

# **The Influence of Organizational Climate, Communication Competence and Work Motivation On The Performance Of Sumut Syariah Bank Employees Based On Islamic Education In North Sumatra**

**Nurrahmi Lasahido, Lahmuddin Lubis, Candra Wijaya**

Universitas Islam Negeri Sumatera Utara Medan  
*Email: nurrahmi.lasahido@gmail.com*

## **ABSTRACT**

This research is to find out The influence of organizational climate, communication competence and work motivation on the performance of North Sumatra Sharia Bank employees in North Sumatra. This research uses quantitative methods, with a form of descriptive research that processes data using the results of distributing questionnaires to population samples, so as to obtain a significant relationship and a mutual tendency towards the probability of error regarding the hypothesis being built. This type of research approaches path analysis (path analysis). The results of this research are: 1. Organizational climate has a direct positive effect on work motivation at Bank Sumut Syariah in North Sumatra by 8%. 2. Communication competency has a direct effect on work motivation at Bank Sumut Syariah in North Sumatra by 11.2%. 3. Organizational climate has a direct effect on employee performance at Bank Sumut Syariah in North Sumatra by 11.9%. 4. Communication competency has a direct effect on employee performance at Bank Sumut Syariah in North Sumatra by 12.6%. 5. Work motivation has a direct effect on employee performance at Bank Sumut Syariah in North Sumatra by 11%. 6. Organizational climate has an indirect effect on employee performance at Bank Sumut Syariah in North Sumatra through work motivation of 1.5%. 7. Communication competency has an indirect effect on employee performance at Bank Sumut Syariah in North Sumatra through work motivation of 0.8%. Work motivation has a direct effect on employee performance at Bank Sumut Syariah in North Sumatra by 11%. 6. Organizational climate has an indirect effect on employee performance at Bank Sumut Syariah in North Sumatra through work motivation of 1.5%. 7. Communication competency has an indirect effect on employee performance at Bank Sumut Syariah in North Sumatra through work motivation of 0.8%. Work motivation has a direct effect on employee performance at Bank Sumut Syariah in North Sumatra by 11%. 6. Organizational climate has an indirect effect on employee performance at Bank Sumut Syariah in North Sumatra through work motivation of 1.5%. 7. Communication competency has an indirect effect on employee performance at Bank Sumut Syariah in North Sumatra through work motivation of 0.8%.

**Keywords: Organizational Climate, Communication Competence, Work Motivation, Employee Performance, Islamic Education**

## A. INTRODUCTION

Organizations are built to achieve performance goals and stakeholder welfare. One of the companies operating in the banking sector is PT Bank Sumut which is one of the tools/equipment of regional autonomy in the banking sector. PT Bank Sumut has the function of activating and encouraging the pace of development in the region, acting as regional cash holder and/or carrying out regional money deposits, as well as as a source of regional income and as a Commercial Bank as intended by Law no. 7 of 1992 which has been amended into Law no. 10 of 1998. The impact of the crisis that hit Indonesia in all fields in 1997, including in the economic sector, resulted in many companies going bankrupt, ultimately resulting in many private and government banks closing and making mergers to save assets due to losses due to bad credit. Therefore, the government considers PT Bank Sumut capable of getting back on its feet and considering the important role of PT Bank Sumut in supporting development in the North Sumatra region, the government only includes PT Bank Sumut among the recapitalized banks.

Improving employee performance is important considering changes in the direction of government policy as desired by the spirit of reform to provide greater space for the community to move in government and development activities where the government and its apparatus play a greater role as facilitators. This change in policy direction has implications for the professionalism of employees in responding to the challenges of the globalization era in facing competition. So improving employee performance is a very important thing to pay attention to.

Performance can be explained through the theory put forward by Colquitt (2009) which explains the Integrative Model of Organizational Behavior. This theory describes the relationship between each topic and performance. This model also includes organizational climate, communication competence and motivation, which capture the energetic forces that drive employee work efforts so it is important to understand what factors enhance that performance.

Performance is a concrete work result that can be observed and measured within a certain time span. According to Mangkunegara (2004) employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given. Good performance is optimal performance, namely performance that meets organizational standards and supports the achievement of organizational goals. The performance of each individual activity is the key to achieving organizational goals. Performance can be interpreted as a description of the level of achievement of the implementation of an activity or program as well as policies in realizing the goals, objectives, mission and vision of the organization as stated in the strategic plan of an organization.

