The Quality of Operational Performance of STIE Indonesia Banking School Student Organization with Remotely Operationally (Study on STIE Indonesia Banking School Student Organization in the 2020/2021 Period)

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Article Information:	ABSTRACT
	This study is focused on identifying the influence of communication, organizational culture and work-from-home on performance to study in student organizations of STIE Indonesia Banking School in the 2020/2021 period. The questionnaire was distributed to 99 respondents and data were analyzed through SmartPLS version 3.3.3. The results of this study indicate that 1) There is a positive influence between Communication and Performance; 2) There is a positive influence between Organizational Culture and Performance; 3) There is no influence between Work from Home and Performance; 4) There is a positive influence between Organizational Culture and Communication; 5) There is a positive influence between Work from Home and Organizational Culture. **Keywords**: *Communication, Organizational Culture, Work From Home*

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 etiology or cause in Wuhan City, Hubei, China Province (WHO, 2020) (Sanchoyerto dkk., 2019). With the continued spread of the Covid-19 virus until it finally entered Indonesia, therefore based on the Instruction of the Governor of DKI Jakarta Number 16 of 2020 (Vural dkk., 2021), namely Mr. Anies Baswedan as the Governor of DKI Jakarta established a work at home policy for almost all activities including teaching

and learning (DKI Jakarta Governor Instruction Number 16 of 2020) (Delviks-Frankenberry dkk., 2020). An effective performance control system is one that is able to motivate human resources so that they are able to improve the effectiveness of production operations, support company strategies (Li dkk., 2020), increase individual employee creativity and ultimately can increase the ability of company capabilities to compete.

Based on interviews with student organization administrators and direct observation, if the performance of the student organization is good, it will have an impact on the good name of the university. Activities that are widely followed by other campus students and the general public will raise the good name of the campus (Ben-Daya dkk., 2019). Based on data from the archives of the STIE Indonesia Banking School student organization in quarters 1 to 2 of 2019 and 2020 (Ghasempour, 2019), for the continuity of the work program that has been implemented, the number of participants is not too much in the work program that runs face-to-face (Niazi dkk., 2019). In work programs that run online, there is a significant increase in the number of participants in most work programs (Ayaz dkk., 2019). This is because work programs that run online can be more easily accessed anywhere by attendees or participants (STIE Indonesia Banking School Student Organization Archive, 2021).

Student organization administrators from the 2019/2020 period and the 2020/2021 period are one generation, namely they belong to generation Z or millennials, namely with a range of birth years from 1998 to 2002, only the class on campus distinguishes them, namely from the class of 2017 to 2020 (STIE Indonesia Banking School Student Organization Archive, 2021). Millennials like to communicate via text or the internet because it allows them to have greater control over their interactions than if the interaction was over the phone or face-to-face (Higgins dkk., 2021). Overall, all generations believe in the importance and benefits of face-to-face communication, but they have difficulty finding a balance between the two (Fan dkk., 2019). Based on interviews with several student organization administrators in the 2020/2021 period, communication between student organization administrators running online will be relatively more difficult because they cannot interact and face to face so it becomes a challenge for them to run their student organizations.

The pattern of working from home is a pattern of working by simply wearing modest clothes and then opening a laptop from home and working online without having to go to the office (Costa-Mattioli & Walter, 2020). In the midst of the increasing outbreak of the Covid-19 virus pandemic, employee performance in various organizations is slightly disrupted, one of which is due to work from home patterns (Riza, 2020). Organizational culture can be defined as the collective program of the mind that distinguishes the members of an organization from others (Yadegaridehkordi dkk., 2019). Relationships between parties in the organization form regular interactions, thus forming organizational culture because organizational culture is defined as the value system and beliefs of members who interact with each other (De Bardeci dkk., 2021), organizational structure and supervisory system to produce behavioral norms.

Culture and performance have an effective and continuous relationship because performance improvement contributes to employee commitment, while norms, values and goals contribute to improving organizational culture (Mercado dkk., 2019). Based on interviews with several student organization administrators for the 2020/2021 period and direct observation (Taylor dkk., 2019), a culture that is implemented by emphasizing strict regulations and long bureaucratic flows actually has a good purpose for student organizations (Hartini dkk., 2022). But the regulations and bureaucracy applied are more oppressive, causing tension within the organization so that interaction between organizational administrators becomes hampered and not suitable to be applied when running the organization online.

