

EFFECT OF MOTIVATION, COMMUNICATION AND CONSUMER BEHAVIOR ON EMPLOYEE PERFORMANCE AT PT. BANK SUMUT

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Abstract. The background taken by the author in writing research related to the influence of motivation, communication and consumer behavior on employee performance at PT. Bank of North Sumatra. Where the independent variable in thesis writing has problems with the company, therefore the author takes this title and conducts tests and analyzes how high or low the independent variable is on the dependent variable. The research approach used by the author is quantitative research and the type of quantitative descriptive research and the nature of the research used is explanatory research. Then the data processing uses the classical assumption test, then uses multiple linear regression analysis and the final part is hypothesis testing. The conclusions obtained by the authors simultaneously and partially motivational variables (X1), communication (X2), and consumer behavior (X3) have a positive and significant effect on employee performance in the pandemic era at PT. Bank of North Sumatra with a coefficient of determination of 26%, which means that the independent variable is able to improve employee performance in the pandemic era.

Keywords: motivation; communication; consumer behaviour; employee performance.

INTRODUCTION

Today's banking world requires good management so that it can manage any changes or processes that run the company's operations effectively and efficiently. This is done for the continuity of the establishment of the company or agency and the common goal of obtaining success and profit. In addition to good management, internal and external factors are also very supportive of good performance in achieving company goals. The author's place in conducting this thesis field research is PT. Bank SUMUT which this bank is a foreign exchange bank. At this bank, the author found several internal and external problems that hampered the quality of employee performance in accordance with standards set by the company, especially during the COVID-19 pandemic ([Cullen et al., 2020](#)); ([Vaishya et al., 2020](#)). Employee performance during the pandemic has decreased so that it does not provide maximum and unsatisfactory results which makes it unattainable the target that has been set.

Employee motivation of PT. Bank SUMUT must be considered between employees and leaders, so that there is no employee dissatisfaction with the leader in terms of motivation, and the relationship between employees is much better. According to ([Yong et al., 2019](#)) "*Motivation is a process to influence a person or group to carry out something that has been determined*". According to ([Macke & Genari, 2019](#)), motivation indicators are:

1. An accountability in a task or job.
2. Achievements obtained on a task or job.
3. Opportunities that can make a person progress.

Employee communication is something that is indispensable in carrying out

performance planning, so that performance planning can run effectively and efficiently, so as not to damage the relationship between employees and leaders, employees and employees, and employees and customers. According to ([Hossain et al., 2013](#)); ([Matzat, 2010](#)) "*Communication is an interaction between two or more individuals who give each other opinions or exchange information to obtain a goal*."

According to ([Scherbakova et al., 2014](#)), communication indicators are:

1. Understanding things that have been heard or get.
2. Happiness or pleasure in communicating.
3. The impact or influence given or obtained when communicating.

Consumer behavior changes at any time or depends on the situation or circumstances that are happening, especially during the pandemic, consumer behavior was weakened and as a result, the company tried to establish a good relationship, where the company could design appropriate communication patterns with consumers through activities planned by the company. According to ([Ko et al., 2016](#)), "*Consumer behavior is one part of the decision-making process or when to use a product or not to use a product*". According to ([Kotler & Manceau, 2012](#)), Consumer Behavior Indicators are:

1. Consumer Trust (Cognitive component)
2. Emotional (Affective component)
3. Action (Konatifn component)

Employee performance at PT. Bank SUMUT must be maintained, because it is supervised by financial institutions, so that employees can work effectively, efficiently and maximally in carrying out their duties and responsibilities, especially during the current COVID-19 pandemic. According to ([Bedarkar & Pandita, 2014](#)), "*Employee*

performance is an effort to carry out a task or responsibility on a job so as to provide very satisfying results or provide great benefits for oneself and the company". According to ([Diana et al., 2021](#)), Performance Indicators are:

1. The quality of an employee's work in doing work.
2. Quantity or ability to provide the best results
3. Timeliness or work discipline
4. Effectiveness used to achieve good performance
5. Independence in performing duties and responsibilities.

