

# The Impact of Communication, Work Ethics, and Work Environment on Employee Performance: Examining The Mediating Role of Perceived Organizational Support at Bank Rakyat Indonesia

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**Abstract.** This study examines the impact of communication, work ethics, and work environment on employee performance, with perceived organizational support as a mediating variable, in the context of Bank Rakyat Indonesia. Using a sample of 218 employees and structural equation modeling (PLS-SEM), the study found that communication and work environment significantly influence both perceived organizational support and employee performance. Work ethics, however, showed no significant effect on either variable. Perceived organizational support mediated the relationship between communication and work environment with employee performance, but not between work ethics and performance. These findings contribute to the understanding of factors influencing employee performance in the banking sector and provide practical implications for human resource management in financial institutions.

**Keywords:** Employee Performance, Support Perception, Communication, Work Ethics, Work Environment

## 1. Introduction

The history of banking in Indonesia began during the Netherlands colonial period. The first bank to be established was De Javasche Bank in 1828, which later became the central bank of Indonesia. At that time, colonial banks served the interests of the colonial government and foreign companies. These banks focus more on managing and financing the trade of dominant commodities such as coffee, sugar, and rubber. In the early 20th century, the government of the Netherlands East Indies began to establish banks with a local orientation, including the People's Bank which functions to serve the credit needs of small people. The bank then became the forerunner of Bank Rakyat Indonesia (BRI).

Bank Rakyat Indonesia (BRI) was established on December 16, 1895 in Purwokerto by Raden Bei Aria Wirjaatmadja with the initial name "De Poerwokertosche Hulp en Spaarbank der Inlandsche Bestuurs Ambtenaren" or Bank Bantuan and Simpanan Milik Kaum Pria Purwokerto. The purpose of establishing this bank is to assist the indigenous people, especially the priyayi, in managing finances and providing small loans. In 1946, after Indonesia's independence, the bank was taken over by the government of the Republic of Indonesia and officially changed its name to Bank Rakyat Indonesia. BRI plays an important role in supporting people's economic development by providing banking services that are easily accessible to rural communities and small and medium enterprises. BRI is known as a pioneer of microbanking services in Indonesia and continues to grow to become one of the largest banks in Indonesia with a network spread to remote parts of the country. In its development, BRI has gone through various transformations to remain relevant to the times, including the digitization of banking services. BRI continues to be committed to empowering the people's economy through various products and services that support financial inclusion throughout Indonesia. With a history of more than a century, BRI remains one of the main pillars in Indonesia's banking system and continues to contribute significantly to the national economy.

One of the most important is that employee performance is the result of work given to a person or group of people that includes the management process or an organization as a whole (Sedarmayanti, 2017b). Performance shows a person's success in doing their work, meaning an employee who is able to carry out his work well, in accordance with the tasks that have been determined according to his main duties and functions (Tupoksi) in accordance with programs and activities that have been planned on time, showing that the employee has good performance. On the other hand, employees who work slowly, take a long time, are not planned and systematic and produce low quality of work, then the employee is underperforming.

the number of customers at the BRI BO Solok branch from 2020 with a total of 715,506 customers, in 2021 with a total of 725,225 customers, in 2022 with a total of 751,563 customers, in 2023 with a total of 763,555 customers, in 2024 with a total of 781,306 customers so that we can see that there is an inconsistency in the number of customers from year to year which is influenced mainly by the human resources part, namely employee performance. Some of the factors that affect employee performance include communication, work ethics, work environment, and perception of organizational support.

The perception of organizational support that can be seen in work life includes the opportunity to receive awards, support from superiors, a work environment that supports employee development, and the organization's treatment of employees without discrimination. Perception of organizational support refers to the extent to which the organization appreciates the contribution of employees, if the employee considers the perception of the organizational support he receives high, then the employee will work more optimally, so that the employee's performance will also increase, another thing that can arise with the perception of organizational support is that the employee will put himself fully in the organization and will cause a high sense of belonging to the organization, and will build a better relationship with the organization.

Based on the description above, the author limits the problems that will be discussed in this study, namely problems related to Communication, Work Ethics, Work Environment, Perception of Organizational Support and Employee Performance in Employees of Bank BRI Solok West Sumatra

Province.

The formulation of the problem is How Does Communication Affect the Perception of Organizational Support, How Does Work Ethics Affect the Perception of Organizational Support, How Does the Work Environment Affect the Perception of Organizational Support, How Does Communication Affect Employee Performance, How Does Work Ethics Affect Employee Performance, How Does the Influence of the Work Environment on Employee Performance, How Does the Perception of Organizational Support Affect Performance employees, how does communication affect employee performance through the perception of organizational support as an intervening variable, how does work ethics affect employee performance through the perception of organizational support as an intervening variable, how does the work environment affect employee performance through the perception of organizational support as an intervening variable.

