

Examining Factors That Can Improve Employee Performance

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ABSTRACT

This study aimed to analyze the effect of competence, work motivation, and work environment on employee performance at PT. Bank Mandiri Martadinata Bandung Branch with a population of 300 people. With a relatively large population (300 people), the sample was drawn using the Slovin formula so that 75 respondents were obtained. This research is quantitative research where the data source comes from primary data obtained directly from the employees as research respondents using questionnaires and secondary data obtained from decision literature such as books and references related to the material for writing this final project and analysis. documentation from PT. Bank Mandiri (Persero), Tbk. The results of this study indicate that partially or simultaneously, the variables of competence, work motivation, and work environment affect positively and significantly the performance of employees at the office of PT. Bank Mandiri Bandung Martadinata.

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kompetensi, motivasi kerja, dan lingkungan kerja terhadap kinerja karyawan pada PT. Bank Mandiri Martadinata Bandung dengan jumlah penduduk 300 orang. Dengan populasi yang relatif besar (300 orang), sampel diambil dengan menggunakan rumus Slovin sehingga diperoleh 75 responden. Penelitian ini merupakan penelitian kuantitatif dimana sumber datanya berasal dari data primer yang diperoleh langsung dari karyawan sebagai responden penelitian dengan menggunakan kuesioner dan data sekunder diperoleh dari literatur keputusan seperti buku-buku dan referensi yang berkaitan dengan bahan penulisan tugas akhir ini dan analisisnya. dokumentasi dari PT. Bank Mandiri (Persero), Tbk. Hasil penelitian ini menunjukkan bahwa secara parsial maupun simultan variabel kompetensi, motivasi kerja, dan lingkungan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan pada kantor PT. Bank Mandiri Bandung Martadinata

INTRODUCTION

Effective human resource management is essential in the wake of this rapid expansion. The goal of human resource management is to help an organization achieve its objectives by strategic and methodical management of its people in areas such as recruitment, training, development,

supply of services, integration, maintenance, and division of labor. Human resources (HR) can be viewed as the engine that powers the entire business. The human resources department is one area where all businesses should be heavily invested. Companies may do their part to improve the quality of performance by paying attention in a number of ways, including by providing incentives, training, and financial rewards to their staff. Employees need to be able to have pleasure in their work so that they can focus on their tasks without becoming overwhelmed.

The term "human resource development" refers to any effort made to enhance a resource's quality or capability for the purpose of said development. Human resource planning, development, and management are integral parts of this development process. Effort, in fact, is a condition that must exist and occur in an organization, and this includes the improvement of human resources quality in Indonesian financial institutions. When a leader or department head wants to see dedicated, enthusiastic work from his staff, he needs to give them something to get excited about. Thus, a highly motivated person is one who has a strong sense of duty and a genuine interest in his profession, which drives him to put in long hours and do his best.

Quality is increased, and the ability to reach a goal is enhanced, through human resource development. Development entails activities like human resource planning, development, and management. For the simple reason that making an effort is a precondition for success in any endeavor, including the development of human resources in Indonesian banks. Any manager or supervisor worth his salt knows how important it is to instill a sense of dedication in his team. One who is highly motivated by his or her feeling of duty and enthusiasm for their profession is more likely to put up maximum effort. Competence in one's field is also crucial. The banking sector is well-equipped to provide essential community services, thanks to its dedicated workforce and strong infrastructure. By taking advantage of fast improving technologies and solid people resources, of course! The bank's vision relies on the efforts of its workers to realize the bank's mission and vision through the delivery of superior products and services to their local communities, and it is intended that employees' skill sets will have a direct bearing on these metrics. Training and education in the banking industry is the process of imparting knowledge of specific ideas, skills, and attitudes to workers so that they may better carry out their jobs in accordance with established norms. Training and on-the-job education can help spread banking expertise.

As crucial as it is to provide employees with the training and tools they need to do their jobs well, it is equally critical to compensate them fairly so that they feel invested in the success of the business. But if the worker is paid unfairly or not at all, it can have a negative impact on their performance at work as well as their motivation and happiness in their position. Therefore, it is critical to provide compensation to encourage employee performance satisfaction, which in turn increases productivity. Employees' contributions to the company's continued success might be rewarded in kind through financial incentives. A person's performance is measured by how well they do assigned duties. The results of the work show Performance, but performance can also be thought of as the process by which the results are achieved. All of a company's people, from management to frontline staff, contribute to its success. Whether internal (such as an employee's health) or external (such as his environment), factors can have an impact on performance. In order to boost productivity, businesses must invest in performance enhancement strategies, such as providing staff with the proper training to mold positive attitudes and character traits that will

translate into effective work output.

