

EFFECT OF WORK MOTIVATION ON EMPLOYEE PERFORMANCE (STUDY ON FRONTLINER EMPLOYEE OF BANK BRI, BNI, AND BJB OF JABODETABEK AREA)

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Abstract: By using the theory of Human Resource Management that a field of management specifically studies relationships and human roles in corporate organizations. The element of Human Resource management is human beings who are workers in the company. Therefore the focus studied by Human Resource Management is a problem related to human labor. Work motivation issues can affect employee performance. In performance there are several things that must be considered, namely quality, quantity and timeliness. Strong encouragement is needed to meet these performance indicators in order to achieve good results. This study was conducted to determine the effect of work motivation on Frontliner performance at PT. Bank Rakyat Indonesia Tbk. (BRI), PT Bank Negara Indonesia Tbk. (BNI), and PT Bank Pembangunan Daerah Jawa Barat and Banten, Tbk. (BJB) in JABODETABEK area. The sample used in this study was amounted to 172 respondents, using a quantitative approach; the data for this study was obtained through questionnaires that the specified respondents had to fill in. Techniques of data analysis used were Validity and Reliability Test, Classical Assumption Test, Simple Regression Test, Determination Coefficient (R Square), Correlation by using SPSS program. The results of analysis was based on Classical Assumption Test that motivation has a significant effect on employee performance.

Keywords: Work Motivation, Employee Performance.

I. INTRODUCTION

Human Resources or employees in the company are determinant for the success of the company in achieving the specified goals. Which means, the company goals will be well-achieved if employees have such good performance. Dessler (2010: 25) stated that in modern organizations, human resources have a new role such as productivity stimulus, making the agency or company more responsive to product innovation and technological change, producing superior service, building commitment in the employees, as well as develop and implement strategies.

One of the company's efforts to improve effectiveness and efficiency of the employees is to provide motivation. It is one of the factors and conditions or energy that moves the individual employee fixed or directed to achieve corporate organization goals. The mental attitude of employees who are professional and positive to the work situation strengthens the work motivation in order to achieve maximum performance. The performance can include aspects of business, loyalty, potential, leadership, and work morale. In research of Pamela (Omollo, 2015) stated that there is a significant positive correlation between work motivation on employee performance. Then, in the research of Connie (Bao and Nizam, 2015) stated that between the work motivation on employee performance has a significant positive correlation.

International Journal of Novel Research in Humanity and Social Sciences

Vol. 6, Issue 2, pp: (41-51), Month: March - April 2019, Available at: www.noveltyjournals.com

Every individual in the company must have different backgrounds; therefore, the company should be able to perceive the needs of employees, as well as what they expect in the future. Good motivation will make them work better that it will facilitate the achievement of corporate goals. That is the reason why the company is expected to make efforts that will raise work motivation in the employees. Employee performance can be improved through the increase of compensation and work motivation, because by the compensation that the company provides to the employees, their spirit, will, and accuracy while working will be maximum, focused, and discipline. After all, the work motivation encourage employees to work more quickly, precisely, and better in completing all tasks and work.

Bank is a financial institution that collects public funds and channels it to the parties in need and has very important role in the economic system that grows in line with the growing needs of society. The banking situation becomes more competitive, that all the Banks are competing to increase their assets in order to win the competition. Moreover, with Economy globalization and rapid development as well as dissemination of information technology, it has encouraged the acceleration of goods and services trade activity goes beyond the boundaries between countries. The company as well as banking industry is required to obtain, develop and maintain the resources contained therein to remain qualified. One factor to excel in competition is the quality of their human resources. Strong and dedicated human resources play a key role to achieve the vision and mission that the bank has promoted, so as to encourage the increased effectiveness and efficiency of output that the employees can offer.

