
PROCEEDING OF RESEARCH AND CIVIL SOCIETY DESEMINATION (MANAGEMENT & BUSINESS CHALLENGES IN DIGITAL ERA)

ISSN 3024-8426, Volume 2, No. 01, Pages 135-161

DOI: <https://doi.org/10.37476/presed.v2i1.69>

The Influence Of Competence, Work Involvement And Work Ethic On Employee Performance In The Women's Empowerment Office, Child Protection, Population Control And Family Planning Of West Sulawesi Province

Amir^{1,*}; Maryadi² and Muhammad Idris³

^{1,2,3}Institut Teknologi dan Bisnis Nobel Indonesia Makassar

*Correspondence: ¹amirandidado@gmail.com

Abstract: The Influence of Competency, Work Involvement and Work Ethic on Employee Performance at the Department of Women's Empowerment, Child Protection, Population Control and Family Planning, West Sulawesi Province, supervised by: Maryadi and Muhammad Idris.

This research aims to analyze the influence of competence, work involvement and work ethic on the performance of employees at the Women's Empowerment, Child Protection, Population Control and Family Planning Department of West Sulawesi Province. The research uses a quantitative approach, the data collection method uses a questionnaire with a sample size of 45 people. Data analysis uses multiple linear regression, hypothesis testing is carried out using partial, simultaneous and dominant tests (Beta test).

The research results show that 1) Competency has a positive and significant effect on employee performance, 2) Work involvement has a positive and significant effect on employee performance. 3) Work ethic has a positive and significant effect on employee performance, 4) Competence, work involvement and work ethic simultaneously have a positive and significant effect on employee performance. 5) The most dominant work involvement variable influences employee performance at the Women's Empowerment, Child Protection, Population Control and Family Planning Services of West Sulawesi Province.

Keywords: Competence; Work Involvement; Employee Performance

A. Introduction

In improving human resources so that they can continue to adapt to the ever-changing environment, it is necessary to improve employee performance. Performance is the result of work that a person achieves based on job requirements. In other words, performance is a series of activities as a process carried out by

employees in their efforts to achieve the results that have been set (Prasetyo & Marlina, 2019). Furthermore, performance is also the result of an employee's work during a certain period compared to various possibilities such as standards, targets/objectives or criteria that have been determined in advance and mutually agreed upon within the company (Arda, 2017;



Copyright © 2024 The Author

This is an open access article Under the Creative Commons Attribution (CC BY) 4.0 International License

Fitrianto, 2016).

Human resource management is very important for every organization, therefore human resources need to be managed professionally in order to realize a balance between the needs of employees and the demands and capabilities of the company's organization. Human resources are the main asset for organizations that are planners and active actors of various activities in an organization. Human resource management shows that the workforce as a resource that is obtained, developed and maintained must have competencies that have the appropriate ability and willingness to work and support the tasks for which it is responsible. Work ability comes from knowledge, skills, talents, interests and experiences, while willingness grows from job satisfaction and work achievements that can be created through the implementation of their duties and responsibilities in the organization or company. Therefore, the role of human resource management in organizations is very large. One part of human resource management is employee performance.

According to Anwar Prabu Mangkunegara (2016), performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance in an organization is the answer to whether or not the organizational goals that have been set are successful or not. Employees can learn how much they are performing through means of information such as good comments from colleagues. Managing people in the context of an organization means managing people in order to produce optimal performance for the organization. Therefore, the performance of these employees needs to be managed properly to achieve organizational goals, so that it becomes a performance management concept .

The importance of performance for

employees in government agencies is to achieve the goals that have been set as a whole, especially carrying out activities that improve and improve the welfare of the people in general. This goal can be achieved if national development is carried out as a whole with the use of human resources and natural resources. The success of development depends on the human aspect itself, namely as a leader, implementer and manager of resources in the State, in this case Civil Servants (PNS). In order to achieve the national goals as expressed above, it is necessary to have Civil Servants (PNS) who are full of willingness and obedience to Pancasila and the 1945 Constitution. In order to realize a perfect Civil Servant (PNS), Civil Servants (PNS) need to be fostered in order to improve performance and produce the best performance in the Women's Empowerment, Child Protection, Population Control and Planning Office in West Sulawesi Province.

According to Edison et al (2018), performance is the result of a process that refers to and is measured in a certain period of time based on predetermined provisions and agreements. In addition, according to Tannady (2017), performance is the level of achievement of results for the implementation of certain tasks that a person must achieve based on the applicable measures for the work being transported. He also said that performance is divided into two, namely individual performance and organizational performance. Individual performance is part of the employee's work both in terms of quality and quantity based on predetermined work standards, while organizational performance is a combination of individual performance and group performance. Then Sulastris & Onsardi (2020) stated that performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to

him.

Mathis and Jackson (in Mardiana, Eliyana, 2012) stated that performance is what employees do or do not do. Furthermore, Mangkunegara, (2016) stated that performance is the result of the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. This description reveals that the work done by an employee in carrying out a task can be evaluated by the level of performance given, for example, employee performance can be determined from the achievement of specific targets during the period of employee performance can be determined from the achievement of specific targets during the period in the organization.

Spencer and Spencer (in Sudarmanto, 2009) propose that competence is a basic characteristic of individual behavior related to the criteria of effective reference and or superior performance in a job or situation. In other words, the ability to identify ways of behaving or thinking, equalizing situations, and supporting for a long period of time. Brian (in Sudarmanto, 2009) defines competence as individual knowledge, expertise, abilities, or personal characteristics that directly affect job performance. Amstrong (2004) defines competence as what people bring to the point of improvement is assumed because of several factors that can improve employee performance, including: desire, knowledge and skills, climate, support and rewards, competence, work ethics, income level, and education level.

Competence is an ability to carry out or perform a job or task that is based on skills and knowledge and supported by the work attitude demanded by the job (Wibowo, 2007). Pallan, (2007) defines competence (proficiency) as individual expertise shown by a person in producing a product or service that meets the required standards.

Meanwhile, Darsono and Siswandoko, (2011) argue that competence is a combination of skills, knowledge, creativity and a positive attitude towards certain jobs that are manifested in performance.

Rivai, (2009) said that competence is a number of characteristics that underlie individuals to achieve superior performance. Competence is also knowledge, skills and abilities related to work as well as abilities needed for non-routine jobs. The competencies possessed by individual employees must be able to support the implementation of organizational strategies and be able to support every change made by management so that the competencies possessed by individuals can support a team-based work system. Wibowo, (2007) said that competence causes a person's work orientation to results, the ability to influence others, increased initiative and so on. In turn, increasing competence will improve the performance of subordinates and their contribution to the organization will increase.

The concept of work engagement is based on Maslow's theory of motivation which states that individuals will strive to meet the need for self-esteem by becoming involved in their work. Related to this, the concept of this theory views that the involvement in question is the involvement of employees in their work duties, the involvement of employees in their role in the organization and the dedication of employees to work which is emphasized on the aspect of self-esteem (May, Steward, & Logeword, 2004). Rogelberg (2007) explains that work engagement refers to a state of psychological identification with work or the extent to which work becomes the center of a person's identity.

According to Robbins (2008), work engagement is defined as the level at which a person identifies with his or her work, actively participates in his or her work, and

realizes that what he or she does is important to his or her self-esteem. Lodahl and Kejner (in Cohen, 2003) define work engagement as the internalization of values about the goodness of work or the importance of work to one's worth. Work involvement as the degree to which one's work performance affects one's self-esteem and the extent to which one psychologically identifies with one's work or the importance of one's work in one's total self-image. Individuals who have high engagement identify themselves more with their work and consider work as very important in their lives.

According to Kanungo (1982), work engagement is the involvement of an individual's ego with work. Work involvement is a description of the extent of a person's confidence in their work (currently) and how far their work is useful to satisfy their needs. Kanungo explained that individuals tend to be more involved in certain activities when they see it as having the potential to satisfy their psychological needs. According to Bakker & Oerlemans (2011) in Zeijen et al., (2020) work engagement is an important indicator of the welfare of the workforce or employees. Therefore, work involvement is important for an organization because when employees have good job satisfaction, it will also provide good feedback for the organization. Employees who have good work engagement, are highly dedicated, focused and energetic when they come to work can improve and maintain their performance at a

Another factor that affects employee performance is work ethic. Ethos means a distinctive outlook on life from a social group. Ethos comes from the Greek language (ethos) which gives the meaning of attitude, personality, character, character, and belief in something. This attitude is not only owned by individuals, but also by groups and even society. In the great

dictionary of Indonesian Language, work ethic is a work spirit that is a characteristic and belief of a person or a group. Work in a broad sense is all forms of work carried out by humans, both in terms of material, intellectual, and physical, as well as things related to the world and the hereafter. That work ethic is a standard measure of employee behavior which is used as a reference to assess the extent of effort and a responsibility in the implementation of tasks given by an organization.

Ethos is shaped by various habits, influences, cultures and value systems that it believes in. From the word ethos, it is also known that the word ethics is almost close to the meaning of morals or values related to good and bad morals so that in this ethos there is a very strong passion or enthusiasm to do something optimally and even strive to achieve the most perfect quality of work possible. According to (Sedarmayanti, 2011) states that a work ethic is a benchmark to assess the extent of determination and effort to achieve maximum results in every job undertaken. The business in this case is a productive work ethic both in terms of its own productivity and productivity in general.

