

THE EFFECT OF COMPETENCY, COMMUNICATION, WORK ENVIRONMENT AND MOTIVATION ON EMPLOYEE PERFORMANCE AT PT BANK CENTRAL ASIA TBK KCP NANGKA

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ABSTRACT

This study aims to analyze the effect of competence, communication, work environment, and motivation on employee performance at PT Bank Central Asia Tbk KCP Nangka, Pekanbaru. This research used a quantitative approach with a census method involving all 50 employees as the research sample. Data were collected through questionnaires and analyzed using multiple linear regression with the assistance of SPSS 25. The results indicate that competence has a positive and significant effect on employee performance, with a significance value of 0.026. Communication also has a positive and significant effect, with a significance value of 0.019. Furthermore, the work environment has a positive and significant effect on employee performance, with a significance value of 0.001, while motivation has a positive and significant effect, with a significance value of 0.040. Simultaneously, the four independent variables significantly influence employee performance, with an adjusted R-squared value of 0.756. These findings suggest that improving employee competence, communication, work environment, and motivation can support the enhancement of employee performance at the research location.

Keywords: Competence; Communication; Work Environment; Motivation; Employee Performance

PENGARUH KOMPETENSI, KOMUNIKASI, LINGKUNGAN KERJA, DAN MOTIVASI TERHADAP KINERJA KARYAWAN PADA PT BANK CENTRAL ASIA TBK KCP NANGKA

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kompetensi, komunikasi, lingkungan kerja, dan motivasi terhadap kinerja karyawan di PT Bank Central Asia Tbk KCP Nangka, Pekanbaru. Penelitian ini menggunakan pendekatan kuantitatif dengan metode sensus yang melibatkan seluruh 50 karyawan sebagai sampel penelitian. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan regresi linear berganda dengan bantuan perangkat lunak SPSS 25. Hasil penelitian menunjukkan bahwa kompetensi berpengaruh positif dan signifikan terhadap kinerja karyawan, dengan nilai signifikansi sebesar 0,026. Komunikasi juga berpengaruh positif dan signifikan, dengan nilai signifikansi sebesar 0,019. Selain itu, lingkungan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan dengan nilai signifikansi 0,001, sementara motivasi berpengaruh positif dan signifikan dengan nilai signifikansi 0,040. Secara simultan, keempat variabel independen tersebut berpengaruh signifikan terhadap kinerja karyawan, dengan nilai adjusted R-squared sebesar 0,756. Temuan ini mengindikasikan bahwa peningkatan kompetensi, komunikasi, lingkungan kerja, dan motivasi karyawan dapat mendukung peningkatan kinerja karyawan di lokasi penelitian tersebut.

Kata Kunci: Kompetensi; Komunikasi; Lingkungan Kerja; Motivasi; Kinerja Karyawan

INTRODUCTION

The quality of human resources as a workforce is the basic capital in the development period. Human resources are the foundation or core of an organization or a company. For all company activities to run smoothly, the company must have experienced and highly knowledgeable employees and efforts to manage the company optimally to improve employee performance. Performance is considered good and successful if the desired goals can be achieved properly. In managing a large number of employees, PT. Bank Central Asia certainly requires sharp human resource management to minimize the risks that occur due to employee negligence in work or that result in high customer dissatisfaction. Therefore, parameters are needed that can serve as benchmarks in human resource management to achieve maximum human resource performance.

Nangka Branch Office of BCA Bank is not yet optimal. This can be caused by employee competency that is still not in accordance with the work done by the employee which can be seen from the accuracy of the teller and CSO solutions to customers whose numbers are still below 5. Furthermore, employee communication is also still not optimal based on customer satisfaction who come to the branch; customer satisfaction who come to CSO is quite different from those who come to tellers. Third, the work environment at KCP Nangka is also less conducive this can be seen in the focus section of employees at KCP Nangka which still has not achieved the maximum score. Finally, employee work motivation is also still not optimal based on the telling solution section, which means that BCA KCP Nangka employees are still less motivated to provide the best solutions or resolve any obstacles faced or experienced by consumers.