PT. Bank Rakyat Indonesia Tbk. (BRI), PT Bank Negara Indonesia Tbk. (BNI), and PT Bank Pembangunan Daerah Jawa Barat and Banten, Tbk. (BJB), is known to be the 3 largest Banks engaged in banking services in Indonesia. The demands of society's need for financial services and banking services continue to increase, and the growing competition of similar businesses as well, therefore the banking industry is expected to provide good service, trust, and even improve management and banking operations. Bank BRI, BNI, and BJB continuously improve the quality of services in order to be able to face the competitors in obtaining customers. Efforts to improve services are not as easy as turning the palm of the hand, many parties will be involved, including strategic planner, market researcher, product specialist, pricing policy specialist, information technology support, to promotion specialist. Frontliners as well as main gate and operator officer, both in banking and technology are directly involved in this process.

The banking industry is expected to improve the services provided to its customers in order to maintain its existence as the banks that provides satisfaction in accordance with the needs and optimal wishes of customers who use the services, employees as service providers, as well as government as owners, thus they are required to improve quality services. In the frontliner of some bank, the level of employee performance can still be considered less and not yet maximum. It is caused by many different factors of each person employees. Different factors are such as the frontliners are very comfortable with their work and being in the comfort zone and having a sense of laziness due to lack of motivation that cause employees cannot complete the job well, having low work performance.

One of the most common ways the banks take to improve performance is through compensation or bonuses. Provision of compensation is very important for employees, as the size of the compensation is a measure of employee performance so if the compensation system provided by the company is fair enough for employees, it will encourage employees to perform better in their work and more responsible for each task provided by the company.

According Moeheriono (2009: 61) performance is a description of the level of achievement that an employee can achieve in the organization or company in realizing the goals, vision and mission of an organization or company. While Suwatno and Priansa (2011: 196) stated that the performance can be interpreted as work performance or the result of performance. The level of success of an employee in completing the work is known as the level of performance. If an employee has a high level of performance then the productivity will also be increased.

Based on the background as described, it encourages authors to conduct research with the title of "Influence of Work Motivation on Employee Performance (Study on Frontliner Employee of Bank BRI, BNI, and BJB JABODETABEK area). With the formulation of the problem as follows:

Does Work Motivation have an influence on Employee Performance of Bank Frontliner in JABODETABEK area.

II. LITERATUR REVIEW

2.1 Definition of Motivation

Motivation is a process that takes into account the intensity, direction, and persistence of an individual towards the achievement of goals. While general motivation relates to efforts toward any goal, we will restrict the focus on organizational goals to reflect our interest in work behavior (Robbins and Judge, 2007). In addition there is an explanation of the definition of other motivations, which is the stimulus in the serial process of human behavior to achieve goals (Hamali, Khodijah, & Febriyanti, 2016). Thus, it can be concluded that motivation is the process of achieving goals with the stimulus of human behavior that takes into account intensity, direction, and persistence.

2.2 Process of Motivation Theory

Process theory emphasizes the thinking process of how and why people choose action to others in the workplace. The theory focuses on understanding the cognitive processes that affect behavior. Although process theory can be very useful in explaining work motivation in cross-cultural settings, the value that drives such theory can widely vary between cultures and results in various different outcomes. Equity theory indicates that people compare their rewards (and inputs) towards each other. Individuals are then motivated to engage in behaviors to correct the perceived inequalities. In extreme, the sense of inequality can lead to decreased performance or job change. The theory of expectation argues that the work motivation is determined by individual beliefs about the correlation of business performance (expectancy), the work of correlation (mediation) and the desire of various works (valence). Therefore, managers must build positive expeditions, while demonstration performances reward instrumentalities and utilize rewards with high positive valence in their motivational strategies. (Ray, Rayner, Rees, Gary and Sally (2015).

