COMMUNICATION AS BASIS FOR OPTIMIZING EMPLOYEE PERFORMANCE

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Abstract
The study's objective was to investigate how communication affects telemarketing staff members at the Bank Sinar Mas Semarang Branch's performance, with work motivation serving as the mediating variable. The research population included all telemarketing employees of Bank SinarMas Semarang Branch, totaling 66 employees. The number of samples is 66 people. The sample selection method is census. The collected data were analyzed using AMOS-25. The study's findings utilizing the AMOS-25 method demonstrate that communication at Bank Sinar Mas Telemarketing Employees, Semarang Branch, has a favorable and significant impact on employee performance. Work motivation can be a mediating variable for communication's impact on Semarang Branch of Bank Sinar Mas Telemarketing Employees' performance.

Kata Kunci: communication, motivation, performance, bank

INTRODUCTION
The success of a company depends on the quality of its facilities and its employees' performance. At the best, performance is just what we need to do to meet the expectations of our organization. It's always important to do our best so that our team can achieve its goals. For this reason, good performance must be demonstrated by every human resource organization and the organization itself (Setiawan, 2010). Employees' performance at work is often judged based on how well they complete their assigned tasks. This shows the level of organizational performance in meeting the organization's vision, mission and goals. (Mangkunegara, 2011).

Simamora (2013) stated that The way employees are performing on the job is one measure of their success. An appraisal can include both qualitative and quantitative measurements of how well the employees are meeting the job requirements. Employee performance is how well an employee does their job and how hard they work. It can be measured by how much effort they put in, as well as how well the company supports them.

Factors affecting performance is communication. The element that has the most impact on how well Bank Sinar Mas Semarang Branch's telemarketers perform is communication, PT Bank Sinarmas Tbk. Engaged in banking services, but not all products can be accepted by all customers, one of which is credit card products offered by telemarketing division marketing employees where the telemarketing division is tasked with offering credit cards and problems faced by the telemarketing division where the target has been set unable to achieve.

Wiryanto (2008), Organizational communication is the sending and receiving of organizational messages within a group, but what happens is that there are still employees who do not use a good speaking style when offering products to customers so that the targets that have been set cannot be achieved and research results from Jahri et al (2021); Sumaki et al. (2015) which results that the communication impact to performance. However, the results of this study contradict Lustono & Hasnaeni (2019), communication has no impact to performance.

The differences in the previous research above on the factors impact performance, this is considered still unclear, so a solution in the form of further research is needed. Sekaran & Bougie (2010) stated that if the influence of a variable on other variables is still ambiguous and a solution
must be found, in the form of further research so that future researchers can include a new variable as a mediating variable, where the mediating variable must have been. An independent variable on the dependent variable has already been tested, as the results Jahri et al (2021), motivation influences employee performance. Related to Sekaran & Bougie (2010) and the results of research from Jahri et al (2021), the researchers will include a new component, namely motivation as a mediating variable, because motivation plays a crucial role in mediating the results of the research on the relationship between communication and performance in earlier studies, which varied in their findings, in the output of employees. Intervention on motivation is highly significant and advised in order to increase organizational performance (Notoatmodjo, 2014).

The study's objective was to determine the impact of communication on telemarketers' performance in the Sinar Mas Semarang Bank branch while employing work motivation as a mediating variable.

Pace & Faules (2006) states that communication is the normative behavior of the organization that takes place between people in the organization and also the way people involved in the process interact with each other and understand what is going on. Meanwhile, Wiryanto (2008) The exchange of organizational messages among members of a group is known as organizational communication. The findings of this study support Jahri et al. (2021) and Sumaki et al. (2015)'s findings about the impact of communication on performance. Research has shown that communication has a positive and significant effect on employee performance, meaning that improving communication will be able to improve employee performance. H1: Communication affects how well employees perform.

The role of motivation is very important in relation to fostering a passion for work. Having motivation at work can make an employee passionate about carrying out the duties of his field of work. One of the studies on work motivation was conducted by Dannie et al. (2013), work motivation has impact to the performance employees. H2 = work motivation has an effect on employee performance.

