THE INFLUENCE OF MOTIVATION, COMPETENCE AND COMPENSATION ON EMPLOYEE PERFORMANCE IN THE FIELD OF MARKETING OF PT. BANK RAKYAT INDONESIA (PERSERO) TBK PANGKAJENE KEPUALAUN BRANCH OFFICES

Budi Setia Nusa¹, Mahlia Muis², Muh. Yunus Amar³

¹PT. Bank Rakyat Indonesia (Persero) TBK, (budi.setianusa@gmail.com)
²Master of Management, Faculty of Economic and Business, Hasanuddin University, (mahliamuis@gmail.com)
³Master of Management, Faculty of Economic and Business, Hasanuddin University, (myunmar@gmail.com)

ABSTRACT
The aim of the research is to analyze the influence of motivation, competence and compensation on employee performance in marketing at PT. Bank Rakyat Indonesia (Persero) Tbk Pangkajene Kepulauan branch offices. Data were obtained from all employees of marketing in PT. Bank Rakyat Indonesia Pangkajene Kepulauan branch offices of 85 (eighty-five) people. To fulfill the minimum requirements from the calculation of the slovin formula, this study used 71 respondents. Data analysis used was descriptive statistical analysis with multiple linear regression analysis models. The results of the research reveal that motivation, competence and compensation have positive and significant effect on employee performance at PT. Bank Rakyat Indonesia (Persero) Tbk. Pangkajene Kepulauan branch offices.

Keywords: motivation, competence, compensation and performance.

INTRODUCTION
Every organization or company needs resources to achieve its goals. Resources are sources of energy, energy, strength needed to create power, movement, activities, activities and actions. These resources include, among others, human resources, natural resources, technological resources and scientific resources.

Human resources is one of the factors in an organization or company which essentially plays a very important role in the framework of the organization or company achieving its goals. Human resources is one of the main capital in an organization, which can make an invaluable contribution in the strategy of achieving organizational goals.

One example of the importance of the contribution of human resources in an organization or company can be seen from the production process. Where when the organization or company already has strong financial capabilities, raw materials are met, and even the latest technology is owned, but if there are no good and superior human resources, the production process will not run smoothly.

Through careful human resource planning, employees who are already in the organization or company can improve their performance. Performance is a very important and interesting part. Efforts to improve employee performance represent the most serious management challenges because success in achieving goals and the survival of a company's organization depends on the quality of the performance of the human resources that are in it.

Human resources that have good performance and increase will greatly support the success of the organization or company in achieving its goals. Conversely, if performance decreases, of course it will hamper the organization or company in achieving its objectives.

Therefore the development of the quality of human resources is increasingly important. This is considering that the organization or company that employs human
resources, wants a good result and benefit and can keep up with changes and developments that occur in the organization or company.

To achieve this, the organization or company must always be able to provide optimal motivation to all employees in order to achieve work performance and improve performance. The organization or company must also be able to ensure that the competencies of its employees are in accordance with established standards and the compensation given by the organization or company to its employees is in accordance with the expectations of its employees. This is a great relationship in the effort to achieve performance improvement.

One important factor in sustaining the company's existence in advancing quality and performance management is the mastery of competencies possessed by human resources. Human resources is one element in an organization or company that has an important role, where the progress of an organization or company depends on the role played by the people in it.

To be able to provide professional personnel, high employee performance is highly expected by the company. The more employees who have high performance, the overall productivity of the company will increase so that the company will be able to survive in global competition. High employee performance is not just a coincidence, but many factors influence including the provision of compensation and motivations.

In principle, the provision of compensation is the result of sales of employees for the company. But in this case sometimes also the understanding that the employees have given all their work capabilities to the company, it is only natural to appreciate the labors of the employees by giving them commensurate rewards (Sutrisno, 2009).

Compensation must be properly designed to achieve mutual success so that employees feel satisfied with their efforts and motivated to achieve goals and objectives with management. Providing compensation can improve work performance and motivate employees. Therefore, organizational or corporate attention to compensation arrangements rationally and fairly is needed. The level of compensation will determine the scale of the economic life of employees, while relative compensation shows the status and price of employees.

Thus, if employees perceive that compensation is inadequate then productivity, work performance and job satisfaction will decrease. Compensation is one way for an organization or company to improve work performance, motivation and job satisfaction for employees. Compensation is everything that employees receive as compensation for their work (Rachmawati, 2007).

