

THE EFFECT OF INDIVIDUAL CHARACTERISTICS AND INTERNAL COMMUNICATION ON EMPLOYEE PERFORMANCE THROUGH WORK ETHOS IN DISTRICT DPRD OFFICE DELI SERDANG

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ABSTRACT

Human resources have an important role to support the activities, continuity and success of an organization or agency. Because human resources are the only resources that have reason, feelings, desires, skills, knowledge, encouragement, power, and work. Performance is referred to as an answer to the success or failure of the initial goals of the work program and policies that have been set. Matters regarding performance are very important, because performance is one of the most important measures of organizational quality. One of the factors that influence employee performance is individual characteristics and internal communication. In addition, work ethic is also an important aspect that affects employee performance. The purpose of this research is to analyze the effect of individual characteristics and internal communication on employee performance through work ethic. This research conducted in Deli Serdang Regency DPRD Office with a sample of 102 respondents. Data were analyzed using descriptive analysis and SEM (Structural Equation Model) analysis. The results showed that directly individual characteristics had a positive and significant effect on work ethic, internal communication had a positive and significant effect on work ethic, individual characteristics had a positive and significant effect on employee performance, internal communication had a positive and significant effect on employee performance, and work ethic had an effect positive and significant to employee performance. Indirectly individual characteristics have a positive and significant effect on employee performance through work ethic and internal communication have a positive and significant effect on employee performance through work ethic.

Keywords : *Individual Characteristics, Internal Communication, Work Ethics, Employee Performance*

1. INTRODUCTION

1.1 Background

Human resources are the main factor in the development of the business world. Human resources in the organization are all people involved in organizational development, especially employees. An organization needs a competent and creative employee to achieve organizational goals. Employees have an important role in an organization, namely as thinkers, planners and controllers of organizational activities. Seeing the importance of the role of employees in the organization, employee performance determines the success or achievement of the organization. Employee performance is the result of work achieved by a person or group of people or a group of people in an organization, according to their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally,

Human resources have an important role to support the activities, continuity and success of an organization or agency. Because human resources are the only resources that have reason, feeling, desire, skill, knowledge, encouragement, power, and work (ratio, taste, and intention). Many factors drive and influence the human resources of an organization to move in a positive direction. The treatment of humans is certainly different from the treatment of other factors of

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production, because human workers have different characteristics and the ability to carry out work. This is where the challenge for an agency to regulate various kinds of specialties,

As for research related to the effect of work ethic on performance as conducted by Karauwan (2015) shows that work ethic, organizational culture, and workload simultaneously have a positive and significant influence on employee performance. Work ethic partially affects employee performance. This is in contrast to research conducted by Deryn (2018) which concluded that work ethic has no effect on employee performance, because the work ethic that exists in each employee has been formed without any encouragement from the organization, in organizations work ethic has become part of work and all must carry out their work ethic, even in improving the performance of the work ethic that employees already have.

Based on various problem phenomena that occur in the Deli Serdang Regency DPRD, research will be carried out on "The Effect of Individual Characteristics and Internal Communication on Employee Performance Through Work Ethics as Intervening Variables at the DPRD Office of Deli Serdang Regency".

1.2. Formulation of the problem

Based on the description of the background above, the problem that occurs is not achieving the quality and work targets set by the agency and this is supported by pre-survey statements and as well as the existence of research gaps. So in this regard the statement that must be answered is:

1. Does the individual characteristics affect the performance of employees at Deli Serdang Regency DPRD Office?
2. Does internal communication affect employee performance in Deli Serdang Regency DPRD Office?
3. Do individual characteristics affect the work ethic of employees at Deli Serdang Regency DPRD Office?
4. Does internal communication affect the work ethic of employees at Deli Serdang Regency DPRD Office?
5. Does the work ethic affect the performance of employees at Deli Serdang Regency DPRD Office?
6. Do individual characteristics affect employee performance through work ethic at Deli Serdang Regency DPRD Office?
7. Does internal communication affect employee performance through work ethic on Deli Serdang Regency DPRD Office?
8. What policies can be effectively implemented to improve performance at the Office DPRD Deli Serdang Regency?

