

**THE INFLUENCE OF INTERPERSONAL COMMUNICATION AND WORK ETHIC  
ON EMPLOYEE PERFORMANCE WITH COMMITMENT  
AS A MODERATING VARIABLE**

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***Abstract***

*Employee performance is the most fundamental factor in improving company performance. There are a number of factors that can influence employee performance in a company, including good internal communication and a work ethic that continues to improve among employees. Therefore, this research aims to examine the influence of interpersonal communication and work ethic on employee performance. Different from previous research, this research adds the Commitment variable as a moderating variable. This research is quantitative research, namely research that serves as a stepping stone for previous research to find new variations in this research. This research uses secondary data which is distributed through questionnaires. The data used was analyzed using smart PLS 3.0. The research results show that the Interpersonal Communication and Work Ethic variables have a positive relationship and have a significant influence. In line with the researchers' assumptions, the Commitment variable can moderate the influence of Interpersonal Communication and Work Ethic on Employee Performance.*

**Keywords :** *Interpersonal Communion, Work Etic, Commitment, Employee Peforamnce..*

**1. INTRODUCTION**

Employee performance is the main factor as well as the most fundamental factor in achieving the Company's vision. Employee performance can also be said to be a machine if the company is thought of as a motorbike. Therefore, it is very important to pay attention to what factors influence employee performance. In this research, it is assumed that there are 2 factors from among the many other factors that can influence employee performance, namely the interpersonal communication factor in the company environment and the work ethic factor within the employee himself.

Judging from the origin of the word inter which means between and the word person which means person, interpersonal communication is basically between communication media and technology on one side and nonverbal communication on the other (Luthans, 2006), stating that interpersonal communication is the transfer of information from one person to another. person

to person. Thus (Butarbutar et al., 2021), states that interpersonal communication is part of the interaction between several people. This definition shows that interpersonal communication is part of more personal communication between individuals.

According to (Khairani, 2018) interpersonal communication is the process of conveying messages and/or information by someone to another person to inform, change attitudes, opinions or behavior either directly or through the media to support the completion of tasks that must be carried out. With interpersonal communication, people can exchange information, support and help each other in completing work so that work can be completed immediately according to the specified quantity and quality and within a fast time period.

There are a number of studies (Butarbutar et al., 2021); (Nuraeni et al., 2017); (Falah, 2020) & (Julyano & Sulistyawan, 2019) state that Interpersonal Communication has a positive and significant effect on Employee Performance. Apart from Interpersonal Communication, this research also uses the Work Ethic variable which researchers believe can influence employee performance.

Work ethic is a concept that views employee devotion or dedication to work as a very valuable value (Purwanti, 2019). Work ethic itself comes from the Greek ethos, namely character, way of life, a person's habits, a person's moral goals and their world view, namely the image, way of acting or the most comprehensive idea about order. In other words, ethos is an evaluative aspect as a fundamental attitude towards themselves and their world which is reflected in their lives (Khasanah, 2004). Work ethic is an attitude, view, habits, characteristics or characteristics regarding the way of working that a person, a group or a nation has (Dodi, 2013). Work ethic is a work spirit that is visible in the way a person approaches work, the motivation behind doing a job (Purwanti, 2019).

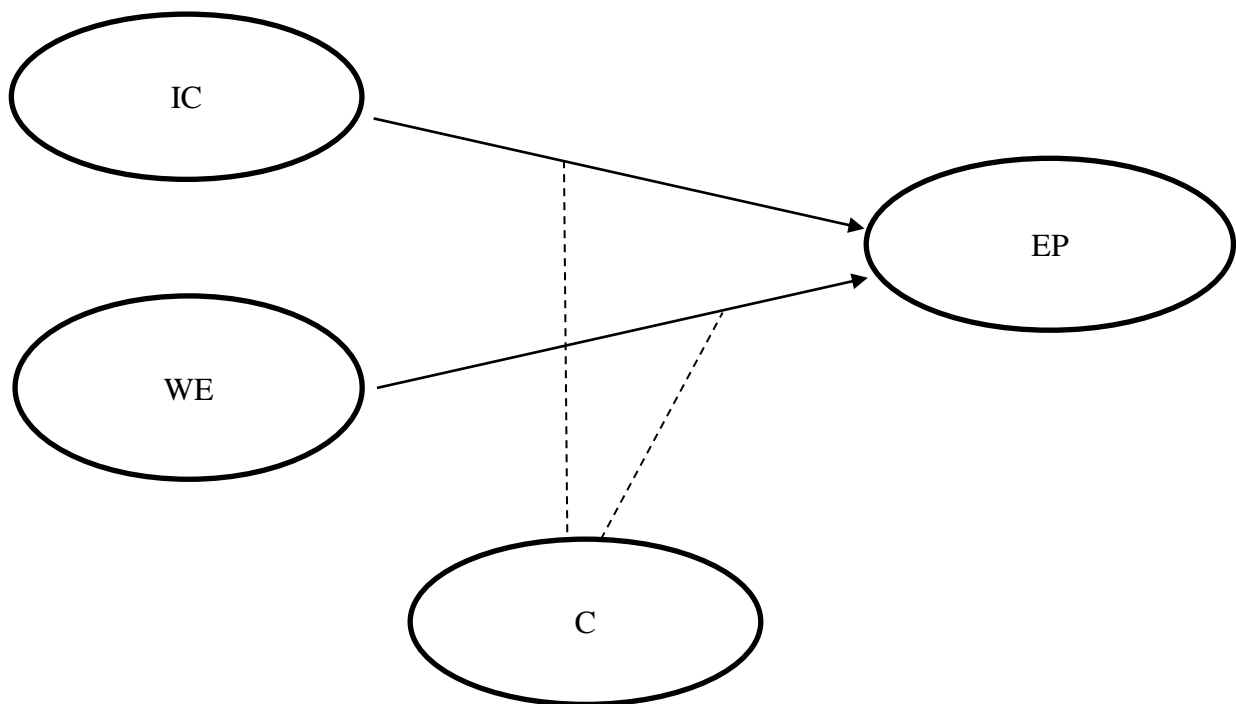
In Darodjat's view, ethos means attitude, personality, disposition (basic nature), character, will, morality, customs. Terminologically, the meaning of the word ethos has three different differences, namely: (1). A general rule or way of life; (2). A set of rules of conduct; (3). An investigation into a way of life and a set of rules of conduct (Darodjat, 2015). The meaning of ethos is the belief that guides a group or institution. Meanwhile, in The American Heritage Dictionary of English Language, ethos has 2 meanings, namely: (1). A 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 main or controlling principle in a movement, work of art, form of expression, or the like. Meanwhile, in the view of Hasibuan, work is a number of physical and mental activities of a person to do work (Hasibuan, 2009).

