



# The effect of competence, communication, work ethic and work motivation on employee performance of the Sungai Penuh City Education Office

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## ARTICLE INFO

## ABSTRACT

### Article history:

Received Apr 30, 2024  
Revised May 24, 2024  
Accepted May 26, 2024

### Keywords:

Communication;  
Competence;  
Employee Performance;  
Work Ethic;  
Work Motivation.

This study aims to see the effect of competence, communication, work ethic and motivation both partially and simultaneously on employee performance at the Sungai Penuh City Education Office. The population in this study were all employees at the Sungai Penuh City Education Office as many as 45 people. And this sampling technique uses total sampling technique (overall sample). The data analysis technique is multiple linear regression using the classical assumption tests of normality, multicollinearity, and heteroscedasticity. The results of this study indicate that competence has a positive effect on employee performance at the Sungai Penuh City Education Office. Communication has a positive influence on employee performance at the Sungai Penuh City Education Office. Work Ethic has a positive influence on employee performance at the Sungai Penuh City Education Office. Motivation has a positive influence on employee performance at the Sungai Penuh City Education Office. Competence, communication and work ethic, motivation together have a positive effect on employee performance at the Sungai Penuh City Education Office.

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## 1. INTRODUCTION

The success of an agency does not only depend on sophisticated technology, because the performance of an employee is very important in achieving agency goals (Leonardi & Treem, 2020; Vrontis et al., 2022). Employee performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Mangkunegara, (2020). Improving employee performance in public agencies theoretically and empirically can be influenced by several factors, such as competence, communication, work ethic and work motivation. Employee performance is the answer to the success or failure of the agency's goals that have been set (Gartenberg et al., 2019; Sugiarti, 2022).

The Education Office is an implementing element of the City Government in the Education Sector led by the Head of Service has the task of assisting the Mayor in carrying out government affairs in the field of education and assistance tasks assigned to the city.

To carry out these duties and functions, the Sungai Penuh City Education Office must be able to create employee job satisfaction so that employees are able and willing to improve their work processes. Observations of the attendance of the Sungai Penuh City Education Office illustrate that although some factors such as sickness and permission have increased, dramatic increases have occurred in tardiness and leave, which may need further review to identify the causes and take appropriate corrective measures. From this problem, it is suspected that there are several factors that influence this condition. Some of the suspected factors are the competencies possessed by employees, communication between employees that has not gone well, low work ethic of employees in addressing work issues and low motivation for good work.

One way for agencies to maintain employee performance is by paying attention to employee competence. Amstrong, (2021) competence is the behavioral dimension that lies behind competent performance that shows how people behave when they perform their roles well. Meanwhile, according to Wibowo, (2020) that competence is said to be one of the factors that affect performance. Competence is needed to help organizations create a high work culture, the number of competencies used by human resources will improve performance. While competence according to Spencer, (2022) is a number of individual characteristics related to the reference criteria for expected behavior and the best performance in a job or situation that is expected to be fulfilled. Based on the results of research conducted by Radiansyah, (2019) that competence has a direct positive effect on performance. The same thing is also found in the results of research Satrriawan, (2020) that competence has a positive and significant effect on the performance of employees of PT Capella Dinamik Nusantara Batam. And also supported by the results of research Mohklas, (2021) that competence has a positive and significant effect on employee performance.

Employees can cooperate with other employees in completing work or a task determined by the agency. So in this case communication between employees and superiors needs to be considered in order to create good competence for the agency. Brent, (2020) explains that human communication is a process that involves individuals in a relationship, group, organization and society who respond and create messages to adapt to each other's environment. In addition to competence, that communication also determines the success of achieving performance. Communication and employee performance according to Danim, (2018) that a conducive communication climate between leaders and subordinates or vice versa, and between fellow employees is a necessity for the creation of morale in the group. Then Mangkunegara, (2020) gave a statement that the formation of good performance is produced if there is communication between all employees. The communication process that exists between superiors and subordinates, between top management and labor / employees. The ability to communicate horizontally and vertically well will have an impact on good employee work performance as well. Communication plays a very important role in an organization, therefore it is influential in the world of work so that work activities can be optimized.