In its implementation, not only the provision of compensation that needs to be considered by the company in order to improve employee performance, but the company must also pay attention to motivational factors. Lack of work motivation from employees and company leaders will hamper employee performance and also make work atmosphere not conducive. Motivation can encourage employees to work diligently, as well as discipline in work so that the company's goals can be achieved, namely creating a conducive atmosphere to the company's work environment.

Motivation is also a process of influencing or encouraging from outside towards someone or a work group so that they want to carry out something that has been set. Motivation is very important because motivation is something that supports employee behavior so they want to work hard and enthusiastically achieve optimal results.

Therefore, an understanding of employee motivation will be very important in relation to achieving goals, namely work performance or performance and efficiency. Performance is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization (Moenheriono, 2012).
With good employee performance, the company is expected to be able to compete with other companies so that it can be recognized that the company has quality performance. Employee performance can be improved through increased compensation and work motivation, because with compensation given by the company to employees, enthusiasm, willingness and accuracy of employees at work will be maximized, focused and disciplined. While work motivation gives enthusiasm to employees to be faster, more precise and better in completing all tasks and work.

PT. Bank Rakyat Indonesia (Persero) Tbk, hereinafter referred to as BRI Bank, as one of the state-owned companies engaged in the banking service business is one of the state-owned banking companies that is recognized as having high performance so that it can make the largest profit contribution to its shareholders in recent years.

The success of Bank BRI cannot be separated from the support of many parties, especially its shareholders. Apart from being a reliable Information Technology System, operational service offices spread to remote or remote areas, the number of employees is large, the most important of the success of BRI Bank seems to be due to the optimal management of Human Resources Management.

In addition to providing high wages for its employees, Bank BRI also provides many supporting facilities to support the performance of its employees. This is what makes the writer interested in conducting research related to the best performance shown by BRI Bank from time to time.

Given the very large organization of Bank BRI, the authors focus on operational work units at the Branch Office level, and the authors chose the Pangkajene Kepulauan Branch Office as the object of research. This Branch Office has 8 (eight) BRI Unit Offices spread across the Pangkajene Kepulauan Regency. Number of Employees as of 31 December 2018 as many as 178 (one hundred seventy eight) people of which 85 (eighty-five) of whom were employees in marketing both fund marketing and credit marketing.

The purpose of this study is to analyze how much influence motivation, competence and compensation on the performance of employees in marketing PT. Bank Rakyat Indonesia (Persero) Tbk Branch Office of Pangkajene Kepulauan. While the expected benefits of this research include the organization or company, the results of this study are expected to be input and consideration for the organization or company in determining the steps taken in order to improve the performance of the organization or company. To the author, the results of this study are expected to be a material of knowledge, add experience and insight in analyzing a problem then making decisions and conclusions. To further researchers, the results of this study are expected to be useful as a useful reference and can be a material for further research.

RESEARCH METHOD

This research is an explanatory research, which is a study that discusses between research variables and tests hypotheses that were formulated previously and conducts data processing using survey methods and literature review. The type of research used is associative research, namely research that aims to determine the effect or also the relationship between two or more variables.

The problem in this study is a regression that is the effect between two or more variables. This study describes the effect of motivation, competence and compensation on employee performance in Fiscal Year 2019. At the BRI Bank Office Pangkep Branch Office located at Jalan Kemakmuran No. 74 Pangkajene, Pangkajene Regency, South Sulawesi Province, including the work units under it, which are 8 (eight) BRI Unit Offices.
Analysis of the data used is descriptive statistical analysis that is the analysis shown on the development and growth of a situation and only provides a description of certain circumstances by describing the properties of the object of research.

**Classic assumption test**

1. **Normality**
   
   To test the normality of data used standardized Residual Regression Histrogram and using Kolmogorov-smirnov. The graph of Residual Regression Histrogram can be seen in the following picture:

![Normality Test](image)

Residuals come from the normal distribution, so the data distribution values (see dots that follow the line) will be located around a straight line. It can be seen that the data distribution on the chart above can be said to be scattered around the straight line (not spread far from the straight line), the data follows the flow to the top right, and the data does not form a particular pattern. In the absence of a certain pattern, it can be said that normality requirements can be met. While the results of the Kolmogorov-smirnov test can be seen in Appendix 4, the Kolmogorov-smirnov Z value is 0.347 > 0.05, which means that the standardized residual value curve is said to spread normally.

2. **Multicollinearity Test**

   Multicollinearity analysis is an analysis used to determine the correlation or relationship between independent variables. If the regression equation model contains symptoms of multicollinearity, it means that there is a correlation (near perfect) between independent variables (Suliyanto, 2003).