According to (Sinamo, 2011) said that work ethic is a spirit, enthusiasm and mentality that is manifested as a set of positive behaviors or actions such as diligent, enthusiastic, meticulous, diligent, patient, honest, orderly appreciating education and responsibility for the work done. According to (Darodjat, 2015) it is stated that work ethic is a positive action and foundation that includes motivation which can help a person, basic spirit, basic thinking, code of ethics, including morals and behaviors and attitudes, aspirations, main characteristics as well as beliefs, principles and standards that are references.

Research related to competence, work

engagement, and work ethic has been carried out by several researchers, including: Aryanti & Herawati (2021); Ni Kadek Ayu Dwiyaniti; Komang Krisna Heryanda: Gede Putu Agus Jana Susila (2019); Bukhari, Sjahril Effendi Pasaribu (2019); Pageno Regional Election (2020). The results of their research show that competence, work engagement and work ethic have a significant impact on employee performance. This shows that the better the competence, key work involvement and work ethic applied to the organization, the better the performance of employees will be.

The results of Yodhia Antariksa's research (2015) show that employees in Indonesia who have a high level of attachment, commitment and strong work motivation for their work are only 8%, while the remaining 92% do monotonous work, namely going to the office, working, going home, and getting a salary at the end of the month. In this study, it is stated that the

factors that cause the low level of engagement, commitment, and motivation of employees in Indonesia are low salaries, boring work (monotonous and repetitive), and the absence of a system, career path and development, so that there are no more career movements that increase expectations and motivation.

The phenomenon or gap that exists in the Office of Women's Empowerment, Child Protection, Population Control and Family Planning in West Sulawesi Province shows that there are still employees with low performance, which is caused by low competence, work involvement and low work ethic, among others. This low employee performance can be seen from the level of employee education at the Office of Women's Empowerment, Child Protection, Population Control and Family Planning in West Sulawesi Province, as presented in the following table.

Table 1. Education Level of Employees of the Women's Empowerment Office, Child Protection, Population Control and Family Planning in West Sulawesi Province in 2024

| No | Education | Sum | Presented |
|----|------------|-----------|------------|
| 1 | SMA | 3 | 6 |
| 2 | S1 | 26 | 58 |
| 3 | S2 | 15 | 33 |
| 4 | S3 | 1 | 3 |
| | Sum | 45 | 100 |

Source: Data processed (2024)

Based on table 1. It appears that most of the respondents are employees with S1 education (58%), while the remaining 33% are employees with S2 education, 6% are employees with high school education and only 2% are employees with S3 education. This means that most of the employees of the Women's Empowerment, Child Protection, Population Control and Family Planning Office in West Sulawesi Province have a S1 education. And this level of education is clearly correlated with employee performance, especially those related to competence, work involvement

and employee work ethic.

For this reason, this factor needs to be the attention of the leadership so that it can gradually be solved and improved properly. Because with good employee performance, it is hoped that it will encourage the organization to move and direct employees in each field of duty so that they can carry out their work properly according to their respective duties.

This phenomenon makes it important for this research to assess the extent of the human resource management system in the Women's Empowerment, Child Protection,

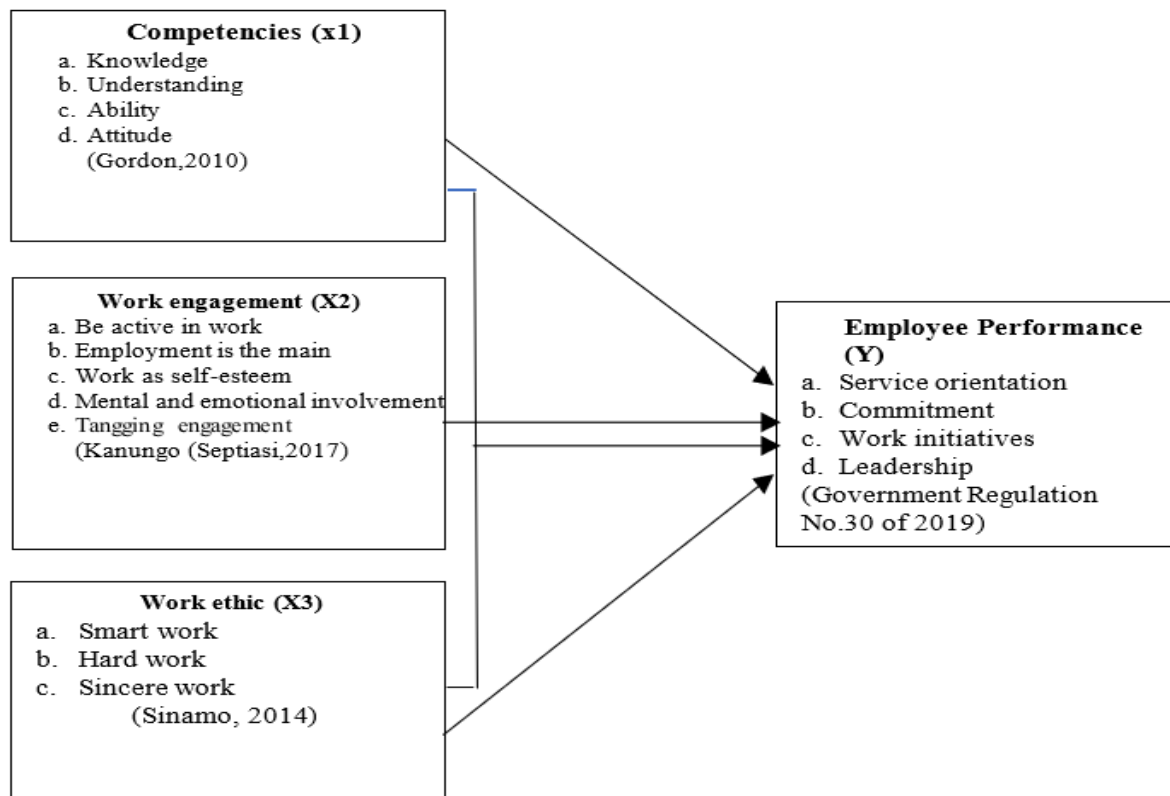
Population Control and Family Planning Office in West Sulawesi Province, especially those related to employee competence, work involvement and work ethic, whether it has been implemented properly, so that it is expected to have an impact on improving the performance of its employees.

Based on these phenomena, it is increasingly evident that human resource problems must be really managed properly through human resource management in order to achieve the final goal. The ultimate goal of human resource management is to increase productivity, loyalty, job satisfaction, career development and good work motivation of employees which will affect employee performance to produce good organizational quality. On the other hand, human resources that are not managed properly will cause a rapid decline in the level of effectiveness compared to other resources.

Based on the background and several previous researches, the author is interested in conducting a thesis research with the title: "**The Influence of Competence, Involvement of Workers and Work Ethic on Employee Performance in the Office of Women's Empowerment, Child Protection, Population Control and Family Planning of West Sulawesi Province**".

This study discusses four variables, namely competency variables, work involvement and work ethic (as independent/independent variables) and employee performance (as dependent/bound variables). The following is explained the relationship between the four variables as follows. Based on the background and formulation of the problem presented earlier, the conceptual framework in this study is described as follows;

Figure 1. Conceptual Framework of the Research



Research Hypothesis

Based on the conceptual framework of the above research, the hypothesis in this study is formulated as follows:

1. Competence, work involvement and work ethic have a positive and partially significant effect on employee performance at the Women's Empowerment, Child Protection, Population Control and Family Empowerment Office of West Sulawesi Province.
2. Competence, work involvement and

work ethic have a positive and partially significant effect on employee performance at the Women's Empowerment, Child Protection, Population Control and Family Empowerment Office of West Sulawesi Province.

3. The most dominant variable of work involvement has an effect on employee performance at the Women's Empowerment, Child Protection, Population Control and Family Planning Office of West Sulawesi Province.

B. Materials and Methods

Research Approach

This study uses a qualitative approach, meaning that the information or data presented is in the form of numbers obtained from filling out questionnaires. The quantitative approach is an approach that primarily uses the postpositivist paradigm in developing science (such as causal thinking, reduction to variables, hypotheses, and specific questions using measurement and observation, as well as theoretical testing), using research strategies such as experiments and surveys that require statistical data.

Place and Time of Research

The implementation of the research was carried out at the Office of Women's Empowerment, Child Protection, Population Control and Family Planning of West Sulawesi Province. The research time will be carried out starting in June 2024.

Population and Sample

Population is a generalization area consisting of subjects or objects that have certain qualities and characteristics that are determined by the researcher to be studied

and then drawn conclusions (Sugiono, 2011). The population of this study is all employees at the Legal Bureau of the West Sulawesi Provincial Secretariat totaling 45 civil servants. The sample determination uses a saturated sample so that the entire population is used as a sample, namely 45 respondents.

Types and Data Sources

This study uses two types of data sources, namely:

1. Primary data, Data obtained directly from selected respondents at the research location. Primary data was obtained by providing information to respondents to fill in according to their objectivity.
2. Secondary data, Data obtained through documentation studies by studying various writings through books, journals, magazines, and also the internet to support this research.

