

Employee Performance Analysis at Bank Sultra Kaledupa District

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ABSTRACT

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This study aims to find out how the performance of employees at Bank Sultra Kaledupa District and identify the factors that affect this performance and the efforts made to improve it. This study uses a qualitative approach by collecting data through interviews with employees from various divisions. The main focus of this research lies in how the role of human resources, work environment, and leadership affect the productivity and work effectiveness of bank employees. The results of this study conclude that employee performance at Bank Sultra Kaledupa District is influenced by various factors, both internal and external. Internal factors include work motivation, competence, discipline, and initiative. Meanwhile, external factors include supervisor support, technology systems, conducive work environment, and periodic performance evaluations. In improving employee performance, the management has made various efforts such as training, human resource development, and awarding for optimal performance. Seeing the results of this research, it is hoped that the management of Bank Sulawesi Kaledupa District can continue to provide guidance, provide adequate work facilities, and maintain good communication and cooperation in the work environment. Thus, employee performance will increase and have a positive impact on service to customers and the achievement of overall organizational goals.

1. Introduction

Banks have an intermediation function between the people who own funds and those who need funds, so that their existence contributes significantly to the national economic turnover. In carrying out its function, the quality of human resources is a fundamental factor. Optimal employee performance not only reflects the effectiveness of the organization, but also strengthens the institution's image in the eyes of the public. Therefore, it is important for banking institutions such as Bank Sultra to actively develop effective performance management strategies.

Bank Sultra is one of the regional financial institutions that has an important role in supporting local economic growth, especially in the Kaledupa District area. In facing the challenges of the digitalization era and increasing public expectations for banking services, Bank Sultra is required to continue to improve the quality of services provided. One of the main factors in realizing this is the improvement of employee performance. Employees who have high motivation, adequate competence, and conducive work environment support will be able to provide optimal service to customers.

Banks are financial institutions that have a strategic role in economic development. In the context of financial services, the role of employees is very important in determining the level of customer satisfaction and loyalty. Bank Sultra as one of the regional banks is committed to improving the quality of service through optimizing employee performance. Therefore, it is important to understand the factors that affect employee performance as well as the managerial strategies implemented to improve work effectiveness and efficiency.

2. Literature Review

2.1 Employee Performance

Every employee effort is a key indicator of organizational effectiveness, especially in the service sector such as banking. According to Robbins and Judge (2015), performance is defined as the result of work achieved by a person in carrying out his duties and responsibilities, which can be measured in terms of quality, quantity, effectiveness, and efficiency. In the context of banking, employee performance can be observed through the speed of service, the accuracy of transactions, and the ability to foster good relationships with customers. According to Colquitt et al. (2011), performance is the contribution of individual behavior to the achievement of organizational goals.

2.2 Factors Affecting Performance

Factors that affect employee performance can be categorized into internal and external factors. Internal factors include motivation, personality, discipline, work experience, and commitment to the organization. Meanwhile, external factors include leadership style, reward system, physical work environment, and technology support.

According to Robbins and Judge (2015), motivation is an internal drive that directs a person to act to achieve a certain goal, which is the main key to achieving optimal performance. In addition, a participatory leadership style has been shown to increase employees' sense of ownership and responsibility for their tasks (Sliwka et al., 2024). A clean, safe, and comfortable work environment can also minimize work stress and increase productivity.

Research by Aktar (2023) shows that continuous training and development have a positive correlation with job satisfaction and performance. Therefore, the integration between individual development and strengthening the organization's work system is very important in improving overall employee performance. Kaswan (2016) divides the factors that affect performance into two main categories, namely individual factors such as motivation, personality, and competence, as well as situational factors such as the work environment, technology, and support from the leadership.

2.3 Performance Appraisal

Performance appraisal is a systematic process to evaluate the extent to which an employee performs his or her duties in accordance with the standards set by the organization. According to Allen (2007), effective performance appraisals include clarity of goals, consistency with organizational values, and open communication between superiors and subordinates. Good performance appraisals are not only used to evaluate work outcomes, but also as a basis for decision-making in career development, compensation, and training.

3 Methodology

This examine makes use of a descriptive qualitative approach with field studies methods to observe and understand natural phenomena in the work environment of Bank Sultra Kaledupa District. The goal of this approach is to explore in depth the factors that affect employee performance as well as the efforts made to increase work productivity.

3.1 Data Collection

Observation

The researcher conducted direct observation at the location of Bank Sultra Kaledupa District to observe activities, work ethic, and interactions between employees. This observation

was carried out to obtain an overview of the working conditions and behavior of employees in carrying out their duties.