H1: Competence has a positive and significant effect on the performance of PT. Bank Mandiri Bandung Martadinata.

H2: Motivation has a positive and significant effect on the performance of PT. Bank Mandiri Bandung Martadinata.

H3: The work environment has a positive and significant effect on the performance of PT. Bank Mandiri Bandung Martadinata.

RESEARCH METHODS

We sampled 300 persons from PT. Bank Mandiri (Persero), Tbk. in Bandung Martadinata for this study. This study used a saturation sampling method to collect data from a representative sample of PT. Bank Mandiri (Persero), Tbk. This study is quantitative in nature, with primary data coming from surveys administered to PT. Bank Mandiri (Persero) Tbk. employees serving as research respondents, and secondary data coming from books and other sources used in the preparation of this thesis and the analysis of relevant documentation provided by PT. Multiple rounds of testing will be performed on the acquired data. The initial step is to do a data quality test, which entails (validity test and reliability test). Multicollinearity, normalcy, and heteroscedasticity tests are part of the second step of the classical assumption test. In the last phase, we put all of our hypotheses to the test, using tools like t-tests, F-tests, and the coefficient of determination to see which ones hold up.

. Table 1. Variable Operationalization

Variable	Code	Indicator	Reference
Competence (X1)	X1.1	Work experience	(P. T. Nguyen et al., 2020; Parashakti et al., 2020; Tarigan & Setiawan, 2020)
	X1.2	Education	
	X1.3	Knowledge	
	X1.4	Skills	
Motivation (X2)	X2.1	Physiological Needs	(Hitka et al., 2018; H. N. Nguyen et al., 2020)
	X2.2	Safety Needs	
	X2.3	Sosial Needs	
	X2.4	Rewards Needs	
	X2.5	Self actualization Needs	
Work Environment(X3)	X3.1	Working Atmosphere	(Asatiani et al., 2021; Tran, 2020)
	X3.2	Relationships with co-workers	
	X3.3	Availability of work facilities	
Employee Perform. (Y)	Y1.1	Quality	(Syafrina, 2017; Tirtayasa, 2019)
	Y1.2	Independence	
	Y1.3	Presence	
	Y1.4	Quantity	
	Y1.5	Effectiveness	

Source: Primary Data Processed, 2022

RESULTS AND DISCUSSION

Characteristics of Respondents

The respondent's identification is established so that the traits of workers as reflected in their actions can be understood before diving into an in-depth examination of the impact of independent

variables on dependent ones. An employee's disposition and demeanor can be gleaned from how he reacts to the introduction of new standards designed to boost his own value and the company's bottom line. Those 75 workers who work for PT. Bank Mandiri Bandung Martadinata are included in table 2 below so that their identities can be determined and analyzed.

Table 2. Characteristics of Respondents

Variables	Measurement	n	%
Gender	Man	39	52
	Woman	36	48
Age	< 25	19	25.3
	26-30	31	41.33
	31-40	17	22.67
	41-50	5	6.67
	> 25	3	4.00
	D-III	8	10.66
Recent Education	S1	65	86.67
	S2	2	2.67
	≤ 5 Years	45	60.00
Service Life	6-10 Years	12	16.00
	11-15 Years	6	8.00
	16-20 Years	4	5.33
	>20 Years	8	10.67

Sumber: Data Primer diolah

There were a total of 75 participants in the survey; 39 of them were male, representing 52% of the workforce, while 36 were female, representing 48%. None of the respondents had completed high school; 65 (86.67%) had completed Strata One (S-1), 8 (10.66%) had completed a Diploma, and 2 (2.67%) had completed Strata Two (S-2).

According to Table 2, only 19 of the 75 employees surveyed were younger than 25 years old, representing just 25.33% of the workforce; 31 were between the ages of 26 and 30, representing 41.33%; 17 were between the ages of 31 and 40, representing 22.67%; 5 were between the ages of 41 and 50, representing 6.67 percent of the workforce; and 3 were older than 50, representing just 4.00% of the workforce. Based on the age distribution of our 75 responders, we can conclude that the vast majority of our staff (72 people, or 96.00%) fall into the age bracket associated with very high productivity. Meanwhile, as many as 3 persons, or 4% of workers, fall into the age bracket with low productivity. As a result, there is a sizable window of opportunity to boost productivity, particularly customer service, given the robust potential lifespan that employees have. There are 45 employees, or 60%, with service lengths of 5 years or less; 12 employees, or 16%, with service lengths of 6-10 years; 6 employees, or 8%, with service lengths of 11-15 years; 4 employees, or 5.33%, with service lengths of 16-20 years; and 8 employees, or 10.67%, with service lengths of 20 years or more. For this reason, it is clear that service periods of 5 years or less provide the most of their value.

