

**EFFECT OF WORK MOTIVATION, WORK ENVIRONMENT, AND COMPETENCE  
ON EMPLOYEE PERFORMANCE AT BANK JATENG  
BOYOLALI REGIONAL BRANCH**

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**Abstract** : *This research aims to analyze the effect of work motivation on employees, work environment, and competence on employee performance at Bank Jateng Boyolali Branch. This research is a quantitative research by analyzing primary data and secondary data. Primary data is data obtained from the results of questionnaires that have been distributed to all respondents. While secondary data is the data obtained from the data that has been at Bank Jateng Boyolali Branch. Population in research this is employee at Bank Jateng Boyolali Branch with the amount of 88 employees. The data obtained were then analyzed by quantitative methods. The results of this study are motivation work, work environment, and competence has positive and significant influence to performance employees at Bank Jateng Boyolali Branch. Other results also show motivation work, environment work and competence by together have positive and significant influence to performance employees at Bank Jateng Boyolali Branch.*

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

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## **1. Introduction**

Development progress in business now this resulting in level competes also be high. Stay survive and keep growing, company expected in manage strength as effort realization destination company. In this case, employees are capital for related companies from ability source power individual have creativity To use advance company related with competence and motivation. In the current situation, changes in the business community, whether in technology, politics, economy, greatly affect large companies, especially to face various competitions. Naturally, institutions that have not been able to compete with competitors have very minimal work results and product quality but also employees who show not yet good in their performance in the company. The problems raised include low employee performance, among others, employees at work without proper preparation and just working, not being creative. Based on observations in the field, employees at work show the phenomenon that employees at work are just routines without any innovation, creative, enthusiastic, seeming to just fulfill obligations. To be able to bring corporate institutions into the business community, leaders are able to carry out plans and have an obligation to build change. The success of an institution as a manager for human resources is very important in order to ensure the achievement of the goals of the institution. For institutions or companies really need human resources including strength and opinion.

Based on this, employees are important resources that must be maintained. Therefore, for companies that are especially engaged in the commercial sector that expect the level of employee performance in their company; the company is required to be able to maximize

the performance of its employees (Fahmi, 2009: 2). Employees have a strategic role in the institution in providing initiative; drafters oversee the company's activities because they have the talent, energy and creativity that are needed by the company to achieve goals. To achieve the expectations of the institution, employees need motivation to carry out their work very diligently. Motivation is important because with motivation every employee will carry out work with enthusiasm and enthusiasm to achieve higher and maximum work performance. A person's motivation is pervaded and stimulated by expectations, fulfillment of needs and goals and satisfaction. Excitement comes from inner and outer feelings. This will generate motivation in someone to carry out activities (Sunyoto, 2012:11).

The problem with employee motivation is not easy because employees have different expectations, needs and desires among other employees. For this reason, if management can find out the problem of encouragement and solve it, the institution will want to obtain maximum employee work results. Banking institutions really need cooperation between employees and managers who are always shown in a safe situation. In order to be able to provide quality and successful performance as an employee, you need motivation to carry out work that will affect your work hard for it is very useful in increasing satisfactory work results. In addition to the element of work motivation, a proper work environment can support work activities so that employees are enthusiastic about carrying out work and increase employee work results, while an inappropriate work environment can make employees less conducive when carrying out their work. Mangkunegara (2005:17) said the work environment is a transparent position, the target of perfect work results, the practical way of working environment associations, the working time and the flexibility of the workplace which is very representative. An adequate work environment can encourage work so that employees are enthusiastic about carrying out work and increase employee work results.

Therefore, it is best to strive so that the work environment must be comfortable and safe because a conducive and safe work environment makes employees feel comfortable in the workplace and happy and enthusiastic to carry out their duties, so that satisfactory work results can be achieved, for that the work results of employees have increased. satisfactory. Banking employees really really need leaders and employees who have competence in their respective fields of work. In addition to motivation and work environment, competence is also an important form to achieve the goals desired by an institution that uses careful calculations. Employees who have maximum competence can work and have a sense of responsibility. So competence is the ability to carry out work based on knowledge, skills and supported by attitudes that are individual characteristics. With maximum and responsible employee capabilities, it is hoped that the quality of banking will develop rapidly, if the employee's performance is less than optimal, then the motivation and competence of the employees will foster morale. Based on the above background, the influence of work motivation on employees, work environment, and competence is very important and interesting to study in order to find out how much influence it has on employee performance at Bank Jateng Boyolali Region.

## **2. Method**

The kind of this reasearch is quantitative research which analyze influence motivation work on employees, environment work, and competence to performance employee at *Bank Jateng Boyolali Boyolali Branch*. The population in research is employee at *Bank Jateng*

*Boyolali Branch* with the amount of 88 employee consist from employee permanent as many as 60 and employees no fixed 28. Because the population allows if the sample is taken, then all employees are sampled. Arikunto, (2013). There are two data type in study this are primary data and secondary data. The primary data is data that obtained from results questionnaire which has spread to whole respondent while secondary data is data that obtained from the data that has been at *Bank Jateng Boyolali Branch*. The data collected with two techniques. The first technique that is questionnaire, that is data collection with method prepare a list of questions submitted to selected employees, become respondent for filled. The second technique namely the interview, that is data collection carried out with submit question by direct with individual or eligible respondents give answer from questions that have been formulated. Then the data analyzed with use analysis method quantitative. Before conducted data analysis is then carried out preliminary data analysis that is test validity and reliability, then the data is analyzed with analytical method regression multiple linear.

