EFFECT OF WORK MOTIVATION, LEADERSHIP STYLE, COMPENSATION, COMPETENCY, AND WORK ENVIRONMENT TOWARD EMPLOYEE PERFORMANCE AT BNI KCU BANDUNG

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Abstract

Based on the result of Survey Experience Index (SEI) conducted by BNI for seeing the employee performance of services and business of BNI KCU Bandung is growing significantly. Facts findings that employees performanceof BNI KCU Bandung are influenced by work motivation, as well as influence by leadership style, compensation, competency, and work environtment. The purpose of this research for knowing how the influence of work motivation, leadership style, compensation, competency, and work environment toward employee performance of BNI KCU Bandung on a simultaneous and partial effect. Writers using quantitative method with the questiaonnaire of 108 employees of BNI KCU Bandung are the primary data. For testing the hypothesis, writers using multiple linear regression analysis. Based on the test of hypothesis using SPSS that in this research employee performance are influenced by motivation, leadership style, compensation, competency, and work environment on simultaneously and partially. The amount of the influence is 67.6% and the rest are influence by the variable that not include in this research.

Keywords: work motivation, leadership style, compensation, competency, work environment, and employee performance

INTRODUCTION

Work motivation accompanied by influence leadership style , compensation, competency and work environment are important aspects in improving employee performance. This is because a wise and professional leader in work will certainly be very liked by employees. Thus employees will feel valued by their leaders. In addition, work motivation factors also have an important role in improving employee performance. Both individual motivati on such as needs and attitudes, while organizational characteristics include salary payments, supervision, praise, and the work itself. Employees as valuable corporate assets must be able to increase their motivation to get optimal performance.

In addition to the influence of motivation and leadership style , of course the quality of employee competencies is also an important aspect in improving performance. Because the more employees have high competencies, the better their performance will be. But besides this, a comfortable work environment also supports an employee in improving his performance. A good work environment willcertainly support employee performance, both physical and non-physical work environment . Existing phenomena also indicate that the provision of compensation in the form of salaries, benefits, or incentives can improve employee performance. Employees will feel unfairly treated if employees have contributed a lot to the company but the rewards obtained are not in accordance with what they have given the company.

Based on the results of the Experience Index (SEI) survey conducted by BNI to see the performance of its employees both in terms of service and business, in one year the performance of BNI KCU Bandung employees experienced significant growth. This indicates that BNI KCU Bandung needs empirical information about work motivation, leadership style , compens ation, competence, work environment and its influence on employee performance accurately. This can be taken into consideration in making decisions to improve, prevent, solve problems faced by employees. . So that in the future itwill create optimal employee performance that can provide maximum contribution to the company in achieving the company's own targets.

Identification of problems

The phenomenon of service quality that is still not optimal is an indication of performance that is also not optimal, and the work motivation of employees of PT. Bank Negara Indonesia KCU Bandung and the

influence of leadership style, compensation, competence, and work environment required a study of the relationship between variables of leadership style, compensation and motivation in an effort to realize optimal employee performance. In accordance with the description above can be formulated the problem in this study as follows:

1. How is the influence of leadership style on the performance of employees of PT. Bank Negara Indonesia at KCU Bandung
2. How is the effect of compensation on the performance of employees of PT. Bank Negara Indonesia at KCU Bandung
3. How is the influence of competence on the performance of employees of PT. Bank Negara Indonesia at KCU Bandung
4. How does the work environment affect the performance of employees of PT. Bank Negara Indonesia at KCU Bandung
5. How does motivation affect the performance of employees of PT. Bank Negara Indonesia at KCU Bandung
6. How is the influence of leadership style, compensation , competence, work environment and work motivation on the performance of employees of PT. Bank Negara Indonesia at KCU Bandung

Research purposes

In accordance with the research problems above, basically this research aims to :

1. Describe descriptively the variables of motivation, leadership style , compensation, competence, work environment, and performance.
2. Knowing p engaruh styl e of leadership, compensation, co mpetence, work environment and motivation on the performance of employees of PT. Bank Negara Indonesia KCU Bandung .
3. Knowing the influence of leadership style on the performance of employees of PT. Bank Negara Indonesia at KCU Bandung .
4. Knowing p engaruh compensation to employee performance PT. Bank Negara Indonesia at KCU Bandung .
5. Knowing the influence of competence on the performance of employees of PT. Bank Negara Indonesia at KCU Bandung.
6. Knowing the influence of the work environment on the performance of employees of PT. Bank Negara Indonesia at KCU Bandung.

