



The Influence of Communication, Organizational Culture and Work from Home on the Performance of Banking Sector Employees in Jakarta

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ABSTRACT

This study aims to identify the influence of communication, organizational culture, and work from home on the performance of employees in the banking sector in Jakarta. The independent variables in this study are Communication, Organizational Culture, and Work from Home. While, the dependent variable in this study is Employee Performance. Hypothesis testing in this study uses the SEM (Structural Equation Modelling) method, which is supported by IBM SPSS AMOS 22 and IBM SPSS Statistics 26 application devices. The data collection technique in this study used an online questionnaire with the Google Form application to collect information on respondents, who were employees in the banking sector in Jakarta during the Covid-19 pandemic conditions. The results of this study indicate that: 1) Communication has a positive and significant effect on Employee Performance; 2) Organizational Culture does not have an effect on Employee Performance; 3) Work from Home does not have an effect on Employee Performance.

Keywords: *Communication, Employee Performance, Organizational Culture, Work from Home*

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INTRODUCTION

The first positive case of the Covid-19 virus in the world was reported by the WHO Office in China on December 31, 2019 with a case of Pneumonia of unknown etiologic or cause in Wuhan City, Hubei Province, China (WHO, 2020). In the conditions of the Covid-19 pandemic, therefore, based on the Instruction of the Governor of DKI Jakarta Province Number 16 of 2020, namely Mr. H. Anies Rasyid Baswedan, S.E., M.P.P., Ph.D. has established a policy of hybrid or remote operational activities for almost all activities, including activities in the workplace or office until now (DKI Jakarta Provincial Government, 2020). Basically, employee performance is the result of a complex process,

either from the employee's personal self (internal factors), environmental or company conditions (external factors), as well as strategic efforts from the company (Fahrurazi, Ghalib, & Arifin, 2014).

Good performance is optimal performance, namely performance that is in accordance with organizational standards and supports to achieve high productivity (Marsyandi & Paulina, 2022). Employee performance can be assessed well if the implementation is in accordance with the desired goals or able to meet the needs of the company (Daspar, 2020). High performance will cause a feeling of satisfaction with the results of their work so that it has a positive influence on the surrounding work environment and most importantly on other employees who will also be motivated (Hafid & Pracoyo, 2020). For a company or organization, excellent employee performance is the main key (Andriyanty, Komalasari, & Rambe, 2021). Basically, communication is a means of expressing thoughts, feelings, and intentions, so that good and effective communication can improve performance in the organization (Matondang, Absah, & Lubis, 2021).

Communication is generally described as the process of sending messages through different platforms and consists of verbal or non-verbal sentiments (Rizma, Zein, & Perangin-angin, 2021). Informative communication functions can provide more, better, and timely information (Fahrurazi, Ghalib, & Arifin, 2014). The results of McKinsey's 2020 study on employees entitled *Reimagining the Office and Work Life After COVID- 19*, there are factors that inhibit communication, namely employees cannot discuss effectively with the work team relying only on video-based virtual technology or other digital media (Boland, Smet, Palter, & Sanghvi, 2020).

The work-from-home pattern is also called remote work, remote communication, homework, home office, and flexible workplace means that the work arrangement with employees not coming to their workplace in the office (Bellmann & Hübler, 2021). The work-from-home pattern is a work pattern by simply wearing makeshift clothes and then opening a laptop from home and working online without having to go to the office (Purwanto, et al., 2020). Organizational culture can be briefly defined as the programming of the collective phenomenon of the mind that distinguishes members of a group or category of people from others (Hofstede, 2011). Employee performance improvement needs to be improved, one of which is by developing an organizational culture that becomes the identity and character of bank employees (Fahrurazi, Ghalib, & Arifin, 2014).

Organizational culture can help employee performance because it can create an extraordinary level of motivation for employees to give their best in taking advantage of the opportunities provided by their organization (Jamaluddin, Salam, Yunus, & Akib, 2017). The organizational system is based on the formation of an effective culture that maintains a strong work environment so that employee performance improves with the formation of an organizational culture that must be strong (Awadh & Alyahya, 2013). The overall business activities of banking sector companies rely heavily on human character,

so they must carry out cultural and human transformation as well (Fahrurazi, Ghalib, & Arifin, 2014).

