variables that have not been explained in the research model or errors. The Q^2 result of 80.2% shows that the PLS model formed is good, because it is able to explain 80.2% of the total information.

3) Hypothesis test

Testing the structural relationship model serves to explain the variables in the research. Structural model testing was carried out via the t test. The basis used to test the hypothesis directly (direct effect) is the output image and the values contained in the output path coefficients. Furthermore, the basis used to test the hypothesis indirectly (indirect effect) is the image output and the values contained in the bootstrapping output of the specific indirect effect column.

To see whether a hypothesis can be accepted or rejected, include paying attention to the significance values between constructs, t-statistics and p-values. This research hypothesis testing was carried out with the help of SmartPLS (Partial Least Square) 3.0 software. These values can be seen from the bootstrapping results. The rules of thumb used in this research is a significance level of p-value 0.05 (5%). The following are the results of hypothesis testing from the Bootstrapping test presented in the image below:



Source: Data processed

Figure 2. Bootstrapping Test Results

Direct influence (Direct Effect) is an influence that can be seen from the path coefficient from one variable to another variable. The results of testing the direct influence hypothesis can be presented in the following table:

Table 7. Path Coefficients

Hypothesis	Variable Exogenous	Variable Endogenous	Significant Value	Information
H1	Work ethic	Employee performance	0.019	Accepted
H2	Work ability	Employee performance	0,000	Accepted
H3	Communication	Employee performance	0.038	Accepted
H4	Work motivation	Employee performance	0,000	Accepted
H5	Work ethic	Work motivation	0.016	Accepted
H6	Work ability	Work motivation	0.001	Accepted
H7	Communication	Work motivation	0,000	Accepted

Source: Data processed.

Based on table 7, the path model regression equation in this research is as follows:

1) Path Analysis Equation 1:

$$MK = b1.1 EK + b1.2 KK + b1.3 KOM + e1$$

$$MK = 0.185 EK + 0.296 KK + 0.320 KOM$$

2) Path Analysis Equation 2:

$$KIN = b2.1 MK + b2.2 EK + b2.3 KK + b2.4 KOM + e2$$

$$KIN = 0.321MK + 0.189EK + 0.311KK + 0.156COMM$$

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From table 7 it can be explained that the direct influence of each variable in accordance with the previous hypothesis formulation is as follows:

1) The influence of work ethic on employee performance

Based on the results of the bootstrapping test on the Work Ethic variable on Employee Performance, it shows a P value of 0.019 or smaller than 0.050. This proves that work ethic has a significant effect on employee performance. Thus, hypothesis 1 which states that work ethic influences employee performance is accepted (H1 is accepted).

2) The influence of work ability on employee performance

Based on the results of the bootstrapping test on the Work Ability variable on Employee Performance, it shows a P value of 0.000 or smaller than 0.050. This proves that work ability has a significant effect on employee performance. Thus, hypothesis 2 which states that work ability influences employee performance is accepted (H2 is accepted).

3) The influence of communication on employee performance

Based on the results of the bootstrapping test on the Communication variable on Employee Performance, it shows a P value of 0.038 or smaller than 0.050. This proves that communication has a significant effect on employee performance. Thus, hypothesis 3 which states that communication has an effect on employee performance is accepted (H3 is accepted).

4) The influence of work motivation on employee performance

Based on the results of the bootstrapping test on the Work Motivation variable on Employee Performance, it shows a P value of 0.000 or smaller than 0.050. This proves that work motivation has a significant effect on employee performance. Thus, hypothesis 4 which states that work motivation influences employee performance is accepted (H4 is accepted).

5) The Influence of Work Ethic on Work Motivation

Based on the results of the bootstrapping test on the Work Ethic variable on Work Motivation, it shows a P value of 0.016 or smaller than 0.050. This proves that work ethic has a significant effect on work motivation. Thus, hypothesis 5 which states that Work Ethic influences Work Motivation is accepted (H5 is accepted).

6) The Influence of Work Ability on Work Motivation

Based on the results of the bootstrapping test on the Work Ability variable on Work Motivation, it shows a P value of 0.001 or smaller than 0.050. This proves that work ability has a significant effect on work motivation. Thus, hypothesis 6 which states that work ability influences work motivation is accepted (H6 is accepted).

7) The Influence of Communication on Work Motivation

Based on the results of the bootstrapping test on the Communication on Work Motivation variable, it shows a P value of 0.000 or smaller than 0.050. This proves that communication has a significant effect on work motivation. Thus, hypothesis 7 which states that communication has an effect on work motivation is accepted (H7 is accepted).

