The Influence of Motivation and Work Environment on the Performance of Service Unit Employees at Bank BNI Syariah Bogor Branch Office

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ABSTRACT

This study aims to determine and analyze the influence of motivation and work environment on employee performance at PT Bank BNI Syariah Bogor Branch Office. The type of research used is associative research with data collection methods using questionnaires. The data analysis model used is multiple linear regression. With a saturated sample of 35 respondents who are employees of the service unit at Bank BNI Syariah Bogor Branch Office, this study shows that the performance of service unit employees at PT Bank BNI Syariah Bogor branch office is 70.2% influenced by motivation and work environment variables while for 29,8% influenced by other variables not included in this study. Variables of motivation and work environment simultaneously affect employee performance.

Keywords: motivation, work environment, employee performance.

INTRODUCTION

In this era of globalization, competition in the business sector can no longer be denied to be very tight. Therefore, every company requires continuous improvement and evaluation to continue to compete in its field. In addition, good corporate governance makes it possible for the company to achieve its goals and even survive in business competition.

Banking as one of the profitable service businesses also shows increasingly fierce competition. As a result, new competitors are increasingly prevalent and proliferating, thus allowing for a shift for companies with poor management.

As part of the service business, companies engaged in banking require excellent service as one of the biggest keys to developing and competing in this field. Therefore, companies in the banking sector must have service and performance standards as keys and strategies to compete. Both are factors that can influence the decisions and loyalty of customers in choosing banking financial services.

In internal performance appraisal, companies operating in the banking sector make service quality the most significant weight in performance appraisal. To meet the quality of service to satisfy customers, companies in the banking sector require a supportive work environment and employee motivation.

According to Baron and Armstrong in Sedarmayanti (2011), motivation and work environment are part of the factors that can affect the performance of employees. In addition, motivation is part of the personal factor affecting employee performance (Baron and Armstrong in Sedarmayanti, 2011). In several previous studies that partially tested the effect of motivation on employee performance at Banks, such as Asmarazisa (2016) on Bank BTN BATAM employees; Marliani (2016) on employees of Bank BNI Karawang; Sajangbati (2016) on employees of Bank BNI Manado; Husain (2018) on employees of BNI BSD Branch; Tho'in (2018) on employees of BNI Syariah Surakarta branch; Santoso (2018) on employees of Bank BNI Pamulang; and Winata (2019) on employees of Bank BJB BSD branch all show that motivation can affect employee performance. The author only found research from Maheswari & Lutvy (2017) on employees of Bank Ekonomi Raharja Area Jakarta 5; Perwita (2019) for employees of Bank BNI Syariah West Jakarta Branch; and Malkan et al. (2020) on Bank Mandiri KCP Palu Imam Bonjol employees who found that motivation did not affect the performance of Bank employees.

Meanwhile, the work environment can be included in team and System Factors that can affect employee performance (Baron and Armstrong in Sedarmayanti, 2011). Previous studies that have partially tested the effect of the work environment on the performance of Bank employees include: Mahaardiani & Pradhanawati (2013) on Bank JATENG employees, Semarang City; Muntu et al. (2018) for employees of the Manado Branch of the State Savings Bank; and Wahyudin & Astuti (2020) on employees of Bank Syariah Bumi Artha Sampang Kebumen found that the work environment affected employee performance. However, the author considers only research from Ariyanto (2018) on Outsourcing Bank BRI Bangko Branch employees, which shows that the work environment does not affect performance.

In this study, the authors took the case of the BNI Syariah Bank Service Unit Bogor Branch employees. The author took the employees of the BNI Syariah Bank Service Unit Bogor Branch as the subject of the study because he saw: 1) there was a decrease in service performance from the first semester to the second semester in 2019; 2) The service index is the most significant weight in assessing the Bank's performance, and 3) there is no previous research that focuses on the performance of service unit employees at the Bank. Therefore, the decrease in Service Performance Assessment indicates a problem in the performance of the BNI Syariah Service Unit Bogor Branch employees. So in this description, the researchers decided to research further the issues that occur in Islamic banking in the field of service.

In this study, the researchers tried to answer the following questions: 1) Does motivation affect the performance of the employees of the BNI Syariah Service Unit Bogor Branch; 2) Does the work environment affect the performance of the employees of the BNI Syariah Service Unit Bogor Branch, and 3) Do motivation and work environment affect the performance of employees of the BNI Syariah Service Unit Bogor Branch?

