



The Influence of Competency, Communication, and Work Ethic on Employee Effectiveness at the North Sumatera Governor's Office (Case study at the North Sumatera Governor's Office)

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ABSTRACT

This investigation purposes to analyze the influence of competence, communication, and work ethic on employee effectiveness at the Governor's Office of North Sumatera. The background of this research is based on the importance of human resource quality in achieving organizational goals, particularly in the public sector which requires effective and efficient public services. The study employed a quantitative approach by involving all administrative employees as respondents, and the data were analyzed utilizing multiple linear regression. The outcomes reveal that competence, communication, and work ethic each have a positive and significant impact on work effectiveness, both partially and simultaneously. This indicates that employee effectiveness is strongly affected by skills, knowledge, clear communication patterns, and a strong work ethic. These findings imply that management needs to prioritize competence development, establish effective communication, and foster a high work ethic to achieve optimal employee effectiveness.

INTRODUCTION

Human resource management is a discipline that emphasizes systematic, effective, and efficient management of the workforce in order to realize the goals of organizations, individuals, and social interests. In an organization, human resources play a crucial role because they are the main determinants of the success or failure of an institution. In addition, human resources are also seen as strategic assets in various managerial functions, especially those related to organizational sustainability. In line with this, Piliang et al. (2023) stated that human resources are capital as well as important assets that contribute to the achievement of organizational goals. These resources include energy, competence, expertise, and time that can be used in an integrated and optimal way to support the interests of the organization (Rahman et al., 2020).

In government agencies and organizations, human resources are the main determining factor in all activities to develop these institutions in a better direction in the future (Tag-Eldeen, Barakat and Dar, 2017). The leader of an organization or agency certainly wants to have superior human resources so that the tasks given by the agency can be carried out in an effective and efficient way, as well as the results of the work carried out based on the purpose of the task (Sabrina, 2021).

Work effectiveness focuses on the success rate of the organization in realizing goals in a timely manner, so that the use of time, cost, and effort can be optimized without waste. Effectiveness is an indicator that indicates how far the predetermined goals in terms of quantity, quality, and time can be achieved by management (Hasmi et al., 2023). An organization is considered effective if it consistently encourages each of its employees to achieve an optimal level of work effectiveness. According to Sanjaya et al. (2022), work effectiveness refers to the ability to complete work based on a set time limit; Thus, the quality of task implementation is a benchmark in assessing whether or not the performance produced is good or not.

According to Admosoeprpto (2016), work effectiveness is interpreted as a condition that indicates the level of success of employees in achieving previously set goals. The effectiveness of work in the North Sumatra Governor's Office is reflected in the results or performance achievements obtained by employees. These achievements are documented in the PKP (Employee Performance Assessment). The analysis of work effectiveness throughout 2024 can be reviewed through the following performance assessment table:

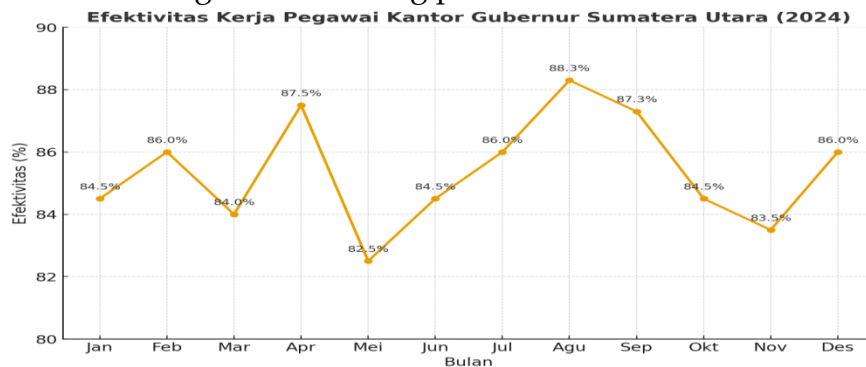


Figure 1 Work Effectiveness of North Sumatra Governor's Office Employees

The work effectiveness of North Sumatra Governor's Office employees in 2024 is in the range of 82.5% to 88.3% with an average of 85.8% which is in the Good category. The lowest achievements occurred in May and November due to long holidays and year-end workloads, while the highest achievements were in August and September due to the boost in work morale from the momentum of Independence Day and the second semester of the government agenda. Overall, the work effectiveness of employees is relatively stable, but improvement is still needed so that the annual average can reach the Very Good category.