2.3 Content Theories of Motivation

Here are some classical theories of motivation:

Maslow's Hierarchy of Needs Theory

Abraham Maslow's theory of needs identified five different levels of individual needs from self-actualization and reward in the upper (high level requirements) to social, safety and physiological requirements in the bottom (lower level requirements). Maslow assumed that some needs are more important (potent) than others and must be satisfied before security needs are activated, security needs to be satisfied before social needs are enabled, and so on. (Organizational Behavior, Ray French, Charlotte Rayner, Gary Rees, Sally Rumbles, 3rd Edition)

Herzberg's Two factor Theory

Herzberg and his colleagues developed a "two-factor theory", also known as hygiene-motivator theory. They noted that the factors identified as a source of job dissatisfaction (henceforth called 'dissatisfaction' or 'hygiene factor') are different from those identified as a source of satisfaction (hereinafter referred to as "satisfiers" or "motivator factors"). (Organizational Behavior, Ray French, Charlotte Rayner, Gary Rees, Sally Rumbles, 3rd Edition, Page 120)

2.4 The Correlation of Herzberg's Theory to Maslow's Theory

Maslow's theory is helpful in identifying the needs or motives and Herzberg's theory gives us insight into the goals and incentives that tend to meet those needs, as illustrated. Thus, in a motivational situation, if it is known that the highest needs (Maslow) of the individual who wants to be influenced, it must be able to determine what goals (Herzberg) can be given in the setting to motivate the individual. At the same time, if you want to recognize what purpose this person wants to satisfy. Then it can predict the highest strength. It may be because it has been found that fund and benefits tend to meet the needs at the physiological and security levels, interpersonal correlation and surveillance of the crew. (Management of Organizational Behavior, Paul Hersey, Kenneth H. Blanchard, Dewey E. Johnson, Page 80)

2.5 Understanding Performance

Understanding of employee performance in (Bangun, 2012) is the result of work achieved by a person based on job requirements. According to Bambang Kusriyanto (Mangkunegara, 2014) employee performance is the comparison of results achieved and the role of labor per time unit (typically per hour). Another opinion of Suprihanto stated that the

International Journal of Novel Research in Humanity and Social Sciences

Vol. 6, Issue 2, pp: (41-51), Month: March - April 2019, Available at: www.noveltyjournals.com

performance or work achievement of an employee is basically the work of an employee during a certain period in comparison with the possibility, such as standards, targets or performance goals that have been previously and mutually agreed.

Performance is derived from the word of Job Performance (work achievement or actual achievement that someone had ever achieved). Understanding of performance (work achievement) is the work achieved in quality and quantity by an employee in performing their duties in accordance with the responsibilities given to him. Davis and Newsroom formulated that:

- 1) Human Performance: Ability + Performance
- 2) Motivation: Attitude + Situations
- 3) Ability: Knowledge + Skill

Implementation of objective performance is not a simple task, the assessment should be avoided from the likes and dislike of assessors, that objectivity of the assessment can be maintained. This assessment is important to use in the improvement of personnel decisions and provide employees with "rewards" on their performance.

2.6 Employee Performance Dimensions

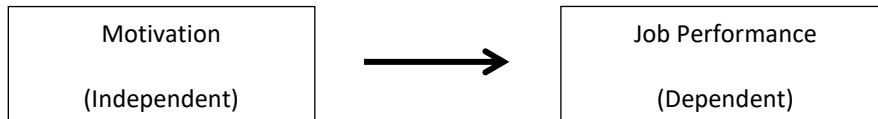
According to Wilson Bangun in (Bangun, 2012) in order to facilitate the assessment of employee performance, job standards must be measurable and clearly understood. A job can be measured through 5 dimensions, namely:

- 1) Quantity of work. This represents the amount of work produced individually or in groups as the requirements that become the work standard.
 - a) Number of jobs to complete
 - b) Number of errors in carrying out the work
- 2) Quality of work. Every employee in the company must meet certain requirements to be able to produce quality work that is guided by a particular job.
 - a) Work to meets the standards
 - b) No errors
 - c) The quality of the work produced
- 3) Timeliness. Each job has different characteristics, as for certain types of work must be completed on time, since it has dependence on other work.
 - a) Complete the work in accordance with the specified deadline
 - b) Never delaying job
- 4) Attendance. A certain type of work requires the presence of employees in the work according to the specified time.
 - a) Arrive punctually
 - b) Attendance
- 5) Cooperative ability. Not all jobs can be completed by only one or two employees, as for certain types of work it may have to be completed by two or more employees. Employee performance can be assessed by their ability to work with other co-workers.
 - a) Mutually beneficial
 - b) Working well with colleagues