## 2. Literature Review

Human resource management has a major role in the agency. Even though an agency has supporting facilities and infrastructure, but it is not accompanied by the support of reliable human resources, the implementation of activities in an organization will not run well. With a good understanding of employee human resource management, an agency is able to create its internal balance. Internal balance can determine the goals, objectives, and activities held by various parties in an agency. If the internal balance, efficiency, and work productivity in the agency have been implemented, it will be better. According to (Darmawan et al., 2021) human resource management is the management of human resources as the main asset, through the implementation of management functions and operational functions so that the goals of the organization that have been inaugurated can be achieved properly. Human resource development and management can be applied through training to improve employee performance at work. Employees can be used as superior potential for the agency if employees are managed properly and correctly, but it can be a burden for the agency if it is mismanaged in managing it. Managing human resources is important. With good human resource planning, it can make work in an agency more effective and efficient.

Human resources can be used to control the back and forth of an organization in order to achieve its goals. Human resource management has a recognized role in determining organizational goals, but in leading human elements like this is very difficult and complicated. Employees who have abilities and skills are no less important than their willingness and seriousness to work effectively and efficiently. Ability and proficiency are less meaningful if it is not followed by work morale and employee discipline in realizing goals.

According to (Sukrispiyanto, 2019) human resource management is the process of overcoming various problems in the scope of employees, employees, laborers, managers, and other workers in order to support the activities of the organization or company in order to achieve the goals that have been set. In achieving goals, organizations need various kinds of resources to be able to interact and work together to achieve certain goals. According to (malayu s. Hasibuan, 2017) human resource management is the science and art of managing labor relations and roles to be effective and efficient for the realization of the company's goals, employees and society. According to (Afandi, 2018) defines employee performance as "the work results achieved by employees in carrying out their duties and responsibilities, which can be measured based on the standards that have been set by the organization". (Duwipayana, A., Pramono, A., & Hidayah, 2022) states that "performance is the result of a worker's work in a management or organizational process, which can be measured and related to the long-term success of the organization". According to (Yamin, M., Rahman, F., & Sari, 2021) emphasizes that "employee performance is influenced by various factors, including the work environment, motivation, and support from the organization, all of which contribute to the expected work results". (Jufrizen, A., & Rahmadhani, 2020) states that "employee performance is the contribution made by individuals in

achieving organizational goals, which includes effectiveness and efficiency in carrying out tasks".

According to (Audina, 2019) said that communication is the capacity of individuals or groups to convey feelings, thoughts, and wishes to other individuals and groups. According to (P.siangian, 2019) communication is a way of conveying messages that are conveyed in a lingsung manner through the media. Communication is one of the most important parts of an organization. According to (DeVito, 2021) Communication is the sending of a message intended to achieve understanding and influence between the parties involved. Communication in an organization is the process of conveying information, ideas among members of the organization in a reciprocal manner in order to achieve the set goals. (Wood, 2019) Communication is defined as the exchange of messages and understanding between the sender and receiver through various codes and communication channels.

According to (Bertens, 2020) Work ethics are values and moral norms that are the handles of a person or group in regulating their work behavior, thereby creating a productive and harmonious work environment. (Jacob, 2021) Work ethics includes attitudes and behaviors that reflect responsibility, discipline, and integrity in carrying out work duties, which in turn can improve the quality of work results. According to (Poerbakawatja, 2022) It states that work ethics is a branch of science that discusses the values of good and bad in actions in the workplace, which serves as a guideline for individuals in behavior. (Suseno, 2019) Work ethics is a science that provides direction and foothold in human actions in the world of work, helping individuals to make the right decisions based on morality. (Rakhmat, 2024) Interpreting work ethics as an individual's view and attitude towards work that includes commitment, honesty, and professionalism in carrying out duties. Based on the opinions of the experts above, it can be concluded that the definition of work ethics is that in completing work always strives to achieve perfect work quality, by avoiding all damage or defects or doing it half-heartedly.

According to (Sedarmayanti, 2017) defines that the work environment means the entire tool, tools and materials faced, the surrounding environment where a person works, his work methods, and his work arrangements both as an individual and as a group. According to (P.siangian, 2019) states that the work environment is an environment where employees do their daily work. According to (Sutrisno, 2017b) The work environment is the entire work facilities and infrastructure around employees who are doing work that can affect the implementation of work. This work environment includes the workplace, facilities, funds, work aids, cleanliness, lighting, tranquility, including the working relationship between people in the place. Non-Physical Work Environment is all circumstances that occur related to work relationships, both relationships with superiors and relationships with fellow colleagues, or relationships with subordinates. (Burhannudin et al., 2019) said that the work environment has a positive and significant influence on employee performance. The suitability of the work environment can be felt as a result in the long run, while a poor work environment can change more labor and time, and does not support the acquisition of an efficient work system design. Thus, the work environment is an activity environment where employees perform work that can affect the achievement of organizational goals and create comfort in performing their tasks. According to (Burhannudin et al., 2019) the work environment is a place 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. A conducive work environment will be able to give employees a significant influence at work. The work environment also has the potential to affect the success of an organization in achieving its goals because it shows the main strengths inside and outside the organization (Meilina & Sardanto, 2020). A comfortable, conducive and supportive work environment is considered to be able to create a feeling of comfort and security in employees, so that employees are able to have high productivity and work spirit. A safe, comfortable and conducive work environment is that employees will feel cared for and make themselves feel at home at work and eliminate a sense of boredom at work.

