

The Effect of Motivation on Employee Performance on Banking in Sorong City

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Abstract:- The study aims to analyze the effect of Motivation on the Performance of banking employees in Sorong City mediated by the commitment of Individual Citizenship Behavior (ICB) as an intervening variable. The success of an organization or company is strongly influenced by the performance of individual employees. This study uses a quantitative causality approach with the research methods used are descriptive and verificative. The research data was obtained from the results of questionnaire submission of 225 respondents of banking employees in Sorong City. Data analysis was performed using quantitative descriptive data analysis. Direct effect results show that the Motivation variable has a positive effect, but does not have a significant effect on Individual Citizenship Behavior, and has a positive effect, but does not have a significant effect on employee performance. The results of indirect effect show that motivational variables have a significant positive effect on employee performance moderated by the Individual Citizenship Behavior (ICB) variable of employees or in other words individual Citizenship Behavior (ICB) can mediate the influence of motivation on employee performance.

Keywords: motivation, employee performance, banking.

1. Introduction

In today's era of global competition, the banking business is a business that has a high level of competition, so it requires qualified employees to be able to compete with other banks. Banking is required to acquire, develop and retain qualified employees. Quality employees will be able to produce maximum work. The higher the quality of employees, the higher the level of employee performance, so as to encourage increased effectiveness and efficiency of the output to be produced by an employee.

A banking company certainly needs reliable employees to improve quality services. Employees are important assets for banks, many things need to be considered related to improving their performance. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2005: 9). Good performance can be achieved inseparably from the quality of good human resources (Umam, 2018). According to (Siagian et.al., 2018: 26), that factors that affect employee performance, namely abilities and expertise, work design, knowledge, personality, work motivation, organizational culture, loyalty, commitment and work discipline. According to (Hasibuan, 2010), performance is the result of work achieved by a person in carrying out his duties on ability, effort, and sincerity as well as time in accordance with standards and criteria.

Research conducted (Yoke & Panatik, 2016), states that performance is considered as one of the most important aspects for organizations or work units and individual employees. In the research conducted (Sawitri et al., 2016), stated that organizations must maintain excellence in order to improve performance, because performance basically affects teamwork and affects employees as a whole. (Santos et al., 2018), states that performance impacts how employees contribute to the organization, including the quantity and quality of results, work attendance, and cooperative behavior. Therefore, employee performance is also related to the factors that affect a job and its results.

The quality of employee performance in an organization can depend on the ability of organizational management to motivate, mobilize and satisfy employees in a particular job and environment. So, one of the tasks of managers is to provide motivation to their subordinates (Lodge and Derek, 1993). Good and bad employee performance is not only influenced by the success of the organization motivating its employees, but can also be influenced by the emotional intelligence of the employees themselves (Salovey & Mayer, 2006), Another factor that can affect employee motivation is organizational culture. Employee performance is described as a person's achievement

measured based on standards and criteria set by the company, where the management of human resource performance is intended to improve overall company performance (Mas'ud, 2004: 55).

Motivation can be interpreted as the strength (energy) of a person that can cause the level of persistence and enthusiasm in carrying out an activity, both from within the individual himself (intrinsic motivation) and from outside the individual (extrinsic motivation) (Herzberg et.al, 2008); (Sudrajat, 2008). According to (Mas'ud, 2004: 39), defines motivation as the impetus (mobilizer) that exists in a person to act. To be able to carry out tasks and work well, motivation is needed from every employee. Motivation is also a driving factor so that it can produce optimal productivity and performance in accordance with organizational goals (Sopiah, 2008). (Gomez-Mejia et al., 2012), argue that increasing employee motivation will lead to improved individual, group, and organizational performance. Research (Arshadi, 2010), provides results that three psychological needs affect work motivation and job performance. (Hayati & Caniogo, 2012), shows the relationship between work motivation and work performance. (Syafii et al., 2015), revealed that there are three variables that significantly affect job performance; these variables are leadership style, company culture, and employee motivation. (Taghipour & Dejban, 2013), showed that work motivation correlates with job performance.

