



The Effect of Work Motivation and Work Discipline on Employee Performance at PT Bank Mandiri (PERSERO) Tbk Regional Office 2 Palembang

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Abstract

The purpose of this research was to examine how work motivation and work discipline affect employee performance at PT Bank Mandiri (Persero), Tbk, Regional Office 2 in Palembang. In this study, the population used was 150 employees at PT Bank Mandiri (Persero), Tbk Regional Office 2 Palembang by calculating the sample size carried out using the Saturated Sampling technique, including 40 people from the finance department, 40 people from the operation department, 35 people from the credit and business support departments as many as 35 people. The sample was selected using the proportionate random sampling technique, which ensures that every employee in the population has an equal chance of being chosen as part of the random sample. The multiple linear regression analysis results indicate that work motivation and work discipline positively and significantly impact employee performance. Work motivation, it is expected that in forming work team members, it needs to be adjusted to the appropriate level of education, appropriate work experience. Work discipline, the application of sanctions for employees who have been warned not to repeat their mistakes. Employee performance is anticipated to consistently produce work outcomes that meet the company's expectations.

Keywords: Work Motivation, Work Discipline, Employee Performance.

INTRODUCTION

Human resources (HR) is one of the assets owned by the company in carrying out its operational activities and plays an important role in achieving the company's business goals (Savandha et al., 2024). Companies, both profit-oriented and non-profit organizations, including financial institutions, need more human resources in this modern era due to the rapid development of companies. The achievement of organizational goals relies not just on technology but even more on the people performing the work. Delivering quality work to meet the organization's needs is a key aspect of employee performance (Samsudin, 2018).

PT Bank Mandiri became the Company's Company stated in Deed No.9, dated October 2, 1998, hereinafter referred to as PT Bank Mandiri (Persero). PT Bank Mandiri (Persero) was formed under Indonesia's banking restructuring program, initiated by the government. In July 1999, the merger of four government banks—Bank Bumi Daya, Bank Dagang Negara, Bank Ekspor Impor Indonesia, and Bank Pembangunan Indonesia—resulted in the establishment of Bank Mandiri, each playing an integral role in Indonesia's economic development. Since its inception, Bank Mandiri has consistently improved its performance, evident from its profit rising from Rp1.18 trillion in 2000 to Rp5.3 trillion in 2004. Additionally, Bank Mandiri initiated an initial public offering on July 14, 2003, offering 20% of its shares, equivalent to 4 billion shares (source: www.bankmandiri.co.id).

Table 1. Employee Performance Achievement of PT. Bank Mandiri (Persero) Tbk Regional Office 2 Palembang Building

It	Unit	Work Volume	Year		
		Target (%)	2021 (%)	2022 (%)	2023 (%)
1	Dept. Finance	120	115	119	124
2	Dept. Operation	120	110	115	118
3	Dept. Credit	120	112	117	122
4	Dept. Business Support	120	110	114	117

Source: Internal Data of PT Bank Mandiri Regional Office 2 Palembang, 2023

The data in Table 1. on four work units at Bank Mandiri (Persero) Tbk Regional Office 2 Palembang shows that performance increases continue to increase yearly, with a work volume target set at 120%. In the Dept. Finance as a public icon in the banking world, in th. In 2023, the achievement of employee performance reached 124%, exceeding the target set by management. Followed by a good increase in the Credit Dept. in 2023, reaching 122%, while the Operation Dept. ranked 3rd in 2023. 2023 with the realization of performance reaching 118%, and the Dept. Business Support achieving 117% in 2023. This shows a good improvement in performance in several units over the last three years.