According to Prakorso & Efendi (2022), competence indicates the achievement and maintenance of a level of understanding and knowledge that enables a member to provide services with ease and ingenuity. Meanwhile, according to Sedarmayanti (2017:11), competence is more closely related to the ability or capability applied and resulting in employees, leaders, or officials who demonstrate maximum performance are said to have competence. Competence is the ability of an individual demonstrated by good performance in their position or work. In research conducted by Soetrisno and Gilang (2018), it was stated that competence has a significant effect on employee performance. The results of this study are supported by Heri and Andayani (2020), who stated that employee competence has a very high and significant effect on employee performance. This is in contrast to research conducted by Salvano et al. (2023), which stated that competence does not have a significant partial effect on employee performance.

In addition to competencies to support employee performance, companies need to pay attention to communication between superiors and subordinates to avoid conflict and also to create a work environment so that employees can work comfortably and conductively, so that employees can work more productively. According to Syamsudin and Firmansyah (2016), that: "Organizational communication is the structure and function of the organization, relationships between people, communication and organizational processes as well as organizational culture" Based on statistical research results, Arianto (2016) showed that organizational communication and compensation influence employee morale at PT. Vermindo Utama Semarang. Similar results were also found in research conducted by Naufal (2024), which showed communication had a positive and significant effect on employee performance. Meanwhile, Warouw, Sumayku & Tumbel (2019) showed that communication had no significant effect on performance.

With good communication between employees, a comfortable work environment can be created with minimal conflict arising from misunderstandings between fellow employees. Ayunasrah, Ratnawati, Diana, & Ansari (2022) stated "The work environment is everything that is around workers and that can influence them in carrying out the tasks assigned." In this case, it is supported by research conducted by Arbyan & Riyanto (2023) which found that the work environment can affect employee performance, while according to research from Candana, Putra, & Wijaya, (2020) and Mahmudin et al., (2020) said that the work environment cannot affect employee performance. Both results show that there are still interesting things that need to be studied further regarding the impact of communication and the work environment on employee performance, researchers also added additional variables to sharpen the conclusions of this study which also have an impact on employee performance; namely: employee competence and motivation.

A comfortable work environment can also influence a person's motivation to work. According to Karmiyan et al. (2023), motivation is one of the driving forces behind a person's actions, and therefore, it is a factor influencing their performance. Motivation is what causes and supports human behavior, encouraging them to work diligently and enthusiastically, thus achieving optimal results. (Candana, Putra, & Wijaya, 2020). This is supported by research by Sariadi & Heryanda (2020), which states that work motivation has a positive influence on performance. According to Inaray, Nelwan, and Lengkong, in their study on the influence of leadership and work motivation on employee performance at PT Amanah Finance in Manado, work motivation had no effect on employee performance.

The aim of this research is to analyze the influence of competence, communication, work environment, and motivation on employee performance at PT. Bank Central Asia in the Pekanbaru Branch Office.

LITERATURE REVIEW

Performance

The definition of performance is a description of the level of achievement of the implementation of a program, activity, or policy in realizing the goals, objectives, vision, and mission of an organization, as outlined in an organization's strategic planning. Performance can be known and measured if an individual or group of employees has criteria or standards of success that have been set by the organization. Therefore, without goals and targets set in the measurement, it is impossible to know the performance of an individual or organization without benchmarks for success.

Competence

Competence is defined as the knowledge, skills, and core values reflected in habits of thought and action. Another definition of competence is the specification of a person's knowledge, skills, and attitudes, and their application in their work, in accordance with the performance standards required by the company. Based on this definition, employee competency standards are statements of required performance, established, and agreed upon in the form of mastery of knowledge, skills, and attitudes for an employee to be considered competent.

Communication

According to Handoko (2013), communication is the process of transferring understanding in the form of ideas or information from one person to another. Organizational communication is the sending and receiving of various organizational messages within formal and informal groups within an organization (Wiryanto, 2010). According to Syamsudin and Firmansyah (2016), that: "Organizational communication is the structure and function of the organization, human relations, communication and organizational processes and organizational culture". Based on the definition of organizational communication from the experts above, it can be concluded that communication is a medium for coordinating between various subsystems within the organization, in order to achieve organizational goals. According to Robbins (2006:392) there are four main functions of communication, including: control, motivation, emotional expression/emotional disclosure, and information.