Work ethic in employees also needs to be considered in improving the performance of an employee (Sabuhari et al., 2020; Sudirman et al., 2019). Work ethic is said to be a determining factor in the success of individuals, groups, institutions and also the widest is the nation in achieving its goals. The implementation of public administration is also influenced by the work ethic possessed by public officials in their duties to organize the needs of the community. Sinamo, (2019), The term ethos implies not only the typical behavior of an organization or community, but also includes the motivation that drives them, the main characteristics, basic spirit, basic thoughts, code of ethics, moral code, code of conduct, attitudes, aspirations, beliefs, principles, and standards. The implementation of public administration is also influenced by the work ethic possessed by public officials in their duties to organize the needs of society. Ethos is shaped by various habits, cultural influences, and the value system it believes in. (Toto, 2021). Research

results from (Komariyah, 2021) that work ethic has a significant effect on employee performance. Research results from Harnoto, (2019) that work ethic has a positive and significant effect on employee performance.

Increasing high employee performance is also inseparable from employee work motivation (Khairunnisa & Riyanto, 2020; Sugiarti, 2022). Motivation is a will or desire that arises within employees that creates enthusiasm or drive to work optimally to achieve goals. Work motivation has an important role in terms of growing passion, feeling happy and enthusiasm to work optimally. Employees who have strong work motivation will have a lot of energy to carry out activities. According to Siagian, (2019) motivation is a driving force that causes a person or organization to be willing and willing to mobilize their abilities in the form of expertise or skills, energy and also time to carry out various activities that are their responsibility and fulfill their obligations in order to achieve the goals and various objectives of the organization that have been determined beforehand. Hasibuan, (2020), motivation is increasingly important because superiors distribute work to their subordinates to be done well towards the desired goal. So motivation is the spirit of desire and encouragement at work to achieve a certain goal by providing positive energy and making humans or workers want to work together to achieve optimal results.

Work motivation is a person's attitude towards their work which leads to job satisfaction, Robbins, (2022). Work motivation is defined as a condition within an individual that encourages the individual's desire to carry out certain activities to achieve goals. Motivation has inner and outer components. The inner component is a change in a person, a state of dissatisfaction, psychological tension, the outer component is what a person wants, the goal that is the direction of his behavior, so the inner component is the needs to be satisfied while the outer component is the goal to be achieved. Motivation is a model in mobilizing and directing employees so that they can carry out their respective duties in achieving goals with full awareness, enthusiasm and responsibility. Ivo Lasahido, (2021) that motivation has a significant effect on the performance of employees of the Secretariat of the Regional People's Representative Council (DPRD) of Bengkulu Province. Thus, performance is important for agencies, therefore employee performance will run effectively if supported by competence, communication, work ethic and work motivation. There is a close relationship between individual performance and agency performance, in other words, if employee performance is good, it is likely that agency performance is also good.

## 2. RESEARCH METHOD

### 2.1 Type of Research

The method used in this research is quantitative research to determine the influence between variables. This study aims to determine the effect of competence (X1) communication (X2), work ethic (X3), and work motivation (X4) on employee performance (Y). The object of this research is all employees of the Sungai Penuh City Education Office. The object of this research is employees who work at the Sungai Penuh City Education Office. Population is the whole of the object of study that provides an accurate description of the research. According to Darmadi, (2020) Population is the total number of objects or subjects that are used as data sources in a study that have the same properties or characteristics. Thus, the population in this study were all employees of the Sungai Penuh City Education Office, totaling 45 people. The research sample is a number and part of the population, part of the population that is selected and represents the population. (Muri, 2021). The technique in this sampling uses total sampling technique (overall sample), total sampling is a sampling technique where the number of samples is the same as the population. Sugiyono, (2021). The reason for taking total sampling is because according to Sugiyono, (2021) the population is less than 100 the entire population is used as a research

sample. Data collection for this study was carried out from January to February 2024 and after data collection, the collected data was processed using an analyzer.

