



## The Effect Of Motivation, Discipline And Competency On Employee Satisfaction Bank BTN Medan

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### ABSTRAK

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This study aims to determine the effect of motivation, discipline, and competency on employee satisfaction at Bank BTN Medan. This type of research is explanatory research. The population in this study were all employees who worked at Bank BTN as many as 385 employees. Due to the large number of population, the sampling technique will be reduced by using the Slovin formula with an error tolerance level of 5% so that there are 196 respondents. In the study which will be distributed with questionnaires measured by a Likert scale. The data analysis used multiple linear regression analysis and the coefficient of determination as well as simultaneous test and partial test. The results showed that motivation, discipline, and competency partially or simultaneously have a positive and significant effect on employee satisfaction at Bank BTN Medan. Based on the results of this study, the implications for management are to further improve motivation, improve a better discipline, update the competency.

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### 1. Introduction

PT Bank Tabungan Negara, (Persero), Tbk (Bank BTN) is a State-Owned Enterprise (BUMN) engaged in banking. BTN is committed to being a bank that serves and supports the housing sector financing through three main products, personal banking, business and sharia. BTN is one of the banks that has been trusted by the public by providing the best service to all people. Good service can be achieved if there is satisfaction in employees when doing their job well. However, it is not impossible if there are some employees who may still be dissatisfied in carrying out their work. Based on observations made by researchers, there are some employees who are still not satisfied with their current situation. This cannot be seen from the results of the work given because in order to maintain their current job it is because it is difficult for employees to find good jobs. However, it is not only impossible for an unsatisfied employee to resign at any time if he gets a better offer at another bank.

One of the factors indicated to have an influence on the lack of job satisfaction of some employees is motivation. In this case, most of the motivation provided by the company has been assessed as good by working employees, such as training to increase motivation, providing additional incentives for employees, awards in the form of promotion and management support as well as providing guidance and consultation. However, there are still some things that are considered by employees to be less able to provide satisfaction for themselves through this motivation so that employees only feel quite satisfied where in this case it can be seen that the company is quite fair in making decisions and also the number of sanctions that exist for employees has been clearly regulated in circular so that employees have very strict supervision at work. Moreover, in terms of remuneration, employees often hear about the existence of banks that can provide higher remuneration than companies so that employee motivation to try to enter other banks increases from time to time because employees think that they have been provided with good work experience. both in his current company so as to allow him to try other banks with higher remuneration.

The next factor that is thought to reduce employee job satisfaction is discipline that must be maintained properly where employees feel that there are quite a lot of existing regulations in the bank that must be obeyed so that some employees feel burdened by existing regulations such as the frontliner must stay tidy and maintain their dignity and cannot leave. their position at work in order to get a good impression from their customers. Employees are also not allowed to communicate much with their coworkers and still have to



focus on doing their job well. This makes some employees feel pressured because they cannot socialize. Some employees also have erratic rest periods such as having to put the interests of customers first and finish all their work first in order to rest for lunch. The company also has quite heavy sanctions for employees who are not disciplined so that employees should not be late or even violate regulations because they will get quite heavy sanctions such as a written warning letter or a reduction in salary and the assessment is not good. However, employees still have to do their job well because employees know very well that the bank is one of the workplaces that has a guarantee with a high enough income compared to other workplaces so that employees feel grateful for their work even though they are not satisfied with their situation.

Another factor is competence where employees are deemed to lack good knowledge about their work so that some employees are still considered slow in completing their work such as teller employees who are still unable to use 3 finger counting techniques so they have to wait for their turn to use a machine to calculate the amount of customer money. This makes customers have to wait a long time to get certainty about the amount of money to be deposited. Meanwhile, some employees, such as backoffice employees, are still considered unable to understand all the work assigned to them. Meanwhile, employees feel that their ability to work at the company has not developed so that they are not satisfied with their current situation. Employees need a lot of experience and knowledge development in order to experience improvement in their careers so that if employees do not experience development and feel bored, employees begin to feel dissatisfied with themselves while working.

## 2. Research Method

### 2.1 Data Collection Method

Collecting data through a questionnaire is done by asking questions to parties related to the problem. To assess respondents' responses, the author uses the Likert scale which uses several question items to measure individual behavior by responding to 5 choice points on each question item.

### 2.2 Validity and Reliability Test

The data obtained needs to be tested for its accuracy and reliability so that the results of data processing can be more precise and accurate. Therefore, it is necessary to know how high the validity and reliability of the measuring instrument (instrument) used.

Based on the research, each variable of the questionnaire item that was tested for validity, all the questionnaires had met the valid criteria and were eligible to be used as a questionnaire in further research. While in reliability test, all variable questionnaire item is reliable and can be used as research instrument.