Performance or also known as work quality is the level of success of employees in completing their work (Badrianto & Ekhsan, 2019). Good performance is of course a hope for all companies and institutions that employ employees, because the performance of these employees is ultimately expected to improve the overall performance of the company (Fahrurazi, Ghalib, & Arifin, 2014). The resources owned by the company will not provide optimal results if they are not supported by human resources who do not have optimal performance. However, an employee's performance is an individual thing because each employee has different abilities in doing their duties (Hitalessy, Roni, & Iswandi, 2018).

Employee performance indicators are the timely completion of assigned tasks. Punctuality is how well employees work in the office according to the working hours that have been determined by the company. Teamwork is a method of working well with colleagues in the office. Satisfaction, which is how well the level of satisfaction with working at the company with the compensation received (Hafid & Pracoyo, 2020).

Communication is a community that emphasizes equality or togetherness. Good communication with the right feedback can be a driver for employees to give good work results (Matondang, Absah, & Lubis, 2021). Verbal communication is a form of communication that is conveyed by communicators to communicators in written or oral form. Meanwhile, non-verbal communication is communication in which the message is packaged in a series of words with no form (Rizma, Zein, & Perangin-angin, 2021). Communication will be effective if the communication function can run well (Fahrurazi, Ghalib, & Arifin, 2014).

The first communication indicator is that the recipient of the message can carefully understand what the sender of the message is conveying. The second is pleasure related to feelings in the recipient and the sender of the message who interact with each other. The third is to influence attitudes related to the recipient of the message understanding and agreeing to what is conveyed by the sender of the message. Fourth, communication that is able to encourage the recipient of the message to do something according to what the sender of the message conveys (Pramanik, 2020).

The work-from-home pattern is a work model that is carried out without having to go to the office. Other terms for the work-from-home pattern include work from home, remote work and mobile work. Although there have been technological advances over the past decade, this work-from-home pattern can reduce activities outside the home (Bellmann & Hübler, 2021). The work-from-home pattern is a concept with employees being able to do their work from home. Working from home gives employees flexible working hours and their work can be done with ease. Working from home is also very helpful for employees in providing a balance between work and personal life and helping companies complete work efficiently and effectively (Mardianah & Hidayat, 2020).

The work-from-home is a change in the assignment in an organization to an individual by prohibiting the individual from working in the office, so that individuals

must work from home (Mustajab, et al., 2020). During the current Covid-19 pandemic, the work-from-home is one of the ways that organizations follow and can provide benefits for the organization, but the ability of the work-from-home depends on the type of work, namely professional managerial work among the work done from home (Gottlieb, Grobovšek, & Poschke, 2020).

Indicators of work from home are family interaction, traffic avoidance, transportation cost savings, social interaction, trust in the company, operational stability, and working hours (Andriyanty, Komalasari, & Rambe, 2021).

Culture is a common belief that is embraced by all members of the organization. The sense of security and comfort in the work environment is influenced by the implementation of a good organizational culture. Organizational culture supports in improving employees' careers, so employees will compete to improve work performance (Marsyandi & Paulina, 2022). Organizational culture can be defined as a collective program of thoughts that differentiates between members of an organization from others (Hofstede, 2011). Organizational culture is so important in the behavior of individual banks that it must be inherent and adhered to them (Fahrurazi, Ghalib, & Arifin, 2014).

The first indicator of organizational culture is innovation and risk-taking courage. The second is attention to detail. Third, it is results-oriented. Fourth, it is human-oriented. Fifth, which is team-oriented. The sixth is aggressive. The seventh is stable (Jamaluddin, Salam, Yunus, & Akib, 2017).

Hypothesis:

1. H1: Communication has a positive influence on Employee Performance.
2. H2: Organizational Culture has a positive influence on Employee Performance.
3. H3: Work from Home has a positive influence on Employee Performance.

RESEARCH METHODOLOGY

In this study, the researcher discusses the impact of the relationship between communication, organizational culture, and work-from-home on employee performance. When viewed from the data source, data collection can use primary sources and secondary sources (Sugiyono, 2022). The primary data source collection tool in this study was carried out through an online questionnaire technique using Google Form. The attitude measurement scale used for this study is the Likert scale. A Likert scale score of 6 points or even is used by getting closer to the score of 1 means Strongly Disagree, while getting closer to the score of 6 means Strongly Agreeing.

