



## Work Communication and Work Ethics on Employee Performance and Job Satisfaction

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### ABSTRACT

The purpose of this study was to find out: (a) How does work communication affect employee job satisfaction, (b) How does work communication affect employee performance, (c) How does work ethics affect employee performance, (d) How does job satisfaction affect employee work performance. The method used in this study is the System Literature Review (SLR), which is a term used to refer to a particular research methodology or research and development carried out to collect and evaluate research related to a specific topic focus. The results of the study also prove that work communication affects employee job satisfaction, work communication affects employee performance, work ethics have an impact on employee performance, and job satisfaction has an effect on employee performance.

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## **INTRODUCTION**

A company in carrying out its activities, whether the company is engaged in industry, trade, or services will strive to achieve the goals that have been set before. An organizational leader must pay attention to the interaction of the characteristics of each individual who can shape lifestyles, behavior patterns, and work ethics, all of which will characterize the conditions of an organization to ensure the achievement of a good performance in accordance with established work standards. Humans as social creatures basically have the nature to communicate, interact and socialize with other humans.

For this reason, the existence of an organization is expected to be a forum that brings together its members to communicate, interact and socialize with leaders and colleagues in the organization. Improving employee performance can be achieved by preparing quality human resources followed by efforts to create a healthy work environment, improving employee welfare, improving skills, increasing interaction, avoiding work conflict, and encouraging employee job satisfaction in order to obtain optimal work results. To achieve optimal organization, the success of an employee in carrying out work in a company can be known if the company assesses the performance that has been carried out. Performance can be said to be the amount of results that have been achieved or given by an employee to the progress and development of his company. Therefore, company leaders must be able to mobilize and encourage employees to remain productive in carrying out their respective duties by improving their performance optimally. So that a company can maintain the employee component, as the main partner in supporting the success of a company.

Everyone who works expects to get satisfaction where they work. Basically, job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply to each individual. The more aspects of the job that match the individual's desires, the higher the level of satisfaction felt. The term "satisfaction" refers to an individual's general attitude toward his or her job. A person with a high level of job satisfaction shows a positive attitude towards work. Job satisfaction is a general attitude towards one's job, which shows the difference between the amount of reward workers receive and the amount they believe they should receive (Wibowo, 2014).

Job satisfaction is an attitude or feeling of satisfaction or dissatisfaction of employees with the results of assessing the work that has been done (Kaswan, 2012). Job satisfaction is a person's thoughts, feelings, and tendencies of action, which is a person's attitude toward work (Wibowo, 2014). Job satisfaction is influenced

by several factors, including Psychological factors, social factors, physical factors, and financial factors. So it can be concluded that salary, work, promotion, and leadership are some of the factors that can affect job satisfaction. According to Hasibuan (2006), indicators of job satisfaction are (1) working conditions, (2) promotions, (3) co-workers, (4) discipline, and (5) job performance. (Luthans, 2006) views the dimensions of job satisfaction to include (1) the job itself, (2) salary, (3) promotion opportunities, (4) supervision, and (5) co-workers (Soetrisno, 2010). So it can be concluded that measuring job satisfaction can be done by giving a series of questions to employees using five alternative answers (very satisfied, satisfied, neutral, dissatisfied, and very dissatisfied).

The term *performance* comes from the word job performance or actual performance (work performance or real achievement achieved by a person), namely the quality of work and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2011). Employee performance is the actual performance of employees compared to the expected performance of employees. Expected work performance is a standard performance that is prepared as a reference so that it can see the performance of employees according to their position compared to the standards made. In addition, the performance of the employee can also be seen against other employees (Dessler, 2009). Employee performance is a very important thing in an organization's efforts to achieve goals (Rivai and Sagala, 2011). Factors that influence employees can be two groups of employees, namely: 1) Factors that exist in the individual, namely age, temperament, the physical condition of the individual, and motivation; 2) Factors that exist outside the individual, namely physical conditions such as sound, lighting, time, rest, length of work, wages, the form of organization, social environment, and family (According to Siagian, 2007).

The factor that is thought to be able to influence the high and low job satisfaction in the organization is communication (Mustika, 2013). Poor communication between superiors and subordinates greatly affects employee performance. An organization must always run well so that it will create an organizational condition that is more comfortable and more effective in carrying out communication between fellow employees and employees with superiors can run well which will support the work progress and work responsibilities of employees. Communication is critical to the overall success of a

business or organization must have a fundamental role in the strategic planning process for all organizations (Hargie et al. 2002).