(Rhoades, L., & Eisenberger, 2019) The perception of organizational support is the extent to which employees believe that their organization cares about their well-being and values their contribution.

This includes aspects such as recognition, appreciation, and attention to employee needs. (Rhoades, L., & Eisenberger, 2019) Stating that organizational support can affect employee motivation and commitment. When employees feel supported, they tend to be more committed to the organization and have higher levels of job satisfaction. (Zhang, Y., Wang, Y., & Zhang, n.d.) Suggest that the perception of organizational support is positively related to employee performance. Employees who feel supported are more likely to try harder and contribute to the maximum. (Khan, M. A., Ali, A., & Khan, 2022) Stating that the perception of organizational support can reduce work stress and improve employee mental health. The perceived support helps employees to overcome challenges and pressures at work. (Sari, R. P., Prabowo, H., & Hidayati, 2023) Conclude that the perception of organizational support plays an important role in creating a positive work environment, which in turn can increase productivity and job satisfaction. According to the definition of some of the experts above, it can be argued that Perception of Organizational Support is the general belief of employees that their organization values their contribution and cares about their well-being.

Previous research (Lestari et al., 2024) Where the Independent variable: Communication (X) Dependence: Employee Performance (Y) with the PLS smart analysis method Where the results of the study show that communication affects employee performance.

### 3. Methodology

#### Research Object

The object of research in this study is that in the environment of Bank BRI Kanca Solok, the location selection is in accordance with the criteria of this research.

#### Population and sample

Population is a generalization area consisting of subject objects that have certain qualities and characteristics determined by the researcher to be studied, then the conclusion is drawn (Sugiyono, 2016) In this study, the population is 218 employees who are in the BRI Kanca Solok Bank environment

According to (Sugiyono, 2016) the sample is part of the number and characteristics possessed by the population. Based on the population of 218 respondents, the researcher took a sample of 218 respondents in the study with *a saturated sampling technique*.

The data collection procedure is carried out The research variable is the object of the research that is the point of attention in what form is determined by the researcher to be studied so that information related to this matter is obtained, to make it easier for us to understand and discuss the variables that will be used by the author in this study which will be discussed next, the variables that will be discussed are five research variables, namely: The Dependent Variable (Y) is the performance of the Employee, the Independent Variable (X1) is communication, the Independent Variable (X2) is work ethics, the Independent Variable (X3) is the work environment, the Mediation Variable (Z) is the perception of organizational support.

The data collection techniques used in the study are:

1. Field research

Field research is research conducted by visiting the object in question through interviews or observations to obtain data on the object in question through interviews or observations to obtain the data needed which can be done by:

2. Questionnaire

According to (Sugiyono, 2018) Questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer. In this study, the questionnaire will be used as a tool to obtain primary data, namely data related to organizational

culture relationships, work involvement and organizational support for employee performance. The questionnaire method is used because it is considered more practical and can be distributed simultaneously to respondents, besides that the instrument or questionnaire can be answered by respondents according to the speed of each respondent who is given the same question.

3. Observation

Namely the data collection technique by conducting direct visits and observations.

4. Interview

That is to conduct a direct interview with the party or part related to the object. Observation.

The collected data is then processed through several stages, namely:

5. Editing

namely researching each questionnaire and the results of the interviews collected so that the data is filled in completely, clearly and correctly.

6. Coding

That is the provision of a code from each data collected on each question in the questionnaire with the aim of facilitating data processing.

Data input is entering data into the editor on PLS.

### **Data Analysis Techniques**

In writing scientific reports, the data analysis used in quantitative research is clear, directed to answer the formulation of the problem, or to test the hypothesis that has been formulated (Sugiyono, 2018) In conducting data analysis, it can have two purposes, namely presenting empirical findings in the form of descriptive statistical data explaining the characteristics of the respondents, especially in relation to research variables used in hypothesis testing and statistical analysis inferential to test the hypothesis proposed and on that basis a conclusion is drawn.

In order for a data collected to be useful, it must be processed and analyzed first, so that it can be used as a basis for decision-making. The purpose of the basic analysis method is to interpret and draw conclusions from a number of collected data. Data processing in this study uses SPSS version 26.0 and SEM programs with SMARTPLS 3.0 software.