Bank Sumut is one of several government agencies that has an obligation to provide services to the community, especially in the financial sector. As one of the service provider elements in this banking institution, the performance of employees at Bank Sumut plays a very strategic role in achieving organizational goals in the future. The service quality of administrative staff will greatly influence the overall performance of the agency.

For organizations that provide public services, of course employee performance can be seen from how the organization provides services to the public (Wahyuningrum, 2008). Good service will increase satisfaction so that it can influence the company's level of competitive advantage to be able to win the competition. Below is presented data from a survey of employees from several types of services within the Bank of North Sumatra as follows:

**Table 1. 2022 Customer Survey Results**

No.	Type of service	Respondent's Answer										Amount	
		Very satisfied		Quite satisfied		Less satisfied		Not satisfied		Not answering			
		%	Org	%	Org	%	Org	%	Org	%	Org	%	Org
<b>Personnel department</b>													
1.	Employee Services	23.44	15	46.88	30	14.06	9	9.38	6	6.25	4	100	64
<b>General Affair</b>													
2.	Secretarial Services/General Administration.	26.56	17	28.13	18	14.06	9	12.50	8	18.75	12	100	64
<b>Operational Section</b>													
3.	Company Information Services.	21.88	14	20.31	13	29.69	19	18.75	12	9.38	6	100	64
4.	Services for Facilities and Infrastructure Supporting Operational Activities.	43.75	28	26.56	17	14.06	9	9.38	6	6.25	4	100	64

Source: 2022 Customer Satisfaction Survey (Data processed).

From Table 1., it can be seen that the services provided have not shown optimal results. This can be seen from the answers given by respondents to several types of services, such as from the personnel section with 64 respondents showing that 9 respondents felt dissatisfied, 6 people felt dissatisfied and 4 felt very dissatisfied with employee services. For the general survey with a sample of 64 people, it showed that 9 respondents felt dissatisfied, 8 people felt dissatisfied and 12 respondents felt very dissatisfied with the services provided. This phenomenon of course illustrates that there are still problems with employee performance which can be influenced by organizational climate, communication competence and work motivation.

Organizational climate is the perception of organizational members (individually or in groups) and those who are in regular contact with the organization regarding what exists or happens in the organization's internal environment on a regular basis, which influences the attitudes and behavior of the organization and the performance of organizational members which then determines organizational performance (Wirawan, 2008:122). Climate is related to perception. This means that the description of climate conditions is related to how individuals interpret events or characteristics that are encountered or occur in their organization's work environment. The existence of individual differences certainly influences perception, so this perception is subjective, where interpretations of climate conditions can occur. This difference is clearly visible between management and employees or management and employees and other administrative staff. Leaders as dominant actors in shaping and influencing the overall organizational climate (both through leadership and the methods applied in managing the organization), will of course subjectively give a certain perception about the climate of the organization they lead. For example, leaders will say that the organizational climate is open to the democratization of organizational life. On the other hand, employees and administrative staff may find the climate less open. Leaders as dominant actors in shaping and influencing the overall organizational climate (both through leadership and the methods applied in managing the organization), will of course subjectively give a certain perception about the climate of the organization they lead. For example, leaders will say that the organizational climate is open to the democratization of organizational life. On the other hand, employees and administrative staff may find the climate less open. Leaders as dominant actors in shaping and influencing the overall organizational climate (both through leadership and the methods applied in managing the organization), will of course subjectively give a certain perception about the climate of the organization they lead. For example, leaders will say that the organizational climate is open to the democratization of organizational life. On the other hand, employees and administrative staff may find the climate less open.

If we look at the organizational climate of Bank Sumut Syariah, it does not yet reflect the creation of good organizational communication, this is characterized by the egocentrism of each employee in their work, such as the lack of service to customers, the intensity of discussions is very minimal. This happens because the office situation is influenced by boredom and boring conditions.

Humans as social creatures always need other humans in their lives. Apart from that, humans also need information for survival. To get information, you need to look for it by communicating. Communication is something that humans often do. In everyday life, communication is used to interact between one individual and another. Communication can be done anywhere, such as at home, campus, company, organization and others. The communication process is basically the process of conveying messages. In the communication process, the content of the message can be information, children's need for information is a very important need in various human activities.

The occurrence of interactions between humans shows that the communication process is occurring. It is important to remember that communication adheres to laws that are fundamentally similar to physical laws. If we deconstruct communication into communication elements as one might separate a process in physics, then both appear to follow rules that can be studied and identified (Haverkamp, 2019).

Communication, which was originally a social phenomenon, later became an independent academic discipline. Communication is considered very important, in connection with the social impacts that become obstacles to the benefit of humanity due to technological developments. Communication is also a very basic social process, because every human being in his life always wants to maintain an agreement regarding various social rules through communication.