7. Knowing the influence of work motivation on the performance of employees of PT. Bank Negara Indonesia at KCU Bandung .

STUDY OF LITERATURE

Kadir and Amalia (2017: 78) say that an employee's work motivation can influence performance. Because in the results of his research work motivation has an effect with a score of 3.57 which means that work motivation has a significant influence on performance. Ronald Listio (2010) also revealed that work motivation has a significant influence on employee performance.

P enelitian conducted by Qaisar Abbas and Sara Yaqoob (2009: 287) on the employees of PTCL, Mobilink, Askari Bank, Habib Bank Limited, Marriot, Serena, Pearl Continental Hotel, Nadra, NHA and Schlumberger showed that the leadership in the context of development that includes *coaching* , training and development, empowerment, participation and delegation affect employee performance measured by the ability to adopt new habits, increase skills and increase motivation to learn. Another study regarding the influence of leadership on employee performance was carried out by Rudi Rusdiana and Dedi S. Soegoto (2017: 9) that leadership style has a significant influence on performance with a statistical test of 4.61. Similar research was also conducted by Agusthina Risambessy, Bambang Swasto, Armanu Thoyib and Endang Siti Astuti (2012 : 1163) on employees of General Hospital in Malang showed that transformational leadership style has a positive and significant influence on employee performance including motivation, satisfaction in working and going out employee entry.

In the research conducted by Kevin J. Sigler (2011 : 4) on 280 CEOs, found a positive and significant relationship between CEO compensation which includes wages, bonuses, stock grant allowances and profits from shares on company performance measured by *Return on Equity* (ROE). Subsequent research conducted by Moritz Heimes and Steffen Seemann (2011 : 6) on executives in German companies showed a positive and significant relationship between the compensation of executives which included basic wages, vehicle facilities, insurance, annual bonuses and stock grants to company performance measured based on *Earnings Before Interest and Taxes* (EBIT).

Research conducted by Siti Untari and Aniek Wahyuati (2014: 11) that individual competencies have a positive and significant influence on performance with a score of 0.790. Seeing from the research conducted by Untari, employee competencies certainly can improve the performance of the employees themselves. It is also in line with research conducted by Sri Langgeng Ratnasari (2016: 433) which states that

competence has a significant influence on employee performance.

The work environment has an important role in improving employee performance. Because basically a comfortable work environment will have a significant impact on increasing morale. A comfortable work environment, both from the office layout and relationships with fellow employees, has a direct and indirect impact on employee performance. In accordance with research conducted by Rudi Rusdiana and Dedi S. Soegoto (2017: 10) that the work environment has a significant influence on employee performance. In addition to the above opinions, research from Max Saleleng and Agus S. Soegoto (2015: 705) said that the work environment which includes both physical and non-physical environments must be managed properly in order to have a maximum impact in efforts to improve employee performance.

RESEARCH METHODS

The study was conducted on all employees in the BNI KCU Bandung environment. As for the object of this study as an independent variable (*independent variable)* The first is the motivation $_{(X1),}$ the independent variable second is the leadership style ($X_{2),}$ the independent variables third is compensation $_{(X3),}$ the independent variables fourth is competence ($X_{4),}$ as well as the independent variables fifth working environment (X_5) . While the object which is the *dependent variable* (*dependent variable*) is employee performance. The population in this study is all employees of BNI KCU Bandung who are in operational services. The number of employees is 108 people. Data collection techniques were carried out in this study using several methods , namely by conducting library studies, interviews, and questionnaires.

The analytical method used in this research is descriptive and verification analysis method. Descriptive analysis is used to describe the characteristics of respondents
and research variables .Verification analysis is the method used to examine the relationship between research variables .

In this study, the verification analysis used is multiple regression analysis. Double berth regression analysis is used to determine the influence of motivation and leadership style , on the performance of BNI KCU Bandung employees . The equation which states the form of the relationship between the *independent variable* (X) and the *dependent variable* (Y) is called the regression equation. The formulation of multiple regression analysis in this study is:

$$Y = c + aX_1 + bX_2 + cX_3 + dX$$

Where:
Y = Variable Y (employee performance)
X1 = Work Motivation
X2 = leadership style
c = constanta

RESEARCH RESULT

1. Descriptive Analysis

1.1 Descriptive Motivation Variable s

Mo, the work motivation of BNI KCU Bandung employees is measured in 3 sub-variables and 7 indicators. The three sub-variables are among others *Need for Achievement, Need for Affiliation,* and*Need for power* . The following is a description of the respondent's data on the seven indicators of the sub variable.

