



Research Paper

Model of Employee Performance: Competence Analysis and Motivation (Case Study at PT. Bank Bukopin, Tbk Center)

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Abstract: This study aimed to analyze the effect of competency and work motivation on employee performance remained PT. Bank Bukopin, Tbk. The population in this study are permanent employee at the PT. Bank Bukopin, Tbk. The sampling method used is purposive sampling, sampling on the overall population of 127 people. Methods of collecting primary data in the form of a questionnaire using Likert scale and interview. Validity and reliability testing using the test Pearson product moment and statistic Cronbach Alpha. Analytical methods to answer hypotheses using multiple linear regression. The results showed competency and work motivation simultaneously had a significant positive impact on performance. In partial competency does significant positive impact the performance of the employee, while the work motivation had significant positive impact on employee performance. Correlation between the dimensions of the highest of the Skill dimensions on the competency variables to dimensions of productivity work on performance variables. Employee skills in order expected that a given task can be increase their productivity guaranteed according to plan and the applicable rules..

Keywords: Competency, Work Motivation, and Employee Performance, Bank Bukopin.

I. INTRODUCTION

Banking industry has been experiencing significant changes during the last recent years, Banking industry has become a lot more competitive because of banking regulations changes. Nowadays banks have services flexibility and competitive interest for depositor. PT Bank Bukopin main office have plenty customer base. These conditions require management to have a good quality resources and is expected to perform well in serving various customers needs that are getting more complex by offering quick, appropriate, and comfortable services. Human resources is a vital aspect and strategic asset in a Firm. The role of human resources is important in the Firm's operation and firm's system. Human resource management is not only limited to recruitment pattern, but also cover development aspect so that employee of the Firm could fit the need of the Firm itself.

The current employee's performance of Bank Bukopin is relatively low and are not optimized. Base on an interview with the Head of Human Resource Department, it is known that employee's performance is low. The low performance of Bank Bukopin's employee is reflected in various conditions in Bank Bukopin main office such as mistakes that employees did at work that affect employee's working quality to fall below management standard. Furthermore, a lot of employee productivity are below management's target.

According to performance evaluation data of PT Bank Bukopin Human Resource Department in the period of 2013-2015, it exhibit that the decreasing performance of PT Bank Bukopin employees is fluctuative, it shows from the number of employee who obtain yusidium because of outstanding performance as shown in Table 1.

Table 1.
 Data of Employee Performance Evaluation period of 2013-2015

Nilai Konduite	Matriks	Tahun					
		2013		2014		2015	
		Jumlah	%	Jumlah	%	Jumlah	%
	Kompetensi	Karyawan		Karyawan		Karyawan	

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NK > 8,4	Outstanding	50	11%	47	8%	41	6%
6,8 < NK ≤ 8,4	Good	123	28%	167	29%	167	26%
5,2 < NK ≤ 6,8	Adequate	176	40%	189	33%	231	35%
3,6 < NK ≤ 5,2	Below Standard	71	16%	154	27%	193	30%
NK ≤ 3,6	Poor	15	3%	14	2%	20	3%
Jumlah Karyawan		435	100%	571	100%	652	100%

source: Biro Kepegawaian PT. Bank Bukopin, Tbk Pusat (2015)

Referring to table 1 above, it is shown that employee’s performance with outstanding and good judisium is only 39 percent, far below management’s target which is 100 percent.

Base on the information of working performance issues in PT Bank Bukopin main office, a pre-study is conducted to 30 permanent employee from operational Department in remittance division. These pre-study intend to capture factors that influence employee’s performance in PT Bank Bukopin main office. The Pre-study result about PPKA and PAP dissatisfaction is shown in table 2.

Table 2.
Main Office Pre-Study of PT. Bank BukopinTbk

No	Description	Performance Issues Percentage
1	Work Environment	5%
2	Work Stress	4%
3	Commitment	5%
4	Leadership	5%
5	Communication	6%
6	Compensation	9%
7	Work Discipline	6%
8	Work Motivation	26%
9	Competency	34%
Total		100%

Source: Human Resource Department of PT. Bank BukopinTbk Headquarter.

Table 2 shows that work motivation and competition is the factors that influence PT Bank BukopinTbk Headquarter employee’s performance the most. Parallel to Bangun (2012) opinion, competition could help organization to create high work performance culture because competition is needed in every human resource process. Organization will develop and able to survive is supported by competent employees in their filed. These opinion are in line with Rivai (2009) opinion that express motivation is series of attitude and values that influence individuals to attain some specific objective appropriate to individuals objective.

