



Analysis of Organizational Communication Ethics on Employee Performance at PT.BNI Medan Region Retail and Payment Solution Unit

Astrina Sari Lubis¹, Humaizi^{2*}, Hatta Ridho³
Universitas Sumatera Utara

Corresponding Author: Humaizi humaizi@usu.ac.id

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ABSTRACT

This research aims to analyze the ethics of organizational communication on employee performance in the acquisition of Quick Response Code Indonesia (QRIS) at PT BNI Medan Medan, Retail and Payment Solutions Unit (SRW). Researchers used organizational communication theory and descriptive qualitative research methods. The informants were 8 (eight) employees of PT BNI Medan Region. Organizational communication that occurs involves communicators, messages, channels, communicants and effects. Intrapersonal and interpersonal conflicts are most often encountered. The obstacles encountered in the SRW unit are VUCA (Volatility, Uncertainty, Complexity, Ambiguity) Era. The organizational communication model formed in the SRW unit of PT BNI Medan Region is vertical and diagonal. The result of this research is that organizational communication ethics in SRW unit runs well in the form of AKHLAK behavior implementation. Communication between employees is an interaction that is the main key in producing quality organizational performance. Organizational performance is determined by the performance of employees either from themselves (internal factors) or derived from the external environment of the organization, as well as the company's strategic efforts. In overcoming obstacles, SRW employees are quite solid and try to minimize conflict. BNI management also actively provides self-development tools for all employees, and reminds employees to behave in accordance with the AKHLAK Core Values.

INTRODUCTION

An organization is a place where people work individually or in teams to carry out cooperation in order to achieve the goals set by management. The main capital in an organization is human resources (HR). Employees of an organization need to be trained according to their abilities through skills development and training. Employee training aims to improve the skills and work productivity of employees to produce better performance and high profits for the organization. To support the achievement of good performance requires effective communication, a conducive and healthy work environment. This is very important to increase creativity and loyalty of office employees. According to Zelko and Dance (in Arni, 2009: 66) says that organizational communication is the most dependent system which includes internal communication and external communication. According to (Lubis, 2010), values contain an element of consideration in the sense that values embody an individual's ideas about what is right, good, or desirable.

In organizations, organizational communication ethics is very meaningful because it has a big influence on improving employee performance. A comfortable and enjoyable work situation in an organization occurs because of good and effective communication ethics carried out by all levels of positions. Organizational communication and employee performance are two important things in an organization, because achieving these two things will have a big influence on the sustainability of an organization. Like in the PT SRW unit. BNI Medan Region which operates in the banking sector.

Founded on July 5 1946, PT Bank Negara Indonesia (Persero) Tbk or BNI was founded by Margono Djojohadikusumo, who was one of the BPUPKI members and became the first state-owned bank to be born after Indonesian independence. BNI is tasked with improving the people's economy and participating in national economic development. BNI offers all forms of the best banking products because they have been adapted to the needs of customers, from children, teenagers, adults and retirees, even business people, with its products, namely various types of savings products, loan facilities (credit) in the corporate and medium segments. , and small.

According to Mangkunegara (2005:67) that performance is the result of work in terms of quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them. Gomes in Mangkunegara (2005:9) explains that employee performance is an expression such as output, efficiency and effectiveness which is often linked to productivity. Performance improvement is greatly influenced by the performance of the sales force. Several things that need to be considered in managing the sales force include: training to manage the sales force's ability to manage the performance of the sales force. Sales activities/activities are very effective if the salesperson has high skills and experience. Learning from experience is one of the keys to success for salespeople in improving performance (A. Vlachos, Theotokis, & G. Panagopoulos, 2010).

LITERATURE REVIEW

A. Ethics and organizational behavior

Organizational communication ethics has a contextual nature, meaning that the same behavior can produce different results (Spitzberg, 2006 in Liliweri, 2017: 411). Context always explains culture, time, relationships, situations or communication functions. In connection with this classification, networking and collaboration can be seen as a function of social interaction. There are dual criteria in identifying the effectiveness and suitability of organizational communication ethics which refer to achieving more results as expected, especially placed in context. Effectiveness itself includes several indicators such as understanding, clarity and efficiency. To consider what is considered competence in social interaction, it is necessary to note that the features and emphasis of the criteria must be derived from the context of the interaction.