THEORETICAL STUDIES
Performance

Performance is a exhibited behavior or something done by an individual (Mawoli et al., 2011). Performance is work performance which is a comparison between work results from established standardization (Ardoin & Bowers, 2020). Performance is the result of managing all physical and non-physical resources in personal or organizational work activities (Blanchard dkk., 2019). Performance is a measure that involves productivity, quality, consistency and so on that is always improved by subordinates as a form of respect for their leaders (Ahmed & Shafiq, 2014).

Performance indicators in this study are modifications of indicators that have been described by Notoatmodjo (2003), that performance depends on the following indicators (Wedyan dkk., 2020): Ability, Individual ability that can be honed (capacity), Help that can be used to achieve good performance (help), Get substantive and non-substantive incentives (incentives), Environment (environment), and Evaluation (evaluation).

Communication

Communication is a community that emphasizes equality or togetherness (Ramey dkk., 2019). While a community is a group of people who gather or live together to achieve certain goals and share meanings and attitudes so that without communication, there is no community.

Verbal communication is one form of communication conveyed by the communicator to the communicant in written or oral form (Lewis dkk., 2021). Meanwhile, non-verbal communication is communication where the message is packaged in a series of words only with no form.

Communication indicators in this study are modifications of indicators that have been described by Pramanik (2020) (Korat dkk., 2019), effective communication methods include five aspects, namely: First, understanding needs to be done because some people say communication needs to be understood to find out whether the recipient can accurately understand the meaning of the sender. Secondly, pleasure is related to the meaning of the people interacting with each other (Thornton dkk., 2019). Third, influencing the attitude in question is to make others understand the information conveyed and reach consensus as a need (Lin dkk., 2020). Fourth, the relationship is

getting better. Fifth, the action in question is that communication can encourage someone to do something as needed.

Work From Home Pattern

The work from home pattern is a work model that is carried out without having to go to the office (Jiang dkk., 2019). The pattern of working from home is a change in giving assignments in an organization to individuals by prohibiting these individuals from working in the office, so that individuals must work from home (Mathews dkk., 2019). During the current Covid-19 pandemic, the work from home pattern is one of the ways that organizations follow and can provide benefits for organizations, but the ability of work from home patterns depending on the type of work, namely managerial and professional work, is among the jobs carried out from home.

The pattern of working from home emphasizes the independent aspect directly, while teleworking focuses more on the substitution aspect (Ali dkk., 2019). This relates to work that is being completed anywhere and anytime to help flexible work.

Before the pandemic, organizations carried out work from the office, where individuals had to work from the office to do their tasks. Other terms for work from home patterns include work from home, remote work and mobile work (Bellmann &; Hübler, 2020).

The indicators of work from home patterns in this study are modifications of the indicators that have been described by Purwanto et al. (2020), indicators of work from home patterns are as follows (Bai dkk., 2021): Work more flexibly, No need to work following set working hours, Do tasks on time, Save transportation costs, and Minimize stress levels.

Organizational Culture

Organizational culture is a device, system of values, beliefs, assumptions, or norms that have long been valid, agreed and followed by members of an organization as a guide for behavior and solving organizational problems (Wu dkk., 2019). Culture is not unique in this regard, in fact most if not all important concepts in organizational studies and social sciences tend to be accompanied by a variety of different meanings and definitions (Al-Hamadani dkk., 2020). Every organization has unique cultures or values, and different organizations may have their own understanding of the meaning of culture (Al-Yaari dkk., 2019). Organizational culture is usually created unconsciously, based on the values of top management or the founder of the organization (Anshari dkk., 2020). Organizational culture can be defined as the collective program of the mind that distinguishes the members of an organization from others.

The organizational culture indicators in this study are modifications of the indicators that have been described by Teh et al. (2011), organizational culture indicators are as follows: Prioritizing performance quality, Supporting to develop and carry out tasks, Giving rewards, Paying attention to the directions given and carrying them out, Containers for the community, Demanding creativity for progress, and Demanding cooperation in carrying out tasks.

Hypothesis

Ho1: Communication does not have a positive influence on performance.

Ha1: Communication has a positive influence on performance.

Ho2: Organizational Culture has no positive influence on performance.

Ha2: Organizational Culture has a positive influence on performance.

Ho3: Work From Home patterns do not have a positive influence on performance.

Ha3: Work From Home patterns have a positive influence on performance.