## 2.2 Classical Assumption Test

The normality test aims to see whether the sample data is normally distributed or not. The normality test can be done using the Kolmogorov Smirnov Test with IBM SPSS for Windows Ver. 24.0. The data is normally distributed if the significant level obtained is greater than the real level of 0.05. The multicollinearity test aims to test whether the regression model found a correlation between the independent variables. A good regression model should not have a correlation between the independent variables. If the independent variables are correlated, then the variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between fellow independent variables is equal to zero. (Ghozali, 2017). The way to detect the presence or absence of multicollinearity in the regression model is through the tolerance value and variance inflation factor (VIF). These two measures show which independent variables are explained by other independent variables. In simple terms, each independent variable becomes the dependent variable and is regressed on the other independent variables. A commonly used cut-off value to indicate the presence of multicollinearity is a tolerance value  $\geq 0.10$  or equal to a VIF value  $\geq 1.0$ . Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. If the variance of the residuals of one observation to another observation is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is one with homoscedasticity or no heteroscedasticity. To detect the presence or absence of heteroscedasticity can be done by looking at the Garfik Plott (Scatter plot). If there is no clear pattern, such as points spreading above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity.

## 2.4 Data Analysis Technique

According to Sugiyono, (2021) What is meant by analysis technique is an activity after data from all respondents or other data sources are collected. Activities in data analysis are: grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each variable studied, performing calculations to answer problem formulations, and performing calculations to test hypotheses that have been proposed. Data analysis in this study is to use multiple regression analysis which aims to determine the causal relationship between the variables that influence and the variables that are influenced. With the multiple regression equation model as follows:

$$Kp = \alpha + \beta_1 Ki + \beta_2 Kom + \beta_3 Ek + \beta_4 Mk + e \quad (1)$$

Description : Kp= Employee Performance , A= Constant Intersep, K1= Competence, Kom = Communication, Ek = Work Ethic, Mk = Work Motivation,  $\beta_1, \beta_2, \beta_3, \beta_4$  = Regression Coefficient, e = Error Term

## 2.5. Research Conceptual Framework

The conceptual framework is a model that explains how a theory relates to important factors that are known in a particular problem. The conceptual framework will connect theoretically between the research variables, namely the independent variable and the dependent variable. (Erlina,2021). Based on the theoretical basis and the formulation of research problems as described earlier, the conceptual framework used in this study can be seen in the following figure:

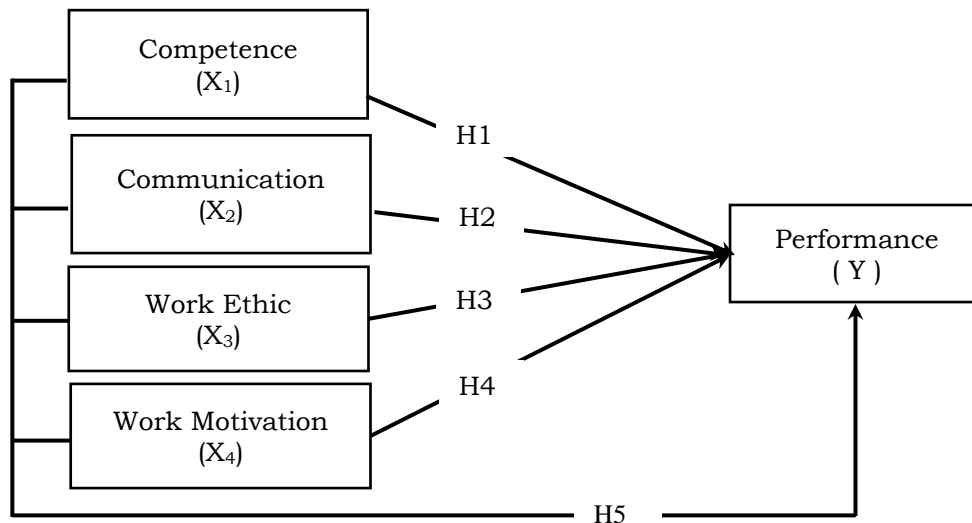


Figure 1, Research Conceptual Framework

## 2.6 Hypothesis

In accordance with the formulation of the problem and research objectives, the hypothesis in the study is:

1.  $H_0$  : Competence does not have a positive effect on the performance of employees of the Sungai penuh City Education Office.  
 $H_a$  : Competence has a positive effect on the performance of employees of the Sungai penuh City Education Office.
2.  $H_0$  : Communication does not have a positive effect on the performance of employees of the Sungai penuh City Education Office  
 $H_a$ : Communication has a positive effect on the performance of employees of the Sungai penuh City Education Office.
3.  $H_0$  : Work ethic does not have a positive effect on the performance of employees of the Sungai Penuh City Education Office.  
 $H_a$ : Work ethic has a positive effect on the performance of employees of the Sungai penuh City Education Office.
4.  $H_0$  : Work motivation does not have a positive effect on the performance of employees of the Sungai Penuh City Education Office.  
 $H_a$ : Work motivation has a positive effect on the performance of employees of the Sungai penuh City Education Office.
5.  $H_0$  : Competence, communication, work ethic and work motivation simultaneously have no positive effect on the performance of employees of the Sungai penuh City Education Office.  
 $H_a$ : Competence, communication, work ethic and work motivation simultaneously have a positive effect on the performance of employees of the Sungai penuh City Education Office.

## 3. RESULTS AND DISCUSSIONS

### 3.1 Data Description

The data was obtained by distributing questionnaires to 45 respondents, namely all employees of the Full River City Education Office. The research presents a description

of the data according to the characteristics of the respondents and the answers to the questionnaire.

### 3.2 . Respondent Characteristics

#### Characteristics of Respondents by Age

The following are the results of the characteristics of respondents based on age:

Table 1. Description of Respondents by Gender

No	Age Group	Frequency	
		Total	%
1.	20 - 30 Years	12	27
2.	21 - 40 Years	14	31
3.	41 - 50 Years	5	11
4.	51 - 60 Years	14	31
Total		45	100

Source: Primary Data, 2024

Based on age, the minority of respondents were aged between 41 - 50 years, namely 11 percent, followed by the age group 20 - 30 years as much as 11 percent and the majority aged 31 - 40 years, namely 31 percent. This data shows that in general, employees of the Sungai Penuh City Education Office are at a mature age in working so that they can provide objective answers to the questionnaire so as to provide opportunities to improve their performance in carrying out their duties.

#### a. Characteristics of Respondents According to Education

The following are the results of respondent characteristics based on education

Table 2. Description of Respondents According to Education

No	education	Frequency	
		Total	%
1.	High School / Equivalent	1	2
2.	Diploma	12	27
3.	S1	26	58
4.	S2	6	13
Total		45	100

Source: Data processed, 2024

Based on the level of education, most respondents have a bachelor's degree (S1), namely 58 percent, followed by D3 education level as much as 27 percent, S2 education as much as 3 percent and SLTA / SMK as much as 2 percent. This data shows that within the scope of the Full River City Education Office employees have a fairly high education, because the level of education of employees plays a role in shaping the mindset in carrying out work. Thus the level of S1 undergraduate education that exists within the scope of the Full River City Education Office employees can contribute to improving employee performance.

#### b. Characteristics of Respondents According to Period of Work

The following are the results of the characteristics of respondents based on the period of work

Table 3. Description of Respondents According to Length of Service

No	Length of Service	Frequency	
		Total	%
1	0 - 10 Years	27	60
2	11 - 20 Years	4	9
3	21 - 30 Years	5	11
4	31 - 40 Years	9	20
Total		45	100

Source: Data processed, 2024

Based on length of service, the minority of respondents are those with a length of service between 11 - 20 years, totaling 9 percent, followed by those with a length of service of 20 - 30 years, totaling 11 percent, and the majority with a length of service of 0 - 10 years, totaling 60 percent.

