
Analysis of Work Motivation and Leadership Techniques at Bank Sumedang

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Abstract: *The essence of the problem in this study is the closeness between the leadership and subordinates, the leadership does not give firm reprimands to its employees, employees feel less comfortable at work due to environmental factors and lack a leadership style in influencing their subordinates to work together. This study aims to determine employee motivation and to analyze the application of leadership techniques at Bank Sumedang. The types of data used are primary data and secondary data. Data collection methods are interviews and observation. The data analysis method used is descriptive method with qualitative data. The research results show that the motivation and leadership techniques at Bank Sumedang is fairly good. In the sense that the employees are very compact, solid, have a sense of kinship and always try and be responsible for their work and seen from the level of persistence, employees at Bank Sumedang are motivated by giving rewards and for the leadership style at Bank Sumedang it is considered good enough the way the leader prioritizes deliberation, make decisions and receive input that builds the organization in accordance with organizational goals. The conclusion that can be drawn is that by providing motivation and leadership techniques that is good and right for employees, it can motivate employees to work better in the future.*

INTRODUCTION

The industrial world is entering a new era called Industrial Revolution 4.0. The term Industrial Revolution 4.0 was born in Germany precisely when the Hannover Fair was held in 2011. Industrial Revolution 4.0 is also known as "cyber physical system". The concept of implementation is centered on automation assisted by information technology in reducing the process. So that effectiveness and efficiency in a work environment will automatically increase.

In line with the shift in industrial growth towards digital, various activities are starting to shift to follow existing developments. Technological innovation that makes life easier and also adds to the financial world. One of the areas leading to a shift in the industrial era 4.0 occurs in

the banking sector. The banking industry is a service industry that is currently developing and is able to encourage Indonesia's economic growth because banking has become a service industry that contributes to national income and functions as an intermediary institution to accommodate public funds and channel them back to productive economic activities.

The Financial Services Authority (OJK) is encouraging banking digitalization by issuing OJK regulation no. 12/POJK.03/2018 concerning the Implementation of Digital Banking Services by Commercial Banks, this regulation issued by the OJK states "digital banking services are electronic banking services developed by optimizing the use of customer data in order to serve customers more quickly, easily and in accordance with Fiber customer experience needs can be carried out completely independently by the customer by paying attention to security aspects." With this regulation from the OJK, it is hoped that banks can optimize the use of technology to meet consumer needs.

In this era of globalization, humans are required to become someone who is reliable and professional in the world of work or organization, so that the organization becomes a forum that accommodates various potential human resources to work well in order to achieve the desired goals of a company or organization. In today's world of work, the demand for quality human resources is increasing, both from institutions and large companies. However, what is happening in the world today is that the demand for work skills is not directly proportional to changes in the nature of employment, so that the majority of workers are required to perform tasks well. Every individual certainly wants to be able to provide good work results in their organization or company, but allowing each individual to push themselves without support or reflection from a leader will actually result in boredom at work. This can be a big threat to the company. Therefore, the role of a leader is needed who can have a positive influence on each of his subordinates. The position of this leader has a big role in influencing the attitude and enthusiasm of employees to carry out the tasks given.

In doing something at work, everyone needs a driving force or motivation. With motivation, everyone will be more enthusiastic and more active in achieving their desired goals. According to George & Jones (2012: 157), motivation is a psychological encouragement to a person that determines the direction of a person's behavior in an organization, the level of effort and the level of persistence or resilience in facing an obstacle or problem (level of persistence).

Considering the importance of motivation, management's concern regarding the issue of work motivation is to carry out efforts by motivating employees in the company through a series of certain efforts in accordance with company policy so that employee work motivation will remain maintained. To motivate employees, company leaders must know the motives and motivations desired by employees. According to Kartono (2020:95), leadership is essentially an individual who has the skills and strengths to influence other people to jointly carry out certain activities to achieve various goals.

