

The Effect of Work Competence and Integrity on Employee Performance at Mandiri Sharia Bank: The Mediating Role of Motivation

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Abstract: *The efforts to achieve targets in the company make the benchmark in making decisions that are made into policies for a step that must be given to each employee. One form of achievement can be known through the performance of each employee. Much research has been done by examining the relationship between Integrity and Performance. However, some things do not show success and there is a research gap. Differences in research results have a major impact on leadership decisions Start from Competence and Integrity in assessing the performance of its employees. Mandiri Sharia BankinJember tries to measure employee performance from the competencies and integrity of each employee through intervening motivation. This decision making is based on existing theories. Even the role of Integrity which is expected to make the employees of Mandiri Sharia Bank in Jember will be better than other Areas that have already achieved their goals.*

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I. Introduction

Performance is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization (Moeheriono, 2012: 95). Performance can be known and measured if an individual or group of employees already has criteria or standards of success established by the organization. Therefore, if without the goals and targets set in the measurement, then the performance of a person or organizational performance may not be known if there are no benchmarks of success.

Empirical phenomenon in this study, Mandiri Sharia Bank in Key Financial Highlights experienced very rapid growth from 2018-2019. Mandiri Sharia Bank Asset Achievement experienced growth of 14.19%, NPF (non-performing financing) gross 2.44%, and no less interesting net income which increased up to 110% (Quarter IV 2019: Audited BSM) indicating the Bank's performance is good nationally. In this case, how does the organic employee of Mandiri Sharia Bank in Jember also make a positive contribution in each branch, area, regional office or even nationally, because the assessment of each branch can be seen from the performance of the organic employees in each branch. Thus, this phenomenon is very interesting to be reviewed or carried out research about what affects the performance of Mandiri Sharia BankinJember. This research is expected to be applied to other companies or even to improve performance even better at MandiriSyariah Bank especially in Jember.

II. Literature Review

Performance is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization (Moeheriono, 2012: 95). Performance can be known and measured if an individual or group of employees already has criteria or standards of success established by the organization. Therefore, if without the goals and targets set in the measurement, then the performance of a person or organizational performance may not be known if there are no benchmarks of success.

The level of achievement in implementing success can be known through the performance of its employees. Performance can be known and measured if people already have standard criteria in the organization or company. Performance is the result of work achieved by someone based on job requirements. Performance can be concluded as follows: work results that can be achieved by a person or group of people in an organization both quantitatively and qualitatively, in accordance with their respective authorities and duties, in an effort to achieve the goals of the organization concerned legally, not breaking the law and in accordance with morals and ethics (Moeheriono, 2012: 96).

In fact, employees can also find out how much their performance is through informal means, such as good or bad comments or ratings from superiors, partners, and consumers. However, to be clearer and more structured performance measurement must also be through formal means. If the performance appraisal refers to a formal measurement that is ongoing, then the assessment is even more complete and detailed because the components related to work, work standards, motivation, and work behavior and results and even employee loyalty can be assessed.

In addition to performance, there are several factors that can affect employee performance and work outcomes, namely competence, motivation and integrity attitude that must be possessed by every person in the company. One of the requirements needed by companies / organizations is related to Human Resources competencies. This is considering, currently the organization is facing various advances in the information and technology fields so that people who have certain expertise are needed.

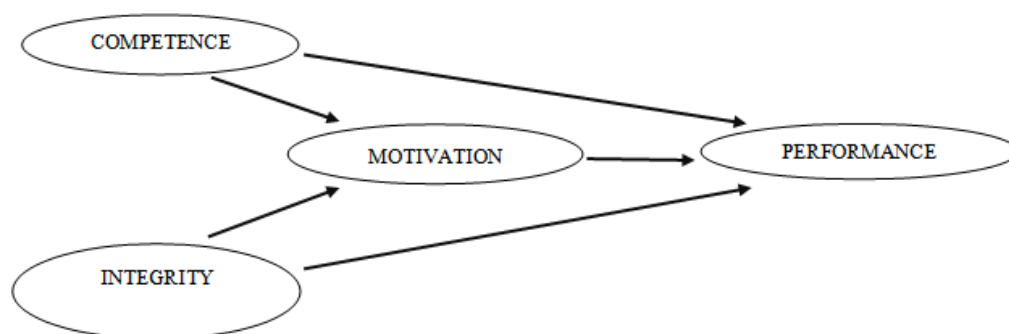
Competence can be in the form of mastery of problems, cognitive skills and behavioral skills, goals of temperament, self-concept, attitudes or values. Everyone can be measured clearly and can be shown to distinguish superior behavior or average achievers. Mastery of problems and skills is relatively easy to teach, changing attitudes and behaviors is relatively more difficult than changing goals can be done but the process is long, long, and expensive. Determination of the level of competence is needed in order to know the level of performance expected for either good or average categories (Taufikurrohman, 2009: 25). The issue of competence in relation to the development of Human Resources (HR) is a growing discourse, when organizations are faced with various challenges and increasingly fierce competition. Organizations in developed countries have shown success by using effective HR management practices by increasing HR skills and expertise. In the management of human resources an organization in the era of competition gives awareness that the world of work today and in the future has undergone a change.

