

Performance Determinants

Intan Lydia Tarida Mahdalena¹, Kiki Farida Ferine²

Universitas Pembangunan Panca Budi, Indonesia

*Correspondence Email: kikifarida@dosen.pancabudi.ac.id

Abstract

In this case, HR is clearly not the main asset but rather a well-defined and expandable asset, compared to the investment portfolio, and not vice versa as a liability (loss, expense). From this point of view, HR is an investment for a more mature institution or organization. The results of this research are as follows: Communication has a positive and significant effect on employee performance with an original sample value of 0.493 and an ap value of 0.000. Work Quality has a positive and significant effect on Employee Performance with an original sample value of 0.370 and ap value of 0.008. Work Quality has a positive and significant effect on Communication with an original sample value of 0.779 and ap value of 0.000. Work Stress has a negative and insignificant effect on employee performance with an original sample value of -0.026 and ap value of 0.398. Work Stress has a positive and significant effect on communication with an original sample value of -0.176 and p value of 0.016. Work Quality has a positive and significant effect on Employee Performance through Communication with an original sample value of 0.385 and p value of 0.001.

Keywords: Job Stress, Work Quality, Communication, Employee Performance.

INTRODUCTION

HR is clearly not a primary asset but rather a well-defined and expandable asset, compared to an investment portfolio, and not vice versa as a liability (loss, expense). From this perspective, HR is an investment for more mature institutions or organizations.

Work stress is a condition where learning demands, obstacles, opportunities, and challenges are different or not in accordance with the expected conditions, which means it is necessary to affect his physical and mental condition, including good, bad for himself and his organizational environment. Workplace stress can be distinguished from employee dissatisfaction in the organization. Therefore, employees and companies must be aware of workplace stress in order to understand what causes employees to feel stressed in their work environment. The level of stress experienced by employees varies depending on the individual experiencing stress; some people are already stressed when facing a particular problem, and some are able to cope well. Stress can cause blind spots. If employees experience stress especially in the work environment, this can also hinder their ability to carry out their work. Quality of work is a factor that must be considered in every business. The purpose of a business can be seen from its production results and the quality of its employees' work. Improving the quality of employee work is very important because the success of a company does not only depend on technology; the human factor also plays an important role in business. (Sengkey et al., 2017). If a company has so many employees, it will make the communication pattern with each other have to run well because communication is the key to the success of a company, but if communication does not go well, it will be a failure in the company ". (Asyari, 2022). Communication patterns in organizations vary with specific patterns, of course this is needed to facilitate the delivery of information, equality of understanding, and reciprocal relationships between employees and with leaders, they must be able to collaborate with each other to achieve common goals. If the working relationship is harmonious, a pleasant work environment will be created and

can increase employee productivity. However, if this behavior continues to hinder effective communication, it will also have a negative impact on employee performance. Employee performance is one of the most important factors that businesses must pay attention to because it helps businesses achieve their goals. The work of a caregiver is the result of a process that begins and ends within a certain period of time based on previously established understanding and preparation.

Formulation of the problem

1. Does Job Stress Have a Positive and Significant Influence on Communication at the Representative Office of Bank Indonesia, North Sumatra Province?
2. Does Employee Work Quality have a positive and significant effect on Communication at the Bank Indonesia Representative Office in North Sumatra Province?
3. Does Job Stress Have a Positive and Significant Influence on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Employee Work Quality have a positive and significant effect on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province?
5. Does Communication Have a Positive and Significant Influence on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province?
6. Does Job Stress Have a Positive and Significant Influence on Employee Performance through Communication at the Representative Office of Bank Indonesia, North Sumatra Province?
7. Does Employee Work Quality Have a Positive and Significant Influence on Employee Performance through Communication at the Representative Office of Bank Indonesia, North Sumatra Province?

Research purposes

1. To determine and analyze the influence of work stress on communication at the Bank Indonesia Representative Office, North Sumatra Province.
2. To determine and analyze the influence of Employee Work Quality on Communication at the Representative Office of Bank Indonesia, North Sumatra Province.
3. To determine and analyze the influence of work stress on employee performance at the Bank Indonesia Representative Office, North Sumatra Province.
4. To determine and analyze the influence of Employee Work Quality on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
5. To determine and analyze the influence of communication on employee performance at the Bank Indonesia Representative Office, North Sumatra Province.
6. To determine and analyze the influence of work stress on employee performance through communication at the Bank Indonesia Representative Office, North Sumatra Province.
7. To determine and analyze the influence of Employee Work Quality on Employee Performance through Communication at the Representative Office of Bank Indonesia, North Sumatra Province.