Work Environment

Supardi, in Sari and Aziz (2017), states that the work environment is the physical and non-physical surroundings of the workplace that can provide a pleasant, safe, calming, and comfortable impression of working, and so on. The work environment plays a significant role in the quality of employee performance. A comfortable work environment can be guaranteed to produce optimal performance. Wahyudi (2012) states that the work environment is everything around workers and that can influence them in carrying out their assigned tasks. The work environment is factors outside of humans, both physical and non-physical, in an organization. There is a positive relationship between the work environment and job satisfaction, and the work environment influences the work productivity of an organization.

Work Motivation

According to Ishak Arep (2004:12) the definition of motivation is something fundamental that drives someone to work. Motivation according to Malayu SP Hasibuan (2008:95) is the provision of driving force that creates a passion for someone's work so that they are able to cooperate, work effectively and integrate with all their efforts to achieve satisfaction. Basically, humans are easily motivated because if every need is met, a person has a high motivation to complete the tasks given (Buchari Zainun, 2001). The difficulty is that human needs are sometimes never met, therefore organizations should wisely consider a balanced proportion between the interests of employees and the organization.

The Influence of Competence on Employee Performance

Organizational competence means a strong acceptance within an individual of the company's goals and values, so that the individual will work and have a strong desire to remain in the company. (Zuhry & Sugiyarti, 2018). To create a professional work climate, a good commitment is needed between the organization and its employees. Clearly, organizational commitment greatly influences employee performance because employees who have a high commitment to their organization tend to have an attitude of siding with, a sense of love, a sense of pride in the organization, and a sense of obligation to advance their organization. The results of this study are similar to Sapitri's (2016) study which stated that organizational commitment has a positive and significant effect on employee performance in the Pekanbaru Area PLN company. Based on this description, the hypothesis in this study is as follows:

H1: Competence has a positive influence on the performance of employees of PT Bank Central Asia Tbk KCP Pekanbaru.

The Influence of Communication on Employee Performance

Fahmi (2014) stated that communication is the process of conveying messages or intentions carried out by one party or person to another party or person, either directly or through media. Communication science questions what form of communication takes place in an organization, what methods and techniques are used, what media are used, how the process is carried out, what factors become obstacles, and so on. According to Syamsudin and Firmansyah (2016), that: "Organizational communication is the structure and function of the organization, human relations, communication and organizational processes and organizational culture". A study conducted by Reni Armiati entitled The Influence of Work Environment and Communication on Employee Performance at CV. Indo Java Land provided results that work environment and communication variables, both simultaneously and partially, have a significant and positive effect on employee performance (Armiati, 2020). Based on the explanation of communication, the hypothesis regarding communication is as follows:

H2: Work communication has a positive influence on the performance of PT Bank Central Asia Tbk KCP Pekanbaru employees.

The Influence of Work Environment on Employee Performance

According to (Aurelia Potu, 2013:1210), the work environment is a place where employees carry out their daily work activities. Meanwhile, according to (Supardi, 2010:37), the work environment is the condition around the workplace, both physical and non-physical, which can provide a pleasant, safe, calming, and comfortable impression of working, and so on. A better work environment will result in maximum organizational performance achievement. So the work environment is closely related to employee performance. The results of this study are similar to Praci's (2017) study which stated that the work environment has a positive and significant effect on employee performance at the Daima Padang Hotel. Based on this description, the hypothesis in this study is as follows:

H3: The work environment has a positive influence on the performance of employees of PT Bank Central Asia Tbk KCP Pekanbaru.

