



Factors Affecting Employee Performance : A Case Study of PT. Bank Mandiri, Tbk In Baturaja Cluster, Oku District

Putu Kartini^{1*}, Yetty Oktarina²⁾, Rini Efrianti³⁾

^{1,2,3}*Agricultural Economic Study Program Universitas Baturaja, Ogan Komering Ulu, Sumatera Selatan*

*Correspondent Author: putukartini4@gmail.com

How to Cite :

Kartini, P., Oktarina, Y., Efrianti, R., (2024). Factors Affecting Employee Performance : A Case Study of PT. Bank Mandiri, Tbk In Baturaja Cluster, Oku District. *Bima Journal : Business, Management and Accounting Journal*, 5 (2). DOI: <https://doi.org/10.37638/bima.5.2.237-244>

ARTICLE HISTORY

Received [30 Oktober2024]

Revised [10 November 2024]

Accepted [28 December 2024]

KEYWORDS

Employee Performance; PT Bank Mandiri; Multiple Linear Regression

This is an open access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license



ABSTRACT

Purpose: This study aims to analyze the factors affecting employee performance at Bank Mandiri, Tbk. **Methodology:** A quantitative descriptive method was employed, using a sample of 61 employees in the Baturaja cluster. Data were analyzed using multiple linear regression with SPSS 21. **Results:** The results reveal that work discipline, motivation, and facilities and infrastructure significantly influence employee performance. Conversely, the work environment does not significantly affect employee performance due to employees' high adaptability and ability to work effectively in diverse conditions. **Findings:** This study highlights that internal factors like discipline and motivation play a more critical role in enhancing employee performance than external factors like the work environment. **Originality:** This research provides insights specific to Bank Mandiri employees, offering practical implications for improving employee performance in banking. **Novelty:** The findings emphasize the reduced influence of external factors, such as the work environment, in highly adaptable teams. **Conclusions:** Work discipline, motivation, and infrastructure are key drivers of employee performance, while adaptability minimizes environmental influence. **Type of Paper:** Quantitative descriptive research paper.

INTRODUCTION

Human resources who work for a company are required to have good performance to be able to bring prosperity to the company and also to survive in an unstable business environment competition. 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. Therefore, the company must be able to manage human resources properly in order to achieve the goals of the organization or company, one of which is with work discipline (Mangkunegara, 2015). Factors that influence the performance of Yayamprek members are ability, discipline, work time, input, effort, initiative, and motivation (Wanasaputra & Dewi, 2017). Komitmen organisasi, tanggungjawab kerja, disiplin, berpengaruh signifikan terhadap kinerja karyawan pada Perusahaan Daerah di Kota Medan (Daulay et al, 2019). Employee performance is strongly influenced by job quality planning factors and leadership in the company (Pangestu et al, 2022). There are three factors that affect employee performance, including: 1) leadership; 2) skills and 3) communication (Jumani et al, 2023).

Work discipline must be enforced in a company organization. Without the support of good employee discipline, it is difficult for the company to realize its goals. A highly disciplined individual tends to be more organized in all matters such as coming to and leaving work on time, always obeying the rules that apply in the company and fostering good relations with fellow employees, besides that, work discipline can also be used as a measuring tool in evaluating employees who are hired. Not only work discipline, work motivation is also an important factor in producing competent performance. Work motivation as a driver for someone to do their job better, is also a factor that makes the difference between success and failure in many ways and is a very important emotional energy for a new job (Stokes, 2007; Kadarisman, 2017). The level of employee absenteeism at Bank Mandiri. Tbk has increased. An increase in absenteeism indicates that employees are not disciplined. This condition will certainly reduce the quality of employee performance and affect the performance of services to consumer guests from Bank Mandiri. Tbk. Employee absences at Bank Mandiri. Tbk is often without permission or without approval from superiors.