Table 1.1
Work motivation

Motivation indicator	Score	Score	%Score	Criteria
	Actual	Ideal	Actual	
Future orientation	466	540	86.29 %	Very high
Have responsibility	516	540	95.5%	Very high
Orientation on purpose	518	540	95.92 %	Very high
Friendly	480	540	88.8%	Very high
Love to work together	476	540	86.54 %	Very high
Able to convince people	482	540	89.2%	Very high
Helpful	439	540	81.29	High
			%	
Total	3377	3780	89.07 %	Very high

Based on table 4.5 which describes the comparison of the actual number of scores against the ideal score, it can be seen that the work motivation of BNI KCU employees in Bandung is included in the very high category. While the motivation to help fellow colleagues in unfinished work is in the high category.

1.2 Descriptive Leadership Style

Leadership style is measured using 4 sub-variables and 6 indicators. The following is a description of respondents' data on the 6 indicators.

Table 1.2
Leadership Style

Leadership Style Indicator	Score	Score	%Score	Criteria
	Actual	Ideal	Actual	
Giving Commands	421	540	77.96%	High
Good relationship	434	540	80.37%	High
Solutive	412	540	76.29%	High
Participatory	385	540	71.29%	High
Motivation	435	540	80.55%	High
Charisma	377	540	69.81%	High
Total	2464	3240	76.04%	High

Based on the above results by comparing the ideal score and the actual score it can be seen that the style Leadership leadership at BNI

KCU Bandung is still in the high category.

1.3 Descriptive Compensation

Compensation is measured using 3 indicators. The following is an overview of respondents' data on these three indicators.

T abel 1.3
Compensation

Compensation Indicator	Score	Score	%Score	Criteria
	Actual	Ideal	Actual	
Salary	510	540	94.4 %	Very high
Allowances	461	540	85.37 %	Very high
Incentive	403	540	74.63 %	High
Total	1374	1620	84.8 %	Very high

In table 4.7 it is explained that by comparing the ideal score with the actual score it can be seen that compensation is included in the very high criteria. It's just that the score for giving incentives is lower than the other two indicators .

1.4 Descriptive Competency Variables

The effect of the competency i conducted in this study was measured using 3 indicators which can be seen based on the respondents' response data on the three indicators. The following is the respondent's response data.

Table 1.4
Competence

Competency Indicator	Score	Score	%Score	Criteria
	Actual	Ideal	Actual	
Cognitive Ability	464	540	85.9%	Very high
Interpersonal ability	461	540	85.4%	Very high
Individual ability	480	540	88.8%	Very high
Total	1405	1620	86.7%	Very high

In table 4.8 above can be seen that the actual and ideal score criteria for competency indicators are still high. Judging from cognitive abilities, interpersonal abilities, and individual abilities also have a very high score.

1.5 Descriptive Work Environment Variables

A comfortable work environment can improve an employee's performance. The work environment can be in the form of physical environment, mental environment and social environment. The following is the respondent's data on the three work environment indicators.

Table 1.5
Work environment

Work Environment Indicator	Score	Score	%Score	Criteria
	Actual	Ideal	Actual	
Physical Environment	494	540	91.49 %	Very high
Mental Environme	481	540	89.07 %	Very high

nt				
Social environment	473	540	87.6%	Very high
Total	1448	1620	89.39 %	Very high

Based on the comparison of the ideal score with the actual score it can be seen that the work environment in BNI KCU Bandung is very high category. Judging from the three indicators taken, it is still in a very high category.

1.6 Performance

Performance is an activity carried out by each individual in relation to achieving the planned goals. Performance can be measured using four indicators. The following is the respondent's data regarding four performance indicators.

T 1.6
Performance

Performance Indicator	Score	Score	%Score	Criteria
	Actual	Ideal	Actual	
Quantity of work	446	540	82.6%	High
Job Knowledge	475	540	87.97 %	Very high
Quality of Work	469	540	86.85 %	Very high
Personal Qualities	465	540	86.1%	Very high
Total	1855	2160	85.88 %	Very high

Based on the comparison of the actual score with the ideal score in table 4.10 it can be seen that the performance of BNI KCU Bandung employees are very high category. But the *quantity of work* has a lower score than the other three indicators even though it is still in the high category.