Effective communication requires applicable training to educate a person about communication barriers, to equip them with effective communication skills and strategies. This is only achieved through dialogue, the interpersonal environment, and certain verbal and nonverbal communication skills. In-service training on effective communicative techniques will definitely have a positive impact on performance (Kirca & Bademli, 2023).

The importance of communication for humans cannot be denied, and the same is true for an organization. With good communication, an organization can run smoothly and successfully. Likewise, if the communication is not good, the wheels of the organization will not run smoothly. Organizational communications tend to be selected based on their theoretical relevance, inherent interest, or sheer availability (Bisel, et al, 2020).

Communication provides something to other people with certain contacts or by using a tool. A lot of communication occurs and takes place, but sometimes it does not reach the target of what is being communicated. If the communication goal is not achieved, it is possible that there is poor communication between the sender of the message and the recipient of the message. Because delivering a good message will have a good effect too. In realizing the achievement of effective messages, of course various methods must be used. For example, in conveying policies, a message delivery strategy can be formulated by initiating direct meetings, group discussions and so on.

The application of communication can occur in various places such as offices, companies and government. Managers who are unable to communicate what work is being done will not be successful in getting the job done. Conversely, if employees are unable to communicate freely with a manager, then the information necessary to manage successfully will be hindered. Without communication within an organization, management activities will not run and organizational goals will not be achieved. Therefore, organizational communication is very important to achieve organizational goals. Organizational communication is needed in every organization, whether public, private or private.

Based on ministerial regulations in the State of Empowerment of State Apparatus and Bureaucratic Reform Number 29 of 2011 concerning guidelines for organizational communication within government agencies, organizational communication is the process of creating or exchanging organizational messages in a network of relationships that depend on each other, both formal and informal to overcome uncertain or ever-changing environments in order to achieve the vision, mission and goals of government agencies. Communication within government organizations is a means to achieve the goal, namely providing quality public services. Therefore, communication within public organizations must be maintained because communication is a necessity for an organization to achieve organizational goals.

Likewise, in society, good communication is very necessary for an organization, in this case a company, to create a good communication culture. Competence is also an important factor for someone to be able to communicate well. Not only that, having good communication competence will

also create communication quality, for example the quality of communication between employees will of course affect the environment and work quality.

In organizational communication there is vertical communication and horizontal communication, this includes communication from superiors to subordinates, subordinates to superiors, and communication between colleagues or fellow employees. The three things above are very important for the sustainability of an organization or company. If the relationship between the three is created in harmony, it will create a comfortable work environment and can improve employee performance. However, if the three of them do not communicate well, this will also affect employee performance. A good organizational climate is of course created because of good communication that exists between divisions within a company.

Apart from organizational climate and communication competence, of course there are other factors that influence this, such as work motivation which is still not optimal. Human resources in an organization are a crucial aspect that determines the effectiveness of an organization. For this reason, organizations must take appropriate managerial steps in recruiting, selecting and maintaining high work motivation to avoid a decline in performance. Motivation greatly influences employee performance, because in general employees will have high performance if the company supports the implementation of their duties. Because good work support will influence the implementation of employee duties in a company. In order to support the implementation of employee work,

Therefore, today work motivation plays a role in most aspects of a company's business, from new product development to sales and service support, from providing market information to data for decision analysis. For a company, the ability to take information from various systems and make it widely accessible to managers and employees is very important.

Likewise, what was found at Bank Sumut Syariah was that there was no optimization of the use of work motivation which could improve employee performance so as to form a good organizational climate and communication competence. In response to this, the researcher felt it was important to conduct research with the dissertation title "The Influence of Organizational Climate, Communication Competence and Work Motivation on Employee Performance at Bank Sumut Syariah in North Sumatra".

## **B. LITERATURE REVIEW**

### **Performance**

Performance is optimal achievement in accordance with one's potential so that results are achieved as determined. This performance describes the extent of a person's activities in carrying out tasks and trying to achieve goals.

### **Organizational Climate**

Organizational climate is a collection and environmental patterns that determine the emergence of motivation and focus on perceptions that make sense or can be assessed, so that they have a direct influence on the performance of organizational members.

### **Communication**

Communication competency basically describes a person's ability to communicate effectively with other people, describes how a person can interact adequately, appropriately, and can achieve the expected goals.

### **Motivation**

Motivation is one of the things that influences human behavior. Motivation is also called a driver, desire, supporter or need - a need that can make someone enthusiastic and motivated to reduce and fulfill their own impulses, so that they can act and act in certain ways that will lead to the optimal direction.

