



# Competence, Motivation, and Organizational Commitment on Job Satisfaction and Employee Performance at Bank Sinarmas Pekanbaru Riau Branch

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## Abstract

This research aims to test the influence of competence, motivation, and organizational commitment on job satisfaction and employee performance at PT Bank Sinarmas Tbk Pekanbaru Riau Branch. The phenomenon that occurs is that every year there are still employees who get poor employee performance assessments. The Structural Equation Modeling method is used to test the effect of independent variables on dependent variables. The samples used in this study were all permanent employees at PT Bank Sinarmas Tbk Pekanbaru Riau Branch. The results showed that the variables of competence, motivation, and organizational commitment had no significant effect on job satisfaction. The variables of competence, motivation, organizational commitment, and job satisfaction are insignificant to employee performance.

**Keywords:** Competence, Motivation, Organizational Commitment, Job Satisfaction, Employee Performance

## 1.0 INTRODUCTION

Banking is one of the service business sectors in the financial sector which plays an important role in the economy of a country. As a business institution, financial intermediation services are generally established with the authority to accept deposits and lend money. According to the Banking Act No. 10 of 1998, a bank is a business entity that collects funds from the public in the form of savings and distributes them to the public in the form of credit or other forms in order to improve the standard of living of the people at large. It can be concluded that a bank is a financial service institution that collects funds and distributes funds to the public or parties who need bank services. This is why banks play an important role in economic activities in a country.

One effort that can be done in paying attention to employee performance is to evaluate employee performance. The results of the evaluation will show the level of achievement of each employee's performance. This is what Bank Sinarmas Tbk Pekanbaru Riau Branch always does to find out the level achievement of employee performance. Management of Bank Sinarmas Tbk Pekanbaru Riau Branch applies a performance appraisal system on a regular basis to each of its employees. Evaluation is carried out every month with the aim that if there are problems with employee performance it can be followed up immediately and does not have an impact on job satisfaction (Putra & Renaldo, 2020) provided to customers of Bank Sinarmas Tbk Pekanbaru Riau Branch.

According to the data that has been presented, most of the employees of PT. Bank Sinarmas Tbk Pekanbaru Riau Branch has a very good performance. The average figure shows that around 83.64% or more than 80% of the total number of permanent employees are included in the "A+" rating category, exceeding work targets as set by the management of PT. Bank Sinarmas Tbk Pekanbaru Riau Branch. Furthermore, employees who fall into category "A" or very good performance appraisal. This assessment group is intended for employees who have achieved performance goals. The average number shows 12.40%. It can be interpreted that only a small part or about 12% of all permanent employees at PT. Bank Sinarmas Tbk Pekanbaru Riau Branch which is in a position to achieve the target. This is because most of the number of employees are in a position to exceed work targets. Likewise for ratings B and C. Ratings B and C are performance ratings in the Good and Adequate categories. The average figure also shows that only a small proportion of employees fall into the assessment category. However, for the D and E assessment categories, this assessment category is a category reserved for employees with problematic performance. Employees who are in this position are employees who are careless in carrying out their work, cannot provide optimal service, do not follow the standard work rules that they should carry out and also get complaints from customers.

According to the management of PT. Bank Sinarmas Tbk Pekanbaru Riau Branch, this problem is a problem that often arises in every implementation of performance evaluation at PT. Bank Sinarmas Tbk Pekanbaru Riau Branch. Evaluations in previous years were also not much different from the evaluation results in 2018-2020, there were still employees who performed poorly which had an impact on job satisfaction.

Many companies experience problems with employee satisfaction (Renaldo, Sudarno, & Hutahuruk, 2020a) starting from a lack of incentives, an uncomfortable workplace to problems with employee promotions, if left unchecked, there will be a very high turnover rate. Job satisfaction is often shown by employees by liking the work itself and the level of excitement in carrying out work, generally it can be stated that job satisfaction is a sense of comfort and a positive relationship between fellow employees (Bakotic, 2013: 52).

Zuraidah Siregar (2016), and Deswarta (2017), which state that competency has a significant influence on job satisfaction. The results of research by Murty and Srimulyani (2013) state that motivation has no significant effect on employee job satisfaction. Ni Made Dwi Puspitawati and Gede Riana (2014), and Iswanda (2017), who said that organizational commitment has a significant influence on job satisfaction. Madjir and Yuniar (2013) and Purwanti and Rasmini (2015), which state that competence has a significant influence on performance. Verawati and Utomo (2011), Murty and Hudiwinarsih (2012), and Khairiyah and Annisa (2013) which state that motivation has a significant influence on employee performance at PT Bank Sinarmas Tbk Pekanbaru Riau Branch. Murty and Hudiwinarsih (2012) state that organizational commitment has no significant effect on employee performance. Putri (2014) and Srimulyani (2013) stated that job satisfaction has a positive effect on employee performance. This study aims to examine the effect of competence, motivation, and organizational commitment on job satisfaction and employee performance at PT Bank Sinarmas Tbk Pekanbaru Riau Branch.