2. LITERATURE REVIEW

2.1. Employee Performance

Performance is defined as what employees do or don't do. Employee performance is what affects how much they contribute to the organization. According to Afandi (2018) performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contradicting morals and ethics.

Khotimah, et al. (2017) states that performance is a predetermined standard that is used as evidence that someone has tried their best and that effort is an indicator of someone who has potential that can be developed in order to assume greater responsibility such as quality of work, speed and accuracy of work, initiative in work, cooperation ability. Performance can be interpreted as a result of work in quantity and quality that has been achieved by a person/employee in carrying out their duties in accordance with the responsibilities given to them.

Performance can be said to be the result achieved by someone according to the standards that apply to the job in question. Individual performance is the foundation of organizational performance. An important factor in the success of an organization is the presence of employees who are capable and skilled and have high morale, so that satisfactory work results can be expected. In fact, not all employees have the ability and skills and work enthusiasm in accordance with organizational expectations. An employee who has abilities in accordance with organizational expectations, sometimes does not have high morale so that his performance is not as expected (Pasaribu & Krisnaldy, 2020).

According to Sutrisno (2016) performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization. According to Mangkunegara (2017) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

According to Fahmi (2017) performance is the result of a process that refers to and is measured over a certain period of time based on predetermined conditions or agreements. According to Torang (2014) performance is the quantity or quality of the work of individuals or groups within the organization in carrying out the main tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been set or that apply in the organization.

From some of the opinions above, it can be seen that performance is the result of work achieved by an employee in accordance with the work assigned to him within a certain time. Performance is also a manifestation of the work done by employees which is usually used as the basis for evaluating employees or organizations. Good performance is a major step towards achieving an organizational goal.

Factors Affecting Employee Performance

According to Jamaludin (2017) the factors that affect employee performance are:

1. Individual Ability.
individual ability employee this includes talents, interests, and personality factors. The level of raw material skills possessed by a person in the form of knowledge, understanding, abilities, interpersonal skills, and technical skills. Thus, the possibility of a employee will have good performance.
2. Dedicated Effort.
The effort expended by employee for the organization is motivation, work ethic, presence. The level of effort is a picture of the motivation shown employee to get the job done well. From that though employee have the skill level to do the job, but will not perform well with little effort.

2.2. Work Ethic

According to Darodjat (2015) work ethic is etymologically derived from the Greek, namely ethos which means attitude, personality, character (basic nature), character, will, decency, customs. Terminologically, the word ethos has three distinct differences, namely:

1. A general rule or way of life.
2. A set of rules of conduct.
3. An investigation of a way of life and a set of rules of conduct.

Ethos is a belief that guides a person, group or institution. Meanwhile, in The American Heritage Dictionary of English Language, ethos has 2 meanings, namely:

1. The special disposition, character or attitude of a person, culture or group that distinguishes it from other people or groups, underlying values or spirit, customs.
2. The central or controlling principle in a movement, work of art, form of expression, or the like.

Work ethic describes an attitude that contains meaning as an evaluative aspect that is owned by individuals (groups) in providing an assessment of work activities. According to Darodjat (2015) work ethic is a set of positive behaviors and a foundation that includes the motivation that

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drives them, main characteristics, basic spirit, basic thoughts, code of ethics, moral code, code of conduct, attitudes, aspirations, beliefs, principles principles, and standards.

Their work ethic and productivity are still low, which is reflected in their low discipline, morale and productivity. This of course does not support efforts to develop the economy and human resources. Because the work ethic is a complex problem and contains many aspects both economic, social, and cultural. A person's work ethic is formed from the existence of motivation that emanates from his basic life attitude towards work. Dynamic work ethic is always influenced by various factors, both external and internal factors, in accordance with human nature as social beings.