Then work motivation, without motivation an employee cannot fulfill his work according to standards or exceed standards because what motivates him to work is not fulfilled. Even if an employee who has a high ability to work but does not have the motivation to complete his duties, the final result in his work will not be satisfactory. Regarding the importance of several factors that can affect employee performance, this is also felt by private companies including Bank Mandiri. Tbk. According to the results research of Manuaba & Lestari (2021), employee job satisfaction can mediate the indirect effect of work environment, New organization and digital leadership on employee performance. The work environment, New culture organization and digital leadership will increase employee job satisfaction which in turn will increase employee performance.

Based on the field results of the pre-survey questionnaire, it can be seen that the problems at Bank Mandiri. Tbk is also the work environment. The work environment at Bank Mandiri. Tbk it turns out that there are still minimal facilities that make employees feel uncomfortable in the environment. For example, there is still a lack of lighting in the room, besides that there are also other factors, there are still several rooms that do not have air conditioning. So that these factors can affect employee performance to be uncomfortable in the room or office. PT Bank Mandiri (Persero) Tbk is a banking financial institution formed through the merger of 4 (four) government banks, namely Bank Dagang Negara, Bank Bumi Daya, Bank Ekspor Import, and Bank Pembangunan Indonesia (BAPINDO). PT Bank Mandiri (Persero) Tbk is a bank that continues to strive to improve the job satisfaction of its employees so that the performance of the employees they provide to customers increases. This explains that one of the strategies that can support business success in the banking sector is to try to offer high quality services that are visible in the performance or performance of existing services, such as by providing attractive and profitable reward stimuli. As ordinary humans, employees at PT Bank Mandiri (Persero) Tbk are certainly faced with dilemmatic conditions. On the one hand, they must work to focus on the company's vision of providing satisfaction for customers while on the other hand they have needs and desires that need attention from the Company (Widyaningrum, 2019).

As a performance-based entity, Bank Mandiri distributes company targets to each individual based on the potential and capabilities of employees, which are outlined in the Employee Key Performance Indicator (KPI). Furthermore, each individual's performance is planned, set, reviewed and assessed using a tool called the Individual Performance Management System (IPMS) which is structured so that each employee can carry out their duties optimally and is expected to increase employee loyalty and drive an open, positive and progressive work climate. The IPMS assessment process is carried out in an annual cycle in the form of Work Planning (planning and goal setting) and monitoring and evaluation. The process is done online on the Mandiri Easy system which is internet-based so that it can be accessed at any time by every employee.

Bank Mandiri rewards its employees by prioritizing the principles of competitiveness and fairness, where the rewards given to employees can be financial and non-financial in nature, adjusted to the capabilities of Bank Mandiri. One form of financial reward for Bank Mandiri

employees is the annual performance bonus, which is given due to the optimal performance of Bank Mandiri during the year. Meanwhile, performance bonuses are given to employees in accordance with their performance assessment on the Mandiri Easy system. In addition to financial rewards, Bank Mandiri also provides other benefits to employees in the form of health facilities, leave days, employee welfare credits and other facilities according to work location and position. Meanwhile, non-financial rewards are usually given in a series of prestigious events such as the Mandiri Excellent Award which is routinely organized by Bank Mandiri every year as a form of highest appreciation for the best employees and work units in various categories that also involve Subsidiary Companies. In order to support and improve the performance of Bank Mandiri, the company ensures that it has selected the best talents to fill all strategic positions.

Bank Mandiri runs various programs to prepare talents for succession, including leadership development programs for senior and middle management through Coaching and Mentoring, Great Leader Program, and Leadership Forum Program. In the case of Senior and Middle management, the level of capability is also measured through an assessment program by an independent consultant to prepare a development program that suits each individual. It is important for the company PT Bank Mandiri (Persero) Tbk Baturaja Cluster Office to see what factors affect employee performance considering employee needs and work comfort so that it greatly affects employees because of work tasks. Based on the description above, the authors are interested in raising the title "Factors Affecting Employee Performance (Case A Study Bank Mandiri. Tbk Baturaja Cluster in OKU Regency) "

METHOD

The research method used is quantitative descriptive. According to Bungin (2017) quantitative descriptive research is research that describes, explains, or summarizes various conditions, situations, phenomena according to events as they are. The nature of this research is explanatory research, which is a study that describes and explains the phenomena that occur in the object of research. The sample comprised 61 employees, selected using stratified random sampling. This research is also called causal research, namely research that aims to determine the effect between the variables studied (Sugiyono, 2017).