## 2.0 LITERATURE REVIEW

According to Sedarmayanti (2008: 126), competence is a fundamental characteristic possessed by someone who has a direct influence on or can predict excellent performance. It can be interpreted that competence is a requirement that must be possessed by an employee in fulfilling a certain position or position, and in the end it will be able to increase productivity and spur employee performance because by providing motivation as good feedback to employees, it will create a pleasant atmosphere for employees. employees and will ultimately have an impact on improving performance.

This study uses several previous studies as a reference, while the previous research used is as follows: Itang's research (2015) found competence has a significant effect on job satisfaction. Based on the framework above, the hypothesis can be formulated as follows: There is a positive and significant influence between competence on job satisfaction at Bank Sinarmas Tbk Pekanbaru Riau Branch.

In addition, Sedarmayanti (2004) stated that highly competent human resources really support the organization to progress and develop. To produce the best job satisfaction for employee performance. Duties and responsibilities to work more professionally so that they can fulfill the wishes and expectations of the community as service users.

This study uses several previous studies as a reference, while the previous research used is as follows: Subahri Madjir, and Listeti Yuniar (2013) found competence, training and organizational culture have a significant effect on performance. Competency variables have a significant effect on the performance of employee lecturers. Based on the framework above, the hypothesis can be formulated as follows: There is a positive and significant influence between competence on employee performance at Bank Sinarmas Tbk Pekanbaru Riau Branch.

According to Hasibuan (2007), motivation is the provision of driving force that creates the excitement of one's work so that they want to work together, work effectively and are integrated with all their resources and efforts to achieve satisfaction. This explanation is relevant to As'ad's statement (1996) which suggests that employees/employees are often motivated to do their job well, will increase the desired quality and job satisfaction, because the strength or weakness of one's motivation or work motivation will determine the size of job satisfaction.

This study uses several previous studies as a reference, while the previous research used is as follows: Supriyanto, 2013 suggests motivation has a significant effect on performance and job satisfaction. Variable Organizational commitment has no significant effect on performance, but has a significant effect on job satisfaction. Performance variable has a significant positive effect on job satisfaction. Motivational variables significantly influence job satisfaction. Based on the framework above, the hypothesis can be formulated as follows: There is a positive and significant influence between motivation on job satisfaction at Bank Sinarmas Tbk Pekanbaru Riau Branch.

According to Supriyanto (2016) motivation and job satisfaction are two factors that have a unidirectional relationship, meaning that the higher the lecturer's work motivation, the higher the lecturer's performance. Vice versa, the lower the lecturer's work motivation, the lower the lecturer's performance.

This study uses several previous studies as a reference, while the previous research used is as follows: Ni Wayan Dian Purwati, and Ni Ketut Rasmini, 2015 found competence, motivation, and work discipline have a significant effect on employee performance. Variable motivation has a significant effect on employee performance. Based on the framework above, the hypothesis can be formulated as follows: There is a positive and significant influence between motivation on employee performance at Bank Sinarmas Tbk Pekanbaru Riau Branch.

According to Verawati and Utomo (2011), organizational commitment is the strength of involvement and loyalty to the organization. Organizational commitment (Mairia, Komardi, & Panjaitan, 2021) shows trust, ability and a strong desire to involve and defend themselves to the organization so that it will become a component of effectiveness in improving employee performance. So it can be said that, with a high commitment embedded in the employee, it will automatically make the employee make the decision to remain in the organization and will always increase work productivity (Adiftya, 2014).

It is very clear that organizational commitment has a strong role in improving employee performance. An employee who has a high commitment to the organization where he works, a sense of belonging to the organization will arise so that he will feel happy at work and he will work as well as possible for the organization, so that the impact is an increase in performance (Setyorini et al, 2012). So it can be concluded that, with high or strong organizational commitment, it causes individuals to have a positive outlook and try to do their best for the benefit of the organization which is useful in improving the performance of Purwanti and Rasmini (2015). However, this statement is supported by the results of research conducted by Muchtar Hidayat (2010), which states that organizational commitment has a significant effect on employee performance. Based on the framework above, the hypothesis can be formulated as follows: There is a positive and significant influence between organizational commitment on job satisfaction at Bank Sinarmas Tbk Pekanbaru Riau Branch.

According to research conducted by Saputra and Herianto (2014) states that Commitment is a strength or mindset that binds a person to carry out an action that is relevant to one or more than one target, which makes a person have attachment and loyalty to the organization. In addition, it can also foster a sense of belonging which has an impact on increasing employee involvement in organizational activities, the desire to achieve organizational goals and the desire to remain in the organization.

In addition, Muchtar Hidayat (2010) also stated that commitment is an important factor that can affect job satisfaction. By instilling the components of organizational commitment to employees it will help in determining the quality of a service. Research conducted by Supriyanto (2013) also concluded that organizational commitment has no significant effect on performance. This research is also supported by Tetra Hidayati and Rahmawati (2015) who gave the same statement, namely organizational commitment has no significant effect on employee performance. Based on the framework above, the hypothesis can be formulated as follows: There is a positive and significant influence between organizational commitment on employee performance at Bank Sinarmas Tbk Pekanbaru Riau Branch.