LITERATURE REVIEW

Employee performance

According to Bangun (2018) performance is the achievement of work results achieved by someone in accordance with the specified job requirements. According to Kasmir (2016), performance is a result. With work and work behavior achieved when completing tasks and responsibilities during a certain period of time.

Employee Performance Indicators

According to Bangun (2018) to facilitate employee performance assessment, work standards must be measurable and clearly understood. There are four indicators of employee performance as follows:

1. Quality of work. Workers must understand all the requirements given in order to produce better quality workers and in accordance with those given by the company.
2. Punctuality. A job has certain characteristics in each job and can be completed on time. Each task given has a different risk.
3. Presence. Require employees to attend work according to the time specified.
4. Ability to cooperate. There are tasks that are carried out together, in this case employees are required to work together with other employees to complete their tasks.

Job Stress

According to Robbins and Judge (2017) work stress is a dynamic condition in which an individual is faced with an opportunity, demand or resource related to environmental conditions, organizational conditions and within a person. According to Hasibuan (2016), stress can affect performance and job satisfaction because of the environment experienced by employees. In general, employee performance will decrease if they are stressed because they experience a lot of mental pressure that can cause the person's behavior to become angry and like to be alone.

Job Stress Indicators

Work stress indicators according to Robbins and Judge (2017) are as follows:

1. Environmental Stress Environmental uncertainty affects organizational design, so that uncertainty becomes a burden for employees, especially when organizational change takes place. The environmental dimensions are economic uncertainty, technological uncertainty and political uncertainty causing work stress because employees feel their energy is no longer needed.
2. Organizational Stress Organizational dimension relates to situations where employees experience task demands, role demands, personal demands. Task demands relate to the amount of work that must be completed making employees feel exhausted to complete their work. Role demands relate to the pressures experienced by employees when completing their work. Personal demands relate to the work group not providing technical assistance when needed.
3. Individual Stress This dimension concerns the personal life of each employee. are family problems, personal economic problems and employee personality. It can be concluded that there are three dimensions in work stress, namely environmental stress, organizational stress, and individual stress.

Employee Work Quality

Understanding Employee Work Quality

According to Hasibuan (2018) work quality is a physical standard that is measured because of the work results carried out or implemented by employees on their tasks. (Tjiptono & Chandra, 2017) defines work quality as the condition of all workers who are able to meet the most important needs through the work they do.

Employee Work Quality Indicators

According to Hasibuan (2018) the work quality indicators are as follows:

1. Self-Potential, related to aspects of ability, strength, both those that have not been realized and those that have been realized, which a person has, but have not yet been fully seen to their maximum potential.
2. Optimal Work Results, are the results that an employee is required to have, must be able to provide the best work results which can be seen from the productivity of the organization, quality and quantity of work.
3. Work Process, namely the most important stage where employees carry out their duties and roles through this work process.

Communication

According to Mangkunegara (2017) communication is the process of transferring information, ideas, understanding from one person to another with the hope that others can interpret it according to the intended purpose. Hamali (2016) said that work communication is a process of conveying ideas and information in the form of orders and work instructions from a leader to employees or subordinates to carry out work tasks as well as possible.

Communication Indicators

According to Mangkunegara (2017) the communication indicators are as follows:

1. Sender Skills
2. Sender's Attitude
3. Sender Knowledge
4. Sender Channel Media
5. Receiver Skills
6. Receiver Attitude
7. Receiver Knowledge
8. Receiver Channel Media.