To produce optimal and satisfactory performance, it is necessary to master adequate competencies by employees in carrying out their duties. In an organization, the placement of employees according to their expertise in their field is crucial so that the work process takes place effectively and is able to achieve the goals that have been set. Based on the opinion of Sholeh & Wahyudin (2021), employee competence is an important factor that affects work effectiveness, because individuals with competence tend to be more responsive and can solve work problems more efficiently. These competencies contribute to work effectiveness which is reflected in the quality of work results, the level of job satisfaction, the timeliness of task completion, and success in achieving organizational goals. This is linear with the findings of Djafar and Zulqadri (2020) which show that competence has a positive and significant influence on work effectiveness. Employee competence is an aspect that receives the main attention in human resource management to realize effectiveness and efficiency of performance (Mardikaningsih, 2022; Arifin et al., 2022). The level of competence possessed by employees within the Governor of North Sumatra can be identified through one of the indicators, namely the level of education as follows:

Table 1.1 Education Level of Employees of the North Sumatra Governor's Office

No	Level of Education	Number of Employees	%
1	SLTA	13	10
2	DIII	27	21
3	S1	51	39
4	S2	32	25
5	S3	7	5
Total		130	100

Source: North Sumatra Governor's Office

Based on Table 1.1 regarding the education level of employees of the North Sumatra Governor's Office, it can be seen that the majority of employees with the latest S1 education are 51 people or 39% of the total employees. Furthermore, as many as 32 people (25%) have a S2 education, 27 people (21%) have a DIII education, 13 people (10%) have a high school education, and only 7 people (5%) have taken a S3 education. This indicates that most of the employees have higher education qualifications (S1 and S2), which reflects the readiness of human resources to support the implementation of government duties and functions. However, there are still employees with a high school education background (SLTA) and diplomas that are quite significant, so it is necessary to

provide coaching or competency development opportunities in order to support overall work effectiveness.

In addition to educational qualifications, the effectiveness of employees' work is also determined by the extent to which communication can be established well. According to Didiardiansa (2017) good communication can be the right means in increasing the effectiveness of employees' work, through communication, employees can ask for instructions from their superiors about the implementation of work. Lack of interaction and lack of communication are often inhibiting factors so that a job cannot take place optimally. Basically, communication is a process of delivering messages that contain information from one individual to another, with the aim that the message can be understood appropriately by the recipient.

Communication has an important role in the sustainability of the organization, because it functions to convey messages between employees and between employees and leaders. Effective communication can create harmonious relationships, increase mutual understanding, and motivate employees to work better. On the other hand, communication is also interpreted as a process at the time of conveying information, either directly or indirectly (Permani, 2020). According to Rogers (2019), communication is an indispensable social tool in organizations, because poor communication will complicate the process of receiving information.

Based on the results of the researcher's observations from several employees at the North Sumatra governor's office who came to the location, there is a problem in the North Sumatra governor's office because his daily verbal communication can cause misunderstandings among his interlocutors. This condition is triggered by the diversity of ethnic backgrounds of employees, both from inside and outside North Sumatra, who work in one organizational environment. The use of each employee's local language during the work process, even if it occurs accidentally, has the potential to cause confusion for employees of different ethnicities. As a result, the work process is hampered because additional explanations are needed for the terms used in the language. Tewal et al. (2017) state that information that cannot be understood by the recipient essentially loses its usefulness. These various problems then have implications for the decrease in the effectiveness of employees' work in carrying out the tasks given. Thus, the communication aspect plays a role as one of several factors that affect the level of work effectiveness (Andika et al., 2019), (Risal, 2017).