Organizational culture has an important role in work performance relationships. According to (Gibson, 1998), organizational culture is defined as a system that permeates values, beliefs, and norms in every organization. Organizational culture can encourage and prevent its effectiveness depending on characteristics, beliefs, and value norms. (Robbins, 2002), defines organizational culture as a system of shared meanings shared by members of an organization that distinguishes the organization from other organizations. (Awadh & Saad, 2013), that organizational values and norms are based on employee relations. Work performance has a strong influence on organizational culture because it leads to increased productivity. (Sangadji & Sopiah, 2013) that organizational culture has a positive and significant effect on performance. The better the organizational culture in an organization, the better the performance of employees in the organization. (Hakim, 2015) that organizational culture has a positive and significant impact on employee performance. This means that to improve employee performance, organizations need to improve organizational culture. (Qazi et al., 2017), that there is a significant positive correlation found between the component dimensions of organizational culture and job satisfaction which means if the organization improves organizational culture, then the level of employee job satisfaction will also increase.

2. Theoretical Framework

Every organization or company always tries to improve employee performance to achieve organizational or company goals. Performance is still a problem that is always faced by management, so management needs to know the factors that affect *Individual Citizenship Behavior* (ICB) and employee performance. One way to improve employee performance is to create a supportive atmosphere for motivation, emotional intelligence and a good organizational culture.

3. Review of Literature

3.1. Motivation

According to (Sulila, 2019), motivation is the work done by managers in providing inspiration, enthusiasm, and encouragement to others in this case employees to perform certain actions. According to (Siagian, 2017), said that motivation is a psychological state that encourages, activates, or moves as well as motivation to direct and channel one's behavior, attitudes, and actions that are always associated with achieving goals, both organizational goals and personal goals of each member. Meanwhile, according to Indahingwati in the journal (Paais & Pattiruhu, 2020), motivation is a force that allows a person to act towards a certain goal. Motivation is important in organizations to increase employee morale in achieving their goals (R. Ali & Ahmed, 2009).

According to (Robbins & Judge, 2014: 222), motivation is as a process that explains the intensity, direction, and perseverance of an individual to achieve his goals. Work Motivation according to (Digdowiseiso & Seftia, 2021) "Motivation is a drive of needs in employees that need to be met so that these employees can adjust to their environment and be able to achieve predetermined goals. While according to (Gibson, 2013: 165) said motivation is the force that drives an employee who causes and directs behavior. So, work motivation is a condition that raises the encouragement or arouse the morale of an employee to achieve company goals. According to (Mangkunegara, 2013), motivation is a condition that moves employees to be able to achieve their goals and

motives. Motive is a necessity drive in employees that needs to be met so that employees can adjust to their environment (Maemunah et al., 2024). According to Maslow quoted (Hasibuan, 2011), explained that employee work motivation is influenced by physical needs, the need for security and safety, social needs, the need for self-esteem, and the need for self-actualization. From a motivation or drive will arise a sense of job satisfaction in employees.

According to (Dessler, 2009), theoretically motivation is formed because humans have basic needs categories such as physiological needs, security, social, ego, and self-realization. According to Herzberg, there are two factors that affect a person's work conditions, namely intrinsic motivation and extrinsic motivation. Intrinsic Motivation is a drive that arises from within each person, while Extrinsic Motivation is a drive that comes from outside oneself, especially from the organization where he works. (Hasibuan, 2011) According to him, motivation is important because it causes, channels, and supports human behavior to be willing to work hard and enthusiastically achieve optimal results. Motivation is a very important aspect in determining employee performance. Motivation is a theoretical concept about an activity that is influenced by one's perception and behavior to change unsatisfactory or unpleasant situations. As a motivational figure as a school of humanism, Maslow stated hierarchically that all human needs are patents for humans (Sukanteri et al., 2024). These needs include physiological needs (food and clothing), security needs (free from danger), social needs, self-esteem needs, and self-actualization needs (Uno, 2007). (Afandi, 2018), mentions Motivation indicators, namely remuneration, working conditions, facilities, work performance, and recognition from superiors.

Motivation refers to the inner strength that regulates, supports, and encourages one's behavior to improve work performance and fulfill necessary tasks with maximum applied effort (Hitka et al., 2020). He stated that motivation can be influenced by several aspects such as personal changes, mental state, finances, and other social factors. According to (Chaudhary & Sharma, 2012), motivation is the enthusiasm and intrinsic drive of an employee to complete work-related activities. It further argues that motivated employees are more productive than unmotivated employees. If the employee is satisfied and happy, then he will do his job in the best and amazing way. The result will be positive and will motivate other employees in the office (Lekcharoen, 2024). In order to improve work effectiveness and performance, it is important to address a number of problems, including increasing motivation among employees, making them feel satisfied with their work and improving work-related welfare in general (Bogdanova et al., 2008).