Thus the conception of performance which is one of the objectives of implementation of the duties of employees, meaning that each task implementation results in a work result (performance) assessed in order to determine the level of achievement of organizational goals as a whole. An importance of performance assessment does not only improve the

implementation of employee duties, but it is oriented on career development. In this case (Rachmawati, 2008: 123) stated that “performance evaluation is often used as the basis of required payroll, promotion or training”.

The framework of thinking from this study can be seen as follows:



Based on the result of variables analysis in this research model hence it can result in hypothesis, as follows:

Hypothesis of X and Y

- Ho: There is no significant influence between Work Motivation on Employee Performance.
- Hi: There is a significant influence between Work Motivation on

III. RESEARCH METHODOLOGY

3.1 Approach

Our research uses quantitative research approach as this research is descriptive. This research is descriptive because it only describes the influence of the magnitude of motivation with the GPA bonuses that have a significant effect on the performance of frontliner employees at Bank (BRI, BNI, BJB) Jabodetabek area.

3.2 Purpose

The results of research more specifically can be meant as such descriptive study, which is a study of a particular phenomenon or population obtained by researchers from subjects in the form of individuals, organizational, industry, or other perspectives. This study helps to explain the characteristics of the subject under study, in order to examine various aspects of a particular phenomenon, and address the idea of a problem for further testing or research. Hypothesis testing aiming to test the hypothesis is generally a study explaining the phenomenon in the form of correlation between variables.

3.3 Strategy

Survey is a system for collecting information from or about people to describe, compare, or explain their knowledge, attitudes, and behavior (Fink, 2003). Indeed, survey is usually used in explorative and descriptive research to collect data about people, events, or situation.

3.4 Time Horizon

In this study using *Cross Sectional Study* which is a study to determine the comparative correlation of several studied subjects. Generally it is a type of one-stage study of which data is in the form of some subjects at a certain time.

3.5 Sampling technique

In this study it took location in all branches of Bank BRI, BNI, and BJB in JABODETABEK area. The number of samples in this study was 172 employees of 3 Banks studied.

3.6 Operationalization of Constructs

Measurement of indicator of this research variable was using Likert Scale, which is by arranging questions or statements of which each item is given a range of scores in the Likert Scale. Likert scale is designed to examine how to examine how strongly the subject agrees or disagrees with the statement on the five-point scale of Invalid source specified. In order to measure questions about Motivation (X) and Employee Performance (Y), then each answer is given with a score.

Table I: Likert Scale Instrument

1	2	3	4	5
Strongly Disagree	Disagree	Slightly Disagree	Agree	Strongly Agree

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 Vol. 6, Issue 2, pp: (41-51), Month: March - April 2019, Available at: www.noveltyjournals.com

Based on these categories it can be identified the highest value weight of 5 and the weight of the lowest value is 1. The questionnaire is distributed in order to understand the opinions about Occupational Safety and Health to Job Satisfaction and Employee Performance.

Table II: Basic Definition, Dimension, Statement, and Item Number.

