

# THE INFLUENCE OF MOTIVATION AND COMPETENCE ON THE PERFORMANCE OF BANK MANDIRI EMPLOYEES OF MEGA LAND PEMATANGSIANTAR BRANCH OFFICE

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## ABSTRACT

This study aims to determine the effect of motivation and competence on the performance of Bank Mandiri Mega Land Pematangsiantar Branch Office employees. The results of this research can be a contribution of thought to Bank Mandiri in an effort to improve employee performance through an in-depth study of Employee Motivation, Competence and Performance. The research method used is descriptive analysis and verification. The collection of data used is an interview using a questionnaire accompanied by observation and literature techniques. The sampling technique uses saturated sampling or census techniques. Field data collection was carried out in 2019. Data analysis techniques used the SPSS 22 program. The results of the descriptive analysis show that in general motivation and competence fall into the unfavorable category. The results of the verification analysis show that motivation and competence affect performance. Either partially or simultaneously. Partially the motivational variable is more dominant in influencing employee performance at Bank Mandiri Mega Land branch office than the competency variable

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## 1. INTRODUCTION

The condition of Indonesia's national banking has become increasingly competitive, all banks are competing to improve their assets and services in order to win the competition. Economic Globalization and the rapid development of information technology, encourage the acceleration of trade operations of goods and services between countries. Only banks, capable of adapting to the turmoil of change, will continue to exist. In the bank business, customers are one of the determining factors for the Bank's existence. According to Law Number 10 of 1998 on the amendment of Law Number 7 of 1992 concerning banking, it is stated that a bank is a business entity that collects funds from the public in the form of credit and or other forms in order to improve the standard of living of many people. Banking competition is very fierce, so Bank Mandiri is expected to improve the quality services provided to its customers in order to maintain its existence as a state-owned bank. Bank Mandiri Mega Land Branch Office, the level of employee performance can still be felt to be insufficient or not optimal, this is due to many factors. According to [1] it states: Performance is a tangible behavior that everyone displays as a work performance produced by the person in accordance with his role in the company. Performance Appraisal according to [2] is the process of evaluating how well employees are doing when compared to a set of standards and then communicating them with employees. According to [3] there are several foundations for the application of performance appraisal, namely first, performance appraisal plays an integral role in the performance management process. Second, performance appraisal can be a medium for leaders and employees to plan improvements that occur as a result of assessment deficiencies. The three performance appraisals can be used as a reference to plan employee career promotion based on evaluating employee loyalty and weaknesses in carrying out work activities. The four performance appraisals have an influence on salary increases and also the leader's decision to promote employee positions. [4] states that many researchers write that factors that affect employee work performance include elements of

employee basic competence. One of the factors causing low employee performance and ineffectiveness of employee work is laziness due to lack of motivation in employees which causes employees to be unable to complete work properly, low work performance. Employee performance results per quarter of the second quarter of 2019 at Bank Mandiri Mega Land Branch Office. Where the savings target of 99,505% turned out to be the realization of 99,455% as of December 31, 2018 the 2019 target of 85.815% turned out to be the realization of 82.38% as of July 31, 2019.

According to [5], the term motivation comes from the Latin word *movere* which means "to move." Etymologically, motivation has to do with encouraging or moving someone to do something. According to [6], motivation can be divided into 2 (two) types, namely "positive motivation and negative motivation". Each employee has individual differences that will affect his attitude and behavior at work. In addition, the mood of an individual in the organizational environment will also have an effect on his work. Human existence is the main driver in an organization, so if an organization has a good work system, organizational structure, and also has technology, then all of it will have meaning. However, if an organization does not have technology, work procedures, and organizational structures but has people, then it can still function in low dynamics. According to [5], the term motivation comes from the Latin word *movere* which means "to move." Etymologically, motivation has to do with encouraging or moving someone to do something. According to [6], motivation can be divided into 2 (two) types, namely "positive motivation and negative motivation". Each employee has individual differences that will affect his attitude and behavior at work. In addition, the mood of an individual in the organizational environment will also have an effect on his work. Human existence is the main driver in an organization, so if an organization has a good work system, organizational structure, and also has technology, then all of it will have meaning. However, if an organization does not have technology, work procedures, and organizational structures but has people, then it can still function in low dynamics. The importance of human resources and the competence of human resources are very important in this regard.

