



Effect of Communication, Work Ethics, Work Engagement and Work Environment on Employee Performance

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Abstract

This study aims to determine the effect of communication, work ethics, work involvement and work environment on employee performance at Bank Syariah Indonesia Padang Area Office. The population in this study were employees of Bank Syariah Indonesia (BSI) in the Padang area office, totalling 62 employees. The sampling technique is the total sample because the population is less than 100 respondents. The total sample in this study is the entire population, namely 62 employees—collecting data through surveys and distributing questionnaires to employees as respondents. The analytical method used is the outer and inner models test and the SmartPLS 3.0 data processing tools. The results show that communication, work ethics, work involvement, and work environment positively and significantly affect employee performance.

Keywords: Communication; Work Ethics; Work Engagement; Employee Performance

1. Introduction

Islamic banks are financial institutions that facilitate economic mechanisms in the real sector through business activities (investment, buying and selling, or others) based on sharia principles. Namely, the rules of agreements based on Islamic law between banks and other parties for depositing funds or financing business activities. Alternatively, other activities that are declared by sharia values are macro or micro. Islamic banks carry out fundraising activities (Funding) from customers through deposits/investments, current accounts, and savings deposits. The collected funds are then invested in the business world through their investments (non-profit sharing/trade financing) and investments with other parties (profit sharing/trade financing) (Ibrahim et al., 2019).

There has been a significant increase in the last few years for sharia-based products and services in Indonesia, making the government observe this as an important moment in the milestone of the sharia economy in Indonesia. This optimistic attitude led the government to finally merge the three lists of large Islamic banks created by state-owned enterprises, namely PT Bank Syariah Mandiri Tbk with 51.2% shares, PT Bank BNI Syariah Tbk with 25.0% shares, and PT Bank BRI Syariah with shares. Of 17.4% Tbk, DPLK BRI - Syariah Shares (2%), and the public (4.4%), becoming a new intensity named Bank Syariah Indonesia or BSI. The merger of 3 state-owned Islamic banks, which was inaugurated on February 1, 2021, by President Joko Widodo, also emphasized that the

government is very serious about paying attention to the development of sharia-based services that can survive during Indonesia's volatile economic conditions. The government's commitment to encouraging the economy through BSI is expected to be a new energy in national economic development. BSI is a reflection of the face of sharia in Indonesia which is modern, universal, and of course, provides goodness for the entire community.

BSI's target to be in the quarter IV category in 2022 is certainly not easy. The target must be supported by various factors, including the excellent performance of its employees. Performance is the result of work achieved by a person. The concept of performance is an abbreviation of work energy kinetics or what is also often referred to as performance. Performance is a fundamental behaviour that everyone displays as work performance produced by employees according to their role in the agency. According to Sunarsi (2020), performance is the result of work and work behaviour that has been achieved in completing the tasks and responsibilities given within a certain period. Employee performance is a measure that can be given by the organization in a certain period and can be used to follow work performance. Davidescu et al., (2020) revealed that declining employee performance is certainly very influential for the sustainability of the company, therefore efforts need to be made to maintain consistency in employee performance. The results of employee performance can be seen from the development of their performance. Performance arises from the existence of

various exercises for operational employees and education for company management. Operational development and education for company management aims to improve results effectively while technical development aims to improve concepts and strategies in planning and developing the potential that exists in each company management. According to Sadat et al., (2020) to improve performance, leaders must try to complete their work or tasks assigned to them.

Several factors that affect employee performance include communication. Effective communication is a requirement for the achievement of organizational goals, as well as one of the biggest problems faced by modern management. Effective communication will make it easier for others to be motivated, which tends to increase morale, work enthusiasm, productivity, satisfaction, and performance. Effectively Communicating is an essential part of every leader's job (Muslih, 2020). According to Ghofar & Luddin (2018), communication is the capacity of individuals or groups to convey feelings, thoughts, and desires to other individuals and groups. Communication occurs between superiors and subordinates and between co-workers so that each employee can work well. It is expected because it can affect employee performance.

