

The Effect of Motivation and Leadership Style Towards Work Performance at PT. Bank Negara Indonesia KCU Bandung

Panji Setya Depitra
Departement of Management
Universitas Komputer Indonesia
panjisetyadepitra@gmail.com

Herman S. Soegoto
Departement of Management
Universitas Komputer Indonesia

Abstract—Employee performance are depends on a lot of factor. In achieving its objective, PT. Bank Negara Indonesia needs to consider factors that can affect employees performance. Among them are motivation and leadership style. Motivation and leadership style are a few factors that can affect on employees performance. The fact shown that in PT Bank Negara Indonesia Bandung branch, employee performance is affected by motivation and leadership style. Based on the results of the Experience Index (SEI) survey conducted by BNI to see the performance of its employees both in terms of service and business, in one year the performance of BNI KCU Bandung employees experienced significant growth. This indicates that BNI KCU Bandung needs empirically informed leadership style, work Motivation and its influence on employee performance accurately. The purpose of this research are to find out the effect of motivation and leadership style toward employee performance in PT Bank Negara Indonesia Bandung Branch. In this research, writers using quantitative methods and using the primary data from questionnaire for about 100 employee of the operational unit such as Sub-Branch Manager of KCP/KK, Customer Service, and Teller. The multiple linear regressions is used as the analysis technique. The results of this research shows that leadership style, motivation are simultaneously have a significant influence to the employee performance in PT Bank Negara Indonesia Bandung branch. The results shows that leadership style, and motivation also have a partially effect of employee performance.

Keyword : *motivation, leadership style, employee performance*

I. INTRODUCTION

Leadership style and employee work motivation are important aspects in improving employee performance. That is because a leaders who has a manner and professionals in the work would be highly preferred by the employee. Thus employees will feel valued by their leaders. In addition, work

motivation factors also have an important role in improving employee performance. Both individual motivation such as needs and attitudes, while organizational characteristics include salary payments, supervision, praise, and the work itself. Employees as valuable corporate assets must be able to increase their motivation to get optimal performance.

Based on the results of the Experience Index (SEI) survey conducted by BNI to see the performance of its employees both in terms of service and business, in one year the performance of BNI KCU Bandung employees experienced significant growth. This indicates that BNI KCU Bandung needs empirically informed leadership style, work motivation and its influence on employee performance accurately. This can be taken into consideration in making decisions to improve, prevent, solve the problems faced by employees. So that in the future it will create optimal employee performance that can provide maximum contribution to the company.

Pattynama, *et al* [6] also said that motivation significantly affects employee performance. In his research, Pattynama said that work motivation had a significant effect by looking at the results of the t_{count} of 4.861. Ronald Listio [2] also revealed that work motivation has a significant influence on employee performance. However, from the three studies it is inversely proportional to the previous research conducted by Yensy [5] who said that work motivation does not affect employee performance.

Research conducted by Qaisar Abbas and Sara Yaqoob [3] on the employees of PTCL, Mobilink, Askari Bank, Habib Bank Limited, Marriot, Serena, Pearl Continental Hotel, Nadra, NHA and Schlumberger showed that the leadership in the context of development that includes *coaching*, training and development, empowerment, participation and delegation affect employee performance measured by the ability to adopt new habits, increase skills and increase motivation to learn. Another study regarding the influence of leadership on employee performance was carried out by Rudi Rusdiana and Dedi S. Soegoto [1] that leadership style has a significant influence on performance with a statistical test of 4.61.

A. Identification of problems

The phenomenon of service quality that is still not optimal is an indication of performance that is also not optimal, and it is suspected that the work motivation of BNI KCU Bandung employees is still relatively low and there is an influence of leadership style on employee performance. In accordance with the description above can be formulated the problem in this study as follows:

1. How is the influence of leadership style on the employee performance of BNI KCU Bandung.
2. How is the influence of motivation on the employee performance of BNI KCU Bandung.
3. How is the influence of leadership style, and work motivation simultaneously on the employee performance of BNI KCU Bandung

B. Research purposes

In accordance with the research problems above, basically this study aims to find out:

1. Knowing the influence of leadership style and work motivation on the performance of employees of BNI KCU Bandung.
2. Knowing the influence of leadership style on the employees performance of BNI KCU Bandung.
3. Knowing the influence of work motivation on employees performance of BNI KCU Bandung

II. METHOD

The study was conducted on all employees in the BNI KCU Bandung environment. As for the object of this study as an independent variable are Motivation (X_1), the second independent variable is leadership style (X_2). While the object which is the *dependent variable* is employee performance. The population in this study is all employees of BNI KCU Bandung who are in operational services. The number of employees is 108 people. Data collection techniques were carried out in this study using several methods, namely by conducting library studies, interviews, and questionnaires.