To improve performance and pre-study research data above, more information for further research is needed. Those further researches is regarding the pre-study is related to competition, the dominant indicators are, characteristics, self concept, knowledge and skills. Related to work motivation, the dominant indicators are intrinsic and extrinsic motivation. Those factors that could influence employee’s work performance should be a concerned to understand employee’s wishes and needs to improve its performance. PT Bank Bukopin Headquarter could fulfill some criteria by implementing the right human resource management concept through competition and work motivation.

Base on the background above, the objective of this research is to analyze and understand:

1. Influence of competition to work performance partially
2. Influence of motivation to work performance partially.
3. Influence of competition and motivation to PT Bank Bukopin headquarter simultaneously.

II. LITERATURE REVIEW

Competition

Dessles (2010) define competition as one characteristic that could be shown, include knowledge, skill, and attitude that could result in work performance and achievements. According to Rampersad (2006), Competition which oriented to work are abilities, behavior, or skills that have been shown to predict distinguished work performance in a certain job.

Spence and Spencer in Tjutju and Suwanto (2011) cited A competency is an underlying characteristic of an individual that is casually related to criterion-referenced effective and/or superior performance in a job situation.”. Spencer and Spencer confirm the definition word by word.

- First, underlying characteristic means that competition is something that lie within (faily deep) and is a part that stand the longest in one’s personality and could predict attitude in various situation and assignment.
- Second, causality related means that competition predicts behavior and work performance.

- Third, criterion-referenced means that competition actually predict who do a job appropriately and does not do a job appropriately that could be measured on particular criteria and standards.

Competition Dimension

According to Spencer and Spencer in Tjutju and Suwatno (2011), competition dimension are as follows:

- Traits is consistent physical characteristics and response to a situation and information. Speed reaction and sight accuracy is physical characteristic of a pilot fighter.
- Self concept is attitude, values, or an image of one self.
- Skills are skills to do certain physical and mental task. Mental competency or cognitive skills is included to thinking analytically and conceptual.
- Knowledge is information in specific field. Knowledge is a complex competency. Score in knowledge test usually failed to predict work achievement because failed to measure knowledge and skills.

Work Motivation

Motivation is a complex issues in an organization because everyone needs and desire are different from one to another. According to Vroom cited in NgalimPurwanto (2006), motivation refer to a process that influence one's options to various desired activities. According to Herzberg cited in Hong and Waheed (2011), motivation is divided into two factors which are motivator or usually called intrinsic motivation and hygiene factor or usually called extrinsic motivation that separated to two dimension, in which each dimension influence one aspect that separated from work satisfaction. Hygiene factor prevent work dissatisfaction but does not influence work satisfaction.

Intrinsic motivation is motivation that encourage someone to have achievements that come from within an individual. According to Herzberg cited in Hasibuan (2013) things that are classified to intrinsic factor are:achievement, recognition, responsibility, advancement, the work itself, and the possibility of growth

Extrinsic motivation is motivation that come from outside of one self that take part in determining one's behavior in life that is known as hygiene factor. According to Herzberg cited in Hasibuan (2013)things that are classified as hygiene factors are as follows:

- Company policy is rules ratified by company to run its operational activities.
- Relationship with peers is communication between employee to complete assignment.
- Work security is individual perception to employee variability of rewardsregion mutation, probability of work termination.
- Relationship with supervisor is the main element of employee work satisfaction.
- Salary is financial rewards received by employee.

Work Motivation Dimension

According to Herzberg two motivation theory, there are two dimension in motivation variable which are:

- 1) Intrinsic motivation. Factors that encourage employee to be motivated such as encouragement that come from within every individual. Motivation factors is attributed with the job covering success, recognition, challenging work, improvement of jobs.
- 2) Extrinsic motivation. These factors commonly related to psychologies and physical contex which jobs are performed. A happy work environment , high or low salary, good relation with peers, effective supervising and firm's policy administration of the Firm

Employee Performance

According to Maharjan (2012), performance is an achieved result because motivated by the work and satisfy with the job they've done. Every individual will likely face unpredictable situation during in the process to achieve required need by working and growing experience in which someone will progress in his life. According to Mangkunegara (2009), employee's performance is the work result base on quality and quantity achieved by aemployee in doing his/her job given to them. According to Nawawi (2006), performance is an answer to what have been achieved by someone after performing something. Work performance is the result of one's work in performing his/her assignment given to them, base on skills, experience, dedication and time. Rivai and Ella Jauvani (2009) define work performance as real behavior express by everyone as work achievement produced by employee appropriate to their role in the organization. Work performance is a display of a situation as it is at an organization in certain period of time and is a result and achievement influenced by organization's operational activities in utilizing their resources. Base on the opinion above, it could be concluded that work performance is a work result of work achievement of one or group's quality and quantity achieved in an organization in performing its jobs.