3.2. Performance

According to (Mangkunegara, 2013), performance is the result of work in quality and quantity achieved by a worker in carrying out his duties in accordance with the responsibilities given to him. (Zhang, 2010), performance is an important assessment for companies so that company sustainability can be maintained. Employee performance includes behavior that is under control, but provides limits for irrelevant behavior (Dewettinck & Ameijde, 2011). Meanwhile, performance also assesses the active role of employees in carrying out obligations according to formal contracts given to them by the company (Biswas, 2009). Employee performance appraisals can increase motivation and encourage them to actively engage in innovative programs, and make it easier to achieve desired goals (Minavand & Lorkojouri, 2013).

Employee performance appraisals provide feedback, and programs are prepared to improve performance that can help employees develop skills to maximize their potential (Cascio, 2014) (Y. Susanto et al., 2020). Employees with high perceived organizational support (POS) indicate that they have greater responsibility that collectively helps the organization achieve its goals, increased rewards for key performance, and such employees have a high commitment to the organization (Neves & Eisenberger, 2012) (Silitonga et al., 2020).

According to (Robbins & Judge, 2008), performance is a result achieved by employees in their work according to certain criteria that apply to a job. According to (Sudaryono, 2014), stating performance is a series of activities that describe the extent of results that have been achieved by a person in carrying out his duties and responsibilities

in the form of successes and shortcomings that occur. According to (Hasibuan, 2016), defining performance as a result of work achieved by a person in carrying out the tasks assigned to him based on ability, experience, sincerity and time.

According to (Mangkunegara, 2015), it is stated that performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to (Hendra & Alfaris, 2019), states that performance is the result of a process that refers to and is measured over a certain period of time based on predetermined terms or agreements. Understanding performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him (Istiadji et al., 2024).

4. Methods

4.1 Types of Research

Types of research include types of *explanatory research* or *confirmatory research* using quantitative approaches. *Explanatory research* or *confirmatory research* is a study that aims to analyze the influence between one variable and another, or explain how one variable affects other variables.

4.2 Object of Research

The object of research is a phenomenon or research problem that has been abstracted into a concept or variable. The object of research was found attached to the research subject (Arikunto, 2016). (Cooper & Schindler, 2017) said that the object of research is a variable to be studied in research. Based on this definition, it can be said that the object of research is a concept to be studied that has value. The object of this study is the motivation and performance of Banking Employees in Sorong City.

4.3 Research Methods

This study used descriptive and *explanatory research methods*. The descriptive method is carried out to understand the characteristic picture of the variables that exist according to the situation (Arikunto, 2008). Meanwhile, (Arikunto, 2008) describes *explanatory research* to determine the relationship between one variable and another.

The data used is primary data. Primary data was obtained from questionnaires distributed to selected banking employees in Sorong City who were eligible to become respondents. Questionnaires made with Likert measurement scales. This research is conducted to obtain descriptions, descriptions objectively, measurably, rationally, systematically, factually and accurately regarding the facts, properties and relationships between the variables studied both qualitatively and quantitatively.

4.4 Population And Sample

Study Population

The population in this study is all Bank employees in Sorong City, including Bank BNI, BRI, Mandiri, BII, BCA, Muamalat, Mega, Syariah Mandiri, Danamon and Bank Papua in January 2023.

Table 1. The Composition of the Number of Banking Employees in Sorong City

No.	Bank	Number of Employees
1	BNI	115
2	BRI	78
3	Mandiri	112
4	BCA	28
5	Mybank/BII	26
6	Muamalat	20
7	BSI/Mandiri Syariah	25
8	Mega	22
9	Danamon	23

10	Papua	65
Jumlah		514

Source: Banking Employee Data in Sorong City, 2023.

Research Sample

Sampling is carried out by *the probability sampling* method which according to probability sampling is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a member of the sample. Meanwhile, the sampling technique uses simple random sampling. Simple random sampling is the taking of sample members from a population carried out randomly regardless of the strata in the population. So the sample is employees in several banks in Sorong City who are designated as respondents as research samples with characteristics including gender, age, last education, length of service, work and position. The number of sample members (n) in this study was 225 employees.

4.5 Data Collection Techniques

Data collection techniques in this study used survey techniques with questionnaire instruments.

4.6 Data Analysis Techniques

After the data is successfully obtained through questionnaires, the data will be analyzed using statistical techniques to answer research hypotheses. In this study, the technique to be used is Structural Equation Modeling-Partial Least Square (SEM-PLS) using SmartPLS software version SEM-PLS version 4.0. SEM-PLS is a multivariate technique that combines aspects of factor analysis and multiple regression, allowing researchers to simultaneously examine a series of relationships between interrelated variables and latent constructs.