### 3.3 Data Instrument Test

This is necessary to know that the variables under study function as verification tools which include validity tests and reliability tests. The validity test results show that each variable in this study is valid and able to be used to test the research hypothesis, because the Corrected Item-Total Correlation value (r count) is greater than r table. Where the value of r table in the study was sought at a significance of 0.05 with a 2-sided test and the value of  $df = n-2 = 45-2 = 43$ , namely 0.2940. In the sense that the question items in this study show the accuracy and accuracy of the measuring instrument in performing its measuring function. The reliability test results show the Cronbach's alpha value of each instrument is greater than 0.60, so it can be used to conduct research or test research hypotheses (reliable). The results of the reliability test in this study on the performance variable (Y) obtained an Alpha value of 0.784. The reliability test on the competency variable (X1) obtained an Alpha value of 0.871, on the communication variable (X2) obtained an Alpha value of 0.737, on the Work Ethic variable (X3) obtained an Alpha value of 0.971, and on the motivation variable (X4) obtained an Alpha value of 0.809.

### 3.4. Classical Assumption Test

#### a. Normality Test

This normality test is used to test the normality of the regression model. The test was carried out using the Kolmogorov-Smirnov test method for each variable. The regression model is normally distributed if the Kolmogorov-Smirnov sign value of each variable is greater than  $\alpha = 0.05$ . The results of the normality test can be seen in Table 4

Table 4. Normality Test Results  
One-Sample Kolmogorov-Smirnov Test

		Y	X1	X2	X3	X4
N		45	45	45	45	45
Normal Parameters <sup>a,b</sup>	Mean	44.1111	34.7333	42.2000	66.8000	40.0667
	Std. Deviation	3.06166	2.44392	3.16659	3.81147	4.43334
Most Extreme Differences	Absolute	.197	.165	.090	.102	.109
	Positive	.113	.116	.090	.102	.109
	Negative	-.197	-.165	-.088	-.076	-.089
Test Statistic		.197	.165	.090	.102	.109
Asymp. Sig. (2-tailed)		.120 <sup>a</sup>	.104 <sup>a</sup>	.200 <sup>a</sup>	.180 <sup>a</sup>	.112 <sup>a</sup>

a. Test distribution is Normal.

Source: Data processed, 2024

From the table above, which is a normality test, it can be seen that in the regression model, confounding or residual variables have a normal distribution. This can be seen from the results of the sig value of the performance variable (Y) is  $0.120 > 0.05$ ; competency variable (X1) is  $0.104 > 0.05$ ; communication variable (X2) is  $0.200 > 0.05$ ; work ethic variable (X3) is  $0.180 > 0.05$ ; motivation variable (X4) is  $0.112 > 0.05$ . So it is concluded that for performance variables, competence, communication, work ethic and employee motivation at the Sungai Penuh City Education Office are normally distributed.

#### b. Multicollinearity Test

Uji Multikolinieritas berguna untuk menguji apakah model regresi ditemukan adanya korelasi antar variabel independen. Model regresi yang baik seharusnya tidak

terjadi korelasi di antara variabel bebas jika variabel bebas berkorelasi maka variabel-variabel ini tidak ortogonal. Variabel ortogonal adalah variabel bebas yang nilai korelasi antar sesama variabel bebas = 0 (Ghozali, 2011). Multikolinieritas dapat dilihat dari *tolerance* dan *Variance Inflation Factor* (VIF). Cara mengetahui ada tidaknya penyimpangan uji multikolinieritas adalah dengan melihat nilai Tolerance dan VIF masing-masing variabel independen, jika nilai Tolerance > 0.10 dan nilai VIF < 10 maka data bebas dari gejala multikolinieritas dapat dilihat pada tabel 5 berikut:

Table 5. Multicollinearity Test Results  
Coefficients<sup>a</sup>

Model	Model	Collinearity Statistics	
		Tolerance	VIF
1	Competence	.837	1.195
	Communication	.908	1.101
	Work Ethic	.792	1.263
	Motivation	.934	1.070

a. Dependent Variable: Y  
Source: Data processed, 2024

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables.

#### c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals of one observation to another. If the variance of the residuals of an observation to another observation remains constant, it is called homoscedasticity and if it is different it is called heteroscedasticity. Detecting the presence of heteroscedasticity in this study using the Park Test. This test is if there is no clear pattern, such as points spreading above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The Park Test criteria according to Ghozali (2013) are as follows:

1. If the probability value > 5% (0.05) then it is said that there are no symptoms of heteroscedasticity.
2. If the probability value < 5% (0.05) then it is said that heteroscedasticity symptoms occur.