Efforts to improve employee performance to be in accordance with the expected are by increasing employee competencies that can be obtained through training programs. Competence according to Spencer and Spencer cited by [7] : Self-concept (Self-concept), trait (disposition / trait) and the motive of competence is more hidden (hidden), deep (deepre) and different at the central point of a person's personality. According to Spencer and Spencer, Mitrani et, al cited by [8] there are 5 (five) characteristics of competence, namely: (1) Motives, (2) Traits (3) Self-concept, (4) Knowledge, (5) Skills. Meanwhile, [9] states a number of scopes of aspects assessed in assessing a person's performance, namely: quality of work, promptness of initiative (copability) and communication. According to [10], the factors affecting employee performance are motivation, stress level, commitment, attitude, compensation system, economic aspects, technical aspects and other behaviors. There are three important factors that affect work performance according to Steers in [11], namely (1) ability, personality, and work interest; (2) clarity and acceptance of the explanation of the role of a worker; (3) the level of job motivation. The ability of employees to serve society is demonstrated not only by their skills and knowledge, but also by their emotional state. Circumstances and situations are allegedly related to the ineffective coaching of human resources and skills. Based on the current problems, researchers are interested in researching further about "The Effect of Motivation and Competence on Employee Performance at Bank Mandiri Mega Land Pematangsiantar Branch Office".

## 2. METHOD

### 2.1 Type and Data Source

The type of research used is explanatory research, which is research that explains the position of the variables studied and the relationship between one variable and another [11]. This research method uses surveys that are descriptive and verifiable. The population in this study was 30 employees of Bank Mandiri Mega Land Pematangsiantar Branch Office. Because the population is relatively small, less than 30 to 100 people for which members of the population are sampled. So that in this study the respondents taken as many as 30 employees. Data collection consists of primary data and secondary data. Primary data were obtained from the results of questionnaires, interviews and observations while secondary data were obtained from literature studies. Data collection techniques, namely (1) Literature studies and (2) Field studies, consist of: a. Observations, b. Interviews, c. Questionnaires. In analyzing the data using quantitative analysis each answer from the research questionnaire was scored using the Likert scale.

## 2.2 Analysis Method

Data Analysis Techniques in this study use Validity and Reliability Tests, Classical Assumption Tests (Normality Test, Multicholnearity Test, Heterochedasticity Test), Data Analysis Test (Linearity Test, Partial Test, Simultaneous Test, Determination Test).

## 3. RESULT AND DISCUSSION

### 3.1 Result

The following is given an overview of the data obtained from the results of the questionnaire distributed related to research variables which are data collected through filling out a questionnaire form by 30 respondents.

#### 3.1.1 Respondent's Identity

To identify the characteristics of the respondent, there are 3 (three) questions in the questionnaire submitted to the respondent for answering. While respondents filled out the questionnaire, researchers also conducted interviews to obtain additional information. After the respondents' answers were collected, the following data on the classification of respondents was obtained.

Table 3.1  
Classification of Respondents By Gender

No	Gender	Sum	Percentage
1	Male	18	60
2	Female	12	40
	Jumlah	<b>30</b>	<b>100</b>

Source: Questionnaire results

From the table above, it can be seen that based on gender, male respondents were 18 people (60%), while female respondents were 12 people (40%).

Table 3.2  
Classification of respondents by age group

No	Age Group	Sum	Percentage
1	20 - 25 years old	2	6.66
2	26 - 35 years old	23	76.66
3	35 - 45 years old	5	16.66
	Sum	<b>30</b>	<b>100</b>

Source: Questionnaire results

From the table above, it can be seen that respondents with an age group of 20 - 25 years as many as 2 people (6.66%), the age group of 26 - 35 years as many as 23 people (76.66%), the age group of 35 - 45 years as many as 5 people (16.66%).

Table 3.3  
Classification of Respondents By Education Level

No	Education Level	Sum	Percentage
1	High School	4	13.33
2	Diploma / Bachelor	26	86.66
	Sum	<b>30</b>	<b>100</b>

Source: Questionnaire results

From the table above, it can be seen that there are 4 respondents who have a high school education (13.33%) while respondents with diploma / undergraduate education are 26 people (86.66%).