Validity Test and Reliability Test

Measurements are said to be valid if and only if they reliably reflect the underlying construct of the symptom or event being measured. If the estimated value of r is greater than the table's r ,

where r in the table equals 0.2272, then the corresponding questionnaire item is considered genuine. For the purpose of gauging how stable a given variable is, scientists often resort to reliability analysis. If a respondent's answer to a question in a variable remains stable over time, we say that the item is dependable. When the Cronbach Alpha for a construct or variable is greater than 0.60, we say that it may be relied upon. The validity and reliability of employee performance characteristics such as competence, job motivation, and work environment are summarized in table 3.

Table 3. Validity Test and Reliability

Variables	Measurement	n	%
Jenia Gender	Man	39	52
	Woman	36	48
Age	< 25	19	25.3
	26-30	31	41.33
	31-40	17	22.67
	41-50	5	6.67
	> 25	3	4.00
	D-III	8	10.66
Recent Education	S1	65	86.67
	S2	2	2.67
	≤ 5 Years	45	60.00
Service Life	6-10 Years	12	16.00
	11-15 Years	6	8.00
	16-20 Years	4	5.33
	>20 Years	8	10.67

Source: Primary Data Processed, 2022

The results of the instrument validity test variables of employee performance, competence, work motivation, and work environment are displayed in Table 3, revealing that the corrected value of the item total correlation (r calculate) $>$ r table 0.2272. This indicates that each item of statement of the variables used in the study is valid.

Normality Test

With the use of the normality test, we can see if the data in two different regression models with bound and free variables follow the same distributional assumptions. Regression models with a normal distribution are considered to be of high quality. Testing for normality using the P-Plot of Regression is a viable option in theory. Putting the standard deviation of the data along the diagonal of the graph or inspecting the residual with a histogram are two common ways to examine non normal data. As seen in figure 1, the normal chart probability plot is used.

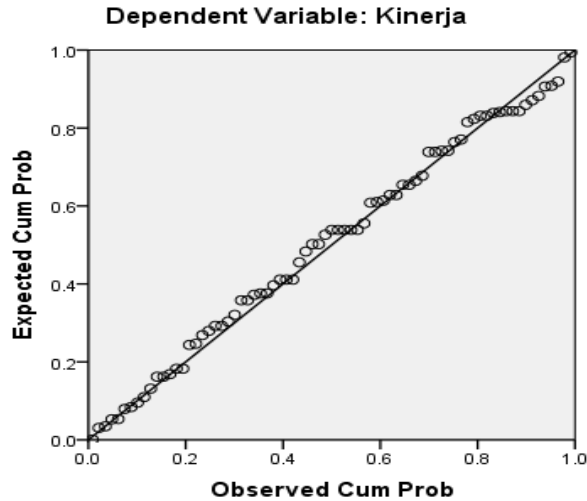


Figure 1. Normality Test

Figure 1 shows that the data spreads out in a path parallel to the diagonal line. Because of this, we can say that the data follows a normal distribution.

Multicholinerity Test

The presence or absence of multicollinearity can be determined in two ways: by examining the Variance Inflation Factors (VIFs) and the Tolerance values. There is not a perfect correlation between the independent variable and the dependent variable if the VIF is less than ten and the tolerance value is greater than zero point ten (Ghozali, 2006). Table 4 shows the findings of the multicollinearity analysis.

Table 4. Multicollinearity Test

Free variables	Tolerance	VIF	Information
Competence (X1)	0,650	1,538	Non Multikol
Work motivation (X2)	0,710	1,408	Non Multikol
Working environment (X3)	0,677	1,478	Non Multikol

Source: Primary Data Processed, 2022

As can be seen in Table 4, the independent variable has a tolerance value greater than 0.10. At the same time, this is also reflected in the VIF value computation outcomes. The highest VIF value among the independent variables is 10. According to the results of the regression model, no multicollinearity exists between these independent variables.

Heteroskedasticity Test

Scatterplot graphs were used to examine for heteroskedasticity. Heteroskedasticity develops when the existing data displays a regular (wavy) pattern. Heteroskedasticity does not take place if the data points are randomly dispersed above and below the zeros on the Y axis. FIGURE 2: Heteroskedasticity test findings.

