

The Influence of Communication, Ability, and Work Experience on Employee Performance at Bank BRI Rantauprapat Branch

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Abstract

This study aims to analyze communication, ability, and work experience on employee performance at Bank BRI Rantauprapat Branch. This study uses quantitative methods with several tests namely classical assumption test, multiple linear regression, hypothesis testing and R² test. Partially, the value of the communication variable (X₁) has a tcount of 4.53. When compared with t table, the results are $4.53 > 1.68$, so it can be concluded that the communication variable (X₁) has a positive and significant effect on the employee performance variable (Y). The ability variable (X₂) has a tcount of 3.84 and when compared with ttable, the result is $3.84 > 1.68$, so it can be concluded that the ability variable (X₂) has a positive and significant effect on the employee performance variable (Y). The work experience variable (X₃) has a tcount of 6,65 and when compared with t table, the result is $6.65 > 1.68$, so it can be concluded that the work experience variable (X₃) has a positive and significant effect on the employee performance variable (Y). Simultaneously, the variables of communication, ability, and work experience have a positive and significant influence on employee performance, meaning that the hypothesis in this study is accepted, as evidenced by the value of Fcount > Ftable ($30.32 > 2.83$).

Keywords

communication; ability; work experience; employee performance



I. Introduction

Banking is a State-Owned Enterprise (BUMN) which is engaged in services that refers to the financial sector. Banking in Indonesia continues to grow rapidly, as can be seen from the growth of branch offices in each region. At present, BRI (Bank Rakyat Indonesia) is one of the banking sectors that has very rapid development, this is evident from the growth of branch offices in the Rantauprapat area. Related to this, the management of Bank BRI requires adequate management of human resources (employees), because human resource management can have an influence on employee performance. Some organizations make the performance of their employees as a benchmark that determines the success of the organization. Employee performance is a measure that describes and measures the extent to which the success or failure of an organization in carrying out its duties and responsibilities to achieve the organizational goals, objectives, vision and mission that has been set (Santoso, et al, 2020:562). Employee performance can be influenced by several factors, one of which is communication between employees within the organization. Communication in an organization can be done in the form of oral or written, gestures or visual symbols that result in changes in behavior in an organization, both between superiors, subordinates and also other institutions involved in giving or sending information. Effective communication can build teamwork within the

organization, and can result in increased employee performance. Vice versa, Weak communication can have a bad influence, namely decreased productivity of the performance of employees. At Bank BRI Rantauprapat Branch, there were problems related to communication, based on the observations of researchers, there were several employees who had personal conflicts, which resulted in poor communication, this resulted in the failure of a good team work system, which in turn could lead to poor performance employees become weak, because the work that should be done easily becomes heavier.

The ability of employees is also one of the factors that can affect the performance of employees in an organization. Ability is built on a balance between human resources and job demands, the basis for work ability is health, functional capacity, age and gender (Efawati, 2020:9). At Bank BRI Rantauprapat Branch, there are several employees who are not able to carry out their jobs well, this is because some of the employees are elderly, as we know, the older they get, of course the performance they produce will also decrease, their physical weakness makes them weak less able to do their job well, besides that, the increasing demands of work make some of these employees less able to adapt it to their abilities.

In addition to communication and skills, work experience can also affect employee performance. Work experience is a measure of the length of time or period of work that a person has taken (Bili, et al, 2018: 467). Work experience plays an important role for employees in carrying out their duties, employees who have more work experience will of course understand what to do when facing a problem that arises, besides employees who have good work experience will be faster in carrying out their work without need to adapt again to the tasks for which they are responsible. At Bank BRI Cab Rantauprapat, there are new employees who do not have experience related to the work they are responsible for, which then causes them to have difficulty doing their jobs and when they encounter a problem, the employee is more likely to ask for help from other employees who are more experienced. This can make the performance of other employees disturbed and decreased, because they find additional work from new employees who do not have the work experience.