According to Davis (2009: 13) that job satisfaction is everything that is able to fulfill the desires or needs of customers. In this case there is a process to carry out an activity in meeting customer needs. Therefore, between job satisfaction (Sukmawaty, Sudarno, & Putra, 2021) and employee performance are two parallel factors. Job satisfaction carried out will be followed by a performance (Ramadona, Putra, & Komardi, 2021) process. The results of research conducted by Khairiyah and Nur Syaima Annisa, 2013 stated that job satisfaction has a significant relationship to employee performance. Based on the framework above, the hypothesis can be formulated as follows: There is a positive and significant influence between job satisfaction on employee performance at Bank Sinarmas Tbk Pekanbaru Riau Branch.

### **3.0 METHODOLOGY**

#### **Research Locations and Research Time**

The object of research is something that is very important in conducting a research, the object of research is the target to obtain an appropriate data. According to Sugiyono (2012: 13) the object of research is a scientific target to obtain data with specific goals and uses about something objective, valid, and reliable about something (certain variables). In this study, the object of research is Bank Sinarmas Tbk Pekanbaru Riau Branch in the city of Pekanbaru. This research was conducted from November 2020 to July 2021.

#### **Population**

Population is a generalization area consisting of objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then a conclusion is drawn (Sugiyono, 2012: 116). In this study, the population is all permanent employees at Bank Sinarmas Tbk Pekanbaru Riau Branch in Pekanbaru.

#### **Sample**

According to Bungin (2009: 111), a sample is a conclusion drawn from a population that can be generalized to the entire population. This conclusion can be made because the intended sampling is to represent the entire population. The sample to be taken is 100 people. This sample was chosen because all permanent employees of Bank Sinarmas Tbk Pekanbaru Riau Branch total 100 people.

#### **Data Type**

Source of research data is an important factor into consideration in determining the method of data collection. The data used in this study can be classified into two groups, namely primary data and secondary data.

### Data Collection Techniques

Data collection methods used in this study include:

1. Questionnaire  
Written data collection in the form of a number of closed and open questions filled out by respondents. Based on the results of the questionnaire, the researcher obtained information from the respondents.
2. Literature Review  
By using books and studying the literature that has anything to do with this research.
3. Interview  
It is a data collection technique that is carried out through face to face and direct question and answer between data collectors and researchers to informants or data sources.

### Preliminary Test Data Analysis Techniques

In a study, measuring instruments that are also used to collect this data must be valid and reliable. The validity (validity) and reliability (reliability) of a research result depends on the measuring instrument (instrument) used and the data obtained. Furthermore, if the measuring instrument used is not valid and unreliable because there is a very large/significant bias, then the results of the study do not reflect the actual situation. Therefore, two kinds of tests are needed, namely the validity test and the reliability test so that bias in data collection and analysis can be identified.

## 4.0 RESULTS AND DISCUSSION

### Descriptive Analysis

Table 1. Descriptive Analysis

Characteristics of respondents based on Gender			
No	Gender	Frequency	Percentage (%)
1	Man	39	39
2	Woman	61	61
	<b>Total</b>	<b>100</b>	<b>100</b>

Characteristics of respondents by age			
No	Age	Frequency	Percentage (%)
1	21-30 Years	56	56
2	31-40 Years	32	32
3	41- 50 Years	10	10
4	> 50 Years	2	2
	<b>Total</b>	<b>100</b>	<b>100</b>

Characteristics of respondents based on Education			
No	Level of education	Frequency	Percentage (%)
1	D3	5	5
2	S1	75	75
3	S2	20	20
	<b>Total</b>	<b>100</b>	<b>100</b>

Characteristics of respondents based on Working Period			
No	Years of Service	Frequency	Percentage (%)
1	< 1 year	7	7
2	13 years old	19	19
3	35 years old	28	28
4	> 5 Years	46	46
	<b>Total</b>	<b>100</b>	<b>100</b>

Source: Processed data, 2021

From the table it can be analyzed that the number of male respondents is smaller than female, because almost 90% of Bank Operations or Front liners are dominated by female employees. Age grouping, obtained information on the average respondent aged 21 years and over. From the characteristics of the respondents based on the level

of education, it was found that the highest respondents were at the Bachelor's level of education. The type of work that a person has is closely related to the Bachelor's level of education, so they have good performance (Setiawan, Junaedi, & Chandra, 2021) in completing the work given, coupled with the support of employees with the Bachelor's level of education where this level of education can be trusted in completing the work given in the field. In addition, the minimum qualification to become an employee of Bank Sinarmas is D3 and its equivalent for several sections, and for the rest, must be S1.

Based on the table it can be analyzed that based on the length of work, it was found that the average respondent had worked for more than 5 years. This shows that employees at PT Bank Sinarmas Tbk Pekanbaru Branch Office have experience so that the performance is getting better, because the longer working time an employee has, of course, more or less will gain knowledge or experience at work, and have good skills in carry out their duties to produce optimal performance.

#### Preliminary Test (Validity and Reliability Test)

To test the questionnaire as a research instrument, validity and reliability tests were carried out. An instrument is said to be valid if it is able to measure what it wants to measure and can reveal data from the variables studied regularly. While the test results of reliability are used to determine whether the research instrument used can be used many times at different times.