Quoted from Liliweri (2017:413), most communication experts define organizational communication ethics as developing attitudes based on cognitive, affective and behavioral dimensions. The cognitive dimension refers to knowledge and skills at the meta cognitive level. Competence in social interaction requires things such as knowledge about communication partners and the topics discussed based on measurements with indicators of knowledge about communication processes, strategies and contexts, as well as meta-cognitive skills to plan, understand, evaluate, control and analyze communication. The affective dimension of organizational communication ethics can be understood as the motivation to communicate competently. Motivation is measured by a person's willingness to approach or avoid certain situations in order to achieve certain goals in interpersonal interactions (Wilson & Sabee, 2003 in Liliweri, 2017: 413). Liliweri concluded that the ethical behavior dimension of organizational communication refers to interpersonal communication skills.

The definition of ethics according to Ferrell (2013) is the study of moral nature and specific moral choices, moral philosophy, and the rules or standards that regulate the behavior of members of the profession. Ethics is a branch of philosophy related to the concept of good values and is a role model in human relations between humans, such as truth, freedom, honesty, justice, love, compassion which are related to moral norms (Lubis, 2011). Ethics as practical means the same as morals or morality, namely what should be done, should not be done, is appropriate to do, and so on (Bertens, 2013).

B. Definition of organizational communication

Organizational communication is the process of sending and receiving various organizational messages within the organization, both within formal groups and informal groups within the organization (Safaria, 2004: 133). Goldhaber (Muhammad, 2009: 67) provides the following definition of organizational communication: "organizational communication is the process of creating and exchanging messages within a network of interdependent relationships to cope with environmental uncertainty." In this definition, it can

be seen that organizational communication is the process of creating and exchanging messages in a network of interdependent relationships to overcome an uncertain or ever-changing environment.

Organizational communication is the process of creating meaning from interactions that create, maintain and change organizations. Organizational structure tends to influence communication, thus communication from subordinates to leaders is very different from communication between peers in an organization. The leader is the communicator. Effective leaders generally have effective communication skills, more or less able to stimulate the participation of the people they lead. He must be skilled in communicating, both verbal and non-verbal communication. Good verbal communication can be done by using friendly, polite and gentle speech. Non-verbal communication can be done by communicating abstract concepts such as truth, justice, ethics,

METHODOLOGY

This research uses a qualitative research method with a descriptive approach to obtain an in-depth picture regarding the analysis of organizational communication ethics on employee performance in QRIS acquisition at PT.BNI Medan Region SRW unit. Qualitative research aims to understand the phenomena experienced by research subjects, for example ethics, behavior, conflicts and obstacles, performance. Holistically, by means of descriptions in the form of words and language, in a special natural context and by utilizing various natural methods (Moleong, 2017: 6).

The subject in this research was PT.BNI Medan Region SRW unit. To examine the analysis of organizational communication ethics on employee performance in the QRIS acquisition of PT BNI Medan Region SRW unit, researchers used data collection techniques by observation and in-depth interviews. The data was analyzed using several steps according to the theory of Miles, Huberman and Saldana (2014), namely analyzing the data in three steps: data condensation, presenting the data (data display), and drawing conclusions or verification (conclusion drawing and verification).

RESEARCH RESULTS

Analysis of Organizational Communication Ethics on Employee Performance at PT.BNI Medan Region Retail and Payment Solutions Unit

Communication ethics serves as a foundation for growing morals man. By understanding communication ethics, SRW employees can communicate using good and polite language. This helps facilitate the process of conveying messages because good language is easy to understand between communicants. The principles of communication ethics seen during observations are honesty, integrity, responsibility, respect and empathy.

Honesty means not hiding or changing facts or information. This can be seen during the weekly briefing, each employee honestly conveys that they are pending work which may be due to forgetting or not knowing how to complete it. Maintaining the principle of Integrity means being consistent in behavior and actions, as well as adhering to good moral principles. Apart from ethics, organizational communication as a tool to obtain

superiors to subordinates), horizontal (between employees) and diagonal (cross communication). This was actively carried out judging from the conditions when the researcher was in the SRW unit work room.

Communication between PP and Y and their teams, both HS, RA and NAS, was well established. Organizational communication has been seen to be going well, namely with the implementation of monitoring, motivation and information functions seen from PP, HS and RV who are synergizing with each other in increasing the common target, namely the acquisition of QRIS. Organizational communication strategies that occur vary, including macro, micro and individual approaches. The individual approach can be seen from PP communicating to Y to improve his skills and competencies so that he can support the team's performance as a whole.