There are a number of studies (Lawu et al., 2019); (Purwanti, 2019); (Kurniawan & Ali Alam, 2022); (Juniarti et al., 2021) & (Hadiansyah & Yanwar, 2017) stated that Work Ethic has a positive and significant influence on Employee Performance. Because by having a good work ethic, employees will be more enthusiastic, work will be completed quickly, targets will be achieved quickly, and all company visions and missions can be achieved well and on time.

Different from previous studies, this research adds commitment variables which researchers believe can moderate the variables of Interpersonal Communication and Work Ethic on Employee Performance. This research was conducted on 300 employees spread throughout Indonesia.

## 2. RESEARCH METHODS

This research is quantitative research with an explanatory approach, namely an approach that uses a number of predecessors as stepping stones to create new variations in this research. This research used 10 previous studies with the same type of research and approach (Imam Gunawan, 2014). This research consists of 2 independent variables, 1 dependent variable, and 1 moderating variable which includes interpersonal communication and work ethic as independent variables, employee performance variables as dependent variables, and commitment variables as moderating variables (Jonathan Sarwono, 2016). This research uses secondary data collected from a questionnaire method using a 1-5 Likert scale containing agree, strongly agree, disagree, strongly disagree and neutral (Lexy J. Moleong, 2018). Data was distributed to Bank Danamon employees spread throughout Indonesia including 50 Bank Danamon Palembang KC employees as representatives from the island of Sumatra, 50 Yogyakarta Bank employees, 50 Samarinda Bank Danamon KC employees, 50 Jakarta Danamon KC Bank, and 50 Makassar Bank Danamon KC. The data in this study were analyzed with software 3 (Sugiyono, 2019).



### Note :

IC : Interpersonal Communication  
 WE : Work Ethic  
 EP : Employee Performance  
 C : Commitment

### Hypothesis

- H1: The relationship between Interpersonal Communication onn Employee Peformance.
- H2: Relationship of Work Etic on Employee Performance.
- H3: Commitment moderates Interpersonal Communication on Employee Peformance.
- H4: Commitment moderates Work Etic on Employee Performance.

### 3. RESULT AND DISCUSSION

#### 3.1 Result

##### Convergent Validity

In this research, the test stages have their own function and uniqueness, including Convergent Validity, Reliability Test, and Path Coefficient. Convergent Validity aims to test whether each question item used in this research is valid or not by marking the loading factor value as being above 0.70 (Sarstedt et al., 2014):

**Table 1** Convergent Validity

Variable	Question Item	Loading Factor
Interpersonal Communication (X1)	Speed of acquisition	0.889
	Comfort in adapting	0.845
	Active in meetings and at work	0.878
	Enjoys telling stories with colleagues during free time	0.866
	Often talks about things that are not related to work	0.885
	Company leaders are communicative and pleasant	0.893
	Exchange ideas when you encounter a problem that is difficult to solve	0.885
	Keep exchanging ideas if you encounter a problem that is easy to solve to get the best steps and careful consideration	0.876
Work Etic (X2)	Employee sincerity in completing work	0.876
	Employee responsibilities in completing work	0.883
	Employee performance in completing tasks	0.897
	Employee honesty in completing work	0.885
	Suitability of the work given to the employee's abilities	0.891
	Employee sincerity in completing work	0.898
	Employee devotion to the company	0.880
	Employee loyalty to the company	0.872
Commitment (Z)	Good service provided by employees	0.975