Table 3.4  
Classification of Respondents By length of service

No	Age Group	Sum	Percentage
1	1 - 5 years	5	16,66

2	6 – 15 years	24	80
3	16 – 20 years old	1	3.33
	Jumlah	30	100

Source: Questionnaire results

From the table above, it can be seen that respondents with a service period 1 - 5 years as many as 5 people (16.66%), service period 6 - 15 years as many as 24 people (80%), service period 16 - 20 years as many as 1 person (3.33%).

### 3.1.2. Description of Research Results

#### 1. Description of Motivation

Respondents' responses to the list of Motivation variable questions are as shown in Table 3.5 presented below.

Table 3.5  
Motivational Variables

Question Items	Strongly disagree		Don't agree		Disagree		Agree		Totally Agree	
	F	%	F	%	F	%	F	%	F	%
The tough tasks I face, make me even more motivated to work harder	3	10	4	13.3	5	16.6	13	43.3	5	16.6
I object if given a new task outside of my routine tasks	3	10	6	20	3	10	9	30	9	30
I like tasks that lead to new ideas or ideas	3	10	1	3.3	14	46.6	7	23.3	5	16.6
Working on a challenging task, for me, is an opportunity to move forward	3	10	5	16.6	3	10	15	50	14	46.6
I dare to bear the risks of the work I will face	2	6.6	5	16.6	7	23.3	11	36.6	5	16.6
I am always hesitant in making decisions	3	10	3	10	2	6.6	17	56.6	5	16.6
I prefer to choose a very easy task	3	10	3	10	3	10	14	46.6	4	13.3
I prefer to choose very difficult tasks	3	10	4	13.3	6	20	12	40	5	16.6
I have a work program but it is not based on realistic goals	3	10	5	16.6	5	16.6	9	30	8	26.6
The tough tasks I face, make me even more motivated to work harder	2	6.6	6	20	4	13.3	7	23.3	11	36.6
	28		42		52		114		71	

Source: 2019 Research Results

Table 4.8 describes the answers of research respondents about research instruments. The tough tasks I faced, made me even more motivated to work harder Respondents answered in agreement with 13 people (43.3%). I objected if given a new task outside of my routine duties the respondent replied in agreement with 9 people (30%). I like the tasks that guide ideas or ideas that respondents have just answered agree with 7 people (23.3%). Doing a challenging task, for me, is an opportunity to advance respondents who answered as many as 15 people agreed (50%). I dare bear the job risks that I will face respondents answering in agreement as many as 11 people (36.6%). I have always been hesitant in making decisions respondents answered in agreement with 17 people (56.6%). I prefer to choose a task that is very easy for respondents to answer in agreement by 14 people (46.6%). I prefer to choose a task that is very difficult for respondents to answer in agreement with as many as 12 people (40%). I have a work program but it is not based on realistic goals that respondents answered agree with 9 people (30%). The tough tasks I faced, made me even more motivated to work harder respondents answered agree with 7 people (23.3%).

#### 2. Competency Description

Respondents' responses to the list of questions given for the Competency variables in Table 3.6 presented below.

Table 3.6  
Competency Variables

Question Items	Strongly disagree		Disagree		Simply Agree		Agree		Totally Agree	
	F	%	F	%	F	%	F	%	F	%
Have utilized information technology in supporting the smooth implementation of tasks	1	3.3	0	0	3	10	18	60	8	26.6
Have the ability to collect information according to the needs of the organization	0	0	14	46.6	6	20	10	33.3	11	36.6
Have the ability to convey information to subordinates	1	3.3	3	10	4	13.3	11	36.6	11	36.6
Using information sources such as books, journals, and mass media in supporting the implementation of tasks	6	20	2	6.6	2	6.6	14	46.6	4	13.3
Able to filter and examine the information received effectively based on the level of usefulness of the organization	1	3.3	3	10	4	13.3	8	26.6	14	46.6
Able to use computers with various software such as Microsoft Office and the internet smoothly	6	20	2	6.6	2	6.6	17	56.6	3	10
Mastering technical skills related to technological developments in their respective scopes of work	4	13.3	4	13.3	3	10	7	23.3	12	40
Have used relevant and up-to-date data in carrying out work tasks	4	13.3	5	16.6	4	13.3	10	33.3	7	23.3
Have the ability to analyze data for use in decision making	5	16.6	2	6.6	3	10	17	56.6	3	10
Have the ability to set work plans specifically, realistically and measurably according to the needs of the work unit	1	3.3	4	13.3	0	0	14	46.6	11	36.6
	29		39		31		126		84	