2. Hypothesis testing

Based on the results of the analysis of the research instrument (questionnaire) and then scaling analysis, thus the data obtained will be used to analyze and test the formulation of the research hypothesis using multiple regression analysis. The data processed using this multiple regression analysis is the data of the questionnaire responses of the employee respondents about the variants of Motivation, Leadership Style and Employee Performance.

Regression analysis is used to determine the influence of motivation, leadership, compensation, competencies and work environment on employee performance BNI KCU Bandung. The equation which states the form of the relationship between the *independent variable* (X) and the *dependent variable* (Y) is called the regression equation. According to Sugiyono (2010: 277) multiple regression analysis is used by researchers, if the researcher intends to predict the state of the dependent variable, if two or

more independent variables as a predictor factor are manipulated.

2.1 Effect of Motivation on Employee Performance of BNI KCU Bandung

In this study, the authors take the hypothesis that work motivation has a significant effect on the performance of BNI KCU Bandung employees. To prove the validity of the hypothesis, testing with the statistical hypothesis is as follows:

H_0 : There is no significant relationship between work motivation and employee performance of BNI KCU Bandung.

H_0:

H_a : There is a significant relationship between work motivation and employee performance of BNI KCU Bandung.

H_a:

Table 1.7
Significance of the Relationship between Work Motivation and Employee Performance.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.796	1.299		.613	.541
	Motivasi	.524	.041	.776	12.651	.000

a. Dependent Variable: Skor Total Y

In table 4.11 above it can be seen that the value of $t_{calculated}$ motivation variable on employee performance is 12,651. Because the value of $t_{arithmetic}$ is greater than t_{table} and the level of significance is smaller than 0 , 05 it can be concluded that work motivation partially has a significant effect on employee performance.

2.2 Effect of Leadership Style on Employee Performance of BNI KCU Bandung

The leadership style in this study was hypothesized to have a significant influence on the performance of BNI KCU Bandung employees. To prove the hypothesis, a statistical hypothesis is tested asfollows:

There is no significant influence between leadership style and employee performance of BNI KCU Bandung.

There is a significant influence between leadership style with employees of BNI KCU Bandung.

Table 1.8
Test Significance between Leadership Style and Employee Performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	12.867	.918		14.021	.000
	Gaya Kepemimpina	.189	.040	.420	4.759	.000

a. Dependent Variable: Skor Total Y

Statistical test results as shown in table 4.12 show that between leadership styles and employee performance there is a significant partial effect. This is indicated by the value of $t_{arithmetic}$ which is greater than the value of $t_{table.}$ Based on these statistical tests the t_{count} value

is 4,759 which is greater than the value of t_{table} 1.66. In addition to seeing from the t test, based on the significance test shows that the significant level of leadership style variables is 0.000. Thus a significant level of leadership style is smaller than 0.05. It can be concluded that leadership style has a partially significant influence on the performance of BNI KCU Bandung employees

2.3 Effect of Compensation on Employee Performance of BNI KCU Bandung

In this study compensation was hypothesized to have a significant partial effect on the performance of BNI KCU Bandung employees. To prove this hypothesis a statistical test was carried out with the following explanation:

H_0 : There is no significant influence between compensation and employee performance of BNI KCU Bandung

H_a : There is a significant influence between compensation and employee performance of BNI KCU Bandung

Table 1.9
Test of Significance of Compensation for Employee Performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.790	1.035		11.392	.000
	Kompensasi	.423	.081	.455	5.258	.000

a. Dependent Variable: Skor Total Y

From the results of statistical tests illustrated in table 4.13 there is a significant effect between compenation with employee performance. This is because the value of $t_{arithmetic\ is}$ 5.258 greater than t_{table} .Judging from the level of significance there is a significant influence given the level of significance of compensation variables of 0.000 less than 0.05. So it can be concluded that in the research conducted on employees of BNI KCU Bandung there is a significant partial effect between compensation and performance style .

The results of this study are also relevant to research conducted by Firman Haristryanto (2012) which states that compensation has a significant effect on employee performance.

2.3 The Effect of Competence on Employee Performance of BNI KCU Bandung

To see the influence of competence on employee performance at BNI KCU Bandung, researchers took the hypothesis in this study that there is a significant partial effect between competency and employee performance at BNI KCU Bandung. To test this hypothesis, it is necessary to test the statistical hypothesis with the following explanation :

H_0 : There is no significant influence between competency on employee performance at BNI KCU Bandung.