### 3. Results and Discussion

#### a. Data Description

Respondent in study this is employees of *Bank Jateng Boyolali Branch*. Employees who become respondents in reasarch are 88 employees. Employees of *Bank Jateng Boyolali Branch* variety start from than 30 years up to 55 years. 30 to 40 years old as many as 58 employees with percentage 65.9%, age 41 – 55 years as many as 30 employees with the percentage is 34.1%. The rrespondents at *Bank Jateng Boyolali Branch* consist girl as much as 50 with percentage 56.8 % and male as much as 38 with the percentage of 43.2%. Then background behind education employees are different start from Middle School to Diploma. Most employee education is S1 that is as many as 87 employees or 98.9%, then D3 as many as 1 employee or 1.1%.

#### b. Validity and Reliability Test

Testing the validity of the answers to each question item from the questionnaire in this study used the *Pearson product-moment correlation* with results as shown in table 3.1 below.

**Table 1**  
**Validity Variable Motivation Work**

Question	R count	r table	Information
1	0.506	0, 207	Valid
2	0.630	0, 207	Valid
3	0.620	0, 207	Valid
4	0.668	0, 207	Valid
5	0.704	0, 207	Valid

Source: Primary data processed. Year 2022

To find out the validity is to compare between the calculated r and the table. If r count is greater than r table then the answers to the questions in this study are valid. On the other hand, if the value of r count is less than r table, then the data being tested is invalid. For the number of respondents 88 and a significance level of 5%, an r table of 0.207 is obtained. Table 3.1 above shows that the r count for all answer items is greater than the r table and it can be concluded that the answer items are valid.

Furthermore, to test the validity of other independent variables, the steps taken are also such as work motivation variables. The summary of the results of the validity of the work environment variables are presented in the following tables:

**Table 2**  
**Validity of Work Environment Variables**

Question	R count	r table	Information
1	0.668	0, 207	Valid
2	0.673	0, 207	Valid
3	0.614	0, 207	Valid
4	0.757	0, 207	Valid
5	0.489	0, 207	Valid

Source: Primary data processed. 2022

**Table 3**  
**Validity Variable Competence**

Question	R count	r table	Information
1	0.607	0, 207	Valid
2	0.652	0, 207	Valid
3	0.698	0, 207	Valid
4	0, 792	0, 207	Valid
5	0, 616	0, 207	Valid

Source: Primary data processed. 2022

The tables above shows that the calculated r for all answer items is greater than the r table and it can be concluded that the variable is valid.

**Table 4**  
**Validity Employee Performance Variables**

Question	R count	r table	Information
1	0.667	0, 207	Valid
2	0, 741	0, 207	Valid
3	0.584	0, 207	Valid
4	0, 731	0, 207	Valid
5	0.682	0, 207	Valid

Source: Primary data processed. 2022

Table above shows that the calculated r for all answer items is greater than the r table and it can be concluded that the answer items for the employee performance variable are valid.

Furthermore, if the instrument in this study is declared valid, a reliability test is carried out. Reliability means the extent to which the results of a measurement repeatedly will give relatively the same results.

**Table 5**  
**Reliability Variables**

Variable	Alpha Value	Cronbach Alpha	Information
Work motivation	0.615	0,6	Reliable
L work environment	0.653	0.6	Reliable
Competence	0, 768	0.6	Reliable
Employee performance	0, 709	0.6	Reliable

Source: Primary data processed. 2022

In this research, the reliability test was carried out using the Alpha technique, which was calculated using the help of SPSS 25 computer *software*, the reliability measurement was carried out by *one-shot* or one-time measurement (Ghozali, 2006) namely the measurement was only once and the results were compared with other questions or measured correlations between answers to questions. SPSS 25 provides facilities with the *Cronbach* statistical test *Alpha (a)*. A variable is said to be reliable if it gives a value  $> 0.6$

### c. Assumption Test Classic

#### 1. Test Data Normality

Normality detection is done by looking at the spread of data (points) on the diagonal axis of the graph. If the test results show that the points spread around the diagonal line and the distribution follows the direction of the diagonal line, then the regression model in this study is feasible to use because it meets the criteria for normality. The test results show that the dots spread across the around the diagonal line and its distribution follows the direction of the diagonal line, then the regression model in this study is feasible to use because it meets the criteria for normality.

#### 2. Test Multicollinearity

The multicollinearity test conducted with SPSS. Criteria testing if score tolerance more independent variables of 0, 10 and the value of VIF (*Variance Inflation Factor*) less than 10 means no occur multicollinearity, on the other hand if score tolerance less independent variable than 0, 10 and VIF value is more out of 10 said occur multicollinearity which means did not pass the test. The result calculation is known that value not enough of 10 and value tolerance more independent variables from 0, 10. So concluded that no occur multicollinearity.