Integrity, in this context, is a feeling that is felt from qualities such as honesty and commitment 'exemplified in the beliefs of values and principles in fulfilling responsibilities. The importance of the integrity attitude that must be possessed by the people of Islamic Banks makes a benchmark of how high their integrity attitude towards the company. Some studies also found that competence and motivation have a positive influence on work performance, such as the results of Nawawi's research (2012) health workers have a positive and strong effect on the performance of community health centers in health services in Palu City. Positive changes that occur in the motivation of health workers have a strong impact on improving the performance of health centers in health services. Furthermore, the competence of health workers has a positive and moderate effect on the performance of community health centers in health services in Palu City. That is, positive changes that occur in the competence of health workers.

In addition to competence and motivation, there are also some researchers on integrity that have an influence on work performance, such as Sujiyantol, ST (2017) Integrity has a significant effect on the performance of employees in the communication and informatics department of Batu City, this shows that the higher the integrity of employees with respect to the organization / place of work, the performance shown by the employee will also increase significantly, indirectly the performance of the Regional Apparatus Organization (OPD) will also increase.

III. Conceptual Model

In preparing for changes in the economy, Mandiri Sharia Bank requires competent human resources in the field of work, especially in the performance of its employees. With the competition in the banking world, human resources become the main subject in overcoming threats and opportunities. For this reason, the variables of competence, integrity and motivation need to do further research to determine how well the current work performance of Mandiri Sharia Bank employees is doing.



HYPOTHESIS

a. The Effect of competence on performance

Wibowo (2007: 324) explained that, "Competence is an ability to carry out or do a job based on skills and knowledge and is supported by attitudes demanded by the job". Research conducted by Hardiani and Prasetya (2018) concluded that the Competence variable had a positive and significant effect on Work Motivation. This is also consistent with research conducted by Raharjo and Sutomo (2018), Rayiki (2016), and Theo, Setyobudi, and Widianingsih (2018) which state that there is a significant positive effect between competence and performance.

H1: Competence has a significant effect on the work performance of Mandiri Sharia Bank Employees in the Jember.

b. The Effect of Integrity on Performance

Integrity is also related to performance, an achievement of good results achieved by always upholding honesty and other moral values. The word integrity comes from the root of the word "integrated", which means various parts of our character and skills play an active role in us, which is seen from our decisions and actions (Atosokhi, 2014). To be able to produce good performance in the workplace, an employee must have an honest, brave, empowered nature, build good relationships, be good at organizing themselves, organized, and well planned. The form of ownership of integrity arises in itself is a form of performance or good work. The results of research conducted by Sujianto (2017) states that Integrity has a significant effect on employee performance. This has also been examined from research by Ulfa Indri Utami (2015), which states that Integrity has an influence on Performance.

H2: Integrity has a significant effect on work performance of Mandiri Sharia Bank Employees in the Jember.

c. The Effect of Motivation on Performance

According to Sarwoto (2011), concrete motivation can be defined as "The process of giving motives (driving) to work for subordinates in such a way that they want to work sincerely for the achievement of organizational goals efficiently. Then the notion of motivation is the giving or arising of a motive or can also be interpreted as a thing or condition being a motive, and something that gives rise to enthusiasm or drive of work. Previous research conducted by Kenny Astria (2018) states that motivation has a positive and significant effect on employee performance, MajuSiregar (2019) states that motivation has a significant effect on performance.

H3: Motivation has a significant effect on the work performance of Mandiri Sharia Bank Employees in the Jember

d. The Effect of Competence on Motivation

According to Muhammad Yusuf Amrullah1 & AgusHermani (2018), found that competence has an influence on employee work motivation, so if the company wants to increase employee motivation can improve employee work motivation by providing employee training that can improve employee work competence, so that employees can work more skilled so that employees can more quickly complete the work and can reduce the intensity of making mistakes when working.

H4: Competence has a significant effect through motivation mediation on the performance of Mandiri Sharia Bank Employees in the Jember.

e. The Effect of Integrity on Motivation

According to IpphoSantoso, the notion of integrity is a state of union of thoughts, words, and deeds so as to give birth to reputation and trust. While motivation theory according to Abraham Maslow, the actualization needs of the director (cognitive needs: knowing, understanding, and exploring; aesthetic needs: harmony, regularity, and beauty; the need for self-actualization: getting self-satisfaction and realizing its potential. From the understanding of the experts above, integrity is expected to affect work motivation, so that it can be used as a reference and consideration of the rules and policies regarding the relationship.

H5: Integrity has a significant effect through motivation mediation on the performance of Mandiri Sharia Bank Employees in the Jember.

IV. Conclusion

Certain changes in developments over time do not rule out the possibility of threats or opportunities. An organization or company is expected to have preparations and strategies to deal with the development of innovation, such as the Industrial Revolution 4.0 that occurred in the global economic changes that now gave birth to non-bank financial institution. Strategic planning and utilization of complex human resources is needed by an organization or company as a solution rather than an uncertain change.

In preparing for changes in the economy, Mandiri Sharia Bank requires competent human resources in the field of work, especially in the performance of its employees. With the competition in the banking world, human resources become the main subject in overcoming threats and opportunities. For this reason, the variables

of competence, integrity and motivation need to do further research to determine how well the current work performance of Mandiri Sharia Bank employees is doing.

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