#### **Descriptive Statistical Analysis**

According to (Sugiyono, 2018) descriptive statistics are statistics that are used to analyze data by describing or describing the data that has been collected as it is without intending to make generalized conclusions or generalizations. Descriptive statistics are usually used to provide an empirical description of the data collected in research. The types of descriptive statistical data that can be presented in the research report include: data presentation through tables, graphs, pie charts, calculation of data distribution through average calculations, standard deviations, modes, maximum, minimum, and percentage calculations. This test is carried out to make it easier to understand the variables used in the research.

#### **Analysis Structural Equation Modelling (SEM)**

According to (Handoyo, 2018) SEM is a combination of factor analysis and path analysis, which is developed into a complete statistical methodology. SEM has several advantages, including

1. SEM can be used to study causal relationships between latent variables.
2. SEM can measure specifically measurement errors between latent variables.
3. SEM has the advantage of determining whether the model under test is acceptable or not by using GOF (Goodness of fit).
4. SEM is able to combine theory with empirical and analysis, confirm between theory and data, and develop theory and data.

5. SEM can be used to test theoretical (hypothetical) models, whether they match the empirical data with those collected.

Thus this theory is the main basis in the conceptual formation of models, either models of the form of powerability relationships between latent variables and their indicators or measurement errors (measurement models).

Structural Equation Modeling (SEM) is a multivariate analysis technique developed due to the limitations of previous analysis models such as regression analysis, path analysis, and confirmatory factor analysis. Regression analysis analyzes the influence of one or more independent variables on dependent variables. Influence analysis cannot be completed by regression analysis if it involves several independent variables, intermediate variables, and dependent variables. The solution of these three variables can be used in path analysis. Path analysis can be used to determine the direct influence, indirect influence, and total influence of an independent variable on the dependent variable.

The analysis will be even more complex if it involves latent variables (latent variables) formed by one or several observed variables (measurable/observed variables). Latent variable analysis can be done using factor analysis, in this case confirmatory factor analysis. Influence analysis is even more complex when it involves several latent variables and direct measurable variables. In such cases, a more appropriate analysis technique is used is structural equation modeling. SEM is a second-generation multivariate analysis technique, which combines a measurement model (confirmatory factor analysis) with a structural model (regression analysis, path analysis). Actually, there are many analytical tools for multidimensional research, which have been widely known so far. However, all of them have not been able to conduct a cascading and simultaneous causality analysis. The main weakness of the multivariate analysis tool lies in its limitation that it can only analyze one relationship at a time. SEM is the answer. SEM is now widely known in business research under various names: causal modeling, causal analysis, simultaneous, equation modeling, coarians structure analysis, path analysis, or confirmatory factor analysis.

SEM has two main variables: latent variables and observed variables. Latent variables are divided into two variables, namely exogenous or independent variables (depicted in Greek letters with " $\xi$  ksi") and endogenous or dependent (depicted in Greek letters with (" $\eta$  eta"). These two types of variables are differentiated based on their position as dependent or non-dependent variables in an equation model. In the graphical analysis, the exogenous variable is the target of a line with two arrows or a correlation/covariance relationship while the endogenous variable is the target of at least one arrow or regression relationship.

Observed variables are abstract concepts that can be directly measured, for example, company performance can be measured directly by profit. This variable is used to form the latent variable that is embodied in the Likert scale question. This variable is to form an exogenous latent variable given the symbol X while the endogenous latent variable is given the symbol Z.

Berikut ini adalah tahapan analisis data SEM PLS (Ali & Limakrisna, 2013).

Model Specification, Specification of the SEM-PLS model by involving a path model that connects variables with constructs as the basis of theory and logic of thinking. In building a path model as shown in the figure below, it is important to distinguish between the location of the construct and the relationship between each (F. Hair Jr et al., 2014) After the model is designed, the researcher must determine the structural model.

Evaluation of Measurement Model (Outer Model)

1. The evaluation of the measurement model aims to determine the validity and reliability of each item in reflecting its construction. Evaluation of the measurement model uses three test evaluations, namely:
2. Convergent validity, determined on the principle that the measures of a particular construct must have a high correlation.
3. Discriminant validity, determined based on whether a reflective indicator is really a good

measure of its construct on the basis that each indicator must be highly correlated with its construct alone, while other measures of different constructs must not be highly correlated

4. internal consistency reliability, aiming to find out how well the indicator is able to measure its latent construct. To find out if the model has met the assessment procedure in its test evaluation, here is a summary of the rule of thumb for the evaluation of the outer model.

### Structure of the Measurement Model (Inner Model)

The design of the structural model aims to describe the relationship between latent variables.

Once the reliability and validity of the measurement model have been established, several steps can be taken to evaluate the hypothesized relationships in the structural model.