Work Performance Dimension

According to Moorhead and Chung/egginson (Sugiono, 2009:12) explain that employee's criteria cover:

- Quantity of Work which refer too work load or work's target in a certain period of time.
- Quality of work which refer too work quality achieved base on the requirements that influenced and determined by hard or easiness of a job to be performed.
- Job Knowledge which is idea that created and action to solve issues that arise.
- Creativeness which is which is idea that created and action to solve issues that arise.
- Cooperation which is the readiness to cooperate whit other people.
- Dependability which is awareness about completing assignments
- Initiative which is passion to do new assignments and have more responsibility.
- Personal qualities which regarding personality, leadership, and personal integrity

Theoretical Framework

Base on the problem background, literature review, previous researches, a theoretical framework is established that will describe the flow of reasoning in this research.generally, the theoretical framework in this research will explain the relationship between independent variable such as competition and work motivation with work performance as dependent variable.

Influence of competition to work performance

Generally according to Hutapea (2008), competition emphasize more to productive behavior that should be owned and demonstrated by someone in completing a task in an organization to be able to have achievement. The result of riyanti and Sudibya (2013) research is that competition has positive and significant influence to employee work performance. If employees have high work motivation then employee would do their work effectively and the organization objective could be achieved.

Influence of work motivation to work performance

William (2010) stated that there significant relationship between work motivation and employee's work performance where the value of one income is not the main factor that influence the motivation. Armiaty and Arifin (2014) research result shows that there is positive and significant influence of motivation to work performance. If employees have high work motivation then employee would do their work effectively and the organization objective could be achieved.

Simultaneous influence of competition and work motivation to work performance

Rahayu (2014) stated that there is simultaneous influence of motivation and competition to employee's work performance. The result of Bakar (2014) research shows that competition and work motivation also simultaneously influence productivity competency. The relationship research's variable is explained in the research diagram, figure 1.

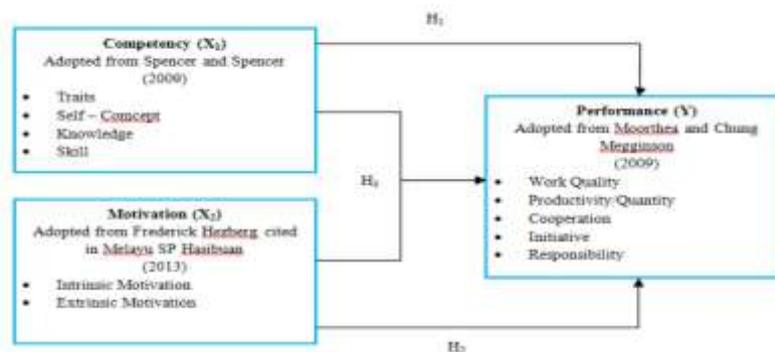


Figure 1. Research paradigm

Research Hypothesis

Research hypothesis is a temporary answer to the research problem which the validity still should be tested empirically. These research hypothesis are as follows:

1. Competition positively and significantly influence employees performance
2. Motivation positively and significantly influence employees performance

3. Competition and motivation simultaneously influence work performance of PT Bank Bukopin headquarter main office.

III. RESEARCH METHODOLOGY

Population in these research is 186 PT Bank Bukopin Headquarter employee in Operational Department. Sample taking technique used is purposive sampling technique. The total of sample calculated by slovin formula is 127. Data analysis technique use linear regression analysis to explain the relationship between two independent variable (X1 and X2) to dependent variable (Y).

The model used in to test these research hypothesis is $Y = \alpha + b_1X_1 + b_2X_2 + e$ where Y is Work Performance, X1 is competition, X2 is work motivation; α the constant of regression equation; b_1-3 is regression coefficient; and e is standard error. Analysis will be continued with determination analysis (R Square), F test and correlation between dimension analysis.