The sample in this study is 110 employees of the banking sector in Jakarta. The dissemination of questionnaires that have been made by researchers as primary data for research, uses electronic media in the form of Google Forms. Employee performance variables as dependent variables. Communication variables, organizational culture, and work-from-home as independent variables.

In this study, the researcher uses the Structural Equation Modelling (SEM) method to process data in the study, with a supporting SEM analysis tool, namely IBM SPSS AMOS version 22. In SEM, the model must be over identified, i.e., have a positive degree

of freedom, then estimation and assessment of the model can be carried out, which means it can be worth testing. RMSEA is a measure that tries to correct the statistical tendency of chi-squares to reject models with large sample sizes. The guideline used in RMSEA is that the RMSEA value is below 0.05, but a value below 0.08 to 0.10 is still an acceptable measure (Santoso, 2021). The recommended CFI standard value is greater than or equal to 0.90 or a value close to 1.00, indicating that the model is fit with the existing data. CMIN/DF value is less than or equal to 5 as a fit measure (Ghozali, 2013).

The measurement model is a part of the SEM model that describes the relationship between latent variables and their indicators. The structural model describes the relationship between independent variables and dependent variables. The indicators of each latent construct (factor) must converge at a single point or share a high proportion of variance as measured by a significant standardized factor loadings estimate. In general, it can be said that the factor loadings estimate should ideally be above 0.70, but a value above 0.50 is still acceptable (Santoso, 2021).

The cut off number of correlations between standard constructs (Standardized Regression Weights) is in practice above 0.70 but can also be above 0.50. In general, the correlation numbers between constructs are used as a reference for the closeness between two variables, showing good convergent validity (Santoso, 2021). The construct reliability test aims to test the consistency of an indicator to adequately measure a construct. In general, the guideline in the construction reliability test is that it is recommended that the value of the Composite Reliability (Cronbach's Alpha) number is at least equal to 0.70 or greater (Santoso, 2021). However, a reliability value of 0.60-0.70 is still acceptable on the condition that the validity of the indicator in the model is good (Ghozali, 2013).

The average percentage of variance extracted (AVE) values between indicators of a latent construct is a summary of the convergence of indicators, namely the number of variances from indicators extracted by variables (Ghozali, 2013). In general, a variance extracted above 0.50 can be used as a sign of a sufficiently tight convergence between indicators to explain the existing constructs (Santoso, 2021).

RESULT AND DISCUSSION

The overall research respondent profile is used to display a demographic picture and characteristics of the respondents based on gender, age, office location, last education, working period, and the number of days in the office usually in a week (five working days). The number of sample data collected in this study was 129 respondents. However, in the process, the researcher had to eliminate as many as 19 data to get better results of processing the research model, so that there were 110 respondents processed.

Starting the pre-test by conducting a validity test (pre-test), the researcher used data from the first 30 respondents that had been obtained.

The analysis process used by the researcher was Kaiser-Meyer-Olkin (KMO), Anti-Image Correlation (Measures of Sampling Adequacy/MSA), Bartlett's Test of Sphericity (Significance/Sig.), and Component Matrix (Factor Loading). The main requirements that must be met are that the KMO and MSA values must be greater than 0.50 and the

significance values must be less than 0.05. This process is operated with the help of the IBM SPSS Statistics version 26 application.

Based on the results of the validity test (pre-test), it shows that not all statement indicators in the questionnaire can be declared valid to measure the instruments in this study. Therefore, based on the results of the processing, the researcher was forced to execute the reprocessing by deleting several invalid indicators.

Table 1. Reliability Test Results (*Pre-Test*)

Variable	Cronbach's Alpha	
	Limit Value	Test Result Criteria
	≥ 0.70	
Employee Performance (KK)	0.799	<i>Reliable</i>
Communication (KO)	0.799	<i>Reliable</i>
Organizational Culture (BO)	0.837	<i>Reliable</i>
Work from Home (PK)	0.938	<i>Reliable</i>

Based on the results of the processing in table 1 above, it shows that all research variables, namely Employee Performance (KK), Communication (KO), Organizational Culture (BO), and Work from Home (PK) are reliable because they meet the Cronbach's Alpha value limit of more than 0.70. The results can state that if the questionnaire statements are presented to the same or different respondents, the results will be quite reliable, remain consistent and relevant.