### **The relationship between Islamic education-based employee performance**

The relationship between Islamic education-based employee performance can be influenced by several factors. However, it is important to remember that employee performance does not only

depend on their religion or Islamic education. Many other factors such as ability, motivation, work environment and management also play an important role in determining an employee's performance. Here are some things to consider in this connection:

1. **Islamic Religious Education:** Islamic religious education can have a positive impact on an employee's ethical and moral values. This can affect their behavior and work ethics. Employees who have an Islamic religious education may be more likely to be honest, trustworthy, and have a strong sense of ethics.
2. **Motivation:** Motivation is a key factor in employee performance. For individuals who have an Islamic education background, their motivation may be driven by religious values, such as the desire to do a good job as a form of worship or the motivation to contribute positively to society.
3. **Work Environment:** A work environment that is supportive and inclusive of all religions, including Islam, will have a positive impact on the performance of employees with Islamic religious education. This includes recognizing and respecting the special needs of employees who wish to practice their religion.
4. **Skill Development:** Islamic religious education may also play a role in the development of communication, leadership, and time management skills needed to achieve good performance. Values such as fairness, hard work, and a positive attitude towards work can also be reinforced through Islamic religious education.
5. **Management and Leadership:** Wise management and good leadership can also affect employee performance. Managers who understand and respect their employees' Islamic religious beliefs are more likely to create a supportive environment and motivate employees to perform well.
6. **Diversity and Inclusivity:** It is important to create an inclusive work environment where all employees, including those with Islamic education, feel accepted and respected. This will increase their happiness, motivation, and productivity.

Again, it is important to remember that the relationship between Islamic education and employee performance is complex and influenced by many factors. Each individual is unique, and their performance is influenced by various aspects of their lives, including their education, values, motivation, and work environment.

## **C. METHODS**

### **Place and time of research**

This research was conducted at Bank Sumut Syariah in North Sumatra, and the research period was carried out from September 2022 to February 2023.

### **Research methods**

This research was conducted using quantitative methods. The model used is a path analysis model or often called a cause and effect relationship pattern.

### **Population and Sample**

In this research, the population is all employees of Bank Sumt Syariah in North Sumatra, totaling 202 people. The sample is about 36% of the entire population, then:  $36\% \times 202 \times 1.195 = 86.9004$  people. Thus, the number of samples is 87 people.

### **Variables and Operational Definitions**

In this research there are four variables, three independent variables, namely: Organizational climate, Communication Competence, and Work Motivation. Meanwhile, the dependent variable is employee performance.

### **Data analysis technique**

There are two data analysis techniques used in this research, namely descriptive analysis and inferential analysis.

## D. RESULTS AND DISCUSSION

The results of testing the analysis requirements show that the data for each research variable has met the requirements for statistical hypothesis testing and research hypothesis testing. Before testing the hypothesis, a correlation analysis between variables is first carried out. In Table 4.2 research correlations are presented.

**Table 2. Correlation Between Research Variables**

Variable	X1	X2	X3	X4
X1	1,000	0.108	0.319	0.269
X2		1,000	0.365	0.214
X3			1,000	0.409
X4				1,000

**Information:**

- X1 = Self concept
- X2 = Communication competency
- X3 = Work motivation
- X4 = Employee performance

The hypothesis proposed in testing the correlation between variables is:

Ho :  $r \leq 0$

Ha :  $r > 0$

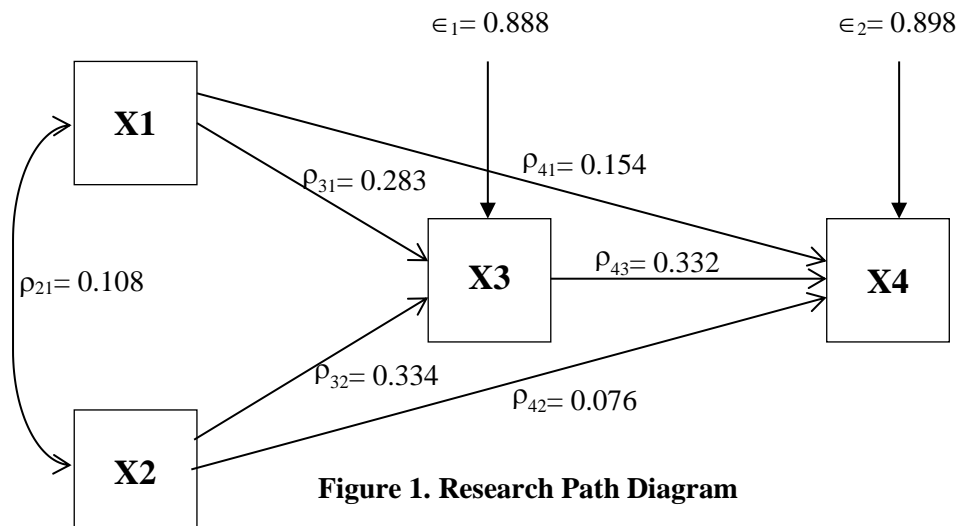
Test criteria reject Ho if  $tcount \leq ttable$  and accept Ha if  $tcount > ttable$  at  $\alpha = 0.05$ .