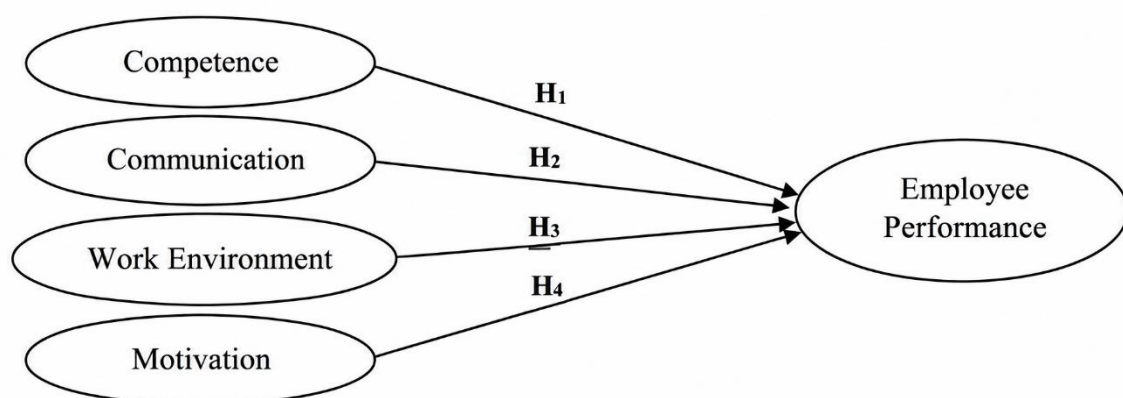
The Influence of Motivation on Employee Performance

A person's motivation stems from needs, desires, and the drive to act to achieve those needs or goals. Munandar (2001) revealed that there is a positive relationship between motivation and performance. This means that motivated employees tend to have high performance. The performance a company seeks from an employee depends on the individual's abilities, motivation, and the support they receive (Malthis, 2007). Based on the description above, the following hypotheses can be proposed in this study:

H4: Motivation has a positive influence on the performance of PT Bank Central Asia Tbk KCP Pekanbaru employees.

Conceptual Framework

The conceptual framework of this research can be seen in Figure 1.



Source: 2025 Journal Processing
Figure 1. Conceptual Framework

RESEARCH METHODS

Population and Sample

The population used in this study was 50 employees of Bank Central Asia (BCA), using the census method, the entire population became the sample in this study.

Operational Variables

In this study, the operationalization of the research variables can be seen in Table 1.

Table 1. Operational Variables X and Y

Research Variables	Indicator	Measurement Scale
Employee Performance (Y) (Dj, YR, 2016)	Quality	Interval
	Quantity	
	Punctuality	
	Effectiveness	
	Independence	
	Commitment and Responsibility	
Competence (X1) (Sari, IAM P, 2020)	Ideas or concepts are measured by the accuracy of employees in carry out tasks	Interval
	Accuracy and Neatness	
	Openness	
	Knowledge	
	Skills	
Communication (X2) (Dj, YR, 2016)	Downward Vertical Communication	Interval
	Upward Vertical Communication	
	Horizontal Communication	
	Diagonal Communication	
Work Environment (X3) (Dj, YR, 2016)	Lighting or light in the workplace	Interval
	Temperature or air temperature at the workplace	
	Humidity in the workplace	
	Air circulation in the workplace	
	Noise in the workplace	
	Unpleasant odor at work.	
	Workplace etiquette	
Motivation (X4) (Dj, YR, 2016)	Safety in the workplace	Interval
	Direct Motivation	
	Indirect motivation	

Source: Processed 2025

Data Analysis Techniques

The analysis model in this study is multiple linear regression, to determine the dependence of a variable related to one or more independent variables. Multiple linear regression is a regression analysis that explains the relationship between the response variable (dependent variable) and factors that influence more than one predictor (variable). (Triyanto et al., 2019) In this study, multiple linear regression analysis was used to demonstrate the extent of the relationship between independent and dependent variables. This analysis involved one independent variable, namely the dependent variable (Y) and the independent variables (X1, X2, X3, X4). This analysis can also predict the direction of the relationship between a dependent variable and an independent variable.

