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Analysis of efforts to encourage employee performance improvement

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ABSTRACT

The purpose of this study is to find out how communication, work ethic, and the environment as well as the perception of organizational support affect teacher performance. Employee performance is one of the key factors that determine the success and competitiveness of an organization, including in the banking industry. In the banking sector, employee performance not only has an impact on operational efficiency, but also has a direct impact on the quality of service to customers, customer satisfaction, and the bank's reputation. Design/methodology/approach: A structural equation model, also known as a structural equation (SEM), is used in this work to resize the sample. This shows that SEM research using the MLE estimation model should use a minimum of 200 samples. Findings: The findings of this study show that communication and work environment can affect the improvement of employee performance, but in contrast to the work ethic in this study, it is not able to affect employee performance but is different from the case and place of the study. Research, Practical & Social Implications: The study concludes that to maintain employee performance, companies can update the work environment so that it becomes comfortable in the workplace and can improve communication both from leaders to employees and vice versa. The conclusion of this study is expected to advance management science, especially human resources.



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Introduction

In the era of globalization like today, fierce competition in the banking business is one of the factors that affect the success of the Company in achieving its goals. The banking business can run as expected if it involves human resources who have the same goals as the Company (Liyas & Primadi, 2017). Therefore, banks need to have employees with good performance in carrying out company activities. Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given (Mangkunegara, 2016). Employee performance is one of the key factors that determine the success and competitiveness of an organization, including in the banking industry. In the banking sector, employee performance not only has an impact on operational efficiency, but also has a direct impact on the quality of service to customers, customer satisfaction, and the bank's reputation.

Bank Rakyat Indonesia (BRI), as one of the largest and oldest banks in Indonesia, has an extensive network and a wide range of banking products and services aimed at various segments of society. With a vision to become a bank that excels in service and performance, BRI relies heavily on the contribution and ideal performance of

each of its employees. Employee performance is said to be good if employees can complete tasks in accordance with the orders given and are responsible for their duties as well as serving customers well and loyal to the Company. Improving employee performance at Bank BRI is not only important to achieve business and operational targets, but also to ensure that the bank can meet customer expectations in terms of fast, efficient, and friendly service. Therefore, understanding the factors that affect employee performance at Bank BRI is very important to be able to implement effective strategies and policies in managing resources.

One of the factors that affect employee performance is communication; communication is everyone's interest in socializing with others. A person will find it difficult to connect with others without communication (Purvant, 2006). Communication is the process of exchanging information between individuals through an ordinary (general) system, either with symbols, signals or behaviors or actions (Sedarmayanti, 2017). It is unimaginable, if in a company carrying out tasks without communication between everyone, this will certainly cause communication to be missed, so that the work cannot be completed properly. In realizing effective communication, it is necessary to transmit certain data and skills from the sender or receiver of information. These skills include reading, writing, listening, speaking and others. With these skills, it will make the exchange of information successful. Communication within the company also has a very important role. Communication is very important to support success both in improving organizational performance and organizational adaptation to changes in the existing business environment, so that organizations can survive and even achieve their competitive advantage, but the reality is that communication is often underestimated both by companies and individuals (employees) as the spearhead of organizational goals.

In addition, another factor that affects employee performance is work ethics. By implementing a good work ethic, it will produce good performance. But on the other hand, if the work ethic is poor, it will have an impact on poor performance as well. A high work ethic should be possessed by every employee because the agency really needs employees with enthusiasm in working to produce maximum work results. Work ethics at Bank BRI refer to and apply the work culture at Bank BRI, with the existence of a work culture to build work ethics habits where the work ethics applied will make the work at the bank run smoothly, work ethics in employees at the bank are a minority, where the impact is not too big because employees at the Bank sometimes apply work ethic even though not routinely every day.

In addition, the work environment is also a factor that can improve employee performance (Sedarmayanti, 2017). According to the opinion that the work environment is a forum for a number of groups where there are several supporting facilities to achieve the company's goals. in accordance with the company's vision and mission. PT. Bank BRI Solok facilitates various facilities to support a clean, healthy and conducive work environment. The work environment is not only related to the existing place or facility, but also human resources. As for the work environment at this bank, the researcher observed from observation, it is still uncomfortable. It can be seen from the environment that the facilities provided are still inadequate as they have not made employees comfortable.