Intervening variables are variables that theoretically influence the relationship between exogenous variables and endogenous variables into an indirect relationship. The results of testing the indirect influence hypothesis through Work Motivation as an intervening variable can be presented in the following table:

Table 8. Specific Indirect Effects

Hypothesis	Variable	Original Sample	P Values	Information
H8	Work Ethic -> Work Motivation -> Employee Performance	0.060	0.031	Accepted
H9	Work Ability -> Work Motivation -> Employee Performance	0.095	0.014	Accepted
H10	Communication -> Work Motivation -> Employee Performance	0.103	0.001	Accepted

Source: Data processed

Based on table 8, the description of hypothesis testing from this research is as follows:

1) Work Motivation Mediates the Effect of Work Ethic on Performance

Based on the results of the bootstrapping test, it is known that the P value is 0.031 (smaller than 0.05), thus it can be concluded that Work motivation mediates the influence of work ethic on employee performancesignificant. Therefore, hypothesis 8 which states that Work Ethic influences Employee Performance through Work Motivation is accepted (H8 is accepted)

2) Work Motivation Mediates the Effect of Work Ability on Employee Performance.

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Based on the results of the bootstrapping test, it is known that the P value is 0.014 (smaller than 0.05), thus it can be concluded that Work Motivation significantly mediates the influence of work ability on employee performance. Therefore, hypothesis 9 which states that Work Motivation Mediates the Effect of Work Ability on Employee Performance is accepted (H9 is accepted).

3) Work Motivation Mediates the Effect of Communication on Employee Performance

Based on the results of the bootstrapping test, it is known that the P value is 0.001 (smaller than 0.05), thus it can be concluded that work motivation significantly mediates the influence of communication on employee performance. Therefore, hypothesis 10 which states that work motivation mediates the effect of communication on employee performance is accepted (H10 is accepted).

B. Discussion of Research Results

1) The Influence of Work Ethic on the Performance of KSP KOPDIT Pintu Air Employees

Based on the results of hypothesis testing, it can be concluded that there is a positive and significant influence of work ethic on employee performance. This means that if work ethic increases, employee performance will increase with a significant increase. Thus the first hypothesis (H1) which states that work ethic has a significant effect on the performance of KSP KOPDIT Pintu Air employees is accepted. Based on the results of the recapitulation of respondents by scoring, work ethic and performance have a very good influence. This shows that the work ethic possessed by employees is a good attitude, having feelings as an employee, willingness to carry out work and seriousness in work, able to support employee performance. In this way, a good work ethic will create positive values in KSP KOPDIT Pintu Air employees. This means that employees who have a good work ethic in their work are able to increase their commitment to work.

This can be seen from the total work ethic variable score of 75.70%, which means that the work ethic at KSP KOPDIT Pintu Air is good so that it can improve employee performance. Work ethic indicators that are a priority to improve are as follows: 1) employee attitudes; 2) feelings of an employee, and 3) employee's seriousness when working because the score obtained is still below the average (75.70%). Meanwhile employee performance indicators that are priorities for improvement are: 1) quality; 2) quantity and 3) cost effectiveness because the score obtained is still below the average (75.05%). To improve employee performance, a high work ethic is needed. Work ethic is seen as an attitude that is not only shared by individuals but also shared by groups. There is a close interrelationship between high performance and a high work ethic. Attitude towards work is one of the most important indications of how to see work as a service and dedication task of a worker. In the work ethic there is a moral and behavioral guideline in acting. Work ethic is also etiquette that is reflected in daily behavior at work.

This is reinforced by Goal setting theory which suggests that if an individual is committed to achieving his goals, then this will influence his behavior and actions so that it will affect the consequences of his performance. This theory also explains that one of the characteristics of behavior that has a goal is that the behavior continues until the behavior reaches its completion point, such as someone starting a job, and he is ambitious to complete it and continues to push until the goal is achieved. In order for this goal to be achieved, it must be supported by individual employees who have a good work ethic.

The results of this research are in accordance with Wirawan's statement(2015:277) which states that one factor that influences performance is work ethic, because an employee's work ethic really determines the employee's success and the achievement of organizational goals. Furthermore Ambarita et al, (2020:176) stated that employees who have a high work ethic are reflected in their behavior such as liking to work hard, being religious, not wasting time during working hours.

The results of this research are in line with several empirical evidence from previous research relating to the influence of work ethic on employee performance, including research conducted by: Ritonga (2019), Mubarok and Darmawan, (2019), Marbun and Purba, (2021) and Ambarita, et al. (2020). This research was able to prove that work ethic has a significant effect on employee performance.

2) The Influence of Work Ability on the Performance of KSP KOPDIT Pintu Air Employees

Based on the results of hypothesis testing, it can be concluded that there is a positive and significant influence of work ability on employee performance. A positive effect can be interpreted as if work ability increases, employee performance will increase. Having a significant effect can be interpreted as if work ability increases, employee performance will increase with a significant increase. Thus the second hypothesis (H2) which states that work ability has a significant effect on the performance of KSP KOPDIT Pintu Air employees is accepted.

