

# THE INFLUENCE OF WORK ETHIC, COMPETENCY, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT THE SAMSAT WONOGIRI OFFICE

Monica Oktaviana <sup>1</sup>, Ambyah Atas Aji <sup>2</sup>, Syalzabilla Nuor Fathehah <sup>3\*</sup>, Aji Santa Pamungkas <sup>4</sup>, Rakotomahenina Pierre Benjamin <sup>5</sup>

<sup>1</sup> Department of Management, Faculty of Economics, Universitas Surakarta, Surakarta, 57772, Indonesia

<sup>2</sup> Department of Management, Faculty of Economics, Universitas Surakarta, Surakarta, 57772, Indonesia

<sup>3</sup> Department of Management, Faculty of Economics, Universitas Surakarta, Surakarta, 57772, Indonesia

<sup>4</sup> Department of Management, Faculty of Economics, Universitas Surakarta, Surakarta, 57772, Indonesia

<sup>5</sup> Department of Management, Faculty of Economics, Management, and Sociology, Université d'Antananarivo, Antananarivo 101, Madagascar

## ABSTRACT

This study aims to analyze the effect of work ethics, competence, and work motivation on employee performance at the Samsat Wonogiri office. The population of this study was Samsat Wonogiri's employees who were still actively registered as employees during this study. Data measurements in this study use a questionnaire or questionnaire. Sampling in this study used the purposive sampling method and obtained a total of 60 informants who met the research criteria. The analysis method used is the classical assumption test, multiple linear regression, validity test, and reliability test. The results showed that the work ethic, competence, and work motivation affected employee performance. The research results also show that work ethics, competence, and work motivation simultaneously affect employee performance.

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\* Corresponding Author at Department of Management, Faculty of Economics, Universitas Surakarta, Jalan Raya Palur KM.5 Kota Surakarta, 57772, Indonesia

E-mail address: [monicoktav97@gmail.com](mailto:monicoktav97@gmail.com), [ambyahatasaji22@gmail.com](mailto:ambyahatasaji22@gmail.com), [Bbeta53@gmail.com](mailto:Bbeta53@gmail.com), [ajisanta33@gmail.com](mailto:ajisanta33@gmail.com), [netinfomanagement@yahoo.fr](mailto:netinfomanagement@yahoo.fr)

## 1. Introduction

The high level of community mobility in using existing means of transportation in Indonesia can be seen in everyday life. Almost every day we see increasing numbers and types of motorized vehicles appearing. This is partly due to population growth which continues to increase every year, which also has an impact on the need for transportation to meet people's mobilization needs in everyday life.

One of the government agencies that has the authority to handle completeness and ownership documents regarding motorized vehicles is the Joint Office for the One-Stop Single Administration System (SAMSAT). The Single Roof Administrative System or in English one roof system is an

administrative system that was formed to facilitate and speed up services in the interests of the community whose activities are held in one building. SAMSAT is an integrated cooperation system between the National Police, the Provincial Revenue Service, and PT Jasa Raharja (Persero). SAMSAT as one of the government agencies that prioritizes excellent quality service to the community always continues to strive to innovate so that the desired vision and mission can be achieved.

Complaints from taxpayers via various social media about the lack of service satisfaction from officers. This indicated that it was relevant to the decline in employee performance at SAMSAT Wonogiri. So, SAMSAT Wonogiri needs to optimize employee performance. One effort to improve employee performance is regarding the employee's work ethic, competence and motivation.

Tasmara (2010) explains that the work ethic that an employee should have is the totality of his personality and his way of expressing, viewing, believing and giving meaning to something, which encourages him to act and achieve optimal deeds so that the pattern of relationships between humans and themselves and between humans and other creatures can be intertwined well. Apart from increasing employee work ethic, another important aspect is also increasing work motivation. Employee motivation can be done by adjusting individual goals with organizational goals.