   Based on the computer calculation results in Appendix 4 using the SPSS program with a confidence level of 95% or $\alpha = 0.05$ and the form of the equation $VIF = 1 / \text{Tolerance}$, and the analysis results obtained VIF values of work motivation variables (X), competencies (Y), and compensation (Z), each has a VIF of 3,776; 3,256, and 3,924 are smaller than 10 (Suliyanto, 2003), which shows no symptoms of multicollinearity, so it can be interpreted that each of these variables are mutually exclusive, do not influence each other and are not strongly correlated.

3. **Linearity Test.**

   To find out whether the resulting model is linear or can not be detected by looking at the scatter plot between the residual standard and its predictions. The way to know the linearity assumption is from the ANOVA test (overall $f$ test) if linearity $<0.05$ and deviation from linearity $>0.05$ then the model is linear.
Tabel 1. ANOVA Test Table (overall f test)

| Relation | Linierity | deviation from linearity |
|----------|-----------|-------------------------|
|          | F test    | sig                     | F test | sig     |
| W * X    | 322,259   | 0,000                   | 0,730  | 0,786   |
| W * Y    | 183,576   | 0,000                   | 1,122  | 0,360   |
| W * Z    | 300,840   | 0,000                   | 0,726  | 0,799   |

From the data table it can be seen that the ANOVA test (overall f test) in Appendix 4 obtained linearity of all <0.05 and the deviation from linearity of the relationship of independent and dependent variables are all> 0.05 then the model is linear.

4. Heteroscedasticity Test

Heteroscedasticity test was performed using the Park Glejser method. The results of calculations with the Park Glejser method between independent variables with absolute residual values can be seen in appendix 4 and the probability value of each variable is obtained namely work motivation (X) of 0.125; competence (Y) of 0.217 and compensation (Z) of 0.741; and each sig value> alpha value (0.05), so that the model does not contain heteroscedasticity.

Multiple Linear Regression Analysis

1. Regression Equations

To examine the effect of work motivation, competence and compensation on employee performance at PT. Bank Rakyat Indonesia (Persero) Tbk Branch Office of Pangkajene Kepulauan, used multiple linear regression analysis, and based on the results of the analysis in appendix 10 using the SPSS program, multiple linear regression equations can be arranged as follows:

\[ W = b_1 X + b_2 Y + b_3 Z + e \]

\[ W = 0.363 X + 0.126 Y + 0.282 Z + e \]

The meaning of the multiple linear regression equation can be explained as follows:

- \( b_1 = 0.363 \), which means the regression coefficient of work motivation variable of 0.363 implies that the variable of work motivation has a positive influence on employee performance, meaning that if work motivation is increased the employee's performance will increase, assuming the other variables remain.

- \( b_2 = 0.126 \), meaning that the coefficient regression coefficient of 0.126 implies that the competency variable has a positive influence on employee performance, meaning that if competency is increased the employee's performance will increase, assuming the other variables remain.

- \( b_3 = 0.282 \), it means the regression coefficient of work climate variable of 0.282 implies that the compensation variable has a positive influence on employee performance, meaning that if compensation is increased the employee's performance will increase, assuming the other variables remain.
2. Determination Test (R²)
   Based on the analysis results in the appendix, a coefficient of determination (R²) of 0.919 is obtained, this means that 91.9% of variations in changes in employee performance can be explained by variations in changes in work motivation, competence and compensation, while the remainder is 0.081 or 8.1% by other variables which is not included in the model.

3. Model Accuracy Test
   To test the accuracy or validity of the model (goodness of fit) the F test was used, and based on the results of the analysis in appendix 10, the calculated F value was 252,578, while the F table value using a confidence level of 95% or with a value of α = 0.05 and with degrees of freedom (k-1); (n-k) or (4-1); (71-4) = (3) : (67) obtained F table value of 2.742, then because F count > F table (252.578 > 2.742), means reject Ho or accept Ha, which can be interpreted that the model is feasible in revealing the influence of variables free of the dependent variable.

   For more details, the area of acceptance and rejection of Ho can be seen in the following figure:

![Figure 2 reception area and refusal for F test](image)

4. Hypothesis Test
   To test the significance of the effect of work motivation, competence and compensation on employee performance at PT. Bank Rakyat Indonesia (Persero) Tbk Branch Office of Pangkajene Kepulauan used the t test. Based on the results of the analysis using 95% confidence level or α / 2 = 0.025 and df = (nk) or (71-4) = 67, the t table value (± 1.996) is obtained, while the calculated t value for each variable is as follows:

   a) Value of t₁ = 2,779, meaning that the value of t₁ is in the receiving area Ha. This is indicated by the calculated t₁ value (6.488) is greater than t table (1.996) so that Ho is rejected or Ha is accepted, which means work motivation has a significant effect on employee performance, so based on the t test, the first hypothesis stating that work motivation has a positive influence on employee performance, accepted.

