

Analysis of the Effect of Motivation and Work Discipline on the Performance of Employees at PT Bank Mandiri Binjai Branch

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ABSTRACT

Professional and quality employees will form high performance, both individually and in groups so that it has an impact on the effectiveness of the organization as a whole. The problem is how to create employees who can produce optimal performance so that organizational goals can be achieved. This study aims to determine the effect of work motivation and work discipline on the performance of employees of Bank Mandiri Branch Binjai. To determine the effect of work motivation and work discipline on employees of Bank Mandiri Binjai Branch, the population of this study was all 49 employees of Bank Mandiri Branch Binjai. Considering that the total population is still within the scope of the study, the sampling was carried out using the census method, i.e. all members of the analysis. The test results show that there is a positive and significant effect of work motivation on employee performance. It can be interpreted that work motivation and work discipline influence the performance of employees of Bank Mandiri Branch Binjai either simultaneously or partially.

Keywords: Employee Performance, Work Motivation, and Work Discipline

BACKGROUND

Good employee performance will be realized in the organization if employees have good abilities, high motivation, and adequate competence in completing the work or tasks that are the responsibility of each employee. Performance is the result of

work that has a strong relationship with the organization's strategic goals, and satisfaction, contributing to the company, Wibowo (2014).

The impact and success on the level of employee performance in carrying out tasks by the responsibilities given by the organization are influenced by motivation. Mangkunegara, (2013) one of the factors that affect performance is competence. Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job, Wibowo (2014). Organizations need to pay attention to employee competencies so that employees can work productively to achieve organizational goals. The formal development of Banks in Indonesia only started in 1992 and was seriously developed in 1998. With the enactment of Law No. 10 of 1998 and Law no. 21 of 2008 concerning Banking, the development of the national banking industry increasingly has an adequate legal basis and will encourage even faster growth (Bank Indonesia Regulation, 2009).

The work motivation given to employees at the Binjai Branch of Bank Mandiri is still not felt by employees. Things that might affect the level of performance achievement are incentives, after conducting interviews with several employees of Bank Mandiri Branch Binjai several problems occur in the level of motivation of employees at work

because the first is the provision of very low incentives for employees with very high work targets. The work target that must be achieved by each employee is IDR. 3,000,000,000, - (3 billion Rupiah) but the incentives given to employees if this target is achieved are only IDR. 150,000, - and this incentive is given by non-company leaders. The amount of this incentive is very much different from that of other state-owned banks such as Bank BRI (Bank Rakyat Indonesia), Bank BRI provides a large incentive to its employees of IDR. 1,250,000, - who achieve a work target of IDR. 3,000,000,000. (3 Billion Rupiah). Comparison of incentives with other banks, Bank Mandiri, is much lower and this problem makes employees unmotivated to work so that their work results are not optimal and then affects employee performance.

The problem of unmotivated employees at work also has an impact on their discipline at work. In terms of work discipline, there are still employees who are found not to be maximal in carrying out their duties for work discipline, namely not arriving on time. In line with the results of interviews with several employees of the Binjai Branch of Bank Mandiri, there are indications of a lack of work discipline in the daily life of employees, this can be seen from the working hours starting at 7:30 WIB in the morning briefing before starting their respective jobs and ending at 17:00 WIB but many employees who arrived late also left earlier than the time that had been applied. Employees are also found to leave the office during working hours for personal interests and there is no awareness or initiative from

themselves to start work so there is always a warning from the leadership. The increasing tendency of employees to be absent from work, suboptimal employee performance, and low work discipline are evidence that indicates low employee discipline will affect the level of company achievement. The lack of firmness by the leadership in giving sanctions makes employees think this is something normal, there is a warning from the leadership but the absence of a continuation to the stage of giving sanctions will not have a deterrent effect on employees, then the resulting impact is the level of employee performance which will continue to decline.

Conceptual Framework

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. Therefore, so that employee performance can increase, the company must also pay attention to what kind of motivation is needed by employees and what disciplines must be learned or improved by employees. Because motivation and discipline affect employee performance.

Motivation is formed from the attitude of employees in dealing with work situations in the company. Motivation is a condition or energy that moves employees who are pro and positive towards the work situation that strengthens their work motivation to achieve maximum performance. Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms.

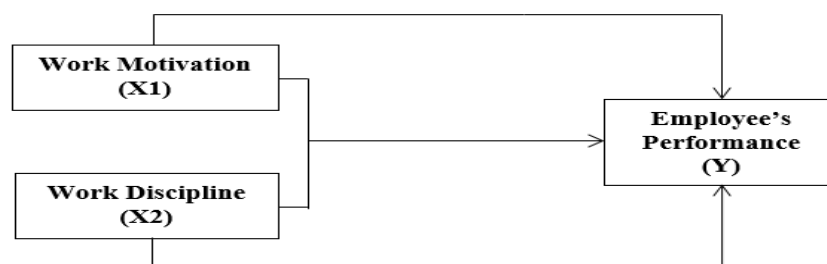


Figure 1. Conceptual Framework

Hypotheses

H1: Work motivation partially has a positive and significant effect on the performance of employees of Bank Mandiri Branch Binjai

H2: Work discipline partially has a positive and significant effect on the performance of employees of Bank Mandiri Branch Binjai

H3: Work motivation and work discipline simultaneously have a positive and significant effect on employee performance

RESEARCH METHOD

This type of research is quantitative correlational research. The population in this study were all employees of Bank Mandiri Branch Binjai Medan as many as 49 people. Given the relatively small population (<100), the sample determination in this study used the total sampling method, namely taking all members of the population as research samples so that 49 research samples were obtained. This study uses a multiple regression model (multilinear regression model), that is if it involves more than one or several independent variables (Sinulingga, 2016).