Communication is an important part that cannot be separated from human life as social beings. Communication is an activity of delivering information, be it messages, ideas, and ideas, from one party to another, which is carried out directly or indirectly. If there is good communication within the company, it can cause employees to feel comfortable and can minimize miscommunication at work. 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 the communication in this company is good and well established without any differences in ethnicity, race and culture, creating a good and comfortable working atmosphere in the company. Previous studies by Kalogiannidis (2020); Charoensukmongkol & Sasatanun (2017); Bucăța, & Rizescu (2017); Qatawneh (2018) conducted a study on the effect of communication on employee performance and found that communication had a significant and positive effect on employee performance.

Work ethic is a set of values or norms closely held by individuals, either as an employee or part of management, that regulates work regulations. Barmore (2019) found that the things that underlie a high work ethic include the desire to uphold the quality of work. At work, employees want a comfortable, safe, clean work situation and togetherness between employees to create a conducive work atmosphere. Work ethic can foster motivation from within the individual so that individuals will feel or believe that their work has intrinsic value that can add value to themselves. Torlak and Kurzey (2019); Budianto et al. (2018) conducted a study examining the effect of work ethics on employee performance. Based on the results of data analysis, it is known that work ethics statistically has

a positive and significant effect on employee performance. Work involvement is a form of commitment of an employee in involving the role and concern for work both physically, knowledgeably and emotionally so that he considers the work he is doing is very important and has a strong belief in completing it. Susanti & Widyani (2017) say that employee work involvement is a form of employee participation using all of their capacities and the degree to which employees are committed to their work and consider their work the most important thing for their self-esteem. From the results of the discussion conducted by Dusauw (2016), statistical tests showed that the work involvement variable had a significant influence on employee performance at PT. Bank of North Sulawesi Go Manado. Work involvement has an important influence in improving performance. In order to improve the performance of PT the Bank of North Sulawesi GO Manado must pay attention to aspects of work involvement, such as work participation, cooperation, participation in various activities, and responsibility in carrying out work. If every employee has a good work involvement, the employee's performance will increase, and the purpose of PT. Bank of North Sulawesi Go will be achieved. Widyawati & Karwini (2018); Kojo et al. (2019), Conducted a study examining the effect of job involvement on employee performance. Based on the research above, it can be found that there is an effect of work involvement on employee performance.

The work environment is the company's physical, social, and psychological life that affects employee performance and productivity. The work environment has a positive influence on employee performance. A sound work environment system can guarantee employee performance which in turn allows the company to obtain positive attitudes and behaviours that will work productively for the company's benefit so that it will also have a good impact and can provide benefits for the company. Fachrezi et al. (2020); Rahman et al. (2019), Conducted a study examining the effect of the work environment on employee performance that the work environment has a positive and significant effect on employee performance. Based on the literature review and previous research and the relationship between variables, the hypothetical hypotheses in this study are as follows:

- H₁: Communication has a significant positive effect on employee performance at Bank Syariah Indonesia bank employees Padang Area Office
- H₂: Work ethic significantly affects employee performance at Bank Syariah Indonesia bank employees in the Padang Area Office.
- H₃: Work involvement significantly affects employee performance at Bank Syariah Indonesia employees at the Padang Area Office.
- H₄: Work environment has a significant positive effect on employee performance at Bank Syariah Indonesia employees at the Padang Area Office

2. Research Method

This study uses quantitative methods. Sugiyono (2018) defines quantitative research methods based on positive results used to examine specific populations and samples. Sample collection techniques are generally carried out randomly. However, in this study, the sample was drawn using the total sampling method. Data collection uses research instruments, quantitative data analysis to test established hypotheses. This method is also called the quantitative method because the research data number and the analysis use statistics. In this study, the author uses a research design in accordance with the research objectives and the problems to be researched and formulated so that the research can be classified as descriptive and causal research. The sampling technique is saturated sampling or the entire population because the number of employees from BSI is less than 100 people, namely as many as 62 employees. The variables that will be discussed in this study are the dependent variable employee performance (Y), the independent variable communication (X₁), work ethics (X₂), work involvement (X₃), and work environment (X₄). The primary material to collect data is the questionnaire based on five dimensions for employee performance (Y): quality of work, promptness, initiative, capability, and communication (Cahyandani, 2021). Five dimensions for communication (X₁): understanding, fun, influence on attitude, closer relationship, and action (Prasetyo et al., 2016). Five dimensions were used to measure work ethics (X₂): hard work, discipline, honest,

responsibility, perseverance (Salamun, 2017). Three dimensions were used to measure work involvement (X₃): actively participate in work, prioritize work as the main, consider work as something crucial. Four dimensions were used to measure the work environment (X₄): facilities, comfortable workplace, security, and peace. In order to determine the degree to which participants agree with statements, a five answer Likert Scale consisting of 1) Strongly disagree 2) Disagree 3) Neutral 4) Agree 5) Strongly agree were used in the answer section. The analysis used in this study consists of convergent validity test, discriminant validity test, reliability test, composite reliability test, multicollinearity test, the goodness of fit test, coefficient determination test and t-test by using Smart-PLS.