RESEARCH RESULTS AND DISCUSSION

Respondent Overview

General description of respondents where majority of employees PT Bank Central Asia Tbk KCP Nangka female with an average age of 25 – 28 years. The majority of employees PT Bank Central Asia Tbk KCP Nangka Have more than 5 years of work experience with an average income between Rp 3,000,000 and Rp 6,000,000, and are married. Active communication skills and an adequate work environment.

Data Quality Test

Table 2 and Table 3 shows the result of validity and reliability tests of the instruments used in this study.

Table 2. Validity Test of Research Instruments

Variables	Statement	CICT Value	Limit Value	Information
Competence (X1)	X.1.1	0.673	0.30	Valid
	X.1.2	0.572	0.30	Valid
	X.1.3	0.692	0.30	Valid
	X.1.4	0.708	0.30	Valid
	X.1.5	0.646	0.30	Valid
Communication (X2)	X.2.1	0.682	0.30	Valid
	X.2.2	0.457	0.30	Valid
	X.2.3	0.380	0.30	Valid
	X.2.4	0.779	0.30	Valid
	X.2.5	0.406	0.30	Valid
	X.2.6	0.343	0.30	Valid
	X.2.7	0.548	0.30	Valid
Work environment (X3)	X.3.1	0.562	0.30	Valid
	X.3.2	0.585	0.30	Valid
	X.3.3	0.692	0.30	Valid
	X.3.4	0.361	0.30	Valid
	X.3.5	0.757	0.30	Valid
	X.3.6	0.588	0.30	Valid
	X.3.7	0.384	0.30	Valid
	X.3.8	0.419	0.30	Valid
	X.3.9	0.357	0.30	Valid
	X.3.10	0.609	0.30	Valid
	X.3.11	0.339	0.30	Valid
	X.3.12	0.533	0.30	Valid
	X.3.13	0.650	0.30	Valid
	X.3.14	0.338	0.30	Valid
	X.3.15	0.719	0.30	Valid
	X.3.16	0.531	0.30	Valid
Work motivation (X4)	X.4.1	0.425	0.30	Valid
	X.4.2	0.332	0.30	Valid
	X.4.3	0.606	0.30	Valid
	X.4.4	0.507	0.30	Valid
Employee performance (Y)	Y.1	0.694	0.30	Valid
	Y.2	0.341	0.30	Valid
	Y.3	0.520	0.30	Valid
	Y.4	0.392	0.30	Valid
	Y.5	0.674	0.30	Valid
	Y.6	0.440	0.30	Valid
	Y.7	0.435	0.30	Valid
	Y.8	0.639	0.30	Valid
	Y.9	0.541	0.30	Valid
	Y.10	0.778	0.30	Valid
	Y.11	0.643	0.30	Valid
	Y.12	0.536	0.30	Valid

Source: Processed Data SPSS 25

Table 3. Reliability Test of Research Instruments

No	Variables	Alpha Value	Cut Off	Information
1	Competence (X1)	0.847	0.60	Reliable
2	Communication (X2)	0.785	0.60	Reliable
3	Work Environment (X3)	0.881	0.60	Reliable
4	Motivation (X4)	0.682	0.60	Reliable
5	Employee Performance (Y)	0.866	0.60	Reliable

Source: Processed Data SPSS 25

Classical Assumption Test

Table 4 shows the result of the classical assumption test used in this study consisting of a normality test using the Kolmogorov-Smirnov normality test. The multicollinearity test and heteroscedasticity test can be seen in Table 4.

Table 4. Classical Assumption Test

Classical Assumption Test		Significant Value		Information
Normality Test	<i>Kolmogorov-Smirnov</i>	0.200 > 0.05		Normal
Multicollinearity Test	Variables	Tolerance	VIF	Information
	Competence	0.411	2,433	Free from Multicollinearity
	Communication	0.612	1,633	
	Work environment	0.583	1,714	
	Motivation	0.314	3,182	
Gletjer Model Heteroscedasticity Test	Variables	Significant Value		Information
	Competence	0.478		Free from Heteroscedasticity
	Communication	0.827		
	Work environment	0.251		
	Motivation	0.676		

Source: Processed Data SPSS 25

Research Data Analysis

Table 5 shows the data analysis from the research results that have been carried out, which consists of simultaneous tests, coefficient of determination, multiple linear regression analysis and research hypothesis testing.