Based on observations from a brief interview conducted by the researcher with the BRI Solok Bank section, based on observations of several problems that there is still no good communication, both from the side of superiors and employees. There are still some employees who are often late and absent so that they can postpone work which can reduce employee performance. And the facilities provided to employees have not been maximized so that employees are not comfortable working even though if the environment is conducive, employees will certainly be eager to work.

The purpose of this study is to find out and analyze communication, work ethics and work environment on teacher performance as well as the role of mediating organizational support perceptions in improving employee performance. The uniqueness of this study lies in the items being explored, namely, all employees of Bank BRI and research participants, namely all employees who use the Structural Equation Modeling (SEM) methodology. The findings of this research are expected to advance the science of Management, especially in the world of education.

Method

Research Object

This research was conducted in the province of Solok, West Sumatra, Indonesia, West Sumatra. Bank BRI Solok West Sumatra is the subject of this study (Moleong, 2000). Information related to this study was collected through primary and secondary information sources. To obtain direct information, from Bank BRI solok West Sumatra, when exogenous factors are treated in a controlled manner to see their direct influence on endogenous variables, causal design is very important in identifying how one variable affects other variables in experimental

research. The quantitative technique of this study combines several exogenous and endogenous components and is based on the Structural Equation Modeling (SEM) analytical model.

Population and Sample

The population will be examined as a whole or as a different group of components in the study. An effective sample request will collect as many characteristics as possible of the total in terms of reflecting a sample from the full population (Taylor et al., 2015). 1) According to measurement terminology, accuracy is the extent to which a sample is free of "bias". 2) The level of accuracy of the forecast, which reflects the accuracy of our estimates of the quality of the population. According (F. Hair Jr et al., 2014) in this small sample, all the characteristics and sizes of the population are represented.

Data Collection Techniques

Data collection in this study uses a survey through a questionnaire to obtain data. This was done to distribute survey questionnaires. Three to four questions were asked for each variable in the questionnaire (Bryman, 2016) and the Likert scale, which ranged from one to five, (Pramono, 2017). After the data collection from the questionnaire, the validity and reliability are evaluated. The purpose of descriptive analysis is to present the data as it is without generalizing (Sugiyono, 2013). This analysis, which is just a collection of direct decryptors, does not make predictions, test any hypotheses, or draw any conclusions. Central Bias, Variability, and Relative Position are typical components of descriptive analysis (Patton, 2002). One of the three analyses that make up the Middle Tendency is The Mean, which is the average of the total values of all population members divided by the total number of population members.

Type of Research

Causal research is a term used to describe this kind of research (Mills & Ratcliffe, 2012). In experimental research, defining causal design is crucial in determining how one variable affects another variable when exogenous factors are controlled by the researcher so that their effects on endogenous variables are explicitly evaluated. In the quantitative approach of this study, which is based on the structural equation modeling (SEM) analytical model, there are various exogenous and endogenous factors (Creswell & Creswell, 2017).

Direct and Indirect Effects

In terms of statistics, the person is not always expected to be significant (by looking at t-values). There are two types of intervention variables, according to (Suharsaputra, 2012), namely: 1) Full Mediation, If there are no intermediate variables (not long-term) and endogenous variables cannot be completely or permanently modified by exogenous variables. 2) Partial mediation, if the mediator is not required to transfer the effect from the exogenous variable to the endogenous variable permanently. Or: 1) If the direct effect is > (More Significant) than the effect of Not Standing Long Using Variable Intervention, then it is referred to as Partial Mediation. 2) If the term "direct effect" is used to describe an effect that occurs over a long period of time using the variable "intervention", then full mediation is used.

Results and Discussions

Results of Descriptive Analysis

According to the quality of each respondent, the data will be analyzed in this analysis, and the answers will be delivered accordingly. 218 respondents—all employees of Bank BRI Solok West Sumatra were given a questionnaire for this study; Each is returned along with an essay that addresses each question. The following information, depending on the characteristics of the respondent, will be offered for further information.

External Model Analysis

Testing of the validity and reliability of the measurement model will be carried out. If the construction meets all the prerequisites for further research, it can be continued as research. The correlation between the indicator score and the variable score indicates the convergent validity of the measurement model (Nursalim et al., 2024) What is latent construction? A strong validation value is a value with a loading factor value of 0.5 or more. The graph below shows the initial outer loading value for each variable. (Alemayehu & Bewket, 2017) shows that this indicator is suitable for a loading factor of 0.5-0.6. The outer loading value is determined by evaluating the outer model using the SmartPLS analysis tool v 3.2.9.