Good employee performance will directly influence organizational performance, and for this reason it is necessary to implement a pattern of increasing employee competency so that employee performance can be optimized to achieve the goals of the organization. This shows that employee performance can be built or influenced by the competencies possessed by each employee. The higher the competence of employees in an organization, the greater potential will be created for these employees to improve their performance. So it can be explicitly said that employee competency is related to performance. An important factor in the success of an organization is the presence of employees who are capable and skilled and have high enthusiasm and performance, so that satisfactory work results can be expected. In reality, not all employees have the abilities, skills and work enthusiasm in accordance with the organization's expectations. (M. John Ivancevich, 2007:85)

The motivation that exists within a person is the driving force that will realize a behavior in order to achieve the goal of (self) satisfaction. Because motivation is a willingness to expend a high level of effort for organizational goals which is conditioned by the ability of the effort to meet several individual needs Setiawan, KC (2015). Motivation is said to be a need that drives actions towards a certain goal (Anoraga, 2009). Motivation is important in improving employee performance so that in order for organizational goals to be achieved, the organization must be able to mobilize and encourage its employees to be more enthusiastic about working. If the motivation to carry out work is high, it is hoped that performance results will be maximum. On the other hand, if work motivation is low, the resulting performance will not be optimal.

The formulation of the research problem includes: whether work ethic, competence and motivation influence or have a significant effect on the performance of Samsat Wonogiri employees. The aim of this research is to determine the influence of work ethic, competence and work motivation on the performance of Samsat Wonogiri employees.

## 2. Literature Review

### Understanding Work Ethic

Work ethic also describes an attitude that contains meaning as an evaluative aspect possessed by an individual or group in providing an assessment of work activities. Every employee should have a high work ethic because every organization really needs hard work and high commitment from every employee, otherwise it will be difficult for the organization to develop and win the competition in capturing its market share. Every organization that always wants to progress will involve members in its performance, including every organization must have a work ethic. Individuals or community groups can be stated to have a high work ethic. (Jansen Sinamo, 2011).

Individuals or community groups can be stated to have a high work ethic. (Jansen Sinamo, 2011). Another opinion was also expressed by Anoraga, stating that work ethic is a view and attitude of a nation or a people towards work. If these views and attitudes see work as something noble for human existence, then the work ethic will be high. On the other hand, if you see work as something that is meaningless for human life, especially if there is absolutely no view and attitude towards work, then the work ethic will naturally be low. Anoraga (2001) Work ethic functions as a constant driving force for individual actions and activities.

More specifically, work ethic can be interpreted as a commercial endeavor that is a necessity for life, or something that is imperative for the self, or something that is related to self-identity which is absolutely sacred. The self-identity contained in this is something that has been given by religious demands (religion).

### Understanding Competency

According to Sumbawati, NK, & Al-Ma'arif, W. (2022), says that competence is closer to the ability or capability that is applied and produces employees or leaders or officials who show high performance, which is said to have competence. Competence is the ability of an individual which is demonstrated by good performance in a position or job.

Competency shows skills and knowledge that are characterized by professionalism in a particular field as the most important or superior in that field. Because in general competency concerns a person's basic ability to do work (Sam et al., 2015: 9).

### Understanding Work Motivation

Motivation is a psychological process that reflects attitudes, perceived needs and needs that occur within a person. According to Vroom's Expectancy Theory, a person is motivated to carry out certain activities because they want to achieve certain expected goals. In other words, someone chooses to do something or chooses to behave in a certain way because they expect the results of their choice. So basically, the motivation for choosing a person's behavior is determined by the desire for the results they will get.

Expectancy theory or Expectancy Theory also explains that behavioral selection also depends on the perception of the correlation between effort, performance and results which will ultimately produce rewards that can be profitable. It should be emphasized here that Vroom's hope motivation theory is not only about one's own interests or benefits but also about results related to the interests of other people.