Data Collection Techniques

The data collection technique in this study is using:

1. Questionnaires, which are to make a list of statements or questionnaires to be distributed to respondents to fill

out, in the hope that they can give an honest and objective answer to the question. The answer is then scored with a *Likert scale*.

2. Documentation studies, data collection techniques by reading and studying various writings, journals, and information related to research.

Research Instruments

Validity and Reliability Test

Validity Test

Validity indicates the extent to which a measuring instrument (instrument) measures what it wants to measure. This research questionnaire was compiled based on the indicators of four research variables, namely career development, motivation, and employee competence and performance. The instruments used in research can be said to be valid or valid if they are able to measure what they want to measure and can reveal data from the variables being studied on a regular basis. If the significance of the correlation results $< 5\%$, then the item is declared valid or *sahih* (Sukarna, 2012).

Reliability Test

An instrument can be said to be reliable (reliable) if the measuring tool leads to consistency, where the level of reliability shows the extent to which the measuring tool is reliable and trusted so that the measurement results remain consistent if repeated measurements are made for the same symptoms, with the same measuring instrument. An instrument is said to be reliable, if it has a reliability coefficient of 0.60 or more (Tiro and Sukarna, 2012). Nasution (2014), explained that a measuring device is said to be *reliable* if the device in measuring a symptom at different times always shows the same results.

Classical Assumption Test

1. Autokorelasi Test

The autocorrelation test is used to determine whether or not there is a deviation of the classical assumption of autocorrelation, which is the correlation that occurs between the residual in one observation and another observation in the regression model.

2. Heteroscedasticity Test

The heteroscedasticity test is used to determine whether or not there is a deviation from the classical assumption of heteroscedasticity, namely the existence of variance inequality from residual for all observations in the regression model.

a. Multikolinearitas Test

The multicollinearity test is used to determine whether or not there is a deviation from the classical assumption of multicollinearity, namely the existence of a linear relationship between independent variables in the regression model.

b. Regression Normality Test

The normality test on the regression model is used to test whether the residual values resulting from the regression are normally distributed or not.

Variable Measurement Scale

The measurement scale used is the *Likert Scale* as a tool to measure the attitudes, opinions, and perceptions of a person or a group of people about social phenomena (Sugiyono, 2012). The researcher provided five alternative answers to respondents using the Likert scale: with alternative answers: Strongly Agree (SS) score 5, Agree (S) score 4, Neutral (N) score 3, Disagree (TS) score 2 and Strongly disagree (STS) score 1.

Data Analysis Techniques

Descriptive analysis is used to describe or describe employee motivation, work discipline, job satisfaction and performance. In this analysis, table forms and average values are used to clarify the description of variables. Quantitative data analysis techniques obtained from questionnaire results using *multiple regression analysis*. Multiple linear regression analysis was carried out to see the influence of the independent variable (X) shown by competence, work involvement and work ethic on the dependent variable (Y), namely employee performance. Before conducting multiple regression tests, the regression test requirements must be met. The general forms of the model to be used are:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y = ASN Performance

a = constant

X₁ = Competencies

X₂ = Work engagement

X₃ = Work ethic

b₁, b₂, b₃, = Coefficient of influence

e = Prediction error

Then to determine the influence of free variables (X) on related variables (Y), a **partial t test is performed**, while to find out the simultaneous effect, an **F test** is performed.

Hypothesis Testing

Hypothesis testing I:

The hypothesis will be tested based on the analysis generated from the multiple linear regression model.

H₀ means that the independent variable

partially does not have a significant effect on the dependent variable.

H₁ means that the independent variable partially has a significant effect on the dependent variable.

With a significance level of $\alpha = 5\%$ and with a *degree of freedom* (n-k-1) where n is the number of observations and k is the number of independent variables. While the t table is determined by looking at a significant level of 5% and df = (n-1), so (Ghozali, 2011)

Hypothesis testing II

This hypothesis test is used to test the influence of dependent variables simultaneously. The statistical hypothesis is stated as follows:

H₀ : means that simultaneously the independent variable does not have a significant effect on the dependent variable.

H₁ : means that simultaneously independent variables have a significant effect on the dependent variable.

With a significant degree $\alpha = 5\%$ and with a *degree of freedom* (k) and (n- k-1) where n is the number of observations and k is the independent variable. Then the value of F is formulated sebagai berikut.

$$F = \frac{R^2}{(1 - R^2) \frac{n - k - 1}{k}}$$

Where:

R² = R Square

n = Amount of Data

k = Number of independent variables

While the F table is determined by looking at a significant level of 5% and df = (n-1), so (Ghozali, 2011)

1. If $F_{\text{counts}} > F_{\text{table}}$ or $\text{Sig. } F < 5\%$, then H_0 is rejected and H_1 is accepted, i.e. simultaneously the independent variable has a significant effect on the dependent variable.
2. If $F_{\text{counts}} < \text{or } \text{Sig. } F > 5\%$, then H_0 is accepted and H_1 is rejected, i.e. simultaneously the independent variable does not have a significant effect on the dependent variable.

Hypothesis testing III

This hypothesis test is used to test the independent variables (X) that have the most dominant influence on the dependent variable (Y). If among the independent variables that have a regression coefficient (R) value is greater than the others, then this variable is the most dominant variable affecting the dependent variable (Ghozali, 2015).

C. Results and Discussion

Research Results

Test Research Instruments

In principle, conducting research is to make measurements, so there must be a good measuring tool. Measuring instruments in research are usually called research

instruments. According to Sugiyono (2019), a research instrument is a tool used to measure observed natural and social phenomena.

In this study, the researcher used an instrument in the form of a questionnaire. Therefore, before the questionnaire was distributed to all respondents, the questionnaire questionnaire was first tested on 30 respondents. Data on the results of filling out the questionnaire by the 30 respondents selanjutnya diuji dengan menggunakan uji validitas dan reliability to ensure that the questionnaire to be used as a research instrument is valid and reliable in measuring research variables.

Instrument Validity Test

The validity test of the instrument in this study was carried out with the help of the SPSS version 26 program, where the test was carried out by looking at *the corrected item-total correlation (r calculate)* value of each question item. In this test, the statement item is declared valid if the value of the r count is significant and the value exceeds the value of the table r. Based on the R table, the r-value of the table for a sample of 30 respondents ($\alpha = 5\%$) is 0.361, therefore in this test, the question item is declared valid if the r is calculated significantly and the value exceeds 0.361.

Table 2. Validity Test Results

| Variable | Item | Sig. | r Count | r Table | Information |
|-----------------|------|-------|---------|---------|-------------|
| Competence | X1.1 | 0,000 | 0,750 | 0,361 | Valid |
| | X1.2 | 0,000 | 0,586 | 0,361 | Valid |
| | X1.3 | 0,000 | 0,722 | 0,361 | Valid |
| | X1.4 | 0,000 | 0,633 | 0,361 | Valid |
| | X1.5 | 0,000 | 0,583 | 0,361 | Valid |
| Work Engagement | X2.1 | 0,000 | 0,643 | 0,361 | Valid |
| | X2.2 | 0,000 | 0,636 | 0,361 | Valid |
| | X2.3 | 0,000 | 0,404 | 0,361 | Valid |
| | X2.4 | 0,000 | 0,519 | 0,361 | Valid |
| | X2.5 | 0,000 | 0,444 | 0,361 | Valid |

| Variable | Item | Sig. | r Count | r Table | Information |
|----------------------|------|-------|---------|---------|-------------|
| Work Ethic | X3.1 | 0,000 | 0,655 | 0,361 | Valid |
| | X3.2 | 0,002 | 0,777 | 0,361 | Valid |
| | X3.3 | 0,002 | 0,708 | 0,361 | Valid |
| | X3.4 | 0,000 | 0,719 | 0,361 | Valid |
| | X3.5 | 0,080 | 0,635 | 0,361 | Valid |
| Employee Performance | Y1 | 0,000 | 0,802 | 0,361 | Valid |
| | Y2 | 0,000 | 0,821 | 0,361 | Valid |
| | Y3 | 0,000 | 0,856 | 0,361 | Valid |
| | Y4 | 0,000 | 0,694 | 0,361 | Valid |
| | Y5 | 0,000 | 0,579 | 0,361 | Valid |

Source: processed data (2024)

The competency variable was measured with 5 question items, the analysis results in table 2 showed that all question items were valid so that all question items were valid in measuring the competency variable because it had a value of r calculation $>$ r table. Furthermore, the work engagement variable was measured with 5 question items, the analysis results in table 5.6 showed that all question items were valid so that all question items were valid in measuring the work engagement variable.