Prior to regression analysis, all of the instrument have been tested and the result is valid and reliable and meet the classic assumption criteria. The tools used in this analysis is SPSS 22.00 for windows.

IV. RESULT AND DISCUSSION

Respondent's Characteristics

According to 127 research sample respondents, the characteristics of research's sample is shown in Table 3

Table 3.
Respondent's Characteristics

Respondent's Identity	Respondent	Percentage
Gender		
Male	57	44,9%
Female	70	55,1%
Years old		
< 20	14	11,0%
20 – 30	53	41,7%
31 – 40	37	29,1%
41 – 50	20	15,7%
51 – 60	3	2,4%
Education		
High School/The Sane Level	11	8,7 %
Diploma	28	22,0 %
Bachelor degree (S1)	80	63,0 %
Master degree (S2)	8	6,3 %
Working Period (year)		
< 2	18	14,2%
2 – 5	50	39,4 %
6 – 10	39	30,7%
11 – 15	19	15,0%
16 – 20	1	0,8 %
Position		
Junior Staff	35	27,6%
Senior Staff	48	37,8%
Officer	18	14,2%
Senior Officer	14	11,0%
Assistant Manager	9	7,1%
Manager	3	2,4%

Source : Processed Research Data (2016)

Data Analysis of Reseach Variabale

To conduct this research, 45 questions as a data collection instrument was applied to 127 respondents. Based on the descriptive statistics calculation, the average value of competency variable is 4.29 with 0.380 standard deviation value, the median value is 4.31. This indicates that generally the employees shows that most respondents agreed to the given question about competency variable as how the respondents feel which have agree answer with total average score of 4.29.

Based on the descriptive statistics calculation, the average value of motivation variable is 4.27with 0.387 standard deviation value, the median value is 4.27. This indicates that generally the employees shows that most respondents agreed to the given question about motivation variable as how the respondents feel which have agree answer with total average score of 4.27.

Based on the descriptive statistics calculation, the average value of motivation variable is 4.27with 0.387 standard deviation value, the median value is 4.27. This indicates that generally the employees shows that most respondents agreed to the given question about motivation variable as how the respondents feel which have agree answer with total average score of 4.27.

Based on the descriptive statistics calculation, the average value of performance variable is 4.25 with 0.401 standard deviation value, the median value is 4.27. This indicates that generally the employees show that most respondents agreed to the given question about performance variable as how the respondents feel which have agree answer with total average score of 4.25.

V. DATA ANALYSIS

Result of Validity and reliability test

The questionnaire was given to 127 people with rTable value of 0.361. Questionnaires is valid if $r_{count} > r_{table}$. Based on validity test, it was concluded that the statements contained in the instrument of competency, motivation and performance are valid, Table 4.

Table 4.
Result of Reliability Test

Variable	Cronbach's Alpha	Interpretation	Result
Kompetency	0,899	High	Reliable
Work Motivation	0,896	High	Reliable
Performance	0,890	High	Reliable

Source : Processed Research Data (2016)

Cronbach's Alpha value for competency variable (X1), Motivation (X2), and performance (Y) is above 0.6, thus it can be concluded that the questionnaire 's items are reliable or can be trusted as an data collection instrument in the research.

Result of Classic Assumption Test

Normality Test Results

Table 5.Normality Test Result One Sample Kol

		Competence	Motivation	Performance
N		127	127	127
Normal Parameter ab	Mean	4.2874	4.2703	4.2474
	Std. Deviation	38003	38655	40107
Most Extreme Differences	Absolute	082	073	074
	Positive	082	062	061
	Negative	067	073	074
Kolmogorov-Smirnov Z		919	828	830
Asymp.Sig. (2-tailed)		367	499	496

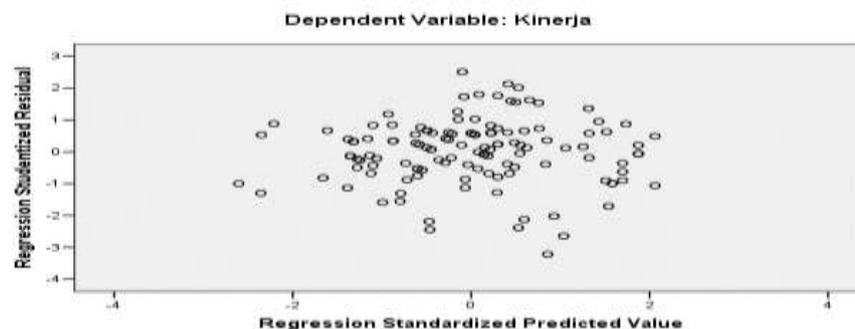
mogorov-Smirnov Test

Source: Research Data Processed (2016)

Based on Table 5, the normality test shows $> 0,05$ (asypm.Sig – 2 Tailed), it is concluded that the research data is normally distributed.