The summary of the path coefficient estimation results for the research variables presented in Table 3. below shows that all path coefficients are significant. A description of the results of the calculations that have been carried out using path analysis on the research hypothesis is described as follows.

**Table 3. Summary of Path Coefficient Estimates**

Variable	Coefficient	tcount	ttable	Results
$\rho_{31}$	0.283	3,102	1,670	Means
$\rho_{32}$	0.334	3,661	1,670	Means
$\rho_{41}$	0.154	1,954	1,670	Means
$\rho_{42}$	0.076	1,815	1,670	Means
$\rho_{43}$	0.332	3,558	1,670	Means

Based on the path coefficient values obtained from the calculation results, the path diagram can be depicted as follows.



**Figure 1. Research Path Diagram**

### Information :

X1 = Organizational climate

X2 = Communication competency

X3 = Work motivation

X4 = Employee performance

$\epsilon$  = Influence of other factors

The goodness-of-fit test is intended to test whether the proposed model fits the data or not. From the calculation results obtained  $\chi^2_{count} = 0$ . Result  $\chi^2_{count} = 0$  consulted with  $\chi^2_{table}$  for  $d = 1$ , namely 3.84. Therefore  $\chi^2_{count} < \chi^2_{table}$  ( $0 < 3.84$ ), it is concluded that the path analysis model as a whole is significant. This indicates that the proposed model is suitable (acceptable).

### Hypothesis Testing 1

The hypothesis proposed is:

$\rho_{31}$  : Direct Influence of Organizational Climate (X1) on Work Motivation (X3)

Ho :  $\rho_{31} \leq 0$

Ha :  $\rho_{31} > 0$

Test criteria: reject Ho if  $t_{count} \leq t_{table}$  and accept Ha if  $t_{count} > t_{table}$  at  $\alpha = 0.05$  and  $dk = 85$  is 1.670. From the calculations, it is found that  $t_{count} > t_{table}$ , namely  $3.102 > 1.670$ , so Ho is rejected. The results of testing the research hypothesis are  $\rho_{31} > 0$ , meaning that the path coefficient from organizational climate to work motivation is 0.283, which is significant at the  $\alpha = 0.05$  level. In other words, the results of the analysis provide information that organizational climate has a direct effect on employee work motivation Bank Sumut Syariah in North Sumatra.

The findings of this research indicate that the direct influence of organizational climate on work motivation is 8%. This illustrates that organizational climate influences teacher work motivation. If seen from the trend level, the organizational climate is still classified as moderate, namely 58.621%.

Even though the magnitude of the influence is relatively small, this finding has empirically shown and proven that the hypothesis proposed is that the higher the organizational climate, the higher the work motivation.

Furthermore, these findings support the theory put forward by Bernardin and Russell (1993:40) explaining that the determining factor for the size of performance is behavior. As well as Gomes (2003: 160) who explains the factors that influence performance, including behavior.

So, the findings of this research, namely: Organizational climate directly has a significant positive effect on employee work motivation is in accordance with the research results and theories referred to.

### Hypothesis testing 2

The hypothesis proposed is:

$\rho_{32}$  : Direct Influence of Communication Competence (X2) on Work Motivation (X3)

Ho :  $\rho_{32} \leq 0$

Ha :  $\rho_{32} > 0$

Test criteria: reject Ho if  $t_{count} \leq t_{table}$  and accept Ha if  $t_{count} > t_{table}$  at  $\alpha = 0.05$  and  $dk = 85$  is 1.670. From the calculations, it is found that  $t_{count} > t_{table}$ , namely  $3.661 > 1.670$ , so Ho is rejected. The results of testing the research hypothesis are  $\rho_{32} > 0$ , meaning that the path coefficient of from Communication competence on work motivation is 0.334 and is significant at the  $\alpha = 0.05$  level. In other words, the results of the analysis provide information that communication competence has a direct effect on the work motivation of Bank Sumut Syariah employees in North Sumatra.