The results of the validity and reliability tests using Smart PLS can be seen in detail in the attachment. Instrument testers both in terms of validity and reliability of 100 respondents obtained the results of the research used where the correlation value was  $r > 0.30$  (Sugiono, 2005), and the reliability coefficient value (Cronbach Alpha) was greater than 0.50 in this study using Cronbach Alpha. For more details, can be seen in the following table.

#### Test the Validity and Reliability of Competency Variables

**Table 2. Competency Variable Validity and Reliability Test Results**

Indicator	Statement	Validity Score	Information
X1.1	I understand the regulations that exist at PT. Bank Sinarmas Tbk Pekanbaru Riau Branch.	0.931	Valid
X1.2	I understand the Standard Operational Procedure set by PT. Bank Sinarmas Tbk Pekanbaru Riau Branch.	0.942	Valid
X1.3	I am able to explain all customer statements related to PT. Bank Sinarmas Tbk Pekanbaru Riau Branch.	0.936	Valid
X1.4	I am able to operate all supporting systems and applications that exist at PT. Bank Sinarmas Tbk Pekanbaru Riau Branch.	0.941	Valid
X1.5	I am able to solve problems that arise in my work without the interference of other colleagues.	0.936	Valid
X1.6	I try to minimize mistakes in doing work.	0.929	Valid
X1.7	I work according to my job description.	0.941	Valid
X1.8	I am friendly to leaders, colleagues, subordinates, and all customers.	0.947	Valid
X1.9	I comply with the values and norms that apply to PT. Bank Sinarmas Tbk Pekanbaru Riau Branch, especially in providing services to customers.	0.929	Valid
<b>Cronbach's Alpha</b>		<b>0.944</b>	<b>Reliable</b>

Source: Processed data, 2021

Based on table 2, it shows that all question items for the Competency variable (X1) have a correlation value greater than 0.30. Besides that, the Cronbach's Alpha value of 0.944 also shows that it is greater than 0.50. Thus, the question items on the Competency variable (X1) are valid and reliable for further testing.

#### Test the Validity and Reliability of Motivational Variables

**Table 3. Motivational Variable Validity and Reliability Test Results**

Indicator	Statement	Validity Score	Information
X2.1	The achievements that I have achieved so far have been very satisfying.	0.852	Valid
X2.2	The income I receive at this time is very satisfying.	0.848	Valid

Indicator	Statement	Validity Score	Information
X2.3	The incentives I have received so far have been very satisfying.	0.862	Valid
X2.4	The power received at this time is already very satisfying.	0.846	Valid
X2.5	The power that I achieve can add enthusiasm to work.	0.839	Valid
X2.6	With power, I can be respected more.	0.875	Valid
X2.7	I can complete work with team work.	0.851	Valid
X2.8	I can socialize with other employees.	0.850	Valid
X2.9	I consider my co-workers as family.	0.856	Valid
<b>Cronbach's Alpha</b>		<b>0.868</b>	<b>Reliable</b>

Source: Processed data, 2021

Based on table 3, it shows that all question items for the Motivation variable (X2) have a correlation value greater than 0.30. Besides that, the Cronbach's Alpha value of 0.868 also shows that it is greater than 0.50. Thus, the question items on the variable Motivation (X2) are valid and reliable for further testing.

### Test the Validity and Reliability of Organizational Commitment Variables

Table 4. Results of the Validity and Reliability Test of Organizational Commitment Variables

Indicator	Statement	Validity Score	Information
X3.1	I feel I have a strong emotional bond with the company I work for.	0.844	Valid
X3.2	I always want to involve myself in achieving the goals set by the company where I work.	0.840	Valid
X3.3	I joined the company where I work because of my own will.	0.824	Valid
X3.4	I am an integral part of the company's efforts to achieve its goals.	0.837	Valid
X3.5	I try my best to give the results of my thoughts for the betterment of the company where I work.	0.827	Valid
X3.6	I am willing to sacrifice my time and thoughts for the betterment of the company I work for.	0.844	Valid
X3.7	I decided to continue to join the company where I work to make ends meet.	0.838	Valid
X3.8	I try to carry out all my duties and work in the company with full responsibility.	0.825	Valid
X3.9	I try to be loyal or loyal in advancing the company.	0.848	Valid
X3.10	I feel I have an obligation to be loyal in advancing the company.	0.846	Valid
<b>Cronbach's Alpha</b>		<b>0.851</b>	<b>Reliable</b>

Source: Processed data, 2021

Based on table 5, it shows that all question items for the Organizational Commitment variable (X3) have a correlation value greater than 0.30. In addition, the Cronbach's Alpha value of 0.851 also indicates that it is greater than 0.50. Thus, the question items on the Organizational Commitment variable (X3) are valid and reliable for further testing.