Employees who can provide and receive information well can increase morale within each individual in an organization so that they can carry out the tasks assigned by the company to achieve employee job satisfaction (Septiadi and Supartha, 2013). Communication will affect employee job satisfaction because if there is good communication between employees and superiors, employees will become more satisfied. (Johan, 2005). Based on the descriptions above, the following questions are formulated: (1) How does work communication affect employee job satisfaction? (2) How does work communication affect employee performance? (3) How does work ethic affect employee performance? And (4) How does job satisfaction affect employee performance?

## **THEORETICAL REVIEW**

### **Work Communication**

In the current era, many have forgotten the importance of communication in organizations because many are more concerned with completing their own work responsibilities than communicating with other parties in the organization. The need for cooperation between employees to achieve the welfare of the organization, with communication can facilitate cooperation between employees and minimize misunderstandings at work. If the organization has decreased one of the main factors is the occurrence of poor communication between fellow employees who are members of a company organization. Lawrence D. Brennan in Kistoyo (2008) argues "management is communication". Communication is a means of passing information from communicator to communication so that there is interaction. Interaction occurs if communication is effective or understood. Communication is intended to convey messages, knowledge, feelings, and experiences to others, and communication can be said to be effective when there is a common meaning and language. Sendjaja in Marroli (2012), Communication is the creation of meaning between two or more people through the use of symbols or signs, communication is called effective if the meaning created is relatively in accordance with what the commentator wants (Mulyana in Marroli (2011).

Another opinion about communication is also expressed by Effendy in Marroli (2012), Communication is a systematic effort to formulate explicitly the principles of conveying messages and information as well as forming opinions and attitudes. More specifically, communication is the process of changing the behavior

of others. From some of the above opinions, it can be concluded that the communication that occurs in organization is informal communication which consists of vertical communication and horizontal communication. Informal communication is communication that arises and flows from superiors to subordinates. In addition, upward communication is also very important in the organization of the company, in addition to conveying information at the top level about what is happening at the lower level, also to foster subordinate appreciation and loyalty to the company. This type of communication includes periodic reports, explanations, submission of ideas, and requests for decisions. Communication is an important part of working life. This is easy to understand because of communication (Hariandja, 2002). This is easy to understand because poor communication can have a wide impact on the life, for example conflicts between employees, employee gaps and conversely good communication can increase understanding, cooperation, and also employee job satisfaction.

Work communication or workplace communication is a process of exchanging information and ideas, both verbally and non-verbally between one person or between a group and another group in an external or internal organization. Communication, job satisfaction is also influenced by the empowerment of employees given by treating employees as people who have a great sense of responsibility, invited to participate in decision making, not only regarding their work and position but also covering various organizational lives in general, doing interesting work, freedom of action to plan, determine goals, schedule work completion, determine their own way of solving the problems faced, The opportunity to develop their potential into actual effective operational capabilities, so that performance increases. Empowerment increases confidence in doing something, which at a previous time never believed, employees might do for the organization, empowerment will improve organizational performance and individuals can carry out their talents fully (Wibowo, 2008).

### **Work Ethics**

Messier, Jr. (2006) defines ethics as follows: Ethics refers to a system or code of conduct based on moral duties and obligations that indicate how an individual should behave in society. Meanwhile, according to Keraf (2001) there are two definitions of ethics. Firstly, etymologically the word ethics comes from the Greek word *ethos*

which means custom or habit, so in this first sense ethics is a matter relating to good living habits, both in a person and in a society or part of it. Messier, Jr. (2006) defines work ethics as the degree to which a person believes that hard work is very important and that excessive money is destructive. In essence, work ethics is necessary for a company or organization to run regularly. Work ethics become the glue of behavior in the togetherness of an organization or company. Work ethics are so important to an organization or company that ethical values are included in the mission of the organization or company. Work ethics or work ethic is a set of positive and high-quality work behaviors, rooted in a strong level of awareness and belief in a holistic work paradigm. Ethics is the study of moral issues and choices. Ethics comes from the Greek (ethos) which means attitude, personality, character, character, and belief in something. (Kreitner & Kinicki, 2014). Ethics is one of the branches of philosophy, its purpose is to study behavior both moral and immoral with the aim of making reasoned considerations and finally arriving at adequate recommendations that can certainly be accepted by a certain group or individual. And further he argued that work ethics is the attitude, views, habits, and characteristics of a person or the nature of how to work owned by a person, a group, or a nation. (Ernawan, 2007).