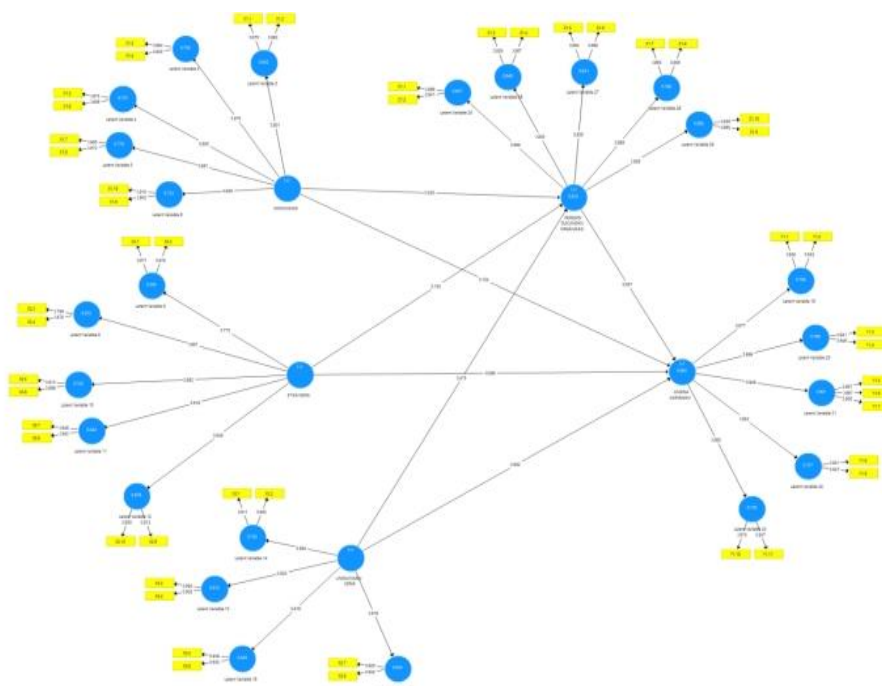


Figure 1. Model Structure

Source: Data Processed by The Author Using Smartpls (2024)

The study on the Figure shows that all the values of the loading factor of the construction of the research variables have been determined to be valid or acceptable. This is because the value of the loading factor > 0.5 .

Direct Effects

To decide whether the hypothesis is accepted or not, use the Bootstrapping function in SmartPLS 3.2.9. A hypothesis is accepted when the significance level or t-value is less than 0.05 or more than a significant value (Chen et al., 2005). The statistical t-value for the significance level of 5% is 1.96.

Table 1. Direct Effect Results

Hipotesa		Original Sample	T Statistics	P Values	Ket
H1	Work Ethics -> Employee Performance	-0,073	1,395	0,164	Rejected
H2	Work Ethics -> Perception of Support	0,111	1,313	0,190	Rejected
H3	Communication -> Employee Performance	0,110	2,970	0,003	Accepted
H4	Communication -> Perception of Support	0,339	5,807	0,000	Accepted
H5	Work Environment -> Employee Performance	0,880	20,049	0,000	Accepted
H6	Work Environment -> Perception of Support	0,508	7,078	0,000	Accepted

Source: Data the author worked on using Smartpls (2024)

Based on the figure above, of all the hypotheses, only 2 were declared to have no significant effect, namely work ethics on employee performance and the perception of organizational support for employee performance directly where the P value > 0.05 and the statistical t value < 1.96 .

Indirect Effects

To determine whether the employee performance variable (Y1) can mediate the relationship between all exogenous factors and endogenous variables, the perception of organizational support (Z), all exogenous variables are compared. The processing images and accompanying tables show the relationship between exogenous factors and endogenous variables through mediating variables in this investigation:

Table 2. Indirect Effect Results

Hipotesis		Original Sample	T Statistics	P Values	Ket
H8	Work Ethics -> Perception of Support - Performance > Employee	0,009	1,037	0,300	Insigificant
H9	Communication -> Perception of Support -> Performance Employee	0,028	2,351	0,019	Accepted
H10	Work Environment -> Perception of Support -> Employee Performance	0,042	2,826	0,005	Accepted

Source: Data worked by the author using Smartpls (2023)

As seen in the figure above, all three current hypotheses have substantial value when indirect expressions of indirect impact links are used. Thus, it is assumed that the anticipated value can mediate between the perception of support from work ethics that is not able to mediate employee performance.