1. The first step in the evaluation of the structural model is to check the potential collinearity between the latent variables. This step is important, because the estimation of the model that results in regression analysis/path analysis and significance values can be biased if the latent variables are highly correlated.
2. Furthermore, measure the model's prediction ability using the determination coefficient (r<sup>2</sup>),

## 4. Results and Discussion

Model Structural

Evaluation of Measurement Model (Outer Model)

Outer Model and Inner Model Assessment

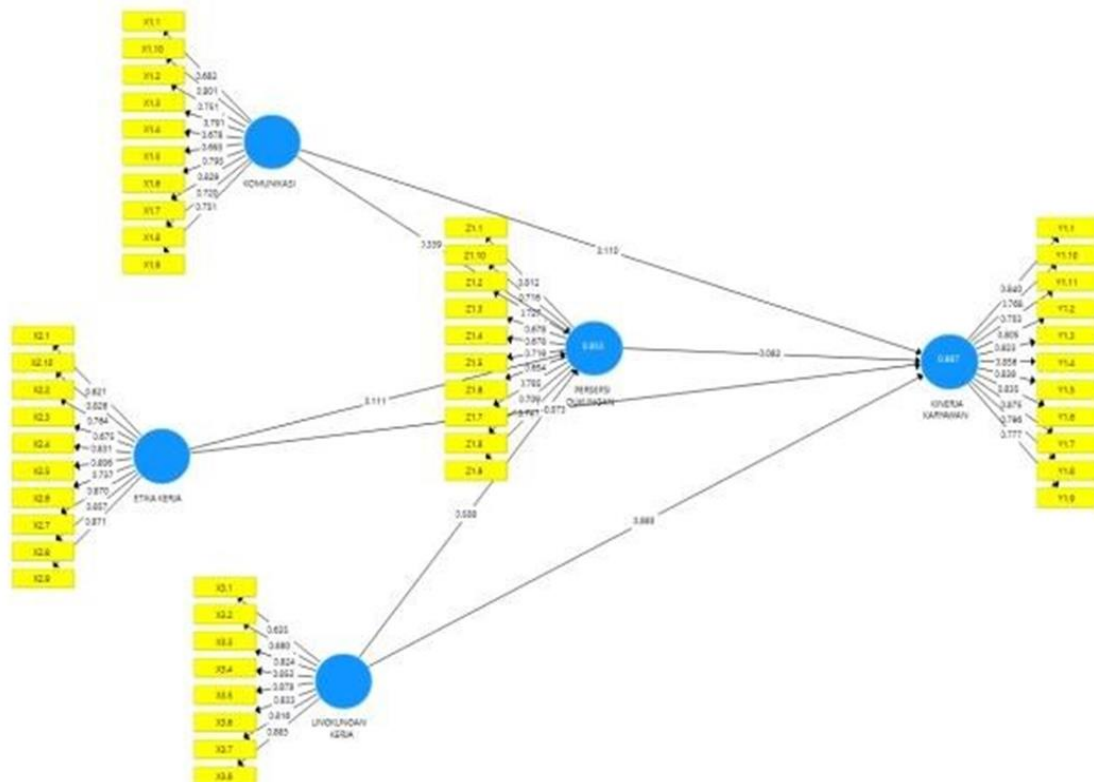


Fig.1: Model Structure

Equation model I, Shows the magnitude of influence received by the support perception variable (Z) from the influence of the variables Communication (X1), work ethics (X2), work environment (X3) Perception of the Hunan (Z): Communication (X1) + Work Ethics (X2) + Work Environment (X3) Perception of the Hunch: 0.339 (X1) + 0.111 (X2) + 0.508 (X3). The equation model II, shows the magnitude of influence received by the employee performance variable (Y) from the influence of the

Communication (X1), work ethics (X2), work environment (X3) and intervening variables, namely the perception of support (Z). Employee Performance: Communication (X1) - Work ethic (X2) + work environment (X3) + perception of support (Z). Employee Performance:  $0.110 (X1) - 0.073 (X2) + 0.880 (X3) - 0.082 (Z)$

The results of R-Squares show that the value of RSquare Perception of support (Z) is 0.853, and the value of R-Squares Employee Performance (Y) is 0.967. This value shows that the variables of communication, work ethics and work environment affect the support perception variable (Z) as much as 86.2% and the remaining 13.8% is driven by other variables outside the variables in this study. And this value also shows that the variables of communication, work ethics and work environment have an effect on the employee performance variable (Y) 95.6% and the remaining 4.4% is driven by other variables outside the variables in this study.

### Reliability and Validity Tests

*Cronbach Alpha* and composite reliability values were used to assess the dependence of the instruments in this study. When estimating *composite reliability*, *Cronbach Alpha* tends to underestimate the reliability of variables with *lower Composite Reliability* (Ridwan, Mulyani, & Ali, 2020). If *Cronbach's Alpha* is more than 0.70, the measurement is considered reliable. According to (Santoso, 2018) a variable is declared reliable if the *Composite Reliability value* is above 0.70.