RESULTS AND DISCUSSION

RESULTS

Data processing method uses a questionnaire containing a list of questions to the sample and then processed using a Likert table with the following conditions:

Tabel 1. Ketentuan Hasil Pengolahan Data menggunakan likert table

Uraian	1	0
Employee Performance	Completed Work	Results Incomplete
Work Discipline	On time	Not on time
Work Motivation	Needs Appreciation	Does not need appreciation
Work Facilities	Adequate	Not Adequate
Work Environment	Fun	Not fun

The factors identified as influencing employee performance at PT Bank Mandiri Tbk are work discipline (X1), motivation (X2), facilities and infrastructure (X3) and work environment (X4). To analyze the influencing factors affecting employee performance at PT Bank Mandiri Tbk multiple linear regression is used. This is in line with the research results of Suprihati (2014), which concluded that each variable of training, motivation, incentives and work environment has a significant effect

on employee performance. According to Usman (2022), Style Leadership Style, Motivation and Work Discipline, simultaneously has a positive and significant influence on the performance of Government Apparatus Tamalanrea District Makassar City. While partially it was found that the leadership style factor has the most dominant significant influence on the performance of Government Apparatus Tamalanrea District Makassar City. The results of multiple regression show the factors associated with employee performance can be seen in Table 2 below:

Table 2. The results of Multiple Regression Analysis identified as influencing employee performance at Bank Mandiri Tbk

Variables	Signs of Hope	Koef. Regresion	t hitung	Sig.
(constant)		-477	-2.884	.005
Work Discipline (X ₁)	+	.622	.734	.003*
Motivation (X ₂)	+	357	9.146	.004*
Work Facilities (X ₃)	+	.178	1.649	.005*
Work Environment (X ₄)	+	-2.147	1.173	.423
R ² =0,813				
F Statistik = 275,138/Sig 0,000				
α = 0,05				
Notes: * Significant				

According to Priyatno (2016,63), the determination coefficient is used to find out how much the percentage of the influence of independent variables together contributes to the dependent variable. The value of the R Square determination coefficient in the following image:

Tabel 3. Determination Coefficient Test Results (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 ^a	.574	.543	6.423357

a. Predictors: (Constant), Work Discipline , motivation, work facilities, work environment

b. Dependent Variable: Employee Performance

From the results of the calculation of table 4.13, it can be seen that the determination coefficient (R²) obtained is 0.574%. This shows that the contribution of leadership style and motivation to employee performance is 57.4% while the remaining 42.6% is influenced by other variables outside this study, namely education, work experience, perception, and work attitude (Mangkunegara, 2015:120).

DISCUSSION

Based on Table 2 of the results of multiple linear analysis with the help of the SPSS 23 program, it is obtained that 7 independent variables that affect employee performance at PT Bank Mandiri Tbk, namely, work discipline (X₁), motivation (X₂), facilities and infrastructure (X₃) have a significant effect. Meanwhile, and the work environment (X₄), do not have a significant effect on employee performance at PT Bank Mandiri Tbk.

1. R² Regression Analysis Results

Based on the results of multiple linear regression analysis, the R² value is 0.813. This means that 81.3% of employee performance at PT Bank Mandiri Tbk is influenced by work discipline (X₁),

motivation (X2), facilities and infrastructure (X3), while the remaining 18.7% is influenced by other factors that have not been included in the model such as incentive compensation and leadership. Furthermore, to see whether the independent variables jointly affect employee performance, the F test is carried out. The results of the F test show that together the four independent variables, namely work discipline (X1), motivation (X2), facilities and infrastructure (X3) and the work environment (X4) significantly affect the dependent variable (employee performance). This can be seen from the F test value of 112,138 with a significance level of 0.000, which means that the error rate of the test conducted is 0 percent. Partially through the t test, it is known that the four independent variables, namely work discipline (X1), motivation (X2), facilities and infrastructure (X3) and work environment (X4) statistically significantly affect the dependent variable (employee performance).