Communication is a delivery process carried out by the source in the form of words, writing, gestures or symbols addressed to the recipient in conveying information (Nurismilida, et al, 2019:549). Ngalmun's explanation, quoted by Nurismilida, et al (2019: 549) Communication serves to add insight and knowledge, express what conditions and burdens feel in order to get a balance of life and spaciousness of heart, as capital in interacting with the surrounding environment, to ask for help from others, in order to invite others to follow what is expected and provide direction to others on the behavior and attitudes that must be followed. Communication can be divided into two categories, internal communication refers to the interaction between employers or managers and their main public, namely their employees, external communication is the interaction between employees or employers with outside public parties, most of which are other organizations (Shiddiqui, 2019:26). Communication is the process of delivering messages by someone to other people to tell, change attitudes, opinions or behavior either directly orally or indirectly through the media. In this communication requires a reciprocal relationship between the delivery of messages and recipients namely communicators and communicants (Hasbullah, et al: 2018). Purwanto, et al (2017:433) explained that communication can be measured through 3 dimensions, each of which has the following indicators: a) Credibility of work, the indicators are: 1) work instructions and 2) understanding; b) Message, its indicators: 3) delivery method and 4) message accuracy; c) The recipient, the indicators are: 5) have a good understanding of the message in

accordance with the delivery. et al (2017:433) explained that communication can be measured through 3 dimensions, each of which has the following indicators: a) work credibility, the indicators are: 1) work instructions and 2) understanding; b) Message, its indicators: 3) delivery method and 4) message accuracy; c) The recipient, the indicators are: 5) have a good understanding of the message in accordance with the delivery. et al (2017:433) explained that communication can be measured through 3 dimensions, each of which has the following indicators: a) work credibility, the indicators are: 1) work instructions and 2) understanding; b) Message, its indicators: 3) delivery method and 4) message accuracy; c) The recipient, the indicators are: 5) have a good understanding of the message in accordance with the delivery.

Ability is the capacity of an individual to perform various tasks in a job (Suharto, et al, 2020: 115). Efawati (2020:12) states, in the operational definition of ability is everything related to the capacity and capability as well as the potential possessed and the potential of an employee to be able to face the tasks and work assigned to him. Ability can be measured through several indicators, including: 1) physical condition; 2) mastery of knowledge; 3) adapt to work assignments; 4) attitude in self-development; 5) level of understanding.

Work experience is not only about the period of work, but also takes into account the type of work that is often done, in line with one's skills at work (Bili, et al, 2018: 467). In addition, work experience is also defined as the level of mastery of a person's knowledge and skills in his work which can be measured from years of service and from the level of knowledge and skills he has, a person's work experience is largely determined by how long an employee is in a particular job (Alias, et al, 2018:87). According to Foster's opinion as quoted by Leatimea (2018:4), work experience can be measured through several indicators, which include: 1) years of service; 2) the level of knowledge possessed; 3) master the work; 4) have good skills; 5) understanding of the work.

Performance is a measure that describes and measures the extent to which the success or failure of an organization in carrying out its duties and responsibilities to achieve organizational goals, objectives, and vision and mission (Santoso, et al, 2020:562). Kalsoom, et al (2018:25) state that employee performance is an individual's capacity for efficiency in achieving a goal. Rodriquez, et al (2017:208) stated that employee performance can be measured through several things that are focused on productivity, efficiency, effectiveness, quality, and work attendance.

II. Research Method

This research was conducted at Bank BRI Rantauprapat Branch. The population in this study were as many as 45 people, which were then taken as a whole as a sample. Sampling in this study used a saturated sampling technique. The types and sources of data used in this study are primary data and secondary data obtained by distributing questionnaires directly to employees of Bank BRI Rantauprapat branch. This study uses quantitative methods with several analytical techniques, which include; 1) Classic assumption test consisting of normality test, heteroscedasticity test, and multicollinearity test. 2) Multiple linear regression test using the linear equation: $Y = a + b_1X_1 + b_2X_2 + b_3X_3$, with the following information: Y= Employee Performance; a= Constant; b_1, b_2, b_3, b_4 = The coefficient of each variable; X_1 = Communication; X_2 = Ability; X_3 = Work Experience. 3) Hypothesis test, consisting of t test (partial) which is used to analyze the partial effect between the independent variable and the dependent variable, and the F test (simultaneous) which is used to analyze the simultaneous effect of the independent

variable on the dependent variable. 4) The coefficient of determination is used to measure the model's ability to explain variations in the dependent variable.