The results of this research show that the direct influence of communication competence on work motivation is 11.2%. This illustrates that communication competence influences teacher work motivation. If seen from the trend level, communication competence is still classified as moderate, namely 62.069%.



So, the findings of this research, namely: Communication competence directly has a significant positive effect on employee work motivation, which is in accordance with the research results and theories referred to.

### Hypothesis testing 3

The hypothesis proposed is:

$\rho_{41}$  : Direct Influence of Organizational Climate (X1) on Employee Performance (X4)  
Ho :  $\rho_{41} \leq 0$   
Ha :  $\rho_{41} > 0$

Test criteria: reject Ho if  $t_{count} \leq t_{table}$  and accept Ha if  $t_{count} > t_{table}$  at  $\alpha = 0.05$  and  $dk = 85$  is 1.670. From the calculations, it is found that  $t_{count} > t_{table}$ , namely  $1.954 > 1.670$ , so Ho is rejected. The results of testing the research hypothesis are  $\rho_{41} > 0$ , meaning that the path coefficient from self-concept to employee performance is 0.154, which is significant at the  $\alpha = 0.05$  level. In other words, the results of the analysis provide information that the organizational climate has a direct influence on the performance of Bank Sumut Syariah employees in North Sumatra.

The results of this research show that the direct influence of organizational climate on employee performance is 11.9%. If seen from the trend level, the organizational climate is still classified as moderate, namely 58.621%.

The findings of this research support the theory put forward by Castetter (1981:281) who argues that in general there are three main sources that influence whether a person's performance is effective or not, namely individual factors, organizational factors and environmental factors which include organizational climate.

Improving a positive organizational climate takes time and commitment. It is important to be consistent in implementing these efforts to create a work environment that supports and encourages better employee performance.

### Hypothesis testing 4

The hypothesis proposed is:

$\rho_{42}$  : Direct Effect of Communication Competence (X2) on Employee Performance (X4)  
Ho :  $\rho_{42} \leq 0$   
Ha :  $\rho_{42} > 0$

Test criteria: reject Ho if  $t_{count} \leq t_{table}$  and accept Ha if  $t_{count} > t_{table}$  at  $\alpha = 0.05$  and  $dk = 85$  is 1.670. From the calculations, it is found that  $t_{count} > t_{table}$ , namely  $1.815 > 1.670$ , so Ho is rejected. The results of testing the research hypothesis are  $\rho_{42} > 0$ , meaning that the path coefficient from communication competence to employee performance is 0.076 and is significant at the  $\alpha = 0.05$  level. In other words, the results of the analysis provide information that communication competence has a direct effect on the performance of Bank Sumut Syariah employees in North Sumatra..

The results of this research show that communication competence has a direct effect of 12.6% on employee performance. If seen from the trend level, communication competence is still classified as moderate, namely 62.069%.

The findings of this research support the theory used as the basis for proposing a theoretical model of research variables, namely the Colquitt Organizational Behavior Integration Model (2009:8) which explains that communication competence as part of Ability has a direct effect on performance.

So, the findings of this research, namely: Communication competence directly has a significant positive effect on employee performance, which is in accordance with the research results and theories referred to.

### Hypothesis testing 5

The hypothesis proposed is:

$\rho_{43}$  : Direct Influence of Work Motivation (X3) on employee performance (X4)  
Ho :  $\rho_{43} \leq 0$   
Ha :  $\rho_{43} > 0$

Test criteria: reject  $H_0$  if  $t_{count} \leq t_{table}$  and accept  $H_a$  if  $t_{count} > t_{table}$  at  $\alpha = 0.05$  and  $dk = 85$  is 1.670. From the calculations, it is found that  $t_{count} > t_{table}$ , namely  $3.558 > 1.670$ , so  $H_0$  is rejected. The results of testing the research hypothesis are  $\rho_{43} > 0$ , meaning that the path coefficient from work motivation to employee performance is 0.332, which is significant at the  $\alpha = 0.05$  level. In other words, the results of the analysis provide information that work motivation has a direct effect on the performance of Bank Sumut Syariah employees in North Sumatra.

Work motivation has a direct effect of 11% on employee performance. If seen from the level of work motivation tendencies, it is still classified as moderate, namely 78.161%.

The findings of this research support the theory used as the basis for proposing a theoretical model of research variables, namely Colquitt's Organizational Behavior Integration Model (2009:8) which explains that work motivation as part of motivation has a direct effect on performance.