This can be seen from the total work ability variable score of 75.61%, which means that the work ability at KSP KOPDIT Pintu Air is good so that it can improve employee performance. This is in accordance with the statement that the intellectual abilities

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and physical abilities of KSP Kopdit Pintu Air employees are good, which will have an impact on the resulting performance in accordance with the standards set by the cooperative, so that the influence of work ability on employee performance is acceptable.

Based on the results of the recapitulation of respondents by scoring, work ability and performance have a very good influence. This shows that the work abilities possessed by employees, namely intellectual abilities and physical abilities, are able to support employee performance, thus good work abilities will create positive values for KSP Kopdit Pintu Air employees. This means that employees who have good work abilities in their work are able to increase their commitment to work.

The management of KSP KOPDIT Pintu Air must try to improve employee performance by increasing work abilities. Employee performance indicators that are priorities for improvement are: 1) quality; 2) quantity and 3) cost effectiveness, because the indicators are below the average of 75.05%, while to be able to improve employee performance there needs to be an improvement in the work ability of KSP KOPDIT Pintu Air employees, especially improvements to several work ability indicators. The work ability indicator that is a priority to improve is physical ability because it is below the average of 75.61%.

The results of this study are in line with this view Goal setting theory explains that someone who understands the goals or what the organization expects of him will influence his work ability. This theory also states that individual behavior is regulated by ideas (thoughts), a person's work ability and intentions are seen as goals or work levels that the individual wants to achieve, which has an impact on improving work performance. If an individual is committed to improving work abilities, then this will influence his actions and affect the consequences of his performance. This theory also explains that in order to increase work performance (performance), it must be followed by work abilities and skills.

The results of this research are in accordance with Soelaiman's statement (2007:112) which states that abilities are innate or learned traits that enable someone to complete their work, both mentally and physically. Abilities and skills play a major role in individual behavior and performance. Furthermore, Mangkunegara (2000:67) states that the ability factor is ability, that is, psychologically the employee's ability consists of potential ability (IQ) and reality ability (knowledge + skills). This means that employees who have an IQ above average (IQ 110-120) with adequate education for their position and are skilled in carrying out daily work will find it easier to achieve the expected performance.

The results of this research are in line with several empirical evidence from previous research relating to the influence of work ability on employee performance, including research conducted by: Hatta, et al (2019) and Nuariningsih and Widiastini, (2020). This research is able to prove that work ability has a significant effect on employee performance.

3) The Influence of Communication on the Performance of KSP KOPDIT Pintu Air Employees

Based on the results of hypothesis testing, it can be concluded that there is a positive and significant influence of communication on employee performance. A significant influence can be interpreted as if communication increases, employee performance will increase with a significant increase. Thus the third hypothesis (H3) which states that communication has a significant effect on the performance of KSP KOPDIT Pintu Air employees is accepted.

This can be seen from the total communication variable score of 75.64%, which means that communication at KSP KOPDIT Pintu Air is good so it can improve employee performance. This is in accordance with the statement that downward communication, upward communication, horizontal communication and cross-channel communication are good, which has an impact on the resulting performance in accordance with cooperative standards, so that the influence of work ability on employee performance is acceptable.

The management of KSP KOPDIT Pintu Air must be able to improve employee performance by improving communication. Employee performance indicators that are priorities for improvement are: 1) quality; 2) quantity and 3) cost effectiveness because the indicators are below the average of 75.05%, meanwhile to be able to improve employee performance there needs to be improved communication from KSP KOPDIT Pintu Air employees, especially improvements to several communication indicators. Communication indicators that are priorities for improvement are 1) horizontal communication and 2) cross-channel communication because these indicators are below the average of 75.64%.

Goal setting theory explains the relationship between the goals set and work performance (performance). The basic concept of this theory is that someone who understands the goals (what the organization expects of him) will influence his work behavior. According to goal setting theory, one of the characteristics of behavior that has a goal that is generally observed is that the behavior continues until the behavior reaches completion. This behavior can also be realized by communicating well with superiors and fellow employees so that good communication results in performance employees can improve. Once a person begins a task, he continues to press on until the goal is achieved.

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The results of this research are in accordance with the statement Fransiska and Tupti (2020: 225) state that a leader is required to be able to communicate effectively, because they will give instructions, direct, motivate subordinates, carry out supervision and so on. This communication does not only occur between superiors and subordinates but also between co-workers, so that each employee can work well. There is a lot of work that should be completed according to the target time, but due to a lack of communication this can result in the work not being completed according to the target time that has been set.

The results of this research are in line with several empirical evidence from previous research relating to the influence of communication on employee performance, including research conducted by: Gondowahjudi, et al. (2018) and Fransiska, and Tupti (2020). This research was able to prove that communication has a significant effect on employee performance.

