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**Submission date:** 01-Apr-2022 09:25PM (UTC+1100)

**Submission ID:** 1798768906

**File name:** Jurnal\_MSDM-8\_DIJEFA.docx (170.81K)

**Word count:** 2601

**Character count:** 14762



## HOW TO INCREASE EMPLOYEE PERFORMANCE AT BANK MANDIRI WEST JAVA REGION OFFICE

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**Abstract:** The purpose of this study was to determine work motivation, competence and employee performance at Bank Mandiri West Java Regional Office and the effect of work motivation and competence simultaneously or partially on employee performance at Bank Mandiri West Java Regional Office. The method used is descriptive and explanatory survey methods. The unit of analysis in this study is the employees at Bank Mandiri West Java Regional Office. The population was taken as many as 30 people who were taken by census, and the analytical methods used were frequency distribution and path analysis. The findings of this study are that work motivation and employee competence are quite good, and work motivation has an effect on performance and competence has an effect on performance, where employee performance will increase if employees of Bank Mandiri West Java Regional Office seek to increase motivation as the first priority, and job satisfaction as the second priority. , because the dominant motivation affects employee performance than job satisfaction.

**Keywords:** work motivation, competence, employee performance

### INTRODUCTION

The era of globalization demands the creation of high employee performance for organizational development. An organization must be able to build and improve performance in its environment. The success of an organization can be influenced by several factors. One of the important factors is human resources, which are actors in all activities starting from the planning level to evaluation by utilizing other resources owned by the organization.

Organizations operate by combining available resources. The goal is to produce a quality organization that can achieve its goals as expected. These resources include management elements in the form of men, money, methods, materials, machines, and markets which we often hear with the term 6M. If all these resources can be managed properly it will be able to facilitate the organization in achieving its goals. The most important asset that an organization must have and must be considered by management is the human resources of an organization. Humans are resources that always exist in organizations and have a very important role in determining whether or not an organization's goals are achieved. Human resources that can affect the efficiency and effectiveness of the organization.

Organization and human resources are two things that need each other. If human resources succeed in bringing progress to the organization, the benefits will be reaped by both parties. For human resources, success is the actualization of self-potential as well as an opportunity to fulfill their needs. As for the organization, success is a means towards the growth and development of the organization itself.

Factors that can be used to improve performance include Motivation and Competence. Motivation is the drive, effort and desire that exists in humans that activates, empowers and directs behavior to carry out tasks well within the scope of work (Hakim, 2006). Robbins (2006) defines motivation as a process that determines the intensity, direction, and persistence of individuals in an effort to achieve goals. Motivation as a process that starts from physiological and psychological forces or needs that result in behavior or encouragement aimed at a goal or incentive (Moekijat, in Hakim, 2006). Several researchers have tested the relationship between motivation and employee performance, including Suharto and Cahyono (2005), Hakim (2006). The effect of work motivation on performance shows the same results that the relationship between motivation and employee performance shows a positive and significant relationship. Competence comes from English competency which means skill, ability, competence and authority (Echola and Shadily, 1975:132). Competence is an ability to carry out a job or task based on skills and knowledge and supported by the work attitude required by the job (Wibowo, 2008: 86-88). Competence as a characteristic of a person that can be demonstrated, which includes knowledge, skills and behaviors that can result in performance and achievement (Desler, 2006:70) measurable competencies, skills, and knowledge are the core of the performance management process in all companies. Job-oriented competence is an ability, behavior or skill that has been shown to cause or predict superior performance in a particular job (Rampesad, 2006: 188). Competency is a combination of skills, knowledge, and attitudes that can be observed and applied critically for the success of an organization and work performance as well as the personal contribution of employees to the organization.

Recognizing the importance of human resources for the survival and progress of the organization, Bank Mandiri West Java Regional Office always strives to pay special attention to the factors of good competence and welfare that will be given to each employee. This is supported by the view that employees are not only organizational assets but also community partners in their work. As partners in work, fair treatment is important to pay attention to in providing employee work motivation, in this case employees at Bank Mandiri West Java Regional Office. Bank Mandiri West Java Regional Office employees provide good work performance for the advancement of the organization, and the organization provides appropriate compensation for work performance that has been given by employees as a form of appreciation for the performance of the employee concerned.