Work ethic is an important factor in increasing employee work effectiveness. According to Risma & Arwiah (2022), work ethic reflects one's enthusiasm to achieve maximum results, while Yantika et al. (2018) stated that work ethic produces intelligent, disciplined, and confident employees. However, at the Padang High Court Office, there are still employees who lack time discipline, such as being late to work and not complying with the rules of working hours. This shows the weak application of work ethic which should be the basis for supporting the effectiveness of employee work (Andika et al., 2019; Yusuf & Fauziah, 2022). A good work ethic is characterized by awareness,

enthusiasm, willingness, and work discipline, which are important elements in achieving organizational goals professionally and competitively.

Table 1.2 Absenteeism of North Sumatra Governor's Office Employees

No	Month	Late	People	Go home Before	Permission	Permission	People
1.	January	50	28	24	6	3	2
2.	February	66	30	1	1	2	2
3.	March	61	28	4	2	5	2
4.	April	46	21	2	2	2	1
5.	May	48	25	11	8	3	3
6.	June	52	24	9	8	0	0
7.	July	65	33	4	3	3	2
8.	August	36	18	4	4	1	1
9.	September	22	12	26	17	4	3
10.	October	37	18	10	7	4	2
Average		48,3	23,7	7,5	5,8	2,7	1,8

Source: North Sumatra Governor's Office

Based on Table 1.2 regarding the attendance of employees of the North Sumatra Governor's Office, it can be seen that the average employee delay is quite high, which is 48.3 times with the number of employees involved around 23.7 people every month. This figure shows that there are still problems with discipline when attending. For the category of returning early, an average of 7.5 times was recorded with 5.8 employees involved every month. Meanwhile, the average number of employees with permits is relatively small, which is 2.7 times with 1.8 people per month.

This data indicates that the permit aspect is not too problematic, but the lateness of attendance and the habit of returning home early need serious attention. The high rate of delays, especially in February (66 times) and July (65 times), reflects the low compliance of some employees with the working hours rules. In contrast, the best conditions were seen in September with the number of delays only 22 times. Overall, time discipline is still an important issue that must be improved so that employee work effectiveness can be achieved optimally.

Based on secondary data and observations, there are several problems, evidenced by the fact that there are still employees who are less responsible for work time and lack of commitment to the tasks given. There are still employees who arrive late, employees who often extend their rest time until the deadline has passed. This results in employees being late to the office and the work that must be completed is delayed so that the work cannot be completed on time. These employees do not behave or behave based on the rules and processes that have been determined by the agency.

Referring to the existing background and then supported by the results of observations. Therefore, this study is to identify the essence of competence, communication and work ethic that affect the work effectiveness of employees in the North Sumatra Governor's Office. This research can contribute practically to

improving employee management policies in the North Sumatra Governor's Office, ensuring that employees have appropriate competencies, effective communication, and a high work ethic to achieve optimal work effectiveness.

THEORETICAL REVIEW

Competence

Competence refers to the ability of individuals to perform tasks effectively based on knowledge, skills, and attitudes. According to Mulia and Saputra (2020), competence is the capability to carry out a job or role supported by the knowledge and abilities required by the profession. Employees with good competence are able to complete their work efficiently and contribute positively to organizational goals.

According to Wibowo (2016), competence consists of three indicators: knowledge, skills, and attitudes. Knowledge relates to employees' understanding of tasks and work procedures. Skills refer to the technical abilities needed to perform specific tasks. Meanwhile, attitudes reflect behavioral aspects such as communication ability, creativity, and responsibility that support job performance.

Communication

Communication is an important process in organizations that involves the exchange of information between individuals to achieve mutual understanding. Siswadi (2021) defines communication as the process of sending and receiving messages among related parties so that the intended meaning can be understood. According to Rizky (2022), communication can be measured through several indicators, including ease of obtaining information, communication intensity, communication effectiveness, level of message understanding, and attitude change. Effective communication helps employees understand instructions, coordinate work, and build good relationships in the workplace.