### Test the Validity and Reliability of Job Satisfaction Variables

Table 6. Validity and Reliability Test Results of Job Satisfaction Variables

Indicator	Statement	Validity Score	Information
Y1.1	I feel that the salary I am currently receiving is in accordance with the demands of my job.	0.916	Valid
Y1.2	I am willing to help co-workers in completing work.	0.905	Valid
Y1.3	I always try to complete the work according to my duties in the office.	0.909	Valid
Y1.4	I will carry out the trust given to me by my superiors.	0.919	Valid
Y1.5	I always come to the office according to the set working hours.	0.908	Valid
Y1.6	I come home from work according to the set work hours.	0.918	Valid

Indicator	Statement	Validity Score	Information
Y1.7	I always do my assignments according to the set time.	0.920	Valid
Y1.8	I always do my work according to the set goals.	0.914	Valid
Y1.9	So far I have had good work performance in the company.	0.916	Valid
Y1.10	The results of my work show better progress compared to previous times.	0.917	Valid
<b>Cronbach's Alpha</b>		<b>0.922</b>	<b>Reliable</b>

Source: Processed data, 2021

Based on table 6, it shows that all question items for the Job Satisfaction variable (Y1) have a correlation value greater than 0.30. Besides that, the Cronbach's Alpha value of 0.922 also shows that it is greater than 0.50. Thus, the question items on the Job Satisfaction variable (Y1) are valid and reliable for further testing.

### Test the Validity and Reliability of Employee Performance Variables

**Table 7. Validity and Reliability Test Results of Employee Performance Variables**

Indicator	Statement	Validity Score	Information
Y2.1	The level of achievement of the volume of work that I produce is in accordance with the company's expectations.	0.969	Valid
Y2.2	I complete work according to predetermined quality standards.	0.971	Valid
Y2.3	The skills I have are in accordance with the work I do.	0.970	Valid
Y2.4	I do a job deftly.	0.971	Valid
Y2.5	I can do a job effectively and efficiently so I don't need too many instructions and feedback from my superiors.	0.968	Valid
Y2.6	I was present on time according to a predetermined schedule.	0.969	Valid
Y2.7	I always complete the work according to the set time.	0.969	Valid
Y2.8	I always have the initiative to finish work even though there are signs of control (Renaldo, Sudarno, & Hutahuruk, 2020b) from my superiors.	0.968	Valid
Y2.9	I prioritize group interests over personal interests in terms of work.	0.970	Valid
Y2.10	I always give ideas and ideas for the progress of the company.	0.968	Valid
<b>Cronbach's Alpha</b>		<b>0.972</b>	<b>Reliable</b>

Source: Processed data, 2021

Based on table 7, it shows that all question items for the Employee Performance variable (Y2) have a correlation value greater than 0.30. Besides that, the Cronbach's Alpha value is also 0.972 indicates that greater than 0.50. Thus, the question items on the Employee Performance variable (Y2) are valid and reliable for further testing.

### Classical Assumption Test Multicollinearity Test

This test aims to test whether the regression model found a correlation between independent (independent) variables. A good regression model should not have a correlation between the independent variables. If the independent variables are correlated with each other, then these variables are not orthogonal (Ghozali 2007:91). To detect the existence of multicollinearity, it can be seen from the Value Inflation Factor (VIF). If the VIF value > 10, multicollinearity occurs. Conversely, if VIF < 10, multicollinearity does not occur (Wijaya, 2009: 119).

**Table 8. Multicollinearity Test**

No	Variable	Inner VIF Value		Information
		Job Satisfaction	Employee Performance	
1	Competence	1.784	1.887	Multicollinearity does not occur
2	Motivation	2.035	2.042	Multicollinearity does not occur
3	Organizational Commitment	1.223	1.224	Multicollinearity does not occur
4	Job satisfaction		1.152	Multicollinearity does not occur

Source: Processed data, 2021

In Table 8, it can be seen that the test results show that the VIF values of all independent variables have a value less than 10. This means that the study variables show no symptoms of multicollinearity in the regression model.

### Determination Coefficient Test (R2)

In assessing the structure begins by looking at the R-squares value for each endogenous variable value as the predictive power of the structural model. Changes in the value of R-squares (R2) can be used to explain the effect of certain exogenous latent variables on endogenous latent variables whether they have a substantive effect. The results of the PLS adjusted R-squares represent the amount of variance of the construct described by the model (Ghozali & Latan, 2015). The higher the R2 value means the better the prediction model and research model proposed. To find out the amount of adjusted R-squares can be seen in the following table:

**Table 9. Determination Coefficient Test (R2)**

	R Square	R Square Adjusted
Satisfaction	0.132	0.105
Performance	0.067	0.027

Source: Processed data, 2021

Based on table 9, it is known that the adjusted R-squares value for the Job Satisfaction variable is 0.105 which can be interpreted that the magnitude of the influence of Competence, Motivation, and Organizational Commitment on Job Satisfaction is 10.5% while the remaining 89.5% is explained by other variables outside this study. The adjusted R-squares value for the Performance variable is 0.027 which can be interpreted that the magnitude of the influence of Competence, Motivation, and Organizational Commitment on Employee Performance is 27% while the remaining 73% is explained by other variables outside this study.