The test results can be seen in Table 6:

Table 6. Heteroscedasticity Test Results  
Coefficients<sup>a</sup>

Model	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	55.425	6.965		7.958	.000
	X1	.461	.846	.155	1.020	.545
	X2	.381	.330	.088	1.153	.600
	X3	.531	1.212	.034	.438	.732
	X4	.372	.437	.087	.142	.851

a. Dependent Variable: Lnei2  
Source: Data processed, 2024

In table 6 above, it can be seen that in the park test, the probability value is > from 5% (0.05), it can be said that there is no heteroscedasticity in the regression model used. Thus the assumption of no heteroscedasticity has been met.

### 3.5 Research Hypothesis Test

#### a. Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression tests were used, which aim to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis is done by comparing t-count with t-table

and sig value with  $\alpha = 0.05$ . In detail the results of multiple regression testing can be seen in Table 7.

Table 7. Multiple Regression Equation Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	42.314	10.534		4.017	.000
	Competence	.437	.113	.110	3.867	.000
	Communication	.545	.158	.150	3.449	.002
	Work Ethic	.406	.141	.008	2.879	.008
	Motivation	.300	.111	.000	2.702	.009

a. Dependent Variable: Y

Source: Data processed, 2024

Based on Table 4.17 above, the estimation model can be analyzed as follows:

$$K_p = 42.314 + 0.437 (X_1) + 0.545 (X_2) + 0.406 (X_3) + 0.300 (X_4) + e \quad (2)$$

Based on the above equation, it can be explained that the constant value is 42,314 which means that if competence, communication, work ethic, motivation are zero, then the value of the performance variable is at 42,314. The regression coefficient value of competence is positive 0.437. This means that if work competence increases by one unit, it will result in an increase in performance of 0.437 units. The communication regression coefficient value is positive, namely 0.545. This means that if communication increases by one unit, it will result in an increase in employee performance by 0.545. The work ethic regression coefficient value is positive, namely 0.406. This means that if the work ethic increases by one unit, it will result in an increase in employee performance by 0.406 units. The regression coefficient value of motivation is positive, namely 0.300. This means that if motivation increases by one unit, it will result in an increase in employee performance by 0.300 units.

b. Regression Coefficient Test (t-test)

Tabel 8. T Test Results Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	42.314	10.534		4.017	.000
	Competence	.437	.113	.110	3.867	.000
	Communication	.545	.158	.150	3.449	.002
	Work Ethic	.406	.141	.008	2.879	.008
	Motivation	.300	.111	.000	2.702	.009

a. Dependent Variable: Y

Source: Data processed, 2024

Based on the results of the analysis of the t test, it is known that the significance level of the competency variable is  $0.000 <$  than the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between competence on employee performance at the Sungai Penuh City Education Office. The significance level of the communication variable is  $0.002 <$  than the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant negative influence between communication on employee performance at the Sungai Penuh City Education Office. The significance level of the Work Ethic variable is  $0.008 <$  the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is

accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between work ethic on employee performance at the Sungai Penuh City Education Office. The significance level of the motivation variable is  $0.009 < \text{the significance value } (0.05)$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between motivation on employee performance at the Sungai Penuh City Education Office.

b. Regression Coefficient Test (F Test)

The F statistical test is used to determine whether the regression model used is appropriate in presenting the research data. Irianto, (2021). analysis of the F test, it is known that the significance level of the competency, communication, and work ethic variables is  $0.000 < 0.05$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence together between competence, communication, and work ethic on employee performance at the Sungai Penuh City Education Office. As can be seen in table 9

Table 9. F Test Results  
ANOVA<sup>b</sup>

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62.260	4	7.065	8.812	.000 <sup>a</sup>
	Residual	400.184	40	10.005		
	Total	412.444	44			

a. Predictors: (Constant), X4, X3, X1, X2

b. Dependent Variable: Y

Source: Data processed, 2024

d. Coefficient of Determination (Adjusted R Square)

The Coefficient of Determination aims to see or measure how far the model's ability to explain variations in the independent variable, where the R square value is used for research with 2 variables and the Adjusted R Square value is used for research with more than 3 variables. The coefficient of determination in this study is taken from the Adjusted R Square value which can be seen in Table 10.