III. Results and Discussion

3.1 Results

Ghazali (2018: 51), the validity test is used as a measure of a questionnaire worthy of being declared valid or not. Valid data is data that does not differ between data reported by researchers and data that actually occurs in the object of research. The validity test of the research variables has significant criteria > 0.5 . The validity test in this study was carried out on 30 samples from Danamon Branch KCP A. Dahlan, Rantauprapat Labuhanbatu Regency.

Table 1. Validity Test Results

Variable Indicator Items	Total Correlation	Criteria Sig.	Description
X1.1	,843	0.5	Valid
X1.2	,593	0.5	Valid
X1.3	,780	0.5	Valid
X1.4	,753	0.5	Valid
X1.5	,593	0.5	Valid
X2.1	,684	0.5	Valid
X2.2	,765	0.5	Valid
X2.3	,633	0.5	Valid
X2.4	,587	0.5	Valid
X2.5	,538	0.5	Valid
X3.1	,759	0.5	Valid
X3.2	,776	0.5	Valid
X3.3	,792	0.5	Valid
X3.4	,648	0.5	Valid
X3.5	,776	0.5	Valid
Y.1	,641	0.5	Valid
Y.2	,758	0.5	Valid
Y.3	,903	0.5	Valid
Y.4	,779	0.5	Valid
Y.5	,696	0.5	Valid

Description: *Sig Criteria < 0.5

Source: Research Results, 2021.

The reliability test was carried out to find out the results of consistent measurements when the same measuring instrument was measured, an indicator in the questionnaire could be accepted if the alpha coefficient had a value > 0.6 (Sugiyono, 2016: 130).

Table 2. Reliability Test Results

Variable	Croanbach Alpha (CA)	Description
Communication	,752	Reliable
Ability	,806	Reliable
Work experience	,802	Reliable
Employee Performance	,795	Reliable

Description: *Criteria CA > 0.6.

Source: Research Results, 2021.

Table 1 and Table 2 show that all statement items are valid and reliable. The next test uses the classical assumption test with normality. The normality test of this study is loaded on the P-Plot Graph:



Source: Research Results, 2021

Figure 1. Chart P-Plot Normality test

Figure 1 shows that this study has a regression model that is normally distributed, it can be seen from the distribution of the residual points of the regression model that follows a diagonal line. Furthermore, analysis by multicollinearity test was carried out, with the following results:

Table 3. Multicollinearity Test Results

Coefficients ^a		Collinearity Statistics	
Model	Sig.	Tolerance	VIF
(Constant)	.000		
Communication	.000	.951	1.051
Ability	.000	.984	1.016
Work experience	.000	.964	1.037

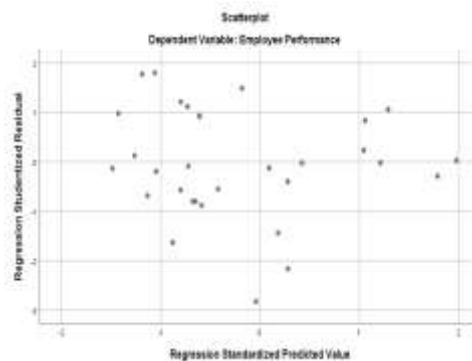
a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Experience, Communication, Abilities

Description: *p < 0.05.

Source: Research Results, 2021.

Table 3 shows that the three independent variables have a VIF value < 10 and a *valuetolerance* > 0.1 which means that the data in this study did not experience symptoms of multicollinearity. The next classical assumption test is carried out by heteroscedasticity test, with the following results:



Source: Research Results, 2021.