Ho4: Organizational Culture has no positive influence on Communication.

Ha4: Organizational Culture has a positive influence on Communication.

Ho5: Work From Home patterns do not have a positive influence on Organizational Culture.

Ha5: Work From Home patterns have a positive influence on organizational culture.

RESEARCH METHODOLOGY

In this study, the management of the STIE Indonesia Banking School student organization for the 2020/2021 period was used as the object of research that focused on issues regarding Communication, Organizational Culture, Work From Home Patterns and their impact on the performance of the management of the STIE Indonesia Banking School student organization for the 2020/2021 period. In this study, data from student organization administrators were also obtained using questionnaires. Questionnaires are various questions asked by researchers with the aim of obtaining information about oneself, knowledge or personal beliefs from the sample or respondents surveyed. The questionnaire used in this study is a form of written questions and uses a 7-point Likert scale (score 1-7). The Likert scale is a psychometric scale involved in research using questionnaires. The number of samples taken in this study was 99 respondents who were administrators of the STIE Indonesia Banking School student organization for the 2020/2021 period (Sugiyono, 2021).

The data processing method used in this study is by using the Partial Least Square (SEM PLS) data analysis method with supporting applications, namely SmartPLS 3.3.3. PLS uses bootstaping which is used to assume the probability levels of direct effect, indirect effect, and total effect. The data processing process in PLS consists of three stages. The first stage is the literacy stage (data reading) to produce a weight estimate which is used to obtain values from latent variables, the second stage is to describe the path estimate that connects latent variables with other latent variables, and connects the indicator blocks (loadings), thus producing inner model and outer model estimates, and the third stage is related to means and regression constant values for indicators and latent variables so that produces estimates of means and constants. This research model can be evaluated using R-Square for dependent constructs, Stone-Geisser Q-Square Test for predictive relevance and T test as well as significance of structural path parameter coefficients. The measurement model or outer model with reflexive indicators is evaluated with convergent validity and discriminant validity of the indicator and composite reliability for the indicator block (Ghozali, 2014).

The outer relation or measurement model defines how each indicator block relates to its latent variables. The convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between the item score / component score with the construct score calculated with PLS. The composite reliability block indicator that measures a construct can be evaluated by Cronbach's Alpha measure. An individual reflexive measure is said to be high if it correlates more than 0.70 with the construct to be measured, but in the early stages of the development of a measurement scale a loading value of 0.50 to 0.60 was considered sufficient. The recommended AVE value should be greater than 0.50 (Ghozali, 2014).

R-Square is useful for knowing the magnitude of the ability of the independent variable to influence the dependent variable. While the T test is used to measure the direction of influence and the level of significance. This T test uses bootstapping in the SmartPLS application. Decision making from PLS uses a probability number (P-Values) significance greater than 0.05 then Ho is accepted and Ha is rejected, if the probability number of significance is smaller than 0.05 then Ho is rejected and Ha is accepted (Ghozali, 2014).

In addition to evaluating the R-Square value and T test on the PLS model, it is also evaluated by looking at the Q-Square Predictive Relevance value for the constructive model. If the Q-Square value is greater than 0 (zero) indicates that the model has a predictive relevance value, while the Q-Square value less than 0 (zero) indicates that the model lacks predictive relevance (Ghozali, 2014).

RESULT AND DISCUSSION
Pre-Test Validity and Reliability Test

The data collection process was carried out by first gathering 35 respondents to conduct a pre-test which began with validity and reliability tests. Reliability tests can be by looking at the limit of Composite Reliability values ≥ 0.60, then the statement indicators in the questionnaire are declared reliable, consistent, and relevant to variables.

Table 1. Pre-Test Reliability Test Results

Variable	Composite Reliability	Criterion
Organizational Culture	0.921	Reliable
Performance	0.892	Reliable
Communication	0.914	Reliable
Work From Home Pattern	0.755	Reliable

Source: Data processing with SmartPLS 3.3.3 (2021)

Based on table 1, it can be concluded that all statement indicators in the research instrument provide statements that meet the required values or it can be concluded that the statement indicators in the pre-test are valid. All the indicators in the questionnaire

actually measure what you want to measure in this study. All indicators can be said to be valid because all Outer Loadings Factor values are above 0.50.