Interview

Interviews are used as a data collection technique when researchers want to conduct long-term research to identify problems that need to be investigated. An interview is a type of negotiation conducted by two parties with the same goal, namely the presence of the interviewer (who raises questions) and the interviewee (who gives advice on questions).

Documentation

Relevant documents are collected as supporting data, such as organizational structure, number of employees, work SOPs, and performance evaluation reports. This documentation is used to validate data from observations and interviews and to reinforce research findings.

3.2 Analysis Techniques

Data is analyzed through three stages, namely data reduction, data presentation, and drawing conclusions. Data reduction is done by filtering and summarizing relevant data to focus on the essentials. Furthermore, the data is presented narratively to facilitate understanding of the relationship between variables. Finally, conclusions are drawn based on consistent patterns and findings, and verified through triangulation for valid results.

3.3 Validation

Credibility

Credibility is related to the level of trust in the results of the research. Steps to increase credibility include data triangulation (observation, interviews, documentation), member checks, and direct and intensive involvement of researchers in the field.

Transferabilitas

Transferability is the presentation of a detailed contextual description so that research results can be applied in a similar organizational context.

Dependability

Dependability is carried out by systematically documenting the research process so that it can be traced and replicated.

Confirmability

Confirmability is the result of research that is based on data and not due to bias or personal interests.

4 Result and Discussion

4.1 Key Findings

The results of the study show that the performance of employees at Bank Sultra Kaledupa District is quite good in general. There are five main aspects that support this performance, namely: high work motivation, support from superiors, training and human resource development, a conducive work environment, and open communication between colleagues

4.2 Interpretation of Result

Primarily based at the consequences of observations and interviews, it is shown that most employees have a positive perception of their own performance, which is characterized by the ability to complete tasks on time, minimize errors, and maintain good relationships with

customers. This indicates that the internalization of professional work values has been running well within Bank Sultra Kaledupa District.

In addition, the role of leaders in guiding, providing clear directions, and conducting periodic evaluations is the dominant factor that strengthens employee morale. A conducive work environment, both physically and socially between colleagues, also creates a comfortable and productive work atmosphere. However, there are also obstacles faced by employees, such as IT system disruptions, high workloads during peak hours, and less effective communication in certain situations. Despite this, the majority of employees were able to adapt to these challenges due to solid team collaboration and technical support from management.

5. Discussion

5.1 Comparison with Prior Research

These findings are consistent with Aktar's (2023) research which states that training and development contribute to improved performance. In addition, according to Agbasi et al. (2023), organizational recognition and support have a significant influence on performance.

5.2 Limitations

This study was limited to one branch of Bank Sultra and did not use a quantitative approach to measure the influence of variables statistically.

5.3 Future Research

For further research, it is recommended to use quantitative methods or mixed methods and expand the location of the research to other bank branches.

6. Conclusion

This study concludes that employee performance at Bank Sultra Kaledupa District is influenced by a combination of various internal and external factors. Internal factors such as motivation, competence, and discipline make a great contribution to an individual's enthusiasm and work productivity. On the other hand, external factors such as support from superiors, comfortable work environment conditions, and adequate technology systems help create a work atmosphere that supports optimal performance. This research emphasizes the importance of communicative and participatory leadership in fostering healthy and productive working relationships in the banking environment. Managerial efforts such as regular training, performance rewards, and improvement of the work system have shown a positive impact on improving the quality of service. Therefore, a holistic approach that includes strengthening individuals and developing the organization simultaneously is a strategic key in improving employee performance and strengthening the competitiveness of financial institutions in the midst of the dynamics of the banking industry.

7. Recommendation

Based on the results of this research, there are several recommendations that can be submitted. First, banks need to expand training and human resource development programs so that employee competencies and skills can continue to be improved in line with technological developments and employee skills can continue to be improved in line with technological developments and service needs. Second, management is advised to strengthen two-way communication between superiors and subordinates, not only through formal forums but also through an interpersonal approach that builds trust. Third, the reward system and Performance-based incentives need to be reviewed and adjusted to better motivate employees to achieve work targets. Fourth, the management must ensure the availability of adequate work infrastructure, such as a reliable IT system and a comfortable work environment, to support productivity and work comfort. In addition, a participatory and supportive leadership approach needs to be continuously developed in order to create a positive and

collaborative work culture. The implementation of these strategies is expected to be able to encourage continuous improvement of employee performance and have a positive impact on customer satisfaction and the achievement of overall organizational goals.

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