Heteroskidastity Test Results

Scatterplot



Sources: Processed Primary Data (2016)

Figure 2. Test Results Heteroskidastity

From the results of SPSS output above, it shows that the dots are spread randomly, do not form a clear particular pattern, and are spread both above and below the 0 on the Y axis. These means that there are no

heteroskedasticity in the regression models. The regression model is valid to be used to predict performance variable base on the independent variable.

Multicollinearity Test Results

Multikolinieritas test is conducted by correlation test between independent variables, as shown in Table 5.

Table 6. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Motivasi Kerja	.578	1.729
	Kompensasi	.578	1.729
<i>Research Data Processed (2016)</i>			

Based on Table 6 above, it can be seen that the value of tolerance to every variable is greater (>) than 0.1 and VIF value in collinearity statistics is smaller (<) than 10. Thus, it can be concluded that the regression model does not have multicollinearity problem.

Multiple Linear Regression Analysis

Regression is used to predict dependent variable value if independent variable alue happen to increase or decrease and to know whether the relationship direction between independent variable and dependent variable is negative or positive. Multiple regression is used to predict the value of of dependent and independent variable when there are more than one independent variable. The result of multiple linear regression analysis in this research is shown in table 7.

Table 7.
Competency And Work Motivation Test Result on Employee Performance

Variable	Coefficient	t-calculated	Sign
constants	.519	1.790	.076
Competency	.529	6.506	.000
Work motivation	.342	4.282	.000
R²	.574		
F value		83.704	.000

Source: Research Data Processed (2016)

Based on the analysis result, the multiple regression equation is as follows: Constant value is 0.519, competency (X1) coefficient is 0.529, and motivation (X2) coefficient is 0.342.

$$Y = 0.519 + 0.529X_1 + 0.342X_2$$

Based on the results of the regression equation above, it can be explained that:

- The value of constant is 0.519. This means that when the value of X1 dan X2 is zero, then the value performance variable is 0.519.
- The value of the competency (X1) coefficient 0.529 with 0.000 significance level, indicates that competency variable significantly has positive influence on employee performance. If competency increases, performance would increase significantly.
- The value of work motivation (X2) coefficient is 0.342 with 0.000 significance level, indicates that motivation variable significantly has positive influence on employee performance. If motivation increases, performance would increase significantly.
- The coefficient of determination value is 0.574 which means that the competency and motivation variable could explain performance variable as much as 57.4%, and the remaining 42.6% is explained by other variables that are not in these research.

Result of F-test and t-test

Base on the table above, the F count value is 83.704 and F table value is 3.07 with 0.000 level of significance and df numerator = number of variable – 1 = 3-1 -2 and df denominator = Number of population – number of variable = 127-2= 125 which shows there are simultaneous influence of competency and motivation variable to performance variable.

1. F-count is 83.704> F Table 3.07 with a significance level of 0.000, indicates that there is a simultaneous influence between competency and motivation variables to performance variable.
2. t-count competency variable is 6,506> t-table value of 1.96 with a significance level of 0.000, indicates that competency influence performance.
3. The value of t-test variable work motivation is 4,282> t-table value of 1.96 with a significance level of 0.000, indicates that motivation influence performance.

Correlation matrix between dimension

"Relationship" is correlated to "influence". A stronger relationship will have stronger influence. The relationships between dimensions variable of the study is presented in Table 8.