### Composite Reliability

In measuring the reliability of a construct with reflexive indicators it can be done in two ways, namely by Cronbach's Alpha and Composite Reliability. However, using Cronbach's Alpha to test construct reliability will give a lower value (under estimate) so it is more advisable to use Composite Reliability. The reliability test can be seen from the composite reliability value. Composite reliability is the accepted limit value for the level of composition reliability (PC) which is 0.50 (Arikunto, 2019). To find out the results of the composite reliability test can be seen in the following table.

**Table 10. Composite Reliability**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Satisfaction	0.896	1.229	0.901	0.649
Performance	0.981	0.983	0.986	0.946
Commitment	0.809	0.958	0.862	0.617
Competence	0.946	0.955	0.961	0.860
Motivation	0.802	0.807	0.885	0.720

Source: Processed data, 2021

From the table above it can be seen that the value of Cronbach's Alpha is greater than 0.50, so the data in this study are declared reliable.

### Hypothesis testing

#### Partial Test (t test)

Two-way analysis was carried out in this study with the aim of proving the hypothesis regarding the influence of all variables from the dimensions partially on customer satisfaction. Statistical calculations in the two-way test used in this study are using the Smart Partial Least Square (SmartPLS) program. The full results of data processing using the SmartPLS program are in the attachment and are further explained in the following Figure 1 and table 11.



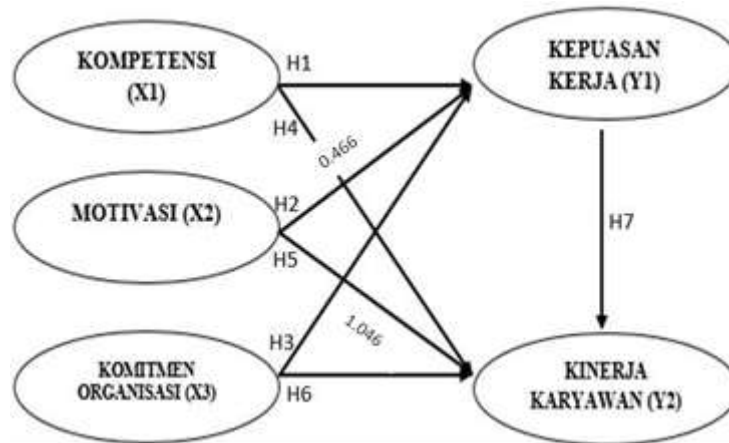


Figure 1. Analysis Result

Source: Processed data, 2021

Table 11. SmartPLS test results

No	Variabel	T Statistics ( O/STDEV )	P Values	Information
1	Competency (X1) → Job Satisfaction (Y1)	1.488	0.137	Not Significant
2	Motivation (X2) → Job Satisfaction (Y1)	0.466	0.642	Not Significant
3	Organizational Commitment (X3) → Job Satisfaction (Y1)	0.163	0.871	Not Significant
4	Competence (X1) → Employee Performance (Y2)	0.638	0.524	Not Significant
5	Motivation (X2) → Employee Performance (X2)	1.046	0.296	Not Significant
6	Organizational Commitment (X3) → Employee Performance (Y2)	0.810	0.418	Not Significant
7	Job Satisfaction (Y1) → Employee Performance (Y2)	1.367	0.172	Not Significant

Source: Processed data, 2021

## Discussion

### The Effect of Competence on Job Satisfaction

Based on the results of respondents' responses to the Competency variable, it shows that the lowest respondent's response is statement item number 8 about "I am friendly to leaders, co-workers, subordinates, and all customers". This response shows that the respondent gives a good opinion of the statement even though it is the lowest respondent. On average, respondents gave a good opinion of the statements to measure competency variables at PT Bank Sinarmas Tbk Pekanbaru Riau Branch. This result is in line with the results of the respondents' responses to the job satisfaction variable indicating that the lowest response is statement item 4 about "I will carry out the trust given to me by my superiors". This response shows that the respondent gave a good opinion of the statement even though the response was the lowest.

The test results in this study, it can be interpreted that partially the competence dimensions do not have a significant effect on job satisfaction at PT Bank Sinarmas Tbk Pekanbaru Riau Branch. The results of this study indicate that competence has a small contribution to job satisfaction of employees at PT Bank Sinarmas TBK Pekanbaru Riau Branch, the size of an employee's competence does not affect the employee's performance in a company. Because the work in the company already has work standards that have been prepared and the work is always carried out continuously year after year.

### The Effect of Motivation on Job Satisfaction

Based on the results of respondents' responses to the variable Motivation, it shows that the lowest respondent's response is statement item number 8 about "I can socialize with other employees." This response shows that the respondent gives a good opinion of the statement even though it is the lowest respondent. On average,

respondents gave a good opinion of the statements to measure motivational variables at PT Bank Sinarmas Tbk Pekanbaru Riau Branch. This result is in line with the results of the respondents' responses to the job satisfaction variable indicating that the lowest response is statement item 4 about "I will carry out the trust given to me by my superiors". This response shows that the respondent gave a good opinion of the statement even though the response was the lowest.

