

The Effect of Human Resource Development, Work Capability on Work Ethic and Employee Performance

*The Effect of Human
Resource
Development*

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ABSTRACT

Satisfactory performance does not occur automatically, therefore an assessment of the work carried out by employees is required. The purpose of this research is to test and analyze the influence of HR development on employee work ethic, HR development on employee performance, work ability on employee work ethic, work ability on employee performance, work ethic on employee performance, the role of work ethic in mediating the influence of human resource development on employee performance and the role of work ethic in mediating the influence of ability on employee performance. This research was conducted at BPPW, BPJN and BP2JK Southeast Sulawesi. The number of respondents to this research was 183 people, consisting of 59 BPPW employees, 100 BPJN employees and 24 BP2JK Southeast Sulawesi employees. This research uses quantitative descriptive analysis methods. The results of the research are; HR development has a positive and significant effect on employee work ethic, HR development has a positive and significant effect on employee performance, Work ability has a positive and significant effect on employee work ethic, Work ability has a positive and significant effect on employee performance, Work ethic has a positive and significant effect on performance employees, work ethic can mediate the influence of human resource development on employee performance, work ethic can mediate the influence of work ability on employee performance.

Keywords: *Human Resource Development, Work Ability, Employee Performance*

ABSTRAK

Kinerja yang memuaskan tidak terjadi secara otomatis, oleh karena itu diperlukan penilaian terhadap pekerjaan yang dikerjakan oleh pegawai. Tujuan penelitian ini adalah untuk menguji dan menganalisis untuk menguji dan menganalisis pengaruh pengembangan SDM terhadap etos kerja pegawai, pengembangan SDM terhadap kinerja pegawai, kemampuan kerja terhadap etos kerja pegawai, kemampuan kerja terhadap kinerja pegawai, etos kerja terhadap kinerja pegawai, Peranan etos kerja dalam memediasi pengaruh pengembangan SDM terhadap kinerja pegawai dan Peranan etos kerja dalam memediasi pengaruh kemampuan terhadap kinerja pegawai. Penelitian ini dilakukan di BPPW, BPJN dan BP2JK Sulawesi Tenggara. Responden penelitian ini berjumlah 183 orang yang terdiri 59 pegawai BPPW, 100 pegawai BPJN dan 24 pegawai BP2JK Sulawesi Tenggara. Penelitian ini menggunakan metode analisis deskriptif kuantitatif. Hasil dari penelitian yaitu; Pengembangan SDM berpengaruh positif dan signifikan terhadap etos kerja pegawai, Pengembangan SDM berpengaruh positif dan signifikan terhadap kinerja pegawai, Kemampuan kerja berpengaruh positif dan signifikan terhadap etos kerja pegawai, Kemampuan kerja berpengaruh positif dan signifikan terhadap kinerja pegawai, Etos kerja berpengaruh positif dan signifikan terhadap kinerja pegawai, Etos kerja dapat memediasi pengaruh pengembangan SDM

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INTRODUCTION

Facilities and infrastructure as well as excess resources in an organization cannot maximize organizational activities without the support of quality Human Resources (HR) (Findarti, 2016). Robbins (2006) states that to obtain good performance and increased work results in a work organization, employees must meet the requirements or have basic skills and abilities, namely a group of abilities, which include communication skills, technical abilities, conceptual abilities, and personal qualities which include mental, physical, emotional, social character, attitude, commitment, integrity, awareness and good behavior, and administrative skills including the ability to analyze problems, give considerations, opinions, decisions, manage resources and various kinds of activities, open-minded, patient, actively participates in various activities. Robbins et al. (2015) emphasized that a person's performance can be improved if there is a match between work and abilities. As according to Sutrisno (2017), factors that influence employee achievement or performance are knowledge, attitudes, abilities, experience and role perception. Panjaitan (2017) said that human resource development in organizations is something that needs attention, because through human resource development it is hoped that the performance of the people in the organization will be achieved well. In accordance with Endrianto (2021) who states that many people still say that the work ethic in Indonesia is not evenly distributed.

In accordance with Government Regulation Number 42 of 2004 concerning Development, Corps Spirit and Code of Ethics for Civil Servants, improving the work ethic of Civil Servants is one of the goals of developing civil servant corps spirit. The civil servants who were respondents in this research were civil servants from the Regional Settlement Infrastructure Center, hereinafter referred to as BPPW SULTRA, the Southeast Sulawesi National Road Implementation Center, hereinafter referred to as BPJN SULTRA and the Southeast Sulawesi Construction Services Selection Implementation Center, hereinafter referred to as BP2JK SULTRA. BPPW SULTRA has 74 employees with civil servant status including 60 non-managerial employees, 13 managerial employees and 1 head of BPPW SULTRA. BPJN SULTRA is under and responsible to the Director General of Highways and is led by a Head of BPJN SULTRA. There are 233 BPJN Sultra civil servants. BP2JK SULTRA is under and responsible to the Director General of Construction Development and is led by a Head. BP2JK Sultra has 29 civil servants. Indications in terms of work ability were also found to be a factor in not achieving performance targets. Some employees are still unfamiliar with technology, such as not being able to run Microsoft Office, especially Microsoft Excel, independently.