Work Ethic

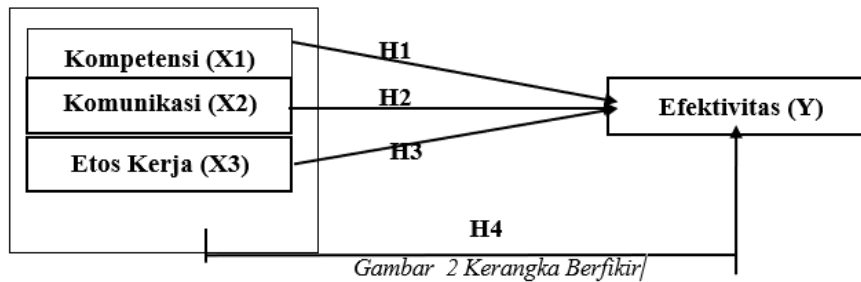
Work ethic refers to the values and beliefs that encourage individuals to work diligently and responsibly. Zulher (2020) explains that work ethic reflects an individual's personality and motivation to achieve optimal work results. According to Priharwantiningsih (2019), work ethic can be seen through several indicators, namely hard work, discipline, honesty, responsibility, and perseverance. Employees with a strong work ethic tend to complete their tasks seriously, follow organizational rules, and show responsibility toward their work.

Effectiveness

Effectiveness refers to the success of individuals or organizations in achieving predetermined goals. Bormasa (2022) states that effectiveness indicates how well an organization achieves its objectives by utilizing available resources. According to Susanto Naue (2021), effectiveness can be measured through several indicators, including quantity of work, quality of work, and time utilization. Employees who work effectively are able to complete tasks on time, maintain good work quality, and achieve the expected work targets.

Framework of Thinking

The framework of thinking in this study can be illustrated by being structured as follows:



Research Hypothesis

Based on the opinion of Wardani (2020), the hypothesis is a provisional answer used by researchers whose level of truth requires testing first. Referring to these problems, so that as a provisional answer the researcher made the following hypothesis:

1. H1: It is suspected that competence causes a significant influence on the Work Effectiveness of Employees in the North Sumatra Governor's Office.
1. H2: It is suspected that Communication causes a significant influence on the Work Effectiveness of Employees in the North Sumatra Governor's Office.
2. H3: It is suspected that Work Ethic has a significant influence on the Work Effectiveness of Employees in the North Sumatra Governor's Office.
3. H4: It is suspected that competence, communication and work ethic cause simultaneous influence on the Work Effectiveness of Employees in the North Sumatra Governor's Office.

METHODOLOGY

This study applies a quantitative approach used to study certain populations or samples with the aim of testing the hypotheses that have been formulated previously. The quantitative approach is known as a research method that is systematic, planned, and structured (Nugroho, 2018). Based on the opinion of Misbahuddin & Hasan (2022), it was revealed that the results of the analysis in quantitative research were presented in the form of numerical data which were then explained and interpreted through descriptive descriptions. Therefore, quantitative research utilizes numerical data analyzed using statistical techniques with the help of SPSS software. In the context of this study, a quantitative approach was used to measure the influence of competence, communication, and work ethic on the effectiveness of employee performance in the North Sumatra Governor's Office.

Based on the opinion of Darwin et al., (2021) population refers to all subjects or objects with certain characteristics or criteria that have been set by researchers for analysis and used as a basis for drawing conclusions. The population in this study is all employees of the North Sumatra Governor's office in the administrative section which is 130 people.

Referring to Darwin et al. (2021), A sample is a subset of the population that is selected through the application of certain sampling procedures so that it can represent the characteristics of the population representatively. In this study, the

technique for sampling used is *Non-Probability Sampling* with a purposive sampling approach, which is the selection of samples based on special considerations or criteria that have been determined by the researcher. The criteria referred to in this study include all administrative employees in the North Sumatra governor's office, with a total of 130 people.