The results of model identification show that this research model has a degree of freedom that has a positive value. So, it can be concluded that the model can be estimated and the assessment of the model can be continued because the model is worthy of testing.

The measurement model test was carried out on all measurement models separately through the evaluation of validity tests and reliability tests from 110 respondents that had been collected.

From the results of the validity test, it can be concluded that all indicators in each variable in this study, namely Employee Performance (KK), Communication (KO), Organizational Culture (BO), and Work from Home (PK) have a Factor Loading value that has met the requirements so that the estimated model is declared valid criteria.

In general, the guideline in the reliability test of constructs is recommended Composite Reliability (Cronbach's Alpha) analysis. In general, Variance Extracted (AVE) can be used as a sign of the existence of adequate among indicators to explain existing constructs (Ghozali, 2013).

Table 2. Reliability Test Results (*Full Test*)

Variable	Composite Reliability		Test Result Criteria
	Limit Value	Variance Extracted Limit Value	
	≥ 0.50	≥ 0.50	
Employee Performance (KK)	0.502	0.751	<i>Reliable</i>
Communication (KO)	0.584	0.848	<i>Reliable</i>

Organizational Culture (BO)	0.545	0.892	<i>Reliable</i>
Work from Home (PK)	0.500	0.829	<i>Reliable</i>

From table 2 above, it can be concluded that the results of the reliability test of all variables in this study, namely Employee Performance (KK), Communication (KO), Organizational Culture (BO), and Work from Home (PK) have qualified AVE and CR values so that the estimated model has reliable criteria.

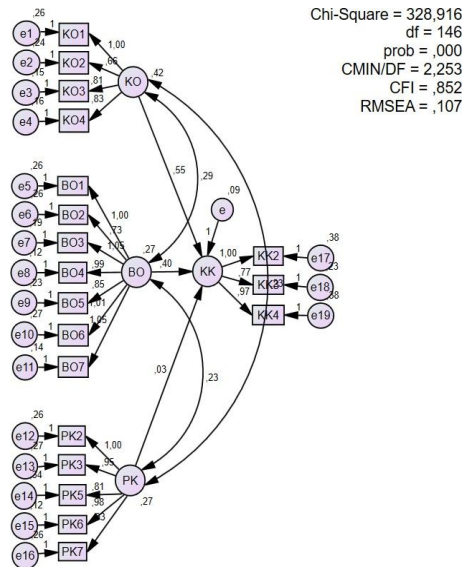
Additional testing with this tool will directly compare the sample covariance matrix with the estimate. Thus, this group of test equipment is the overall fit of all other test equipment (overall model fit). One of the main tools is root mean square error of approximation/RMSEA.

Table 3. Analysis Results of Several Fit Model Indices

<i>Fit Indices</i>	<i>Cuts of Value</i>	Value	Test Result Criteria
CMIN/DF	$2 \leq \text{CMIN/DF} \leq 5$ (Perfect Fit)	2.253	<i>Perfect Fit</i>
CFI	$\text{CFI} \geq 1$ (Perfect Fit) $\text{CFI} \leq 0,90$ (Marginal Fit) $\text{CFI} \leq 0,80$ (Poor Fit)	0.852	<i>Marginal Fit</i>
RMSEA	$\text{RMSEA} \leq 0,05$ (Perfect Fit) $\text{RMSEA} \leq 0,10$ (Marginal fit) $\text{RMSEA} > 0,10$ (Poor Fit)	0.107	<i>Marginal Fit</i>

Based on table 3 above, the model results can be concluded that the CMIN/DF index has a Perfect Fit model evaluation because it has an analysis result with a reasonable cut of value of less than 5.00, which is 2.253. The CFI Index has an evaluation of the Marginal Fit model because it has analysis results with a reasonable cut of value of more than 0.80, which is 0.852. The RMSEA Index has an analysis result of 0.107 but is still considered to have an evaluation of the Marginal Fit model, because it is not far from the number 0.10 and can be rounded to 0.10 so that the model shows on Figure 1 is still Fit with the existing data.