	Employees are not willing to leave the company	0.966
	Employees prioritize company matters more than personal matters	0.979
	Employees prioritize the company and can leave family events if necessary	0.983
	Employees can complete their work well	0.965
	Employees can complete work quickly	0.942
Employee Performance (Y)	Employees can adapt to any circumstances	0.923
	Employees can work normally even though they are having personal problems	0.906
	Employees can work normally even though there are problems from the company	0.929
	Employee work results are satisfactory	0.923
	Company achievements go hand in hand with employee performance	0.958
	Employee morale improves company performance	0.902

Source: Data processed by researchers, 2023

Description : Valid >70

### Reliability Test

The reliability test is the second stage after the validation test on the 28 question items in this research. Variables can be said to be reliable if the Composite Reliability and Cronbach Alpha values are above 0.70(Ghozali, 2016):

**Table 2**  
Composite Reliability and Cronbach Alfa

Variable	Composite Reliability	Cronbach Alfa
Interpersonal Communication	0.820	0.860
Work Ethic	0.863	0.904
Employee Performance	0.941	0.991
Commitment	0.878	0.928

Source: Data processed by researchers, 2023

Description : Valid >70.

Based on the results of the statistical table above, it can be concluded that the Interpersonal Communication, Work Ethics, Employee Performance and Commitment variables are within the minimum validation requirements of 0.70. Thus, all variables in the research are reliable and can be continued at the next stage (Sarstedt et al., 2014)

### 3.2 Discussion

#### Path Coefisien

The path coefficient is a test stage which aims to determine the direction of the relationship between the influence of the independent variable on the dependent variable and is moderated by the moderating variable. Apart from that, the path coefficient stage aims to determine the independent variable on the dependent variable and whether the moderating variable can strengthen the influence of the independent variable on the dependent variable.(Sarstedt et al., 2014).

**Table 3**  
Path Coefisien

	Variable	T-table	Information
Direct Influence	IC--->EP	0.017	Accepted
	WE---> EP	0.011	Accepted
Moderation	C*IC---> EP	0.000	Accepted
	C*WE---> EP	0.000	Accepted

*Source: Data processed by researchers, 2023*

(Butarbutar et al., 2021); (Nuraeni et al., 2017); (Falah, 2020) & (Wahyuni & Sulistyanto, 2023)

#### H1: The relationship between Interpersonal Communication on Employee Performance

Based on the results of the statistical table above, it can be concluded that interpersonal communication has a positive relationship direction and a significant influence on employee performance because the t-table value is positive and is below the 0.05 significance level, namely 0.017. These results are in line with (Butarbutar et al., 2021); (Nuraeni et al., 2017); (Falah, 2020) & (Julyano & Sulistyawan, 2019) which shows that Interpersonal Communication has a positive relationship direction and has a significant influence on Employee Performance because having good communication between employees and with superiors can make relationships more harmonious, make it easier to solve problems, and in ultimately has a good impact on employee performance. Thus, the first hypothesis in this research can **be accepted**.

#### H2: The relationship of Work Etic to Service Employee Performance

Based on the statistical results above, it can be concluded that the Work Ethics variable has a positive relationship and significant influence on employee performance because the t-table value is positive and is below the 0.05 significance level, namely 0.011. These results go hand in hand with (Butarbutar et al., 2021); (Nuraeni et al., 2017); (Falah, 2020) & (Julyano & Sulistyawan, 2019) because the increasing work ethic of employees can make it easier for employees to work, be accepted by any group, and in any environment. In the end, this can also reduce employee performance. Thus, the second hypothesis in this research can be accepted.

### **H3: Commitment moderates Interpersonal Communication on Employee Performance**

In line with the researcher's hypothesis and assumptions above, it can be concluded that the Commitment variable can moderate the Interpersonal Communication variable on Employee Performance because the t-table value is positive and is below the 0.05 significance level, namely 0.000. Thus, the third hypothesis in this research can be **accepted**.

### **H4: Commitment moderates Satisfaction on Work Environment**

In line with the researcher's hypothesis and assumptions above, it can be concluded that the Commitment variable can moderate the Work Etick variable on Employee Performance because the t-table value is positive and is below the 0.05 significance level, namely 0.000. Thus, the third hypothesis in this research can be **accepted**.

## **4. CONCLUSION**

Based on the results of the discussion above, it can be concluded that each Interpersonal Communication and Work Ethics variable has a positive relationship and a significant influence on employee performance because having good communication and a high work ethic can boost employee performance. Apart from that, the Commitment variable can moderate the Interpersonal and Work Ethic variables because with the commitment each employee has to the company, a high work ethic in employees can improve employee performance.

## **5. CONTRIBUTOR SHEET**

Each researcher in the article has their own contribution in the concept/grand design of the research, data collection, distribution of questionnaires, payment of publication fees, and execution of the article. In the end, we present this article with a number of shortcomings in the hope that they can be corrected in the future in further research.

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