Based on multiple linear regression analysis, the estimation equation can be formulated as follows:

$$Y = -477 + 0,622X_1 + 0,357X_2 + 0,178X_3 - 2,147X_4 + e \dots \dots \dots (1)$$

Where:

- Y = Employee Performance
- X1 = Work Discipline
- X2 = Motivation
- X3 = Facilities and Infrastructure
- X4 = Work Environment

The interpretation of the regression coefficient is the constant value of -4.77. The constant value shows that without being added to the competency variable, the value of the change in trust is - 4.77. The coefficient value b1 is 622 b2 is -0.357 b3 is 0.178 b4 is 2,147 b5 is - 973 b6 is 465 b7 is 392. The results of the regression analysis obtained the estimation equation which shows that the variables that have a positive effect include work discipline, motivation, facilities and infrastructure and the work environment.

After the F test and classical assumption test are carried out on the multiple linear regression model, then the t test is carried out to see the effect of each independent variable on the dependent variable (employee performance). In this study, the t test was conducted with the aim of seeing whether the independent variables partially had a positive or negative effect on the performance of employees of PT Bank Mandiri, Tbk. The results of the partial analysis of each variable can be explained below.

1) Work Discipline (X₁)

The results of the analysis show that the factor of work discipline has a significant level of 0.003, meaning that the work discipline variable has a significant effect on employee performance received by Bank Mandiri, Tbk employees, with a positive regression coefficient of 0.622. This shows that the more discipline is improved, it will improve employee performance. Every additional one percent of work discipline will increase employee performance by 0.622 This shows that between employee performance and work discipline the relationship is very close, this is because work discipline plays an important role in determining employee performance because disciplined employees tend to focus more on details and maintain the quality of their work. They follow established procedures and standards, thereby reducing the risk of errors and improving the quality of output. The results research of Silvia (2017), discipline has a real effect on improving employee performance. This is because discipline is needed in the workplace. This is supported by research of Mandagie (2021), Work discipline plays an important role in determining employee performance because disciplined employees show commitment and dedication to their work, which can help in career development and promotion opportunities. Reinforced by the results of research by Banne et

al (2023), work discipline affects employee performance with indicators of being able to comply with company regulations, being able to use time effectively, and being able to take responsibility for work and tasks.

2) Motivation (X₂)

The results showed that the price variable had a significant effect of 0.004 with a positive regression coefficient of 0.357. This means that every one percent increase in motivation will increase employee performance by 357. This shows that it is in accordance with expectations, meaning that the direction of change is unidirectional. The positive sign in the analysis shows that every additional motivation will affect the performance of employees of PT Bank Mandiri Tbk. This is in line with the research of Fitriani & Muhyadi (2018), stating that motivated employees tend to be more enthusiastic and energetic in carrying out their duties. They have a strong internal drive to get the job done well. Reinforced by the results of research by Shofiana et al (2023), work motivation has a significant influence on employee performance, the greater the motivation conveyed by the company, the higher the performance of PT Ebako Nusantara employees. This encouragement can be in the form of promotions, awards, and a recognition, so that everything done will create good work performance. Then, the results research of Asri & Moderin (2024), Motivation is able to mediate cultural, management, competency, environmental variables and has a significant influence on employee performance.

3) Facilities and Infrastructure (X₃)

The variable of facilities and infrastructure has a significant impact of 0.005, meaning that the seed variable has a significant effect on employee performance received by employees of Bank Mandiri, Tbk, with a coefficient of 0.178 and a positive value. This shows that the more facilities and infrastructure will affect the amount of employee performance of Bank Mandiri, Tbk, employees. Every additional one percent of facilities and infrastructure will increase performance by IDR 178. In line with research of Agustian (2018), states that adequate facilities and infrastructure, such as proper work equipment, advanced technology, and supporting facilities, can increase employee efficiency. They can complete tasks faster and with fewer errors.