5. Discussion

5.1 Descriptive Analysis of Motivation Variables

The work motivation variable consists of 11 statements to answer the work motivation measurement indicator. Furthermore, the statements are tabulated to obtain data in numerical form based on a predetermined Likert scale. The tabulation results of work motivation variables can be known the number and percentage of respondents' answers regarding the work motivation of banking employees in Sorong City.

The results of the description of the assessment of the responses of banking employees in Sorong City to the motivation variable are presented in the following table:

Table 2. Descriptive Statistical Analysis of Motivational Variables

No	Statement	Answer Score					Total Score	Indeks Indicators	Category Indicators
		ST	T	CT	R	SR			
1	X1.1	136	77	11	1	0	1.023	4,55	Very High
2	X1.2	98	95	27	5	0	961	4,27	Very High
3	X1.3	130	88	7	0	0	1.023	4,55	Very High
4	X1.4	106	97	13	9	0	975	4,33	Very High
5	X1.5	98	100	25	1	0	967	4,30	Very High
6	X1.6	114	97	14	0	0	1.000	4,44	Very High
7	X1.7	114	103	8	0	0	1.006	4,47	Very High
8	X1.8	110	102	12	1	0	996	4,43	Very High
9	X1.9	107	107	10	1	0	995	4,42	Very High
10	X1.10	122	100	3	0	0	1.019	4,53	Very High
11	X1.11	110	108	7	0	0	1.003	4,46	Very High
<i>Mean Variabel</i>							-	4,43	Very High

Based on the results of descriptive data processing analysis, the assessment of the responses of banking employees in Sorong City to the motivation variables in the table above shows that the average value for the perceived motivation variable with a very high or very good level of motivation, this is indicated by the average value of the variable of 4.43 which is in the range of the interval value of 4.21 – 5.00 (Very High), this shows in general the average banking employee in the City Sorong has a very high motivation related to the motivation to always maintain the trust and tasks given by the leader in every task and responsibility mandated to employees, this is

because motivation is a factor that encourages a banking employee to move towards achieving the goals set by the company. In addition, the income and benefits provided are also motivating factors to improve the performance of an employee.

5.2 Motivation for Employee Performance

5.2.1 Measurement Model Analysis (Outer Model)

a) Construct Reliability and Validity

Construct reliability and validity is a test to measure the reliability of a construct. The reliability of the construct score should be high enough.

Good construct reliability and validity criteria can be seen from:

1. Cronbach Alpha: $> 0,7$ (Nunnally dan Bernstein, 1994; Vinzi, Trinchera, & Amato, 2010)
2. Rho_A: $>0,7$ (Vinzi, Trinchera, & Amato, 2010)
3. Composite Reliability: $>0,6$ (Bagozzi dan Yi, 1988; Chin & Dibbern, 2010)
4. Average Variance Extracted (AVE): $> 0,5$ (Fornell dan Larcker, 1981; Bagozzi dan Yi, 1988; Chin & Dibbern, 2010)

Table 3. Values Construct Reliability and Validity

	<i>Cronbach's alpha</i>	<i>Composite reliability (rho_a)</i>	<i>Composite reliability (rho_c)</i>	<i>Average variance extracted (AVE)</i>
Employees Performance (Y)	0.944	0.942	0.953	0.718
Motivation (X1)	0.942	0.924	0.946	0.615

Conclusion:

1. *Cronbach Alpha*: All variable constructs $> 0,7$
2. *rho_A*: All variables $>0,7$
3. *Composite Reliability*: All variables $>0,6$
4. *Average Variance Extracted (AVE)* All variables $> 0,5$

Thus, judging from the results of *construct reliability and validity* testing indicates a good construct.

Discriminant Validity

Discriminant validity is the extent to which a construct is completely different from another construct (a construct is unique).