RESULT AND DISCUSS

Multiple Regression Analysis Results

Table 1. Multiple Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.268	4.111		3.471	.001
	Motivasi_Kerja	.588	.151	.557	3.885	.000
	Disiplin_Kerja	.325	.087	.293	3.748	.000

a. Dependent Variable: Performance

1. The multiple linear regression equation has a constant of 14,268 this shows that if the independent variable is assumed to be constant, then the dependent variable of employee performance increases by 14,268.
2. The coefficient of work motivation variable = 0.588 means that every 1% increase in work motivation will cause an increase in employee performance of 0.588.
3. The coefficient of work discipline variable = 0.325. This means that every 1% increase in work discipline will cause an increase in employee performance of 0.352.

Simultaneous Test (F Test)

Table 1. F Test Result

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	157.835	2	78.918	10.222	.000 ^a
	Residual	355.144	46	7.721		
	Total	512.980	48			

a. Predictors: (Constant), DIsipline_Performance, Motivation_Work

b. Dependent Variable: Performance

The significance value obtained is 0.000 less than 0.05. This means that the independent variables simultaneously affect the dependent variable significantly.

Coefficient of Determination (R²)

Table 3. R Square Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.705 ^a	.496	.476	2.779

a. Predictors: (Constant), Discipline_Performance, Motivation_Work

b. Dependent Variable: Performance

The value of the coefficient of determination (R²) is 0.496 or 49.6%. This means that the ability of the independent variables, namely work motivation (X1) and work discipline (X2) explains its influence

on the performance (Y) of employees of Bank Mandiri Branch Binjai by 49.6%. While the remaining 50.4% are other variables outside of this study.

Partial Test (T-Test)

Table 4. T-Test Result Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.268	4.111		3.471	.001
	Motivasi_Kerja	.588	.151	.557	3.885	.000
	Disiplin_Kerja	.325	.087	.293	3.748	.000

a. Dependent Variable: Performance

1. The variable of work motivation affects employee performance because it is indicated by the value of sig. 0.000 < from 0.005
2. The work discipline variable affects employee performance because it is indicated by the value of sig. 0.000 < from 0.005

The Effect of Work Motivation on Employee Performance

Based on the results of the individual parameter significance test (t statistical test) the significance value for motivation is 0.000. Because the significance value is less than 0.05, the decision is to accept the hypothesis, which means that work motivation has a positive and significant effect on the performance of Bank Mandiri employees in the Binjai Branch.

This is by the results of Reza's research (2010) under the title The Effect of Leadership, Motivation, and Work

Discipline on Employee Performance at PT Sinar Santosa Perkasa Banjarnegara. That the variables used are leadership, motivation, and work discipline whose research results show that there is a positive influence between leadership, motivation, and work discipline on employee performance.

Lucky (2011) with the title Analysis of the Effect of Work Motivation and Work Environment on Employee Performance. The variable X1 is work motivation, and the variable X2 is the work environment. The results of his research simultaneously work motivation and work environment has a positive and significant effect on employee performance.

Effect of Work Discipline on Employee Performance

Based on the results of the individual parameter significance test (t statistical test) obtained a significance value smaller than

0.05, the decision is to accept the hypothesis which means that work discipline has a positive and significant effect on the performance of Bank Mandiri employees in the Binjai Branch. This shows a decline in performance at Bank Mandiri Mandiri Branch, employee performance is always followed by discipline, employees who perform well are disciplined in the form of rewards aimed at strengthening employees to maintain their good performance. In this case, if the employee's performance does not meet the standards, the leader must investigate the reasons behind the problem. If employees violate discipline, the organization will discipline them by motivating employees to comply with company performance standards, increasing morale, work enthusiasm, work ethic, work activities and efficiency, and maintaining a mutually respectful relationship between subordinates and superiors or vice versa.

The background to the research problem at Bank Mandiri Branch Binjai in the absence of sanctions for employees who violate regulations such as delays in attendance, the number of employees who use rest hours, and delays in doing work that can affect employee performance. This is to the results of research by Ariyanto (2013) with the title The Effect of Discipline and Work Environment and Work Culture on Performance, finding that work discipline affects employee performance.

CONCLUSION

1. Work motivation has a positive and significant effect on the performance of employees of Bank Mandiri Branch Binjai
2. Work discipline has a positive and significant effect on the performance of employees of Bank Mandiri Branch Binjai
3. Work motivation and work discipline simultaneously affect the performance of employees of Bank Mandiri Branch Binjai

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