Table 1. Reliability and Validity Values of Constructs

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>AVE</b>	<b>Information</b>
Work Ethics	0,931	0,943	0,624	<i>Reliable</i>
Employee Performance	0,948	0,955	0,659	<i>Reliable</i>
Communication	0,913	0,928	0,564	<i>Reliable</i>
Work Environment	0,932	0,945	0,682	<i>Reliable</i>
Perception of Support	0,899	0,916	0,523	<i>Reliable</i>

Source: Research Data Processing Results

### Direct Impact Analysis

The Bootstrapping *function* in SMARPLS 3.2.9 can be used to determine whether or not a hypothesis is accepted. When *the t-value* is more than the important value or the significance level is less than 0.05, the hypothesis is accepted (F. Hair Jr et al., 2014) *The t-value statistics* for the significance level of 5% is 1.96.

Table 2 Path Coefficient

Hipotesa		Original Sample	T-Statistics	P Values	Ket
H1	Communication -> Perception of Support	0,339	5,807	0,000	Accepted
H2	Work Ethics -> Perception of Support	0,111	1,313	0,190	Rejected
H3	Work Environment -> Perception of Support	0,508	7,078	0,000	Accepted
H4	Communication -> Employee Performance	0,110	2,970	0,003	Accepted
H5	Work Ethics -> Employee Performance	-0,073	1,395	0,164	<b>Rejected</b>
H6	Work Environment -> Employee Performance	0,880	20,049	0,000	Accepted
H7	Support Perception -> Employee Performance	0,082	2,702	0,007	Accepted

Source: Research Data Processing Results

## Discussion

### 1. The Influence of Communication on the Perception of Organizational Support

The results of the above test can be seen that communication has a significant effect on employee performance. However, if the bank wants to improve the perception of organizational support, it needs to be considered 1) understanding, 2) fun, 3) influence on attitude, 4) better relationships, 5) action. That way, if the company can apply and implement indicators from communication, it will have an impact on 1) awards, 2) working conditions, 3) fairness, 4) decision-making, 5) supervision.

From the analysis of communication instruments and perceptions of organizational support, all question items that have been tested to respondents, namely employees, are declared valid and realistic. Where valid and realistic instruments are an absolute requirement to obtain valid and reliable research results.

Communication is an important part that cannot be separated from human life as a social being. Communication is an activity of conveying information, be it messages, ideas, and ideas, from one party to another that is carried out directly or indirectly. If there is good communication in the company, it can result in employees feeling 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 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. According to (Julita & Andriani, 2017) companies that pay attention to and appreciate employee performance by giving awards in the form of recognition, promotions, and compensation can make employees show behaviors that can help the company achieve its goals. (Dimitrakaki, 2022) the results of the study show that communication has an effect on the perception of organizational support.

## **2. The Influence of Work Ethics on the Perception of Organizational Support**

The results of the above test can be seen that work ethics do not have a significant effect on the perception of organizational support, but if the bank wants to improve employee performance, it needs to be considered that 1) hard work, 2) discipline, 3) honesty, 4) responsibility, 5) diligence. That way, if the company can apply and implement indicators of work ethics, it will have an impact on 1) Rewards, 2) Working conditions, 3) Fairness, 4) Decision-making, 5) Supervision.

From the analysis of the work ethics instrument and the perception of support, all questions that have been tested to the respondents, namely employees, are declared valid and reliable. Where valid and realistic instruments are an absolute requirement to obtain valid and reliable research results. This means that the high or low work ethics possessed by employees does not have an impact on employees' attitudes towards changes in an organization. The reason is that work ethics do not have a significant effect on organizational attitudes because of the environment and organizational culture that already has character. Work ethics is a set of values or norms that are closely held by individuals, either as an employee or part of the management that regulates regulations at work. (Alhogbi et al., 2018) said that the underlying thing of high work ethics includes the desire to uphold the quality of work, because at work employees want a comfortable, safe, clean work situation and togetherness between employees so that a conducive work atmosphere is created. Work ethics is able to foster motivation from within the individual, so that individuals will feel or believe that their work has intrinsic value that is able to add value to them. Based on the results (Permata et al., 2020), (Shahid & Siddiqui, 2021), the data analysis shows that work ethics have a significant effect on the perception of organizational support.

## **3. The Influence of the Work Environment on the Perception of Organizational Support**

The results of the above test can be seen that the work environment has a significant effect on employee performance. If the bank wants to improve employee performance, it needs to be considered 1) facilities to do work, 2) a comfortable workplace 3) security 4) the absence of noise. That way, if the company can apply and implement indicators from the work environment, it will have an impact on 1) awards, 2) working conditions, 3) fairness, 4) decision-making, 5) supervision.

From the analysis of the work environment instruments and the perception of support, all question items that have been tested to the respondents, namely employees, are declared valid and reliable. Where valid and realistic instruments are an absolute requirement to obtain valid and reliable research results.