Conceptual Framework

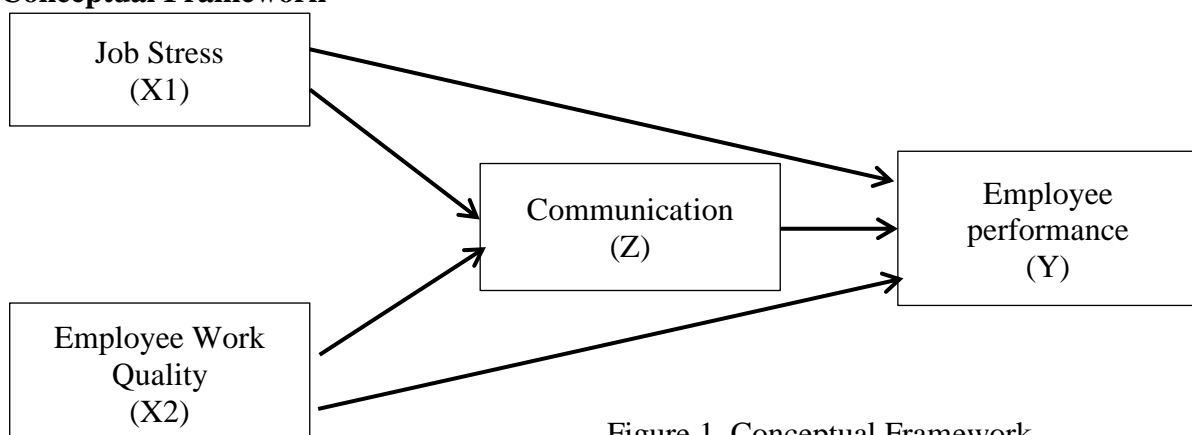


Figure 1. Conceptual Framework

Hypothesis:

- H1 Work Stress has a positive and significant effect on Communication at the Representative Office of Bank Indonesia, North Sumatra Province.
- H2 Employee Work Quality has a positive and significant effect on Communication at the Bank Indonesia Representative Office in North Sumatra Province.
- H3 Work Stress has a positive and significant effect on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.

- H4 Employee Work Quality has a positive and significant effect on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province.
- H5 Communication has a positive and significant influence on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
- H6 Work Stress has a positive and significant effect on Employee Performance through Communication at the Representative Office of Bank Indonesia, North Sumatra Province.
- H7 Employee Work Quality has a positive and significant effect on Employee Performance through Communication at the Bank Indonesia Representative Office in North Sumatra Province.

METHOD

Types of research

According to Sugiyono (2017), quantitative methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative statistical, with the aim of testing predetermined hypotheses.

Time and Place of Research

This research was conducted from September to October 2024. The location of this research was at the Representative Office of Bank Indonesia, North Sumatra Province, the exact location is on Jalan Balai Kota No. 4, Medan.

Population

This study took all the research population at the Bank Indonesia Representative Office of Sumatra Province totaling 70 employees. According to Sugiyono (2017) population is an area of equalization/generalization consisting of subjects/objects that have certain qualities and characteristics and are determined by researchers to be studied and then a conclusion is drawn.

Sample

The sample of the research that the researcher wants to use is the entire population at the Bank Indonesia Representative Office of Sumatra Province, totaling 70 employees, and the sampling technique used is the saturated sampling technique. According to Sugiyono (2017), a sample is part of the number and characteristics of the population.

Research data sources

Primary data according to Sugiyono (2017) is a data source that directly provides data to data collectors. Primary data in this study is a questionnaire distributed to respondents.

Data collection technique

Data collection in this study is using a questionnaire with a Likert scale. The questionnaire will be distributed to the respondent sample to be filled in. This aims to continue the research. According to Sugiyono (2017), a questionnaire is a data collection technique carried out by giving a set of written questions or statements to respondents to be answered.

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables. This testing includes convergent validity, discriminant validity and reliability.

Convergent Validity

Convergent validity is used to determine the validity of each indicator against the latent variable; the validation results can be seen in the external loading table. The external loading table contains numbers or values that function as indicators of conformity with the variables. The validity of the indicator is determined if it shows that the construct variable has a value greater than 0.7. The structural model used in this study is shown in the figure below:

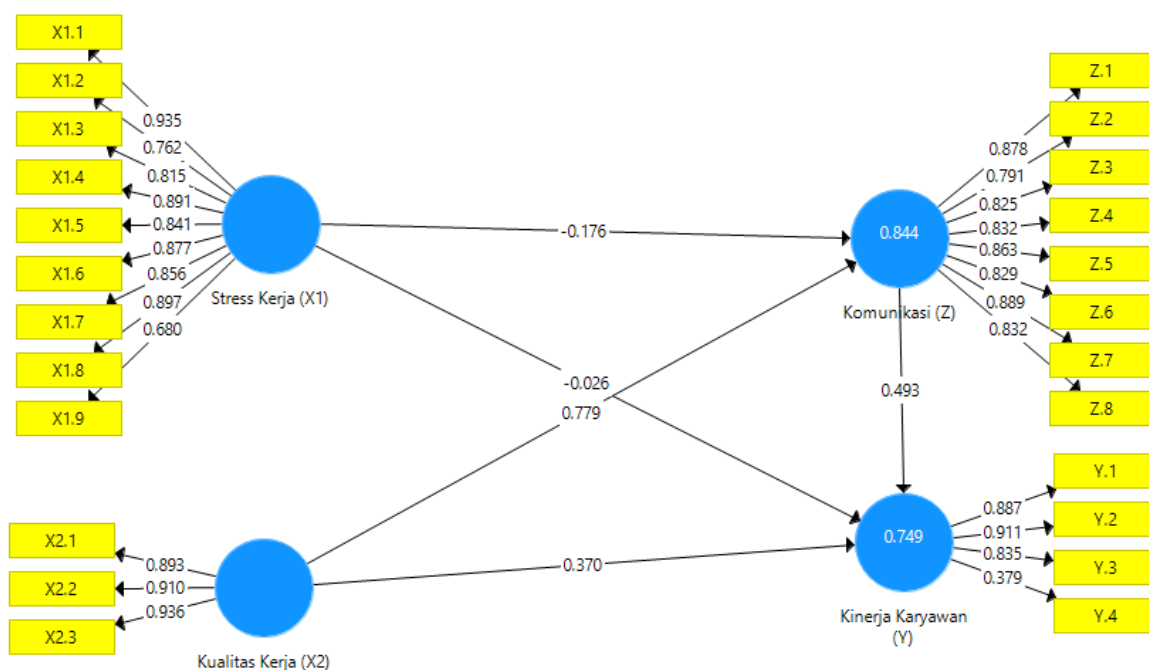


Figure 2. Outer Model
Source: Smart PLS 3.3.3

In this research there is an equation and the equation consists of two substructures for substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = -0.176 X_1 + 0.779 X_2 + e_1$$

For substructure 2

$$Y = b_3X_1 + b_4X_2 + b_5Z + e_2$$

$$Y = -0.026 X_1 + 0.370 X_2 + 0.493Z + e_2$$

Table 1. Outer Loadings

	Employee Performance (Y)	Communication (Z)	Quality of Work (X2)	Job Stress (X1)
X1.1				0.935
X1.2				0.762

X1.3				0.815
X1.4				0.891
X1.5				0.841
X1.6				0.877
X1.7				0.856
X1.8				0.897
X1.9				0.780
X2.1			0.893	
X2.2			0.910	
X2.3			0.936	
Y.1	0.887			
Y.2	0.911			
Y.3	0.835			
Y.4	0.785			
Z.1		0.878		
Z.2		0.791		
Z.3		0.825		
Z.4		0.832		
Z.5		0.863		
Z.6		0.829		
Z.7		0.889		
Z.8		0.832		

Source: Smart PLS 3.3.3

The consequences of handling using SmartPLS should be seen in the table above. The value of the external model or the relationship between the construct and the factor meets the combined legitimacy because all markers have values over 0.70, and it implies that this exploration is substantial.

Discriminant Validity

Discrimination is done to ensure that no two ideas of any idle variable are the same due to different factors. The model has strong discrimination legitimacy if each value of each inert variable has a higher value than the other values for other factors. Here are some examples of legitimate discrimination effects:

Table 2. Discriminant Validity

	Employee Performance (Y)	Communication (Z)	Quality of Work (X2)	Job Stress (X1)
X1.1	-0.719	-0.786	-0.763	0.935
X1.2	-0.644	-0.592	-0.561	0.762
X1.3	-0.551	-0.626	-0.608	0.815
X1.4	-0.557	-0.648	-0.632	0.891
X1.5	-0.460	-0.612	-0.612	0.841
X1.6	-0.575	-0.671	-0.665	0.877