In everyday life, consciously or not, communication is part of human life itself (Widjaja, 2008). It is suspected that one of the factors that often becomes an obstacle is the lack of effective communication, so that they are not motivated to do work which eventually becomes slow and does not go smoothly. In organizations or companies communication has an important role, especially in forming an effective and efficient organization (Lustono & Hasnaeni, 2019). The catalyst for an organization member's readiness and willingness to mobilize skills in the form of competence in the tasks that fall under his purview and to execute his commitments in order to achieve the objectives is motivation itself and various organizational objectives aimed at (Siagian, 2011 in Subhan, Said & Sabri, 2012). Prakoso & Putri (2017) state that communication influences motivation. H3 = communication has impact to work motivation.

![Diagram of Communication Research Model](https://doi.org/10.37010/jdc.v3i2.1011)

**Figure 1.** Communication research model

**METHODS**

This type of research is a quantitative descriptive survey research that is describing or explaining a problem whose results can be generalized. This not too concerned with the depth of data or analysis. Researchers pay more attention to aspects of data flexibility so that research data and results are
considered to represent the entire population (Kriyantono, 2014). All 66 telemarketing personnel of the Bank Sinar Mas Semarang Branch made up the study's population. The number of samples is 66 people. The sample selection method is census. The collected data were analyzed using AMOS-25.

RESULTS & DISCUSSION

Validity test
To determine whether the indicators are practical or not to support latent variables, validity tests with CFA tests or construct validity tests are utilized. When utilizing the AMOS 25 software, an indicator is deemed to be legitimate if the criteria ratio (CR) > 1.96 and the probability value (P) 0.05. According to the findings of processing using AMOS, the CR value is 1.96, which means that all the validity instruments were used.

Hypothesis testing

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Estimate</th>
<th>C.R</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>performance &lt;- communication</td>
<td>0.418</td>
<td>4.628</td>
<td>0.157</td>
</tr>
<tr>
<td>performance &lt;- motivation</td>
<td>0.654</td>
<td>6.670</td>
<td>***</td>
</tr>
<tr>
<td>motivation &lt;- communication</td>
<td>0.248</td>
<td>5.369</td>
<td>***</td>
</tr>
</tbody>
</table>

Given the preceding test results, it is known that hypothesis 1 is true, according to which communication significantly affects worker performance, as shown by a path coefficient value of 0.418 and a confidence interval (CR) of 4.628. Communication is sending and receiving organizational messages within a group, but what happens is that there are still employees who don't use good speaking styles. Jahri et al (2021); Sumaki et al. (2015) resulting in the finding that the communication variable has a favorable and significant impact on employee performance. However, the results of this study contradict Lustono & Hasnaeni (2019), communication has no significant effect on employee performance. According to the findings of this study's testing of hypothesis 2, employee performance is significantly impacted by work motivation. With a CR value of 6.670, motivation has a route coefficient value of 0.654. Accepting the second hypothesis is justified by the fact that motivation itself acts as the impetus for a member of an organization to be eager and ready to use their skills in the form of expertise in the tasks for which they are accountable and fulfill their obligations in order to achieve the goals and various organizational goals that have been established. This research backs up Dannie et al(2013) ‘s finding that performance is significantly and favorably impacted by work motivation.

The findings of this study's testing of hypothesis 3 demonstrate that communication significantly affects job motivation. Communication displays a CR value of 5.369 and a path coefficient value of 0.248. The third hypothesis of this study is accepted given that communication has a substantial impact on work motivation. The study's findings are consistent with earlier research by Prakoso & Putri (2017), which found that communication affects work motivation.

CONCLUSION

This research suggests that employee performance and work motivation may be impacted by communication. Likewise, work motivation will affect employee performance. When communication within the organization is very good supported by high work motivation it will lead to optimal employee performance. This research is very important because it can encourage employees to always improve their performance which can benefit their company. Therefore, this research deserves to be continued. In addition to the variables described in this study, There are other additional factors, including corporate culture, salary, and others, that are regarded to have an impact on performance.