Basic Definition	Dimension	Statement	Item no.
Motivation: effort toward any goal, we will restrict the focus on organizational goals to reflect our interest in occupational behavior (Robbins and Judge, 2007).	Abraham Maslow's theory of needs identifies five different levels of individual needs as follows: <ol style="list-style-type: none"> 1. Self-actualization 2. Esteem 3. Social 4. Safety 5. Physiological 	1. - Advice and criticism given by the management make me more advanced. - Motivation given by the management makes me more disciplined in working 2. - The company always gives rewards for employees who excel. - My opinion is always appreciated by supervisors 3. - I think I have many friends in this workplace. - I and my colleagues always help each other when there is a problem. 4. - I often feel safe in performing this job. - The company has enough evidence to give sanction when employees make mistakes in performing tasks. 5. - It provides facilities and infrastructure that support all task activities. - Break time given by the company is sufficient.	- 1,2 - 3,4 - 5,6 - 7, 8 - 9, 10
Employee performance: results of work achieved by a person based on job requirements. (Bangun, 2012)	<ol style="list-style-type: none"> 1. Quantity of work. <ul style="list-style-type: none"> - Number of jobs to complete - Number of errors in carrying out the work 2. Quality of work. <ul style="list-style-type: none"> - Work meets the standards - No errors - The quality of the work produced 3. Timeliness. <ul style="list-style-type: none"> - Complete the work in accordance with the specified deadline - Never delaying job 4. Attendance. A certain type of work requires the presence of employees in the work according to the specified time. <ul style="list-style-type: none"> - Arrive punctually. - Attendance 5. Cooperative ability. <ul style="list-style-type: none"> - Mutually beneficial - Working well with colleagues 	1. - The work I produce is in accordance with the target set by the company - I am able to suppress the number of errors in the work. 2. - I am able to complete the work better than the standard - I can complete the job thoroughly so as to produce quality service 3. - I am able to complete the task in accordance with the time set by the company - I do not postpone the job given by the supervisors 4. - Employees arrive at work according to the time specified by the company - My attendance records do not exceed the standards set by the company. 5. - I often work with colleagues in completing joint tasks. - I am able to work well together in a team.	- 1,2 - 3,4 - 5,6 - 7, 8 - 9, 10

3.7 Regression

Regression analysis is a statistical methodology that serves to estimate the correlation of two or more quantitative variables, thus one of the variables can be predicted from other variables (Neter et al., P.3). The regression analysis was first developed by Sir Francis Galton at the end of the 19th century. Galton has studied the correlation between the height of the parents with their children and finds the height of the children both short and high ones seem to be heading towards the group average. He concluded that this data moves following the rules toward a setback to the mean value. He developed mathematical description for the decline following this rule, which we now know as the regression model. There are two types of correlation between variables in the regression which is functional and statistical correlation. Functional correlation between two variables can be expressed in mathematical formulas. If X is defined as the independent variable and Y as the dependent variable, the functional correlation is as follows: $Y = f(X)$. The correlation is statistically, almost like a functional correlation but not a perfect one. In general observations the statistical correlation does not directly affect the correlation curve. Regression analysis has three targets: (1) description, (2) control, (3) forecasting. (Neter et al., P.9). Description due to regression analysis can give description of correlation between variable. Control is useful if we want to identify how much value of independent variable if we want the value of dependent variable at a certain value. Beside that regression model it also can be used as predictor of dependent variable with independent variables. In general the form of regression equation is as follows:

$$Y_i = \beta_0 + \beta_1 X_i + \epsilon_i \quad (8)$$

In which:

Y_i is the response value of the i^{th} variable; β_0 and β_1 are parameters

X_i is the value of predictive variable i^{th} ; ϵ_i is random error with the average of $E\{\epsilon_i\} = 0$ and the variety σ^2

3.8 Validity Test

The validity test (WAHYUNI, 2014) is a test used to indicate the extent to which a measuring instrument is used in a measure of what is measured. Ghazali (2009) stated that the validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something to be measured by the questionnaire. A test can be said to have high validity if the test performs its measuring function, or provides a precise and accurate measurement result in accordance with the intent of implementing the test. A test produces irrelevant data for the purpose of performing measurements stated to be a test that has low validity.