The analytical method used in this research is descriptive and verification analysis method. Descriptive analysis is used to describe the characteristics of respondents and research variables. Verification analysis is the method used to examine the relationship between research variables.

In this study, the verification analysis used is multiple regression analysis. Dual air regression analysis is used to determine the influence of motivation and leadership style, towards the performance of BNI KCU Bandung employees. The equation which states the form of the relationship between the *independent variable* (X) and the *dependent variable* (Y) is called the regression equation. The formulation of multiple regression analysis in this study is:

$$Y = c + aX_1 + bX_2$$

Where:

Y = Variable Y (employee performance)

X_1 = Work Motivation

X_2 = leadership style

c = constanta

III. RESULTS

A. Descriptive Analysis

Mo, the work motivation of BNI KCU Bandung employees is measured in 3 sub-variables and 7 indicators. The three sub-variables are among others *Need for Achievement*, *Need for*

Affiliation, and *Need for power*. The following is a description of the respondent's data on the seven indicators of the sub variable.

TABLE I. WORK MOTIVATION

Motivation indicator	Score	Score	%Score	Criteria
	Actual	Ideal	Actual	
Future orientation	466	540	86.29%	Very high
Have responsibility	516	540	95.5%	Very high
Orientation on purpose	518	540	95.92%	Very high
Friendly	480	540	88.8%	Very high
Love to work together	476	540	86.54%	Very high
Able to convince people	482	540	89.2%	Very high
Helpful	439	540	81.29%	High
Total	3377	3780	89.07%	Very high

Based on table I. which describes the comparison of the actual number of scores against the ideal score, it can be seen that the work motivation of BNI KCU employees in Bandung is included in the very high category. While the motivation to help fellow colleagues in unfinished work is in the high category.

Leadership style is measured using 4 sub-variables and 6 indicators. The following is a description of respondents' data on the 6 indicators.

TABLE II. LEADERSHIP STYLE

Leadership Indicator	Style	Score	Score	%Score	Criteria
		Actual	Ideal	Actual	
Giving Commands		421	540	77.96%	High
Good relationship		434	540	80.37%	High
Solutive		412	540	76.29%	High
Participatory		385	540	71.29%	High
Motivation		435	540	80.55%	High
Charisma		377	540	69.81%	High
Total		2464	3240	76.04%	High

Based on the above results by comparing the ideal score and actual score, it can be seen that the leadership style of the leader in BNI KCU Bandung is still in the high category.

B. Hypothesis testing

Based on the results of the analysis of the research instrument (questionnaire) and then scaling analysis, thus the data obtained will be used to analyze and test the formulation of the research hypothesis using multiple regression analysis. The data processed using this multiple regression analysis is the data of the questionnaire responses of the employee respondents about the variants of Motivation, Leadership Style and Employee Performance.

Dual air regression analysis is used to determine the influence of motivation, leadership, compensation, competencies and work environment on employee performance BNI KCU Bandung. The equation which states the form of the relationship between the *independent variable* (X) and the *dependent variable* (Y) is called the regression equation. According to Sugiyono [4] multiple regression analysis is used by researchers, if the researcher intends to predict the state of the dependent variable, if two or more independent variables as a predictor factor are manipulated.

C. The Effect of Motivation on Employee Performance of BNI KCU Bandung

In this study, the authors take the hypothesis that work motivation has a significant effect on the performance of BNI KCU Bandung employees. To prove the validity of the hypothesis, testing with the statistical hypothesis is as follows:

H_0 : There is no significant relationship between work motivation and employee performance of BNI KCU Bandung.

H_a : There is a significant relationship between work motivation and employee performance of BNI KCU Bandung.

TABLE III. SIGNIFICANCE OF THE RELATIONSHIP BETWEEN WORK MOTIVATION AND EMPLOYEE PERFORMANCE

Model	Unstandardized Coefficient		Standardized Coefficient	1	Sig.
	B	Std. Error	Beta		
1 (Constant)	796	1.229		.613	.541
Motivasi	.524	.041	.776	12.651	.000

In table III above it can be seen that the value of t_{count} motivation variable on employee performance is 12,651. Because the value of t_{count} is greater than t_{table} and the level of significance is smaller than 0, 05 it can be concluded that work motivation partially has a significant effect on employee performance.