Employee work motivation at Bank Sumedang can be measured for each employee to work in carrying out their duties effectively and efficiently as well as carrying out their roles and functions and this is all linearly related and positively related to the success of a company. Leaders in motivating and directing employees should have specific or specific characteristics in their leadership process, because leadership reflects the actions of a leader in motivating, directing and influencing their employees. Therefore, leaders must be able to use leadership techniques appropriately so that they can directly motivate their subordinates so that their productivity is high. Companies use awards or prizes and orders as a tool to motivate their employees. The right leadership technique will increase a person's motivation to achieve.

Providing funds for the implementation of increasingly rapid development is very necessary. With the government's limitations in providing funds for development, the role of banks in development is very absolute. Banks are one source of funding for development in Indonesia, namely by collecting funds from the public in the form of savings and distributing them to the community in order to improve the standard of living of many people. The role of banks as development agents (agents of development), namely as institutions whose aim is to support the implementation of national development, has the main activities of collecting (funding) and distributing funds (lending).

This fund distribution activity is known as fund allocation, one of which can be realized in the form of a loan or better known as credit. In Law no. 22 of 1999 concerning Regional Government and Law no. 43 of 1999 concerning Personnel Principles has provided direction for changes in government administration and personnel, which have direct implications for the readiness to develop human resources and the availability of other resources. These changes have an impact on changes in leadership techniques, work motivation and work environment.

Bank Sumedang is a company that operates in the banking sector and has been operating since 1967 under the name BKPD, then in 1997 it changed from BKPD to BPR Regional Company based on the Decree of the Minister of Finance. Bank Sumedang as a regional autonomy tool, has the task of running a business as a financial institution which aims to encourage economic growth and regional development in all fields, realizing equal distribution of services in the banking sector to improve micro, small and medium enterprises as well as improving the standard of living of people in the region and helping tackling the existence of loan sharks which are detrimental to the people's economy and as a means of increasing local sources of original income.

The implementation of leadership techniques and employee motivation at Bank Sumedang was carried out during pre-research. The following are the results of pre-research regarding employee motivation and leadership techniques at Bank Sumedang :

Table 1. Implementation of Work Motivation

No	Work Motivation Indicators	Pre-Research Results
1	Direction of Behavior	There are problems that occur when employee work motivation decreases due to a lack of closeness between leaders and subordinates.
2	Behavior	There are problems that occur when leaders are lacking in giving firm warnings to employees who arrive late in the office so that they have work motivation.
3	Persistence Level	There is no problem where the employees are serious do his job

Source: Researcher's Pre-Research Data, 2023

Table 2. Implementation of Leadership Technique

No	Leadership Technique Indicators	Pre-Research Results
1	Leader Professional Ethics and Ethics	Leaders have strong commitment and courage take the risk decision taken. Decision-making other than that decision there are provisions done properly discussion
2	Needs and Motivation (human)	Leaders always take care team cohesion. Leadership has concern for his employees if he is know work problems being faced by its employees and always motivate employees for example at apple time morning and also meetings
3	Group dynamics	The leadership shares at meetings once a month. Leaders recognize work achievements by giving more appreciation to employees who excel
4	Communication	Policies that have special provisions or there are already regulations set without having to consult, however for other policies outside the provisions has been established by consulting first. Leadership power not completely absolute must be fulfilled, pit depends to those provisions has existed
5	Ability Taking Decision	Assigned job to employees too quite clear and easy understandable because it exists SOP and compliance main tasks and also employee functions the. Leaders don't ever done anything which is contradictory with the organization
6	Skills Discuss and other "games"	Leaders have inner confidence carry out his duties. Leadership is willing to listen to advice or input that building an organization

Based on the description and problems above, the aim of this research is 1) To find out how employee work motivation at Bank Sumedang is. 2) Want to know what leadership techniques are at Bank Sumedang.