Source: 2019 Research Results

Table 4.9 describes the answers of research respondents about research instruments. Have utilized information technology in supporting the smooth implementation of the task Respondents answered agree as many as 18 people (60%). Have the ability to collect information according to the needs of the respondent organization answering in agreement as many as 10 people (23.3%). Have the ability to convey information to subordinates respondents answered in agreement as many as 11 people (36.3%). Using information sources such as books, journals, and mass media in supporting the implementation of the task of respondents who answered agreeably as many as 14 people (46.6%) were able to filter and examine the information received effectively based on the level of usefulness of the respondent to agree as many as 8 people (26.6%) agreed. Able to use computers with various software such as Microsoft Office and the internet smoothly respondents answered in agreement as many as 17 people (83.3%). Mastering technical skills related to technological developments in the scope of work, each respondent answered in agreement with 7 people (23.3%). Have used relevant and up-to-date data in carrying out job duties respondents answered agree as many as 10 people (23.3%). Have the ability to analyze data for use in decision making respondents answered affirmatively as many as 17 people

(56.6%). Have the ability to set a specific, realistic and measurable work plan according to the needs of the work unit respondents answered agreed as many as 14 people (46.6%).

### 3. Performance Description

Respondents' responses to the list of questions given for Performance variables in Table 3.7 presented below.

Tabel 3.7  
Performance Variables

Question Items	Strongly disagree		Disagree		Simply Agree		Agree		Totally Agree	
	F	%	F	%	F	%	F	%	F	%
I am able to master the work procedures in every job	0	0	0	0	0	0	25	83.3	5	16.6
I know the concept of the execution of the work	8	26.6	17	56.6	0	0	4	13.3	1	3.3
I am skilled at using work-related work tools	1	3.3	1	3.3	1	3.3	20	66.6	7	23.3
I am skilled at using work-related work tools	3	10	4	13.3	1	3.3	21	70	1	3.3
I can always handle customer complaints well	2	6.6	7	23.3	8	26.6	12	40	1	3.3
I am always polite to clients	2	6.6	2	6.6	1	3.3	20	66.6	5	16.6
I have always been friendly to clients	9	30	6	20	0	0	14	46.6	1	3.3
I am willing to help colleagues, if experiencing difficulties in work	2	6.6	6	20	7	23.3	10	33.3	5	16.6
I can appreciate others who disagree	2	6.6	3	10	20	66.6	3	10	2	6.6
I am able to express opinions systematically both verbally and in writing	9	30	6	20	3	10	5	16.6	7	23.3
Sum	38		52		41		134		34	

Source: 2019 Research Results

Table 3.7 describes the answers of research respondents about research instruments. I was able to master the work procedures in each of the respondents' work answering in agreement as many as 25 people (83.3%). I know the concept of the implementation of the work of the respondents answering in agreement with 4 people (13.3%). I am skilled at using work-related work tools respondents answered in agreement with 20 people (66.6%). I mastered the rules and regulations of the respondent company who answered agree as many as 21 people (70%) I can always handle customer complaints well respondents answered agree as many as 12 people (40%) agreed. I have always been polite to the respondents' clients answering in agreement with 20 people (66.6%). I have always been friendly to clients respondents answered agree as many as 14 people (46.6%) I am willing to help colleagues, if they experience difficulties in work respondents answered agree as many as 10 people (23.3%). I can appreciate others who dissented respondents answered in agreement with 3 people (10%). I was able to express opinions systematically in both oral and written responses to agree with 5 people (16.6%).

#### 3.1.1 Validity and Reliability

##### a. Validity Test

Validity tests are carried out to measure the determination of an instrument used in a study. The validity test results of the questionnaire items for each research variable are as follows :

##### 1. Motivation Questionnaire

Test the validity for the following Motivation questionnaire.