## 3. Research and Analysis

### 3.1. Normality Test

The residual normality test is used to test whether the residual value resulting from the regression is normally distributed or not. A good regression model is to have residuals that are normally distributed. There is some method to do the normality test such as histogram graphic, normal probability plot of regression graphic and one sample Kolmogorov Smirnov statistic.

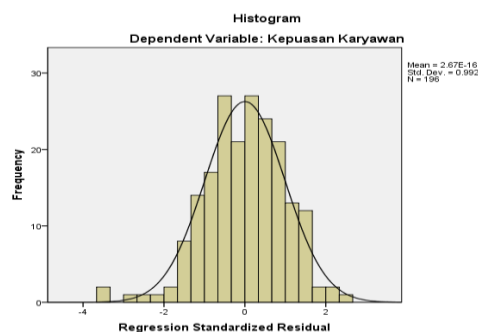


Fig 1 Histogram Graphic

Based on the picture above, it can be seen that the line forming a bell, not going left or right. This shows that the data is normally distributed and meets the assumptions of normality.

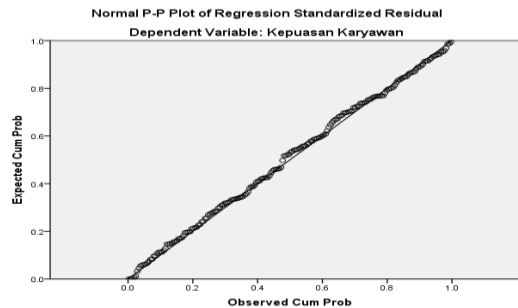


Fig 2 Normal Probability Plot of Regression Graphic

Based on the picture above, it shows that the data (dots) spreads around the diagonal line and follows the diagonal line. So from this figure it is concluded that the regression model residuals are normally distributed.

Table 1  
One-Sample Kolmogorov Smirnov Test

		Unstandardized Residual
N		196
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.79286181
Most Extreme Differences	Absolute	.037
	Positive	.021
	Negative	-.037
Kolmogorov-Smirnov Z		.515
Asymp. Sig. (2-tailed)		.953

a. Test distribution is Normal.  
b. Calculated from data.  
Source: Research Result, 2021

Based on the table above, the results of the Kolmogorov-Smirnov normality test prove that the significant value is greater than 0.05, namely 0.953, it can be concluded that the data is classified as normally distributed

### 3.2 Multicollinearity Test

Multicollinearity is a condition in the regression model where there is a perfect or near perfect correlation between independent variables where a good regression model should not have a perfect or nearly perfect correlation between the independent variables.

The commonly used test method is to look at the Tolerance and Variance Inflation Factor (VIF) values in the regression model where the VIF value is less than 10 and has a Tolerance value of more than 0.1.

Table 2  
Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Motivation	.590	1.696
Discipline	.591	1.691
Competency	.996	1.004

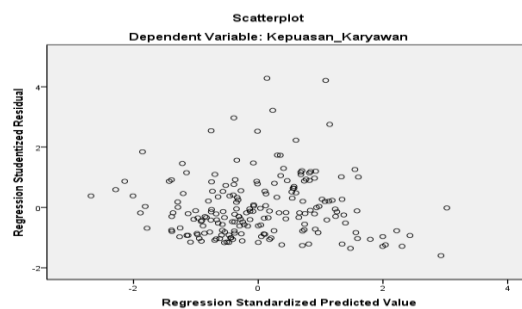
a. Dependent Variable: Employee Satisfaction  
 Source: Research Result, 2021

Based on the table above, the test show that all the variables have a tolerance value more than 0.1 and VIF value less than 10 which can be concluded that there is no problem found in multicollinearity test.

**3.3 Heteroscedasticity Test**

Heteroscedasticity is a condition where in the regression model there is an inequality of variants from the residuals from one observation to another where a good regression model does not occur heteroscedasticity.

Various kinds of heteroscedasticity test, such as the Scatterplots test, which is done by looking at the pattern points on the graph that spreads randomly and is not in the form of a pattern on the graph, it is stated that there is no heteroscedasticity problem and the Glejser test where if it is significant above 0.05 then it is stated that there is no problem in heteroscedasticity.



**Fig 3 Scatterplot Graphic**

Based on the scatterplot graph presented, it can be seen that the dots spread randomly and do not form a clear pattern and are spread either above or below zero on the Y axis. This means that there is no heteroscedasticity in the regression model, so the regression model can be used to predict performance based on the input of the independent variable.

**Table 3  
 Glejser Test**

	Model	t	Sig.
1	(Constant)	2.341	.020
	Motivation	.587	.558
	Discipline	-1.642	.102
	Comptency	.847	.398

a. Dependent Variable: Employee Satisfaction  
 Source: Research Result, 2021

Based on the table above, it can be seen that the level of significance of each variable is greater than 0.05. From the calculation results and the level of significance above, it is not found that there is heteroscedasticity.

**3.4 Multiple Linear Regression Analysis**

Regression analysis is an analysis to determine whether there is a significant influence between two or more independent variables on one independent variable.