Increasing work motivation is an ongoing task. It is important to continuously monitor employee motivation levels and adapt to changes in situations or individual needs. By implementing these various efforts, organizations can create an environment that motivates employees to achieve higher performance.

So, the findings of this research, namely: work motivation directly has a significant positive effect on employee performance is in accordance with the research results and theories referred to.

### **Hypothesis testing 6**

The hypothesis proposed is:

$\rho_{42}$  : Indirect Influence of Organizational Climate (X1) on employee performance (X4) through work motivation (X3)

$H_0$  :  $\rho_{41.3} \leq 0$

$H_a$  :  $\rho_{41.3} > 0$

Test criteria: reject  $H_0$  if  $t_{count} \leq t_{table}$  and accept  $H_a$  if  $t_{count} > t_{table}$  at  $\alpha = 0.05$  and  $dk = 85$  is 1.670. From the calculations, it is found that  $t_{count} > t_{table}$ , namely  $1.815 > 1.670$ , so  $H_0$  is rejected. The results of testing the research hypothesis are  $\rho_{41.3} > 0$ , meaning that the path coefficient from organizational climate to employee performance through teacher work motivation is 0.076 and is significant at the  $\alpha = 0.05$  level. In other words, the results of the analysis provide information that organizational climate has an indirect effect on employee performance through work motivation, the amount of influence given is 1.5%.

The findings of this research support the theory used as the basis for proposing a theoretical model of research variables, namely Colquitt's Organizational Behavior Integration Model (2009:8) which explains that organizational climate has a direct effect on performance through motivation.

### **Hypothesis testing 7**

The hypothesis proposed is:

$\rho_{42}$  : Indirect Effect of Communication Competence (X<sub>1</sub>) on employee performance (X4) through work motivation (X3)

$H_0$  :  $\rho_{42.3} \leq 0$

$H_a$  :  $\rho_{42.3} > 0$

Test criteria: reject  $H_0$  if  $t_{count} \leq t_{table}$  and accept  $H_a$  if  $t_{count} > t_{table}$  at  $\alpha = 0.05$  and  $dk = 85$  is 1.670. From the calculations, it is found that  $t_{count} > t_{table}$ , namely  $1.815 > 1.670$ , so  $H_0$  is rejected. The results of testing the research hypothesis are  $\rho_{42.3} > 0$ , meaning that the path coefficient from communication competence to employee performance through work motivation is 0.076 and is significant at the  $\alpha = 0.05$  level. In other words, the results of the analysis provide information that communication competence has an indirect effect on employee performance through the work motivation of Bank Sumut Syariah employees in North Sumatra., the magnitude of the influence given is 0.8%.

The findings of this research support the theory used as the basis for proposing a theoretical model of research variables, namely Colquitt's Organizational Behavior Integration Model (2008: 8)

which explains that communication competence has a direct effect on performance through motivation.

Meanwhile, the total influence exerted by organizational climate, work motivation communication competence together on the performance of Bank Sumut Syariah employees in North Sumatra is 35.5% while the remaining 64.5% comes from the influence of other variables outside the variables used in this research.

Thus, the research results through testing the seven proposed research hypotheses have found a theoretical model of employee performance at Bank Sumut Syariah in North Sumatra which describes the structure of the causal relationship between the variables of communication competence, organizational climate and work motivation on employee performance along with the accompanying dimensions and indicators as follows. following:

## **E. CONCLUSION**

Based on the research results described in Chapter IV, it can be concluded:

1. Organizational climate has a direct positive effect on work motivation at Bank Sumut Syariah in North Sumatra by 8%.
2. Communication competency has a direct effect on work motivation at Bank Sumut Syariah in North Sumatra by 11.2%.
3. Organizational climate has a direct effect on employee performance at Bank Sumut Syariah in North Sumatra by 11.9%.
4. Communication competency has a direct effect on employee performance at Bank Sumut Syariah in North Sumatra by 12.6%.
5. Work motivation has a direct effect on employee performance at Bank Sumut Syariah in North Sumatra by 11%.
6. Organizational climate has an indirect effect on employee performance at Bank Sumut Syariah in North Sumatra through work motivation of 1.5%.
7. Communication competency has an indirect effect on employee performance at Bank Sumut Syariah in North Sumatra through work motivation of 0.8%.