The general knowledge of employees regarding the use of tools and even formulas in Microsoft Excel reflects that employees' work skills are not yet optimal. This condition also reflects the suboptimal development of human resources at BPPW Sultra because there is no self-awareness for each individual employee to learn and understand the use of technology to improve the employee's own development. Based on the problem formulation described above, it can be seen that the research objectives are to test and analyse. The influence of human resource development on the work ethic of BPPW, BPJN and BP2JK Southeast Sulawesi employees. The influence of human resource development on the performance of BPPW, BPJN and BP2JK Southeast Sulawesi employees. The influence of work ability on the work ethic of BPPW, BPJN and BP2JK Southeast Sulawesi employees. The influence of work ability on the performance of BPPW, BPJN and BP2JK Southeast Sulawesi employees. The influence of work ethic on the performance of BPPW, BPJN and BP2JK Southeast Sulawesi employees. The role of

work ethic can mediate the influence of human resource development on the performance of BPPW, BPJN and BP2JK Southeast Sulawesi employees. The role of work ethic can mediate the influence of ability on the performance of BPPW, BPJN and BP2JK Southeast Sulawesi employees.

LITERATURE REVIEW

Human resource development aims to produce a logically connected and comprehensive framework to develop an environment where employees are encouraged to learn to develop (Sedarmayanti, 2008). Siagian (2007) added that human resource development has a relationship with employee performance, in this case it means that human resource development influences employee performance to provide an understanding that employee performance is the result of work carried out by employees or is a contribution made by employees to the organization where he works. Saeed et al., (2019) stated that human resource development can be measured through several indicators, namely; Education and Training, Non-training activities, Promotion, Motivation. The indicators for human resource development proposed by Sukarjati et al. (2016) are as follows; Position Rotation, Job Instruction Training, Internships, Directions, Temporary Assignments, Education. Gibson (1989) defines ability as the ability to show a person's potential to carry out a task or job. According to Robbinset al. (2015) ability is an individual's current capacity to carry out various tasks in a job. Gibson (1996) said that ability shows a person's abilities such as intelligence and skills. Robbins (1996) identified indicators of work ability including intellectual ability and physical ability.

According to Tasmara (2002), ethos comes from the Greek word ethos, which means attitude, personality, disposition, character and belief in something. A person's work ethic is closely related to personality, behavior and character, each person has an internal being which is who he is. Another definition according to Uygur et al. (2017) work ethic is the totality of one's personality and the way of expressing, viewing, believing and giving meaning to something, which encourages one to act and achieve optimal deeds. Tasmara (2002) suggests four dimensions of work ethic, these dimensions consist of; Discipline, namely a condition that is a manifestation of an employee's mental attitude and behavior in terms of the aspect of compliance and obedience to the provisions of regulations and laws that apply to the organization. Cooperation, namely, an attitude of willingness to carry out activities or efforts with superiors, fellow employees and subordinates to achieve organizational goals. Fairness means being impartial, unbiased, siding with the truth, adhering to the truth so that as a leader you can be fair. Caring, that is, an attitude of heeding, paying attention to and caring about other employees in the organization. Caring also means an attitude of willingness to pay attention to the environment in which we are based on the belief that the good and bad of that environment is part of the employee's contribution.

Government Regulation no. 30 of 2019 explains that in article 2 the performance assessment of civil servants aims to guarantee objectivity and coaching of civil servants which is carried out based on a work performance system and a career system which focuses on the work performance system. Work assessment in Government Regulation no. 20 of 2019 covers several aspects, namely quantity, quality, time and cost, service orientation, integrity, commitment, discipline, cooperation, and leadership of employees according to the characteristics, nature and type of activities in each agency. It was further explained that these aspects were prepared by referring to the technical standards for the activities of each agency. According to Robbins (2006) indicators for measuring individual employee performance are: Quality of work, Quantity of work, Timeliness, Effectiveness, Independence. Government Regulation no. 30 of 2019 in the form of the following explanation: Quantity, Quality, Time, Cost, Behavior, Service Orientation, Initiative, Commitment, Cooperation, Leadership. Performance measurement of BPPW, BPJN and BP2JK Southeast Sulawesi employees is carried out in accordance with PP No. 30 of 2019. Therefore, this research adopts employee performance variable indicators

in accordance with PP No. 30 of 2019, namely with indicators for Employee Work Targets and Work Behavior.