According to Handoko (2002: 252), motivation is defined as a condition in a person's personality that encourages the individual's desire to carry out certain activities in order to achieve goals. According to Luthans (2006:270), motivation is a condition within an individual that gives rise to, directs and maintains behavior. In other words, motivation means encouragement for someone

to want to do something. With this drive, there is a natural urge to satisfy life's needs and is also a tendency to maintain life. Meanwhile, according to Robbins and Timothy (2006: 222), motivation is an effort to achieve any goal, if narrowed down to organizational goals to reflect our interest in work-related behavior, so motivation influences performance.

### **Understanding Performance**

(Mangkunegara, 2014: 7) Performance is a description of the level of achievement of an activity program or policy in realizing the goals, objectives, vision and mission of an organization as outlined through an organization's strategic planning. In an organizational framework, performance is the result of an evaluation of the work carried out compared to predetermined criteria. Individual performance or staff performance needs attention, because individual performance will contribute to group performance and ultimately organizational performance. Therefore, if there is ineffective performance at any level, it must be seen as a signal for management to make corrections to each element of the organization. The output produced by the functions or indicators of a job or profession within a certain time. (Wirawan, 2009 Performance is the result of work achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities, in order to achieve the goals of the organization in question legally, without violating the law and in accordance with morals and ethics. Sedarmayanti (2011:260) Meanwhile, Wilson Bangun states that work can be measured through the following dimensions: (1). ). Ability to Collaborate

Vroom realizes that employee performance is based on individual factors such as personality, skills, knowledge, experience and abilities. Vroom states that effort, performance and results have a strong relationship to a person's motivation. Vroom's Expectancy Theory uses three variables, namely Expectancy, Instrumentality and Valence. Performance appraisals provide an opportunity for the leader and the person being assessed to jointly discuss the work behavior of the person being assessed. In general, everyone wants and expects feedback regarding their work performance. Assessment allows the appraiser and the appraisee to jointly discover and discuss deficiencies that occur and take corrective steps.

### **Previous Research**

Previous research that is relevant to this research includes research conducted by Siti Masytah, L. (2017) with the title The Relationship between Work Motivation and Employee Work Ethic at Mawar Bakery and Cake Shop. The hypothesis proposed in this research is that there is a positive relationship between work motivation and work ethic.

Research conducted by Salsabil Maulidia Luthfia, et al (2017) regarding the influence of work ethic, work discipline and organizational commitment on the performance of employees at the Batu City Ministry of Religion office. This research uses a quantitative approach with associative research methods using multiple regression analysis. Based on the results of this research, it shows that work ethic, work discipline and organizational commitment together have a positive and significant effect on the performance of employees at the Batu City Ministry of Religion office.