Instrument Reliability Test

After all statement items are declared valid, the test continues on the reliability test. The reliability test used is the Cronbachs Alpha reliability test where the

Furthermore, the work ethic variable was measured with 5 question items, the analysis results in table 5.6 showed that all question items were valid so that all question items were valid in measuring the work ethic variable. And then the performance variable is measured by 5 question items, the analysis results in table 4.1 show that all question items are valid so that all question items are valid in measuring performance variables.

instrument is declared reliable if the Cronbachs alpha value $>$ 0.7 (Ghozali; 2018). The results of the reliability test of each instrument can be seen in the following table:

Table 3. Reliability Test Results

| Variabel | Sum Item Valid | Cronbachs Alpha | Cut Value | Reliabilitas |
|-----------------|----------------|-----------------|-----------|--------------|
| Competence | 5 | 0,840 | 0,7 | Reliabel |
| Work engagement | 5 | 0,749 | 0,7 | Reliabel |
| Work ethic | 5 | 0,870 | 0,7 | Reliabel |
| Performance | 5 | 0,898 | 0,7 | Reliabel |

Source : processed data (2024)

Based on the results of the analysis in Table 3, the value of *the cronbachs alpha* instrument of the competency variable was 0.840 with the number of valid question items 5, the value of *the cronbachs alpha* instrument of the work involvement variable

was 0.746 with the number of valid question items 5, the value of *the cronbachs alpha* instrument of the work ethic variable was 0.870 with the number of valid question items and the value of *the cronbachs alpha* The performance variable instrument was 0.898

with the number of valid question items 5 because the Cronbachs alpha value of all

instruments was > 0.7, so all research variable instruments were declared reliable

Multiple Linear Regression Analysis

Table 4. Regression Results

| Variabel Independen | Koefisien | t count | t table | Sig. | Conclusion |
|---|-----------|---------|---------|-------|---------------------|
| Competence | 0,392 | 3,062 | 2,018 | 0,004 | Signifikan Positive |
| Work engagement | 0,480 | 3,165 | 2,018 | 0,003 | Signifikan Positive |
| Work ethic | 0,169 | 2,232 | 2,018 | 0,031 | Signifikan Positive |
| Regression Constant = 0.497; Y = Employee Performance | | | | | |

Source : processed data (2024)

The results of regression analysis in Table 4 show a regression constant value of -0.497 with a competency regression coefficient of 0.392, a work engagement regression coefficient of 0.480 and a work ethic regression coefficient of 0.169. Based on these values, the regression equation that can be used to predict employee performance based on competence, work involvement and work ethic is as follows:

$$Y = -0,497 + 0,392 X_1 + 0,480 X_2 + 0,169 X_3$$

With:

Y = Employee Performance, X1 =

Competence

X2 = Work Engagement, X3 = Work Ethic

Based on the regression equation, it can be explained as follows:

1. In conditions where work involvement and work ethic are fixed, an increase in competency by 1 unit will increase

employee performance by 0.392 units (39.2%)

2. In conditions where the competence and work ethic of employees remain, an increase in work involvement by 1 unit will increase employee performance by 0.480 units (48%)
3. In conditions where competence and work involvement are fixed, an increase in work ethic by 1 unit will increase employee performance by 0.169 units (16.9%).

Coefficient of Determination Test

In multiple linear regression analysis, the determination coefficient shows the magnitude of the simultaneous influence of the independent variable on the bound variable, expressed in percent (%). To test the determination coefficient, it was carried out using SPSS version 23.0 for Windows. A small value (R²) means that the ability of the dependent variable is very limited. The value of the determination

coefficient is seen from the R Square value for a model with 1 free variable, while in a regression model with more than 1

independent variable, the determination coefficient is seen from the adjusted R square value.

Table 8. Coefficient of Determination

| Independent Variables | R Square | Adjusted R Square | 1 - Adjusted R Square |
|---|----------|-------------------|-----------------------|
| Competence, Engagement Work, Work Ethic | 0.788 | 0.714 | 0.286 |

Source : Data processed (2024)

The results of the regression analysis in the table above show that the *adjusted R Square* value of the regression model is 0.714. This shows that the simultaneous influence of competence, work involvement and work ethic on employee performance is 71.4% while the remaining 28.6% of the variation in employee performance is influenced by other factors outside the competence of work involvement and work ethic.

Hypothesis Testing

The results of multiple linear regression analysis include the results of partial influence test (t test), simultaneous influence test (F test) and determination coefficient (R square). The results of the Partial test (t-test) can be used to test the research hypothesis.

Partial Influence Significance Test (t-Test)

According to Ghozali (2018) explained that "The t-test is used to show whether an

independent variable individually affects the dependent variable". The t-test is used to test the partial regression coefficient of its independent variables. To conduct t-tests on researchers using the help of SPSS with a significant level set at 5%.

1. If the significant value > 0.05 , then H_0 is accepted and H_a is rejected, or the independent variable cannot explain the bound variable or there is no influence between the independent variable and the bound variable.
2. If the significant value < 0.05 then H_0 is rejected and H_a is accepted, or the independent variable can be explained as a bound variable or there is an influence between the independent variable and the bound variable.

With a confidence level of 95%, then H_0 will be rejected if the significant value < 0.05 and H_0 will be accepted if the significant value > 0.05 .

Tabel 9. Hasil Uji Parsial (uji t)

| Variabel Independen | Koefisien | t hitung | t tabel | Sig. | Kesimpulan |
|---|-----------|----------|---------|-------|--------------------|
| Kompetensi | 0,392 | 3,062 | 2,018 | 0,004 | Signifikan Positif |
| Keterlibatan kerja | 0,480 | 3,165 | 2,018 | 0,003 | Signifikan Positif |
| Etos kerja | 0,169 | 2,232 | 2,018 | 0,031 | Signifikan Positif |
| Regression Constant = 0.643; Y = Employee Performance | | | | | |

Source : processed data (2024)

Based on the results of the regression analysis in table 9 above, the following results were obtained:

1. The significance value of the influence of competence on employee performance is 0.004, because the value of sig. < 0.05 and a positive regression coefficient of 0.392, it is concluded that competence has a positive and significant effect on employee performance, meaning that the better the employee's competence, the higher the employee's performance, and vice versa, the lower the employee's competence, the lower the employee's performance.
2. The significance value of the influence of work involvement on employee performance is 0.003, because the value of sig. < 0.05 and a positive regression coefficient of 0.480, it is concluded that work involvement has a positive and significant effect on employee performance, meaning that the higher the employee's work involvement, the higher the employee's performance, and vice versa, the lower the employee's work involvement, the lower the employee's performance.
3. The significance value of the influence of work ethic on employee performance is 0.031, because the value of sig. < 0.05 and a positive regression coefficient of 0.169, it is concluded that work ethic has a positive and significant effect on employee performance, meaning that the higher the employee's work ethic, the higher

the employee's performance, and vice versa, the lower the employee's work ethic, the lower the employee's performance.

Simultaneous Influence Significance Test (Test F)

According to Ghazali (2018) that "the F-test aims to show whether all independent variables entered into the model simultaneously or together have an effect on the dependent variables". The F-test was carried out to determine the joint influence of independent variables (X) on dependent variables (Y). The F-test in this study was carried out using the help of SPSS. The decision-making criteria in the F test are as follows:

1. If the significant value < 0.05 then Ho is accepted and Ha is rejected, or the independent variable of the linear regression model is unable to explain the bound variable.
2. If the significant value > 0.05 then Ho is rejected and Ha is accepted, or the independent variable of the linear regression model is able to explain the bound variable.

With a confidence level of 95%, competence, work involvement and work ethic are declared to have a simultaneous effect on employee performance if the significant value < 0.05 and if the significance > 0.05, it is concluded that there is no simultaneous influence of competence, work involvement and work ethic on employee performance'

Table 10. Simultaneous Test Results (Test F)

| Independent Variables | F count | F table | Sig. | Conclusion |
|---|---------|---------|-------|-----------------------------------|
| Competence, Engagement Work, Work Ethic | 175,729 | 2,827 | 0,000 | Simultaneous influence signifikan |

Source: Data processed (2024)

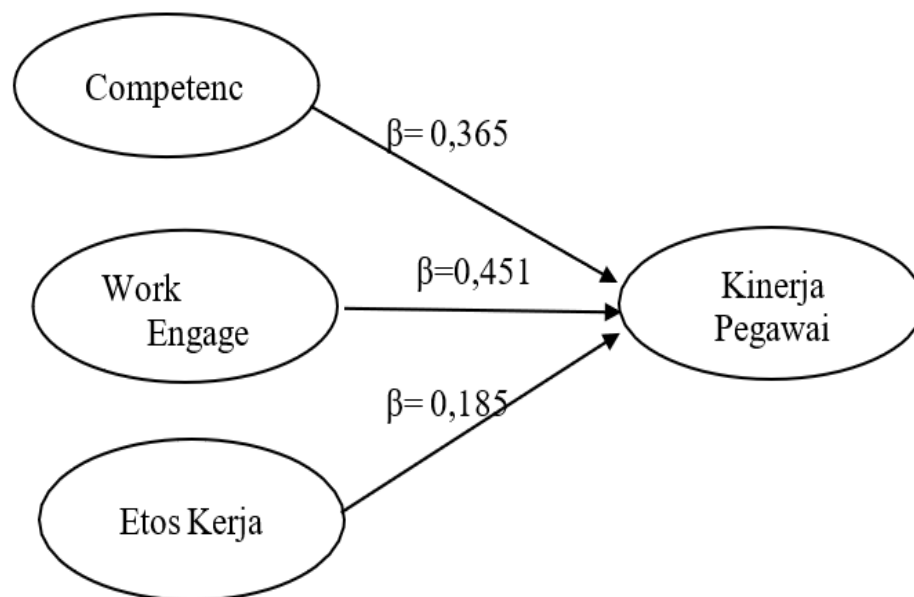
Based on the results of the regression analysis in table 10 above, a significant value of the F test result of 0.000 was obtained. Due to the significant value of the results of the simultaneous test < 0.05 , H_0 was rejected and concluded that simultaneously competence, involvement and work ethic affect employee performance.