Quality human resources have a positive role in increasing work ethic to achieve organizational goals. The development of human resources is not limited to developing intellectuals but also developing good work attitudes and behavior. Work attitudes and behavior are intended as work ethic. Human resource development is very important for organizations/companies in order to have quality resources both in terms of knowledge and attitude. Shen & Zhang, (2019) stated that human resource development has an effect on increasing the work ethic of PT employees. INKA Multi Solusi Service Madiun, the more employees improve the quality of human resources, the more employee work ethic will increase to provide increased employee performance so that company productivity will be higher. Human resource development can be interpreted as a joint initiative between workers and employers to improve existing individual skills and knowledge (Sedarmayanti, 2009). According to Siagian (2007), human resource development has a relationship with employee performance, in this case it means that human resource development influences employee performance to provide an understanding that employee performance is the result of work carried out by employees or is a contribution made by employees to the organization. where he works. The results of previous research by Wibowo (2021), Nurwan (2020) and Sukarjati et al. (2016) stated that human resource development has a positive and significant effect on employee performance. Increasing human resource development is a factor in increasing employee performance itself.

According to Muhaimin (2010), the state of a person's work ethic can at least be targeted from the way they work, which has 3 basic characteristics, namely: The desire to uphold the quality of education (job quality), Maintaining self-esteem in carrying out work, The desire to provide services to the community through work. professional. These three characteristics are basically related to the qualifications that employees in general must have. Sumitro (2022) states that work ability has a positive and significant effect on work ethic with a t-statistic value of $6.292 > 1.96$. It can be understood that there is an influence of work ability on employee work ethic. A good work ethic is created by the employee's mental and physical abilities. Apart from the facilities that support employee welfare, which is an external factor, the employee's own work ability must also be adequate to improve the quality of the employee himself. Siagian (2008) defines work ability but explicitly pays attention to the relationship between work ability and employee performance, namely that even experienced employees always need to increase their knowledge, skills and abilities, because there are always better ways to improve performance. Previous research by Wahyuna et al. (2022) and Madjid (2016) states that there is a positive and significant influence between work ability and employee performance.

Work ethic has a fundamental influence on performance, namely not to commit negligence or irregularities in work. In the opinion of Cheng et al. (2017) work ethic is a fundamental attitude both before, process and results that can color the benefits of a job, thus employees/employees who have a good work ethic are really needed by organizations. Asmike et al. (2021) and Priansa (2015) state that work ethic has a positive and significant effect on employee performance. When work ethic increases, employee performance will also increase.

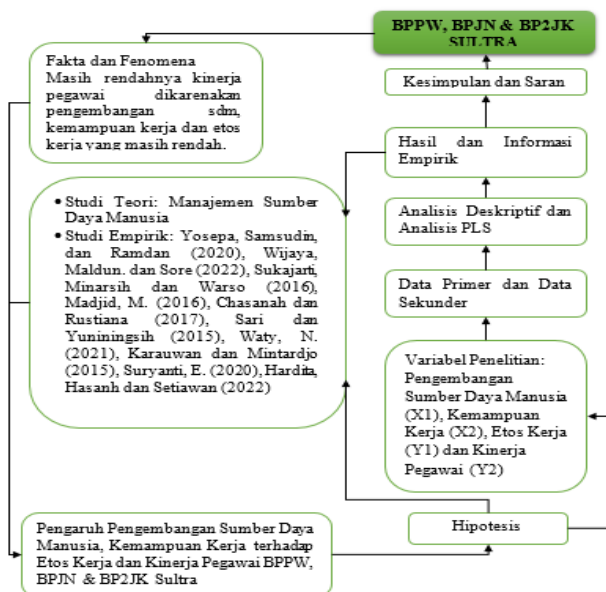


Figure 1. Research Framework

Based on the theoretical studies that have been described, this research will examine 4 (four) variables, namely the human resource development variable (X1), work ability variable (X2), work ethic variable (Y1) and employee performance variable (Y2). This research will also analyze the influence of human resource development and work abilities on work ethic and employee performance.

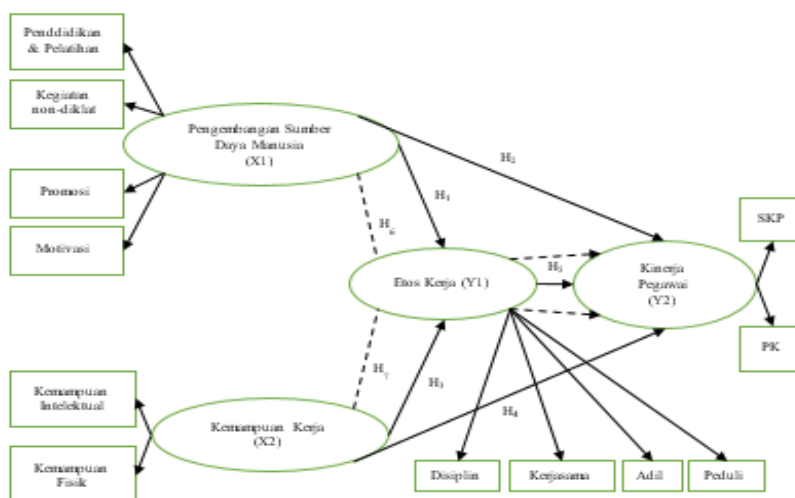


Figure 2. Conceptual Framework of Research

- Based on the research conceptual framework, the research hypothesis is as follows:
- H1: Human resource development has a positive and significant effect on work ethic.
 - H2: Human resource development has a positive and significant effect on employee performance.
 - H3: Work ability has a positive and significant effect on work ethic.
 - H4: Work ability has a positive and significant effect on employee performance.
 - H5: Work ethic has a positive and significant effect on employee performance.
 - H6: Work ethic can mediate the influence of human resource development on the performance.
 - H7: Work ethic can mediate the influence of work ability on the performance.