Table 10. R Square Test Results  
Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872 <sup>a</sup>	.760	.729	3.16301

a. Predictors: (Constant), X4, X3, X2, X1

b. Dependent Variable: Y

Source: Data processed, 2024

Based on the results of the R square analysis, it is 0.760, this means that 76.0% of employee performance is influenced by the independent variables of competence, communication, work ethic and motivation. While the remaining 24 percent is influenced by other variables outside the model.

## Discussions

The Effect of Competence on Employee Performance at the Full River City Education Office.

The results of this study indicate that competence has a significant positive effect on employee performance at the Sungai Penuh City Education Office. This indicates that competence determines employee performance at the Sungai Penuh City Education Office. This means that the better the competence of employees and agencies, it will improve employee performance. From the results of this study, it can be seen that the competency

variable has a coefficient of 0.437 which means that competence has a big influence. This indicates that competence can play a role in improving employee performance. If the Sungai Penuh City Education Office wants to improve employee performance, it must improve good competence in employees and agencies.

The Effect of Communication on Employee Performance at the Sungai Penuh City Education Office.

The results of this study indicate that communication has a significant positive effect on employee performance at the Sungai Penuh City Education Office. This indicates that employee communication determines employee performance at the Sungai Penuh City Education Office. This means that the better the agency's communication, it will improve employee performance. From the results of this study, it can be seen that the work communication variable has a coefficient of 0.545, which means that communication has a big influence. This indicates that good and good communication can play a role in improving employee performance. If the Full River City Education Office wants to improve employee performance, it must create employee communication in the agency.

The Influence of Work Ethic on Employee Performance at the Sungai Penuh City Education Office.

The results of this study indicate that work ethic has a significant influence on employee performance at the Sungai Penuh City Education Office. This indicates that work ethic determines employee performance at the Sungai Penuh City Education Office. This means that the better and better the work ethic of employees to the agency will improve employee performance. From the results of this study, it can be seen that the work ethic variable has a coefficient of 0.406, which means that work ethic has a big influence. This indicates that work ethic can play a role in improving employee performance. If the Sungai Penuh City Education Office wants to improve employee performance, it must improve the work ethic of employees at the agency.

The Influence of Motivation on Employee Performance at the Sungai Penuh City Education Office.

The results of this study indicate that motivation has a significant influence on employee performance at the Sungai Penuh City Education Office. This indicates that motivation determines employee performance at the Sungai Penuh City Education Office. This means that the better and better the employee's motivation to the agency will improve employee performance. From the results of this study, it can be seen that the motivation variable has a coefficient of 0.300, which means that motivation has the greatest influence of other variables. This indicates that motivation can play a role in improving employee performance. If the Full River City Education Office wants to improve employee performance, it must increase employee motivation at the agency.

The Effect of Competence, Communication, Work Ethic and Motivation on Employee Performance at the Sungai Penuh City Education Office.

The results of this study indicate that competence, communication, work ethic and motivation together have a significant influence on the performance of employees of the Sungai Penuh City Education Office. This indicates that competence, communication, work ethic and motivation determine the performance of employees of the Sungai Penuh City Education Office. This means that good competence, communication, work ethic, motivation will improve employee performance.

#### 4. CONCLUSION

Based on the results of hypothesis testing and discussion, it can be concluded that employee performance at the Sungai Penuh City Education Office is positively influenced by four main factors, namely competence, communication, work ethic and motivation. These four factors are interrelated and contribute to improving employee performance. Improving competence, effective communication, strong work ethic and high motivation are important strategies to improve performance at the Sungai Penuh City Education Office. By implementing these strategies, it is expected that employee performance will be more optimal and contribute to the achievement of organizational goals. The author hopes that agencies can create good competence, communication, work ethic and motivation between employees, leaders in the work environment in order to achieve better productivity and agency goals.

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