4) The Influence of Work Motivation on the Performance of KSP KOPDIT Pintu Air Employees.

Based on the results of hypothesis testing, it can be concluded that there is a positive and significant influence of work motivation on employee performance. A positive influence can be interpreted as if work motivation increases, employee performance will increase. A significant influence can be interpreted as if work motivation increases, namely responsibility in carrying out work, achievements achieved, self-development, independence in acting, then employee performance will increase with a significant increase. Thus, the fourth hypothesis (H4) which states that work motivation has a significant effect on the performance of KSP KOPDIT Pintu Air employees is accepted.

Based on the results of this research, the management of KSP KOPDIT Pintu Air must further improve employee performance and increase work motivation. Employee performance indicators that are priorities for improvement are: 1) quality; 2) quantity and 3) cost effectiveness because it is below the average of 75.05%, meanwhile to be able to improve employee performance there needs to be an improvement in the work motivation of KSP KOPDIT Pintu Air employees, especially improvements to several indicators of work motivation. Work motivation indicators that are priorities for improvement are 1) responsibility in carrying out work and 2) independence in acting because these indicators are below the average of 80.92%.

According to Goal setting theory, Locke & Latham (2013) stated that there is a linear relationship between performance and goal setting, where the more difficult and higher the goal (goal) that is set, the higher the achievement obtained. Goal setting can increase work motivation because when someone achieves their goals, this situation provides a feeling of accomplishment and completion which can modify their motivation to work (Gómez-Miñambres, 2012). Whether chosen by oneself or chosen by the company, the goals set in goal setting can help someone to pay attention to the important parts of a job (Goerg, 2015).

Fachrezi and Khair (2020: 112) state that if employees have very strong motivation to do their work, the results obtained will also be good. Furthermore, Fransiska and Tupti, (2020: 226) stated that in general high performance is associated with high motivation. Conversely, low motivation is associated with low performance. High performance is a function and interaction between motivation, competence and supporting resource opportunities. In the work context, motivation is an important factor in encouraging someone to produce performance. Motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals.

The results of this research are in line with several empirical evidence from previous research relating to the influence of work motivation on employee performance, including research conducted by: Mubarak and Darmawan. (2019), Ambarita, et al. (2020), Nuariningsih and Widiastini. (2020) and Fachrezi and Khair. (2020). This research is able to prove that work motivation has a significant effect on employee performance.

5) The Influence of Work Ethic on Work Motivation of KSP KOPDIT Pintu Air Employees

Based on the results of hypothesis testing, it can be concluded that there is a positive and significant influence of work ethic on work motivation. Positive influence can be interpreted as if work ethic increases, work motivation will increase. Having a significant effect can be interpreted as if work ethic increases, work motivation will increase with a significant increase. Thus, the fifth hypothesis (H5) which states that work ethic has a significant effect on the work motivation of KSP KOPDIT Pintu Air employees is accepted.

Based on the results of this research, the management of KSP KOPDIT Pintu Air must be able to increase employee work motivation by increasing work ethic. Indicators of employee work motivation that are priorities for improvement are: 1) responsibility in carrying out work and 2) independence in acting because it is below the average of 80.92%, while to be able to increase employee work motivation there needs to be an improvement in the work ethic of KSP KOPDIT Pintu Air employees, especially improvements to several work ethic indicators. The work ethic indicators that are a priority to improve are 1) employee attitudes; 2) feelings of an employee, and 3) employee seriousness when working because it is below the average of 75.70%.

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This is confirmed by goal setting theory which requires having goals, choosing goals and being motivated to achieve these goals (Birnberg in Budiharjo, 2008). According to this theory, one of the commonly observed characteristics of behavior that has a goal is that the behavior continues until the behavior reaches completion. One of the behaviors found in employees is work ethic where an employee will have a good work ethic if he gets good motivation at work.

Ardana et al (2015:9), who state that work ethic is the enthusiasm for work that can be seen in the way a person responds to work and the motivation behind someone doing a job. A person who has confidence and wants to carry out tasks according to his abilities is said to have a high work ethic. Employees who are enthusiastic or motivated work in carrying out their duties because they have a high work ethic, and vice versa, low employee work ethic results in weakened work motivation so that organizational goals are less than optimal.

The results of this research are in line with several empirical evidence from previous research relating to the influence of work ethic on employee performance, including research conducted by: Ritonga, (2019) and Ambarita, et al. (2020). This research was able to prove that work ethic has a significant effect on work motivation.

6) The Influence of Work Ability on Work Motivation of KSP KOPDIT Pintu Air Employees

Based on the results of hypothesis testing, it can be concluded that there is a positive and significant influence of work ability on work motivation. Positive influence can be interpreted as if work ability increases, work motivation will increase. Having a significant effect can be interpreted as if work ability increases, work motivation will increase with a significant increase. Thus the sixth hypothesis (H6) which states that work ability has a significant effect on the work motivation of KSP KOPDIT Pintu Air employees is accepted.