Table 5. Research Data Analysis

Variables	Unstandardized Coefficients	Standardized Coefficients	T/F Count	T/F Table	Sig	Conclusion
Structural Regression Model 1						
(Constant)	7,661					
Competence	.434	0.254	2,308	2,014	0.026	Significant
Communication	.385	0.220	2,441	2,014	0.019	Significant
Work environment	.218	0.317	3,435	2,014	0.001	Significant
Motivation	.610	0.267	2,120	2,014	0.040	Significant
Model Testing						
Anova			38,988	2.58		Significant
Adjust R2					0.756	

Source: Processed Data SPSS 25

The constant indicates that employee performance is predicted to be 7.661 when competence, communication, work environment, and motivation are assumed to be zero. The competence coefficient of 0.434 indicates that a one-unit increase in competence is associated with a 0.434-unit increase in employee performance, assuming other variables remain constant. The communication coefficient of 0.385 indicates that a one-unit increase in communication is associated with a 0.385-unit increase in employee performance, holding other variables constant. The work environment coefficient of 0.218 indicates that a one-unit increase in work environment is associated with a 0.218-unit increase in employee performance, assuming other variables remain constant. The motivation coefficient of 0.610 indicates that a one-unit increase in motivation is associated with a 0.610-unit increase in employee performance, holding other variables constant.

DISCUSSION

The Influence of Competence on Employee Performance

The research results show that competence has a positive effect on employee performance. This suggests that the better an employee's competence, the more likely they are to assist them in completing any tasks assigned by the company. Meanwhile, hypothesis testing indicates that Competence has a positive influence on employee performance.

This is reinforced by the general characteristic that the majority of employees have been working for more than five years, indicating that longer tenure provides a wealth of experience that can enhance their competency. Furthermore, employee communication is already active, ensuring that all information is conveyed effectively and clearly.

Organizational commitment means a strong acceptance within an individual of the company's goals and values, so that the individual will work and have a strong desire to remain in the company. (Zuhry & Sugiyarti,

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2018). To create a professional work climate, a good commitment is needed between the organization and its employees. Clearly, organizational commitment greatly influences employee performance because employees who have a high commitment to their organization tend to have an attitude of siding with, a sense of love, a sense of pride in the organization, and a sense of obligation to advance their organization. The results of this study are similar to Sapitri's (2016) study which stated that organizational commitment has a positive effect on employee performance in the Pekanbaru Area PLN company, while Salvano et al.'s (2023) study explained that competence does not have a significant effect on employee performance.

The Influence of Communication on Employee Performance

The research results show that communication has a positive effect on employee performance, suggesting that better communication can lead to improved employee performance. Hypothesis testing, however, indicates that Communication has a positive and significant influence on employee performance.

This is reinforced by the general characteristic that the majority of employees have worked for more than five years. This explains that the longer an employee's tenure, the better the working relationships, especially in communication that can support each other in their work. Furthermore, employees generally agree that good communication between employees and superiors is established in conveying information regarding every task assigned by the company.

Fahmi (2014) said that communication is the process of conveying messages or intentions carried out by one party or person to another party or person either directly or through media. Communication science questions what form of communication takes place in an organization, what methods and techniques are used, what media is used, how the process is, what factors become obstacles, and so on. According to Syamsudin and Firmansyah (2016), that: "Organizational communication is the structure and function of the organization, human relations, communication and organizational processes and organizational culture". A study conducted by Reni Armianti with the title *The Influence of Work Environment and Communication on Employee Performance at CV. Indo Java Land* provides results that work environment and communication variables both simultaneously and partially have a positive effect on employee performance (Armianti, 2020), while research by Noviherni and Hanifah (2020) explains that communication does not have a significant effect on employee performance.

The Influence of Work Environment on Employee Performance

The research results show that the work environment has a positive effect on employee performance. This suggests that a safer and more comfortable work environment is expected to encourage improved employee performance. Meanwhile, hypothesis testing indicates that the work environment has a positive and significant influence on employee performance.