The steps implemented to strengthen ethics in organizational communication are going well even though they are not perfect, such as a management commitment that was signed by all employees at the beginning of the year. A conducive environment has been created, the working atmosphere is punctuated with jokes and harmony among work team members. However, communication effectiveness cannot yet run perfectly because there are still some employees who are quiet and lack the confidence to carry out organizational communications.

Employee Performance

BNI Work Culture, which is 46 principles, are guidelines for the behavior of BNI people, consisting of 4 work culture values and 6 main behavioral values for BNI people. The following are 4 (four) work culture values, namely: Professionalism, Integrity, Customer orientation, Continuous improvement.

Communication at SRW greatly influences employee performance where an employee's response to the environment faced by employees includes communication with the organization, both supervisors, company policies and co-workers.

Performance improvement can take place if employees obtain the information needed to carry out work in accordance with the employee's appropriate role that applies in an organization. Organizational communication is closely related to employee performance results, where rewards for employees with good performance will get promotion opportunities and be ready for career development. Good performance cannot be separated from the results of interactive organizational communication.

There are indicators used by PT. BNI to measure employee performance, namely:

- 1) Quality

Work quality is measured by employee perceptions of the quality of work produced as well as the perfection of the employee's tasks, skills and abilities. This can be seen from RA's skills in creating and displaying SRW performance reports.

2) Quantity

Represents the amount generated expressed in terms such as units, the number of activity cycles completed. This can be seen from the number of QRIS acquisitions produced by both AMA employees and branch employees per month.

3) Punctuality

It is the level of activity completed at the beginning of the stated time, seen from the point of coordination with output results and maximizing the time available for other activities. This is a requested work report with a deadline, zoom agenda and outlet visits which also have a deadline.

4) Effectiveness

It is the level of use of organizational resources (energy, money, technology, book materials) that is maximized with the aim of increasing the results of each unit in the use of resources. This can be seen from the productivity of employees every day making calls, visits and monitoring on a daily, weekly and monthly basis to maximize the existing potential for achieving joint targets.

5) Independence

This is a level where employees have a work commitment to the agency and employee responsibilities towards the office. When carrying out tasks, employees are required to be creative and not depend on other employees to complete the task.

Employees at PT. BNI Medan Region SRW unit show good performance results. Researchers can see this through the award for QRIS acquisition performance in 2021 which won second place in the national rankings from 17 regions throughout Indonesia. Employee performance in the acquisition of QRIS at PT. one PJSP administering QRIS.

DISCUSSION

Researchers obtained good results through interviews or googling the website and found that BNI's QRIS development was very good and growing. Through interviews with PP and his team, it is known that BNI supports digital transactions in society by utilizing the company's strengths. First, through optimizing the value chain of corporate customers such as local distributors, assisted MSMEs, and employee fees. The easy registration process has led to a rapid increase in QRIS acquisitions.

Researchers obtained information about the use and purpose of using QRIS and Virtual Accounts (VA) as alternative online payments for social-commerce merchants. Third, optimizing ethical cooperation with global partners to exploit maximum business potential. Lastly, implementing a boosting program as a means of educating the public about digital transactions.

The results of this research show that organizational communication ethics in the SRW unit is running well in the form of implementing AKHLAK behavior. Communication between employees is an interaction that is the main key in producing quality organizational performance. Organizational

performance is determined by employee performance either from the employee himself (internal factors) or originating from the organization's external environment, as well as the company's strategic efforts. In overcoming obstacles, SRW employees are quite solid and try to minimize conflict. BNI management also actively provides self-development facilities for all employees, as well as reminding employees to behave in accordance with the AKHLAK Core Values, namely being Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative. This is consistently done in order to have the same perception of organizational communication.

CONCLUSIONS AND RECOMMENDATIONS

Based on the findings obtained in this research, researchers can draw the following conclusions:

- 1) The role of organizational communication ethics in improving the performance of SRW employees of PT BNI Medan Region, is classified as very instrumental in terms of openness, empathy, supportive attitude, positive attitude, similarity/unity which will certainly have an impact on employee performance both in terms of effectiveness and efficiency, authority and responsibility, discipline and initiative.
- 2) Employee performance in QRIS acquisition in the SRW unit at PT.BNI Medan Region, productive and accomplished. It can be seen from the 2nd (two) National Champion rewards from 17 Regional PT.BNI Offices throughout Indonesia. This cannot be separated from the Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative attitude which is consistently carried out and exemplified by the unit manager, so that he becomes a positive role model for his team.

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