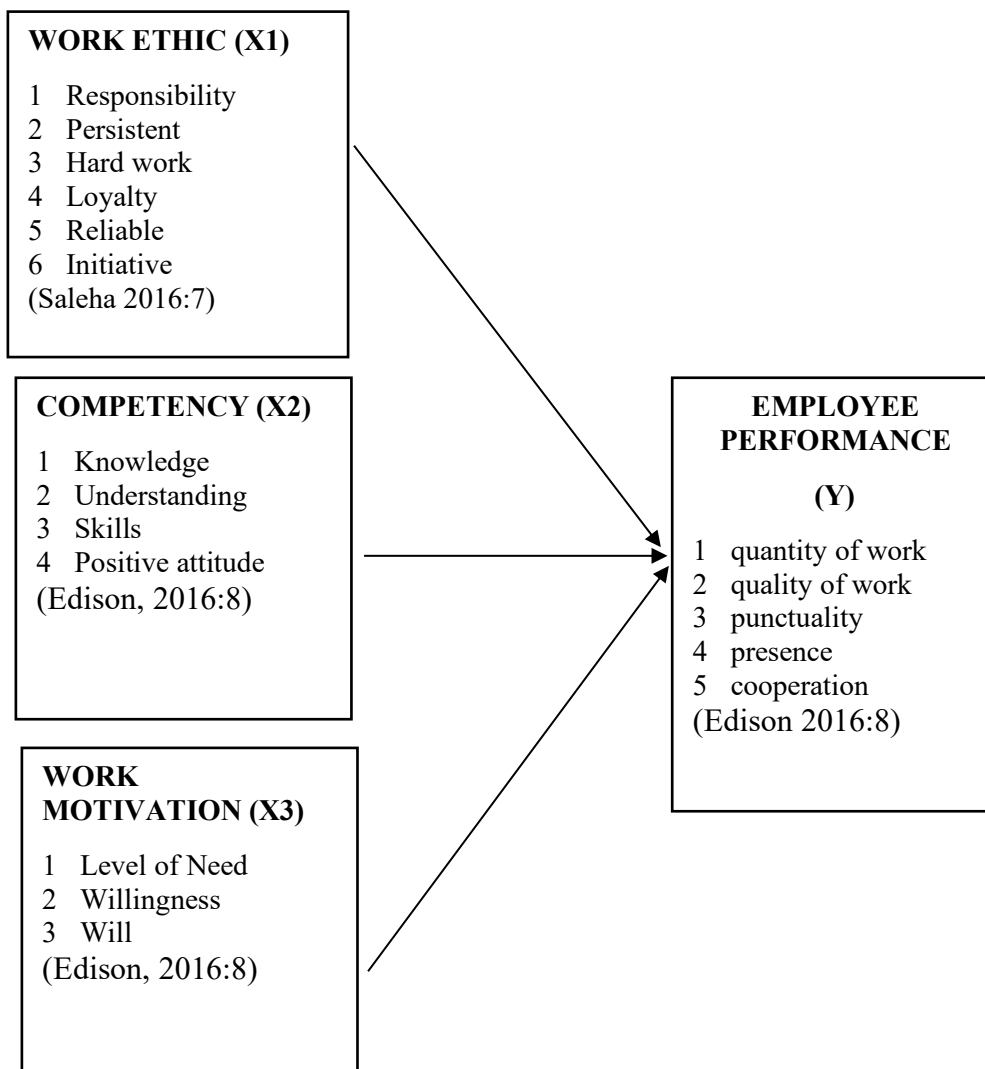
Research conducted by Adriati, LA (2017) on the influence of work motivation and organizational commitment on the performance of PT Adira Dinamika employees at PT Adira Dinamika Multifinance Tbk Surabaya. This research uses a quantitative approach, using survey methods. The results of this research show that work motivation and organizational commitment have a significant effect on employee performance, work ethic can strengthen the influence of work motivation and organizational commitment on employee performance.

Research conducted by Lim, HS (2017) regarding work ethic, work discipline and organizational commitment influences employee performance at PT Hasjrat Abadi Manado branch. This research uses a quantitative approach and the research method is associative. The results of this research show that simultaneously work ethic, work discipline and organizational commitment have a positive and significant effect on employee performance.

Research conducted by Sugiyono (2014) on the influence of organizational commitment, motivation, capability and job satisfaction on employee performance (case study of Pematang district inspectors). This study uses a quantitative approach. The results of this study found that partially there is a positive and significant influence between work motivation on employee performance; partially there is a positive and significant influence between capability on employee performance and partially there is a positive and significant influence between job satisfaction on employee performance.