Literature review
1. Performance
Mathis & Jackson (2012) explains that employee performance is what employees have done, including quantity, quality of output, duration of attendance, and cooperative attitude that affects their contribution to the organization. Sedarmayanti (2011) also defines performance as the result of work that a person or group of people can achieve in an organization, by their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, not violating the law and by morals and ethics.

2. Motivation
Sutrisno (2011) explains that motivation is a driving factor for someone in doing something. Meanwhile, Kadarisman (2012) explains that work motivation is an internal driver or driver for someone to behave and work diligently and well by their respective duties and obligations.

3. Work environment

Sedarmayanti (2011) explains that the physical work environment is any physical condition around the workplace that can affect employees directly or indirectly. At the same time, the Non-Physical work environment is any condition related to the working relationship between the leadership and employees and between co-workers. Sunyoto (2012) also explains that the work environment is everything around employees that can affect them at work.

4. Hypothesis
The Effect of Motivation on the Work Environment

Baron and Armstrong, in Sedarmayanti (2011), include motivation as part of the Personal Factors that can affect performance. In the case of employees at the Bank, studies from Asmarazisa (2016); Marliani (2016); Sajangbati (2016); Husain (2018); Tho'in (2018); Santoso (2018); and Djampagau (2019) support this statement. Based on this description, a hypothesis can be made:

H1: Motivation affects the performance of service unit employees at PT. Bank BNI Syariah Bogor Branch Office.

Influence of Work Environment on Performance

According to Sunyoto (2012), the work environment, is everything around employees that can affect them at work. Therefore, the work environment indirectly is Team factors and System factors which are part of the factors that affect employee performance (Baron and Armstrong in Sedarmayanti, 2011). Based on this description, a hypothesis can be made:

H2: The work environment affects the performance of service unit employees at PT. Bank BNI Syariah Bogor Branch Office.

The Influence of Motivation and Work Environment on Performance.

Motivation and work environment are part of the variables that can affect employee performance. In the case of employees at the Bank, studies from Yuliana (2016), Alexandries et al. (2019), and Sulistyo & Manongga (2020) show that motivation and work environment can simultaneously affect employee performance. Based on this description, a hypothesis can be made:

H3: Motivation and Work Environment together affect the performance of service unit employees at PT. Bank BNI Syariah Bogor Branch Office.

METHOD

This research is associative research, with a survey method used. This study reveals a causal relationship between the independent variable and the dependent variable. In addition, this study examines the correlation between variables. Where the approach used is multiple linear regression. This method is used to determine the effect that occurs on each variable. The measuring instrument (instrument) used is the independent variable in motivation and work environment. The dependent variable is employee performance using the questionnaire/questionnaire method in a list of questions given to the sample at PT Bank BNI Syariah Bogor Branch Office. This aims to determine the influence and what relationships can describe the actual situation.

This research was conducted at PT. Bank BNI Syariah Bogor Branch Office, which is located at Jl. Raya Padjajaran No. 63 Bantarjati, Kec. North Bogor. Bogor City, West Java. The implementation of this research started from June 2020 until the end of the research period.

The population used in this study were all 36 frontline employees of PT Bank BNI Syariah Bogor Branch Office.

Table 1. Frontliner Employees of Bank BNI Syariah Bogor Branch

No	Employee divisions (Frontliner)	Amount
1	Operations Manager (OM)	1
2	Sub Branch Manager (SBM)	5
3	Customer Service Head (CSH)	1
4	Operational Service Head (OSH)	5
5	Customer Service (CS)	13
6	teller	11
Total		36

Source: Internal BNI Syariah

In this study, the formula used is the saturated sampling formula, wherein one population of the entire sample is included in the study. Based on this, 36 samples were obtained consisting of all Frontliner employees of PT Bank BNI Syariah Bogor Branch Office. The instrument used in this research is an instrument in a questionnaire (questionnaire) and documentation.

RESULT and DISCUSSION

A. Validity test

This test is carried out to see whether or not a questionnaire distributed to respondents is valid, the extent to which the measuring instrument can measure what will be measured. To determine the validity of the data, a comparison of the calculated r-value with r table is used with the SPP output results as follows: Motivational Variable Validity Test
Based on the validity test results for the Motivation variable (X1), which is compared with the r table, it shows that all values of r arithmetic> r table so that the variable is declared valid. This value will be compared with the value of the r table that is sought based on a significant 5% with the number of respondents (n) 36; then, we get an r table of 0.329 so that it can be said that all statement items regarding motivational variables, totaling 12 statements, are said to be valid and can be continued in the test.