The research results show that the management of KSP KOPDIT Pintu Air must be able to increase employee work motivation by increasing work ability. Indicators of employee work motivation that are priorities for improvement are: 1) responsibility in carrying out work and 2) independence in acting because it is below the average of 80.92%, while to be able to increase employee work motivation it is necessary to improve the work ability of KSP KOPDIT Pintu Air employees, especially improvements to several indicators of work ability. The work ability indicator that is a priority to improve is physical ability because it is below the average of 75.61%.

Goal Setting Theory shows that different levels of goal difficulty will provide different motivation for individuals to achieve certain performance. A low level of goal difficulty will make individuals view goals as routine achievements that are easy to achieve, which will reduce the individual's motivation to be creative and develop their abilities. Meanwhile, at a higher level of goal difficulty but possible to achieve, individuals will be motivated to think about how to achieve the goal. This process will be a means of developing individual creativity and ability to achieve these goals (Ginting and Ariani in Matana, 2017: 11).

Mardikaningsih and Arifin (2022 :94), stated that work ability will not only influence employee performance but encourage them to provide the best work performance. Employees who have work abilities are encouraged or motivated to continue developing their potential. This is confirmed by the statement of Pratama and Wardani (2017: 120) which states that work ability is one of the elements of maturity which is related to knowledge and skills that can be obtained from education, training and experience. Furthermore, Kadarisman (2012: 296) states that an employee who has higher education is usually more easily motivated, because he already has broader knowledge and insight compared to employees who have lower education or no education.

The results of this research are in line with several empirical evidence from previous research relating to the influence of work ability on employee performance, including research conducted by: Hatta, et al. (2019); Nuariningsih and Widiastini, (2020). This research was able to prove that work ability has a significant effect on work motivation.

7) The Influence of Communication on Work Motivation of KSP KOPDIT Pintu Air Employees

Based on the results of hypothesis testing, it can be concluded that there is a positive and significant influence of communication on work motivation. Positive influence can be interpreted as if communication is practiced better, work motivation will increase. Having a significant effect can be interpreted as if communication is practiced better, work motivation will increase significantly. Thus, the seventh hypothesis (H7) which states that communication has a significant effect on the work motivation of KSP KOPDIT Pintu Air employees is accepted.

The research results show that KSP KOPDIT Pintu Air management must be able to increase employee work motivation by improving communication. Indicators of employee work motivation that are priorities for improvement are: 1) responsibility in carrying out work and 2) independence in acting because it is below the average of 80.92%, while to be able to increase employee work motivation there needs to be improved communication from employees KSP KOPDIT Pintu Air especially

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improvements to several communication indicators. Communication indicators that are priorities for improvement are: 1) horizontal communication and 2) cross-channel communication because they are below the average of 75.64%.

According to goal setting theory, one of the commonly observed characteristics of behavior that has a goal is that the behavior continues until the behavior reaches completion. This behavior can also be realized by communicating well with superiors and fellow employees. The goal setting process can be carried out based on one's own initiative/required by the organization as a policy (Wangmuba in Ramandei, 2009). In line with previous research from Ritonga, (2019); Ambarita, et al. (2020) were able to prove that communication has a positive and significant effect on work motivation. On the other hand, research conducted by Novitasari (2018) actually shows that work ability has a positive and insignificant effect on work motivation.

Fachrezi and Khair (2020:111) state that communication plays a very important role in social interaction, therefore it has an influence in the world of work. The workplace is a social community that focuses on the role of communication so that work activities can be optimized. Motivation is an urge to act on a series of human behavioral processes by considering direction, intensity and persistence in achieving goals. With good communication, it is hoped that work motivation will be able to increase.

The results of this research are in line with several empirical evidence from previous research related to the influence of communication on employee performance, including research conducted by: Ritonga, (2019) and Ambarita, et al. (2020). This research was able to prove that communication has a significant effect on work motivation.

8) Work Motivation Mediates the Effect of Work Ethic on Performance KSP KOPDIT Pintu Air employees

Based on the results of hypothesis testing, it can be concluded that work motivation is able to mediate the influence of work ethic on employee performance. Thus, the eighth hypothesis (H8) which states that work motivation is able to mediate the relationship between work ethic and employee performance at KSP KOPDIT Pintu Air is accepted, as partial mediation. The work motivation variable has a partial mediation effect because direct effects the work ethic variable decreased when this was done indirect effects and remains significant. This means that the work ethic variable can have a direct effect on employee performance variables and can also indirectly influence employee performance variables, namely by being mediated by work motivation variables.