METHODS

The research is explanatory, namely the influence of human resource development, work ability on work ethic and employee performance which provides an explanation of the causal relationship between variables through hypothesis testing. The locations for this research are BPPW, BPJN and BP2JK Southeast Sulawesi. The population in this study were all non-managerial employees with civil servant status at BPPW, BPJN and BP2JK Southeast Sulawesi, totalling 336 non-managerial employees. The sample in this study consisted of 183 non-managerial employees consisting of civil servants BPPW, BPJN and BP2JK SULTRA. The variables in the study are classified as follows; Exogenous Variable: Human Resource Development and Work Ability, Intervening Variable: Work Ethic, Endogenous Variable: Employee Performance. The type of data used in this research is qualitative and quantitative data. The qualitative data referred to in this research is a general description of BPPW, BPJN and BP2JK, including a brief history of the establishment of the object, geographical location of the object, vision and mission, organizational structure and employee conditions. The quantitative data in this research is the number of employees and the results of the questionnaire. Data sources obtained in this research include primary and secondary data. Primary data was obtained by the author from interviews, observations and through questionnaires given to research respondents. Secondary data is collected by researchers as supporting data which is arranged in document form. The data consists of scientific literature such as published journals and expert findings relevant to the variables studied as well as other supporting documents. The data collection techniques that will be used in this research are questionnaires, interviews and documentation. Measurements in this research will use a Likert scale. Each variable is measured using a questionnaire with 5 categories referring to a Likert scale, Interpretation of Statement Item Values Statement Item Values Strongly Agree (SS) 5, Agree (S) 4, Neutral (N) 3, Disagree (TS) 2 and Strongly Disagree (STS) 1. The instrument test in this study used the validity test and instrument reliability test. This research uses two analytical methods, namely descriptive statistical analysis and inferential statistical analysis of data obtained in the field. Descriptive statistical analysis is used to describe each research variable in more depth.

RESULTS

BPPW is a Regional Settlement Infrastructure Center under and responsible to the Director General of Cipta Karya through the relevant Director and led by a head. BPJN is the National Road Implementation Agency which is under and responsible to the Director General of Highways through the relevant Director and is led by a Head. BP2JK is the Implementing Agency for Construction Services Selection which is under and responsible to the Director General of Construction Development through the relevant Director and is led by a Head.

Table 1. Characteristics of Respondents Based on Gender

Gender	Frequency	Percentage (%)
Man	126	69
Woman	57	31
Amount	183	100
Characteristics of Respondents Based on Age		
Age Range	Frequency	Percentage (%)
25 s/d 31	20	11
32 s/d 38	15	8
39 s/d 45	16	9
46 s/d 52	57	31
53 s/d 59	75	41
Amount	183	100
Characteristics of Respondents Based on Education Level		
Education	Frequency	Percentage (%)
high school	69	38
Bachelor	100	55

Postgraduate	14	8
Amount	183	100
Characteristics of Respondents Based on Years of Work		
Years of service	Frequency	Percentage (%)
1 s/d 11	35	19
12 s/d 22	103	56
23 s/d 33	45	25
Amount	183	100

Table 2. Characteristics of Respondents Based on Institutions

Group	Group Frequency	Percentage (%)	Institution	Frequency Institutions	Percentage (%)
I/a s/d I/d	2	32	BPPW	59	32
II/a s/d II/d	61	13	BP2JK	24	13
IIIa s/d /Iliad	117	55	BPN	100	55
IV/ a s/d IV/d	3				
Amount	183	100		183	100

According to respondents, the human resource development variable is in the very good category as indicated by the average assessment score for the HR development variable of 4.36. The work ability variable at BPPW, BP2JK and BPJN Southeast Sulawesi is in the very good category as shown by the average assessment score for the work ability variable of 4.35. The work ethic variable at BPPW, BP2JK and BPJN Southeast Sulawesi is in the very good category as shown by the average assessment score for the work ethic variable of 4.40. Employee performance variables at BPPW, BP2JK and BPJN Southeast Sulawesi are in the very good category as shown by the average assessment score for employee performance variables of 4.34.

Evaluation of the latent variable measurement model with reflective indicators was analyzed by looking at the convergent validity of each indicator. Convergent validity testing on PLS can be seen from the magnitude of the outer loading of each indicator on the latent variable. Outer loading above 0.70 is highly recommended, however outer loading 0.50-0.60 can still be tolerated. There are three criteria for assessing the outer model, namely discriminant validity, composite validity, and convergent validity (Hair et al., 2020).