The work environment is the physical, social, and psychological life in a company that affects employee performance and productivity. The work environment has an influence on the positive performance of employees. A good work environment system is able to guarantee employee performance which ultimately allows the company to obtain positive attitudes and behaviors that will work productively for the interests of the company so that it will also have a good impact and can provide benefits for the company. (L. G. V. Utami, 2021) that the better the perception of organizational support, the better the performance of its employees will be. 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 a credit arrears that should be responsible for the credit part, but the organization also helps in settling these credit arrears. Likewise with employee welfare, employees who are able to achieve the given targets will get additional bonuses from the organization

(Komalasari et al., 2023) Conducting research on the work environment on the perception of organizational support, that the work environment has a significant effect on the perception of organizational support.

## **4. The Influence of Communication on Employee Performance**

The results of the above test can be seen that work communication has a significant effect on employee performance. However, if the bank wants to improve employee performance, it needs to be

considered 1) understanding, 2) anger, 3) influence on attitude, 4) better relationships, 5) actions. That way, if the company can apply and implement indicators from communication, it will have an impact on 1) quality, 2) timeliness, 3) initiative, 4) ability, 5) communication.

From the analysis of communication instruments and employee performance, all question items that have been tested to the respondents, namely employees are declared valid and reliable. Where valid and realistic instruments are an absolute requirement to obtain valid and reliable research results. Employee performance is closely related to the company. Every company wants to have the best employees to advance the company. An employee who has high and good performance can support the achievement of the goals and objectives that have been set by the company. To be able to have high and good performance, an employee in carrying out his work must have abilities and skills that are in accordance with the work he is engaged in. Basically, performance is an individual thing, because each employee has a different level of ability in doing their tasks.

Performance depends on a combination of ability, effort, and opportunity obtained. This means that performance is the result of the employee's work in working for a certain period of time and its emphasis on the work completed by the employee in a certain period of time. Performance is also an overview of the level of achievement of Bank BRI Kanca Solok West Sumatra Province in the implementation of an activity (program) in realizing the goals, objectives, mission, and vision of the organization. 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 have to communicate well where using messages that are considered appropriate and effective.

(Robbins, 2018) argues that a company certainly consists of many employees, both subordinates and superiors, who have their own behaviors such as being deft or responsive, present on time and diligent. Where each individual is involved and communicates with each other to achieve the expected goals. If communication is hampered, then employees cannot achieve performance standards, which as a result the expected goals cannot be achieved. Communication skills nurture motivation by explaining to employees what to do, how well they are doing it, and what can be done to improve performance if it is substandard. So it is clear that communication skills are indeed a very fundamental thing for human life. By being able to communicate well, we can form mutual understanding, foster friendships, maintain affection, and develop careers. Conversely, with poor communication skills, we can also foster division, instill hatred, and hinder progress. Failure to convey information will be fatal in making a decision.

Based on the above aspects, communication between employee performance is indeed very related to each other. In this case, two-way communication is also needed, namely employees have the right to ask for an explanation of the company's expectations, work requirements and parameters of the measure of success of a task. Every employee must be able to communicate with the senior team so that each individual can understand the employee's duties and what can be done with the budget and targets. Employees should be proactive in telling what obstacles they encounter in the field, and the senior team should be able to help. With this situation, communication in employee performance will always be communicative and directed.

According to (Lestari et al., 2024), (Zhou et al., 2024), (Kitemu et al., 2024), (Abdelhay et al., 2024) there is a communication relationship with employee performance. So that the company pays more attention to employees between employees so that they are able to communicate well and clearly so that there are no misunderstandings and all tasks are completed or carried out properly and create communication that is pleasing to both parties. With good cooperation, it will also make it easier to work together to achieve the company's goals.

## **5. The Influence of Work Ethics on Employee Performance**

The results of the above test can be seen that work ethics do not have a significant effect on

employee performance. However, if the bank wants to improve employee performance, it needs to be considered that 1) hard work, 2) discipline, 3) honesty, 4) responsibility, 5) diligence. That way, if the company can apply and implement indicators of work ethics, it will have an impact on 1) quality, 2) punctuality, 3) initiative 4) ability, 5) communication. From the analysis of the work ethics and employee performance instruments, all the questions that have been tested to the respondents, namely employees, are declared valid and reliable. Where valid and realistic instruments are an absolute requirement to obtain valid and reliable research results.

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 in the scope of work, so that by having ethics that are aligned 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 it can happen because a good work ethic will produce an attitude of 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 (Yanuar Ari Prasetyo & Catur Wahyudi, 2022), (Putro, 2018) and (Januarti, I., & Bunyaanudin, 2006) which concluded that work ethics have no effect on employee performance. However, unlike the results of research (Widnyani, N. W., & Suartina, 2021), (Yulyanti & Saadatirohmi, 2023), that ethics has an effect on employee performance. This is different from the existing theory but will be different from the results of the researcher's research depending on the object and phenomenon, in the supervision of employees is less strict so that it is less conducive and less adjustable in following all policies in working and maintaining behavior at work such as cooperation with colleagues in carrying out duties. This means that the high or low work ethics possessed by employees does not have an impact on employees' attitudes towards changes in an organization. The reason why work ethics do not have a significant effect on organizational attitudes is because the environment and organizational culture already have character

## **6. The Influence of the Work Environment on Employee Performance**

The results of the above test can be seen that the work environment has a significant effect on employee performance. However, if the bank wants to improve employee performance, it needs to be considered 1) awards, 2) working conditions, 3) fairness, 4) decision-making, 5) supervision. That way, if the company can apply and implement indicators from the work environment, it will have an impact on 1) quality, 2) punctuality, 3) initiative, 4) ability, 5) communication.