Data Collection Techniques

The methods for collecting data on this study are as follows

1. Literature Studies
In this study, the literature study method is carried out through the collection of various references relevant to the research topic, which come from scientific articles in journals, as well as various other publications that have credibility and feasibility to be used as research references.
2. Interview
Interviews are one of the techniques that can be used in collecting data. Interviews were conducted with employees of the North Sumatra Governor's office in the administrative section.
3. Questionnaire
Duli (2019) questionnaire contains several questions that are printed or typed in a certain order. The method to collect data by means of questionnaires or questionnaires by providing a list of questions to respondents who are employees of the North Sumatra Governor's office in the administration section.

Data Types and Sources

The data sources in this study are as follows:

1. Primary data is data obtained directly from the results of interviews and questionnaires distributed to employees of the North Sumatra Governor's office in the administrative section.
 - a. Secondary data, data obtained from sources that have been available so that the data already exists both from books, literature, articles and internet sites

RESEARCH RESULTS

Validity Test

This test is used to ensure the validity of taking into account the scale set from the variables used (Hardani et al., 2020). This validity test was obtained by using SPSS software. The validity test criteria is for $Df = N-2$. If the calculation $>$ the table, it is said to be valid. The results of the validity test are listed in Table 3.1.

Table 3.1 Validity Test Results

Variabel	Pernyataan	r-hitung	r-tabel	Keterangan
			Df = N-2	
Kompetensi	1	0,571	0,184	Valid
	2	0,780	0,184	Valid
	3	0,735	0,184	Valid
	4	0,797	0,184	Valid
	5	0,786	0,184	Valid
	6	0,592	0,184	Valid
Komunikasi	1	0,746	0,184	Valid
	2	0,761	0,184	Valid
	3	0,785	0,184	Valid
	4	0,815	0,184	Valid
	5	0,776	0,184	Valid
	6	0,755	0,184	Valid
	7	0,735	0,184	Valid
	8	0,676	0,184	Valid
	9	0,840	0,184	Valid
	10	0,638	0,184	Valid
Etos Kerja	1	0,764	0,184	Valid
	2	0,793	0,184	Valid
	3	0,833	0,184	Valid
	4	0,823	0,184	Valid
	5	0,668	0,184	Valid
	6	0,672	0,184	Valid
	7	0,695	0,184	Valid
	8	0,799	0,184	Valid
	9	0,713	0,184	Valid
	10	0,581	0,184	Valid
Efektivitas	1	0,780	0,184	Valid
	2	0,765	0,184	Valid
	3	0,802	0,184	Valid
	4	0,783	0,184	Valid
	5	0,786	0,184	Valid
	6	0,813	0,184	Valid

Referring to the results of the validity test carried out, all statement items on the variables of competence, communication, work ethic, and effectiveness are considered valid. This is shown by the correlation value of each statement item that is greater than the r-table value at a significance level of 5%. Thus, each statement item in the questionnaire is able to measure the research variables in question precisely. Therefore, all items used in this research instrument can be declared valid.

Reliability Test

Referring to Ghozali (2018), the reliability test is to take into account a questionnaire that is an indicator of a variable or group. A variable is considered reliable if it assesses *Cronbach's alpha* > 0.60. The reliability test is listed in Table 3.2.

Table 3.2 Reliability Test Results

No	Variabel	<i>Cronbach's Alpha</i>	Standard <i>Alpha</i>	Information
1	Competency X1	0,807	0,60	Reliable
2	X2 Communications	0,914	0,60	Reliable
3	Work Ethic X3	0,903	0,60	Reliable
4	Y effectiveness	0,877	0,60	Reliable

Referring to Table 3.2, the reliability test results indicate that all variables have a *Cronbach's Alpha* value of > 0.60. This indicates that each construct used in

the questionnaire has a good level of internal consistency, so that the measurement instrument can be declared reliable. Thus, all variables studied are considered suitable to be used as a measuring tool in future studies.

Normality Test

Referring to Imam Ghozali (2018), the normality test is carried out to assess whether the residual in the regression model is normally distributed. The test of the samples in this study applied the *Kolmogorov-Smirnov* method. The results of the normality test are presented in Table 3.3.