Figure 1. Measurement Model Fit



The determination coefficient can be seen from the Squared Multiple Correlations (R^2) value on the dependent variable, resulting from the research model stating the magnitude of the influence given to the dependent variable from the independent variable.

Table 4. Determination Coefficient

Dependent Variables	Estimation
Employee Performance (KK)	0,773

The proportion of influence given by the variables in this research model contributed 77.30%, while the remaining 22.70% was influenced by factors from other variables outside this research model that were not studied by the researchers. This means that 77.30% of the variability of employee performance (KK) can be represented by the variables of communication (KO), organizational culture (BO), and work from home (PK).

The hypothesis in this study can be concluded as follows:

The results of the regression test of the first hypothesis (Communication Towards Employee Performance) show that the Communication variable (KO) has an influence on Employee Performance (KK), because the probability value of the hypothesis is 0.025 which means that the P value < 0.05 is significant. The correlation value showed a positive result, which was 0.546 or 54.60% and significant, meaning that there was a close correlation between the two variables because the correlation value > 0.50. Based on the results of the test supported by data, it is concluded that the Communication (KO) hypothesis is proven to have a positive and significant influence on Employee Performance (KK) so that H1 is accepted and this is the core finding.

The results of the regression test of the second hypothesis (Organizational Culture Towards Employee Performance) show that the Organizational Culture (BO) variable has no influence on Employee Performance (KK) because the probability

value of the hypothesis is 0.408 which means that the P value > 0.05 is insignificant. The correlation value shows a result of 0.397 which means that there is no close correlation between the two variables because the correlation value < 0.50 . Based on the results of the test which is not supported by data, it is concluded that the Organizational Culture (BO) hypothesis is proven to have no influence on Employee Performance (KK) so that H2 is rejected.

The results of the third hypothesis (Work from Home Towards Employee Performance) regression test show that the Work-from-Home (PK) variable has no influence on Employee Performance (KK) because the probability value of the hypothesis is 0.934 which means that the P value > 0.05 is insignificant. The correlation value shows a result of 0.025 which means that there is no close correlation between the two variables because the correlation value < 0.50 . Based on the results of the test which is not supported by data, it is concluded that the hypothesis of the Work from Home (PK) is proven to have no effect on Employee Performance (KK) so H3 is rejected.

In this study, the results of data analysis show that all variables have met the criteria of validity and reliability. In the results of the hypothesis testing proposed in this research model, there are 1 hypothesis proven to have a positive and significant effect, and 2 hypotheses proven to have no effect.

The results of proving the hypothesis in this study show that there is a positive and significant influence of the Communication variable on the Performance of Employees in the Banking Sector in Jakarta. The results in Hypothesis 1 are the core findings of this study. This hypothesis is supported in line with research (Fahrurazi, Ghalib, & Arifin, 2014) whose presentation of the research results is that communication will be effective if the communication function can run well.

From here, it can be seen in general that during the Covid-19 pandemic, employees of the banking sector in Jakarta can communicate while conveying their ideas and opinions effectively and efficiently using an online communication platform in working remotely or remotely. Communication between employees or between division teams online does not experience significant obstacles to understanding the meaning of the message conveyed, so that misunderstandings in understanding the meaning of the message received can be minimized and performance can be maximized.

This has an impact on the fulfillment of the need to share clear information in supporting the work process in the company. So that in the end their performance in the company as a whole is not disturbed due to online communication. This communication, which is well established even though it is online, also has an impact on maintaining close relationships between employees in the company. Symmetrical communication online is intertwined responsively and produces positive outputs. Communicating online has also begun to cultivate a culture or habit in employees.

Employees can implement better communication by always setting the tone in communication, prioritizing openness or transparency in socializing, and arguing or giving opinions honestly. Always respect the opinions of others even if they are against personal

opinions and always convey things in a positive way that is easier for the recipient to understand. In addition, in the midst of the improving conditions of the Covid-19 pandemic in Indonesia, it can also be improved between employees to meet face-to-face with each other or increase their interaction at meetings that are attended in person at least once a week to every day.