The test results in this study, it can be interpreted that partially the dimensions of motivation have no significant effect on job satisfaction at PT Bank Sinarmas Tbk Pekanbaru Riau Branch. In the concept of motivation theory is a very important factor in creating job satisfaction. As said by Hasibuan (2007: 141) states that work motivation is the provision of driving force that creates enthusiasm for someone's work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction. That is, the more employees are motivated, the more passionate they will be to carry out a job as well as possible and in the end the employee will feel a high level of job satisfaction. The results of this study prove that job satisfaction is not necessarily created just because the employee gets good motivation from the boss.

#### **The Effect of Organizational Commitment on Job Satisfaction**

Based on the results of respondents' responses to the organizational commitment variable, it shows that the lowest respondent's response is statement item number 10 about "I feel I have an obligation to be loyal in advancing the company". This response shows that the respondent gives a good opinion of the statement even though it is the lowest respondent. On average, respondents gave a good opinion of the statements to measure organizational commitment variables at PT Bank Sinarmas Tbk Pekanbaru Riau Branch. This result is in line with the results of the respondents' responses to the job satisfaction variable indicating that the lowest response is statement item 4 about "I will carry out the trust given to me by my superiors". This response shows that the respondent gave a good opinion of the statement even though the response was the lowest.

The test results in this study, it can be interpreted that partially the dimension of organizational commitment has no significant effect on job satisfaction at PT Bank Sinarmas Tbk Pekanbaru Riau Branch.

#### **The Effect of Competence on Employee Performance**

Competence is something that causes or predicts behavior (Nyoto, Renaldo, Karuppanan, Bhuiyan, & Kumarasamy, 2021) and performance. Competence actually predicts who is performing well and who is not performing well, measured by the criteria or standards used. Competence is really needed in the company, at PT Bank Sinarmas Tbk Pekanbaru Riau Branch to find out what type of work is right for its employees and the competencies possessed by an employee can be a guide for the company to know how far he is able to present himself and provide good work, optimal results for the company.

Based on the results of respondents' responses to the Competency variable, it shows that the lowest respondent's response is statement item number 8 about "I am friendly to leaders, co-workers, subordinates, and all customers". This response shows that the respondent gives a good opinion of the statement even though it is the lowest respondent. On average, respondents gave a good opinion of the statements to measure competency variables at PT Bank Sinarmas Tbk Pekanbaru Riau Branch. This result is in line with the results of respondents' responses to employee performance variables indicating that the lowest response is statement item 4 about "I do a job deftly". This response shows that the respondent gave a good opinion of the statement even though the response was the lowest.

The test results in this study, it can be interpreted that partially the competency dimensions do not have a significant effect on employee performance at PT Bank Sinarmas Tbk Pekanbaru Riau Branch.

#### **The Effect of Motivation on Employee Performance**

Mangkunegara (2012: 76), that there is a positive relationship between motivation for achievement and performance achievement. That is, employees who have high achievement motivation will achieve high performance, and vice versa those who have low performance are caused by low motivation. The meeting point of the relationship between motivation and performance is that high motivation will have an impact on the high results of their work and motivated to make more effort to achieve work productivity. When these conditions are not met, there will be a decrease in work productivity.

Based on the results of respondents' responses to the variable Motivation, it shows that the lowest respondent's response is statement item number 8 about "I can socialize with other employees." This response shows that the respondent gives a good opinion of the statement even though it is the lowest respondent. On average, respondents gave a good opinion of the statements to measure motivational variables at PT Bank Sinarmas Tbk Pekanbaru Riau Branch. This result is in line with the results of respondents' responses to employee performance variables indicating that the lowest response is statement item 4 about "I do a job deftly". This

response shows that the respondent gave a good opinion of the statement even though the response was the lowest.

The test results in this study, it can be interpreted that partially the dimensions of motivation have no significant effect on employee performance at PT Bank Sinarmas Tbk Pekanbaru Riau Branch.

### **The Effect of Organizational Commitment on Employee Performance**

Based on the results of respondents' responses to the organizational commitment variable, it shows that the lowest respondent's response is statement item number 10 about "I feel I have an obligation to be loyal in advancing the company". This response shows that the respondent gives a good opinion of the statement even though it is the lowest respondent. On average, respondents gave a good opinion of the statements to measure organizational commitment variables at PT Bank Sinarmas Tbk Pekanbaru Riau Branch. This result is in line with the results of respondents' responses to employee performance variables indicating that the lowest response is statement item 4 about "I do a job deftly." This response shows that the respondent gave a good opinion of the statement even though the response was the lowest.

The test results in this study, it can be interpreted that partially the dimension of organizational commitment has no significant effect on employee performance at PT Bank Sinarmas Tbk Pekanbaru Riau Branch.

The results of this study are different from the theory put forward by Carsten and Spector that the higher the organizational commitment, the impact on employees will remain in the organization and will always improve their performance (Sopiah, 2008: 179). The results of research at PT Bank Sinarmas Tbk Pekanbaru Riau Branch indicate that organizational commitment does not have a significant effect on employee performance. This means permanent employees who contribute to the company even without organizational commitment. This may be because employees are only based on loyalty but on organizational commitment (Andi, Sudarno, & Nyoto, 2019).