Table 3. AVE, AVE and Correlation Values

Research variable	AVE	\sqrt{AVE}	HR Development	Work ability	Work ethic	Employee Performance
Human Resources Development (X1)	0.532	0.729	1.000			
Work Ability (X2)	0.735	0.857	0.678	1.000		
Work Ethic (Y1)	0.568	0.754	0.690	0.730	1.000	
Employee Performance (Y2)	0.809	0.900	0.663	0.694	0.731	1.000

The square root of average variance extracted (AVE) value for all variables in this study is greater than the correlation between latent variables and other latent variables, so that the instrument for each variable is said to be a valid discriminant (Voorhees et al., 2016). It was also obtained that the AVE value was greater than the correlation of the latent variable in question with other latent variables and was still above 0.70 (tolerance limit). This means that the latent variable constructs of human resource development, work ability, work ethic and employee performance have good discriminant validity, thus the research instruments used to measure all latent variables or constructs in this research meet the discriminant validity criteria.

Table 4. Cross Loading

Symbol	X1(HR Development)	X2 (Work ability)	Y1 (Work ethic)	Y2 (Employee Performance)
X1.1	0.720	0.485	0.519	0.486
X1.2	0.819	0.532	0.572	0.599

X1.3	0.756	0.530	0.484	0.450
X1.4	0.606	0.428	0.423	0.366
X2.1	0.668	0.904	0.710	0.679
X2.2	0.473	0.808	0.521	0.490
Y1.1	0.497	0.591	0.774	0.577
Y1.2	0.637	0.653	0.851	0.672
Y1.3	0.394	0.433	0.626	0.405
Y1.4	0.521	0.495	0.746	0.512
Y2.1	0.629	0.662	0.676	0.909
Y2.2	0.561	0.584	0.638	0.890

Convergent validity aims to measure the validity of indicators as construct measures which can be seen from the outer loading. The reflective size of an indicator is said to be high if it correlates more than 0.70 with the construct to be measured. However, at the scale development stage research, loadings of 0.50 to 0.60 are still acceptable (Cheah et al., 2018).

Table 5. Outer Loading

Indicator	Outer Loading	t-statistic
Education and Training (X1.1)	0.720	18.419
Non-training activities (X1.2)	0.819	29.135
Promotion (X1.3)	0.756	18.961
Motivation (X1.4)	0.606	8.416
Intellectual Ability (X2.1)	0.904	60.525
Physical Ability (X2.2)	0.808	25.469
Discipline (Y1.1)	0.774	24.512
Cooperation (Y1.2)	0.851	50.295
Fair (Y1.3)	0.626	11.954
Care (Y1.4)	0.746	21.975
Employee Work Targets (SKP) (Y2.1)	0.909	70.858
Work Behavior (PK) (Y2.2)	0.890	40.752

The results of the measurement model show that the outer loading values of the four indicators, namely education and training (0.720), non-training activities (0.819), promotion (0.756) and motivation (0.606) are valid for use in reflecting the measurement of human resource development variables. The results of the measurement model show that the two indicators, namely intellectual ability (0.904) and physical ability (0.808) are valid for use in reflecting the measurement of work ability variables. The results of the measurement model show that the four indicators, namely discipline, cooperation, fairness and caring, are valid for use in reflecting the measurement of work ethic variables. The results of the measurement model show that the two indicators, namely employee work targets (SKP) and Work Behavior (PK) are valid for use in reflecting the measurement of employee performance variables.

Table 6. Reliability Test Results of the Instrument Measurement Model

Variables	Construct Reliability	Results
Human Resources Development (X1)	0.818	Reliable
Monkey Ability (X2)	0.847	Reliable
Work Ethic (Y2)	0.839	Reliable
Employee Performance (Y2)	0.894	Reliable

The composite reliability values obtained for the variables human resource development (0.818), work ability (0.847), work ethic (0.839) and employee performance (0.894) show that the four latent variables analyzed have good composite reliability because the value is greater than 0.70 (Diaz et al., 2017). Q2 is based on the coefficient of determination of all endogenous variables. The Q2 value ranges from $0 < Q2, 1$, the closer the value to 1, the better the model.