To measure the validity of discriminants can be seen from:

1. Fornell-Larcker Cirteiron
2. Cross Loadings
3. Heretroit-Monotrait Ratio (HTMT)

Table 4. Discriminant Validity Values With Fornell-Larcker Cirteiron

	Employee Perfomance (Y)	Motivation (X1)
Employee Performance (Y)	0,847	
Motivation (X1)	0,756	0.784

Table 5. Corss Loadings Variable Motivation to Performance

	Employee Performance (Y)	Motivation (X1)
X1.1	0.556	0.693
X1.2	0.459	0.660
X1.3	0.512	0.755
X1.4	0.485	0.730

X1.5	0.558	0.743
X1.6	0.612	0.818
X1.7	0.674	0.883
X1.8	0.642	0.834
X1.9	0.642	0.871
X1.10	0.674	0.811
X1.11	0.643	0.795
Y1	0.793	0.588
Y2	0.813	0.670
Y3	0.831	0.614
Y4	0.866	0.627
Y5	0.859	0.648
Y6	0.881	0.654
Y7	0.875	0.574
Y8	0.856	0.640

Table 6. Value Discriminant Validity with Heretroit-Monotrait Ratio (HTMT)

	Employee Performance (Y)	Motivation (X1)
Employee Performance (Y)		
Motivation (X1)	0.798	
	<i>Heretroit-Monotrait Ratio (HTMT)</i>	
Motivation (X1) ↔ Performance (Z)	0.798	

Based on the results of the analysis with *SmartPLS*, The most recent measurement is best to look at the Heretroit-Monotrait Ratio (HTMT) value. If the HTMT value < 0.90 then a construct has good discriminant validity. Thus, the analysis results show that the HTMT value of the motivation variable against the employee performance variable (Y) 0.798 < 0.90, then the construct has good discriminant validity (Jörg Henseler Christian; M. Ringle; Marko Sarsted; 2015).

5.2.2 Structural Model Analysis (Inner Model)

Analyze the relationship between constructs (between latent variables), namely exogenous and endogenous and relationships including:

a. R-Square

R-Square is a measure of the proportion of variation in the value of an affected variable (endogenous) that can be explained by the variable affecting it (exogenous). This is useful for predicting whether a model is good/bad.

The criteria:

- If value $R^2 = 0,75 \rightarrow$ The model is substantial (powerful)
- If value $R^2 = 0,50 \rightarrow$ Model is moderate
- If value $R^2 = 0,25 \rightarrow$ Model is weak (bad)

Table 7. Result Value R-square (Inner Model) Motivational Variables (X1) against Performance (Y)

	<i>R-square</i>	<i>R-square adjusted</i>
Employee Performance (Y)	0.571	0.569
Motivation (X1)		

Conclusion: *R-Square Adjusted* Variable Motivation to performance = 0,571. This means that the ability of motivational variables in explaining employee performance is 57.1%, thus the model is classified as moderate.

b. F-Square

f2 effect size (F-Square): is a measure used to assess the relative impact of an influencing variable (exogenous) on the affected variable (endogenous).

The criteria (Cohen, 1988):

- If value $f2 = 0,02 \rightarrow$ Small effect of exogenous variables on endogenous
- If value $f2 = 0,15 \rightarrow$ Moderate/moderate effect of exogenous variables on endogenous
- If value $f2 = 0,35 \rightarrow$ Large effects of exogenous variables on endogenous

Table 8. Result Values *F-square (Inner Model) Motivational Variables (X1) against Performance (Y)*

	Employee Performance (Y)	Motivation (X1)
Employee Performance (Y)		
Motivation (X1)	1.333	

c. Direct Effect

Direct effect analysis is useful for testing the hypothesis of the direct influence of an influencing variable (exogenous) on the affected variable (endogenous).