**Figure 1.** Framework

**Framework**



**Hypothesis**

A hypothesis is a temporary answer to a problem formulation, where in hypothesis testing (Sugiono 2010) the truth will be tested. The hypothesis formulated in this research is as follows:

1. H0: It is suspected that work ethic has no influence on employee performance  
H1: It is suspected that work ethic has an influence on employee performance.
2. H0: It is suspected that employee competency has no influence on employee performance.  
H2: It is suspected that employee competency has an influence on employee performance.
3. H0: It is suspected that work motivation has no influence on employee performance.  
H3: It is suspected that work motivation has an influence on employee performance.
4. H0: It is suspected that work ethic, work motivation and employee competence have no influence on employee performance.  
H4: It is suspected that work ethic, work motivation and employee competence have a significant effect on employee performance.  
Test the hypothesis as follows:
  1. If the significance of  $t \leq 0.05$  and if the value of  $t > 0$ , then H0 is rejected and H1 is accepted.
  2. If the significance of  $t > 0.05$  and if the value of  $t < 0$ , then H0 is accepted and H1 is rejected. $t$  = correlation coefficient value

### 3. Method, Data, and Analysis

This research method is the data used in this research is primary data. Primary data was collected by distributing questionnaires which were distributed to Wonogiri Samsat employees who were registered as active employees during the time this research was conducted. Data distribution was carried out during Wednesday, Thursday, Friday, namely 13, 14, 15 February 2023 at the Wonogiri Samsat Office. The samples used were those that met the purposive sampling criteria that had been previously determined. The sample in this research was 60 people. In this research, two data collection techniques were used, namely the documentation method and the questionnaire method.

The operational definitions and variables of the research are stated as follows:

1. Work Ethic ( $X_1$ )

Work ethic is a work enthusiasm that employees have to work better in order to obtain added value in a job (Priansa, 2018). The indicators used in this research are: Responsibility, Diligence, Hard Work, Loyalty, Dependability, and Initiative (Kusuma, et.al 2023)

2. Competency ( $X_2$ )

Competency is the ability to carry out or carry out a job or task that is based on skills and knowledge and supported by the work attitudes required by the job. (Miftahul Ainun, 2017). The indicators used in this research are: Knowledge, Understanding, Skills, Positive Attitude (Edison, 2016:8)

3. Motivation ( $X_3$ )

Motivation can be interpreted as a mental state or human mental attitude that provides energy, encourages activities (moves), and directs or channels behavior towards achieving needs that provide satisfaction or reduce imbalances (Abdul Rahman, 2018). The indicators used in this research are: Level of Need, Willingness and Willingness (Edison, 2016)

4. Employee performance (Y)

Performance is successful work demonstrated by employees with their efforts to fulfill their duties and obligations. Apart from that, employee performance shows how much and how much employees contribute to the company or organization (Edison, 2016). The indicators

used in this research are: Number and compensation, work placement, commitment, organizational culture, and competency (Edison 2016).

Variable measurement in this study used a Likert scale questionnaire. Data analysis in this research uses multiple linear regression analysis which is used to determine the influence of the relationship of more than one independent variable on one dependent variable.

Simple Linear Regression Analysis is used to determine the effect of each independent variable on one dependent variable.

$$\text{Formula: } Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Y	:	Employee performance
X1	:	Work ethic
X2	:	Competence
X3	:	Motivation
$\alpha$	:	Regression coefficient (constant)
$\beta_1$	:	Work Ethic Coefficient
$\beta_2$	:	Competency coefficient
$\beta_3$	:	Motivation Coefficient

a. t Test (Partial Regression Significance Test)

The t test is used to test partially or only between the independent variable and the dependent variable. The calculations were carried out with the help of SPSS version 15. The steps are: a). Determining Ho and Ha. b). Determine the level of significance to find out the size of ttable. c). Calculating hypotheses. Ho is accepted if ycount > ttable. Ha is rejected if tcount < ttable. These steps are:

1) Determining Ho and Ha

Ho:  $\beta_1 = 0$ , there is no partially significant influence between the independent variables on the dependent variable employee performance (Y)

Ha:  $\beta_1 \neq 0$ , there is a partially significant influence between the independent variable on the dependent variable employee performance (Y)

2) Testing criteria

$$t \text{ count} = \frac{b - \beta}{S_b}$$

b = Regression coefficient

$\beta$  = The value is zero

3) Decision Criteria

Ho is accepted if the t table or  $-t$  calculated >  $-t$  table value, meaning that the independent variable does not have a significant influence on the dependent variable. Ho is rejected if the calculated t value > t table or  $-t$  calculated <  $-t$  table, meaning that the independent variable has a significant influence on the dependent variable. To make it easier to process the test data, it is carried out with the help of the SPSS.V.15 program.