The results of this research indicate that the management of KSP KOPDIT Pintu Air must be able to improve employee performance by increasing work ethic through work motivation. Because the work motivation variable has a partial mediation effect, improving employee performance can be done directly, namely by improving work ethic, especially improving indicators: 1) employee attitudes.; 2) feelings of an employee, and 3) employee seriousness when working because it is below the average of 75.70%. Apart from that, it can also be done indirectly, namely by improving the work ethic variable, it can increase the work motivation variable (there is an increase in the indicators: responsibility in carrying out work and independence in acting) because it is below the average of 80.92%. When there is an increase in work motivation variables, it will have an impact on increasing employee performance variables (there is an increase in indicators: quality, quantity and cost effectiveness). A high work ethic is an indicator of improving employee performance. The results of this research have proven that the high work ethic of KSP KOPDIT Pintu Air employees has had a significant influence on employee performance.

Goal setting theory, developed by EA Locke, says that goal setting is a cognitive process based on practical needs. This goal setting theory wants to achieve goals, employees must have a good work ethic and be motivated to achieve good performance too. (Birnberg in Budiharjo, 2008). In line with previous research from Ambarita, et al. (2020) were able to prove that work motivation is able to mediate the relationship between work ethic and employee performance.

Ambarita, et al (2020: 175), stated that the manifestation of high motivation is reflected in the level of a person's work ethic in completing the intensity of their work. Work ethic has relevance to a person's level of motivation in improving their work performance.

The results of this research are in line with several empirical evidence from previous research relating to the influence of work ethic on employee performance, including research conducted by: Ambarita, et al. (2020). This research was able to prove that work ethic has a significant effect on work motivation.

9) Work Motivation Mediates the Effect of Work Ability on the Performance of KSP KOPDIT Pintu Air Employees

Based on the results of hypothesis testing, it can be concluded that there is a positive and significant influence of work ability on employee performance through work motivation. Thus, the ninth hypothesis (H9) which states that work motivation is able to mediate the relationship between work ability and employee performance at KSP KOPDIT Pintu Air is accepted as partial mediation. The work motivation variable has a partial mediation effect because direct effects the work ability variable decreased when this was done indirect effects and remains significant. This means that the work ability variable can have a direct effect on

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employee performance variables and can also indirectly affect employee performance variables, namely by being mediated by work motivation variables. Motivation is an important aspect in mediating work ability to improve employee performance.

Goal setting theory, developed by EA Locke, says that goal setting is a cognitive process based on practical needs. This goal setting theory wants to achieve goals, it must be supported by good employee abilities and be motivated to achieve good performance too. (Birnberg in Budiharjo, 2008). In line with previous research from Hatta, et al (2019); Nuariningsih and Widiastini, (2020) were able to prove that work motivation is able to mediate the relationship between work ability and employee performance.

This research shows that the management of KSP KOPDIT Pintu Air must be able to improve employee performance by increasing work ability through work motivation. Because the work motivation variable has a partial mediation effect, improving employee performance can be done directly, namely by improving work abilities, especially improving physical ability indicators because they are below the average of 80.92%, besides that, it can also be done indirectly. Indirectly, namely by improving the work ability variable, the work motivation variable can be increased (there is an increase in the indicators: responsibility in carrying out work and independence in acting) because it is below the average of 75.61%.

Kuswandi (2005:27) states that individual employee performance is influenced by the abilities possessed by the employee himself. An employee will feel motivated and have good performance if the employee has adequate knowledge of the duties and responsibilities given by the company. Furthermore, Fauzi (2021:72) stated that low ability will make employees unable to work under pressure and will not be able to work faster, so one way to improve employee performance is to improve employee motivation.

The results of this research are in line with several empirical evidence from previous research relating to the influence of work ability on employee performance, including research conducted by: Hatta, et al (2019); Nuariningsih and Widiastini, (2020). This research was able to prove that work ability has a significant effect on work motivation.

10) Work Motivation Mediates the Effect of Communication on the Performance of KSP KOPDIT Pintu Air Employees

Based on the results of hypothesis testing, it can be concluded that there is a positive and significant influence of communication on employee performance through work motivation. Thus, the tenth hypothesis (H10) which states that work motivation is able to mediate the relationship between communication and employee performance at KSP KOPDIT Pintu Air is accepted. as partial mediation. The work motivation variable has a partial mediation effect because direct effects communication variables decreased when carried out indirect effects and remains significant. This means that communication variables can have a direct effect on employee performance variables and can also indirectly affect employee performance variables, namely by being mediated by work motivation variables.

The management of KSP KOPDIT Pintu Air must be able to improve employee performance by improving communication through work motivation. Because the work motivation variable has a partial mediation effect, improving employee performance can be done directly, namely by improving communication, especially improving horizontal communication indicators and cross-channel communication indicators because they are below the average of 75.64%. Apart from that, it can also be done indirectly, namely by improving the communication variable, it can increase the work motivation variable (there is an increase in the indicators: responsibility in carrying out work and independence in acting). When there is an increase in work motivation variables, it will have an impact on increasing employee performance variables (there is an increase in indicators: quality, quantity and cost effectiveness) because they are below the average of 75.05%. Motivation as a drive from within an individual has the power to support that individual's activities. Therefore, based on the results of this research, it has been shown that motivation has had a significant influence on increasing employee performance at KSP KOPDIT Pintu Air.