Enforcement of performance cannot be left to employees alone. Organizations must have some kind of discipline building pattern for their employees. A good organization must strive to create rules and regulations that will become signs that must be obeyed by all employees in the organization. The regulations related to this performance include:

- a. Regulation of hours of entry, return from work and rest hours;
- b. Basic rules regarding dress and conduct at work;
- c. Regulations and ways of doing work and relationships with other units;
- d. Rules about what employees can and cannot do while in the organization.

Increasing motivation is considered important, because it is a measure of employee performance. If the motivation possessed by employees is high enough, it is expected to encourage

employees to be better and more responsible. This increase in motivation can be in the form of compensation that can be in the form of direct or indirect financial and non-financial. Direct financial compensation consists of payments earned by employees in the form of salaries, wages, bonuses and commissions. Indirect compensation, also known as benefits, includes all financial rewards that are not covered by direct compensation.

Based on the results of temporary observations in the field, phenomena related to Competence and Compensation include:

1. There are still complaints from Bank Mandiri West Java Regional Office employees who feel that they are underdeveloped. These are in the form of:
  - a. Leaders who only provide routine work, without providing interesting types of work for employees according to their fields.
  - b. Employees who have difficulty in carrying out their work receive less attention from their leaders and colleagues in solving their problems (work sharing).
2. Leaders are still lacking in creating harmonious relationships with employees, so that it seems that there is a tenuous distance, this seems to feel like they are the most important among all that exists.

## LITERATURE REVIEW

Motivation is a skill in directing employees to organizational goals to want to work and try so that the desires of employees and organizational goals are achieved. A person's motivation to do a job is because there is a need in life that must be met. These needs can be in the form of economic needs, namely to get money, while non-economic needs can be interpreted as the need to get appreciation and a desire to be more advanced. With all these needs, a person is required to be more active and active in work, to achieve this requires motivation in doing work, because it can encourage someone to work and always want to continue their business. Therefore, if employees who have high work motivation usually have high performance as well.

Suharto and Cahyono (2005) and Hakim (2006) mention that there is one factor that affects performance, namely the motivation factor, where motivation is a condition that moves a person to try to achieve goals or achieve desired results. Rivai (2004) shows that the stronger the work motivation, the higher the employee's performance. This means that every increase in employee motivation will provide a very significant increase for improving employee performance in carrying out their work.

Competence as a characteristic of a person that can be demonstrated, which includes knowledge, skills and behaviors that can result in performance and achievement (Desler, 2006:70) measurable competencies, skills, and knowledge are the core of the performance management process in all companies. Competence always contains goals and objectives which are the driving motives or traives that cause an action to obtain good performance results.