Dominant Test (Beta Coefficient)

Standardized beta (β) in regression analysis shows the magnitude of the influence of independent variables on dependent variables in standard units of deviation. In other words, standardized beta provides information about how much change in the dependent variable (in standard deviation) for every change of one

standard deviation in the independent variable. This allows for direct comparisons between the influences of different independent variables, regardless of the scale of measurement. Standardized beta allows comparison of the effects of various independent variables in the regression model. A larger beta value indicates that the variable has a greater influence on the dependent variable. Since standardized beta measures influence in standard units of deviation, it solves the problem of scale differences between variables. This makes interpretation and comparison of influence strengths easier. In models involving many independent variables, standardized beta helps identify which variables have the most dominant influence on dependent variables.

Figure 4. Standardized Beta



Based on the value of *standardized coefficient beta* on each variable, the variable that has the largest standardized coefficient beta is the work involvement variable, this means that among the three factors that affect performance (competence, work ethic,

work engagement), the most dominant factor affecting performance is **work involvement** (Beta=0.451), followed by competence (Beta=0.365) and the third is work ethic (Beta=0.185).

Work engagement reflects how

emotionally engaged and committed an employee is to their job. Highly engaged employees are usually more motivated to give their best, which has an immediate impact on their performance. While work ethic and competence are also important, work engagement has an advantage in emotional and motivational aspects that more directly affect employees' behavior and day-to-day performance. Work ethic reflects the attitudes and values adhered to, while competence reflects technical ability and knowledge. However, without high work engagement, work ethic and competence do not always translate into optimal performance. Instead, highly engaged

employees will strive to improve their skills and demonstrate a good work ethic because they feel motivated and committed to the success of their organization.

Summary of Hypothesis Test

The hypothesis testing in this study is based on the overall results of the regression analysis that has been carried out. The following is a summary of the results of hypothesis testing in the study:

Tabel 11. Tabel Ringkasan Uji Hipotesis

| No | Hipotesis | Hasil | Kesimpulan |
|----|---|--|------------|
| 1 | The Influence of Competence On Employee Performance | Koef regresi = 0,392;p value = 0,004 | Diterima |
| 2 | The effect of work engagement on performance official | Koef regresi = 0,480;p value = 0,003 | Diterima |
| 3 | The influence of work ethic on employee performance | Koef regresi = 0,169;p value = 0,031 | Diterima |
| 4 | The simultaneous influence of competencies, work engagement, and work ethic on employee performance | F hitung = 175,729 > F Tabel = 2,827 P value = 0,000 | Diterima |
| 5 | The most dominant work involvement variable (X2) has an effect on employee performance | β X1 = 0,365 β X2 = 0,451 β X3 = 0,185 | Diterima |

Source: data dialysis (2024).

The explanation of the results of the DIATS hypothesis test is as follows:

1. Hypothesis 1 in this study states that

competence has a positive and significant effect on employee performance, the results of the analysis show that the p value of the influence of competence on employee performance is 0.004 and the coefficient on the positive path is 0.392, because the p value < 0.05 and the coefficient on the positive path, the **hypothesis is accepted** and it can be concluded that competence has an effect on employee performance.

2. Hypothesis 2 in this study states that work involvement has a positive and significant effect on employee performance, the results of the analysis show that the p value of the influence of work involvement on employee performance is 0.003 and the coefficient on the positive path is 0.480, because the p value < 0.05 and the coefficient on the positive path, the **hypothesis is accepted** and it can be concluded that work involvement has an effect on employee performance.
1. Hypothesis 3 in this study states that work ethic has a positive and significant effect on employee performance, the results of the analysis show that the p value of the influence of work ethic on employee performance is 0.031 and the coefficient on the positive path is 0.169, because the p value < 0.05 and the coefficient on the positive path, the **hypothesis is accepted** and it can be concluded that work ethic affects employee performance.
2. Hypothesis 4 in this study states that competence, work involvement, and work ethic have a significant effect simultaneously on employee performance, the results of the F test show a p value of 0.000 and an F calculation of 175.729, because the p value of <0.05, F calculates > F table,

it is concluded that competence, work involvement, and work ethic simultaneously affect employee performance, This supports hypothesis 4 in this study so that **hypothesis 4 is accepted.**

3. Hypothesis 5 in this study suspects that work involvement is the most dominant factor that affects employee performance, the results of the analysis show that among work ethic, competence and work engagement, work involvement has the highest standardized value of beta coefficient, therefore it can be concluded that among work involvement is the most dominant factor affecting performance. This supports hypothesis 5 in this study so that **hypothesis 5 is accepted.**

Discussion

The Effect of Employee Competence on Employee Performance

The results of this study show that there is a significant influence of employee competence has a positive and significant effect on employee performance, this means that the higher the employee's competence, the better the employee's performance and vice versa, the lower the employee's competence, the lower the employee's performance. The results of this study show that employee competence is one of the factors that significantly affects employee performance. This means that efforts to improve employee performance can be made through increasing employee competence.

Based on the results of the descriptive analysis in this study, overall the competence of employees in this agency has been good, but there are still many employees who do not have good competence in terms of work ability, attitude in the organization and skills that support work,

therefore in order for competence to increase, there needs to be guidance and direction from the company so that there is an improvement in the work ability of employees, employee attitudes in the organization and employee skills that support them at work.

Thus, the factor that supports employee performance to increase is competence. Competence in this case is the ability of employees so that it provides employees with the ability to work neatly and has an attitude to complete work in accordance with the employee's expertise in the field of work, which of course has provided a level of the results of their hard work. This is in accordance with Abdi and Wahid (2018) who said that if employees have high competence so that they can provide an increase in the share of work results owned by employees. This theory is also supported by empirical studies according to Kadir, et al. (2018) finding competencies that have a positive and significant effect on the work results owned by their subordinates. Employees who have work skills that are in accordance with their field of work will be more careful for the results that employees get at work. Competent employees will be able to work more effectively and efficiently, so that they can produce quality services. This will certainly have a positive impact on the overall performance of the organization.

An organization needs to have employees who have the ability and skills to be able to manage the organization so that organizational activities can run well which also has an impact on employee performance results. Good work results are optimal work results that are in line with the standards owned by the organization and encourage the achievement of the organization's desires. Brahmasari and Suprayetno (2008) who said that ability is the final result of work achieved by employees in doing the

part of work that is given on the basis of precision, experience, and time in completing the work. This means that performance is necessary in the organization as the achievement of work results that will increase the value of the organization.

The results of this study are in line with the research of Gede Putu Agus Jana Susila (2019); Bukhari, Sjahlil Effendi Pasaribu (2019); Pagano Regional Election (2020) which also showed the results that competence affects performance. The results of this study are also in line with the results of the study (Badrin, 2021; Faris, 2020; Lubis et al., 2020; Mardiana et al., 2021; Mutakin, 2015; Permanasari et al., 2014; Sari, 2019; Sumardi Hr & Surianti, 2019; Supardi, 2021; Wicaksono, 2019).

The Effect of Work Engagement on Employee Performance

The results of this study show that there is a significant influence of work involvement on employee performance, this means that the higher the work involvement, the higher the employee performance, and vice versa, the lower the work involvement, the lower the employee performance. The results of this study show that work involvement is one of the factors that significantly affects employee performance. This means that efforts to improve employee performance can be carried out through increasing employee work involvement.

Based on the results of the descriptive analysis in this study, overall employee work involvement has been good, but there are still many employees who have not been involved in work because they do not have awareness that work is important and there are still many employees who are not so mentally and emotionally involved in work, therefore improving employee performance can start from increasing employee work involvement, especially increasing employee

involvement In every job and the main thing is to increase awareness that work is important and equip employees mentally and emotionally good at work. Employee involvement and participation is an important aspect in every organization. Employee involvement and participation can be carried out optimally if job satisfaction has been met. And vice versa, job satisfaction will be obtained when on the one hand the organization sees good performance in employees and on the other hand employees also feel involved in decision-making and organizational policies. Employee involvement and participation can have an influence on the performance of individual employees, and will ultimately have a huge impact on the success of an organization in achieving a goal.

Employee involvement and participation is one of the things that every organization must think about. Employee involvement and participation can be carried out optimally if job satisfaction has been met. And vice versa, job satisfaction will be obtained when on the one hand the organization sees good performance in employees and on the other hand employees also feel involved in decision-making and organizational policies. Full involvement and participation in work makes employees will create good performance and will actively participate in completing their work or tasks. Employees will feel more satisfied and happy if they can spend most of their time, energy, and thoughts on their work.