3.9 Reliability Test

Reliability (Ghozali, 2009) is an instrument for measuring a questionnaire that is an indicator of a variable or construct. A questionnaire is said to be reliable if one's response to a statement is consistent or stable over time. Reliability of a test refers to the degree of stability, consistency, predictability, and accuracy. Measurement that has a high reliability is a measurement that can produce reliable data. Both high or low reliability are empirically indicated by a number known as the value of reliability coefficient. High reliability is indicated by the value of r_{xx} close to the number 1. The general agreement of reliability is considered sufficiently satisfactory if ≥ 0.700 . Testing of the instrument reliability is using Alpha Cronbach formula as the instrument of this study is in the form of a questionnaire and scale. Alpha Cronbach formula is as follows:

$$r_{11} = \left(\frac{n}{n-1} \right) \left(1 - \frac{\sum \sigma_i^2}{\sigma^2} \right)$$

Description:

r_{11} = the studied reliability

n = the number of question items tested

$\sum \sigma_i^2$ = the number of variance scores per item

σ^2 = total variance

IV. RESULT AND DISCUSSION

4.1 Validity and Reliability Test

4.1.1 Validity test

Table III: Validity Test Results of Work Motivation Variable

		Correlations										
		MOT	MOT 1	MOT 2	MOT 3	MOT 4	MOT 5	MOT 6	MOT 7	MOT 8	MOT 9	MOT 10
MOT	Pearson Correlation	1	,324*	,417*	,608*	,556*	,459*	,289*	,563*	,509*	,437*	,501*
	Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	,000	,000
	N	172	172	172	172	172	172	172	172	172	172	172
**. Correlation is significant at the 0.01 level (2-tailed).												
*. Correlation is significant at the 0.05 level (2-tailed).												

From the results listed in Table 1, then the Work Motivation variables in this study can be stated that all statements are valid as the number of samples of 172 with Pearson Correlation > R table is the value of R table with a confidence level of 0.05 is 0.149.

Table IV: Validity Test Results of Employee Performance Variable

		Correlations										
		EP	EP1	EP2	EP3	EP4	EP5	EP6	EP7	EP8	EP9	EP10
MOT	Pearson Correlation	1	,480**	,348**	,380**	,462**	,531**	,326**	,533**	,525**	,538**	,414**
	Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	,000	,000
	N	172	172	172	172	172	172	172	172	172	172	172
**. Correlation is significant at the 0.01 level (2-tailed).												
*. Correlation is significant at the 0.05 level (2-tailed).												

From the results listed in Table2, then the Work Motivation variables in this study can be stated that all statements are valid as the number of samples of 172 with Pearson Correlation> R table is the value of R table with a confidence level of 0.05 is 0.149.

4.1.2 Reability Test

Table V: Reliability Test Results of Work Motivation Variable

Reliability Statistics	
Cronbach's Alpha	N of Items
,607	10

From Table 3 above it can be identified that the value of Cronbach's Alpha on Work Motivation variable of 0.607, it indicates that all statements used in this study are reliable.

Table VI: Reliability Test Results of Employee Performance Variable

Reliability Statistics	
Cronbach's Alpha	N of Items
,572	10

From Table 4 above it can be identified that the value of Cronbach's Alpha on Work Motivation variable of 0.572, it indicates that all statements used in this study are reliable.

4.2 Classical Assumption Test

4.2.1 Normality test

Table VII: Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		172
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2,04493013
Most Extreme Differences	Absolute	,067
	Positive	,052
	Negative	-,067
Test Statistic		,067
Asymp. Sig. (2-tailed)		,056 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

From Table 5 it can be identified if the test results of kolmogorovsmirnovis stated to be normal when the value of $p > 0.05$, while the results obtained $p = 0.056$ that the distribution of data is normal.

4.2.2 F test (influence test)

Table VIII: Test results of F

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	253,434	1	253,434	60,251	,000 ^b
	Residual	715,077	170	4,206		
	Total	968,512	171			
a. Dependent Variable: EP						
b. Predictors: (Constant), MOT						

From Table 5 it can be identified that the value of sig = 0,000 ($p < 0.05$) means that motivation (X) has a significant effect on employee performance (Y).