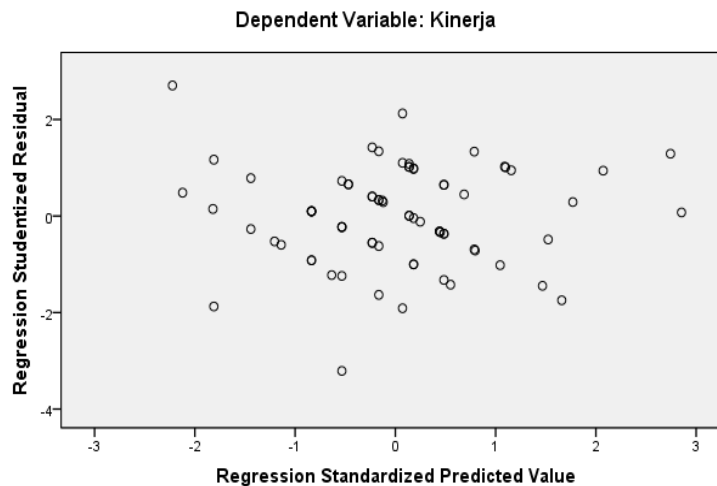


Figure 2. Scatterplot Chart

Source: Primary Data Processed, 2022

Figure 2 shows that there is no discernible pattern in the data distribution, with data points scattered both above and below zero on the Y axis.

Multiple Regression Analysis.

Multiple linear regression analysis is used to predict how two or more free variables (X) will affect a fixed variable (Y) or to show that there is or isn't a relationship between two or more variables and a fixed variable. Table 5 shows the results of a multiple linear regression analysis.

Table 5. Double Linear Regression Analysis

	Type	Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	1.111	.360	
	Competence	.218	.078	.278
	Motivation	.391	.097	.383
	Work Environment	.165	.066	.243

a. Dependent Variable: Performance

Source: Primary Data Processed, 2022

The findings of regression analyses on leadership styles, work motivation, and skills are displayed in Table 5. This study's multiple linear regression equation yields the following results: $Y = 1.111 + 0.218 X_1 + 0.391 X_2 + 0.165 X_3$. The following description is based on the findings of the multiple linear regression equation: 1) The constant $b_0 = 1.111$ states that if the independent variables of competence, motivation, and work environment are held constant, then the employee's performance will be 1.111; 2) $b_1 = 0.218$ indicates that, if the competency variable (X_1) is increased, then the performance of the employee at the PT Bank Mandiri Bandung Martadinata Office will increase by 0.218 assuming the variables X_2 and X_3 are held constant; 3) $b_2 = 0.391$ indicates that It

turns out that, of the four independent variables, the work motivation variable (X2) has the greatest impact on employee performance at PT Bank Mandiri Bandung Martadinata, as its standardized coefficient or beta number is the highest, at 0.383%, compared to the competency variable (X1) at 0.278 and Competency (X3) at 0.243.

F Test (Simultaneous Test)

The purpose of simultaneous hypothesis testing is to determine the impact of all independent variables of competence (X1), work motivation (X2), and work environment (X3) on employee performance (Y) (Y). Table 6 displays the results of simultaneous hypothesis testing.

Table 6. Simultaneous Hypothesis Testing Results (F Test)

Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2.404	3	.801	27.886	.000 ^a
Residual	2.040	71	.029		
Total	4.444	74			

a. Predictors: (Constant), Work Environment, Motivation, Competence

b. Dependent Variable: Performance

Source: Primary Data Processed, 2022

Table 6 demonstrates that the estimated F value is f count 27.886 > F table 2.73 with a significant rate of 0.000, which is less than 0.05, or (0.000 0.05). The computed F value is bigger than the table F value, so it can be stated that at PT. Bank Mandiri Bandung Martadinata, competence (X1), work motivation (X2), and work environment (X3) have a simultaneous and considerable effect on employee performance.

Partial Test (T test)

Employee performance at PT. Bank Mandiri Bandung Martadinata is the dependent variable for this study, and the independent variables of competence, work motivation, and work environment will be tested using a partial-effects model. Table 7 displays some outcomes from the tests conducted.

Table 7. Partial Hypothesis Testing Results (t Test)

Type	t	Sig.
Competence	2.784	.007
Motivation	4.016	.000
Work Environment	2.488	.015

Source: Primary Data Processed, 2022

By comparing the t-count value > t-table (1.993) and the 0.05, as given in table 7, we can estimate the size of the influence of each independent variable (X1, X2, and X3) on the dependent variable (employee performance). You can get a better idea of what it is by reading the following: 1) A t-count of 2.784 > t-table of 1.993 (p 0.07) indicates that the competency variable (X1) is significantly different from zero. Competency (X1) was found to have a favorable and statistically significant effect on performance for PT Bank Mandiri Bandung Martadinata's workforce.