Figure 2. Scatterplot Graph

Based on Figure 2, it can be stated that the points spread above and below the number 0 on the Y axis, and do not form a clear pattern, thus it is stated that the data from this study does not experience symptoms of heteroscedasticity. The results of the research analysis by testing multiple linear analysis can be contained in Table 4:

Table 4. Multiple Linear Regression Test Results

Model	Coefficients ^a				
	B	Std Error	Beta	T	Sig.
1 (Constant)	16,802	4.431		3,792	.000
2 Communication	.482	.106	.404	4,530	.000
Ability	.544	.142	.337	3,844	.000
Work experience	.688	.103	.590	6.653	.000

Description: *p< 0.05

Source: Research Results, 2021.

Table 4 explains that the value of B in Communication (B1) is 0.482. Ability value (B2) is 0.544. The value of work experience (B3) is 0.688. The constant value (a) is 16,802. Based on this value, the following multiple linear regression equation is obtained: $Y = 16,802 + 0,482 X_1 + 0,544 X_2 + 0,688 X_3$. The description of the multiple linear regression equation shows that the variables of communication, ability, and work experience have a positive direction coefficient on employee performance..

To test the research hypothesis can be used t test. This test was conducted to analyze the effect of the independent variables, namely communication (X1), ability (X2), and work experience (X3) partially on the dependent variable, namely employee performance (Y). The basis for making decisions on the t-test are: If $t_{count} > t_{table}$, then H_a is accepted and H_o is rejected, meaning that communication, ability, and work experience have a positive and significant effect on employee performance. If $t_{count} < t_{table}$, then H_a is

rejected and H_0 is accepted, meaning that communication, ability, and work experience have no positive and significant effect on employee performance. The equation for determining the value of t_{table} can be used as follows: $df = nk - 1 = 45 - 3 - 1 = 41$. After being calculated using this equation, the value of t_{table} is 1.68. The results of the t test can be loaded in Table 5:

Table 5. T test results

Coefficients ^a						
		B	Std. Erro r	Bet a	T	Sig
Model						
1	(Constant)	16,802	4.431		3,792	.000
	Communication	.482	.106	.404	4,530	.000
	Ability	.544	.142	.337	3,844	.000
	Work Experience	.688	.103	.590	6.653	.000

a. Dependent Variable: Employee Performance

Description: * $p < 0.05$

Source: Research Results, 2021

Table 5 shows that Communication (X1) has a value of t_{count} (4.53) $>$ t_{table} (1.68) which means H_a is accepted and H_0 is rejected. While the significant value is smaller than the probability of 0.05 or $0.000 > 0.05$. Thus it can be concluded that communication (X1) has a positive and significant effect on employee performance. Ability (X2) has a value of t_{count} (3.84) $>$ t_{table} (1.68) which means H_a is accepted and H_0 is rejected, while the significant value is less than the probability of 0.05 or $0.000 < 0.05$. Thus it can be concluded that the ability (X2) has a positive and significant effect on employee performance. Work experience (X3) has a value of t_{count} (6.65) $>$ t_{table} (1.68) which means H_a is accepted and H_0 is rejected, while the significant value is less than the probability of 0.05 or $0.000 < 0.05$. Thus it can be concluded that work experience (X3) has a positive and significant effect on employee performance.

The F test was conducted to test the independent variables, namely communication (X1) ability (X2) and work experience (X3) simultaneously having a significant relationship or not to the dependent variable, namely employee performance (Y). The basis for making F-Test decisions are: If $F_{count} > F_{table}$, then H_a is accepted and H_0 is rejected, meaning that communication, ability and work experience have a positive and significant impact on employee performance. If $F_{count} < F_{table}$, then H_a is rejected and H_0 is accepted, meaning that communication, ability and work experience have no positive and significant effect on employee performance. As for determining the value of F_{table} , the following equation can be used: $df = k; n - k = 3; 45 - 3 = 42$. After calculating using this equation, $F_{table} = (3; 45 - 3)$, the value of F_{table} is 2.83. The results of the F test in this study can be contained in Table 6:

Table 6. F Test Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	279,164	3	93.055	30,324	.000 ^b
Residual	125,814	41	3.069		
Total	404.978	44			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Experience, Communication, Abilities

Description: *p< 0.05

Source: Research Results, 2021.

