



Communication and performance: Banking employee perspective

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Abstract

The purpose of this study is to investigate the effect of organizational communication on employee performance mediated by organizational commitment and moderated by motivation at PT. Bank Sulawesi Selatan (Sulselbar). The research sample uses 100 employees and uses path analysis. This study shows that organizational communication encourages employee performance, and communication mediated by commitment shows a higher impact on performance. The performance will also get better when moderated by motivation.

Keywords: Communication; commitment; motivation; performance

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Introduction

Currently, the banking world is faced with a lot of competitiveness in various aspects. Such as market competition, digital information technology, the quality of human resources, and others. If the bank is not able to fill the competitive gap, the bank will lose the opportunity. Therefore, it is necessary to carry out qualified employees to understand market needs to improve performance. Organizational communication is the ability of an employee to understand and interpret the content of instructions, messages, and delivery or direction of company goals. When employees have the ability to understand and interpret the content of communication, it will give birth to good and quality employee performance (Afianto & Utami, 2017; Anshari, Masjaya, & Amin, 2014; Syukur, Supriyono, & Suparwati, 2019).

Organizational communication has a relationship with organizational commitment. Organizational commitment can be interpreted as continuous employee engagement in the organization, the desire to always be involved in their work, and their love for the organization (Rahayu, Retnaningdyastuti, & Roshayanti, 2019; Siwi, Tewal, & Trang, 2020). Theoretically, organizational commitment and employee performance will be better if there is support from motivation (Andayani & Tirtayasa, 2019; Arifin, Hamid, & Hakam, 2014; Aruan, 2013; Astuti & Suhendri, 2019).

This research is specifically aimed at the initial assessment of the effect of communication, organizational commitment, and motivation on the performance of Bank Sulselbar. This study contributes practically to the management of Bank Sulselbar and academically to expand the literature on the importance of communication, commitment, and motivation in supporting company performance, especially in the banking sector.

Method

The sample of this research is the employees of PT. Bank Sulawesi Selatan (Sulselbar), as many as 100 respondent. The sampling technique used is simple random sampling. Collecting data using a questionnaire with a Likert scale from a scale of 1 (strongly disagree) to a scale of 5 (strongly agree). Before the questionnaires were distributed, the instrument was tested on the items, namely the validity and reliability tests. It is said to be valid if $r > 0.30$) and reliability ($\alpha > 0.60$) (Gozali, 2014). Each variable is measured using indicators. Indicators are compiled based on a theory assuming that they do not show a causal relationship between indicators and variables, in detail in Table 1.

Table 1. Research's variables and indicators

Variable	Indicator
Organizational communication	Instructions, messages and delivery.
organizational commitment	Continuing attachment, desire for dedication, and passion
Motivation	Encouragement from the heart, work awakening and work awareness
Performance	On time, complete work and smart work

Empirical Result

Analysis of the data obtained shows that all variables are normally distributed. The results of the Kolmogorov-Smirnov test show that the significance value is above alpha 0.05. Then, the multicollinearity test showed that all of the tolerance values were greater than 0.1. Then, the VIF value of all variables is less than 10. Therefore, it can be stated that there is no multicollinearity symptom. Furthermore, the linearity assumption shows that all variables produce a linear relationship below alpha 0.05 to meet the linearity assumption.

This study found that the effect of organizational communication on employee performance is positive and significant. It means, the better the organizational communication, the higher the employee performance at Bank Sulselbar. This is because employees can translate communication well. Furthermore, organizational communication has a positive and significant effect on organizational commitment. This means that the better the organizational communication, the higher the commitment. This is caused by the ability of employees to describe the content of the communication received, followed by the ability to understand instructions, messages, and delivery so that employees are committed to doing work within the organization. Then, organizational commitment has a positive and significant effect on employee performance.

For the mediating effect, this study finds that organizational communication has a positive and significant effect on employee performance mediated by organizational commitment. That is, high commitment makes the impact of communication on performance greater. Therefore, management must pay more attention to employees so that their commitment is maintained. Meanwhile, motivation as a moderator of organizational commitment to employee performance also has a positive and significant effect. This shows that motivation has an important role in encouraging organizational commitment so that it has an impact on increasing employee performance. Thus, employee motivation acts as a buffer for the relationship between organizational commitment and employee performance.

Conclusions

The results showed that good organizational communication would improve employee performance, and communication mediated by commitment will have a higher impact on performance. Furthermore, the moderating of motivation on the relationship between commitment and performance also show positive and significant results. This study concludes that Bank Sulselbar must maintain good communication with employees and strive to maintain commitment on a policy basis. In addition, what is no less important is to always maintain employee motivation.

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