Work Environment Variable Validity Test Results

Based on the results of the validity test of the Work Environment variable (X2) presented in the Corrected item-total Correlation column calculated using SPSS. Obtained r table of 0.329. So that it can be said that all the statement items regarding the work environment variables, totaling 17 statements, are said to be valid and can be continued in the test.

Performance Variable Validity Test Results

Based on the validity test of the performance variance, this has been presented in the Corrected item-total Correlation column calculated using SPSS. First, this value will be compared with the value of the r table that is sought based on a significant 5% with the number of respondents (n) 36; then, we get an r table of 0.329 so that it can be said that all statement items regarding performance variables, totaling 11 statements, are said to be valid and can be continued in the test.

B. Reliability Test

Reliability test, which aims to see how much the measurement results are relatively consistent. A questionnaire is reliable if the answers to these statements are consistent from time to time. To see these symptoms, look at the table with the SPSS count, which has a Cronbach's Alpha of 0.6 or greater than 0.6. This test shows that all Cronbach Alpha values listed in Reliability Statistics, the results of calculations using SPSS

for each variable are more than 0.6. Therefore, it can be said that all research instruments are declared reliable.

C. Classic assumption test
1. Normality test

The data normality test aims to test whether, in the regression model, the dependent variable and the independent variable have a normal distribution or not.

. In the histogram graph, it can be seen that the variables are normally distributed. This is shown by the histogram image that is not skewed to the right or left so that the regression model is feasible to predict the service unit's performance.
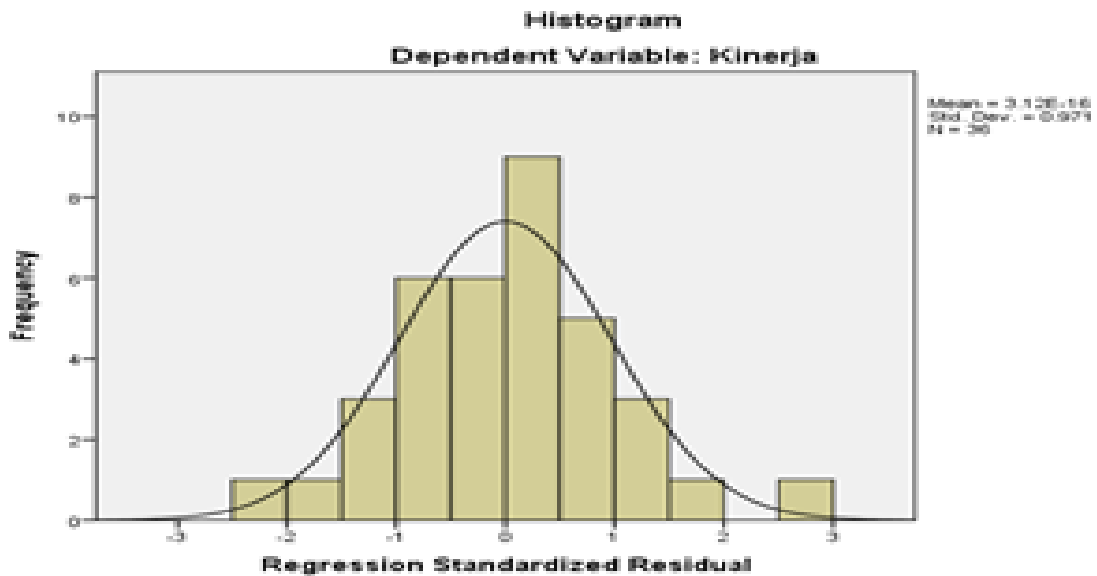

Figure 1. Histogram Graph

2. Heteroscedasticity Test

The heteroscedasticity test is the variance of each error for all values of the independent variable X. This test tests whether there is an inequality of variance from one observation to another in the regression model.