The results of this study are in line with the research of Bakker & Oerlemans (2011) in Zeijen et al., (2020) that work involvement is an important indicator of the welfare of the workforce or employees. It is also in line with research (Bakker & Leiter, 2010) that individuals who experience work engagement, they should be able to identify their work for a common purpose. Work involvement is considered as the spirit of

employees at work. Thus, work engagement has the potential to increase the much-needed success and competitiveness of organizations (Hoole & Bonnema, 2015 in Zeijen et al., 2020). Burke and El-Kot (2010) in Manalo et al., (2020), work engagement in an organization can predict various work outcomes of individual employees, such as job satisfaction and employees' intention to quit. The results of this study also support the results of the study (Febrina & Ratnasari, 2020; Kurnia, 2021; Letsoin & Ratnasari, 2020; Marimin & Santoso, 2020; Munparidi & Sayuti, 2020; Panjaitan, 2021; Riza, 2017; Samud et al., 2021; Susanti et al., 2021; Yopie & Chrislin, 2022) which showed the results that employee work involvement affected their performance.

The Effect of Work Ethic on Employee Performance

The results of this study show that there is a significant influence of work ethic on employee performance, this means that the higher the work ethic, the better the performance of the employee, and vice versa, the lower the work ethic, the lower the performance of the employee. The results of this study show that work ethic is one of the factors that significantly affects employee performance. This means that efforts to improve employee performance can be carried out through improving work ethic.

Based on the results of the descriptive analysis in this study, overall the work ethic of employees has been good, but there are still many employees who do not have a high work ethic in terms of creativity, there are not many employees who are diligent in full of excellence at work and work hard with enthusiasm need to be evaluated, therefore improving employee performance can start from improving the work ethic of employees, especially in terms of creativity, increase perseverance and excellence at

work and encourage employees to work hard with enthusiasm.

Work ethic is attitude, determination, and dedication to work. Those who have a strong work ethic will place a high value on professional success. They demonstrate moral principles that make them an outstanding employee in any position. In addition, a person who has a good work ethic can have an ideal lifestyle, can improve their abilities and can have a good impact on the surrounding environment. Work ethic has a fairly important role, especially for individuals in pursuing their careers, be it as an employee or in building a business. Attitude at work is one of the determinants of a person's success, because a lot of skills or experience is not enough if it is not accompanied by hard work.

The importance of a strong work ethic is undeniable. Employees with a strong work ethic are not only reliable and dedicated but also demonstrate professionalism and accountability in their roles. This mindset encourages individuals to consistently strive for their best, take responsibility, and prioritize the overall success of the organization. Additionally, a strong work ethic fosters an environment of trust and dependency among coworkers, ultimately leading to increased productivity and collaboration within the team.

Additionally, employees with a strong work ethic often show higher levels of motivation and determination when facing challenges or obstacles. This resilience allows employees to adapt quickly to changing circumstances and maintain a positive attitude even during difficult times. Ultimately, this persistence can inspire others in the organization to uphold the same standards of excellence, drive overall performance improvement and contribute to a more cohesive work culture. Fostering a strong work ethic among employees is not

only beneficial to an individual's career but also creates an organizational ecosystem that thrives on dedication, dependability, and mutual respect.

The results of this study are in line with the results of the study (Asmad, 2021; Asniwati & Oktaviani, 2024; Butarbutar et al., 2021; Dongoran & Coal, 2019; Gina Octaviani & Muhandi, 2022; Maras et al., 2022; Putra, 2020; Ruslan & Nasriani, 2024; Suryadi & Karyono, 2022; Yantika et al., 2018) which also showed results that work ethic had an effect on performance.

The Influence of Competence, Work Involvement and Work Ethic on Employee Performance

The results of this study show that there is a significant influence of competence, work involvement and work ethic have a positive and significant effect on employee performance, this means that the higher the competence, work involvement and work ethic, the better the employee's performance and vice versa, the lower the competence, work involvement and work ethic, the lower the employee's performance. The results of this study show that competence, work involvement and work ethic are one of the factors that significantly affect employee performance. This means that efforts to improve employee performance can be made through increasing competence, work involvement and work ethic.

Based on the results of the descriptive analysis in this study, overall competence, work involvement and work ethic have been good, but many employees do not have good competence in terms of work ability, attitude in the organization and skills that support work, employees who have not been involved in work because they do not have awareness that work is important and there are still many employees who are not so mentally involved and emotional at work, employees

who do not have a high work ethic in terms of creativity, there are not many employees who are diligent in full of excellence at work and work hard full of enthusiasm, therefore improving employee performance can start from increasing competency satisfaction, work involvement and work ethic in terms of employees who do not have good competence in terms of ability to work, attitudes in the organization and skills that support in work, employees who have not been involved in work because they do not have awareness that work is important and there are still many employees who are not so mentally and emotionally involved in work, employees who do not have a high work ethic in terms of creativity, not many employees who are diligent and full of excellence at work and work hard full of enthusiasm.

The importance of employee competence, work involvement and work ethic in an organization is seen as able to support the improvement of employee performance and contribute to determining the future of the organization. Competence is a deep and inherent part of a personality with predictable behavior in various circumstances and job tasks. In relation to employee competence, there needs to be an effort to further maximize the results achieved. With competence, work involvement and work ethic, it means that each employee is a characteristic that underlies a person related to the effectiveness of individual performance in his or her work so that it needs to be optimally empowered to produce a better, effective and efficient product and or there are no more employees who work casually just fulfilling formalities.

In the workplace sphere, cultivating a strong work ethic is essential for individuals seeking professional growth and advancement. As organizations increasingly prioritize productivity, efficiency, and adaptability from their workforce, employees

with a strong work ethic become invaluable assets in driving overall success. By embodying qualities such as perseverance, integrity, and discipline in day-to-day tasks, individuals can stand out as reliable contributors who continue to demonstrate their commitment to achieving personal and organizational goals.

In addition, work ethic is not just an individual effort, but also reflects teamwork and collaboration within an organization. This involves a willingness to exceed expectations, contribute ideas for improvement, and support colleagues in achieving common goals. An exceptional work ethic defines a productive and harmonious work culture while fostering trust between employees and management. This mindset fosters a sense of pride in one's work which can lead to greater job satisfaction and long-term success in a company.

The results of this study are in line with the definition of work involvement as the level of psychological indentation of employees with their work, actively participating in their work, and considering performance in their work to be important for their own good (Robbins & Coulter, 2007). Kreitner & Kinicki in (Patras, 2017) say that work engagement is the degree to which a person consciously feels attached and unattached and concerned with the work at hand. Yoshimura in (Utami & Palupiningdyah, 2016) explains that job involvement is related to how much an individual is identified from his or her job and considers that his or her job has a positive impact on himself or herself and a sense of concern for his or her job. Work ethic describes an attitude that contains meaning as an evaluative aspect possessed by individuals (groups) in providing an assessment of work activities. According to (Darodjat, 2015) work ethic is a set of positive behaviors and foundations that include the

motivations that drive them, key characteristics, basic spirit, basic thoughts, code of ethics, moral code, code of behavior, attitude

Dominant factors affecting performance

The results of the analysis in this study show that among the three factors that affect performance (competence, work ethic, work engagement), the most dominant factor affecting performance is **work engagement**, followed by competence and the third is work ethic.

Work engagement reflects how much an employee feels emotionally engaged and committed to their work. Highly engaged employees are usually more motivated to give their best, which directly impacts their performance. While work ethic and competence are also important, work engagement has an advantage in emotional and motivational aspects that more directly affect employees' behavior and day-to-day performance. Work ethic reflects the attitudes and values adhered to, while competence reflects technical ability and knowledge. However, without high work engagement, work ethic and competence do not always translate into optimal performance. Instead, highly engaged employees will strive to improve their skills and demonstrate a good work ethic because they feel motivated and committed to the success of the organization.

Work engagement, or often referred to as employee engagement, is often considered the dominant factor that affects employee performance in an organization. Employees who are involved in their work tend to have higher motivation to achieve the company's goals and objectives. They feel that they have a greater responsibility for the results of their work. Work engagement often correlates with job satisfaction. Employees who are satisfied with their work will be more likely to perform better because they

feel happy and valued. Engaged employees tend to have a stronger commitment to the organization. They are more likely to stay in the company, reduce turnover rates, and bring stability to the work team. Work engagement encourages employees to be more proactive, take initiative, and offer creative solutions to the challenges the company faces. This can increase efficiency and innovation. Employees who feel engaged are more likely to cooperate with their peers, creating a harmonious and productive work environment. Good collaboration can improve the overall performance of the team. Studies show that engaged employees have higher productivity. They are more focused on their tasks and manage their time more effectively, which ultimately increases their output. Employees who feel engaged in their work tend to have lower absenteeism rates. They are more eager to come to work and contribute. Work engagement is a key factor that can significantly affect the performance of individuals and organizations. Organizations that focus on improving work engagement tend to see improvements in various aspects of performance, from productivity to customer satisfaction. Therefore, it is important for management to continue to develop strategies that encourage work engagement in order to achieve optimal results.

The results of this study are in line with the results of Bailey et al's (2017) research, where this study reviewed research on work engagement and found that high levels of engagement significantly predicted work performance, both in the main task and in the auxiliary task. Engaged employees tend to show higher dedication, energy, and engagement in their work, leading to better productivity and work outcomes. The results of this study are also in line with the research of Carter et al (2018), that there is a significant positive correlation between job engagement and job

performance, emphasizing that engaged employees have better task performance due to higher motivation and commitment. Halbesleben (2011) in his study also showed

the results that engaged employees were more likely to invest more in their work, leading to better performance in their roles and other additional tasks.