PT. Bank Mandiri Regional Office 2 Palembang is located at Jalan Kapten A. Rivai No.1008 Palembang with a total of approximately 1200 employees. In the implementation of service provision and service activities, PT. Bank Mandiri Regional Office 2 Palembang has tried to provide the best service for customer satisfaction. Based on a preliminary study of work discipline taken from employee attendance data, it shows that the number of employees of PT. Bank Mandiri Regional Office 2 in Palembang, which was late, experienced a decline from 2021 to 2023. Employee attendance that is declared on time is present until 07.30 WIB, but after 07.30 WIB, employee attendance is declared late.

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Employee attendance at PT Bank Mandiri (Persero), Tbk Regional Office 2 Building Palembang experienced a decrease in the number of employees who arrived late from 2021 to 178 people, in 2022 as many as 136 people and in the third year in 2023, only 117 employees who were late. This shows the positive influence of high work discipline on acquiring absenteeism. This positive work discipline will be able to serve as a role model for other units in a smaller scope.

Furthermore, to uphold and enhance Bank Mandiri's reputation, the bank has established a risk control system and a mechanism for reporting complaints about disciplinary violations. These violations encompass acts or signs of fraud, non-fraudulent activities, and other infractions that may adversely affect customers and Bank Mandiri. This initiative aligns with the second pillar of the Anti-Fraud Strategy (SAF), specifically the Detection Pillar, which forms part of the fraud control framework, including mechanisms such as the Whistle Blowing System (WBS). As part of its implementation, Bank Mandiri has introduced a platform for reporting violations directly to the CEO, known as the Letter to CEO (LTC).

Bank Mandiri offers special rewards to exceptional employees through the Mandiri Best Employee (MBE) program. This initiative represents the highest form of recognition for Bank Mandiri employees who not only excel in their performance but also serve as role models, actively influencing their peers to surpass targets while embodying the core values of Trust, Integrity, Professionalism, Customer Focus, and Excellence. This MBE assessment can be reflected in the employee's Key Performance Indicator every year and has an impact on the employee's work motivation.

RESEARCH METHODS

The data source used in this study is primary data, namely data collected by researchers when conducting research in the form of questionnaire statements distributed to all employees at PT Bank Mandiri (Persero) Tbk Regional Office 2 Palembang.

In this study, the population used was 150 employees at PT Bank Mandiri (Persero), Tbk Regional Office 2 Palembang calculating the sample size carried out using the Saturated Sampling technique, including 40 people from the finance department, 40 people from the operation department, 35 people from the credit and business support departments as many as 35 people. As per Sugiyono (2019), saturated sampling involves sampling all members of a population. The sample is selected using the proportionate random sampling technique, ensuring every member of the population (employee) has an equal chance of being chosen as a random sample within the population itself.

RESULTS AND DISCUSSION

1. The value of the work motivation variable (X1) is 7.672 and the significance value is 0.000, then the t value is $(7,672 > 1.976)$ or the value (Sig.) is $0.000 < 0.05$. This means that job

placement has a significant effect on employee performance at PT Bank Mandiri (Persero), Tbk Regional Office 2 Palembang. This proves that the first hypothesis that work motivation has a positive and significant effect is acceptable. $t_{hitung} > t_{tabel}$

2. The value of the work discipline variable (X2) is 6.758 and the significance value is 0.000, then the t value is (6.758 > 1.976) or the value (Sig.) is 0.000 < 0.05. This means that work discipline has a significant effect on employee performance at PT Bank Mandiri (Persero), Tbk Regional Office 2 Palembang. This proves that the hypothesis of the two work disciplines has a positive and significant effect is acceptable. $t_{hitung} > t_{tabel}$

Discussion

The Effect of Work Motivation on Employee Performance at PT Bank Mandiri (Persero), Tbk Regional Office 2 Palembang

The findings from this study indicate that work motivation positively and significantly influences employee performance, thus confirming the acceptance of the first hypothesis. These results align with previous research conducted by (Pham et al., 2022); (Antika & Dwiridotjahjono, 2022); (Alimuddin & Artiyany, 2022); (Leman et al., 2022); (Wicaksono et al., 2021); (Arianindita, 2021); (Suaiba et al., 2021); (Tupti & Arif, 2021); (Jayaweera, 2020); (Shahzadi et al., 2020); (Nzewi et al., 2020); (Paais & Pattiruhu, 2020); (Kiruja & Mukuru, 2020); (Cote, 2019); (Olusadum & Anulika, 2018); (Mfinanga, 2018) showed that work motivation had a positive and significant effect on employee performance.