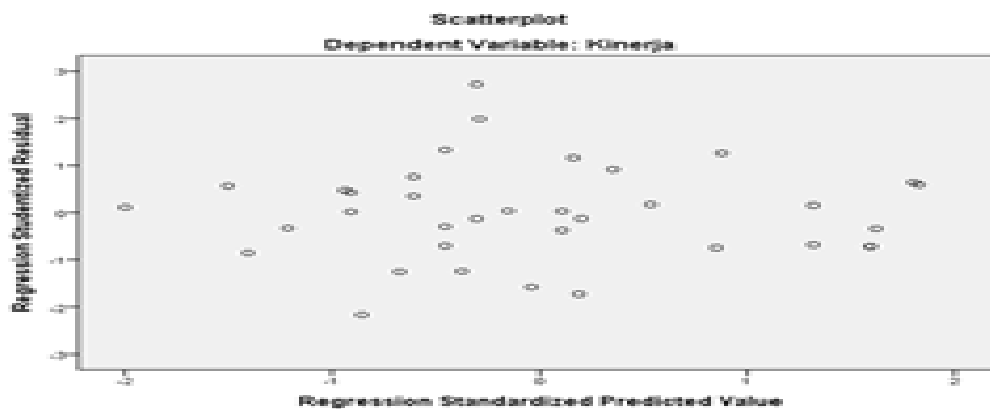**Heteroscedasticity Test Results**

Figure 2. Scatter plot graph

The test results use a Scatterplot graph; the graph shows the randomly spread points do not form a specific pattern. This explains the absence of heteroscedasticity in the regression model, so the regression model is feasible to use to predict performance variables.

Multicollinearity Test

This multicollinearity test aims to see whether there is a strong correlation between the independent variables or not.

Table 2. Multicollinearity Test

Variable	COLLINEARITY STATISTICS			
	TOLERANCE		VIEW	
	RESULTS	CONCLUSION	RESULTS	CONCLUSION
Motivation	0.304	>0.1	3,285	>10
Work environment	0.304	>0.1	3,285	>10

Table 2 shows that all the Tolerance values for the independent variables are above 0.1, and the VIF value for the independent variables is below 10. Thus, the results of this test can be said that there is no multicollinearity.

D. Regression Analysis
Multiple Linear Regression Test

Table 3. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standarddized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	9,193	4,128		2,227	,033		
Motivation	,590	,143	,692	4,139	,000	,304	,285
Work environment	,106	0.099	,180	1.075	,290	,304	285

Source: Data processed

Seeing the value of the results of the table above, it can be determined the multiple linear regression equation resulting from this study, as follows:
Y = 9.193 + 0.590X1+ 0.106X2 + e
This means that:

a. The constant of 9.193 means that the performance variable is 9.193 if the motivation and work environment variables are zero.

b. The motivation coefficient of 0.590 means that every 1 unit increase in the motivation variable will affect the level of service unit performance at PT. Bank BNI Syariah Bogor Branch Office is 0.590 with the assumption that the work environment variable is constant.

c. The coefficient of the work environment variable obtained a value of 0.106, which means that every 1 unit increase in the work environment variable will affect the increase in the performance of service units.

T-test (Partial Test)

The t-test aims to determine whether the independent variable influences the independent variable individually (partial) (Widarjono in Darmantyo & Shelwin, 2019).

Table 4. Results of t-test (Partial Test)

Model		Unstandardized Coefficients		Unstandardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	9,193	4.128		2,227	,033
	Motivation	,590	,143	,692	4,139	,000
	Work environment	,108	0.99	,180	1.075	,290

Motivation variable (X1) on performance variable (Y)

Ho : 1 = 0

The independent variable that was partially studied had no significant effect on the dependent variable.

Ha:β1 0

The independent variable that was studied partially had a significant effect on the dependent variable.

From the variables above, the count value of the motivation variable is 4.139 with sig. 0.003 and a significance limit of 0.05 (5%) with a table of 2.032. This test criterion if count > table then Ho is rejected and Ha is accepted. So in this study count > table (4,239 > 2,032) or with sig. <0.05 (0.000 <0.05); therefore, Ho is rejected, and Ha is accepted. So that the motivation variable has a significant effect on the performance variable.

Work environment variable (X2) on performance variable (Y).

Ho : 2 = 0

The independent variable that was partially studied had no significant effect on the dependent variable.

Ha : 2 0

The independent variable that was studied partially had a significant effect on the dependent variable. From the above variables, the count value of the work environment variable is 1.075 with sig: 0.290 and a significance limit of 0.05 (5%) with a table of 2.032. The criteria for this test are if count > table, then Ho is rejected and Ha is accepted. So in this study, count < table (1.075> 2.032) or with sig. > 0.05 (0.290 > 0.05) therefore Ho is accepted and Ha is rejected. So that the work environment variable has no significant effect on the performance variable.