According to goal setting theory, one of the commonly observed characteristics of behavior that has a goal is that the behavior continues until the behavior reaches completion. This behavior can also be realized by communicating well with superiors and fellow employees. Once a person begins a task, he continues to press on until the goal is achieved. The goal setting process can be carried out based on one's own initiative/required by the organization as a policy (Wangmuba in Ramandei, 2009).

Fudzah (2020: 56), stated that employee performance is an important factor in developing and maintaining the success of a company or organization. Companies need to provide stimulation for employees in the form of motivation and good cooperation within the company. Providing motivation and carrying out good cooperation is expected to maintain good communication between employees and leaders as well as between employees themselves which is expected to increase employee performance.

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The results of this research are in line with several empirical evidence from previous research relating to the influence of communication on employee performance, including research conducted by: Gondowahjudi, et al. (2018). This research was able to prove that communication has a significant effect on work motivation.

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusion

Based on the results of the analysis that have been discussed, the conclusions from the results of this research are as follows:

- 1) The results of testing the first hypothesis show that the work ethic variable has a positive and significant effect on the performance of KSP KOPDIT Pintu Air employees. These results show that work ethic has an important role in the organization because it can change and improve employee performance at KSP KOPDIT Pintu Air. The higher the employee practices a work ethic in the organizational environment, the higher the employee's performance will be.
- 2) The results of testing the second hypothesis show that the work ability variable has a positive and significant effect on the performance of KSP KOPDIT Pintu Air employees. These results show that work ability has an important role in the organization because it can change and improve employee performance at KSP KOPDIT Pintu Air. The higher an employee improves his or her ability to work, the higher the performance the employee will produce.
- 3) The results of testing the third hypothesis show that the communication variable has a positive and significant effect on the performance of KSP KOPDIT Pintu Air employees. These results show that communication in the organization has an important role because it can change and improve employee performance at KSP KOPDIT Pintu Air. The better employees practice communication in the organizational environment, the higher the employee's performance will be.
- 4) The results of testing the fourth hypothesis show that the work motivation variable has a positive and significant effect on the performance of KSP KOPDIT Pintu Air employees. These results show that work motivation has an important role in the organization because it can change and improve employee performance at KSP KOPDIT Pintu Air. The higher an employee increases their motivation at work, the higher the performance produced by the employee.
- 5) The results of testing the fifth hypothesis show that the work ethic variable has a positive and significant effect on the work motivation of KSP KOPDIT Pintu Air employees. These results show that work ethic has an important role in the organization because it can change and increase employee work motivation at KSP KOPDIT Pintu Air. The higher the employee practices a work ethic in the organizational environment, the higher the employee's work motivation.
- 6) The results of testing the sixth hypothesis show that the work ability variable has a positive and significant effect on the work motivation of KSP KOPDIT Pintu Air employees. These results show that work ability has an important role in the organization because it can change and increase employee work motivation at KSP KOPDIT Pintu Air. The higher an employee improves his or her ability to work, the higher the employee's motivation to work.
- 7) The results of testing the seventh hypothesis show that the communication variable has a positive and significant effect on the work motivation of KSP KOPDIT Pintu Air employees. These results show that communication in the organization has an important role because it can change and increase employee work motivation at KSP KOPDIT Pintu Air. The better employees practice communication in the organizational environment, the higher the employee's motivation at work.
- 8) The results of testing the eighth hypothesis show that there is a positive and significant relationship between the Work Ethic variable and the Employee Performance Variable. These results indicate that the work motivation variable has a significant role as a mediating variable in the relationship between the work ethic variable and the employee performance variable.
- 9) The results of testing the ninth hypothesis show that there is a positive and significant relationship between the work ability variable and the employee performance variable. These results indicate that work motivation variables have a significant role as mediating variables in the relationship between work ability variables and employee performance variables.
- 10) The results of testing the ninth hypothesis show that there is a positive and significant relationship between communication variables and employee performance variables. These results indicate that the work motivation variable has a significant role as a mediating variable in the relationship between communication variables and employee performance variables.

B. Research Limitations

This research has been attempted and carried out in accordance with scientific procedures, however it still has limitations, namely:

- 1) The variables used in this research have an influence on employee performance, but there are still other variables that can be used to influence employee performance in organizations that are not included in this research. Researchers also realize that this research has many shortcomings and is still far from perfection in analyzing the findings.