## **REFERENCES**

- Bisel, R. S., Kavya, P., & Tracy, S. J. (2020). Positive deviance case selection as a method for organizational communication: A rationale, how-to, and illustration. *Management Communication Quarterly*, 34(2).
- Dessler (2009), The effects of the intrinsic motivation and extrinsic motivation on employee performance with job satisfaction as an intervening variable at pt. Alwi Assegaf Palembang. *MBIA*, 20(1).
- DeVito, J. A. (2011). *The interpersonal communication book*. Instructor, 1, 18.
- Gomes (2003), *Human Resource Management*. In Andi.
- Groening, C., & Binnewies, C. (2019). "Achievement unlocked!"-The impact of digital achievements as a gamification element on motivation and performance. *Computers in Human Behavior*, 97.
- Hasibuan, Malay. SP 2005. *Human Resource Management, Revised Edition*. Jakarta: Bumi Literacy
- Haverkamp, C. J. (2019). *Communication Patterns to Change Communication Patterns*.
- Hidayat, FN, & Ratmawati, D. (2019). The Influence of Organizational Climate on Performance with Work Motivation as an Intervening Variable. *Airlangga Journal of Economics and Business* Volume, 29(2).
- Kalogiannidis, S. (2020). Impact of effective business communication on employee performance. *European Journal of Business and Management Research*, 5(6).
- Kirca, N., & Bademli, K. (2019). Relationship between communication skills and care behaviors of nurses. *Perspectives in psychiatric care*, 55(4).
- Korompot, C.A., Adnan, Z., & Ellis, E. (2014). *Giving Teachers Their Voices: Indonesian EFL Teachers' Perspectives on Professional Teaching Standards in the Context of Teacher Certification Programs in Indonesia*.

- Lasswell, P. M. (2006). Core analysis for electrical properties. *Petrophysics-The SPWLA Journal of Formation Evaluation and Reservoir Description*, 47(03).
- Mangkunegara, AA Anwar Prabu. (2006). *Organizational Behavior and Culture*, Bandung: Refika Aditama
- Mathis, Robert L. And Jackson John H. (2007). *Human Resources Management, Translation*. Jakarta: Salemba Empat
- Na, K. (2020). CEOs' outside opportunities and relative performance evaluation: Evidence from a natural experiment. *Journal of Financial Economics*, 137(3).
- Nawawi, H. (2012). *Human Resource Management*. IAIN Tulungagung.
- Ministerial Regulation on the Empowerment of State Apparatus and Bureaucratic Reform Number 29 of 2011 concerning guidelines for organizational communication within government agencies, organizational communication.
- Purwanto, A. (2019). Influence of leadership, motivation, competence, commitment and culture on ISO 9001: 2015 performance in the packaging industry. *Scholars Journal of Economics, Business and Management*.
- Rivai, Veithzal. (2004). *Human Resources Management for Companies*. Jakarta: Raja Grafindo Persada
- Rickheit, G., & Strohner, H. (Eds.). (2008). *Handbook of communication competence (Vol. 1)*. Walter de Gruyter.
- Rusu, G., & Avasilcai, S. (2014). Linking human resources motivation to organizational climate. *Procedia-Social and Behavioral Sciences*.
- Robbins P., Stephen. (2008). *Organizational Behavior Tenth Edition (Organizational Behavior Tenth Edition)*. Translation. Benjamin Molan. Jakarta: Salemba Empat.
- Samara, G., Parada, M. J., & Fathallah, R. (2023). The workplace social performance of family firms: a configurational approach. *Management Research Review*, 46(2).
- Sarriot, E., Davis, T., Morrow, M., Kabore, T., & Perry, H. (2021). Motivation and performance of community health workers: nothing new under the sun, and Yet.... *Global Health: Science and Practice*, 9(4).
- Tobin, S. A., & Watters, D. A. (2020). Communication: an enabling competency. *ANZ Journal of Surgery*.
- Tongo-tongo, Yubersius. (2014). "The Influence of Leadership Style and Work Discipline on the Performance of Members of Detachment A Pioneer of the North Sulawesi Police Brigade Unit". *Journal of Business and Management Research 2014*. Vol. 2(4).
- Toulson and Smith (2004), Generational cohorts' expectations in the workplace: A study of New Zealanders. *Asia Pacific Journal of Human Resources*, 49(4).
- Wibowo (2011), *Performance Management, Fourth Edition*, Jakarta: Rajawali Press.
- Wilson, S. R., & Sabee, C. M. (2003). Explicating communicative competence as a theoretical term.
- Qureshi, MI, Rasli, AM, & Zaman, K. (2014). A new trilogy to understand the relationship among organizational climate, workplace bullying and employee health. *Arab Economic and Business Journal*, 9(2).