

How to Increase Work Performance? A Lesson from the Bankers at Bank Central Asia Grand Wisata Bekasi, West Java, Indonesia

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ABSTRACT: The objective of this study is to assess the impact of motivation, discipline, and work environment on employee performance, both individually and collectively, at the Bank Central Asia (BCA) Sub-Branch Office (KCP) Grand Wisata Bekasi. A total of 45 individuals were included in the study as employees. The data indicate that motivation, discipline, and work environment positively impact employee performance. It is anticipated that company executives would offer employees with a strong sense of motivation in their work. The company's management must establish policies to enforce work discipline and create a favorable environment in order to enhance employee performance..

KEYWORDS: Motivation, Discipline, Work environment, Employee performance.

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I. INTRODUCTION

According to (Yan, 2008), in order to thrive in a highly competitive environment, companies must strive for optimal performance. In order to sustain and expand their business, organizations must effectively manage their present resources (Huemann et al., 2007). This can be accomplished by offering incentives, enforcing a strong work ethic, and fostering a supportive work atmosphere (VanDellen et al., 2015).

According to the findings from the initial evaluation of employees at Bank Central Asia Sub-Branch Office (KCP) Grand Wisata Bekasi, conducted through observation, it has been determined that employee performance is now below satisfactory levels. This is evident from the percentage of employees that fail to finish assignments on time, as shown by the dimensions of timeliness and/or speed of work completion, which stands at 67%. In addition, preliminary survey findings indicate that 63% of employees lack the motivation to assist their colleagues while their colleagues are occupied. Up to 60% of employees struggle to effectively communicate ideas in large group settings.

Through careful observations and interviews with managers and HRD staff, it was concluded that the performance issues identified in employees encompassed a combination of reduced speed and agility, as well as decreased ability to collaborate across different departments. Insufficient diligence in work leads to delays in each reporting unit's submission to the finance department, necessitating the recapitulation of financial reports on a monthly basis. Workplace negligence leads to a general decline in performance efficiency.

Furthermore, there are employees who consistently exhibit tardiness in their arrival to work within the designated working hours, and there are also employees who frequently depart from the office premises during the designated working hours. According to the management data, the employee absenteeism rate in January 2023 was 15.38%. Additionally, 56.41% of employees were late and 20.51% departed the workplace during working hours. In February 2023, the absenteeism rate among employees was 74.35%, 51.28% of employees were tardy, and 25.64% of employees took unauthorized breaks during office hours. In March 2023, the absenteeism rate was 43.90%, 48.71% of employees were tardy, and 12.82% of employees abandoned the office during working hours.

This can be attributed to the fact that if an employee is absent, tardy, or frequently away during working hours, the tasks assigned to them are likely to be neglected or executed inadequately. This leads to a lack of efficacy and efficiency in one's work, resulting in decreased work productivity and negative impacts on

several job positions, ultimately affecting overall performance. This study aims to analyze the aforementioned issues and propose practical recommendations.

II. LITERATURE REVIEW

According to (Kanfer et al., 2017), motivation is the manifestation of an individual's self-concept. A person will be motivated if they align their actions with their preferred role, fulfill their desired level of need, and receive recognition that reflects their abilities. Multiple research assert that individuals with strong motivation are likely to achieve sufficient performance (Arshadi, 2010; Firman et al., 2020; McCoy, 2005). Motivation is not solely derived from internal employee emotions, but can also be impacted by the actions and decisions of firm management (Namestovski et al., 2018).

Discipline refers to the state of adhering to one's personal principles and fulfilling one's responsibilities, especially the completion of assigned tasks (Bugdol, 2018). Discipline is the deliberate practice of imparting values to individuals in order to cultivate their capacity to adhere to rules. Discipline can serve as a synonym for law or as a means of administering punishment, whether it is self-imposed or imposed on others (Sitopu et al., 2021). Multiple studies have established a correlation between discipline and performance. The majority of research findings indicate that discipline plays a crucial role in enhancing employee performance (Maryani et al., 2021; Prayogi et al., 2019; Surajiyo et al., 2021).

The work environment encompasses all external factors that have the potential to impact personnel in the execution of their designated duties (Gunaseelan & Ollukkaran, 2012). According to (Arfan, 2021), the work environment encompasses the entirety of tools, materials, and surroundings encountered by a person when working, as well as the methods and arrangements used for work, both individually and as a group. An encouraging work atmosphere is an additional element that contributes to enhancing performance (Akbar & Se, 2017; Iqbal et al., 2021; Pratama, 2020).

Performance refers to the successful completion of tasks related to the management of economic, financial, and non-financial resources (Atatsi et al., 2019). Performance is the systematic evaluation procedure conducted by a corporation to assess an individual's level of work. Performance refers to the results or outcomes generated by the functions or indications of a certain job or profession within a specific timeframe (Wallace & De Chernatony, 2009).