X1.7	-0.542	-0.599	-0.597	0.856
X1.8	-0.656	-0.733	-0.753	0.897
X1.9	-0.368	-0.433	-0.441	0.680
X2.1	0.793	0.800	0.893	-0.736
X2.2	0.738	0.827	0.910	-0.611
X2.3	0.770	0.869	0.936	-0.714
Y.1	0.887	0.749	0.766	-0.590
Y.2	0.911	0.775	0.767	-0.561
Y.3	0.835	0.750	0.716	-0.641
Y.4	0.379	0.189	0.164	-0.277
Z.1	0.799	0.878	0.819	-0.717
Z.2	0.683	0.791	0.758	-0.665
Z.3	0.666	0.825	0.788	-0.634
Z.4	0.741	0.832	0.701	-0.618
Z.5	0.703	0.863	0.754	-0.525
Z.6	0.684	0.829	0.729	-0.658
Z.7	0.794	0.889	0.848	-0.639
Z.8	0.652	0.832	0.737	-0.680

Source: Smart PLS 3.3.3

It can be seen in table 2 that each variable and indicator has a cross loading factor value that is greater than the cross loading factor value on other latent variables, it can be explained that the cross loading of the employee performance variable is greater than the other latent variables, the cross loading of the communication variable is greater than the cross loading value on other latent variables, the cross loading of the work quality variable is greater than the cross loading on other latent variables, the cross loading of the work stress variable is greater than the cross loading on other latent variables, so this study is discriminantly valid.

Composite reliability

The next test calculates the reliability value using the composite reliability of the indicator block that measures the construct. A construct value is said to be reliable if its Composite Reliability value exceeds 0.60. In addition to looking at the composite reliability value, the reliability value can also be seen in the variable construct value with Cronbach's alpha from the indicator block that measures the construct. A construct is considered reliable if its Cronbach's alpha value exceeds 0.7. The table below shows the loading values of the research variable constructs generated by the Smart PLS software.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance (Y)	0.776	0.855	0.614
Communication (Z)	0.942	0.951	0.710
Quality of Work (X2)	0.901	0.938	0.834
Job Stress (X1)	0.948	0.956	0.710

Source: Smart PLS 3.3.3

Based on the above research, the Cronbach's alpha value greater than 0.7 indicates that all variables are considered reliable for each variable. The combined reliability assessment produces a number greater than 0.6 for each assessment, indicating that all variables are reliable. Another way to verify discriminant validity is to look at the AVE value and the square root of AVE, assuming each construct has a stronger correlation than the correlation between other constructs. Before looking at the correlation, the AVE value is considered valid if it is more than 0.7.

Inner Model Analysis

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.749	0.738
Communication (Z)	0.844	0.840

Source: Smart PLS 3.3.3

In table 4 there is an R square value in the dependent variable, the employee performance variable has an R square value of 0.749, meaning that the influence of the variables of work stress and work quality, communication on employee performance is 0.749 and the rest is on other variables, for the communication variable there is an R square value of 0.844, meaning that the influence of work stress and work quality on communication is 0.844 and the rest is on other variables.

Hypothesis Testing

After evaluating the inner model, the next step is to investigate the relationship between the hypothesized latent constructs in this study. In this study, the hypothesis was tested using T-statistics and P-values. The hypothesis is accepted if the T-Statistics value is more than 1.96 and P-Values are less than 0.05. The Direct Influence Path Coefficient gives the following results:

Table 5. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Communication (Z) -> Employee Performance (Y)	0.493	3,179	0.001	Accepted
Work Quality (X2) -> Employee Performance (Y)	0.370	2,432	0.008	Accepted
Work Quality (X2) -> Communication (Z)	0.779	12,233	0,000	Accepted
Job Stress (X1) -> Employee Performance (Y)	-0.026	0.258	0.398	Rejected
Job Stress (X1) -> Communication (Z)	-0.176	2,139	0.016	Accepted

Source: Smart PLS 3.3.3

In Table 5 are the results of the hypothesis on direct influence as follows:

1. Communication has a positive and significant effect on Employee Performance with an original sample value of 0.493 and p values of 0.000, meaning that if good communication increases, employee performance will increase, conversely if it decreases, employee performance will decrease.
2. Work Quality has a positive and significant effect on Employee Performance with an original sample value of 0.370 and p values of 0.008, meaning that if work quality increases, employee performance increases, conversely, if it decreases, employee performance decreases.
3. Work quality has a positive and significant effect on communication with an original sample value of 0.779 and p values of 0.000, meaning that if work quality increases, communication increases, conversely, if it decreases, communication decreases.
4. Work stress has a negative and insignificant effect on employee performance with an original sample value of -0.026 and p values of 0.398, meaning that work stress still has a negative effect but there are large and small scales in work stress so that work stress will always exist and employees will also always exist.
5. Work stress has a positive and significant effect on communication with an original sample value of -0.176 and p values of 0.016, meaning that the higher the work stress, the higher the communication, conversely, if it decreases, communication will decrease.