Table 6 shows the Fcount value of 30.32 > Ftable 2.83 with a significance value of 0.000 <0.05. From these results, it can be stated that communication, ability, and work experience simultaneously have a positive and significant effect on employee performance.

Furthermore, an analysis of the coefficient of determination was carried out to analyze the contribution of the influence of the independent variables, namely communication, ability, and work experience, on employee performance. If the value of the coefficient of determination is getting closer to the value of 1, it shows the stronger the relationship between the independent variables and the dependent variable, and vice versa. The results of the coefficient of determination test can be contained in Table 7:

Table 7. Coefficient of Determination Test Results

Model Summary ^b			
	R	Adjusted R Square	Std. Error of the Estimate
1	.830a	.689	1,752

a. Predictors: (Constant), Work Experience, Communication, Abilities

b. Dependent Variable: Employee Performance

Description: *p< 0.05

Source: Research Results, 2021.

The analysis of the coefficient of determination in Table 7 shows that the Adjusted R Square value of 0.667 means that employee performance can be explained by the variables of communication, ability, and work experience of 66.7%, while the remaining 33.3% can be explained by other variables not examined in this research.

3.2 Discussion

Communication (X1) has a value of t_{count} (4.53) > t_{table} value (1.68) which means H_a is accepted and H_o is rejected, with a significant value less than the probability value of 0.05 or $0.000 < 0.05$. It can be stated that the communication variable (X1) has a positive and significant effect on employee performance at Bank BRI Cab Rantauprapat. This is in line with research conducted by Yenni Hartati, et al (2020) with the title "The Influence of Competence, Communication and Work Environment on Employee Performance at PT. Indotirta Asylum", hThe test results show that competence and communication have a positive and significant effect on employee performance, while the work environment has a negative and insignificant effect on employee performance partially.

In the t column the ability variable (X2) has a t_{count} value (3.84) > t_{table} value (1.68) which means H_a is accepted and H_o is rejected, with a significant value less than the probability value of 0.05 or $0.000 < 0.05$, it can be stated that the ability variable (X2) has a positive and significant effect on employee performance at Bank BRI Rantauprapat Branch. This is in line with the research researched by Rika Indriani, et al (2020) with the title "The Effect of Employee Training and Work Ability on Employee Performance". The research has the following results, using the F test probability value sig. $0.000 < 0.05$ which means that together employee training (X1) and work ability (X2) have a significant influence on employee performance (Y). While the t test shows that employee training (X1) has a significant effect on employee performance (Y) and work ability (X2) has a significant influence on employee performance (Y).

Work experience (X3) has a value of t_{count} (6.65) > t_{table} value (1.68) which means H_a is accepted and H_o is rejected, with a significant value less than the probability value of 0.05 or $0.000 < 0.05$. It can be stated that the work experience variable (X3) has a positive and significant effect on employee performance at Bank BRI Rantauprapat Branch. This is in line with research conducted by Afiah Mukhtar (2019), entitled "Work Experience and Education Level: Its Effect on Employee Performance", bBased on the results of the analysis, the value of $t_{count} > t_{table} = 5.273 > 1.703$ and a significance value of $0.000 < 0.05$, this indicates that work experience has a positive and significant effect on employee performance.

Research analysis using the F test, obtained the F_{count} value of $30.32 > F_{table}$ 2.83 with a sig value. $0.000 < 0.05$. From these results it can be concluded that communication, ability, and work experience simultaneously have a positive and significant impact on employee performance at Bank BRI Cab Rantauprapat.

IV. Conclusion

1. Communication has a positive and significant impact on employee performance at Bank BRI Rantauprapat Branch
2. Ability has a positive and significant effect on employee performance at Bank BRI Rantauprapat Branch
3. Work experience has a positive and significant effect on employee performance at Bank BRI Rantauprapat Branch
4. Communication, skills and work experience positive and significant effect on employee performance at Bank BRI Rantauprapat Branch

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