Table 8.The correlation matrix between Dimension variables

Variabel		Kinerja (Y)					
Independent	dimension	Work quality	Productivity / Quantity	Cooperation	initiative	Responsible	
	Kompetence (X ₁)	Characteristic	0,403	0,424	0,389	0,340	0,207
		Self concept	0,168	0,312	0,390	0,277	0,336
		Knowledge	0,311	0,471	0,414	0,519	0,379
		Skill	0,380	0,567	0,185	0,400	0,187
	Motivation (X ₂)	intrinsic motivation	0,251	0,415	0,325	0,344	0,314
		extrinsic motivation	0,339	0,401	0,360	0,489	0,379

Source: Research Data Processed (2016)

Based on Table 8 above, the correlation coefficient variables is interpreted as follows:

- To competency variable, skill dimension at competency variable have the strongest correlation to productivity/quantity dimension of employee’s performance because it have coefficient value equal to 0.567 (have moderate relation)
- To motivation variable, extrinsic motivation have the strongest relation with initiative of employee’s performance because it have coefficient value equal to 0.489 (have moderate relation)

VI. Discussion

Influence of Competency to Performance

Research’s result shows that competency have significant and positive influence to PT Bank Bukopin Headquarter employees. These result match to Boyatzis cited in Hutapea and NurianaThoha (2008) competency is one’s capacity that could make him/her able to fulfill what is required by a job in an organization so that organization could achieve expected result. These finding is also supported by Rampersad (2006; 188), Dessler (2006), and Watson Wyatt cited in Noor Fuad (2009) which basically confirm that competency are ability, attitude, skill, knowledge that could produce performance and achievement.

Increases of competency have direct relationship to employees performance. The result of partial test (t test) shows that competency significantly have positive influence to employee’s performance at PT Bank Bukopin headquarter. These result match with the result conduct by Spencer which adapted by Palan (2007), that view skills as ability to do certain physical task or mental taskwhich include mental competency or cognitive skills for example thinking analytically and conceptually. Skills as one of competency characteristics predicts or causes an effective performance. These thing is inline with the research conducted by Fitran (2012) that find competency variable significantly influence employees.

Then Emmyah (2009) conclude that simultaneously competency significantly influence employee’s performance. Likewise statement by (2013) after conducting research at two major company IKEA and Volvo, the result of the research shows that there are 3 steps in developing employee’s competency which are setting clear objective, clear work plan and work evaluation. By implementing certain standards and structures in developing employee’s competency, the organization performance could be improved. In the research conducted by Bodnarchuck (2012) a conclusion is obtained that employee’s competency is a competitive asset for an organization and could be used to make job description., recruitment and work evaluation. Because job

description is already based on competency, then it could be used as a basis to determine management salary level and all of employees salary. From the explanation above and research's result, there is a similarity of opinion that competency inside every individual is could be very influential to the improvement of employees performance that in the end will improve organization performance.

Influence of Motivation to Performance

Research's result shows that work motivation have significant and positive influence to the performance of PT bank Bukopin headquarter employee. These thing is inline with the research conducted by Purwati (2010) that work motivation variable significantly influence employee's performance. Other researcher, Pratama(2011) stated that there is motivation and work satisfaction variable influence to employee's performance as much as 74.2% while the remaining (25,8) is influenced by other variable. Then Owusu (2012) in his research concluded that there are two package of motivation which are intrinsic motivation that more preferredby manager, and extrinsic motivation which is more preferred by staff.

Partial test result (t test) shows that work motivation significantly have positive influence to PT Bank Bukopin headquarter employee's performance. These result match the hypothesis with the available data and confirm bHerzberg theory or mostly known as motivation theory and hygiene, that an individual relationship with his/her work is a basic relationship and that his/her attitude to work could determine his/her success. Two factor in which intrinsic factor us the one that pushes employees to be motivates (come from within every individual) and extrinsic factor which is a force that come from outside of someone especially from his/her organization where they work.

Influence of Competency and Motivation to Performance

Research's result shows that simultaneously competency and motivation significantly have positive influence to performance, which is supported by empirical data that F count value is 83.704 greater than F table value of 3.07 with 0.000 level of significance. The value of R-square is 0.574 which means 57.4 percent performance variable is determined by competency and motivation variable simultaneously. This means that competency and motivation variable is supporting each other in improving performance even tough there are still other variable that has not been studied.

Leaders, managers or staff in an organization or institution would be able to carry out its duties and functions effectively and efficiently if it is able to empower all the resources available. The resources available are: man, money, machine, method sumbe Information Technology and other resources such as market and material (Hapzi Ali, 2009: 49).

The variable performance based on the analysis of determination is influenced by other variables such as: Job Satisfaction, Innovation Leadership, Service Employee Satisfaction, Motivation, Organizational Culture, Work Environment, Competence, Performance, Career Certainty, Konvensasi and others.