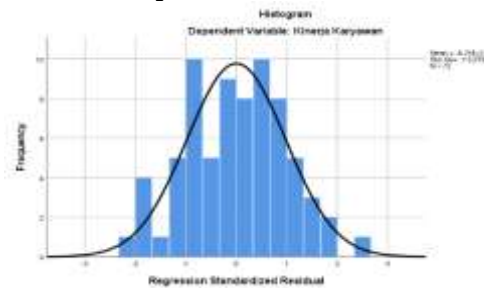
METHODS

The approach that will be used in this research is a quantitative approach. According to ([D. Q. Sugiyono, 2017](#)), "*Quantitative research is a method which in its processing uses systematic numbers based on facts in the field with quantities that have been determined firmly and precisely in order to obtain valid research*". This type of research is descriptive quantitative. According to ([Brannen, 2017](#)) descriptive research is to explain how high and low the percentage level of the influence of the independent variable on the dependent variable is as evidenced by theory and processed data. The nature of the research in this study is an explanatory or explanatory research. According to ([D. Sugiyono, 2010](#)), "*Explanatory research is research in the form of facts in the field obtained through data collection that has been carried out to support the management of research statistical results and obtain the position of the influence of variables*".

RESULTS AND DISCUSSION

A. Classical Assumption

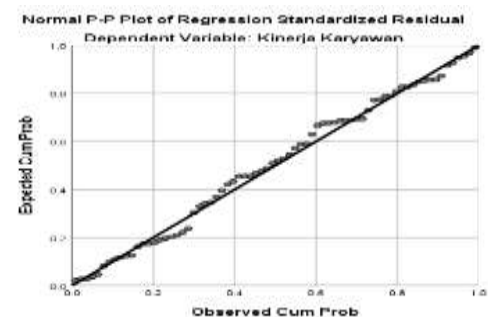
1. Normality Test



Source: Research results, 2021

Figure 1. Histogram Graph

From Figure 1 above, it can be seen that the histogram graph of the data distribution is not skewed to the left or right and there is no data outside the curve so it can be concluded that the data is normally distributed.



Source: Research results, 2021

Figure 2. P-Plot Normal Graph

In Figure III.2 the normal P-Plot graph above, it can be seen that the points do not spread around the diagonal line and are somewhat close to the diagonal line so that it can be concluded that the data is normally distributed and the regression model has met the assumption of normality.

Table 1. Normality Test Results KS

One-Sample Kolmogorov-Smirnov Test		
	Unstandardized Residual	
N	72	
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.15688736
Most Extreme Differences	Absolute	.061
	Positive	.061
	Negative	-.052
Test Statistic	.061	
Asymp. Sig. (2-tailed)	.200 ^{c,d}	

Source: Research results, 2021

In table 1, the results of the KS test above, the *Asymp value. Sig. (2-tailed)* obtained is 0.200, and *the statistical test is* 0.073, because the significant value obtained is greater than 0.05, it

can be concluded that this means that H1 is accepted, meaning that the data is normally distributed where the sig KS value > 0.05 (0.200 > 0.05).

2. Multicollinearity Test

Table 2. Multicollinearity Test Results

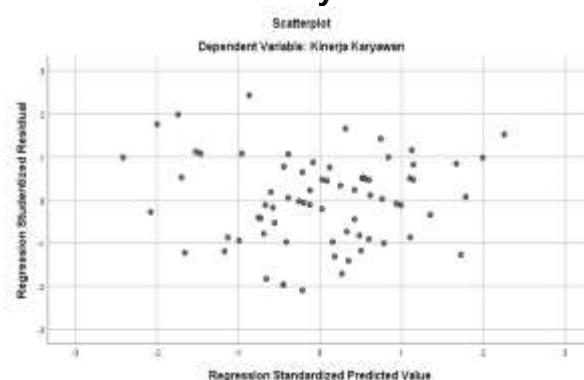
Coefficients			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Motivation	.952	1,050
	Communication	.827	1,209
	Consumer Behavior	.865	1.156

a. Dependent Variable: Employee Performance

Source: Research results, 2021

From the test results table 2, above shows that motivation has a tolerance value > 0.1 (0.952 > 0.1) and a VIF value <10 (1.050 < 10). Communication has a tolerance value > 0.1 (0.827 > 0.1) and a VIF value <10 (1,209 < 10). Consumer behavior has a tolerance value > 0.1 (0.865 > 0.1) and a VIF value <10 (1.156 < 10), so it can be concluded that there is no multicollinearity.

3. Heteroscedasticity Test



Source: Research results, 2021

Figure 3. Scatterplot Graph

From figure 3, the graph above it can be concluded that there is no heteroscedasticity because it does

not have a clear pattern and the points spread above and below the number 0 on the Y axis.

Table 3. Glejser

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.238	1.832		2.858	.006
Motivation	-.144	.073	-.236	-1.955	.055
Communication	.000	.081	.001	.005	.996
Consumer Behavior	-.010	.068	-.018	-.141	.888

a. Dependent Variable: Abs_RES

Source: Research results, 2021

From table 3, it can be seen that the probability value (*Sig.*) for the motivation variable is 0.055, communication is 0.996 and consumer behavior is 0.888. It can be seen that the significance value is

above the 5% (0.05) confidence level, then the regression model does not contain any heteroscedasticity.