H_a : There is a significant partial effect between competency on employee performance at BNI KCU Bandung.

Table 1.10
Test the Significance of Competence on Employee Performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.699	1.423		3.442	.001
	Kompetensi	.944	.109	.644	8.659	.000

a. Dependent Variable: Skor Total Y

By looking at the results of statistical tests to see the effect of competency variables on employee performance in BNI KCU Bandung, there is a significant influence between competencies with employee performance of BNI KCU Bandung. This is evident from the $t_{calculated}$ value with a value of 8,659 which is greater than t_{table}. In addition to looking at the results of the t test, it can also be seen from the significance test . Statistical results for testing the significance of the influence of competency variables on employee performance obtained a significance value of 0.000 which is certainly smaller than 0.05. Thus it can be concluded that there is a significant partial effect between competencies on employee performance of BNI KCU Bandung.

The results of this study are also relevant to the results of research conducted by Ratnasari (2016) which says that competence has a significant influence on employee performance. In addition to research from Ratnasari, research from Ronald Listio (2010) said that competence has a significant effect on performance with a t_{count} of 7.1035.

2.4 The Effect of the Work Environment on Employee Performance of BNI KCU Bandung

In this study, researchers took the hypothesis that there is a significant partial effect between the work environment on employee performance of BNI KCU Bandung. But to be able to test the hypothesis a statistical test is needed, test the statistical hypothesis with the following details:

H_0 : There is no significant influence between the Work Environment on the performance of BNI KCU Bandung employees

H_a : There is a significant partial effect between the work environment on employee performance of BNI KCU Bandung.

Table 1.11
Test the Significance of the Work Environment to Employee Performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.137	1.272		9.539	.000
	Lingkungan Kerja	.376	.094	.361	3.989	.000

a. Dependent Variable: Skor Total Y

By looking at the results of statistical tests in table 4.15 that the

work environment partially has a significant influence on the performance of BNI KCU Bandung employees. This can be seen from the results of the t test of 3,989 which means t_{count} is greater than t_{table}. This means that H_a is accepted which means a significant regression coefficient. Looking at the level of significance, the results of the test of the significance of the work environment on the performance of BNI KCU Bandung employees are less than 0.05, which is 0.000. So it can be concluded that in this study there is a significant partial effect between the work environment and employee performance of BNI KCU Bandung.

This study is different from the research conducted by Hentry Sukmasari (2011) which says that the work environment does not affect employee performance. Because in the research conducted by Hentry Sukmasari that the provision of a good work environment did not result in changes in employee performance. However, this research also remains relevant to the research conducted by Max Saleleng and Agus S Soegoto (2015) who say that the work environment has a significant influence on employee performance.

2.5 The Influence Between Motivation, Leadership Style, Compensation, Competence, and Work Environment Together Against Employee Performance of BNI KCU Bandung

Motivation, leadership style , compensation, competence, and work environment in this study are hypothesized to have a significant influence on the performance of BNI KCU Bandung employees. To prove the hypothesis the statistical hypothesis is tested as follows:

H_0 : Motivation, leadership style, compensation, competence, and work environment together do not have a significant influence on the performance of BNI KCU Bandung employees.

H_a : Motivation, leadership style, compensation, competence, and work environment together have a significant influence on the performance of BNI KCU Bandung employees.

Table 1.12
Significance Test of the Effect of Motivation, leadership style , compensation, competence, and work environment on the performance of BNI KCU Bandung employees

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	210.571	5	42.114	42.495	.000[b]
	Residual	101.087	102	.991		
	Total	311.657	107			

a. Dependent Variable: Skor Total Y

b. Predictors: (Constant), Lingkungan Kerja, Gaya Kepemimpina, Kompetensi, Kompensasi, Motivasi

By looking at the results of statistical tests on the table 4:16 can be seen that there is significant influence jointly between m otivasi, leadership, compensation, competencies, and work environment on employee performance BNI KCU Bandung. This can be seen from the results of the F test which produces a value of 42.295

which is greater than the F_{table} of 3.93. In addition to seeing from the F test, it can also see the level of significance. Statistical test results in the table above, the level of significance of m otivasi influence, leadership, compensation, competencies, and work environment on employee performance BNI KCU Bandung of 0000 were certainly smaller than 0:05. Therefore it can be concluded that together there is significant influence between m otivasi, leadership, compen sation, competencies, and work environment on employee performance BNI KCU Bandung.