Based on the respondents' feedback, the indicator "I enjoy working with others rather than working alone" received the lowest score. This suggests that some employees at PT Bank Mandiri (Persero), Tbk Regional Office 2 Palembang may not feel entirely comfortable working with their current team. The formation of a work team that does not support each other or the existence of a less harmonious relationship between fellow employees results in some employees preferring to work individually rather than as a team. The role of superiors is also very necessary to contribute and support all employees to form a solid work team and provide performance in accordance with the company's expectations.

The respondents' high scores on indicators related to producing excellent work results for the company suggest that employees at PT Bank Mandiri (Persero), Tbk Regional Office 2 Palembang, are likely to deliver outcomes that meet the company's targets and expectations. Employees of PT Bank Mandiri (Persero), Tbk, especially at the Regional Office 2 Palembang, have provided good work results by providing work results and are able to achieve the targets set by the company.

The Effect of Work Discipline on Employee Performance at PT Bank Mandiri (Persero), Tbk Regional Office 2 Palembang

The analysis results from this study indicate that work discipline positively and significantly impacts employee performance, thereby confirming the acceptance of the second hypothesis. These findings align with prior research conducted by (Merchant, 2023); (Pirawati & Firman, 2023);

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(Chan, 2022); (Moningkey, 2022); (Yanti, 2022); (Pane, 2022); (Sopandi, 2022); (Alfiyani, 2022); (Septatrisna & Hendra, 2022); (Soss & Fording, 2021); (Paramananda, 2021); (Setiawan, 2021); (Shi, 2020); (Ferriz-Valero, 2020); (Khasifah, 2020); (Yan, 2019); (Torlak & Kuzey, 2019); (Dube & Zhu, 2019); (Dube & Zhu, 2019); (Muktiani, 2019); (Rozi, 2019); (Sumarsid, 2019) showed the results that work discipline had a positive and significant effect on employee performance.

Based on the respondents' responses to this indicator, employees always come to the office according to the working hours, showing the lowest value. It is suspected that some employees of PT Bank Mandiri (Persero), Tbk Regional Office 2 Palembang, still arrive late, leave during working hours and do not attend home. Some employees still arrive late or leave during working hours without permission from their superiors. The implementation of this discipline needs to be carried out in order to reduce employee turnover in carrying out their duties and responsibilities in the company. Superiors must be fair in giving reprimands and giving warning letters to employees who continue to violate the rules imposed by the company repeatedly.

The respondents' responses to this employee indicator worked in accordance with the established procedures and showed the highest score. This shows that employees of PT Bank Mandiri (Persero), Tbk Regional Office 2 Palembang, have worked in accordance with the procedures and regulations set by the company. Employees already understand what the responsibility is regarding the job desc given. Employees make good contributions in accordance with expectations and are able to achieve in accordance with the company's expected targets. This needs to be maintained and improved to provide good achievements for the employees and the company.

CONCLUSION

Based on the research findings, work motivation and work discipline have a positive and significant impact on employee performance at PT Bank Mandiri (Persero), Tbk Regional Office 2 Palembang. High work motivation contributes to enhanced employee performance, indicating that internal drive and enthusiasm to achieve excellent results positively affect productivity and work efficiency. Additionally, good work discipline plays a crucial role in improving performance, as employees who adhere to rules and fulfill responsibilities tend to show better performance. Therefore, both work motivation and discipline are key factors in achieving optimal work outcomes at the company.

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Journal Transnational Universal Studies (JTUS)

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