If the results of the Partial Regression coefficient test (t test) using the SPSS 12.0 for Windows program show that individually, the variables of work ethic, competence, work motivation and performance have a probability level value of less than 0.05, then it is significant. This means that there is a significant influence between work ethic, competence and partial work motivation on employee performance. Conversely, if the probability level value is more than

0.005, it means it is not significant. This means that there is no significant influence between work ethic, competence and partial work motivation on employee performance.

b. F Test (Simultaneous Regression Significance Test)

The F test is used to test the significance of the influence of the independent variable on the dependent variable simultaneously. The calculations were carried out with the help of SPSS version 11. The steps are: a). Determine Ho and Ha. b). Determine the level of significance to find out the size of Ftable. c). Calculate the magnitude of Fcount. d). Testing hypotheses. Ho is accepted if Ftable > Ftable. Ha is rejected if Fcount < Ftable.

1) Determining Ho and Ha

Ho:  $\beta_1 = \beta_2 = \beta_3 = 0$ , There is no significant simultaneous influence of the independent variables on employee performance.

Ha :  $\beta_1 \neq \beta_2 \neq \beta_3 \neq 0$ , there is a significant simultaneous influence between the independent variables on employee performance.

2) Testing Criteria

$$F \text{ count} = \frac{SSR/k}{SSE/n-k}$$

Information:

SSR = Sum of Squares Regression

SSE = Sum of Square from sampling Error

k = Number of independent variables

n = Number of samples

3) Decision Criteria

Ho is accepted and Ha is rejected if the calculated F value < F table, meaning that the independent variable does not significantly influence the dependent variable. Ho is rejected and Ha is accepted if F count > F table, meaning that the independent variable influences the dependent variable significantly. To make it easier, the test is carried out with the help of the SPSS V.12 program. If the output results of the F test calculation using the SPSS 12.0 for Windows program show a significant probability level of <0.05 then the regression model can be used.

## 4. Result and Discussion

### Multiple Regression Analysis

The analysis used in this research is multiple linear regression analysis, namely by looking at the influence of work ethic, competence and work motivation on employee performance at the Wonogiri Samsat Office.

**Table 1.** Regression Test Results

Variable	Coef	Sig	Information
(constant)	-2,727	0.405	
Work ethic	0.936	0,000	Significant
Competence	-0.622	0.001	Significant
Work motivation	0.582	0,000	Significant

Source: Primary data processed with SPSS 23

Based on table 1, the following regression equation can be obtained:

$$KK = \alpha + \beta_1EK + \beta_2K + \beta_3MK + \epsilon$$

$$KK = -2.727 + 0.936EK + -0.622K + 0.582MK + \epsilon$$

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

- A constant of -2.727 with negative parameters indicates that if the independent variables in the regression, namely work ethic, competence, work motivation on employee performance, are zero, then employee performance will decrease by -2.727.
- The work ethic regression coefficient value shows a coefficient value of 0.936 with positive parameters. This means that if work ethic increases by 1 unit, employee performance will increase by 0.936. Conversely, if work ethic decreases by 1 unit, employee performance will decrease.
- The competency regression coefficient value shows a coefficient value of -0.622 with negative parameters. This means that if competency decreases by 1 unit, employee performance will decrease by -0.622. Conversely, if competency increases by 1 unit, employee performance will increase.

The regression coefficient value for work motivation shows a coefficient value of 0.582 with positive parameters. This means that if work motivation increases by 1 unit, employee performance will increase by 0.582. Conversely, if work motivation decreases by 1 unit, employee performance will decrease.