From the several opinions above, it can be seen that the work ethic is a set of work behaviors that include values that drive the standards to be achieved including the main character, basic thoughts, code of ethics, moral code, code of conduct, and governing principles.

2.3.Individual Characteristics

Individual characteristics are the interests, attitudes and needs that a person carries in a work situation. Every individual has views, goals, needs, and abilities that are different from one another. When an individual looks at an object and tries to interpret what he sees, then that person's interpretation is strongly influenced by the characteristics of the individual himself. According to Nurhandini (2018) Individual characteristics are a number of traits that are fundamental and inherent in certain individuals. Related to the individual into the organization that the ability, personal beliefs, experience of past performance and expectations of their needs are the characteristics of the individual who will enter the organizational environment.

From the description above, it can be concluded that individual characteristics are traits or characters contained in each individual, both positive and negative. Each employee as an individual has their own characteristics that make a difference in terms of behavior, attitude, personality. This difference illustrates that individual characteristics will not be the same between one employee and another employee.

2.4.Internal Communication

Communication terms or *communication* Derived from the Latin word *communicatus* which means to share or belong together. The adjective *communis* means common or together. Thus communication according to the Lexicographer (linguist dictionary expert), refers to an effort aimed at sharing to achieve togetherness (Nurhanifah, 2020). In this case, what is shared is a shared understanding through the exchange of messages. Communication as a verb (verb) in English, communicate. So, in general, communication can be defined as an effort to convey messages between humans.

According to Lawrence D.Brennan (in Aulia, 2020), Internal communication is the exchange of ideas between administrators and employees in an organization or service complete with its distinctive structure (organization) and the exchange of ideas horizontally and vertically within the organization or service that causes work to take place (operations and management).

2.5. Research Hypothesis

Based on the framework above, the research hypothesis proposed as a temporary answer to the formulation of the research problem is as follows:

1. individual characteristics positive and significant effect on employee performance.
2. Internal communication positive and significant effect on employee performance.
3. individual characteristics positive and significant effect on work ethic.
4. Internal communication positive and significant effect on work ethic.
5. Work ethic positive and significant effect on employee performance.
6. individual characteristics positive and significant effect on employee performance through work ethic.

7. Internal communication positive and significant effect on employee performance through work ethic.

3. RESEARCH METHOD

3.1. Type of Research

This type of research uses associative research with a quantitative approach. According to Sugiyono (2017), associative research is research that aims to find out the relationship between two or more variables to study, describe, and see the influence between variables formulated in the research hypothesis. According to Sugiyono (2017), quantitative research is systematic scientific research on parts and phenomena and the causality of their relationships. The purpose of quantitative research is to develop and use mathematical models, theories and/or hypotheses related to a phenomenon.

3.2. Place and time of research

This research conducted in The Deli Serdang Regency DPRD office, which is located at Tj. Garbus One, Kec. Lubuk Pakam, Deli Serdang Regency, North Sumatra 20517. The research period starts from September 2022 - November 2022.

3.3. Variable Operationalization

Operational limitations in this study are:

- a. Independent Variable (X) consists of Individual Characteristics and Internal Communication
- b. The dependent variable (Y2) is employee performance.
- c. The Mediation Variable (Z) is Work Ethics.

3.4. Type of Data Measurement

This study uses an interval scale, a scale that has nominal and ordinal units and captures information about differences in the quantity of a concept from one observation to the next. A scale that is applied to data that can be ranked and with these ratings we can find out the differences between these ratings.

Table 3.2
Interval Measurement Scale

No	Statement	Score
1	Strongly Agree (SS)	(5)
2	Agree (S)	(4)
3	Disagree (KS)	(3)
4	Disagree (TS)	(2)
5	Strongly Disagree (STS)	(1)

Source: Sugiyono (2017)

3.5. Research population and sample

Population

According to Ferdinand (2014), population is a combination of all elements in the form of events, things or people who have similar characteristics which are the center of attention of a researcher because this is seen as a universe of research. In this study the population used is all employees in the Deli Serdang Regency DPRD office, totaling 138 employees.