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- 2) The research object chosen in this study was only KSP KOPDIT Pintu Air as a sample, while other objects were not selected due to limited time in the research according to the academic calendar.

C. Suggestion

Based on the conclusions of this research, several things can be suggested as follows:

- 1) Improving employee performance by paying attention to work ethic. The management of KSP KOPDIT Pintu Air should emphasize understanding the importance of work ethic in the organizational environment in order to improve employee performance from the aspects of quality, quantity and cost effectiveness. Efforts that can be made by organizational management to improve work ethic, especially attitudes and feelings *and* employee seriousness when working is to help employees quickly adapt and adapt to new circumstances. Apart from that, always encourage employees to master the areas of work they are responsible for and provide understanding so that employees do not feel pressured at work. Another effort that can be made is to encourage employees to be serious about their work and more thorough in their work.
- 2) Improving employee performance by paying attention to work abilities. The management of KSP KOPDIT Pintu Air should emphasize understanding the importance of improving work capabilities in the organizational environment in order to improve employee performance from the aspects of quality, quantity and cost effectiveness. Efforts that can be made by the organization's management to improve employee work abilities, especially physical abilities so that employees will be responsive in doing their work, able to work beyond their working hours, able to work despite any conditions and will work faster than other employees.
- 3) Improving employee performance by paying attention to communication within the organization. The management of KSP KOPDIT Pintu Air should emphasize understanding the importance of improving effective communication within the organization in order to improve employee performance from the aspects of quality, quantity and cost effectiveness. Efforts can be made by organizational management to increase effective communication, especially horizontal communication and cross-channel communication, so as to create trust, coordination and cooperation between fellow employees. Apart from that, differences in positions and fields of work are not a barrier to obtaining reliable information.
- 4) Improving employee performance by paying attention to work motivation in the organization. The management of KSP KOPDIT Pintu Air should emphasize understanding the importance of increasing work motivation in the organizational environment in order to improve employee performance from the aspects of quality, quantity and cost effectiveness. Efforts that can be made by organizational management to increase work motivation, especially responsibility in carrying out work and independence in acting so as to create employees who always work hard, are full of responsibility, are enthusiastic about achieving goals, are always united with their tasks, are always independent in their work and are always likes challenges.
- 5) Increase work motivation by paying attention to work ethic. The management of KSP KOPDIT Pintu Air should emphasize understanding the importance of work ethic in the organizational environment in order to increase work motivation from the aspect of responsibility in carrying out work and independence in acting. Efforts that can be made by organizational management to improve work ethic, especially attitudes and feelings *and* employee seriousness when working is to help employees quickly adapt and adapt to new circumstances. Apart from that, always encourage employees to master the areas of work they are responsible for and provide understanding so that employees do not feel pressured at work. Another effort that can be made is to encourage employees to be serious about their work and more thorough in their work.
- 6) Increase work motivation by paying attention to work abilities. The management of KSP KOPDIT Pintu Air should emphasize understanding the importance of improving work abilities in the organizational environment in order to increase work motivation from the aspects of responsibility in carrying out work and independence in acting. Efforts that can be made by the organization's management are to improve employee work abilities, especially physical abilities so that employees will be responsive in doing their work, able to work beyond their working hours, able to work despite any conditions and will work faster than other employees.
- 7) Increasing work motivation by paying attention to communication within the organization. The management of KSP KOPDIT Pintu Air should emphasize understanding the importance of improving effective communication in the organizational environment in order to increase work motivation from the aspect of responsibility in carrying out work and independence in acting. Efforts can be made by organizational management to increase effective communication, especially horizontal communication and cross-channel communication, so as to create trust, coordination and cooperation between fellow employees. Apart from that, differences in positions and fields of work are not a barrier to obtaining reliable information.
- 8) Improving employee performance by increasing work ethic through work motivation. Management of KSP KOPDIT Pintu Air should improve work ethic by improving attitudes and feelings *and* employee seriousness when working so that employee

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work motivation increases. This increase is marked by increased responsibility and independence of employees in acting. In the end, increasing employee work ethic indirectly through work motivation will improve employee performance in terms of quality, quantity and cost effectiveness.

- 9) Improving employee performance by increasing work ability through work motivation. Management of KSP KOPDIT Pintu Air should improve employee work abilities by improving physical abilities so that employee work motivation increases. This increase is marked by increased responsibility and independence of employees in acting. In the end, increasing employee work ability indirectly through work motivation will improve employee performance in terms of quality, quantity and cost effectiveness.
- 10) Improving employee performance by improving communication through work motivation. The management of KSP KOPDIT Pintu Air should increase effective communication by improving horizontal communication and cross-channel communication so that employee work motivation increases. This increase is marked by increased responsibility and independence of employees in acting. In the end, increasing effective communication indirectly through work motivation will improve employee performance in terms of quality, quantity and cost effectiveness.

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