**Table 4**  
**Multiple Linear Regression Analysis Test**

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	.469	1.716	
	Motivation	.558	.049	.643
	Discipline	.191	.049	.221
	Competency	.105	.049	.093

a. Dependent Variable: Employee Satisfaction  
Source: Research Result, 2021

Employee Performance = 0,469 + 0,558 Motivation + 0,193 Discipline + 0,105 Competency + e(1)

Based on the above equation, then: Constant (a) = 0.469. This means that if the independent variable, namely motivation, discipline, and competency is 0, then the employee satisfaction at Bank BTN Medan is 0.469. Where if there is an improvement in motivations, there will be an increase in employee satisfaction by 0.558. Likewise with disciplines where if there is an improvement in the discipline, the employee satisfaction will increase by 0.193. If there is an improvement in the competency, the employee satisfaction will increase by 0.105.

### 3.5 Coefficient Determination

Analysis of determination or also called R Square symbolized by  $R^2$  is used to determine the magnitude of the influence of the independent variable (X) together on the dependent variable (Y) where the smaller the coefficient of determination, this means the effect of the independent variable (X) on the dependent variable (Y) is getting weaker. Conversely, if the coefficient of determination is closer to number 1, then the effect of the independent variable on the dependent variable is getting stronger.

Thus, if coefficient determination is 0, this indicates that there is no percentage contribution of influence given by the independent variable to the dependent variable. However, if the coefficient of determination is 1, then there is a contribution that the independent variable gives to the dependent variable is perfect.

**Table 5**  
**Coefficient Determination Test**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803 <sup>a</sup>	.645	.640	2.815

a. Predictors: (Constant), Competency, Discipline, Motivation  
b. Dependent Variable: Employee Satisfaction  
Source: Research Result, 2021

Based on the table above, the value of the R Square coefficient of determination is 0.640. This shows that the variable ability of motivation, discipline, and competency explains the effect on employee satisfaction at Bank BTN Medan by 64%. While the remaining 36% is the influence of other independent variables not examined in this study such as compensation, conflict, stress and various other variables.

### 3.6 Simultaneous Hypothesis Test (F Test)

F test or regression coefficient test is used to determine whether simultaneously the independent variable has a significant effect on the dependent variable. In this case, to find out whether simultaneously the independent variable has a significant effect on the dependent variable or not. The test uses a significance level of 5%.

The criteria for evaluating the hypothesis in this F test are:

$H_0$  Accepted if:  $F_{count} < F_{table}$

$H_a$  Accepted if:  $F_{count} > F_{table}$

**Table 6**  
**ANOVA Test**

	Model	F	Sig.
1	Regression	116.395	.000 <sup>a</sup>
	Residual		
	Total		

a. Predictors: (Constant), Competency, Discipline, Motivation

b. Dependent Variable: Employee Satisfaction

Source: Research Result, 2021

Based on the table above, it is found that the value of  $F_{table}$  (2.65) and significant  $\alpha = 5\%$  (0.05), namely  $F_{count}$  (116.395) and sig.a (0.000a). This indicates that the results of the study accept  $H_a$  and reject  $H_0$ . Comparison between  $F_{count}$  and  $F_{table}$  can prove that simultaneously motivation, discipline, and competency have a positive and significant effect on consumer employee satisfaction at Bank BTN Medan.

### 3.7 Partially Hypothesis Test (t Test)

The t test or partial regression coefficient test is used to determine whether partially the independent variable has a significant effect on the dependent variable or not. In this case, to find out whether partially the independent variable has a significant effect on the dependent variable or not. The test uses a significance level of 0.05 and a two-sided test.

The criteria for evaluating the hypothesis in this t test are:

$H_0$  Accepted if:  $t_{count} < t_{table}$

$H_a$  Accepted if:  $t_{count} > t_{table}$

**Table 7**  
**Coefficient Test**

	Model	t	Sig.
1	(Constant)	.273	.785
	Motivation	11.478	.000
	Discipline	3.954	.000
	Competency	2.159	.032

a. Dependent Variable: Employee Satisfaction

Source: Research Result, 2021

Based on the table above, it can be concluded that motivation, discipline, and competency partially have a positive and significant effect on consumer employee satisfaction at Bank BTN Medan which can be seen at the  $t_{count}$  is greater than  $t_{table}$  (1,972) and the significant is less than 0,05.

## 4. Conclusions

The conclusions that researchers can draw from the results of this study are as follows:

- The results of the t test and the F test state that both partially and simultaneously the variables of motivation, discipline and competence have a positive and significant effect on employee satisfaction at Bank BTN.
- The results show that the variables of motivation, discipline and competence explain their effect on employee satisfaction at Bank BTN by 64%. While the remaining 36% is the influence of other independent variables not examined in this study such as compensation, conflict, stress and various other variables.

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