From the analysis of the work environment and employee performance instruments, all the question items that have been tested to the respondents, namely employees, are declared valid and reliable. Where valid and realistic instruments are an absolute requirement to obtain valid and reliable research results.

With a good work environment, it will certainly have an impact on employee performance at work because the work environment is an important factor in order to successfully carry out the duties of employees. A good working atmosphere will be produced, especially in a well-organized organization. Furthermore, a poorly organized organization can cause a bad working atmosphere as well. A poor working atmosphere can cause unclear division of labor, confusing channels of assignment and responsibility, and others, this can affect the efficiency of the implementation of the work mechanism.

Apart from the work atmosphere, another factor that can affect its effectiveness in carrying out tasks is the work environment. One of the factors that affect employee performance is the work environment. Because the work environment is the atmosphere of the company experienced by employees and the supporting facilities that support the implementation of employee work that can affect their performance in the company.

This is in line with the results of research conducted by (Faurina & Sumartik, 2024), (Sari & Suratman, 2019), (Amaliani, 2024), (Nurislami, 2024) which concluded that the work environment affects employee performance. The work environment must always be maintained in order to provide a

comfortable atmosphere and working situation for employees. But don't neglect your health. The amount of pollution or dust is certainly a threat to the health of employees. For this reason, personal protective equipment such as masks should be used in daily activities, to avoid various diseases.

#### 7. The Effect of Organizational Support Perception on Employee Performance

The results of the above test can be seen that the perception of support has a significant effect on employee performance. If the bank wants to improve the perception of organizational support, it needs to be considered 1) appreciation, 2) working conditions, 3) fairness, 4) decision-making, 5) supervision. That way, if the company can apply and implement indicators from the perception of support, it will have an impact on 1) quality, 2) timeliness, 3) initiative, 4) ability, 5) communication.

From the analysis of the perception of organizational support and employee performance instruments, all question items that have been tested to the respondents, namely employees, are declared valid and reliable. Where valid and realistic instruments are an absolute requirement to obtain valid and reliable research results.

To achieve good organizational performance, employees with good performance are also needed. Quantity can be seen from how many units and activities employees are able to produce in a given time, while quality is related to the suitability of the results and goals planned by the organization. Performance can also be measured through the timeliness of employees in completing work from input to output. Improving employee performance cannot be separated from organizational support. Organizational support for employee work will shape employee perception called organizational support perception (Han et al., 2018). Good employee perception due to organizational support will create a sense of "debt" in employees towards the organization so that they feel obligated to pay it (Kambu et al., 2018).

The organizational support provided can be in the form of providing decent salaries and benefits, creating good relationships between superiors and subordinates, providing adequate facilities so that good working conditions are created, etc. The perception of organizational support can be measured through indicators of appreciation, employer support, working conditions, and employee welfare.

Research on the influence of organizational support perception on employee performance was previously conducted by (Maida & Lukiyana, 2024), (Trisninawati et al., 2023), (Ishfaq et al., 2023) which proved a significant influence of organizational support perception on employee performance. In other words, when an organization provides support, employees will tend to feel obligated to get the job done well. Steps that can be taken include providing training evenly to employees and caring about the need for facilities.

Communication is an important part that cannot be separated from human life as a social being. Communication is an activity of conveying information, be it messages, ideas, and ideas, from one party to another that is carried out directly or indirectly. If there is good communication in the company, it can result in employees feeling 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 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.

According to (Julita & Andriani, 2017) companies that pay attention to and appreciate employee performance by giving awards in the form of recognition, promotions, and compensation can make employees show behaviors that can help the company achieve its goals. (Dimitrakaki, 2022) the results of the study show that communication has an effect on the perception of organizational support.

## 5. Conclusion

This study provides insights into the factors influencing employee performance at Bank Rakyat

Indonesia, highlighting the importance of communication and work environment in both direct and indirect pathways through perceived organizational support. The non-significant effect of work ethics on performance and perceived organizational support warrants further investigation. These findings contribute to the literature on employee performance in the banking sector and offer practical implications for managers in fostering a supportive work environment. Future research should explore these relationships in different cultural contexts and consider additional factors that may influence employee performance in the rapidly evolving banking industry. Limitations of this study include its cross-sectional nature and focus on a single organization, which may limit generalizability

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