Table 7. Goodness of Fit Test Results

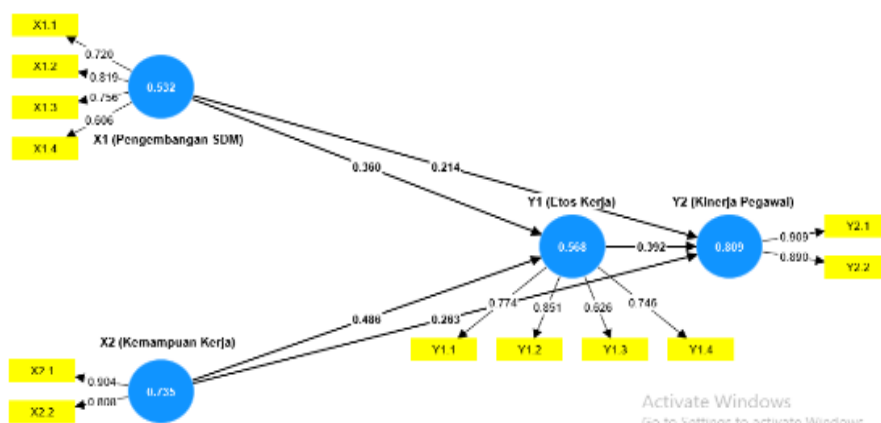
Indigenous Variable	(R ²)
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Work Ethic (Y1)	0.603
Performance (Y2)	0.611

Based on the coefficient of determination (R2) value presented in Table 7, the value of Q2 can be determined with the following calculation:

$$\begin{aligned}
 Q2 &= 1 - (1-R12) (1-R22) \\
 &= 1 - \{(1-0,603) (1-0,611)\} \\
 &= 1 - \{(0,397) (0,389)\} \\
 &= 0,845567
 \end{aligned}$$

Based on the results of calculating perception data, it is known that the value of predictive relevance (Q2) = 0.846 or 84.6%. This means that the accuracy or correctness of this research model can explain the diversity of human resource development variables, work ability, work ethic and employee performance by 84.6%. The remaining 15.4% is explained by other variables not included in this research model. Ultimately the model can be used for hypothesis testing. Testing of the structural model and hypothesis was carried out by looking at the estimated value of the path coefficient and the t-statistic value greater than the t-table 1.96 or at $\alpha = 0.05$ (Long, 1976) based on the conceptual framework of this research, testing the relationship model and hypothesis between variables can be carried out in two stages, testing the direct influence path coefficient and testing the indirect influence path coefficient (mediation). Testing Direct Influence Path Coefficients and Research Hypotheses.



Source: Primary Data Processed in 2023

Figure 3. Path Coefficient Diagram and Hypothesis Testing

The test results in Figure 3 were obtained from the five direct influences tested, all of which had positive and significant effects. human resource development has a positive and significant effect on work ethic, human resource development has a positive and significant effect on employee performance, work ability has a positive and significant effect on work ethic, work ability has a positive and significant effect on employee performance and work ethic has a positive effect and significant on employee performance.

Table 8. Path Coefficients and Hypothesis Testing

Model	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic	P-Value
X1->Y1	0.360	0.363	0.073	4.942	0.000
X1->Y2	0.214	0.20	0.080	2.688	0.007
X2->Y1	0.486	0.485	0.072	6.710	0.000
X2->Y2	0.263	0.261	0.087	3.003	0.003
Y1->Y2	0.392	0.387	0.087	4.482	0.000

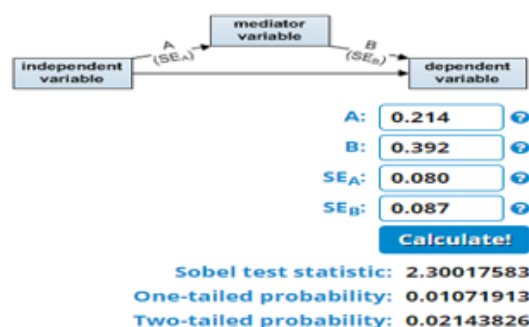
The results of testing the influence of human resource development on work ethic can be proven by the estimated value of the perception data path coefficient of 0.360 in a positive direction. Based on table 8, hypothesis 1 in this research is the influence of human resource development on work ethic. The results of data processing with smart PLS show that the t-statistic value is $4.942 > 1.96$ and the p-value is $0.000 < 0.05$ (significant), thus it can be said that the first hypothesis in this research is accepted. So, it can be concluded that human resource development has a positive and significant influence on the work ethic of BPPW, BPJN and BP2JK Southeast Sulawesi employees.

The results of the study of the influence of human resource development on employee performance can be proven by the estimated value of the perception data path coefficient of 0.214 in a positive direction. This means that the path coefficient is positive and has a significant influence. Based on table 8. the second hypothesis in this research is the influence of human resource development on employee performance. Based on the results of data processing with smart PLS, it is known that the t-statistic value of 2.688 is greater than the t-table of 1.96 (sig 0.05), thus it can be said that the second hypothesis in this study is accepted. So, it can be concluded that human resource development has a positive and significant influence on employee performance.