### **Employment Decision**

Job satisfaction is a positive feeling about one's job that is the result of an evaluation of its characteristics (Robbins & Judge, 2008). Job satisfaction received and felt by an employee will affect the results obtained from his work. By obtaining job satisfaction by employees, whether it is by providing appropriate salary, the work given is in accordance with their expertise, and the relationship with superiors is well established, this will improve the performance of employees (Luthans, 2006). Job Satisfaction The discussion about job satisfaction is quite interesting, so it is not surprising that this problem is widely discussed in various studies, journal articles and textbooks. As a consequence, there are quite a lot of definitions or opinions about job satisfaction, but basically almost all of them have something in common. From these various opinions, a common thread can then be drawn, namely that in essence job satisfaction is an individual thing.

Each individual will have a different level of job satisfaction according to the value system that applies to him. This is due to differences in the perspective of each person (individual). Job satisfaction is a pleasant emotional state with which employees view their work. The more aspects of the job that match the individual's

wishes, the higher the level of satisfaction he feels (Handoko, 1996). Job Satisfaction is an emotional state of employees where there is or does not occur a meeting point between the value of employee work rewards from the company / organization and the level of service value that the employee concerned really wants. (Martoyo, 2008). The benchmark for the level of job satisfaction is certainly different, because each individual employee has different standards of satisfaction between one employee and another.

### **Performance**

When viewed from the origin of the word, the word performance is a translation of the word *performance*, which according to The Scribner Bantam English Dictionary, published in the United States and Canada (1979), comes from the root word "to perform" with several "entries" namely: (1) to do, carry out, execute; (2) to fulfill or carry out the obligations of an intention or vow (to discharge of fulfil; as vow); (3) to carry out or complete a responsibility (to execute or complete an undertaking); and (4) to do what is expected of a person or machine. In a company or organization, performance is a very important factor to assess, so from this assessment you can see an increase or decrease in the results of the employee's performance. According to (Rivai, 2014) states that "Performance is the rebehaviorur that everyone displays as a work achievement produced by employees in accordance with their role in the company. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Henry, 2003). Based on the above understanding, the author draws the conclusion that performance is the quality and quantity of an individual or group's work (output) in a particular activity caused by natural abilities or abilities gained from the learning process and the desire to excel.

**Table 1. Previous Research**

No	Author (Year)	Title of Previous Journal	Previous Research Results	Similarities with Articles	Differences with articles
1.	Dewi Sartika, et al, (2022)	Determinants of Job Satisfaction and Employee Performance Analysis of Communication and Work Conflicts	The results of this library research are: 1) Communication has a positive effect on job satisfaction; 2) Work conflict has a negative effect on job satisfaction; 3) Communication has a positive effect on employee performance;	The equation of previous research with current research is where satisfaction, employee performance and communication are the benchmarks or journal variables used.	In previous studies using qualitative research methods and literature studies, while our research used the System Literature Review (SLR) method.
2.	Agustina Massora (2019)	The Effect of Work Ethics and Organizational Commitment on the Performance of Ministry of Tourism Employees	The results of this study can improve the work ethics of its employees. A high work ethic is certainly a routine that will not make boredom, even able to improve its work performance	The equation of previous research with current research is where the ethics and employee performance sections are the benchmarks or journal variables used.	

			or performance.		
3.	Andri Hadiansyah, et al (2015)	The Effect of Work Ethic on Employee Performance of PT. AE	Based on the results of research and data processing conducted by researchers, it can be concluded that work ethic has a significant influence on the performance of PT AE employees with the contribution of eight aspects of work ethic.	The equation of previous research with current research is where the ethics and employee performance sections are the benchmarks or journal variables used.	In previous studies using the <i>library research</i> method, while in our research we used the System Literature Review (SLR) method.