Table 3.8  
 Motivation Questionnaire Validity Test

Items	r <sub>hitung</sub>	r-tabel (N=30, α = 5%)	Conclusion
P 1	0.355	0,361	Valid
P 2	0.571	0,361	Valid
P 3	0.236	0,361	Valid
P 4	0.396	0,361	Valid
P 5	0.167	0,361	Valid
P 6	0.423	0,361	Valid
P 7	0.439	0,361	Valid
P 8	0.421	0,361	Valid
P 9	0.282	0,361	Valid
P 10	0.325	0,361	Valid

Source : SPSS test results

Table 3.8 shows that all questions for the Motivation variable have a corrected Item-total correlation value that is greater than the r-table value. The conclusion of all questions is valid.

## 2. Competency Questionnaire

Validity test for the following Competency questionnaire.

Tabel 3.9  
 Competency Questionnaire Validity Test

Items	r <sub>hitung</sub>	r-tabel (N=30, α = 5%)	Conclusion
P 1	0.652	0,361	Valid
P 2	0.412	0,361	Valid
P 3	0.529	0,361	Valid
P 4	0.485	0,361	Valid
P 5	0.538	0,361	Valid
P 6	0.475	0,361	Valid
P 7	0.728	0,361	Valid
P 8	0.700	0,361	Valid
P 9	0.430	0,361	Valid
P 10	0.599	0,361	Valid

Source : SPSS test results

Table 3.9 shows that all questions for the Competency variable have a corrected Item-total correlation value that is greater than the r-table value. Then it is concluded that all questions are valid.

## 3. Performance Questionnaire

Test validity for the following Performance questionnaires.

Table 3.10  
 Performance Questionnaire Validity Test

Items	r <sub>hitung</sub>	r-tabel (N=30, α = 5%)	Conclusion
P 1	0,198	0,361	Valid
P 2	0,219	0,361	Valid
P 3	0,330	0,361	Valid
P 4	0,349	0,361	Valid
P 5	0,475	0,361	Valid
P 6	0,460	0,361	Valid
P 7	0,581	0,361	Valid
P 8	0,358	0,361	Valid
P 9	0,092	0,361	Valid
P 10	0,091	0,361	Valid

Source : SPSS test results

Table 3.10 shows that all questions for Performance variables have a corrected Item-total correlation value that is greater than the r-table value. Then it is concluded that all questions are valid.

**b. Reliability Test**

Reliability test is carried out to determine the degree of consistency of a research instrument, namely by looking at the results of respondents' answers. For this test was done by looking at the value of Cronbach's Alpha. An instrument is considered reliable or quite satisfactory or high if the value of Cronbach's Alpha is greater than or equal to 0.60. The reliability test results are as follows:

Tabel 3.11  
Reliability Test of Research Instruments

No	Research Variables	Cronbach's Alpha Grades	Conclusion
1.	Motivasi	0,618	Reliable
2.	Competence	0,735	Reliable
3.	Performance	0,536	Reliable

Source : SPSS test results

From the table above, it can be seen that the value of Cronbach's Alpha from the three research variables is greater than 0.60, so it can be concluded that the three instruments used in this study are reliable.

**3.1.2 Test Classical Assumptions**

**1. Normality Test**

The normality test can be done in two ways, namely by looking at the Histogram graph display and the P-P Plot Graph, the histogram graph display is in Figure 4.1 where this graph provides a normal distribution pattern because it spreads evenly to the left and right this shows that the data is normal and meets the assumption of normality.

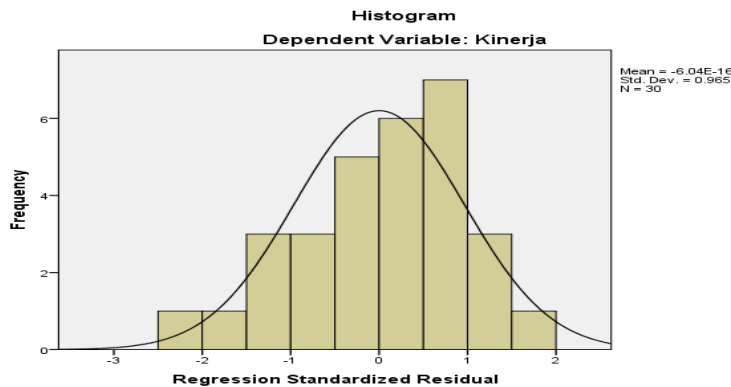


Figure 3.1  
Normality Test

In Figure 3.1 of the P-P Plot chart below, it can be seen that the dots spread out around the diagonal line and the spread follows the direction of the diagonal line. From this graph it follows that the regression line model meets the assumption of normality.