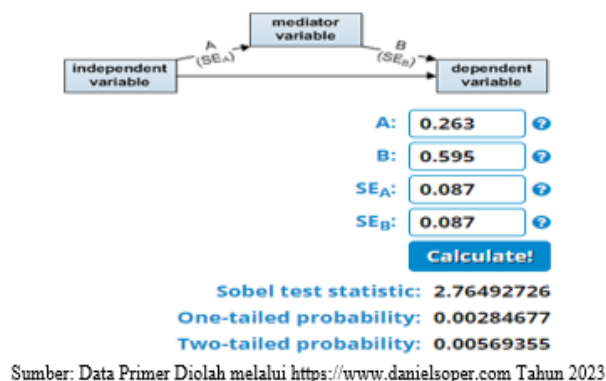
The results of testing the influence of work ability on work ethic can be proven by the estimated value of the perception data path coefficient of 0.486 in a positive direction. This means that the path coefficient is positive. Based on table 16, the third hypothesis in this research is the influence of work ability on work ethic. Based on the results of data processing with smart PLS, it is known that the t-statistic value of 6.710 is greater than the t-table of 1.96 (sig 0.05), thus it can be said that the third hypothesis in this research is accepted. So, it can be concluded that work ability has a positive and significant influence on work ethic.

The results of the study on the influence of work ability on employee performance can be proven by the estimated value of the perception data path coefficient of 0.263 in a positive direction. This means that the path coefficient is positive and has a significant influence. Based on table 16, the fourth hypothesis in this research is the influence of work ability on employee performance. Based on the results of data processing with smart PLS, it is known that the t-statistic value of 3.003 is greater than the t-table of 1.96 (sig 0.05), thus it can be said that the fourth hypothesis in this study is accepted. So, it can be concluded that work ability has a positive and significant influence on employee performance.

The results of testing the influence of work ethic on employee performance can be proven by the estimated value of the perception data path coefficient of 0.392 in a positive direction. This means that the path coefficient is positive. Based on table 16, the fifth hypothesis in this research is the influence of work ethic on employee performance. Based on the results of data processing with smart PLS, it is known that the t-statistic value of 4.482 is greater than the t-table of 1.96 (sig 0.05), thus it can be said that the fifth hypothesis in this study is accepted. So, it can be concluded that work ethic has a positive and significant influence on employee performance.



Based on the results of online Sobel test calculations, t-statistical results (t count) were obtained with a value of 2.300 > t-critical 1.96. Meanwhile, the probability value (p-value) obtained is 0.010 < (a) 0.05. Based on the results of this analysis, it can be explained that work ethic can mediate the influence of human resource development on employee performance at BPPW, BPJN and BP2JK, Southeast Sulawesi. Thus, the mediating role of work ethic can be said to be a partial mediation variable by (Widyarini & Muafi, 2021).



Based on the results of online Sobel test calculations, t-statistical results (calculated t) were obtained with a value of 2.764 > from t-critical 1.96. Meanwhile, the probability value (p-value) obtained is 0.0028 < (a) 0.05. Based on the results of this analysis, it can be explained that work ethic can mediate the influence of work ability on employee performance at BPPW, BPJN and BP2JK Southeast Sulawesi. Thus, the mediating role of work ethic can be said to be a partial mediation variable (Widyarini & Muafi, 2021).

DISCUSSION

The results of testing the influence of human resource development on work ethic can be proven by the estimated value of the perception data path coefficient of 0.360 in a positive direction, the t-statistic value of 4.942 > 1.96 and the p-value of 0.000 < 0.05 (significant). This means that the path coefficient is positive and has a significant influence. So, it can be concluded that human resource development has a positive and significant influence on work ethic. The work ethic of BPPW, BPJN and BP2JK Southeast Sulawesi employees can be improved by increasing their motivation because motivation is really needed so that a person becomes motivated and enthusiastic about working to fulfil all their needs, so that they can help the organization in achieving its goals. The results of testing the influence of human resource development on employee performance can be proven by the estimated value of the perception data path coefficient of 0.214 in a positive direction, the t-statistic value of 2.688 > 1.96 and the p-value of 0.007 < 0.05 (significant). This means that the path coefficient is positive and has a significant influence. So, it can be concluded that human resource development has a positive and significant influence on employee performance. It was concluded that the employee's desire for motivation is very important, but the actual situation seen from the outer loading reflects that employee motivation is not yet optimal. The performance of BPPW, BPJN and BP2JK Southeast Sulawesi employees can be improved by increasing their motivation.

The results of testing the influence of work ability on work ethic can be proven by the estimated value of the perception data path coefficient of 0.486 in a positive direction, the t-statistic value of 6.710 > 1.96 and the p-value of 0.000 < 0.05 (significant). This means that the path coefficient is positive and has a significant influence. So it can be concluded that work ability has a positive and significant influence on work ethic. The research results show that the better the employee's work ability in an organization will influence the employee's work ethic. The results of this research are in line with the opinion of Yuan

et al. (2019) who state that ability is defined as broad characteristics and characteristics of stable responsibility at a maximum level of achievement based on mental and physical work abilities. The results of testing the influence of work ability on employee performance can be proven by the estimated value of the perception data path coefficient of 0.263 in a positive direction, a t-statistic value of $3.003 > 1.96$ and a p-value of $0.003 < 0.05$ (significant). This means that the path coefficient is positive and has a significant influence. so it can be concluded that work ability has a positive and significant influence on employee performance. The research results show that the better the employee's work ability in an organization will influence the employee's performance. In this research, work ability is expressed in the form of intellectual ability and physical ability. This has the effect of increasing employee work ethic because the work abilities determined by the organization aim to align work ethic with employee work abilities.