Table 3.3 Normality Test Results

		Unstandardized Residual
N		113
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,20813648
Most Extreme Differences	Absolute	,066
	Positive	,056
	Negative	-,066
Kolmogorov-Smirnov Z		,707
Asymp. Sig. (2-tailed)		,700

From table 3.3 above, a significant value of 0.700 > 0.05 is stated. This indicates that the data in this study are considered normal

Multicollinearity Test

This test aims to identify whether there is a correlation between independent variables in the regression model of Ghozali (2018). The results of the multicollinearity test are shown in Table 3.4.

Table 3.4 Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	Kompetensi	,393	2,542
	Komunikasi	,328	3,046
	Etos Kerja	,397	2,520

The results of the collinearity statistics test showed that the variables of competence, communication, and work ethic did not experience multicollinearity problems. This is shown from the tolerance value above 0.1 and the VIF value is small than 10. Thus, each unbound variable can be used simultaneously in a regression model to explain its effect on effectiveness in the absence of a high correlation indication that could interfere with the validity of the model

Uji Heteroskedastisias

This test aims to assess whether there is an unevenness of variance from one residual observation to another in the regression model. The heteroscedasticity test in this study indicated a scatter plot graph. The results of heteroscedasticity are shown in Figure III.1.

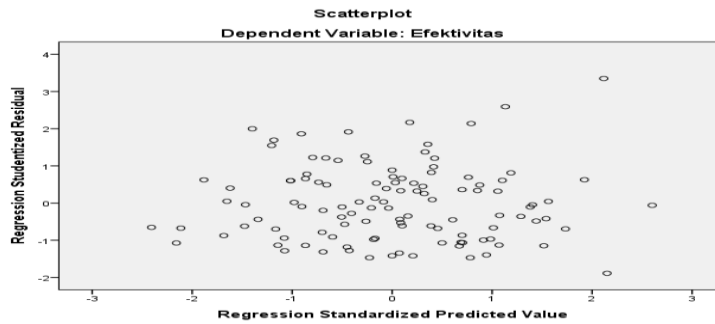


Figure 2 Heteroscedasticity Results of Scatter Plot Graphs

Based on the illustration in Figure III.1, it can be seen that the distribution of observation points spreads in various directions without forming a systematic pattern. This condition is an indication that the model in this study does not show any symptoms of heteroscedasticity.

Multiple Linear Regression Analysis

Multiple linear regression analysis is a statistical approach applied to examine the simultaneous relationship between several independent variables and one bound variable, where these unbound variables are assumed to have an influence on the bound variables. Ghozali, (2018). Multiple linear regression analysis is shown in Table 3.5.

Table 3.5 Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	2,063	1,850
	Competence	,281	,103
	Communication	,151	,074
	Work ethic	,261	,073

The results of regression analysis indicate that the constant has a value of 2.063 which means that if the variables of competence, communication, and work ethic are zero, then the effectiveness still has a base value of 2.063. Furthermore, the competency variable has a regression coefficient of 0.281 which indicates that every increase in one unit of competency will increase the effectiveness level by 0.281. The communication variable also showed a positive coefficient of 0.151 which means that the higher the communication, the effectiveness will increase by 0.151. Similarly, work ethic has a regression coefficient of 0.261 which indicates that any increase in work ethic will contribute to an increase in effectiveness of 0.261. Thus, it can be concluded that competence, communication, and work ethic together cause a positive impact on effectiveness.

Partial Hypothesis Test (t)

The t-test is used in order to identify how significant the impact of each unbound variable is (partially) in decoding the variance of the bound variable Ghozali (2018). If the significant number (sig) is < α (0.05) then subtract H0 and

accept H_a , meaning that the variable is not bound in a partial way causing an influence on the bound variable. The partial test t is shown in Table 3.6.