D. Conclusion

The conclusions obtained from the results of this study are as follows:

1. Employee competence has a positive and significant effect on employee performance. Employees with high competence tend to be able to achieve high performance, and vice versa, employees with low competence tend to be less able to form high performance.
2. Employee work involvement has a positive and significant effect on employee performance. Employees with high work engagement tend to be able to achieve high performance, and vice versa, employees with low work involvement tend to be less able to form high performance
3. Employee work ethic has a positive and significant effect on employee performance. Employees with a high work ethic tend to be able to achieve high performance, and vice versa, employees with a low work ethic tend to be less able to form high performance
4. Competence, work involvement and work ethic have a positive and significant effect on employee performance, this means that the higher the competence, work involvement and work ethic, the better the employee's performance and vice versa, the lower the competence, work involvement and work ethic, the lower the employee's performance.
5. Work involvement is the most dominant factor affecting employee performance compared to employee work ethic and competence. The

higher the involvement and participation of employees in the organization, the more the performance of the employee concerned will increase.

Suggestion

Suggestions that can be conveyed from the results of this study are:

Managerial Advice

1. From the competency variables, an overview is obtained that overall employee competence has been good, but there are still many employees who do not have good competence in terms of ability to work, attitudes in the organization and skills that support work. Therefore, in an effort to improve employee competence, it is better to focus on these aspects.
2. From the variables of work engagement, an overview is obtained that overall employee work involvement has been good, but there are still many employees who do not have work involvement both in terms of work ability, attitude in the organization and skills that support work. Therefore, in an effort to increase employee work involvement, it is better to focus on these aspects.
3. From the work ethic variables, an overview is obtained that overall the work ethic of employees has been good, but there are still many employees who do not have a good work ethic in terms of work ability, attitude in the organization and skills that support work. Therefore, in an effort to improve the work ethic of employees, it is better to focus on these

aspects.

4. From the performance variables, an overview was obtained that overall employee performance has been good, but there are still many employees who do not have good performance in terms of ability to work, attitude in the organization and skills that support work. Therefore, in an effort to improve

References

- Adab, P., Pallan, M. J., Lancashire, E. R., Hemming, K., Frew, E., Barrett, T., Cheng, K. K. (2017). Effectiveness of a childhood obesity prevention programme delivered through schools, targeting 6 and 7 year olds: clusterrandomised controlled trial (WAVES study). *BMJ (Online)*, 358, 1–15.
- Afandi, P. (2021). *Manajemen Sumber Daya Manusia;Teori,Konsep dan Indikator*. (edisi ke- 2). ZANAFA PUBLISHING
- Ahmad, Tohardi. 2008. *Pemahaman Praktis Manajemen Sumber Daya Manusia*. Bandung: Universitas Tanjung Pura, Mandar Maju.
- Amstrong, G and P. Kotler, 2004. *Dasar-Dasar Pemasaran*, Jilid 1. Ahlih Bahasa Alexander Sindoror Dan Benyamin Molan. Jakarta: Penerbit Prehalindo.
- Anwar Prabu Mangkunegara. 2015. *Sumber Daya Manusia Perusahaan*. Cetakan kedua belas. Remaja Rosdakarya:Bandung
- Arda, Mutia. 2017. “Pengaruh Kepuasan Kerja dan Disiplin Kerja terhadap Kinerja Karyawan pada Bank Rakyat Indonesia Cabang Putri Hijau. Medan ...
- Aryanti & Herawati (2021) “Strategi meningkatkan keterlibatan kerja karyawan dengan persepsi dukungan perusahaan dan kompensasi, Kepuasan kerja
- employee performance, it is better to focus on these aspects.
- ## Academic Advising
- Further research is expected to be carried out by adding variables that have not been researched in this study but can affect employee performance such as organizational culture, work motivation and job satisfaction.
- sebagai intervening pada karyawan Dinas Tenaga Kerja dan Transmigrasi Daerah Istimewa YogyakartaJurnal Ilmiah MEA (Manajemen, Ekonomi, dan Akuntansi) Vol. 5 No. 1, 2021.
- Asmad, A. (2021). Pengaruh Etos Kerja Terhadap Kinerja Karyawan Pabrik Air Minum Al Qodiri Jember. *LAN TABUR: Jurnal Ekonomi Syariah*, 2(2).
- Asniwati, & Oktaviani, R. (2023). Pengaruh Budaya Kerja dan Etos Kerja terhadap Kinerja Karyawan. *Economics and Digital Business Review*, 4(1).
- Badrun, M. (2021). Pengaruh motivasi, kepemimpinan, kompetensi dan disiplin kerja terhadap kinerja serta kepuasan ASN. *Jurnal Ekonomi Manajemen Sistem Informasi*, 2(3).
- Bakker, A. B. & Demerouti, E. (2017). Strategic and proactive approaches to work engagement. *The Journal crossover of work*.
- Bangun, Wilson. 2012. “Manajemen Sumber Daya Manusia”. Jakarta: Erlangga.Budiarti, Isnir. (2013). Analisis Kompetensi Pengaruhnya terhadap Kinerja Karyawan Pada Pt. Pos Indonesia (Persero) Bandung
- Bukhari, Sjahril Effendi Pasaribu (2019): Pengaruh Motivasi, Kompetensi, Dan Lingkungan Kerja Terhadap Kinerja Pegawai pada PDAM Tirta

- TamiangKabupaten Aceh
Tamiang.
- Butarbutar, M., Efendi, Simatupang, S., & Sianturi, M. (2021). Pengaruh Etos Kerja Terhadap Kinerja Karyawan Pada Yayasan Sari Asih Nusantara Pematangsiantar. *Maker: Jurnal Manajemen*, 7(May).
- Cohen, D.A. 2003. Quality of Financial Reporting Choice: Determinants and Economic Consequences. *Working Paper*, Northwestern University Collins.
- Darsono Dan Tjatjuk, Siswandoko, 2011, Manajemen Sumber Daya Manusia. Abad 21, Nusantara Consulting, Jakarta.
- Dessler, Gary. 2017. *Human Resource Management*. England: Pearson Education Limited, Inc. Edison, Emron,
- Dongoran, F. R., & Batubara, S. S. (2019). Pengaruh Kepemimpinan dan Etos Kerja Terhadap Kinerja Pegawai di Lingkungan Biro Rektor Universitas Negeri Medan. *Jurnal Ilmu Pendidikan Dan Ilmu Sosial*, 19(2).
- Edy, Sutrisno. 2016. Manajemen Sumber Daya Manusia. Penerbit: Jakarta, Kencana.
- Edison, E., Anwar, Y., & Komariyah, I. (2018). Manajemen Sumber Daya Manusia. (Cet, kedua). Bandung: CV. Alfabeta.
- Faris, S. (2020). Pengaruh kompetensi, pelatihan dan motivasi terhadap kinerja dosen tetap Pada Universitas Prima Indonesia, *Agriprimatech*, 4(1).
- Febrina, S. C., & Ratnasari, I. (2020). Pengaruh Budaya Organisasi, Keterlibatan Kerja, Dan Organizational Learning Terhadap Kinerja Organisasi Melalui Komitmen Organisasi. *Seminar Nasional Sistem Informasi*.
- Gede Putu Agus Jana Susila & Wirawan, Ketut Edy, I Wayan Bagia dan. (2019). Pengaruh Tingkat Pendidikan dan Pengalaman Kerja Terhadap Kinerja Karyawan. *Jurnal Manajemen*, 5(1).
- Gina Octaviani, G. O., & Muhandi, M. (2022). Pengaruh Gaya Kepemimpinan, Disiplin Kerja dan Etos Kerja Islami Terhadap Kinerja Karyawan. *Jurnal Riset Manajemen Dan Bisnis*.
- Ghozali, Imam. 2015. Ekonometrika Teori Konsep dan Aplikasi dengan SPSS 17. Semarang : Badan Penerbit Universitas Diponegoro.
- Hadi and Mahadika (2019) "Pengaruh Keterlibatan Karyawan, Lingkungan Kerja dan Budaya Perusahaan terhadap Kinerja Karyawan pada PT. Jolin Permata Buana Kota Batam.
- Hendy Tannady. 2017. Manajemen Sumber Daya Manusia. Yogyakarta : Expert. Hutapea, P. dan Nurianna. T, (2008). Kompetensi plus. Jakarta : Gramedia Pustaka Utama.
- Kanungo, R. N. (1982). "Measurement of job and work involvement." *Journal of Applied Psychology* 67(3):
- Kurnia, H. (2021). Kepemimpinan dan keterlibatan karyawan PT.PLN.Rayon Talang Padang terhadap kinerja karyawan, *Jurnal Ilmu Manajemen Saburai (JIMS)*, 7(2). Letsoin, V. R., & Ratnasari, L. (2020). Pengaruh Keterlibatan Karyawan, Loyalitas Kerja Dan Kerjasama Tim Terhadap Kinerja Karyawan PT. Komunikasi Emas. *Jurnal DIMENSI*, 9(1).
- Lubis, R. P., Pasaribu, F., & Tufty, Z. (2020). Pengaruh Kompetensi, Motivasi Kerja dan Lingkungan Terhadap Kinerja Guru SMA Negeri 15 Medan. *Jurnal AKMAMI*