4.3 Simple Regression Test, Coefficient of Determination (R Square), Correlation

Table IX: Simple Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24,418	2,282		10,698	,000
	MOT	,432	,056	,512	7,762	,000
a. Dependent Variable: EP						

From the data of Table 7 it can be identified that the value of B in the Coefficients table above, it obtained the regression equation as follows:

$$Y = 24,418 + 0,432 X$$

Note: Y = Employee Performance

X = Motivation

Thus, if the motivation is 0 then the employee performance will still be worth of 24,418 and every increase of motivation by 1 will improve employee performance equal to 0,432.

Table X: R Square Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,512 ^a	,262	,257	2,05094
a. Predictors: (Constant), MOT				
b. Dependent Variable: EP				

From the above data it obtained R Square = 0.262 = 26.2%. It can be interpreted that the independent variables studied have the influence of 26.2% contribution to the variable of Employee Performance (Y), while the other 73.8% is influenced by other factors beyond the variable studied.

Table XI: Correlation Test Results

Correlations			
		EP	MOT
Pearson Correlation	EP	1,000	,512
	MOT	,512	1,000
Sig. (1-tailed)	EP	.	,000
	MOT	,000	.
N	EP	172	172
	MOT	172	172

From Table 9 data it obtained p = 0,000 and r = 0,512 which means that there is correlation between motivation (X) on employee performance (Y) with sufficient influence strength.

V. CONCLUSION

Through the results of the analysis and discussion in this study, the authors can draw some conclusions as follows:

1. Work Motivation Variables in this study has a positive and significant effect on Employee Performance variables. This is evident from the results of simple regression analysis that produces the equation of $Y = 24,418 + 0,432 X$. This means that if the score of variable X which is Work Motivation increased by 1, then the Employee Performance variable will also increase by 0.432 units with the constant of 24.418 and obtains the results of simple regression analysis with positive correlation coefficient with moderate or sufficient correlation. With the determinant coefficient value of external factors that still has very large influence of Work Motivation variables. As for the assessment of hypothesis results stated that there is a significant influence between the Effects of Work Motivation on frontliner Employee Performance at PT. Bank Rakyat Indonesia Tbk. (BRI), PT Bank Negara Indonesia Tbk. (BNI), and PT Bank Pembangunan Daerah Jawa Barat and Banten, Tbk. (BJB) in JABODETABEK Area, in which the data is normally distributed. The result of F test also denotes the value of sig = 0.000 (p < 0,05) meaning that motivation (X) have significant influence to Employee Performance (Y).

2. The influence of frontliner Employee Performance at PT. Bank Rakyat Indonesia Tbk. (BRI), PT Bank Negara Indonesia Tbk. (BNI), and PT Bank Pembangunan Daerah Jawa Barat and Banten, Tbk. (BJB) in JABODETABEK Area which has 10 indicators for overall reliability test of reliable or feasible indicators. While the validity test having 10 indicators indicates that the overall result is valid.

International Journal of Novel Research in Humanity and Social Sciences

 Vol. 6, Issue 2, pp: (41-51), Month: March - April 2019, Available at: www.noveltyjournals.com
ACKNOWLEDGEMENT

As input for decision making at PT. Bank Rakyat Indonesia Tbk. (BRI), PT Bank Negara Indonesia Tbk. (BNI), and PT Bank Pembangunan Daerah Jawa Barat and Banten, Tbk. (BJB) in JABODETABEK Area, after conducting research, analyzing and collecting the obtained results, the suggestions can be given as follows:

1. On the variable of Work Motivation at PT. Bank Rakyat Indonesia Tbk. (BRI), PT Bank Negara Indonesia Tbk. (BNI), and PT Bank Pembangunan Daerah Jawa Barat and Banten, Tbk. (BJB) in JABODETABEK area, it obtains pretty good average result that must be maintained and improved. Similarly, Employee Performance variables obtain fairly good average result that it should be more improved to be excellent on other lower question indicators.
2. For subsequent researchers, in order to add new variables unexamined by this research that it can find external influences to improve employee performance such as promotion positions, leadership style, etc.

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