III. METHODOLOGY OF RESEARCH

This study employs quantitative descriptive research as its research methodology. Descriptive research is a type of research that seeks to provide an explanation and description of a particular circumstance, event, or object (Sutomo, 2022). This can include variables that can be expressed using either numerical data or written descriptions. Quantitative research involves the analysis of numerical data, which is data expressed in the form of numbers. This research focuses on collecting quantitative data related to employee performance, namely in the areas of motivation, discipline, and work environment.

The investigation was conducted at the Bank Central Asia (BCA) Sub-Branch Office (KCP) Grand Wisata Bekasi, located in West Java, Indonesia. Due to the limited size of the population in this study, which consisted of only 45 individuals, this number was also utilized as the sample. Therefore, the sampling approach employed is saturated sampling. The duration required to accomplish this study project spans over a period of 3 months, commencing from March and concluding in May of 2023.

The data was collected via questionnaires and in-depth interviews in order to ensure the acquisition of precise information (Panggabean et al., 2024). The employed analytical method is multiple linear regression conducted with the use of SPSS software. The premise posited is that motivation, discipline, and environment exert an influence on employee performance. Due to the presence of three independent factors that have an impact on a single dependent variable, three hypotheses have been put up.

IV. RESULT AND DISCUSSION

4.1 Result

Table 1. Data Quality Test

No.	Test	Result	Cut-Off	Information
1.	Validity			All indicators valid
	Motivation	0,8204375	0,3008	Valid
	Discipline	0,88775	0,3008	Valid
	Work environment	0,75875	0,3008	Valid
	Employee performance	0,7775	0,3008	Valid
2	Reliability			All indicators reliable

Motivation	0,967	0,6	Reliabel
Discipline	0,982	0,6	Reliabel
Work environment	0,967	0,6	Reliabel
Employee performance	0,967	0,6	Reliabel

Table 2. Classical Test

No.	Test	Result	Information
1.	Normality	Asymp.si. 0,729 > 0,05	Normally distributed
2.	Multicollinearity	Tolerance > 0,10	There is no multicollinearity in this variable
	Motivation	0,173	
	Discipline	0,076	
	Work environment	0,046	
3.	Heteroscedasticity	The data points are spread above and below or around the number 0 and do not form a pattern	There is no indication of heteroscedasticity

Table 3. Multiple Regression Results and Goodness of Fit

No.	Test	Description/ Variables	Significance	Information
1.	Coefficient of Determination (R-Square)	R ²	0,819	
		Adjusted R ²	0,806	
2.	F-Test	F-Value	61,827	Significant
		Constant	0,842***	Significant
		X1	1,072***	Significant
		X2	0,215***	Significant
3.	t-Test	X3	0,128***	Significant

4.2 Discussion

According to the test findings, the tcount value for the motivation variable is 6.079, which is higher than the ttable value of 2.020 ($6.079 \geq 2.020$). Additionally, the sig value for the motivation variable is less than 0.05 ($0.000 \leq 0.05$). The null hypothesis (H0) is accepted and the alternative hypothesis (Ha) is rejected, indicating that motivation has a significant impact on employee performance.

According to the test results, the t-count value for the discipline variable is 2.848, which exceeds the t-table value of 2.020 ($2.848 \geq 2.020$). Furthermore, the p-value for the discipline variable is less than 0.05 ($0.041 < 0.05$). Therefore, the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted, indicating that discipline has a significant impact on employee performance. As the level of an employee's discipline increases, so does their performance. In contrast, a decrease in employee discipline is directly correlated with a decrease in employee performance. This result is corroborated by the notion that posits employee discipline as the inherent quality of an individual who consciously adheres to the rules and regulations of a specific business. The level of discipline has a significant impact on the performance of both employees and the firm as a whole.

The test results indicate that the t-calculated value for the work environment variable is 2.359, which exceeds the t-table value of 2.020 ($2.359 > 2.020$). The significance value for the work environment variable is statistically significant at the 0.05 level ($p = 0.022, p < 0.05$). Therefore, the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted, indicating that the work environment has a significant impact on employee performance. Enhancing the work environment can enhance employee performance. The psychological work environment encompasses all the variables that pertain to work relationships, including relationships with superiors, coworkers, and subordinates. This aligns with other research that has indicated that organizational work environment factors exert a substantial impact on employee performance.

The SPSS 23 calculation results show that the significance value of the motivation, discipline and work environment variables on employee performance is $0.000 < 0.05$ and the F-calculation value is $61.827 > 2.83$. This means that motivation, discipline and the work environment have a simultaneous influence on employee performance. The higher the motivation, discipline and the more conducive the work environment, the higher the employee's performance will be. It has been proven in the field that each indicator in each independent variable (motivation, discipline and work environment) simultaneously influences employee performance.

V. CONCLUSION

Through extensive research and meticulous data analysis, it has been determined that motivation, discipline, and work environment all exert a favorable influence on enhancing employee performance. Consequently, it is anticipated that firm executives would offer employees with a strong sense of motivation in their work. The company's management must establish protocols for maintaining work discipline and fostering a favorable environment in order to enhance staff performance.

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