Accordingly, the idea seems plausible; 2) The t-count value of 4.016 > t-table was 1.993 and a significant rate of 0.000 was found when testing against the motivation variable (X2). Positive and statistically significant effects of the motivation variable (X2) on performance were seen at PT Bank Mandiri Bandung Martadinata. Consequently, the working hypothesis is valid; The t-count value of 2.488 > the t-table value of 2.006 and a significant level of 0.026 were found in tests run against the working environment variable (X3). There was a statistically significant positive relationship between X3 (competency) and performance at PT Bank Mandiri Bandung Martadinata. Therefore, the hypothesis is reasonable.

Coefficient of Determination Test (R²)

How much each independent variable—competence (X1), motivation (X2), and work environment (X3)—had on employee performance was measured by the coefficient of determination (R²) (Y). Table 8 displays the value of the coefficient of determination.

Table 8. Value of the Coefficient of Determination (R²)

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.735a	.541	.522	.16952

a. Predictors: (Constant), Work environment, Motivation, Work Environment

b. Dependent Variable: Employee Performance

Source: Primary Data Processed, 2022

Results from the test of determination (R²) are shown in Table 8. This indicates that in PT Bank Mandiri Bandung Martadinata, independent variables such as competence, motivation, and the work environment have a 52.2% impact on the dependent variable of employee performance, while other factors account for the remaining 47.8%.

Discussion

The Effect of Competence on Employee Performance

Employee performance at the Makassar branch of PT. Bank Mandiri was shown to be positively and significantly correlated with certain competency characteristics. Essentially, this indicates that the more motivated a person is, the higher their performance will be because improving competence will also boost performance. Research participants' reports that the average value of the variable score was high across all indications of the competency variable are consistent with the study's findings. This demonstrates that PT Bank Mandiri Bandung Martadinata has generally competent personnel, and that if all indications of the competency variable are maximized in employee work, the result will be to raise the performance of employees.

The Effect of Work Motivation on Employee Performance

PT Bank Mandiri Bandung Martadinata's employees' job performance is positively and significantly impacted by the variable of work motivation, as shown by the partial test findings. This points to a one-way relationship between employee motivation and output, in the sense that if the employee's motivation at work is boosted, the employee's output will also rise. It is the standard

that every organization has for its personnel. The average score of all indicators of the work motivation variable is good, based on the obtained value of the variable. If all indications of work motivation factors are maximized by employees, it would give increased employee performance, indicating that the work motivation of employees at PT Bank Mandiri Bandung Martadinata is relatively excellent.

The Effect of the Work Environment on Employee Performance

Based on the findings of the partial test, it is clear that the work environment variables at PT Bank Mandiri Bandung Martadinata have a favorable and significant impact on employee performance. There appears to be a direct correlation between PT Bank Mandiri Bandung Martadinata's work environment and its employees' productivity. Therefore, if the working conditions of the employee are enhanced, the worker's output will likewise improve. Employee output is influenced by a number of factors, one of which is the physical and psychological conditions of the workplace. To avoid viewing their jobs as a chore and instead seeing them as something they can look forward to, employees should strive to create a positive and relaxing work atmosphere. Employees at PT. Bank Mandiri Bandung Martadinata benefit from a relatively positive work environment, as evidenced by the fact that increased productivity results from employees making full use of all workplace variables.

CONCLUSION

Competence has a big and positive effect on how well PT Bank Mandiri Bandung Martadinata employees do their jobs. This means that the more competent an employee is, the more their performance will improve, and if they are not very competent, their performance will go down. At PT. Bank Mandiri Martadinata Bandung Branch, motivation has a big and positive effect on how well employees do their jobs. This means that the more work motivation employees have, the more their performance will improve as well. The work environment at the PT Bank Mandiri Bandung Martadinata Agency has a big and positive effect on how well people do their jobs. This means that a worker's performance will go up if they have a better place to work. The suggestions made to the company, which were about competence, work motivation, and the work environment, have a positive and significant effect on how well PT Bank Mandiri Bandung Martadinata does its job. So, as a consideration to the parties at PT Bank Mandiri Bandung Martadinata, this variable should be kept so that employee performance can be improved even more. Future researchers should be able to add indicators of each variable and add variables, since 47.8% of the variables studied still have an effect, so that the results are better.

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