No.	Author (Year)	Title of Previous Journal	Previous Research Results	Similarities with Articles	Differences with articles
4.	Chaterina Melina Taurisa (2017)	Analysis of the Effect of Organizational Culture and Job Satisfaction on Organizational Commitment in Improving Employee Performance (Case Study of PT Sido Muncul Kaligawe Semarang).	The results of this study prove and conclude that: (1) organizational culture has a positive and significant effect on job satisfaction, (2) organizational culture has a positive and significant effect on organizational commitment, (3) job satisfaction has a positive and significant effect on organizational commitment,	The equation of previous research with current research is where job satisfaction and employee performance are the benchmarks or journal variables used.	In previous studies using the questionnaire method, while in our research we used the System Literature Review (SLR) method.

<p>5.</p>	<p>Bernard Rum, et al (2019)</p>	<p>The influence of work ethics, work involvement and personality on the performance of employees of PT Telkom (Persero) Manado Area.</p>	<p>The results of this study indicate that Work Ethics, Work Involvement and Personality have a significant effect on Employee Performance. Work Ethics has a positive and significant effect on employee performance, Work Involvement has a positive and significant effect on employee performance, Personality has a positive and significant effect on employee performance.</p>	<p>The equation of previous research with current research is where the ethics and employee performance sections are the benchmarks or journal variables used.</p>	<p>In previous studies using quantitative methods, while our research used the System Literature Review (SLR) method.</p>
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<p>6.</p>	<p>Cynthia Tanadi, et al (2020)</p>	<p>The effect of communication and work conflict on organizational commitment of PT Surya Tara Jaya Medan.</p>	<p>Partial test results show that Communication has a positive and significant effect on Organizational Commitment, Work Conflict has a positive and significant effect on Organizational Commitment and Communication and Work Conflict simultaneously have a positive and significant effect on Organizational Commitment of PT Surya Tara Jaya Medan.</p>	<p>The equation of previous research with current research is where the communication part is the benchmark or journal variable used.</p>	<p>In previous studies using quantitative descriptive methods, while our research used the System Literature Review (SLR) method.</p>
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No.	Author (Year)	Title of Previous Journal	Previous Research Results	Similarities with Articles	Differences with articles
			Organizational Commitment and Communication and Work Conflict simultaneously have a positive and significant effect on Organizational Commitment of PT Surya Tara Jaya Medan.		
7.	Didit Darmawan, et al (2020)	Analysis of Organizational Commitment, Work Climate, Job Satisfaction and Work Ethic that Affect Employee Performance	The results showed that organizational commitment, work climate, job satisfaction and work ethic have a significant partial or simultaneous influence on the performance of employees KUD Minatani Brondong District.	The equation of previous research with current research is where job satisfaction and employee performance are the benchmarks or journal variables used.	In previous studies using research with the simple random sampling method, while in our research we used the System Literature Review (SLR) method.

<p>8.</p>	<p>Erni Sukmawati, et al (2020)</p>	<p>The influence of leadership style, communication, training, work ethic and individual characteristics on employee performance</p>	<p>The results of this study are: (1) leadership style partially has a positive and significant effect on employee performance, (2) communication partially has a positive and significant effect on employee performance, (3) training partially has a negative and significant effect on employee performance,</p>	<p>The equation of previous research with current research is where the communication section and employee performance are the benchmarks or journal variables used.</p>	<p>In previous studies using correlation research methods with quantitative methods, while our research used the System Literature Review (SLR) method.</p>
<p>9.</p>	<p>Galih Bayu Aji, et al (2019)</p>	<p>The effect of internal communication and work ethics on employee performance moderated by work discipline at PT. Hyper</p>	<p>The results of this study found the hypothesis that internal communication variables have a negative and insignificant effect on employee</p>	<p>The equation of previous research with current research is where the ethics and employee performance sections are the benchmarks or</p>	<p>In previous studies using sampling techniques using Saturated Sampling. Meanwhile, our research uses the System Literature Review (SLR) method.</p>

No .	Author (Year)	Title of Previous Journal	Previous Research Results	Similarities with Articles	Differences with articles
		Mega Shipping Jakarta	performance, work ethics variables have a positive and significant effect on employee performance, work discipline has a positive and significant effect on employee performance,	journal variables used.	
10.	<b>Hadi Purnomo, et al (2013)</b>	Analysis of training, compensation and communication on job satisfaction and employee performance (Case Study at PT. Inti Service International Semarang)	The results concluded that employees with high job satisfaction will feel happy and happy in doing their jobs and do not try to evaluate other job alternatives.	The equation of previous research with current research is where the communication section, job satisfaction and employee performance are the benchmarks or journal variables used.	In previous studies using the stratification random sampling method, while in our research we used the System Literature Review (SLR) method.