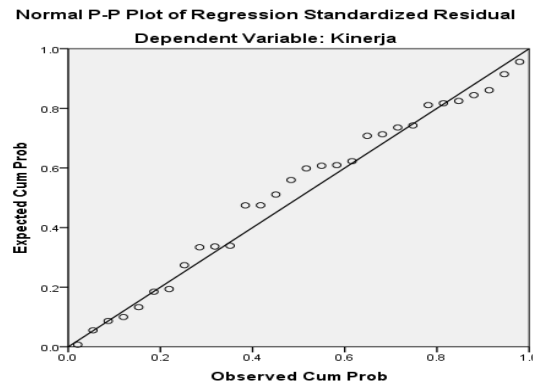


Figure 3.2  
Normal Test P-P Plot

### 1. Multicollinearity Test

Multicollinearity testing in this study was carried out by looking at the statistical collinearity and the value of the correlation coefficient between free variables. The multicollinearity test aims to test whether regression models found correlations between free variables. Multicollinearity occurs when (1) tolerance value (Tolerance < 0.10 and (2) Variance inflation factor (VIF > 10). Based on Table 4.15 below, it can be seen that the VIF value for the variables of Vocational Education and Human resources is smaller than 10. While the tolerance value is greater than 0.10, this shows that the free variables in this study did not correlate with each other or that there was no correlation between the free variables. The following test results:

Tabel 3.12  
Multicollinearity Test Results  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Stand. Coeff. Beta	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	11.241	3.668		3.065	.005	3.715	18.767					
Motivation	.361	.102	.498	3.520	.002	.150	.571	.615	.561	.474	.905	1.105
Competence	.187	.069	.381	2.692	.012	.044	.329	.534	.460	.363	.905	1.105

a. Dependent Variable: Performance

Source : SPSS test results

### 1. Heteroskedasticity Test

An important assumption of the classical linear model is that the disorders that appear in the population regression function are homoskedastic i.e. all disorders have the same variance, Gujarati (2005:65). One of the ways used to detect the presence of heteroskedasticity is by scatterplot images, if the dots spread below and above the number 0, and the points do not form a pattern, it can be concluded that the regression model avoids the problem of heteroskedasticity. The test results are shown in Figure 3.3 below:

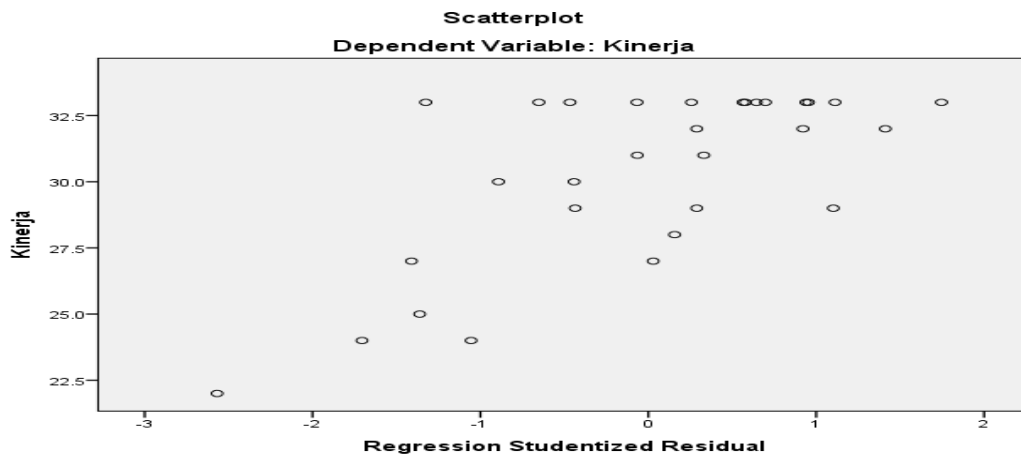


Figure 3.3  
Heteroskedasticity Test

Based on Figure 3.3 above, it shows that the points spread below and above the number 0, and do not form a pattern, it can be concluded that in the regression model there is no element of heteroskedasticity.