Findings

The findings in this study prove that the environment has a significant impact on employee performance. This proves that the work environment will increase along with the good facilities offered to a work object. This is because employees expect a comfortable and conducive work environment to increase employee concentration and productivity, so that they can improve employee performance. In addition, communication is also one of the factors that can improve employee performance. With effective communication, employees can get the job done well. In addition, the findings of this study also show that work ethics are not an important factor to improve employee performance. Of course, these results contradict the theory and some previous studies, but these results may differ depending on the phenomenon and object being studied.

Work Ethics Affects Employee Performance

The test results in table 2 above can be seen that work ethics do not have a significant effect on employee performance. Work ethics have no effect on employee performance, meaning that the high and low work ethics cannot affect the rise or fall of employee performance. This research is in line with the research Work Ethics Affects Employee Performance. The test results in table 2 above can be seen that work ethics do not have a significant effect on employee performance. Work ethics have no effect on employee performance, meaning that the high and low work ethics cannot affect the rise or fall of employee performance. This research is in line with the research (Yanuar Ari Prasetyo & Catur Wahyudi, 2022). In contrast to research (Widnyani, N. W., & Suartina, 2021; Yulyanti & Saadatirrohmi, 2023), that ethics influences employee performance.

Work Ethics Affects the Perception of Support

The results of the test in table 2 above can be seen that work ethics do not have a significant effect on the perception of support. Thus, while it is possible that in certain contexts work ethics do not have a significant effect on the perception of support, many studies show that good work ethics tend to increase the perception of support from organizations, which in turn can improve employee performance and job satisfaction (Bhatnagar & Aggarwal, 2020).

Communication Affects Employee Performance

The test results in table 2 above can be seen that communication has a significant effect on employee performance. Communication skills are a set of abilities of a communicator to use various resources in the communication process. In other words, communication skills are the knowledge that employees must communicate well where using messages that are considered appropriate and effective. This research is in line with the research (Aridansyah, 2019; Utami et al., 2023; Vidya Eryanti & Daga, 2023; Pratama & Pasaribu, 2016).

Communication Affects the Perception of Support

The test results in table 2 above can be seen that communication has a significant effect on the perception of organizational support. From the analysis of communication instruments and perceptions of organizational support, all question items that have been tested to the respondents, namely teachers, are declared valid and realistic. If there is good communication in the company, it can result in employees feeling comfortable and can minimize miscommunication at work (Atik et al., 2023; Haddad, 2019). On the other hand, if the performance of communication is poor, then the lack of teamwork is carried out and will result in performance. Seeing that the communication established in this company is good and well established without any differences in ethnicity,

race and culture creates a good and comfortable working atmosphere in the company. This research is in line with the research (Rahmadani et al., 2018).

Work Environment Affects Employee Performance

The test results in table 2 above can be seen that the work environment has a significant effect on employee performance. The existence of a good work environment will certainly have an impact on employee performance at work because the work environment is an important factor to successfully carry out the duties of employees or employees. A good working atmosphere will be produced, especially in a well-organized organization. This research is in line with the research (Sondakh et al., 2023; Sembiring, 2020; Rofiliana & Rofiuddin, 2021).

Work Environment Affects the Perception of Support

The test results in table 2 above can be seen that the work environment has a significant effect on the Perception of Support. Organizational Support in this study is said to be good because organizations not only demand to improve the performance of their employees but also support and help employees when they are in trouble. For example, there is credit arrears that should be responsible for the credit part, but the organization also helps in settling these credit arrears (Bellini et al., 2023; Melo et al., 2018). Likewise with Employee welfare, Employees who can achieve the given targets will get additional bonuses from the organization (Sabbir & Taufique, 2022; Shah et al., 2023).

Conclusions

Finally, it is hoped that the management of Bank BRI Solok will be able to improve employee performance because the most important variable in this study is the work environment, which is a continuation of various studies, to improve the performance of Bank BRI Solok, West Sumatra. By further focusing, expanding, and maintaining current infrastructure and facilities while ensuring safety, cleanliness, and pruning without neglecting other considerations. However, facilities are an attraction that plays a big role in influencing employee performance.

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