D. The Effect of Leadership Style on Employee Performance of BNI KCU Bandung

The leadership style in this study was hypothesized to have a significant influence on the performance of BNI KCU Bandung employees. To prove the hypothesis, a statistical hypothesis is tested as follows:

H_0 : There is no significant influence between leadership style and employee performance of BNI KCU Bandung.

H_a : There is a significant influence between leadership style with employees of BNI KCU Bandung.

TABLE IV. TEST SIGNIFICANCE BETWEEN LEADERSHIP STYLE AND EMPLOYEE PERFORMANCE

Model	Unstandardized Coefficient		Standardized Coefficient	1	Sig.
	B	Std. Error	Beta		
1 (Constant)	12.867	.918		14.021	.000
Leadership Style	.189	.040	.420	4.759	.000

Statistical test results as shown in table 1.4 show that between leadership styles and employee performance there is a significant partial effect. This is indicated by the value of t_{count} which is greater than the value of t_{table} . Based on these statistical tests the t_{count} value is 4,759 which is greater than the value of t_{table} 1.66. In addition to seeing from the t test, based on the significance test shows that the significant

level of leadership style variables is 0.000. Thus a significant level of leadership style is smaller than 0.05. It can be concluded that style leadership has a partially significant influence on the performance of BNI KCU Bandung employees

E. The Effect of Leadership style, and Work Motivation on Employee Performance

Leadership style and motivation in this research was hypothesized have a simultaneous effect on employee performance. To prove the hypothesis, a statistical hypothesis is tested as follows:

H_0 : There is no significant influence between leadership style, and work motivation on employee performance of BNI KCU Bandung.

H_a : There is a significant influence between leadership style and work motivation with employees of BNI KCU Bandung.

TABLE V. ANNOVA TEST

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	200.648	2	100.324	94.893	.000
Residual	111.009	105	1.057		
Total	311.657	107			

a. Dependent Variable : Score Total Y

b. Predictors : (Constant), Leadership Style, Motivation

The statistical test shown in table 1.5 shows that leadership style and work motivation have a simultaneous effect on employee performance. It shows by the F-test with 94.893 which higher than the F-table with 3.93.

IV. CONCLUSION

Leadership style has a partially effect on employee performance with the t-test of the statistic test is 4.759 which is higher than the t-table. Work motivation also has a partially effect on employee performance with 12.651 of the t-test. And the leadership style and work motivation have a simultaneous effect with the F-test are 94.983. That is, leadership style and work motivation are useful to increase employee performance. However every leaders has a different style to increase the employee performance, also every employee has a different motivation to increase the performance

REFERENCES

- [1] Abbas, Qaisar & Sara, Yaqoob. 2009. *Effect Leadership Development on Employee Performance in Pakistan*. Pakistan Economic and Social Review. Volume 47, No. 2 (Winter 2009), pp.269-292.
- [2] Listio, Ronald. 2010. Pengaruh Kompetensi dan Motivasi Kerja Terhadap Kinerja Karyawan PT. Allianz Life Indonesia Wilayah Jawa Barat. UNIKOM Bandung.
- [3] Rusdiana, Rudi., Soegoto, D.S. 2017. PENGARUH SISTEM E-REKRUTMEN, KEPEMIMPINAN DAN LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN DI PT XYZ. Jurnal Ilmiah Magister Manajemen UNIKOM. Hal 1-13.
- [4] Sugiyono. (2010). Metode Penelitian Kuantitatif, Kualitatif dan R&D. Bandung : Alfabeta.
- [5] Astuty Yensy Nurul.B, 2010. Pengaruh Kompensasi dan Motivasi terhadap Kinerja Guru di SMA N2 Aga Makmur

Bengkulu Utara. *Jurnal Kependidikan TRIADIK* Vol. 13 No. 1 Tahun 2010

- [6] Pattynama, Jouita Victoria., Kojo, Christoffel., Repi, Agusta. 2016. PENGARUH MOTIVASI KERJA, DISIPLIN KERJA,

DAN KEPEMIMPINAN TERHADAP PRESTASI KERJA PEGAWAI DI BADAN PERPUSTAKAAN PROVINSI SULAWESI UTARA. *Jurnal EMBA* Vol 4 no 1, Maret 2016. page 514-523