The work environment has the strongest influence on employee performance compared to competence, communication, and motivation, as indicated by its highest standardized regression coefficient ($\beta = 0.317$). This finding suggests that a conducive work environment plays an important role in supporting employees in carrying out their responsibilities effectively. A comfortable, safe, and supportive workplace can help employees maintain focus, improve productivity, and complete their tasks more efficiently. At PT Bank Central Asia Tbk KCP Nangka, a positive work environment may also encourage better interactions among employees and support the delivery of quality services to customers. Therefore, improving workplace conditions, including physical facilities, comfort, safety, and interpersonal relationships, may contribute to enhancing employee performance. These results highlight the importance of prioritizing a conducive work environment as one of the factors associated with employee performance, although the findings should be interpreted within the scope of the study and its regression model.

This is reinforced by the general characteristics where the majority of employees have worked for more than 5 years so they already have an assessment of a good work environment which can be seen from all employees who have given answers agreeing that the work environment is adequate. PT Bank Central Asia Tbk, Nangka Branch Office. This illustration demonstrates that a better work environment is expected to drive higher levels of work achievement.

Sedarmayanti (2019) explains that a positive work environment will directly impact employee performance. Every company must continually strive to create and maintain a positive work environment so that employees can work comfortably, peacefully, and stably as expected, thus enabling them to improve their work performance. A conducive work environment provides a sense of security and enables employees to perform optimally. The work environment can influence employee emotions. If employees enjoy their work environment, they will feel at home in their workplace, utilizing their work time effectively and optimistically, leading to high work performance. This work environment encompasses the working relationships formed between fellow employees, the working relationships between subordinates and superiors, and the physical environment in which employees work.

A better work environment will result in optimal organizational performance. Therefore, the work environment is closely linked to employee performance. Similar research findings from Praci (2017) indicate that

the work environment has a positive effect on employee performance, while research by Akhiriani and Risal (2023) indicates that the work environment has no significant effect on employee performance.

The Influence of Motivation on Employee Performance

The research results indicate that work motivation has a positive effect on employee performance. This suggests that greater motivation is expected to improve employee performance. Hypothesis testing, meanwhile, indicates that motivation has a positive and significant effect on employee performance.

This is reinforced by the general characteristics where the majority of employees are between 25 and 28 years old with a work period of more than 5 years, then most employees earn an income of IDR 3,000,000 to IDR 6,000,000 in 1 month so that this explains that the longer the work period, the greater the income that employees will receive from the company. Of course, this is expected to encourage greater employee motivation in working which can encourage increased performance.

According to Siagian (2018), motivation is the driving force that causes an organization member to be willing and prepared to utilize their abilities in the form of expertise or skills, energy, and time to carry out various activities for which they are responsible. Therefore, the higher the motivation an employee receives, the higher their performance will be.

Meanwhile, Rivai (2019) explains that employees who have strong motivation will be serious in completing each task given, so the desire to give their best performance will be better when compared to employees who do not have clear and strong motivation within themselves. Employees with self-awareness and will will give their optimal performance if they have strong motivation within themselves that spurs them to be able to work as well as possible.

The results of this study are in line with the research of Goni et al., (2021) which explains that work motivation has a positive effect on performance, while research by Noviherni and Hanifah (2020) explains that motivation does not have a significant effect on employee performance.

CONCLUSION

Based on the research results, the conclusion of this study is that competence has a positive effect on employee performance, followed by communication. The next variable, work environment, and work motivation have a positive effect on employee performance.

So, the suggestion that the author can give to academics, with this research can be a source of reading especially regarding human resource management especially in employee management to improve the performance produced in completing the work. For PT Bank Central Asia Tbk KCP Nangka, with this research is expected to be input for PT Bank Central Asia Tbk KCP Nangka to develop work programs that can improve employee competence and communication in working, creating a safe and comfortable working environment so that it can increase employee motivation in working and for further researchers, it is expected to develop this research by adding other variables that can influence the improvement of performance produced by employees in working.

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