### 3.1.3 Hypothesis Testing

#### 1. Linearity Test

Hypothesis Test is a temporary answer to the formulation of a research problem. Effect of Motivation and Competence On Performance of regression equation  $Y = 11.241 + 0.361 X_1 + 0.187 X_2$ . in the following table:

Table 3.13  
Motivation and Competence towards Performance  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Stand Coeff	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	11.241	3.668		3.065	.005	3.715	18.767					
Motivation	.361	.102	.498	3.520	.002	.150	.571	.615	.561	.474	.905	1.105
Competence	.187	.069	.381	2.692	.012	.044	.329	.534	.460	.363	.905	1.105

a. Dependent Variable: Performance  
Source : SPSS test results

#### 2. Partial Test (t-test)

Partial testing was performed both ways, using an alpha significance level of 2.5% . Hypothesis testing is carried out by comparing the calculated value with the ttable value with the decision criteria are:

Table 3.14  
Partial Test (t-test)  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Stand Coeff	T	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF

1 (Constant)	11.241	3.668		3.065	.005	3.715	18.767					
Motivation	.361	.102	.498	3.520	.002	.150	.571	.615	.561	.474	.905	1.105
Competence	.187	.069	.381	2.692	.012	.044	.329	.534	.460	.363	.905	1.105

a. Dependent Variable: Performance

Source : SPSS test results

From Table 4.17 above these are obtained the following results:

1. The calculated value for the Motivation variable (3.520) is greater than the ttabel (2.04) or sig value (0.002) smaller than alpha (0.025). Based on the results obtained then Ho is rejected and H1 is accepted for the Motivation variable
2. The calculated value for the Motivation variable (3.520) is greater than the ttabel (2.04) or sig value (0.002) smaller than alpha (0.025). Based on the results obtained then Ho is rejected and H1 is accepted for the Motivation variable

### 3. Test F

Based on the results of significant tests of the multiple regression equation obtained that F.count = 14.066. Using a confidence level of 95%,  $\alpha=5\%$ . df 1 (number of variables - 1) or 3 - 1 = 2, and df 2 (n - k - 1) or 30-2-1 = 27 obtained F.count = 14,066, while F.table = 1.84 . Since F.count > F.table , means that there is a positive influence of motivation and competence variables On performance.

Table 3.15  
Test F  
ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	159.697	2	79.848	14.066	.000 <sup>b</sup>
Residual	153.270	27	5.677		
Total	312.967	29			

a. Dependent Variable: Performance

b. Predictors: (Constant), Competence, Motivation

Source : SPSS test results

### 4. Coefisien Determination Test

Hasil koefisien determinasi (R Square) sebesar 0,510 atau 51%. Hasil tersebut menyatakan pengaruh variabel motivasi dan kompetensi Terhadap kinerja sebesar 51%, sedangkan sisanya sebesar 49% dijelaskan oleh variabel lain yang tidak dimasukkan dalam penelitian ini.

Table 3.16  
Determination Test  
Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.714 <sup>a</sup>	.510	.474	2.383	.510	14.066	2	27	.000

a. Predictors: (Constant), Competence, Motivation

b. Dependent Variable: Performance

Source : SPSS test results

### 3.2 Discussion

The results of the descriptive analysis show that in general motivation and competence fall into the category of not good as well as employee performance in general is not good. Furthermore, researchers need to discuss further about the conditions related to the variables mentioned above, the details can be explained as follows:

#### 1. Employee Work Motivation at Bank Mandiri Mega Land Branch Office

*The Influence Of Motivation And Competence On The Performance Of Bank Mandiri Employees Of Mega Land Pematangsiantar Br - Anch Office - yoan Hendrawan Junpridan Saragih*

The results of the recapitulation of respondents' answers agreed with 114, meaning that the motivation of employees at Bank Mandiri Mega Land Branch Office consisting of heavy tasks, ideas, risks, decisions and motivated actively interpreted in the criteria tends to be less motivated. In order for motivation to be increased, the company must create an atmosphere of togetherness among employees, leaders can motivate employees with positive motivation so that employees work well and enthusiastically by providing certain support such as attractive rewards, information about work, position or position, superior attention to subordinates, working conditions, a sense of participation, considered important, the provision of duties and their responsibilities, and the provision of opportunities to grow and develop.