   b) Value of t₂ = 2,821, meaning that the value of t₂ is in the receiving area Ha. This is indicated by the calculated t₂ value (2,821) is greater than t table (1.996) so that Ho is rejected or Ha is accepted, which means competence has a significant effect on employee performance, so based on the t test, the second hypothesis states that competency has an influence positive on employee performance, accepted.

   c) Value of t₃ = 5.847, meaning that the value of t₃ is in the receiving area Ha. This is indicated by the calculated t₃ value (5.847) is greater than t table (1.996) so that Ho is rejected or Ha is accepted, which means compensation has a significant effect on employee performance, so based on the t test, the third hypothesis which states that compensation has an influence positive on employee performance, accepted.
For more details, the area of acceptance and rejection of Ho can be seen in the following figure:

**Figure 3 Test Curve t**

**DISCUSSION**

**The effect of work motivation on employee performance**

Based on the results of the analysis using multiple linear regression analysis, using the t test proved that work motivation has a significant effect on employee performance at PT. Bank Rakyat Indonesia (Persero) Tbk Branch Office of Pangkajene Kepulauan. The results of this study support the research conducted by Hanun (2013), the results of his study indicate that motivation significantly influences performance. Adnyani (2016), found that employee competency and work motivation have a positive and significant impact on employee performance.

Based on the results of the analysis, if PT. Bank Rakyat Indonesia (Persero) Tbk Pangkajene Kepulauan Branch Office wants an increase in the performance of its employees, can be done by increasing work motivation by meeting employees' needs for social security (health), so that they are free from anxiety.

**The effect of competence on employee performance**

Based on the results of the analysis using multiple linear regression analysis, using the t test proved that competence has a significant effect on employee performance at PT. Bank Rakyat Indonesia (Persero) Tbk Branch Office of Pangkajene Kepulauan. The results of this study support the research conducted by Rande (2019) and Hartati, Gunawan, and Munir (2016) found that competence has a significant influence on employee performance. The same research by Antwi John Osei (2015), found that employee competencies have a positive and significant effect on improving employee performance. In line with Adnyani (2016), found that employee competence and work motivation have a positive and significant effect on employee performance. Based on the results of the analysis, if PT. Bank Rakyat Indonesia (Persero) Tbk Pangkajene Kepulauan Branch Office wants to improve the performance of its employees, can be done by increasing competence by conducting training and education so that employees have the competence they have, namely marketing banking products and services.
The Effect of compensation on employee performance

Based on the results of the analysis using multiple linear regression analysis, using the t test proved that compensation has a significant effect on employee performance at PT. Bank Rakyat Indonesia (Persero) Tbk Branch Office of Pangkajene Kepulauan. The results of this study support the research conducted by Fransisca (2015), finding that motivation and compensation have a significant effect on employee performance.

Based on the results of the analysis, if PT. Bank Rakyat Indonesia (Persero) Tbk Pangkajene Kepulauan Branch Office wants to improve the performance of its employees, can be done by increasing compensation by giving fair rewards in accordance with what employees have given.

CONCLUSIONS

Work motivation has a significant effect on employee performance, thus it can be concluded that effective motivation will affect the performance of employees of PT. Bank Rakyat Indonesia (Persero) Tbk Branch Office of Pangkajene Kepulauan. Competence has a significant influence on employee performance, thus it can be concluded that good competence will affect employee performance at PT. Bank Rakyat Indonesia (Persero) Tbk Branch Office of Pangkajene Kepulauan. Compensation has a significant effect on employee performance, thus it can be concluded that the appropriate compensation will affect employee performance at PT. Bank Rakyat Indonesia (Persero) Tbk Branch Office of Pangkajene Kepulauan.

Motivation is one of the key factors for working and achieving high performance. Therefore it is expected that PT. Bank Rakyat Indonesia (Persero) Tbk Pangkajene Kepulauan Branch Office must always provide motivation to employees, one of which is by meeting employees' needs for social security (health) so that they are free from anxiety. Employee competence at PT. Bank Rakyat Indonesia (Persero) Tbk. Pangkajene Kepulauan Branch Office is expected to be improved, one of which is by assigning employees to carry out training and education on a regular basis in accordance with their job duties, namely knowledge and expertise in marketing banking products and services. One of the compensation to employees is expected to be increased, one of which is by giving fair rewards in accordance with what employees have given.

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