Sample

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2017). This study used a purposive sampling technique. Purposive Sampling is a non-probability

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sampling technique in which the researcher determines sampling by establishing special characteristics that are in accordance with the research objectives so that they are expected to be able to answer research problems (Sugiyono, 2017). The conditions for selecting the sample are as follows:

1. Employees who are willing to be respondents.
2. Employees who have worked for at least 1 year.
3. Employees who play an active role in core activities at the Deli Serdang Regency DPRD Office.

Determination of sample size in this study was carried out using the Slovin formula and certain criteria, namely with the following calculations:

The Slovin formula :

$$n = \frac{n}{1 + N(e)^2}$$

Information : n = Number of Samples
 N = Total population
 e = Standard error 0.05 (5%)

By using the formula above, the number of research samples can be calculated in the following way:

$$n = \frac{138}{1 + 138 \cdot (0,05)^2} = \frac{138}{1 + 138 \cdot (0,0025)} = \frac{138}{1 + 0,348} = \frac{138}{1,348} = 102,37$$

The results of the Slovin formula show that there are 102.37 employees at the Deli Serdang Regency DPRD Office who will be sampled, rounded up to 102 people.

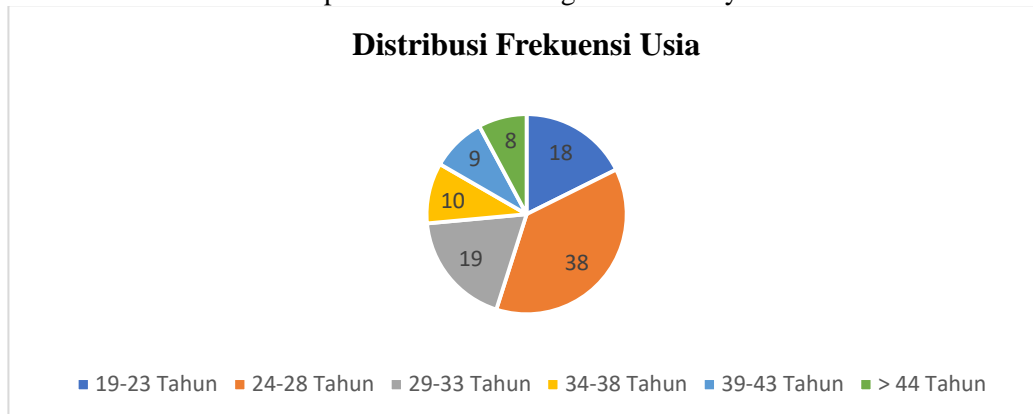
4. RESULTS AND DISCUSSION

4.1. Research Results

Descriptive analysis is statistics that are used to analyze data by describing or describing the data that has been collected as it is without intending to make generally accepted conclusions or generalizations. The results of the descriptive statistical analysis in this study are related to age, education level, and type gender is as follows:

Characteristics of Respondents by Age

The characteristics of respondents based on age in this study are as follows:



Source: Research Results, 2022 (data processed)

Figure 4.1

Age Frequency Distribution

Based on Figure 4.2 it is known that the characteristics of respondents aged 19-23 years amounted to 18 (17.65%) respondents, aged 24-28 years amounted to 38 (37.25%), aged 29-33 years amounted to 19 (18.63 %), ages 34-38 years amounted to 10 (9.80%) respondents, ages 39-43 years numbered 9 respondents (8.82%), and ages >44 years amounted to 8 (7.84%) respondents. Based on this it is known that the most respondents in this study were employees Deli Serdang Regency DPRD Office with ages 24-28 years.

Education Frequency Distribution

Based on Figure 4.4 It is known that the characteristics of respondents with a high school education level were 50 (49.02%) respondents, and respondents with an undergraduate education level were 44 (43.14%) respondents, and respondents with a master's education level were 8 (7.84%) respondents. Based on this it is known that the most respondents in this study were employees of the Deli Serdang Regency DPRD Office with a high school level of education.