#### 3. Test Autocorrelation

Autocorrelation test is for see is occur correlation among something period  $t$  with period before  $(t - 1)$ .

**Table 6**  
**Autocorrelation Test Results**

Model	Durbin Watson
1	2, 537

Source : Secondary Data that Processed , 2022

Based on the table above, the value of DW can be is known of 2,537, value this will be compared with score table 5% significance, with number of samples 88 (n) and number of independent variables 3 and dependent 1 ( $k = 4$ ), then we get the value of  $du$  is 1, 724, and DW value of 2,537 more big from limit above ( $du$ ) i.e. 1,724 and more of  $(4-du)$  or  $4 - 1, 6889 = 2, 276$ . So could concluded that no there is conclusion.

#### 4. Test Heteroscedasticity

Detection of heteroscedasticity is done by looking at the presence or absence of a certain pattern on the graph where the X axis is the predicted y and the x axis is the residual. If the results of data processing can be seen points randomly and do not form a certain pattern. Heteroscedasticity testing is known that the results of data processing can be seen at random points and do not form a certain pattern. This means that there is no heteroscedasticity.

#### d. Test Hypothesis

##### 1. Multiple Regression Analysis

To test the effect of work motivation on employee performance, a t test (t test):

**Table 7**  
**t test results**

Variable	Coefficient	t	Sig .
Constant	-1, 074	-0.465	0, 643
Work motivation	0.397	4, 558	0, 000
L environment work	0.290	3, 672	0, 000
Competence	0.283	3, 208	0.002

- 1) From result t-test for the variable  $X_1$  of 4.558 and t-table of 1, 662 ( $4, 558 > 1, 662$ ), so that  $H_0$  is rejected, which means that work motivation has a positive and significant influence on employee performance at *Bank Jateng Boyolali Branch*. Then for results The t-test for the  $X_2$  variable is 3,672 and the t-table is 1.662 ( $3,672 > 1,662$ ), so that  $H_0$  is rejected, which means that the work environment has a positive and significant influence on employee performance at *Bank Jateng Boyolali Branch*. t-test for variable  $X_3$  of 3, 208 and t table 1,662 ( $3, 208 > 1, 662$ ), so  $H_0$  is rejected, which means that competence has a positive and significant influence on employee performance at *Bank Jateng Boyolali Region*. Next testing F test count with results 28, 792 and F table 2, 70 ( $F_{count} > F_{table}$ ) so that  $H_0$  is rejected means that together work motivation, work environment and competence have a positive and significant influence on employee performance.

From the findings above, we can know that work motivation ( $X_1$ ) is obtained t count of 4,558 while t table of 1,697 so that t count is greater than t table which means that work motivation has a positive and significant influence on employee performance. The



regression coefficient is positive, which means that if work motivation is further improved, the performance of employees at Bank Jateng Boyolali Regional Branch will also increase. indicators on work motivation variables include awards, social relationships, life needs, success at work.

The work environment ( $X_2$ ) results in t count 3, 672 and t table 1,697 so that t count is greater than t table, which means that the work environment has a significant influence on employee performance at Bank Jateng, Boyolali Region Branch. This is because employees have the perception that the work environment at Bank Jateng Boyolali Regional Branch is a place to work and the flexibility of the workplace is very representative.

Competence obtained t count of 3, 208 while t table 1,697 so that t count is greater than t table which means that competence has a positive and significant influence on employee performance. The regression coefficient is positive, which means that if competence is further improved, the performance of employees at Bank Jateng Boyolali Regional Branch will increase.

The result of the calculated F test is 28.792 while the F count is greater than the F table, which means that there is a positive and significant influence between work motivation, work environment, competence, and jointly on employee performance at Bank Jateng Boyolali Region. The value of Adjusted  $R^2$  (coefficient of determination) obtained is 0.489. This shows that work motivation, work environment and competence can only explain employee performance by 48.9%, the remaining 51.1% is explained by other factors outside the model.

#### **4. Conclusion and Suggestions**

##### **a. Conclusion**

Based on the results and discussion above, it can be concluded that:

- 1) Work motivation has a positive and significant influence on employee performance at *Bank Jateng Boyolali Branch*
- 2) The work environment has a significant influence on employee performance at *Bank Jateng Boyolali Branch*
- 3) Competence has a positive and significant influence on employee performance at *Bank Jateng Boyolali Branch*
- 4) Work motivation, work environment and competence together have a positive and significant influence on employee performance at *Bank Jateng Boyolali Branch*.

##### **b. Suggestion**

In accordance with the conclusions above, suggestions from researchers are as follows:

- 1) For readers, the results of this study are expected to add insight into knowledge related to employee performance.
- 2) For further researchers to further develop the scope of research, considering that the research carried out has not been able to fully describe the fulfillment of employee performance. In the process of collecting data, it is necessary to use techniques that are expected to be more optimal in obtaining the required data.

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