3. Results and Discussions

Result

Table 1 interprets the data and answers given by respondents to the characteristics and demographics of employees at Bank Syariah Indonesia Padang Area Office. It is done to analyze the demographic data of respondents based on predetermined criteria such as gender, age, last education, length of work, office, division and income. In this study, there were 62 questionnaires distributed to 62 respondents. For more details, the following are the characteristics of employee respondents within the Bank Syariah Indonesia Padang Area Office.

Table 1. Demographics of Respondents

Demographics		Numbers of respondents (NR)	Percentage of NR to number of Total Respondent
Gender	Male	35	56.5%
	Female	27	43.5%
Age	age < 30	17	27.4%
	30 ≤ age ≤ 40	40	64.5%
	Age > 40	5	8.1%
Education	High School or below	2	3.2%
	Junior college	5	8.1%
	Bachelor	46	74.2%
	Master or above	9	14.5%
Assignment	Head Office	37	59.7%
	Branch Office	25	40.3%
Division	ACR	2	3.2%
	AFO	5	8%
	Back Office	20	32.4%
	CNG	4	6.5%
	CSR	17	27.4%
	FOG	3	4.8%
	Operational	11	17.7%
	< 4,000,000	16	25.8%
Salary (IDR)	4,000,000 ≤ salary ≤ 10,000,000	32	51.6%
	> 10,000,000	14	22.6%
Working Duration (Years)	< 5	13	20.9%
	5 ≤ duration ≤ 10	28	45.2%
	> 10	21	33.9%

Source: Data processed by authors

The research variables tested in this study consisted of five variables. Employee performance (Y), the independent variable communication (X₁), work ethics (X₂), work involvement (X₃) and work environment (X₄).

Respondents answered each item on questionnaire from strongly disagree (scale 1) to strongly agree (scale 5). The result for mean value of research variables/ indicators is in table 2 below:

Table 2. Result of Mean value of Research Variables/ Indicators

No	Variables/ Indicators	Mean	Description
1	Employee Performance (Y)	4.15	High
	Quality of work	4.09	High
	Promptness	4.07	High
	Initiative	4.11	High
	Capability	4.00	High
	Communication	4.48	Very High
2	Communication (X₁)	4.14	High
	Understanding	4.33	Very High
	Fun	4.24	High
	Influence on attitude	4.11	High
	Closer relationship	4.17	High
	Action	3.85	High
3	Work Ethics (X₂)	4.10	High
	Hardwork	4.12	High
	Discipline	4.05	High
	Honest	4.22	High
	Responsibility	3.98	High
	Perseverance	4.13	High
4	Work Involvement (X₃)	4.05	High
	Actively participate in work	4.19	High
	Prioritize work as the main	4.00	High
	Consider work as something crucial	3.96	High
5	Work Environment (X₄)	4.13	High
	Facilities	4.22	High
	Comfortable work place	4.00	High
	Security	4.29	Very High
	Peace	4.01	High

Source: Primary data processed by the author

From table 2 above, it can reveal that the average value (mean) of the employee performance (Y) variable was in the high category (4.15), communication as the highest indicator (4.48), and capability as the lowest indicator (4.00). Variable of communication (X₁) was in the high category (4.14), understanding as to the highest indicator (4.33), and action as the lowest indicator (3.85). Variable of work ethics (X₂) was in the high category (4.10), honest as the highest indicator (4.22), and responsibility as the

lowest indicator (3.98). Variable of work involvement (X₃) was in high category (4.05), actively participate in work as the highest indicator (4.19), and consider work as something crucial as the lowest indicator (3.96). Variable of the work environment (X₄) was in high category (4.13), security as the highest indicator (4.29), and comfortable workplace as the lowest indicator (4.00). Table 3 presents the results of Average Variance Extracted (AVE), composite reliability and Cronbach's alpha:

Table 3. Result of Average Variance Extracted, Composite Reliability and Cronbachs Alpha

Variables	AVE	Composite Reliability	Cronbach's Alpha
Employee Performance (Y)	0.843	0.988	0.987
Communication (X ₁)	0.844	0.988	0.987
Work ethics (X ₂)	0.866	0.990	0.989
Work Involvement (X ₃)	0.883	0.985	0.983
Work Environment (X ₄)	0.858	0.986	0.985

Source: Primary data processed by the author

The structural model was evaluated by considering the R-Square value for the endogenous construct from the effect

it received from the exogenous construct. The following structural model of the test results using SmartPLS is presented in figure 1:

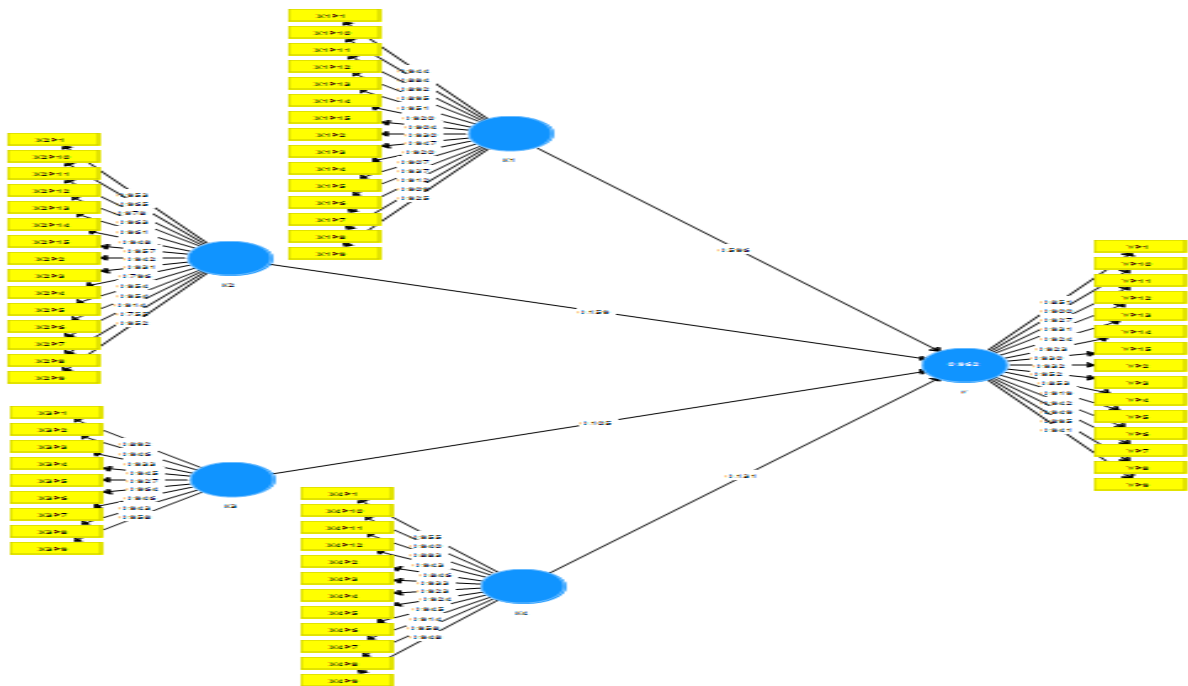


Figure 1. Inner Model Test Results

The results of the coefficient of determination test are in table 4 below:

Table 4. Coefficient Determination Test Result	
Variable	R Square
Employee Performance (Y)	0.962
Communication (X ₁)	-
Work ethics (X ₂)	-
Work Involvement (X ₃)	-
Work Environment (X ₄)	-

Source: Primary data processed by the author

Based on the coefficient of determination test, the effect of the independent variable on the dependent variable is equal to 96,2%, other variables outside this research influence

the rest. The result of the hypotheses test are presented in table 5 below:

Table 5. Hypotheses Test Result						
Hypotheses	Description	Original Sample	Standard Deviation	T Statistic	P Values	Information
H ₁	X ₁ ->Y	0.596	0.163	3.660	0.000	Accepted
H ₂	X ₂ ->Y	0.356	0.115	3.082	0.002	Accepted
H ₃	X ₃ ->Y	0.325	0.101	3.073	0.001	Accepted
H ₄	X ₄ ->Y	0.115	0.050	2.387	0.017	Accepted

Source: Primary data processed by the author

Hypothesis 1 stated communication has a significant positive effect on employee performance. The original sample coefficient is 0.596, which is statistically significant at prob. 0.000 < 0.05 (t-statistic = 3.660 > 1.96).