This research is in line with the results of research Masydzulhak, HapziAli, and Leni Dewi Anggraini, 2016. Where Work Motivation and Job Satisfaction positive and significant impact on Organizational Commitment and impact on Employee Performance / Employee, (Masydzulhak, Hapzi Ali, et al, 2016).

Correlation between dimension

Competency and motivation variable is not an observable variable, thus it is measured through dimension. Independent variable dimension that have strong correlation to dependent variable dimension means that it have strong influence to the value of dependent variable and this is a leverage factor. Skill dimension (independent variable, competency) have the strongest correlation to productivity/quantity dimension (dependent variable, performance) with $r = 0.547$. Likewise, extrinsic motivation dimension (independent variable, motivation) have the stringest correlation with initiative dimension (dependent variable, performance) with $r = 0.489$. thus, to improve performance, the main concern should be training and other follow-up to improve employee's skill and initiative.

V. CONCLUSION

Base on the research result and the discussion of the influence of competition and motivation to PT Bank Bukopin headquarter employee's performance either individually or simultaneously, it could be concluded that:

1. Competition hacc significant and positive influence to the performance of PT Bank Bukopin headquarter employee. Base on the mean value of variable competition on skills dimension. It means employees believe they are able to take decision effectively, able to use main tools and other tools required to complete the jobs and that employee have technical skills related to their jobs. A strong correlation between skills dimension with productivity/quantity dimension on employee's work performance variable.

Indicators in skills dimension that could improve employee's productivity/quantity are:

- Employee's work quality has meet the organization target with the volume of work that appropriate to employees skills.
 - In performing work processes, employees are expected not to make mistake (zero tolerance) so that the organization performance will improve.
 - Time management skills are expected to every employee so that every employee given jobs could do and complete their job in time.
2. Motivation significant and positively influence the performance of PT Bank Bukopin headquarter employees. Base on mean value of motivation variable on extrinsic motivation dimension. It means employee feels manager need to give guidance to employee to be able to complete their work and achieve their target as the standard have set, then the set rules makes employees motivated in completing given assignments, and delegation of authority, and equal responsibility among employees. The important thing according to employees is that they will be motivated in working if they receive appropriate reward and guarantee such as salary, social helath insurance and pension. There is a strong correlation between extrinsic motivation dimension and initiative dimension on employee performance variable.
- Indicators in extrinsic motivation could improve employee's initiative such as:
- Initiative to improve work result
 - Initiative to give suggestion to improve work
 - Initiative in solving problems without having to wait instructions from supervisor.
3. Competency and motivation simultaneously have significant and positive influence to PT Bank Bukopin headquarter employee performance. The fact that competency variable have the biggest influence compare to motivation variable indicates that qualitatively there is a strong positive correlation which means if the independent variable, competency and motivation is increased, it will increase the dependent variable which is employee's performance. Generally responsibility dimension is mostly influenced by self-concept dimension, knowledge, intrinsic motivation and extrinsic motivation.

Suggestion

Base on the research's result that was conduct to competency and motivation variable to employee's performance, researcher has a few suggestions as follows:

Base on the conclusions, researcher suggest that PT bank Bukopin headquarter to improve employee's performance as follows:

1. A strategy that could be done by Bank Bukopin Headquarter management to improve employee's performance related to competency with skills and knowledge dimension are:
 - Intensify employees training such as competency training (training base on employee's competency, self development for employee base on their competency requirement such as English language skill, Microsoft application skills etc). Employee should also be involved in external training program appropriate to their field or provide new training to improve and develop new skills.
 - Develop training program that designed to improve employee's knowledge for all department include the knowledge of banking product in Bank Bukopin, risk management and internal control knowledge.
 - Scholarship program to employee with achievement so that it can exploit employee potential who has new knowledge and mindset that could be useful for his/her self.
2. A strategy that could be done by Bank Bukopin headquarter management to improve employee's performance related to motivation with extrinsic and intrinsic motivation are:
 - To improve work's challenges and avoid employees from saturation or routines, work rotation is required so that employees will acquire new knowledge. The objective of work rotation is to improve employees initiative such as to do job improvement.
 - Motivation is improved by maximizing manager's role in giving guidance, instructions and evaluation related to job's activity so that it could create a good work environment. On the other side, reward and punishment that are based on employee's work's result and employee's career development should be one of management's concern so that employee's could be motivated in their work and their work could lead to improvement of services quality that will be optimized.
 - Variable involved for further research is expected to be broaden for example work satisfaction, compensation policy, career development, leadership style, work environment etc.

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