#### Individual Significance Test (t Test)

The t statistical test aims to determine the individual influence of the independent variable on the dependent variable. The t test was carried out to test the hypothesis in this research which will determine whether the hypothesis that has been formulated will be accepted or rejected. If the significance value produced by the t test is smaller than the predetermined significance value, namely 0.05, then the hypothesis formulated can be accepted. If the opposite happens, then the hypothesis that has been formulated is rejected.

**Table 2.** t statistical test results

Variable	tcount	ttable	Sig
Work ethic	8,634	2,003	0,000
Competence	-3,354	2,003	0.001
Work motivation	5,374	2,003	0,000

Source: Primary data processed with SPSS 23

Based on the results of the t test above the table, the significant area is 5% or 0.05 with  $df = nk = 60 - 4 = 56$  of 2.003. Based on the regression equation above, it can be interpreted as follows:

- The tcount value of the work ethic variable is smaller than the ttable value, namely  $8.634 < 2.003$ , and the significance value is  $0.000 < 0.05$ , so H1 is accepted, which means work ethic influences employee performance.
- The t-count value of the work ethic variable is smaller than the t-table value, namely  $-3.354 < 2.003$ , and the significance value is  $0.001 < 0.05$ , so H2 is accepted, which means that competence influences employee performance.
- The t-count value of the work motivation variable is greater than the t-table value, namely  $5.374 > 2.003$ , and the significance value is  $0.000 < 0.05$ , so H3 is accepted, which means work motivation influences employee performance.

### Simultaneous Significance Test (F Test)

The F test is used to determine the influence of work ethic, competence and work motivation on employee performance at the Wonogiri Samsat Office. The population of this research is Wonogiri Samsat employees. The table below shows the results of the simultaneous significance test (F Test) as follows:

**Table 3.** F Test Results

Model	Fcount	Ftable	Sig.
Regression	39,006	2.54	0,000

Source: Primary data processed with SPSS 23

Based on table 3, the F test results show that the Ftable value at  $df = 4;56$  is 2.54. In the regression, the Fcount value is  $39.006 > Ftable$  is 2.54 with a significance value of  $0.000 < \alpha = 0.05$ . This means that  $H_0$  is rejected or indicates that the significance value of F is smaller than the significance value that has been determined, so the model that has been formulated can be used to predict company performance. This also means that work ethic, competence and work motivation together influence employee performance.

### Coefficient of Determination Test ( $R^2$ )

The table below shows the results of the coefficient of determination test ( $R^2$ ) as follows:

**Table 4.** Coefficient of Determination Test Results ( $R^2$ )

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.822	0.676	0.659	1.83397

Source: Primary data processed with SPSS 23

Based on table 4, the Adjusted  $R^2$  value is 0.659, it can be concluded that 65% of company performance is explained by three variables, namely work ethic, competence, work motivation, while the remaining 35% is explained by other factors outside the model studied.

### Discussion

Based on the results of hypothesis testing, the work ethic variable has a significance value of  $0.000 < 0.05$ . This shows that work ethic influences employee performance among Samsat Wonogiri employees. So the first hypothesis is accepted. Work ethic is closely related to the work values possessed by an employee, which will influence an employee's attitude towards work. Work ethic is the values that shape a person's personality at work. The importance of work ethic for employees, especially employees who work at the Wonogiri Samsat, means that this variable must be used as an important variable for measuring employee performance. A high work ethic is also one of the benchmarks for high-performing employees. Employees who have a good and positive work ethic will also have good and positive work performance. So it can be concluded that the higher the work ethic an employee has, the better the employee's performance will be. This research is supported by Yantikam et.al (2018) and Bawelle and Sepang (2016) who state that work ethic influences employee performance.