Based on the results in Table 1 above, it shows that all research variables, namely Organizational Culture, Performance, Communication, and Work From Home Patterns have a Composite Reliability of > 0.70. This result states that if the statement indicator items in the questionnaire are asked the same and different respondents, the results will tend to be fixed and consistent.

Full-Test Validity Test

In the Outer Model test that the Outer Loadings Factor value > 0.50 on all variable indicators so that it can be declared valid. The AVE value > 0.50 on the variables Organizational Culture, Performance and Communication so that it can be declared valid.
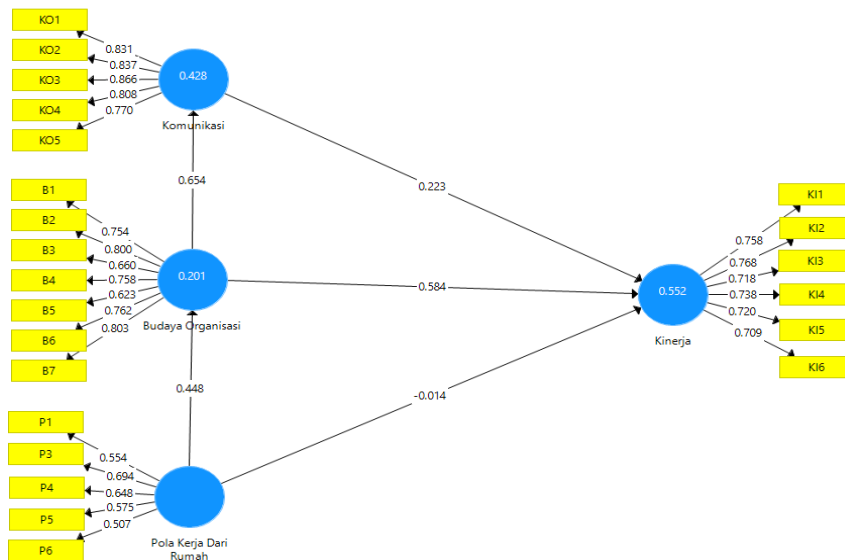

Figure 1 Structural Model Results
Source: Data processing with SmartPLS 3.3.3 (2021)

The AVE value in the Work From Home Pattern variable is less than 0.50, which is 0.36 but can still be said to be valid because the entire Outer Loadings Factor value of the Work From Home Pattern variable is still above 0.50.

Full-Test Reliability Test

Reliability tests are carried out to measure the consistency and reliability of the indicators of the questions in each questionnaire against the variables. The test can be by looking at the limit of the Composite Reliability value ≥ 0.60, then the statement indicators in the questionnaire are declared reliable, consistent, and relevant to variables (Ghozali, 2014).

Table 2. Full-Test Reliability Test Results

Variable	Composite Reliability	Criterion
Organizational Culture	0.894	Reliable
Performance	0.876	Reliable

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Variable	Composite Reliability	Criterion
Communication	0.913	Reliable
Work From Home Pattern	0.735	Reliable

Source: Data processing with SmartPLS 3.3.3 (2021)

Table 2 above which is the output of SmartPLS 3.3.3 shows that the Composite Reliability value for all constructs is above 0.70 indicating that all constructs in the estimated model meet the reliable criteria.

Structural Model Test

After the estimated model meets the criteria of the Outer Model, the next is the Inner Model or Structural Model testing. The structural model is evaluated using R-Square (R2) for the dependent construct of the T-Test as well as the significance of the structural path parameter coefficients. In assessing structural models with PLS, start by looking at the R-Square (R2) for each dependent latent variable.

Table 3. R-Square Analysis Results

Variable	R Square	Criterion
Organizational Culture	0.201	Moderate
Performance	0.552	Moderate
Work From Home Pattern	-	-
Communication	0.428	Moderate

Source: Data processing with SmartPLS 3.3.3 (2021)

Table 3 above shows that the R-Square (R2) value of the Organizational Culture variable is 0.201 or 20.1%. Performance of 0.552 or 55.2%. Communication amounted to 0.428 or 42.8%.