Table 1.13
Rsquare Test on the Effect of Variable X on Variable Y

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822[a]	.676	660	.99561

a. Predictors: (Constant), Lingkungan Kerja, Gaya Kepemimpina, Kompetensi, Kompensasi, Motivasi

In the table above can be seen the test results on p engaruh R square m otivasi, leadership, compens ation, competencies, and work environment on employee performance BNI KCU Bandungsimultaneously at 0.676. Great p value indicates engaruh m otivasi, leadership, compensation, competencies, and work environment on employee performance BNI KCU Bandung is 67, 6%. This means that by 67, 6% change in the employee's performance can be explained by m otivasi, leadership, compensation, competence, and working environment simultaneously or together. While the rest are changes that are determined by other variables not discussed in this study.

CONCLUSIONS AND RECOMMENDATIONS

a. Conclusion

The results of the analysis and discussion of the influence of motivation, leadership style, compensation, competence and work environment on employee performance of BNI KCU Bandung based on a survey of 108 employees concluded in descriptive and verification (statistical test) as follows:

1. a Work motivation in this study which included *need for achievement, need for affiliation,* and *need for power* was included in a very high category. While the *need for affiliation* in this case the motivation to help others is lower, namely in the high category. This means that BNI KCU Bandung employees have very high work motivation but the motivation is higher for their own performance.

b. Leadership styles that include directive leadership, supportive leadership, participatory leadership and transformational leadership

in this study are included in the high category. This means that the performance of BNI KCU Bandung employees is also influenced by the leadership style of their leaders.

c. Compensation which includes salary, incentives, and benefits in this study is included in the very high category. However, the incentive for category score is lower than the salary and allowances with high category scores. Thus the provision of salaries and benefits has an influence on the performance of BNI KCU Bandung employees.

d. Competencies that include cognitive abilities, interpersonal abilities and individual abilities in this study are included in a very high category.

e. The Work Environment which includes three indicators including the physical environment, mental environment and social environment in this study is included in the very high category.

f. BNI KCU Bandung employee performance which is seen from the *quantity of work, job knowledge, quality of work,* and *personal qualities are* included in the very high category. But the *quantity of work* has a lower score than the other three indicators even though it is still in the high category.

2. Motivation, leadership s tyle , compensation, competence and work environment in this study together have a significant influence on the performance of employees of PT Bank Negara Indonesia KCU Bandung. This means that motivation, leadership style , compensation, competence and work environment together have a very important role in optimizing the performance of employees of PT Bank Negara Indonesia KCU Bandung.

3. The leadership style partially has a positive and significant influence on the performance of employees of PT Bank Negara Indonesia KCU Bandung. This means that leadership style also determines in optimizing the performance of employees of PT Bank Negara Indonesia KCU Bandung.

4. Compensation in this study has a positive and significant effect on the performance of employees of PT Bank Negara Indonesia KCU Bandung. Which means that compensation contributes to improving employee performance in working as employees of PT Bank Negara Indonesia KCU Bandung.

5. Employee competence has a positive and significant influence on the performance of employees of PT Bank Negara

Indonesia KCU Bandung. This means that employee competence has a significant role to improve the performance of employees of PT Bank Negara Indonesia KCU Bandung.

6. The work environment in this study has a positive and significant influence on the performance of employees of PT Bank Negara Indonesia KCU Bandung. This means that the work environment for employees of BNI KCU Bandung has an important role in improving employee performance,

7. Work motivation partially has a positive and significant effect on the performance of employees of PT Bank Negara Indonesia KCU Bandung. This means that employee work motivation determines the optimization of employee performance in working at PT Bank Negara Indonesia KCU Bandung.

b. Suggestion

Based on the results of the research and the conclusions above, the author tries to give some suggestions to the parties involved in this study, among others, as follows:

1. Make improvements or establish policies regarding work rules that aim to improve employee performance by looking at the aspects listed in this study including work motivation and leadership style that have a positive impact on the performance of employees of PT Bank Negara Indonesia KCU Bandung.

2. In addition to paying attention to the aspects contained in this study, management elements mu st also pay attention to other aspects that were not examined in this study. This is because aspects that are not examined in this study still have the possibility of having an influence on employee performance.

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