Always avoid miscommunication within the company, even though employees seem to have clearly understood their respective roles in the work team from those who are their responsibility. Work more effectively in predicting obstacles at work so that they can directly look for opportunities together with other employees. It is hoped that the company's management will pay more attention to the implementation of communication within the company in order to create a harmonious atmosphere, especially in increasing the effectiveness of work relations and communication between superiors and subordinates or between employees. Of course, it is always conditioned according to the remote work.

Continue to communicate more within the work team with various virtual platforms or meet more face-to-face, amid the improving conditions of the Covid-19 pandemic in Indonesia. This is key in building stronger relationships between employees and exchanging ideas more effectively. The company's management is expected to pay more attention to communication within the company by further improving communication between superiors and subordinates or between employees. Employees are expected to better understand how effective the communication they are, both between superiors and subordinates or fellow employees of the company.

The results of proving the hypothesis in this study show that there is no influence of the Organizational Culture variable on the performance of employees in the banking sector in Jakarta. The results of research conducted by (Fahrurazi, Ghalib, & Arifin, 2014), Organizational Culture has a positive and significant effect on Employee Performance. The research looks at the existence of organizational culture in the context of company goals, consensus, excellence, unity, achievement, empirical, familiarity, and integration. However, this study is not in line with the research because organizational culture is not a factor that impacts or affects employee performance.

The things that cause the lack of influence of organizational culture on employee performance include the factor that there are still employees who do not apply discipline and compliance, so that their performance becomes less good and less innovative. Disciplined and obedient employees tend to deliver consistent performance that is always good, even if they don't do operational work directly from the office. Lack of emotional or mood maintenance to the condition that is happening, can also be one of the factors that cause this. Flexible work-from-home arrangements can be seen as a full mediator in favor of a positive organizational culture.

Company management that may still lack respect for its employees can also cause lack of motivation and performance within the company, thus making the company's culture and goals less optimally implemented. A well-accepted and employee-supported company culture will lead to easier employee performance and create a more positive

working atmosphere in the company. The lack of implementation of corporate cultural values makes them not fully feel part of the company.

Daily work is made more flexible by employees, by always prioritizing hearing ideas or opinions between employees to avoid conflicts, and always maintaining the creation of a better organizational culture. Communicate the company's mission statement, vision, and values actively and effectively on a daily basis. Always maintain a sense of belonging to a common goal. It further strengthens the relationship between employees and the mindset of employees as part of the team. Employees should always maintain their work patterns according to the task structure, work system, and division of tasks that have been determined by the company's management.

In addition to company management focusing on work results, it is better to further improve existing employee appreciation programs such as celebrating work achievements by giving gifts, recognition to them, as well as periodic promotions to functional positions within the company, or also increasing compensation.

Employees at work always prioritize confidence, visionary, fiery spirit, increase self-determination, mutual respect between employees, and increase togetherness between employees. The company regularly upgrades facilities for employees to be able to support the process of working in the office or remotely, so that productivity and performance can always increase every period. Employees should always put forward positive expectations for the company and its performance in order to create conditions that are always good as well. The company's management always listens and understands what is conveyed by employees openly.

The results of proving the hypothesis in this study show that there is no influence of the Work-from-Home variable on the Performance of Employees in the Banking Sector in Jakarta who work in a hybrid or remote manner. The results of research conducted by (Alimuddin, 2021), the Work from Home has a positive and significant effect on Employee Performance. The study looked at the work from home in the context of work environment flexibility, stress levels of employees who work operationally or remotely, family closeness, creativity, and self-pressure. However, this study is not in line with the study, because the work from home is not a factor or affect employee performance.

In terms of work supervision for company management, the work-from-home is a challenge in itself. This is because the work-from-home causes minimal employee supervision by superiors or company management, reduced social interaction at work, and distractions that interfere with employees working remotely at their place. Lack of reaction between employees or divisions because they interact more online, thus reducing their cohesiveness and motivation in working hybrid or remotely. Since the issuance of the activity restriction policy due to the Covid-19 pandemic, employees or companies have canceled or reduced gatherings, sports together, or family gatherings, which usually every company routinely holds every certain period of time.

The ability to use technology that is not optimal as a support for the work process is an obstacle factor. In the banking sector, there are also jobs that are usually related to the

administration or management of data that are private and important for banking companies. So, they have to rely on the company's system found in the office computer.