Gender Frequency Distribution

Based on Figure 4.3 It is known that the characteristics of respondents based on male sex were as many as 63 (61.76%) respondents and female as many as 39 (38.24%) respondents. This shows that male respondents are more dominant than female respondents.

4.2. Frequency of Respondents' Answers

Following This can seen distribution answer respondents can seen on table following:

- a. Distribution Answer Respondents To Individual Characteristic Variables

Table 4.1

Distribution Answer Respondents To Individual Characteristic Variables

No	Indicator	TS	S	KS	S	SS	Means	Ket.
1	Develop yourself and abilities	1	4	29	48	20	3.80	Strong
		1.0	3,9	28,4	47,1	19,6		
2	Obey existing regulations	0	6	20	53	23	3.91	Strong
		0.0	5,9	19,6	52.0	22.5		
3	Full of initiative at work	1	6	20	42	33	3.98	Strong
		1.0	5,9	19,6	41,2	32,4		
4	Make a plan at work	0	4	31	48	19	3.80	Strong
		0	3,9	30,4	47,1	18,6		
5	Respect all existing employees	0	6	21	45	30	3.97	Strong
		0	5,9	20,6	44,1	29,4		
6	Appreciate differences of opinion	1	3	19	49	30	4.01	Strong
		1.0	2,9	18,6	48.0	29,4		
7	Conduct discussions among employees to build synergy	1	4	17	46	34	4.05	Strong
		1.0	3,9	16,7	45,1	33,3		
8	Work effectively and efficiently	0	2	9	56	35	4,21	Very Strong
		0	2.0	8,8	54.9	34,3		

No	Indicator	TS	S	KS	S	SS	Means	Ket.
9	Discuss with fellow employees to provide synergy	1	4	19	49	29	3.99	Strong
		1.0	3,9	18,6	48.0	28,4		
10	Participate in discussions between employees in making decisions	1	3	12	57	29	4.07	Strong
		1.0	2,9	11,8	55,9	28,4		
Total Mean Individual Characteristics							3.98	Strong

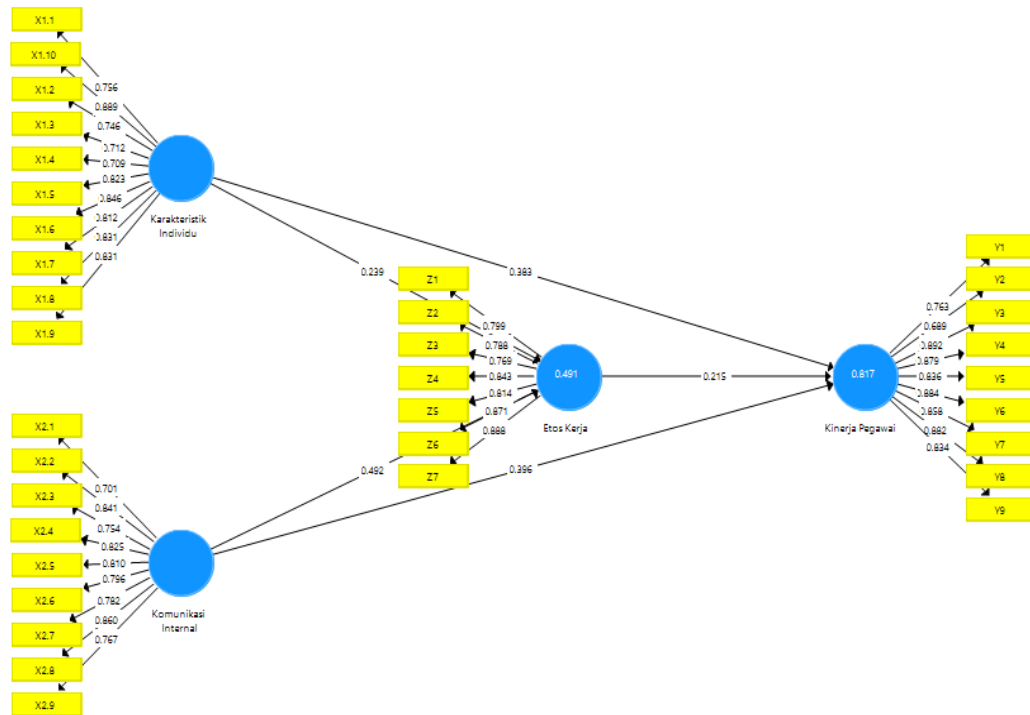
Source: Results Study, 2022 (data processed)