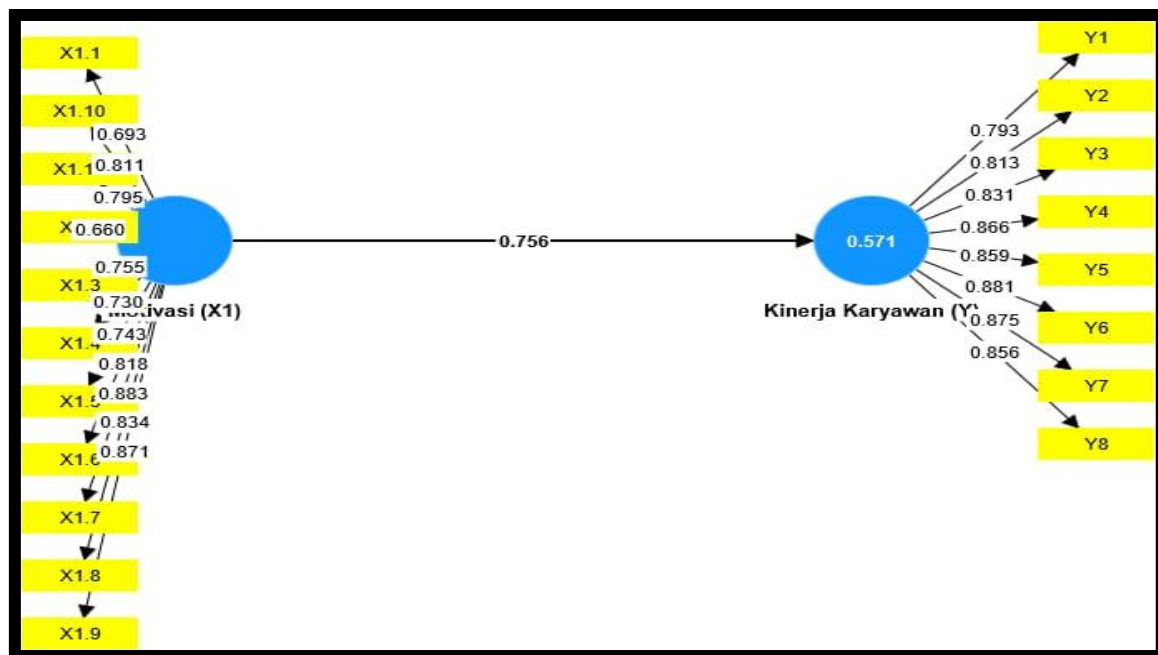
The criteria:

- If the value of the *path coefficient* is positive, then the influence of a variable against is unidirectional, if the value of an exogenous variable increases/increases, then the value of endogenous variables also increases / increases
- If the value of the *path coefficient* is negative, then the influence of a variable on is opposite, if the value of an exogenous variable increases, then the value of the endogenous variable decreases.

Table 9. Result Value *Path Coefficient (Inner Model) Variable Motivation to Performance*

	Employee Performance (Y)	Motivation (X1)
Employee Performance(Y)		
Motivation (X1)	0.756	
	<i>Path Coefficient</i>	
Motivation (X1) \rightarrow Performance (Y)	0.756	

The value of the *path coefficient* from the table above is positive, then there is an influence of a motivation variable on performance is unidirectional, and if the value of a motivation variable increases / increases, then the value of the performance variable also increases / rises.



Picture 1. Image of the Path Coefficient (Inner Model) of the Motivation Variable (X1) to Performance (Y)

The second hypothesis is whether motivation has a significant effect on employee performance in banking in Sorong City? The results of the analysis showed that motivation did not have a significant effect on the performance of banking employees in Sorong City. This can be seen from the motivation variable with the original sample value of 0.147 with *t-statistics* values of $1.847 < 1.96$ and *p-values* of $0.065 > 0.05$. So the second hypothesis is rejected which means that motivation does not have a significant effect on the performance of banking employees in Sorong City.

For banking employees in Sorong City, the work motivation provided by the company is one of their encouragements to work. Motivation is important because with this motivation, it is expected that every banking employee in Sorong City can work hard and enthusiastically to achieve high productivity. This is in accordance with the opinion (Robbins and Judge, 2014) that the motivation indicators of a banking employee in Sorong City can work well are certainly based on the desire to meet their needs such as a sense of security at work, feeling satisfied with the work performance achieved according to the target, getting attention and recognition for the work done, employees are given full responsibility for their work according to their abilities, get the opportunity to occupy certain positions according to the achievements they achieve, and can actualize themselves in the work environment. This view is in line with the opinion (Siagian, 2004: 139) which states that intrinsic motivation comes from within the individual. Intrinsic motivation when linked to the hierarchy of human needs, then concerns higher level needs namely esteem needs and self-actualization needs. This shows that motivated employees mean that employees have the strength to gain success at work. One of the most basic things in indicating positive motivation is the provision of monetary rewards. However good the conditioning of the working atmosphere may be, the income factor plays the most fundamental role. Money concerns everyone's basic needs. In Maslow's theory the basic needs of a person are physiological needs. The fulfillment of physiological needs is greatly influenced by the level of income.

6. Conclusions

Motivation has a significant effect on the dependent variable (Employee Performance) through the moderation variable Individual citizenship behavior (ICB) of banking employees in Sorong City, where the original sample value is 0.120 with *t-statistics* values of $2.437 > 1.96$ and *p-values* of $0.015 < 0.05$. Thus, it can be said that the motivation variable has a significant positive effect on employee performance moderated by the Individual Citizenship Behavior (ICB) variable of banking employees in Sorong City or in other words individual Citizenship Behavior (ICB) can mediate the influence of motivation on the performance of banking employees in Sorong City.

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