Table 3.6 Partial Test Results (t)

Model		t	Sig.
1	(Constant)	1,115	0,267
	Competence	2,729	0,007
	Communication	2,028	0,045
	Work ethic	3,565	0,001

1. Referring to the hypothesis test in a partial context (t -test) indicates that the competency variable causes a positive and significant influence on effectiveness. This happens because the t -calculated value (2.729) > t -table (1.982) and the significance number (0.007) < 0.05. then H_0 's first hypothesis is rejected, H_a is accepted.
2. Referring to the partial hypothesis test (t -test) indicates that the communication variable causes a positive and significant influence on effectiveness. This happens because the value of the t -count (2.028) > the t -table (1.982) and the significant number (0.045) < 0.05. then the second hypothesis of H_0 is rejected, H_a is accepted.
3. Referring to the hypothesis test in a partial way (t -test) indicates that the work ethic variable causes a positive and significant influence on effectiveness. This happens because the value of the t -count (3.565) > the t -table (1.982) and the significant number (0.001) < 0.05.

Simultaneous Hypothesis Test (F)

The F statistical test is used to assess whether all independent variables in a regression model have an influence in the same way on the bound variable (Ghozali, 2018). If the significance value of F (sig) is less than 0.05, then H_0 is rejected and H_a is accepted, indicating that the regression model is significant. Thus, the conclusion is that the unbound variable simultaneously exerts an influence on the bound variable. The results of the simultaneous test through the F test are presented in Table 3.7.

Table 3.7 Simultaneous Test Results (F)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1597,422	3	532,474	50,350	,000 ^b
	Residual	1152,720	109	10,575		
	Total	2750,142	112			

Based on table 3.7, the simultaneous hypothesis test (F test) indicates that the variables, namely the method of competence, communication, and work ethic simultaneously cause a positive and significant influence on effectiveness. This happens because the F -calculated value (50.350) > F -table (2.68) and the significant number (0.000) < 0.05. So H_0 's fourth hypothesis is rejected, H_a is accepted

Coefficient of Determination (R²)

The coefficient of determination (R²) is conceptually used to evaluate the extent to which the model can describe the diversity in the bound variable. The value of R² is in the range of 0 to 1; The closer the number is to 1 or 100%, the stronger the contribution of independent variables in influencing the bound variable. In conditions where the number of variables is not bound by more than one, a more appropriate measurement to assess the magnitude of the influence is through the *Adjusted R Square (R²) value*, because it has been adjusted to the number of variables not included in the model (Ghozali, 2018).

Table 3.8 Results of the Coefficient of Determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,762 ^a	,581	,569	3,25199

Based on Table 3.8 above, there is an *Adjusted R Square* value of .569, it can be concluded that the variables of competence, communication and work ethic are able to explain the effectiveness of only 56.9% while the remaining 43.1% is determined by other factors that were not studied in this study.

DISCUSSION

The Effect of Competency on Effectiveness

The findings of the study show that competence causes a positive and significant influence on effectiveness. This is evidenced by a t-count value of 2.729 > t-table of 1.982 and a significance value of 0.007 > 0.05. These findings indicate that the higher the competence of employees in the North Sumatra Governor's Office, the higher their work effectiveness. Employee competence is reflected in a good understanding of the main duties and functions of the position, technical ability in carrying out administrative procedures, interpersonal skills in serving the community, and mastery of information technology that supports smooth work. Competency is also an important factor in ensuring the quality of public services. Employees with high competence are able to work faster, more precisely, and in accordance with the applicable SOPs. This is essential considering that the North Sumatra Governor's Office is an administrative and service center that is directly related to the needs of the community. If employees are not competent, then the service will be slow, mistargeted, and can even cause public complaints.

The Influence of Communication on Effectiveness

The findings of the study revealed that communication caused a positive and significant influence on effectiveness, with a t-count value of 2.028 > a t-table of 1.982 and a significance value of 0.045 less than 0.05. This indicates that good communication in the North Sumatra Governor's Office is able to create the effectiveness of employee work.

Effective communication will help convey information more clearly, reduce miscommunication, and facilitate coordination between departments. In the context of government bureaucracy, good communication is essential to avoid duplication of work, speed up service flows, and maintain a harmonious

relationship between leaders and staff. In addition, communication also plays a role in maintaining employee motivation and work spirit. Open communication will encourage employees to be more active in conveying ideas, suggestions, and complaints related to the implementation of tasks. This creates a conducive work atmosphere so that employees can work more effectively. On the other hand, poor communication can lead to internal conflicts, misunderstandings, and reduce the effectiveness of public services.