4) Work Environment (X₄)

The results of the analysis show that the factor of fertilizer has a significant level of 0.423, meaning that the work environment variable has no significant effect on employees of Bank Mandiri, Tbk, with a positive regression coefficient of -2.147. This shows that more work environment will improve employee performance. Every additional one percent will increase farmer income by IDR 2,147. The results of research by (Yolanda et al., 2022), environment and commitment within a company will affect the performance of an employee. According to Mardika (2022), there are several situations where the work environment may not have a major impact on employee performance, Some employees have high adaptability and can work effectively in various environmental conditions. They may be less affected by external factors because they are able to adjust quickly. Meanwhile, according to Harras, Hadyati, et al. (2020), a safe and healthy work environment can reduce the risk of accidents and injuries. Employees who feel safe at work tend to be more focused and productive. Reinforced the results research of Muzaki et al (2023), the work environment affects employee performance, this is because a conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect employee emotions.

CONCLUSION

Based on the results of the research that has been done, several conclusions can be drawn that the factors that affect employee performance at Bank Mandiri Tbk are work discipline, motivation, facilities and infrastructure, while the work environment does not affect employee performance this is because some employees have high adaptability and can work effectively in various environmental conditions. They may not be too affected by external factors because they are able to adjust quickly. An organized and organized work environment helps employees better manage their time. They can complete tasks on schedule without unnecessary distractions. Meanwhile, based on partial tests that together the variables of work discipline, motivation, facilities and infrastructure and the work environment affect employee performance at Bank Mandiri Tbk Baturaja cluster in OKU Regency. Thus, creating a good work environment not only improves employee performance but also contributes to their job satisfaction and overall well-being

REFERENCES

- Agustian, O. (2018). Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Kantor Badan Pusat Statistik (BPS) Kota Makassar. *Jurnal Fakultas Ekonomi Dan Bisnis Jurusan Manajemen Universitas Muhammadiyah Makassar*, 3(2).
- Asri, D. H., & Moderin, M. (2024). Faktor – Faktor Yang Mempengaruhi Kinerja Karyawan Dengan Motivasi Sebagai Variabel Mediasi Pada Umkm Kota Batam. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 8(1), 1293–1310. <https://doi.org/10.31955/mea.v8i1.3847>
- Banne, A., Arifin, S., Latief, D., & Pratiwi, I. (2023). Faktor-Faktor Yang Mempengaruhi Kinerja Pegawai Pada Pt. Pln. (Persero) Ultg Palopo. *Value : Jurnal Manajemen Dan Akuntansi*, 18(2), 309–325. <https://doi.org/10.32534/jv.v18i2.3946>
- Bungin, B. (2017). *Metodologi Penelitian Kuantitatif: Komunikasi, Ekonomi, dan Kebijakan Publik Serta Ilmu-Ilmu Sosial Lainnya (Edisi Kedua)* (II). Kencana.
- Daulay, R., Kurnia, E., & Maulana, I. (2019). Analisis Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan Pada Perusahaan Daerah di Kota Medan. *Prosiding Seminar Nasional Kewirausahaan*, 1(1), 209–218. <https://doi.org/10.30596/snk.v1i1.3612>
- Fitriani, R., & Muhyadi. (2018). *Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Di Favehotel Malioboro Yogyakarta*. 7(3), 273–281. <https://journal.student.uny.ac.id/adps1/article/view/12818>
- Jumani, A., Rizqi Ananda, F., Rahellea, S. L., Fikri, S. N., & Zen, A. (2023). Faktor-faktor yang mempengaruhi Kinerja Karyawan, Pengambilan Keputusan : Kepemimpinan, Keterampilan dan Komunikasi (Literature Review Pengambilan Keputusan Manajerial). *JIMT Jurnal Ilmu Manajemen Terapan*, 4(6), 824–838. <https://creativecommons.org/licenses/by/4.0/>
- Kadarisman. (2017). *Manajemen Pengembangan Sumber Daya Manusia*. Raja Grafindo Rosada.
- Mandagie, R. M. S. (2021). *Pengaruh Disiplin Kerja dan Motivasi terhadap Kinerja Karyawan Studi Pada Bagian Head Office PT. Anugerah Bara kaltim Di Samarinda* [Universitas Mulawarman]. <http://repository.unmul.ac.id/handle/123456789/20633>
- Mangkunegara, A. P. (2015). *Manajemen Sumber Daya Manusia Perusahaan*. PT Remaja Rosdakarya.
- Manuaba, I. B. A. A. B., & Lestari, N. P. N. E. (2021). Faktor-Faktor Yang Mempengaruhi Kinerja Pegawai Dimediasi Oleh Variabel Kepuasan Kerja Pada Era New Normal Di Dinas Perindustrian Dan Tenaga Kerja Kabupaten Badung. *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam Ratulangi)*, 8(1), 177–198. <https://doi.org/10.35794/jmbi.v8i1.31835>
- Mardika, N. H. (2022). Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Pt Tri Penamas. *Jurnal Akuntansi Barelang*, 6(2), 69–75. <https://doi.org/10.33884/jab.v6i2.5599>
- Muzaki, F. I., Ulfa Sari, W., Kharisma Putri, I., Septian Arianto, R., & Putra, R. S. (2023). Factors Affecting Performance Employees: Motivation, Leadership, Environment Work, Organizational Culture, and Achievement Work. *Greenomika*, 5(1), 52–60. <https://doi.org/10.55732/unu.gnk.2022.05.1.5>