Based on Table 4.1, it is known that the distribution of answers to individual characteristic variables distributed to 102 respondents found that the total average is 3.98 which can be concluded that employees of the Deli Serdang Regency DPRD Office have strong individual characteristics. The distribution of respondents' answers related to individual characteristics is as follows:

1. Distribution of respondents' answers to the statement "I strive to develop myself and my abilities to become a better character Deli Serdang Regency DPRD Office ", showed that there were 1 (1.0%) respondents answered strongly disagree, 4 (3.9%) respondents answered disagree, 29 (28.4%) respondents answered disagree, 48 (47) .1%) of respondents answered agree, and those who answered strongly agreed were 20 (19.6%) respondents. The mean value of this question is 3.80 which means agree. Based on the mean value it can be concluded that the employees of the Deli Regency DPRD Office are always trying to develop themselves and their abilities to become better characters.
2. Distribution of respondents' answers to the statement "Always comply with the regulations in the Deli Serdang Regency DPRD Office", indicating that there were 6 (5.9%) respondents who answered disagree, 20 (19.6%) respondents answered disagree, 53 (52.0%) respondents answered agree, and those who answered strongly agreed were 23 (22, 5%) respondents. The mean value of this question is 3.91 which means agree. Based on the mean value it can be concluded that the employees of the Deli Regency DPRD Office were serdang always obey the rules.
3. Distribution of respondents' answers to the statement "I am always full of initiative at work DPRD Office of Deli Serdang Regency", showed that there were 1 (1.0%) respondents answered strongly disagree, 6 (5.9%) respondents answered disagree, 20 (19.6%) respondents answered disagree, 42 (41) .2%) of respondents answered agree, and those who answered strongly agreed were 33 (32.4%) respondents. The mean value of this question is 3.98 which means strongly agree. Based on the mean value it can be concluded that employees of the Deli Serdang Regency DPRD Office Always full of initiative in work.

4.3. Model analysis

Mark *loading factor* from every indicator to construct each be measured with use algorithm on program SmartPLS. Results algorithm on model First served in Picture 4.5 follows:



Source: : PLS Outputs, (2022)
Figure 4.3

4.4.Loading Factors

Figure 4.5 shows the results of the factor loading value algorithm for each indicator for each construct. Further assessment of the factor loading is shown in Table 4.5 below:

Table 4.4
Loading Factors Algorithm

	ethos Work	Characteristics Individual	Performance Employee	Communication Internals
X1.1		0.756		
X1.10		0.889		
X1.2		0.746		
X1.3		0.712		
X1.4		0.709		
X1.5		0.823		
X1.6		0.846		
X1.7		0.812		
X1.8		0.831		
X1.9		0.831		
X2.1				0.701
X2.2				0.841
X2.3				0.754
X2.4				0.825
X2.5				0.810
X2.6				0.796

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	ethos Work	Characteristics Individual	Performance Employee	Communication Internals
X2.7				0.782
X2.8				0.860
X2.9				0.767
Y1			0.763	
Y2			0.689	
Y3			0.892	
Y4			0.879	
Y5			0.836	
Y6			0.884	
Y7			0.858	
Y8			0.882	
Y9			0.834	
Z1	0.799			
Z2	0.788			
Z3	0.769			
Z4	0.843			
Z5	0.814			
Z6	0.871			
Z7	0.888			