The statistical significance of hypotheses 1 confirms the communication has a significant positive effect on employee performance.

Hypothesis 2 stated work ethics has a significant effect on employee performance. The original sample coefficient is 0.356, which is statically significant at prob $0.002 < 0.05$ (t-statistic = $3.082 > 1.96$). The statistical significance of hypothesis 2 confirms the work ethics has a significant effect on employee performance.

Hypothesis 3 stated work involvement has a significant effect on employee performance. The original sample coefficient is 0.325, which is statically significant at prob $0.001 < 0.05$ (t-statistic = $3.073 > 1.96$). The statistical significance of hypothesis 3 confirms the work involvement has a significant effect on employee performance.

Hypothesis 4 stated work environment has a significant effect on employee performance. The original sample coefficient is 0.115, which is statically significant at prob $0.001 < 0.05$ (t-statistic = $3.073 > 1.96$). The statistical significance of hypothesis 4 confirms the work environment has a significant effect on employee performance.

Discussion

Communication is an effective tool for improving company performance and maintaining business growth (Kalogiannidis, 2020; Charoensukmongkol & Sasatanun, 2017; Bucăța, & Rîzescu, 2017, Qataweh, 2018). Mutual understanding between employees will make the work atmosphere more comfortable so that there will be high coordination and cooperation. Employees who have high communication have a sense of concern for other employees and will try to find a way out of the problems other employees face so that organizational goals can be achieved. Happy employees can influence the mood of other employees with their positive energy (Huang et al., 2018). Close relationships with fellow employees will help complete individual and group assignments given by the company.

In this study, work ethic is proven to affect employee performance. These results are in line with research conducted by Zahrah et al. (2016); Zin et al. (2018); Aflah et al. (2021). Employees who have a high work ethic have a high hard work nature as well. They do the job with high dedication and have a sense of responsibility. Employees who have a high work ethic will have a disciplined attitude, not procrastinate on work and have a goal to complete work on time. Other characteristics of employees with high work ethics are honesty in carrying out tasks and making reports in actual and without fabrication. This can reduce company losses resulting from employee fraud practices. The company's survival will be maintained if the company has employees who have a high work ethic (Agrahari et al., 2015; Osibanjo et al., 2015; Paais & Pattiruhu, 2020).

Work involvement is a form of employee concern for their work. In employee groups, active workers are the motivators for other employees. Those who are active usually have ideas or solutions to work on the task or

problem at hand. They prioritize their duties and view the task as one of the obligations that must be done as well as possible. Employees who have high work involvement will only be satisfied if they have an excellent contribution to their group project. High involvement of employees in a project or duties will cause work to be completed faster, the faster the work will be completed. The more workers involved and active in carrying out the company's strategy, the company's performance will increase and increase business value (Obeidat et al., 2017; Osibanjo et al., 2015; Santos et al., 2018).

The work environment is a factor that cannot be ignored in achieving organizational goals. The availability of facilities in the office will support the company's operations. In banking, suitable hardware and software are needed to support the running of the company. Job security is also vital to anticipate criminal acts. A good work environment will be established if there is harmony between employees, mutual support for organizational goals. Some workers can only work optimally if the place is peaceful and not much noise pollution. A good work environment will optimize individual and organizational performance (Pawirosumarto et al., 2017; Shanker et al., 2017; Andriani et al., 2018).

4. Conclusions

Communication, work ethic, work involvement and work environment are essential factors in improving organizational performance and achieving organizational goals. Communication is a variable that has the most significant influence on company performance compared to other variables. Therefore, companies must be able to make communication well established with social media or other platforms. Good communication also occurs if the company gives a little time to relax or make a gathering day so that employees can get to know each other's personalities. Work ethic is also crucial in improving organizational performance. Companies can hold some training to improve work ethic, besides the option to increase compensation is also an alternative. Work involvement also needs to be increased by supervising employees or even recruiting highly motivated employees. Companies also need to improve work facilities, security, and workspace to feel comfortable doing their jobs.

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