Hypothesis Testing

The basis used in testing the hypothesis is the value contained in the output of the Path Coefficients in table 4 below:

Table 4. Results of Path Coefficients Analysis

Hypothesis	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Conclusion
-> Performance Communication	0.223	2.115	0.035	H1 is backed by data
-> Organizational Culture	0.584	4.825	0.000	H2 is backed by data

Performance				
Work From Home Pattern -> Performance	-0.014	0.126	0.900	H3 is not supported by data
Organizational Culture -> Communication	0.654	9.955	0.000	H4 is backed by data
Work From Home Patterns > Organizational Culture	0.448	5.447	0.000	H5 is backed by data

Source: Data processing with SmartPLS 3.3.3 (2021)

1. Communication to Performance

Communication has an influence on Performance because the estimated value shows a positive result of 0.223. For the P-Values value of the hypothesis is 0.035 which means the P-Values value < 0.050 and the T Statistics value of 2.115 > 1.960 (T Table significance 5%). Based on these results, the Communication hypothesis is proven to have a positive influence on Performance and is supported by data.

2. Organizational Culture to Performance

   Organizational Culture has an influence on Performance because the estimated value shows a positive result of 0.584. For the P-Values value of the hypothesis is 0.000 which means the P-Values value < 0.050 and the T Statistics value of 4.825 > 1.960 (T Table significance 5%). Based on these results, the hypothesis of Organizational Culture is proven to have a positive influence on Performance and is supported by data.

3. Work from Home Pattern to Performance

   The Work From Home pattern has no effect on Performance because the estimated value shows a negative result of -0.014. For the P-Values value of the hypothesis is 0.900 which means the P-Values value > 0.050 and the T Statistics value of 0.126 < 1.960 (T Table significance 5%). Based on these results, the P-Value value is above 0.050 so it does not match the provisions and both variables have no influence because they are not supported by data.

4. Organizational Culture towards Communication

   Organizational Culture has an influence on Communication because the estimated value shows a positive result of 0.654. For the P-Values value of the hypothesis is 0.000 which means the P-Values value < 0.050 and the T Statistics value of 9.955 > 1.960 (T Table significance 5%). Based on these results, the hypothesis of Organizational Culture is proven to have a positive influence on Communication and is supported by data.

5. Work from Home Patterns Against Organizational Culture

The Work From Home pattern has an influence on Organizational Culture because the estimated value shows a positive result of 0.448. For the P-Values value of the hypothesis is 0.000 which means the P-Values value < 0.050 and the T Statistics value of 5.447 > 1.960 (T Table significance 5%). Based on these results, the Work From Home hypothesis is proven to have a positive influence on Organizational Culture and is supported by data.

Discussion

In this study, the results of data analysis showed that all variables had met the construct criteria of validity and reliability as well as other measurement models in accordance with the Structural Equation Modeling (SEM) method with SmartPLS 3.3.3 tools. Discussion of the results of testing each research hypothesis is discussed in the sub-chapters below:

Communication to Performance

The study, conducted in the UK with empirical criteria, reported enough information to calculate the size of the effect, namely the correlation between team communication and team performance. The results of the study show that the quality of communication has a stronger and significantly related relationship with employee performance (Marlow et al., 2018).

Based on the results of the study, the number on the Path Coefficient of Communication to Performance is 0.223. These results prove that there is a positive influence between Communication and Performance.

Organizational Culture Towards Performance

Research in the Junior High School (SMP) environment in Palembang with the object of being teachers, developed an instrument, namely in data collection by distributing questionnaires whose results were processed using the Slovin formula. The results of this study prove that organizational culture has a direct positive effect on the performance of junior high school teachers in the city of Palembang. From these results, it can mean that a good organizational culture will lead to improved performance of junior high school teachers in the city of Palembang (Fitria, 2018).

Based on the results of the study, the number on the Path Coefficient of Organizational Culture to Performance is 0.584. These results prove that there is a positive influence between Organizational Culture and Performance.

Work from Home Pattern to Performance

The Work From Home pattern has no effect on Performance because the estimated value shows a negative result of -0.014, for the P-Values value of the hypothesis is 0.900 which means the P-Values value > 0.050 and the T Statistics value of 0.126 < 1.960 (T Table significance 5%). Based on these results, the P-Value value is above 0.050 so it does not match the provisions and both variables have no effect.

This is because in operational organizations cannot only rely on remote operations but physically need knowledge of reading body gestures. There must be meetings in the same place physically because in the management of the organization we are only

human beings. The Work From Home Pattern hypothesis is proven to have no influence on Performance because it is not supported by data.

Organizational Culture towards Communication

A positive culture in organizations grows because of direct symmetrical communication and responsive and positive leadership communication. The organizational culture also fosters a habit in employees. Finally, this study found that organizational culture has a positive effect on employee communication (Men & Yue, 2019).