Based on the results of hypothesis testing, the competency variable has a significance value of  $0.001 < 0.05$ . This shows that competence influences employee performance among Samsat Wonogiri employees. So the second hypothesis is accepted. This means that competence is a factor that can determine a person's successful performance. The main things of a competency are knowledge, understanding, skills, and a positive attitude at work. Thus, a competency must be built based on the

skills and abilities possessed to work. Competence is the main variable that an employee must have in carrying out their work, so that the competence they have can help employees complete their work according to predetermined targets. A competent person is considered capable of working well. So it can be concluded that the better the competency level of an employee, the better the employee's performance. This research is supported by Elizar & Tanjung (2018) and Prayogi et.al (2019) who state that competence influences employee performance.

Based on the results of hypothesis testing, the motivation variable has a significance value of  $0.000 < 0.05$ . This shows that work motivation influences employee performance among Samsat Wonogiri employees. So the third hypothesis is accepted. These results are in line with Vroom's Theory which states that employee performance is based on individual factors such as personality, skills, knowledge, experience and abilities. Vroom states that effort, performance and results have a strong relationship to a person's motivation. Motivation is an important element that can move a person to achieve a goal. When in an unpleasant situation, a person's ability to continue to focus, push themselves, and achieve something will slowly decrease. Therefore, work motivation is an important element for employees to show themselves through their best performance. Performance measurement will lead a person to three indicators of work productivity, namely quantity, quality and timeliness. The presence of work motivation will stimulate employees to mobilize their abilities so that they are able to show maximum performance. The higher a person's work motivation, the better an employee's performance will be. This research is supported by Mariyanti & Afisha (2020) and Setiawan (2015) who state that work motivation influences employee performance.

Based on the results of data analysis and hypothesis testing in this research, it shows that together or simultaneously, work ethic, competence and work motivation together have a positive and significant effect on employee performance. Based on Simultaneous Significance (F Test), it shows that the  $F_{table}$  value at  $df = 4;56$  is 2.54. In the regression, the  $F_{count}$  value is 39.006  $> F_{table}$  is 2.54 with a significance value of  $0.000 < \alpha = 0.05$ . This H4 is accepted, meaning that work ethic, competence and work motivation together have a positive and significant effect on company performance. Thus, it can be concluded that when employees at Samsat Wonogiri have a good work ethic or spirit, have the soul and abilities that are truly competent in their field, and have excellent work motivation, then this can improve their performance at work. So it can be said that the better the work ethic, competence and work motivation, the more employee performance will increase. This research is supported by Herawati & Ernawati (2020), stating that work ethic, competence and work motivation influence employee performance.

## 5. Conclusion and Suggestion

### Conclusion

The conclusions that can be drawn in this research are:

1. Work Ethic influences employee performance among Samsat Wonogiri employees. Employees who have a good and positive work ethic will also have good and positive work performance. The higher the work ethic an employee has, the better the employee's performance will be.
2. Competency influences employee performance among Samsat Wonogiri employees. A competent person is considered capable of working well. The better the competency level of an employee, the better the employee's performance will be.
3. Work motivation influences employee performance among Samsat Wonogiri employees. The presence of work motivation will stimulate employees to mobilize their abilities so that they are

able to show maximum performance. The higher a person's work motivation, the better the employee's performance will be.

4. Work ethic, competence and work motivation together have a positive and significant effect on company performance. The better the work ethic, competence and work motivation, the more employee performance will increase.

### **Suggestion**

Based on the research results, this research has suggestions for:

1. Future researchers: should use more respondents from this research and add other variables that can also influence employee performance.
2. Readers: Suggestions for readers to appreciate more the performance of Samsat employees who have provided the best possible service. As well as remaining cooperative with Samsat employees when visiting the nearest Samsat, respecting each other, and not immediately blaming Samsat if there is a misunderstanding.
3. Agencies: to provide support to employees, to make them more motivated at work and to provide guidance and direction to employees so they can improve their competencies.

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