Table 6. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Work Quality (X2) -> Communication (Z) -> Employee Performance (Y)	0.385	3,007	0.001	Accepted
Job Stress (X1) -> Communication (Z) -> Employee Performance (Y)	-0.087	1,570	0.058	Rejected

Source: Smart PLS 3.3.3

In table 6 there is an indirect influence, so the explanation is as follows:

1. Work Quality has a positive and significant effect on Employee Performance through Communication with an original sample value of 0.385 and p values of 0.001, meaning that communication is an intervening variable because it is able to significantly influence, meaning that communication can improve work quality and communication.
2. Work stress has a negative and insignificant effect on employee performance through communication. This can be explained by the original sample value of -0.087 and p values of 0.058, meaning that communication is not an intervening variable because it is unable to have a significant effect.

CLOSING

Conclusion

1. Communication has a positive and significant effect on Employee Performance with an original sample value of 0.493 and p values of 0.000.
2. Work Quality has a positive and significant effect on Employee Performance with an original sample value of 0.370 and p values of 0.008.
3. Work Quality has a positive and significant effect on Communication with an original sample value of 0.779 and p values of 0.000.

4. Work stress has a negative and insignificant effect on employee performance with an original sample value of -0.026 and p values of 0.398.
5. Work stress has a positive and significant effect on communication with an original sample value of -0.176 and p values of 0.016.
6. Work Quality has a positive and significant effect on Employee Performance through Communication with an original sample value of 0.385 and p values of 0.001.
7. Work stress has a negative and insignificant effect on employee performance through communication with an original sample value of -0.087 and p values of 0.058.

Suggestion

1. Organizations must be able to control work stress in their subordinates.
2. Organizations must improve the quality of employee work by providing training.
3. Organizations must improve good communication to achieve good performance.
4. It is hoped that this research will be used as reference material to improve performance and close organizational weaknesses.
5. It is hoped that this research will be used as reference material for other researchers and create new titles and new models.

REFERENCES

- Abdillah, Willy dan Jogiyanto. 2014. *Konsep & Aplikasi PLS (Partial Least Square) untuk Penelitian Empiris*. Yogyakarta: BPFE.
- Asyari, M. I. (2022). *Masalah Komunikasi di Tempat Kerja dan Solusinya*.
- Bangun, W. 2018. *Manajemen Sumber Daya Manusia*. Erlangga. Jakarta
- Dodiansyah, Khafidh. 2014. *Hubungan Antara Dukungan Sosial dengan Stres Kerja Pada Karyawan Solopas*. Skripsi. Surakarta: Fakultas Psikologi Universitas Muhammadiyah Surakarta.
- Hasibuan, M. S. P. (2016). *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta : Bumi Aksara.
- Hasibuan, Malayu SP. (2018). *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta: PT. Bumi Aksara.
- Hamali. 2016. *Pemahaman manajemen sumberdaya mausia*. Yogyakarta: Center for Academic Publishing Service
- Kasmir. 2016. *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Depok: PT Rajagrafindo Persada
- Mangkunegara. 2017. *Manajemen Sumber Daya Manusia Perusahaan*, Bandung : Remaja Rosdakarya.
- Robbins, S. P., & Judge, T. A. (2017). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Sengkey Windri S. Dkk. 2017. *Pengaruh Lingkungan Kerja dan Stres Kerja Terhadap Kinerja Karyawan PT. PLN (Persero) Wilayah Suluttenggo Area Manado*.
- Sugiyono, (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: CV. Alfabeta.
- Tjiptono, F. dan G. Chandra. 2017. *Manajemen Strategik*. Edisi 3. Yogyakarta: Andi Offset.