The Influence of Work Ethic on Effectiveness

The analysis of the study indicated that work ethic caused a positive and significant influence on effectiveness, with a t-count value of 3.565 > t-table of 1.982 and a significance value of 0.001 > 0.05. This means that the higher the work ethic of employees, the more effective their performance will be. The work ethic of the employees of the North Sumatra Governor's Office is reflected in discipline in complying with working hours, responsibility in completing tasks, honesty in carrying out work, and enthusiasm in providing the best service. Employees who have a high work ethic not only work out of obligation, but also make work a moral call to provide quality public services. On the other hand, employees with low work ethic tend to work modestly, are not disciplined, and lack responsibility, so it can hinder the effectiveness of the organization.

The Influence of Competence, Communication and Work Ethic on Effectiveness

The results of the simultaneous test indicated that competence, communication, and work ethic in a simultaneous manner caused a positive and significant influence on effectiveness, with an F-count value of 50.350 > F-table of 2.68 and a significance of 0.000 > 0.05. This proves that these three factors collectively have a great contribution to the effectiveness of the work of employees in the North Sumatra Governor's Office. The Adjusted R² value of 0.569 also indicates that 56.9% of the variation in work effectiveness can be explained by the variables of competence, communication, and work ethic, while the remaining 43.1% is determined by other factors such as leadership, organizational culture, and work motivation. This result states that employee work effectiveness is not limited to a single factor, but is a combination of individual competence, organizational communication quality, and high work ethic. With qualified competencies, smooth communication, and a strong work ethic, employees are able to work more effectively and efficiently in carrying out bureaucratic and public service tasks.

CONCLUSIONS AND RECOMMENDATIONS

Referring to the results of research and discussions related to the influence of competence, communication, and work ethic on the work effectiveness of employees in the North Sumatra Governor's Office, the conclusions are as follows:

1. Competency causes a positive and significant influence on work effectiveness. This indicates that the higher the employee's competence, both in mastering knowledge, skills, and work attitudes, the more effective the employee's work will be. Competence is the main factor in

- ensuring the quality of public services and the achievement of organizational goals.
2. Communication causes a positive and significant influence on work effectiveness. This means that clear, open, and effective communication between leaders and employees as well as between departments contributes to facilitating coordination, reducing misunderstandings, and accelerating work completion. Good communication can raise the level of work motivation and create a conducive work atmosphere.
 3. Work ethic causes a positive and significant influence on work effectiveness. The higher the work ethic of employees, which is shown through discipline, responsibility, honesty, and work spirit, the higher the work effectiveness achieved. A strong work ethic encourages employees to work not only as an obligation, but also as a form of devotion in providing quality public services.
 4. Competence, communication, and work ethic in a simultaneous way cause a positive and significant influence on employee work effectiveness. These results are an indication that these three factors have an important contribution in creating the effectiveness of bureaucratic work in the North Sumatra Governor's Office

It is recommended to continue to raise the level of employee competence through training, workshops, and self-development programs that are in accordance with the needs of modern bureaucracy. In addition, the internal communication system needs to be improved and strengthened both between employees and between leaders and subordinates, so that work coordination becomes more effective and minimizes misunderstandings. Furthermore, it is also very important to cultivate a high work ethic through motivation, appreciation for the best performance, and consistent application of discipline rules in order to create a more productive work culture.

FURTHER STUDY

This study only emphasizes three unrelated variables, namely competence, communication, and work ethic. Therefore, it is recommended to add other variables such as leadership, organizational culture, work motivation, and job satisfaction to represent more comprehensively related to a number of factors that cause the influence of work effectiveness. Researchers can also use different research methods, such as mixed methods or qualitative approaches, to delve deeper into employees' views on a number of factors that affect work effectiveness. In addition, the expansion of research objects, for example in other government agencies or private companies, is highly recommended so that research results can be compared and make a wider contribution.

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