- Pangestu, R. N., Rani, D. S., Tyas, T. S. N., & Farhah, Z. (2022). Faktor-faktor yang Mempengaruhi Kinerja Karyawan: Perencanaan , Kualitas dan Kepemimpinan (Literature Review Manajemen Kinerja). *Jurnal Ilmu Manajemen Terapan*, 4(2), 215–228.
- Shofiana, V. N. D., Souisa, J., & Oktavianto, A. D. (2023). Faktor-faktor yang Mempengaruhi Kinerja Karyawan di PT. Ebako Nusantara. *Solusi*, 21(4), 426. <https://doi.org/10.26623/slsi.v21i4.7846>
- Silvia, sari sitompul. (2017). Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan Pada Pt. Sinco Jaya Abadi Factors Influencing Employees Performance in Pt. Sinco Jaya Abadi. *Journal of Economic, Business and Accounting (COSTING)*, 1(1), 114–123.
- Stokes, J. (2007). *How To Do Media Cultural Studies: Panduan Untuk Melaksanakan Penelitian Dalam Kajian Media Dan Budaya*. Bentang Pustaka.
- Sugiyono, S. (2017). *Metode Penelitian Kualitatif, Kuantitatif dan R&D*. CV Alfabeta.
- Suprihati. (2014). Analisis Faktor-faktor yang Mempengaruhi Kinerja Karyawan Perusahaan Sari Jati di Sragen. *Jurnal Paradigma Universitas Islam Batik Surakarta*, 12(1), 93–112. <https://media.neliti.com/media/publications/115677-ID-analisis-faktor-faktor-yang-mempengaruhi.pdf>
- Usman, I. (2022). Meneliti Faktor-Faktor yang Mempengaruhi Kinerja Pegawai. *Jesya*, 5(2), 1178–1192. <https://doi.org/10.36778/jesya.v5i2.717>
- Wanasaputra, S., & Dewi, L. (2017). Faktor-Faktor Yang Mempengaruhi Kinerja Anggota Yayampek. *PERFORMA: Jurnal Manajemen Dan Start-Up Bisnis*, 2(4), 494–503.
- Widyaningrum, M. E. (2019). *Manajemen Sumber Daya Manusia*. Ubhara Manajemenpress.
- Yolanda, P., Widiana, H. S., & Sari, E. Y. D. (2022). Kinerja Karyawan: Faktor-Faktor yang Memengaruhi. *Jurnal Diversita*, 8(2), 148–157. <https://doi.org/10.31289/diversita.v8i2.5788>