Based on the results of the study, the number on the Path Coefficient of Organizational Culture to Communication is 0.654. These results prove that there is a positive influence between Organizational Culture and Communication.

Work from Home Patterns Against Organizational Culture

Flexible work-from-home arrangements are seen as full mediators of supportive organizational culture relationships and positive work-from-home patterns. This suggests that it is the flexibility and practicality arrangements in particular that make creating a positive work-from-home atmosphere easier for employees in a supportive culture (Sok et al., 2014).

Based on the results of the study, the number on the Path Coefficient of Work From Home Patterns to Organizational Culture is 0.448. These results prove that there is a positive influence between Work From Home Patterns and Organizational Culture.

Managerial Implications

Based on the results of the study, managerial implications can be given, especially for the management of the STIE Indonesia Banking School student organization as follows:

1. Work From Home Pattern
   a. Try to work in various workspaces that are provided for the public to increase focus, have a lot of privacy, create a more professional and smooth environment in exchanging ideas and socializing with other administrators.
   b. Student organization administrators can implement short breaks every five minutes until work hours are over, but if we are tired we can rest longer.
   c. Student organization administrators should always maintain the daily schedule set by the student organization when working remotely in order to reinforce clear boundaries for working hours each day.
   d. Limiting everything including people in the house, pets as well as other things in the house that can be a distraction when working from home.
   e. Try to enforce boundaries around your work area such as closing doors and using headphones to drown out noise.

2. Organizational Culture
   a. Student organizations can create programs that reward and praise administrators such as celebrating team achievements by giving them prizes and recognition.

b. Day-to-day work is made more flexible for administrators by prioritizing hearing ideas or opinions from them to reduce conflict and help create a better organizational culture.

c. Communicate the mission statement, vision, and values of the student organization actively and effectively to help create a sense of shared purpose, the strength of the relationship between administrators and the mindset of the board as an important part of the team.

d. Student organizations prioritize transparency as a priority in their operations by prioritizing also management satisfaction and how to build a cycle or level of trust in their organization.

e. Administrators need regular feedback if they want to align their performance with their organizational culture as things develop that need improvement.

3. Communication

a. Student organization administrators can practice good communication by setting the tone of communication, openness or transparency in socializing, arguing or giving opinions honestly to build trust, respect the opinions of others even if they conflict with personal opinions and always convey things in a positive and easy to understand way.

b. To avoid frequent misscommunication in student organizations, student organization administrators must clearly understand their roles on the team from which they are responsible, work effectively to predict obstacles in work and look for opportunities with fellow student organization administrators.

c. Leaders create a climate of communication and good behavior between student organization administrators individually and in teams, of course, by adjusting operational conditions remotely.

d. Keep more communication within the team with various virtual platforms or meet in person, as a key thing in building strong admin relationships and exchanging ideas more effectively.

e. Fellow administrators of student organizations must respect differences, understand the methods or means of communication desired by others in verbal and non-verbal communication and pay attention to time in socializing work contexts.

CONCLUSION

Conclusion

This study was conducted to examine Communication, Organizational Culture and Work From Home Patterns on Performance in the management of STIE Indonesia Banking School student organizations for the 2020/2021 period with remote operations. By using the study of Communication, Organizational Culture and Work from Home Patterns on Performance in the management of the STIE Indonesia Banking School student organization for the 2020/2021 period, the following conclusions can be obtained:

1. Communication has a positive effect on Performance.
2. Organizational Culture positively affects Performance.
3. Work From Home patterns have no influence on performance.
4. Organizational Culture positively influences Communication.
5. Work From Home patterns positively affect organizational culture.

Suggestion

In this study, the writing team only took samples of STIE Indonesia Banking School student organization administrators for the 2020/2021 period in general. It is expected that further research will focus more on each student organization at STIE Indonesia Banking School, namely DPM, BEM, Hima Management, Hima Accounting and Hima Financial Management and Islamic Banking so that the results produced are more specific. In this study, researchers only used the variables of Communication, Organizational Culture and Work From Home Patterns on Performance. It is expected that future studies will add other related variables such as Motivation or Job Satisfaction variables. The results of the conclusions in the study are supported by the data obtained so that they can be suggestions in the future, especially for the Student Organization of STIE Indonesia Banking School in improving the performance of the organization's management.

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