11.	<b>Hermayanti, et al (2022)</b>	The Effect of Individual Characteristics, Work Discipline and Job Satisfaction on Work Ethic	The results showed that partially individual characteristics, work discipline and job satisfaction have a significant positive effect on employee work ethic.	The equation of previous research with current research is where the job satisfaction part is the benchmark or journal variable used.	In previous studies using research methods using observation, interviews, questionnaires and literature studies, while in our research we used the System Literature Review (SLR) method.
12.	<b>Ismail Razak, et al (2016)</b>	The influence of leadership commitment and work ethics on employee performance PT. Geraha Kerindo Utama Jakarta	The results of this study indicate that leadership commitment and work ethic have a positive and significant effect on the performance of employees of PT Geraha Kerindo Utama.	The equation of previous research with current research is where the ethics and employee performance sections are the benchmarks or journal variables used.	In previous studies using the simple random sampling method, while in our research we used the System Literature Review (SLR) method.
13.	<b>Jufrizen, et al (2021)</b>	The Mediating Role of Job Satisfaction on the Effect of Organizational Culture on	The results of testing the first and second hypotheses show that organizational culture on	The equation of previous research with current research is	In previous studies using the questionnaire technique method, while in our

No .	Author (Year)	Title of Previous Journal	Previous Research Results	Similarities with Articles	Differences with articles
		Employee Performance	work ethics on employee performance at PT Telekomunikasi Indonesia Tbk Medan are accepted.	journal variables used.	
14.	M. Asnawi (2020)	The effect of communication, work standards, empowerment on job satisfaction to improve employee performance	The results showed that communication has a positive and significant effect on employee job satisfaction at Lake Toba International Hotel Medan.	The equation of previous research with current research is where the communication, satisfaction and employee performance parts are the benchmarks or journal variables used.	In previous studies using the purposive sampling technique method, while in our research we used the System Literature Review (SLR) method.

15.	<b>Nafisatul, et al (2021)</b>	Organizational Citizenship Behaviour with Job Satisfaction Mediation (Study on BMT SM NU Kramat Kebumen Branch)	The t test shows that religiosity has a positive effect on job satisfaction at BMT SM NU Kramat Kebumen Branch. Islamic work ethics has a positive effect on job satisfaction	-	In previous studies using descriptive and statistical analysis methods, validity tests were carried out, while our research used the System Literature Review (SLR) method.
16.	<b>S. Rahma, et al (2013)</b>	Contribution of leadership effectiveness, organizational culture and work ethic to job satisfaction of employees of Denpasar religious training centre.	The results showed: (1) Leadership effectiveness contributes significantly to employee job satisfaction at Denpasar Religious Education and Training Center with a contribution of 42.2% and an effective contribution of 20.4%; (2) Organizational culture contributes significantly to employee job satisfaction at Denpasar Religious	The equation of previous research with current research is where the job satisfaction part is the benchmark or journal variable used.	In previous studies using descriptive correlation causal research methods, while our research used the System Literature Review (SLR) method.

No	Author (Year)	Title of Previous Journal	Previous Research Results	Similarities with Articles	Differences with articles
			Education and Training Center with a contribution of 36.4% and an effective contribution of 17.3%;		
17.	Sentot Iskandar, et al (2014)	The influence of competence and work environment on job satisfaction and its implications for teacher performance at SDN Baros Mandiri 5 Cimahi City.	The results of this study are as follows: 1). Competency description, which reached an average score of 3.636. The average score is in accordance with the interpretation criteria including the good category: 2). The description of the work environment is that it reaches an average score of 3.264. The average	The equation of previous research with current research is where the job satisfaction part is the benchmark or journal variable used.	In previous studies using descriptive analysis methods using path analysis, while our research used the System Literature Review (SLR) method.

			score is in accordance with the interpretation criteria including the good category		
18.	Sri Rosmawati, et al (2018)	The influence of work ethic, work discipline and employee commitment on employee performance at Puskesmas Aro Muara Bulian District	The results showed that work ethic had a negative effect on employee performance, while work discipline and employee commitment variables had a positive effect on employee performance at Puskesmas Aro Muara Bulian District.	The equation of previous research with current research is where the employee performance section is the benchmark or journal variable used.	In previous studies using descriptive Verifikative research methods, while in our research we used the System Literature Review (SLR) method.
19.	Tiwi Nofitasari, et al (2021)	Influence of Organizational Culture, Work Environment, and Work Ethic On Job Satisfaction (Case Study at UPTD	The results of the research based on the t test show that the organizational culture variable has a significant effect on job satisfaction of civil servants of UPTD Gombang 1 Puskesmas Unit.	-	In previous studies using this research method is primary data, while in our research we used the System Literature Review (SLR) method.