- (Akuntansi, Manajemen, Ekonomi, 2(2).
- Lodi et.al (2021).Penagruh kompetensi SDM terhadap kinerja pegawai pada kantor Dins SOSial Provinsi Suawesi Selatan,Econoic Bosowa Journal,Vol.7(002)
- Luthans, Fred. (2006). Perilaku Organisasi. Yogyakarta: Penerbit Andi.
- M. I. Zein *et al.*, 2020. Developing information media as dehydration preventionstrategy in indonesia recreational futsal players,” *Bangladesh J. Med. Sci.*, 2020
- Maras, I., Indarti, S., & Jahrizal, J. (2022). Kepemimpinan dan kompetensi terhadap Etos Kerja dan kinerja pegawai Dinas Lingkungan Hodup dan Kehutanan Provinsi Riau. *Jurnal Daya Saing*, 8(3).
- Mardiana, I., Kasmir, K., & Safuan, S. (2021). Pengaruh Kompetensi, Kompensasi terhadap Kinerja melalui Motivasi Karyawan SIMPro PT. Solusi Inti MultiteknikJesya (*Jurnal Ekonomi & Ekonomi Syariah*), 4(1).
- Marimin, A., & Santoso, H. (2020). Analisis Pengaruh Kepuasan Kerja, Komitmen Organisasi, dan Keterlibatan Kerja Pada Kinerja Karyawan Bank Muamalat Surakarta. *Jurnal Ilmiah Ekonomi Islam*, 6(3).
- Mathis, Robert L. dan John H. Jackson. (2012). Manajemen Sumber Daya Manusia, Edisi Pertama Salemba Empat, Jakarta
- Meidita, Anggi. 2019. “Pengaruh Pelatihan Dan Kompetensi Terhadap Kepuasan Kerja Melalui Motivasi Kerja.” Maneggio: *Jurnal Ilmiah Magister Manajemen* 2(2)
- Moetheriono.2018.Pengukuran KinerjaBerkbasis Kompetensi. Edisi Revisi. Jakarta: Rajawali
- Pers
- Moekijat. Prasajo. 2011. Pengantar Sistem Informasi Manajemen. Bandung. CV.Remadja Karya.
- Munparidi, & Sayuti, A. J. (2020). Pengaruh Keterlibatan Karyawan terhadap Kinerja Karyawan melalui Kepuasan Kerja sebagai Variabel Mediasi. *Jurnal Aplikasi Manajemen Dan Bisnis*, 1(1).
- Mutakin, T. Z. (2015). Pengaruh Kompetensi, Kompensasi, dan Latar Belakang terhadap Kinerja Guru. *Formatif: Jurnal Ilmiah Pendidikan MIPA*, 3(2).
- Ni Kadek Ayu DwiYanti; Komang Krisna Heryanda: Gede Putu Agus Jana Susila (2019). Pengaruh kompetensi SDM dan motivasi kerja terhadap kinerja karyawan di PD.BPR Bank Buleleng 45
- Panjaitan, R. (2021). Keterlibatan Manajemen Pengetahuan dan Manajemen Bakat Pada Kinerja Karyawan di PT Ditoeku. *Jurnal Ekonomi & Ekonomi Syariah*, 4(2).
- Permanasari, R., Setyaningrum, R. M., & Sundari, S. (2014). Model Hubungan Kompetensi, Profesionalisme dan Kinerja Dosen. *JBMP (Jurnal Bisnis, Manajemen Dan Perbankan)*, 1(2).
- Peraturan Pemerntah Nomor 30 Tahun 2019 tentang Penilaian Kinerja Pegawai Negeri Sipil,Lembaran Negara RI No.77,2019.
- Putra, R. (2020). Pengaruh Etos Kerja Terhadap Kinerja Pegawai pada Yayasan Jissho Medan. *Journal of Industrial and Manufacture Engineering*, 4(2).
- Pilda Pageno (2020). Pengaruh pengembangan karir dan kompetensi terhadap kinerja

- karyawan pada PT.Finansia Multi Finance Cabang Kota Palopo.
- Prasetyo , Ery Teguh & Marlina, Puspa. 2019. Pengaruh Disiplin Kerja dan. Kepuasan Kerja Terhadap Kinerja Karyawan. *Jurnal Inspirasi Bisnis dan.Manajemen*
- Riza, F. A. (2017). Pengaruh Kompensasi dan Keterlibatan Kerja terhadap Kinerja Karyawan. *Jurnal Ekonomi Dan Bisnis*, 22(1).
- Rivai, Veuthzal. 2015. Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik. Jakarta: PT Raja Grafindo Persada
- Riza, F. A. (2017). Pengaruh Kompensasi dan Keterlibatan Kerja terhadap Kinerja Karyawan. *Jurnal Ekonomi Dan Bisnis*, 22(1).
- Robbins, Stephen P., Timothy A. Judge. 2019. *Organizational Behavior*. Eighteenth Edition. England:
- Rosmaini dan Tanjung Hasrudy. 2019. Pengaruh Kompetensi Motivasi dan. Kepuasan Kerja Terhadap Kinerja Karyawan. *Jurnal Ilmiah Magister. Manajemen*. Vol 2 No.1 ...
- Ruslan, N. J. B., & Nasriani, I. (2024). Pengaruh Budaya Kerja, Kompensasi dan Etos Kerja Terhadap Kinerja Karyawan Pada PT. Telkom Mamuju. *Jurnal Ekonomi, Manajemen, Akuntansi*, 3(2).
- Samud, M. S., Pio, R. J., & Tatimu, V. (2021). Pengaruh Keterlibatan Karyawan terhadap Kepuasan Kerja dan Kinerja Karyawan. *Fakultas Ilmu Sosial Dan Politik, Universitas Sam Ratulangi*, 2(3).
- Sari, H. P. (2019). Pengaruh kompetensi, motivasi dan insentif terhadap kinerja guru SMA. *Perspektif Ilmu Pendidikan*, 33(1).
- Sedarmayanti. 2016. Manajemen Sumber Daya Manusia Reformasi Birokrasi Dan Manajemen Pegawai Negeri Sipil. Bandung: PT. Refika Aditama.
- Sinamo, Jansen H. 2011. 8 Etos Kerja Profesional Navigator Anda Menuju. Sukses. Jakarta: PT Spirit Mahardika
- Sofyan, A. A., Gustomi, L. F., & Fitrianto, S. (2016). Perancangan Sistem Informasi Perencanaan dan Pengendalian Bahan Baku Pada PT. Hema Medhajaya. *Jurnal Sisfotek Global*
- Sumardi Hr, & Surianti. (2019). Pengaruh pemberdayaan, kompetensi dan kepasankerja terhadap kinerja dosen Universitas Wiralodra Indramayu. *Jurnal Investasi*, 5(1).
- Supardi, S. (2021). Pengaruh Kompetensi, Motivasi Budaya Organisasional Kinerja Dosen Dimediasi Kepuasan Kerja Pada “ MMTCC” Yogyakarta. *Journal of Education, Humaniora and Social Sciences (JEHSS)*, 3(3).
- Suryadi, S., & Karyono, K. (2022). Pengaruh kepuasan kerja, disiplin kerja dan etoskerja terhadap kinerja Karyawan PT. Keihin Indonesia. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 5(1).
- Susanti, Widyani, A. A. D., & Utami, N. M. S. (2021). Pengaruh Keterlibatan Kerja Karyawan, Loyalitas Kerja Dan Kerjasama Tim Terhadap Kinerja Karyawan CV. Sanitary Bali Pinangsia. *Jurnal Emas*, 2(2).
- Sudarmanto . 2019. Kinerja dan Pengembangan Kompetensi SDM. Yogyakarta: Pustaka Pelajar
- Sulastri and O. Onsardi, “Pengaruh Stres Kerja, dan Beban Kerja, terhadap Kinerja Karyawan,” *Journal of*

- Management and Bussines (JOMB)*,
vol. 2, no. 1,
- Wibowo, (2017). Manajemen kinerja.
Jakarta : Raja Grafindo Persada.
- Wicaksono, H. (2019). Pengaruh
Kompetensi, Pelatihan, dan Disiplin
Kerja
Terhadap Kinerja Karyawan di PT Kharisma
Gunamakmur. *Agora*, 7(2).
- Yantika, Y., Herlambang, T., & Rozzaid, Y.
(2018). Pdngaruh lingkungan kerja,
etos kerja dan disiplin kdrja terhadap
kinerja karyawan (Studi klasus pada
Pemkab Bondowoso)). *Jurnal
Manajemen dan Bisnis Indonesia*,
4(2).
- Yopie, S., & Chrislin, C. (2022). Analisis
Pengaruh Keterlibatan Keluarga
terhadap Kinerja Perusahaan di
Indonesia. *Owner*, 6(1).
- Yuna Muliana, 1125043. 2015. The Effect of
Involvement Work and Job
Satisfaction on Employee Turnover
Intention In Modern Market Pasir
Pengaraian Rokan Hulu.