B. Results of Research Data Analysis
1. Multiple Linear Regression Analysis

Table 4. Analysis of Regression Results

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.957	3.066		1.291	.201
Motivation	.275	.123	.239	2.158	.028
Communication	.294	.136	.247	.034	.261
Consumer Behavior	.258	.113	.2304	.024	a

. Dependent Variable: Employee Performance

Source: Research results, 2021

From table 4 above, the first row is a constant and the next row shows the constant of the independent variable. Based on the table above, the following regression equation is obtained:

$$\text{Employee Performance} = 3.957 + 0.275 \text{ Motivation} + 0.294 \text{ Communication} + 0.261 \text{ Consumer Behavior}$$

Information:

1. The constant of 3.957 indicates that if the value of the independent variables (motivation, communication and

- consumer behavior) is zero, then employee performance is 3,957.
- The motivation coefficient is 0.275 and is positive, meaning that every increase in the motivation variable by 1 unit will be followed by an increase in employee performance of 0.275 with the assumption that other variables are constant.
 - The communication coefficient is 0.294 and is positive, meaning that every increase in the

- motivation variable by 1 unit will be followed by an increase in employee performance of 0.294 assuming other variables remain.
- The Consumer Behavior Coefficient is 0.261 and is positive, meaning that every 1 unit increase in the consumer behavior variable will be followed by an increase in employee performance of 0.261 assuming other variables remain.

2. Coefficient of Determination (R²)

Table 5. Results of Model Determination Coefficient

Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.514 ^a	a	.231	3.226	.264

. Predictors: (Constant), X3, X1, X2

Source: Research results, 2021

Based on Table 5, the *Adjusted R Square* 0.231 means that the ability to vary the variables of Motivation (X1), Communication (X2) and Consumer Behavior (X3) can explain variations in Employee Performance by 23% and

the remaining 77% is explained by independent variables that are not examined such as intellectual capital, leadership, work discipline and others.

3. Simultaneous Hypothesis Testing (F Test)

Table 6. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	253,405	3	84,468	8,118	000 ^b
	Residual	707,582	68	10,406		
	Total	960,986	71			

a. Dependent Variable: employee performance

b. Predictors: (Constant), X3, X1, X2

Source: Research results, 2021

From table 6 above, the calculated F value is 8.118 with a significant level of 0.000, while the F table is 2.50 with a significant level of

0.05. Or that the calculated F value > F table (8.118 > 2.50) and the significant level is less than 0.05 (0.000 > 0.05).

4. Partial Hypothesis Testing (t Test)

Table 7. T Test Results

		Coefficients				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.957	3.066		1.291	.201
	Motivation	.275	.123	2.158	2240	.028
	Communication	.294	.247	.034	.261	Consumer
	Behavior	.258	.113	2304	.024	a

. Dependent Variable: Employee Performance

Source: Research results, 2021

From table 3.7 above, it shows that:

1. The t-count for the motivation variable is 2.240 with a significant value of 0.028, so it can be concluded that the t-count is 2.240 and the t-table is 1.995. The test results show $t \text{ count} > t \text{ table}$ ($2,240 > 1,995$). Judging from the significance, the significant value of the motivation variable is 0.028, smaller than the significant value of 0.05.
2. The magnitude of the t count for the communication variable is 2.158 with a significant value of 0.034, so it can be concluded that the t count is 2.158 and the t table is 1.995. The test results show $t \text{ count} > t \text{ table}$ ($2.158 > 1.995$). Judging from the significance, the significant value of the communication variable is 0.034, smaller than the significant value of 0.05.
3. The t-count for variable consumer behavior significant 0.024, so it can be concluded that the t-count is 2.304 and the t-table is 1.995. The test results show $t \text{ count} > t \text{ table}$ ($2.304 > 1.995$). Judging

from the significance, the significant value of the consumer behavior variable is 0.024, smaller than the significant value of 0.05.

CONCLUSIONS

Based on the results of the research and discussion described in the previous chapter, the following conclusions can be drawn: 1) Partially, the motivation variable (X1) has a positive and significant effect on employee performance (Y) at PT. Bank of North Sumatra. 2) Partially, the communication variable (X2) has a positive and significant effect on employee performance (Y) at PT. Bank of North Sumatra. 3) Partially, the consumer behavior variable (X3) has a positive and significant effect on employee performance (Y) at PT. Bank of North Sumatra. 4) Simultaneously, the variables of motivation (X1), communication (X2) and consumer behavior (X3) have a positive and significant effect on employee performance (Y) PT. Bank of North Sumatra.

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