Determinant Coefficient Test (R2)

Table 5 shows that the Adjusted R Square value is 0.702 or 70.2%. This proves that the independent variables in the form of motivation and work environment together affect the dependent variable or the performance of the service unit at PT Bank BNI Syariah Bogor branch office by 70.2%. In comparison, 29.8% is influenced by other variables not included in the study. This.

Table 5 Determinant Coefficient Test Results (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,848a	,719	,702	2,50501

F Test (Simultaneous Test)

The F test aims to find out how much influence the independent variables have, namely work motivation (X1) and work environment (X2) as independent variables on employee performance as the dependent variable (Y).

The table shows the F value that has been processed with the SPSS program of 42.225. Meanwhile, the Fable value for the F distribution is 3.28. So it can be concluded that Fount > Fable. This resulted in independent variables consisting of motivation and work environment simultaneously affecting employee performance.

F Test Results (Simultaneous Test)

ANOVAs

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	529,923	2	264.462	42,225	,000b
	Residual	207.077	33	6,275		
	Total	737,000	35			

Discussion

By the background presented, the fairly strong competition that underlies the procedures, management, and treatment of various banking businesses requires all banking financial services to continue developing their potential and performance. Obstacles and a decline in service performance are found in banking, especially at PT Bank BNI Syariah Bogor Branch Office. This is a benchmark for researching performance based on motivation and work environment.

The motivational variable in this study has a significant influence on the performance of the service unit employees. So for the motivational variable, more attention is needed regarding the indicators lacking in assessing the test results, namely in position promotions carried out by management with the provision of training and achievements obtained by employees so that it does not mean inequality between employees.

The work environment variable in this study had no significant effect on the performance of service unit employees. However, with the results of this study, the company must review several aspects, especially aspects or indicators of the condition and comfort of the working space. Leaders need to monitor and know the state of their workers so that gradual improvements can be made immediately to provide comfort in a work environment that is by company standards for their workers.

Based on the results of research that the author has done, motivation and work environment will improve the performance of service unit employees. The results of this study support the findings of Yuliana (2016); and Sulistyo & Manongga (2020), who found that motivation and work environment can simultaneously affect employee performance at the Bank. Therefore, company leaders can improve the performance of their employees if they provide a comfortable work environment accompanied by good motivation. Therefore, companies engaged in banking services must analyze and see these things and problems properly to deliver performance that is by the objectives.

CONCLUSION

Based on the explanation above, this study uses the associative method; the processed data is primary data based on the distribution of questionnaires to 36 respondents of service unit employees at PT Bank BNI Syariah Bogor Branch Office. This data processing uses the SPSS 20 computer application. The following is the presentation of the conclusions of this study, namely:

1. The results of this study regarding the motivation variable (X1) have a significant effect

on the performance variable (Y) of the service unit at PT Bank BNI Syariah Bogor Branch Office.

2. The study results regarding the work environment variable (X2) had no significant effect on the performance variable (Y) of the service unit at PT Bank BNI Syariah Bogor Branch Office.

3. The results of research conducted on the motivation variable (X1) and the work environment (X2) simultaneously affect the performance variable (Y) of service unit employees at PT Bank BNI Syariah Bogor Branch Office. The influence of motivation and work environment variables on the performance of service unit employees is 70.2%, while 29.8% is influenced by other variables not included in this study.

Based on the results of the study, the researchers proposed suggestions as consideration for improving the performance of the Service Unit employees at Bank BNI Syariah Bogor Branch Office:

1. The leadership of Bank BNI Syariah Bogor Branch Office needs to pay attention to the compatibility between compensation and the workload of the Service Unit employees

2. The leadership of Bank BNI Syariah Bogor Branch Office should pay attention to

whether all employees have good opportunities. The same applies to promotions; this can be done by looking at the results of the achievements and training provided by management to its employees.

3. Performance appraisal of each employee in the Service Unit should be given more fairly and transparently.

4. PT Bank BNI Syariah Bogor Branch Office needs to pay attention to the comfort of employees at work. This can be done by:

a) Conduct a periodic review of the lighting at each employee's desk.

b) Check the humidity level in the room.

c) Conduct a periodic review of the air ventilation in the room whether it provides adequate air circulation.

d) Review of room decoration, whether it provides comfort for employees.

5. The leadership of PT Bank BNI Syariah Bogor Branch Office should also pay attention to giving new jobs to their employees. Is it appropriate and appropriate or the occurrence of a discrepancy. For this reason, punctuality and proper assignment are needed so that employees can complete work by the targets set by the company.

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