Policy makers such as company management and the government are more promoting and regulating work-from-home programs to provide benefits for employees materially and immaterially. The company must maintain and continue to improve its policies in the work-from-home that shows the company's concern for employees. This will allow employees to implement it well in their work life with a work-from-home. The company must still guarantee supporting factors for employees at work such as job stability, work conditions, competency values, and employee behavior.

Company employees always maintain the daily schedule that has been set by the company when working remotely, in order to strengthen clear limits for working hours each day. Company employees should always take a short break every five minutes during working hours, but if they are very tired, they can rest longer. Although the working hours are flexible, they must always be well managed by the company's management and its employees as well.

Always avoid pressure and tension such as working in a place that has good privacy so that it can improve focus. A supportive work environment can make employees more professional and fluent in exchanging ideas and socializing with other employees. Employees should limit everything including residents at home, pets, and other things at home that can be a distraction when implementing a work-from-home. Also try to implement restrictions around the work area such as closing doors and using headphones to muffle noise that may be present in the workplace.

The company's management continues to consider employee compensation on a regular basis. This, of course, should always adjust to the company's financial condition, but still be sustainable or periodic. In addition, it is good to also adjust to the price conditions of household staples in the market. Company management can conduct an analysis of the level of work weight compared to compensation, in this case it can be through surveys or analysis of available public data on similar companies or when possible, on their employees.

Superiors or company management should still provide compensation in the form of gifts or bonuses to outstanding employees. The company's awards to outstanding employees can make their performance better. Some of these things will increase the satisfaction and performance of employees working in the company, based on the compensation they receive properly and enough to meet their living needs.

All company stakeholders must always try to carry out the daily schedule and working hours that have been set by the company on time when working remotely. This can always reinforce clear limits for employees' working hours each day, even if company employees work remotely.

As a company boss, be a leader with a qualified personality to lead, visionary or have a good vision and mission for the future, transform the vision and mission in a clear, charismatic, and ethical direction. This is because a company boss is important to have intelligence skills, personal strength, good personality, determination and high confidence.



Superiors must also always accompany, provide direction, and support to employees. But a good boss does not always blame the work for the problems that occur. If this is implemented by the boss, then the employee will respect his boss and the employee's trust in the company will increase. Employee performance will also increase.

Employees can improve the quality and quantity of their performance optimally using methods such as behaving well, being persistent, responsible, satisfied with the results of their work, and always trying to do all the work assigned by their superiors. To maintain the ease of the work process, employees can create a framework and its description according to the instructions for the task structure from the company's superiors. Always start working by identifying the intended one and how to do it.

CONCLUSION

The research aims to analyze along with its concept the urgency of the impact of the Covid-19 pandemic, on the banking sector on the performance of employees in the banking sector in Jakarta.

Based on this research study, it is undeniable that there are several obstacles and limitations experienced both in terms of data search, data entry, research planning process, and final results. However, this can be several factors so that the next research is even better as a refinement of this research. This research has several shortcomings or weaknesses that need to be improved in future studies. In this study, the author took a sample of employees of the banking sector in Jakarta Province who require them to work to implement hybrid or remote operations. The unpredictable situation and psychological condition of the respondents, can affect them in filling out the questionnaire answers.

It is hoped that future research can be more focused on each division so that the results produced are wider. Further research is expected to conduct similar research but by changing its focus to operational work directly from the office, as well as on other business sectors and the coverage of different office locations. It is hoped that further research can show different results from this study. Researchers in this study used communication variables, organizational culture, and work-from-home that affect employee performance. It is hoped that further research will add many other variables related to employee performance such as: variables of work stress, leadership, work motivation, work discipline, loyalty to the company, or job satisfaction.

Further research is also expected to add intervening variables to get a more accurate and varied picture of the influence of independent variables on dependent variables indirectly. Based on the limitations of researchers who conducted research in the midst of the Covid-19 pandemic that is currently raging, the respondents in this study answered in accordance with the situation of unstable conditions because they were not normal in general before. It is hoped that for the next research to be able to conduct research again to develop with the same research topic, but at the time the Covid-19 pandemic status has changed to the Covid-19 endemic status.

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