### **3. Employee Competence at Bank Mandiri Mega Land Branch Office**

The results of the recapitulation of respondents' answers about the agreed competency variables were 126, which means that the competence of employees at the Mandiri Bank Mega Land Branch Office consisting of knowledge and information interpreted in the criteria tends to be less good. Knowledge of competence is very helpful for companies to know to what extent an employee can work optimally and make a contribution that is in accordance with the wishes of the company. Employees work not only to carry out their duties and obligations, but there are other motivations in work. The preference of employees to work is directly related to their performance. The more suitable the work environment is with one's personal values and goals, the better the performance. Vice versa, the more aspects of the work that are not in accordance with the wishes and value system that the individual adheres to, the lower the level of performance obtained.

### **4. Employee Performance at Bank Mandiri Mega Land Branch Office**

The results of the recapitulation of respondents' answers regarding performance variables with respondents' answers agreeing with 134, mean that the performance of employees at Bank Mandiri Mega Land Branch Office consisting of regulations, courtesy of serving customers, cooperation, communication, and personal ability is interpreted in the criteria is not good. This illustrates that not all employees master well the work procedures set by the company, employees have not fully realized and understood that every job carried out has clear procedures, namely in accordance with the established operational procedure standards (SOPs) both from the workflow and the time period.

#### **4.3.1. Verifiable Discussion**

The following will be described the dissolution of verifiable analysis according to the hypothesis proposed, namely as follows :

##### **1. The Effect of Motivation on Employee Performance**

The results of the partial Motivation test on Performance that the calculated value (3,520) > ttabel (2.04), then  $H_0$  is rejected and  $H_1$  is accepted this means that the Motivation variable shows the better the motivation shown by employees means that there is an increase in employee performance at Bank Mandiri Mega Land Branch Office. It is in accordance with [12] that work motivation gives rise to morale or work encouragement, therefore work motivation in psychology can be called a driver of morale.

##### **2. The Effect of Competence on Employee Performance**

The effect of competence on the performance of test results Calculated value (2,692) > ttabel (2.04). So  $H_0$  was rejected and  $H_1$  was accepted This shows that the better the competence of employees, the better the performance of employees at Bank Mandiri Mega Land Branch Office. The results of Bhagat's research state that for individuals including employees who have competence, a high workload will have relatively high satisfaction and performance compared to workers who have low competence and performance. [12] and [13], concluded that individual competence has a positive effect on job satisfaction, motivation and performance. The results of the study [13] showed that the competency variable affects job satisfaction.

##### **3. The Effect of Motivation and Competence on Employee Performance**

Motivation and competence affect the performance of employees at Bank Mandiri Mega Land Branch Office obtained from the results of testing the coefficient of determination (R Square) of 0.510 or

51%. While the remaining 49% is explained by other variables that were not included in this study, for example leadership style.

#### 4. CONCLUSION

Based on the results of the study and discussion, the conclusions of this study were formulated as follows: (1) Results of the partial Test of Motivation to Performance that the calculated value (3,520) > ttabel (2.04), the results obtained were Ho rejected and H1 accepted this means that the Motivation variable affects the performance of Mandiri bank employees Mega Land Branch Office (2) the results of partial testing of competence on the performance of the calculated value (2,692) > ttabel (2.04). the results obtained by Ho were rejected and H1 was accepted This shows that the better the competence affects the performance of employees at Bank Mandiri Mega Land Branch Office (3) Motivation and competence affect the performance of employees at Bank Mandiri Mega Land Branch Office obtained from the results of testing the coefficient of determination (R Square) of 0.510 or 51%. While the remaining 49% is explained by other variables that were not included in this study.

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