No.	Author (Year)	Title of Previous Journal	Previous Research Results	Similarities with Articles	Differences with articles
		Puskesmas Unit Gombang I)			
20.	Siti Krisnawati, et al (2018)	Work stress and work conflict influence employee performance	The results of the study are significant and significant stress and conflict on employee performance. Thus, the higher the perceived stress and conflict, the lower the employee performance.	The equation of previous research with current research is where the employee performance section is the benchmark or journal variable used.	In previous studies using causal associative research methods, while our research used the System Literature Review (SLR) method.

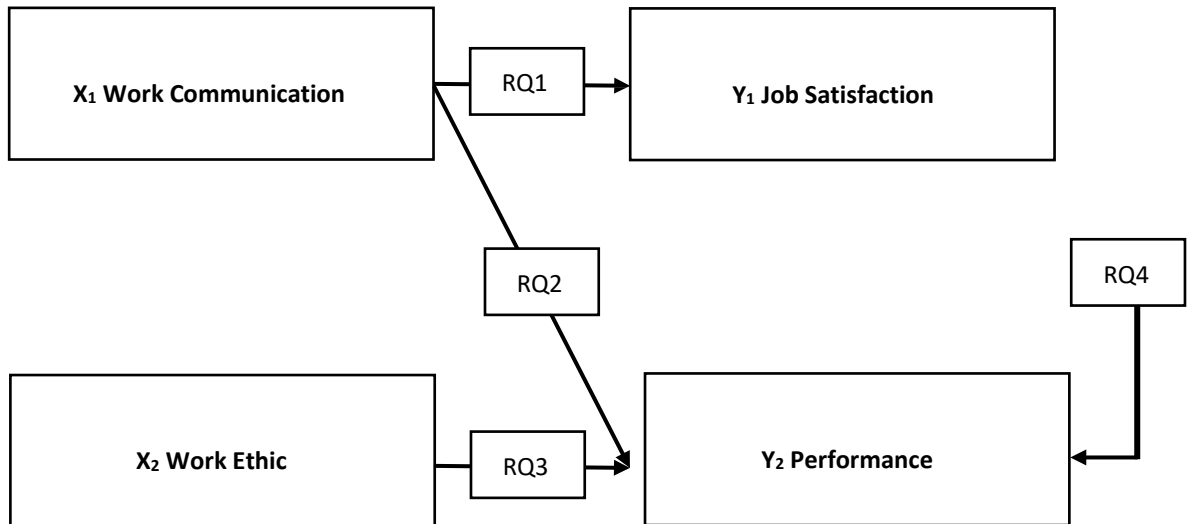


Figure 1. Thinking Framework

Description:

RQ1 : The Effect of Work Communication (X1 ) on Employee Job Satisfaction(Y )1

RQ2 : Effect of Work Communication (X1 ) on Employee Performance (Y )2  
RQ3 : Effect of Work Ethics (X2 ) on Employee Performance (Y )2

RQ4 : Effect of Job Satisfaction (Y1 ) on Employee Job Performance (Y ) 2

## METHODOLOGY

The method used in this research is a *system literature review (SLR)*, which is a term used to refer to certain research or research methodologies and developments carried out to collect and evaluate research related to the focus of a particular topic(Lusiana, 2014) Based on search data using keywords and criteria in the database or *google scholar* above, the total is 20 journals.

## RESULTS AND DISCUSSION

The discussion of this article is focused on efforts to analyze and discuss several variables related to Human Resource Management (HRM), including Communication, Work Ethics, Job Satisfaction, and Employee Performance. Based on previous literature studies that are considered relevant, namely:

### **RQ1: The Effect of Work Communication (X1) on Employee Job Satisfaction (Y1)**

Communication is an important part of working life. This is easy to understand because communication (Hariandja, 2002: 96). This is easy to understand because poor communication can have a wide impact on organizational life, for example, conflicts between employees, employee gaps and conversely good communication can increase understanding, cooperation, and also employee job satisfaction. Several studies that have been conducted, found that there is a direct positive relationship between communication and job satisfaction. There is a significant impact of the three dimensions of communication on job satisfaction (Ali and Haider, 2012). Effective communication between superiors and subordinates greatly affects employee job satisfaction (Novita et al, 2002). Furthermore, there is a direct influence of individual characteristics, effective communication and job satisfaction on employee performance. Effective communication affects employee job satisfaction (Sudiro and Sumanang, 2005).