### **The Effect of Job Satisfaction on Employee Performance**

Job satisfaction (Hafni, Renaldo, Chandra, & Thaief, 2020) is one element that is quite important in the organization. This is because job satisfaction can affect work behavior such as being lazy, diligent, productive, etc., or has a relationship with several types of behavior that are very important in the organization of employees who have the ability and willingness to do and know their work will have high job satisfaction will lead to increased performance.

Employees who do not get job satisfaction will never reach psychological maturity which in turn can lead to frustration. This happens based on the idea that with good performance employees will get awards such as promotions, incentives and part of it from PT Bank Sinarmas Tbk Pekanbaru Riau Branch. So that it becomes a driving force for job satisfaction.

Based on the results of respondents' responses to the job satisfaction variable, it shows that the lowest respondent's response is statement item number 4 about "I will carry out the trust given to me by my superiors." This response shows that the respondents gave a good opinion of the statement even though it is the lowest respondent. On average, respondents gave a good opinion of the statements to measure job satisfaction variables at PT Bank Sinarmas Tbk Pekanbaru Riau Branch. This result is in line with the results of respondents' responses to employee performance variables indicating that the lowest response is statement item 4 about "I do a job deftly." This response shows that the respondent gave a good opinion of the statement even though the response was the lowest.

The test results in this study, it can be interpreted that partially the dimensions of organizational job satisfaction have no significant effect on employee performance at PT Bank Sinarmas Tbk Pekanbaru Riau Branch.

## **5.0 CONCLUSION**

### **Conclusion**

Through the results of data processing and analysis of the results to see the effect of the independent variables on the dependent variable in this study, it can be concluded that:

1. Competency variables have no significant effect on job satisfaction at PT Bank Sinarmas Tbk Pekanbaru Riau Branch. The results of this study indicate that competence has a small contribution to job satisfaction of employees at PT Bank Sinarmas TBK Pekanbaru Riau Branch, the size of an employee's competence does not affect the employee's performance in a company. Because the work in the company already has work standards that have been prepared and the work is always carried out continuously year after year.
2. The motivational variable has no significant effect on job satisfaction at PT Bank Sinarmas Tbk Pekanbaru Riau Branch. The more employees are motivated, the more passionate they will be to carry out a job as well as possible and in the end the employee will feel a high level of job satisfaction. The results of this study prove that job satisfaction is not necessarily created just because the employee gets good motivation from the boss.

3. Organizational commitment variable has no significant effect on job satisfaction at PT Bank Sinarmas Tbk Pekanbaru Riau Branch. This organizational commitment describes the relationship between the individual and the organization, if the individual has high organizational commitment, then he will have loyalty, trust and loyalty to the organization where he works. This does not necessarily affect job satisfaction.
4. Competency variables have no significant effect on employee performance at PT Bank Sinarmas Tbk Pekanbaru Riau Branch. This research does not prove that competence is a factor that can support a person's performance to be better.
5. The motivation variable has no significant effect on employee performance at PT Bank Sinarmas Tbk Pekanbaru Riau Branch. Employees who are properly motivated in carrying out their work and these employees fully believe in the essence of motivation will not necessarily give maximum performance results and get good work performance.
6. Organizational commitment variable has no significant effect on employee performance at PT Bank Sinarmas Tbk Pekanbaru Riau Branch. Organizational commitment cannot be used as a determining factor for employees to measure the performance of employees at PT Bank Sinarmas Tbk Pekanbaru Riau Branch, because without organizational commitment, employees will continue to carry out their work duties properly in accordance with the job descriptions set by the company.
7. Organizational job satisfaction variable has no significant effect on employee performance at PT Bank Sinarmas Tbk Pekanbaru Riau Branch. Employees who do not get job satisfaction will never reach psychological maturity which in turn can lead to frustration. This happens based on the idea that with good performance employees will get awards such as promotions, incentives and part of it from PT Bank Sinarmas Tbk Pekanbaru Riau Branch. So that it becomes a driving force for job satisfaction.

### Limitation

There are several limitations in this study such as the number of research respondents is only 100 people, the object of research only focuses on one company and in the data collection process, the information provided by respondents through questionnaires sometimes does not show the true opinions of respondents, this happens because of differences in opinions, thoughts and understanding of each respondent as well as other factors such as honesty in filling out the questionnaire.

### Suggestion

1. To support the improvement of better employee performance in the environment of PT Bank Sinarmas Tbk Pekanbaru Riau Branch, it is necessary to increase competency through training for employees in accordance with their field of work, have work experience, expertise, knowledge, skills and educational background supporting the profession. For employees thus the work results can be maximized.
2. Increasing work motivation can be done by implementing a reward and punishment system as a form of appreciation for employee performance at PT Bank Sinarmas Tbk Pekanbaru Riau Branch. It is intended that employees feel their hard work is appreciated by the leadership and there is recognition for this achievement.
3. In increasing employee job satisfaction, leaders can always provide comfort at work, provide rewards in the form of even better incentives for employees who excel, provide opportunities for employees to be promoted as a guarantee for future careers.

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