Source: PLS Outputs (2022)

Based on Table 4.4 above, it can be concluded that all indicators have met the criteria of indicator reliability for each construct because the indicator value is > 0.5. The results of the SmartPLS algorithm on the composite reliability of each construct are presented in Table 4.5 below:

Table 4.5
Composite Reliability

	Composite Reliability
Work ethic	0.937
Individual Characteristics	0.946
Employee Performance	0.955
Internal Communications	0.939

Source: PLS Outputs (2022)

Table 4.5 shows that the category is quite good for each construct that meets the criteria for assessing the reliability of the outer model with a composite reliability value of > 0.7. Thus the outer model analysis is continued to the outer model validity stage.

The outer model validity was carried out using convergent validity and discriminant validity. Assessment of convergent validity was carried out by looking at the average variance extracted (AVE) value in each construct. The results of the SmartPLS Algorithm on the AVE value are summarized in Table 4.6 below:

Table 4.6
Average Variance Extracted

	Average Variance Extracted (AVE)
Work ethic	0.682
Individual Characteristics	0.636
Employee Performance	0.701
Internal Communications	0.631

Source: PLS Outputs (2022)

Table 4.6 shows that the AVE value of each dimension construct in the final model has reached a value of > 0.5 . Thus, the proposed structural equation model meets the convergent validity criteria.

Evaluation of the Structural Model (Inner Model)

Structural models in PLS are evaluated using R2 for the dependent construct, path coefficients or t-values for each path. The R2 value of this study can be seen in the following table:

Table 4.7
RSquare

	R Square	R Square Adjusted
Work ethic	0.491	0.481
Employee Performance	0.817	0.812

Source: PLS Outputs (2022)

5. CONCLUSIONS AND SUGGESTIONS

5.1. CONCLUSION

Based on from analysis And discussion can taken a number of conclusion as well as suggestion as following:

1. individual characteristics positive effect and significant to work ethic atDeli Serdang Regency DPRD Office.
2. Internal communication influential positive And significant effect on work ethicDeli Serdang Regency DPRD Office.
3. individual characteristics positive effect and significant to employee performance atDeli Serdang Regency DPRD Office.
4. Internal communication influential positive And significant to employee performance atDeli Serdang Regency DPRD Office.
5. Work ethic positive effect and significant to employee performance atDeli Serdang Regency DPRD Office.
6. individual characteristics positive effect and significant to employee performance through work ethic onDeli Serdang Regency DPRD Office.
7. Internal communication influential positive And significantly to employee performance through work ethic onDeli Serdang Regency DPRD Office.

5.2.Suggestions

Based on research results, then there are suggestions from researchers as follows:

1. individual characteristics influential positive and significant to employee performance atDeli Serdang Regency DPRD Office, this shows that high individual characteristics have an influence that will increase employee performance. For that, leaderDeli Serdang Regency DPRD Officeit is advisable to strengthen the individual characteristics of employees by providing training that can increase employee confidence when accepting work. In addition,

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employees are expected to always have high confidence in being able to carry out a job so that they can have high work motivation and performance. Organizations also need to increase employee involvement and employee participation through programs such as mentoring on the job and outside of work such as sharing experiences brought by senior employees to increase competency.

2. Internal communication influential positive And significant to employee performance at Deli Serdang Regency DPRD Office, this shows that Deli Serdang Regency DPRD Office must maintain the internal communication more. For that expected to the leadership Deli Serdang Regency DPRD Office to urge subordinates or employees not to feel reluctant to give criticism to the leadership, besides that the leadership should always create a harmonious atmosphere with its employees, by always communicating with employees about work more deeply. For the employees themselves are expected to improve communication with superiors or leaders. Employees must have the courage to ask when experiencing difficulties to the leader, so that there is reciprocal communication between superiors and employees.

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