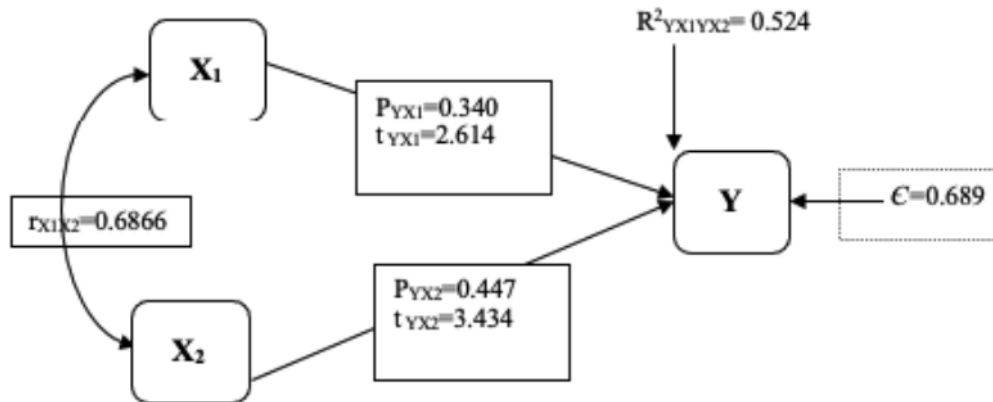
## RESEARCH METHOD

The method used in this research is the description survey and explanatory survey methods which are carried out through data collection in the field. The survey method. In the opinion of Nazir (2000), is "an investigation conducted to obtain facts from existing phenomena and seek factual information, whether about social, economic or political institutions of a group or an area". The type of investigation in this study is causality, because it will examine the causal relationship

of these variables. The sample in this study were 30 employees of Mandiri Banks in West Java Region who filled out questionnaires and processed using a path analysis approach.

## FINDINGS AND DISCUSSION

The results of the study indicate that work motivation and competence at work on work performance can be seen from the diagram below:



Picture 1. Path Analysis Calculation Results

Based on the results of the above calculations, it can be seen that

1. For the first hypothesis,  $t_{count}$  is greater than  $t_{table}$  ( $2.614 > 1.68$ ), which means that, work motivation affects employee work performance
2. For the second hypothesis,  $t_{count}$  is greater than  $t_{table}$  ( $3.434 > 1.68$ ), which means that work motivation affects employee work performance

Then for the simultaneous effect, it can be seen work motivation and competence at work on work performance together are 52.4% where 21.99% influence of work motivation on employee performance and 30.41% is dominated by the effect of competence on employee work performance.

## Discussion

The results of the above study indicate that

1. From the table above, it can be seen that the contribution of work motivation to performance is directly 11.56% with a tcount coefficient of 2.614, while the ttable value is at the significance level  $(0.05) = 1.68$ , because the tcount value  $>$  ttable, and indirectly through the competence variable of 10.43%. While the contribution of work motivation to overall performance reaches 21.99%, it can be concluded that work motivation has a significant direct effect on performance, this empirical evidence indicates that in an effort to improve performance, it is necessary to improve work motivation factors, because work motivation factors are closely related to increased performance.
2. From the table above, it can be seen that the direct contribution of competence to performance is 19.98%, with a tcount coefficient of 3.434, while for the ttable value at the significance level  $(0.05) = 1.68$ , because the tcount value  $>$  ttable, and indirectly through

the competence variable of 10.43%. While the contribution of competence to overall performance reached 30.41%, it can be concluded that competence has a direct effect on performance. The path coefficient shows a positive and significant value, meaning that if competence increases, performance will also increase

## CONCLUSION

Based on the results of research and observations that have been made, the authors would like to propose some suggestions that can be taken into consideration for the Head of Bank Mandiri Regional Office of West Java. to improve Work Motivation, Competence, and Employee Performance. These suggestions include:

1. Efforts to increase work motivation, the main priority is to provide welfare and a decent living for employees because they have contributed to the company.
2. In improving the competence and professionalism of employees, employees are advised to further improve their competencies, especially personal competencies so that employees do not have bad thoughts/suudzon towards the company.
3. In order to improve the performance of employees of Bank Mandiri West Java Regional Office, employees are required to further improve work quality and productivity in the future
4. Work motivation is more dominant in influencing employee performance, therefore the work arrangement / well in carrying out their respective duties and functions as employees according to the SOP that has been set and is obligated to employees to increase productivity in the next period.
5. Science Development Suggestions
  - a) There are still many other factors that affect employee performance, in addition to the variables in this study, for example work culture, work environment, work climate, work attitude and other factors to be investigated further, because there may be other factors besides those in this study that have dominant influence to improve employee performance.
  - b) The results of this study can also be applied to higher education, such as financial institutions and others. Therefore, it is hoped that this research will be continued with a different object, so that the benefits of the results of this study will be wider
  - c) This study uses a standard variable regression analysis technique (path analysis), so that it can be investigated with other analytical techniques such as SEM (Structural Equation Modeling).

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