### **RQ2: Effect of Work Communication (X1) on Employee Performance (Y2)**

Communication helps the development of motivation by explaining to employees what to do, how they work well, and what is done to improve performance if it is below standard (Robbins, 2013). Employees certainly want effective communication so that the messages conveyed from one party to the other can be received clearly and can be done in accordance with the message conveyed, so it can be concluded that communication affects employee performance. Several studies that have been conducted, found that there is a direct positive relationship between communication and employee performance. The author assumes that both work relationships and communication have a major influence on employee performance. When someone has carried out good communication, it will result in employee performance in the company will increase. So it can be concluded that communication to employee performance is a binding factor in achieving the desired goals.

### **RQ3: Effect of Work Ethics (X2) on Employee Performance (Y2)**

Work ethics in a company or organization has a very important role to be applied, this is done so that employees have the same ethics within the scope of work so that having ethics that are in harmony and

can be applied by each employee, it will affect employee performance. Good work ethics, then in an organization this

will be very helpful in improving employee performance results, because this can happen because a good work ethic picture will produce mutual respect, especially between fellow workers and people involved in a company or organization. This is in line with the results of research conducted by (Andiningrum et al., 2019), (Nurmila, 2018), (Aryana, 2017), (Usoh et al., 2020), (Salahudin, 2016), (Karauwan et al., 2015), (Tambuwun et al., 2018). which concluded that work ethics affects employee performance or in other words work ethics has a significant effect on employee performance. The higher the level of employee work ethics, this will be followed by higher level of employee performance, good work ethics will make employees feel comfortable in a work environment. H4: Work Ethics affects employee performance

#### **RQ4: Effect of Job Satisfaction (Y1 ) on Employee Job Performance(Y2)**

Job satisfaction is a positive feeling about one's job that is the result of an evaluation of its characteristics (Robbins & Judge, 2008, p. 107). Job satisfaction received and felt by an employee will affect the results obtained from his work. By obtaining job satisfaction by employees, whether it is by providing appropriate salary, the work given is in accordance with their expertise, and the relationship with their superiors is well established, this will improve the performance of their employees (Luthans, 2006). Job Satisfaction has a positive and significant effect on employee performance, the better job satisfaction, the better employee performance (Nabawi, 2019). Job satisfaction has a positive effect on employee performance. If employees increase their job satisfaction, it will improve their performance. Employee performance will increase if employees get good job satisfaction. Which means that job satisfaction has a relationship with employee performance (Nasuka et al. 2017), Sibasopait, 2018 and Mandala and Dihan, 2018). Job satisfaction has a moderate positive effect on performance. People who have higher levels of job satisfaction tend to have higher levels of performance, higher levels of citizenship behaviour and lower levels of counter-productive behavior (Colquit, LePine and Wesson in (Masydzulhak et al., 2016). In addition, several studies conducted by (Masydzulhak et al., 2016), (Ciptodihardjo & Irawan, 2013), (Wijaya, 2018), and (Sari and Susilo, 2018) also suggest that job satisfaction has an influence on performance.

## CONCLUSIONS AND SUGGESTIONS

A company in carrying out its activities, whether the company is engaged in industry, trade or services will strive to achieve the goals that have been set before. An organization leader must pay attention to the interaction of the characteristics of each individual who can shape lifestyles, behavior patterns, and work ethics, all of which will characterize the conditions of an organization to ensure the achievement of a good performance in accordance with established work standards. Humans as social creatures basically have the nature to communicate, interact and socialize with other humans. For this reason, the existence of an organization is expected to be a forum that brings together its members to communicate, interact and socialize with the leadership and with colleagues in the organization. Improving employee performance can be achieved by efforts, namely preparing quality human resources followed by efforts to create a healthy work environment, improving employee welfare, improving skills, increasing interaction, avoiding work conflicts and encouraging employee job satisfaction in order to obtain optimal work results.

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