The results of this research are in line with the opinion of Gibson (1989) who defines ability, namely the ability to show a person's potential to carry out their duties or work. The results of testing the influence of work ethic on employee performance can be proven by the estimated value of the perception data path coefficient of 0.392 in a positive direction and a t-statistic value of $4.482 > 1.96$ and a p-value of $0.000 < 0.05$. This means that the path coefficient is positive and has a significant influence. So it can be concluded that work ethic has a positive and significant influence on employee performance. The research results show that the better the work ethic in an organization will influence employee performance. Based on the loading factor of the work ethic variable, the fair indicator loading is the lowest among the four other work ethic variable indicators. The loading of the motivation indicator is 0.626. Even though it is still within tolerance limits, this shows a discrepancy with the respondents' wishes, where the average fair indicator score in the distribution of respondents' answers is 4.44, which means the category is very good/important. It was concluded that employees' desire for fairness is very important, but the actual situation seen from outer loading reflects that fairness is not yet optimal.

Justice is the degree to which a person feels treated fairly in the organization where the individual works (Swalhi et al., 2017). Another definition states that organizational justice is a person's point of view regarding the decisions taken by their superiors. Based on the results of online Sobel test calculations, t-statistics (t-count) results were obtained with a value of $2,300 >$ from t-critical 1.96, while the probability value (p-values) obtained a value of $0.010 <$ (a) 0.05. The results of this analysis can be explained that work ethic can mediate the influence of human resource development on employee performance at BPPW, BPJN and BP2JK Southeast Sulawesi. The results of this research indicate that work ethic can play a mediating role in human resource development on employee performance. Employees who have a high work ethic towards the agency/organization usually show work attitudes and behavior that are full of concern for colleagues, the environment and work responsibilities.

Based on the results of online Sobel test calculations, t-statistics (t-count) results were obtained with a value of $2.764 >$ t-critical 1.96, while the probability value (p-values) obtained a value of $0.002 <$ (a) 0.05. The results of this analysis can be explained that work ethic can mediate the influence of work ability on employee performance at BPPW, BPJN and BP2JK Southeast Sulawesi. The results of this research indicate that work ethic can play a mediating role in work ability on employee performance. Employees who have a high work ethic towards the agency/organization usually show attitudes and work behavior that are full of attention towards colleagues, the environment and work responsibilities. The implementation of this research cannot be separated from the limitations experienced in addition to time and cost limitations, the researcher is aware of this. Limitations in this research include: This research uses a questionnaire in collecting data, so sometimes the answers given by respondents do not show the real situation because they are not supported by in-depth interviews and the data obtained are direct answers from research respondents, so the data obtained in this research is greatly influenced by the perception and honesty of respondents in providing answers to the statements given in the questionnaire.

CONCLUSION

Human resource development has a positive and significant effect on the work ethic of employees at BPPW, BPJN and BP2JK Southeast Sulawesi. The higher the development of human resources at BPPW, BPJN and BP2JK Southeast Sulawesi, the higher the work ethic they have. Human resource development has a positive and significant effect on employee performance at BPPW, BPJN and BP2JK Southeast Sulawesi. The higher the development of human resources at BPPW, BPJN and BP2JK Southeast Sulawesi, the higher the employee performance. Work ability has a positive and significant effect on the work ethic of employees at BPPW, BPJN and BP2JK Southeast Sulawesi. The higher the work ability of employees at BPPW, BPJN and BP2JK Southeast Sulawesi, the higher the work ethic they have. Work ability has a positive and significant effect on employee performance at BPPW, BPJN and BP2JK Southeast Sulawesi. The higher the work ability of employees at BPPW, BPJN and BP2JK Southeast Sulawesi, the higher the employee performance. Work ethic has a positive and significant effect on employee performance at BPPW, BPJN and BP2JK Southeast Sulawesi. The higher the work ethic of employees at BPPW, BPJN and BP2JK Southeast Sulawesi, the higher the employee performance. Work ethic can mediate the influence of human resource development on employee performance at BPPW, BPJN and BP2JK Southeast Sulawesi. This means that work ethic can be used as a mediating influence variable (indirect influence) on employee performance. Work ethic can mediate the influence of work ability on employee performance at BPPW, BPJN and BP2JK Southeast Sulawesi. This means that work ethic can be used as a mediating influence variable (indirect influence) on employee performance. Based on the results of data analysis, discussion and conclusions of this research, suggestions that can be put forward include: To the management of BPPW, BPJN and BP2JK Southeast Sulawesi to contribute to improving employee performance by implementing existing programs and utilizing them for developing human resources and work abilities that every employee has. Optimizing human resource development by motivating employees more. Improving work ability by paying more attention to employees' physical ability factors. Optimizing work ethics by paying more attention to fairness for employees so that it will have an impact on improving employee performance.

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