LITERATURE REVIEW

Management

According to Hasibuan (2020) management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal. This management consists of six elements (6M), namely: men, money, method, materialists, machines, and markets. Next G.R. Terry (2020) states that management is a distinctive process consisting of planning, organizing, directing and controlling actions carried out to determine and achieve predetermined targets through the use of human resources and other resources. Then Wilson Bangun (2015) states that management is a series of various activities or activities carried out by each member of an organization to achieve the organization's goals.

From the opinions above, it can be concluded that management is something that is done to organize and manage various resources to achieve the desired goals effectively and efficiently.

Human Resource Management

According to A.A Anwar Prabu Mangkunegara (2017) Human resource management is planning, organizing, implementing and supervising the procurement, development, provision of services, integration, maintenance and separation of workforce in order to achieve organizational goals. Furthermore, S.P Hasibuan (2017) Human resource management is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society. Then Dessler Sinambela (2020) states that human resource management is the utilization, development, assessment,

provision of services and management of individual members of an organization or group of workers. Human resource management also concerns job design, employee planning, selection and placement, employee development, career management, compensation, performance evaluation, work team development, up to retirement. Then Sutrisno in Bukit, Malusa, and Rahmat (2021) more specifically stated that human resource management is the activity of planning, procuring, developing, maintaining and using human resources to achieve goals both individually and organizationally. Furthermore, Kaswan in Bukit, Malusa, and Rahmat (2021) defines human resource management as part of management which includes, among other things, planning, organizing, directing, etc. HRM handles human resources, namely people who are ready, willing and able to contribute to stakeholder goals. HRM pays attention to the welfare of people in the organization so that they can work together effectively and contribute to the success of the organization. HRM is a system that has several functions, policies, activities, or practices including recruitment, selection, development, compensation, retention, evaluation, promotion, and others.

Apart from that, human resources is the process of establishing a management system to ensure that human potential is utilized effectively and efficiently to achieve company goals. From various theories regarding human resource management according to experts, the theory taken in this research focuses on the theory from Snell and Bohlander (2019) which states that human resource management is a process that includes everything related to organizations and the people who run it.

Work Motivation

According to George & Jones in S.P Hasibuan (2017) Motivation is a psychological encouragement to a person that determines the direction of a person's behavior in an organization, the level of effort (level of effort), and the level of persistence or resilience in facing an obstacle or problem (level of persistence). Then Hasibuan (2019) states that motivation is a driving force that creates enthusiasm for someone's work, so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction. Furthermore, Santoso Saroso Fahmi (2017) Motivation is a set or collection of behavior that provides a basis for someone to act in a way that is directed towards a specific goal (specific goal directed way). Furthermore, Stephan P. Robbins in Hasibuan (2020) states that motivation is a willingness to try as optimally as possible in achieving organizational goals which is influenced by the business's ability to satisfy several individual needs. Meanwhile, Harold Koontz (Hasibuan) 2020) states that motivation refers to encouragement and effort to satisfy a need or a goal.

Based on the understanding put forward by the experts above, it can be concluded that motivation is a condition within a person's personality that encourages the individual's desire to carry out certain activities in order to achieve goals.

Leadership Technique

According to Kartono (2020) Leadership techniques are essentially an individual who has the skills and strengths to influence other people to jointly carry out certain activities to achieve various goals. Furthermore, Irham Fahmi (2016) states that leadership techniques are a science that comprehensively examines how to direct, influence and supervise other people to carry out tasks in accordance with planned orders. Then Edy Sutrisno (2014) Leadership techniques are a process for someone to move other people by leading, guiding, influencing other people to do something in order to achieve the expected results.

From the opinions of the experts above, it can be concluded that leadership is a person's ability to influence and move other people, so that they act and behave according to their wishes to achieve goals effectively and efficiently.

METHOD

The research method used is a qualitative research method, qualitative research method is a research method used to examine the condition of scientific objects, (as opposed to experiments) where the researcher is the key instrument, data collection techniques are carried out by triangulation (combination), data analysis is inductive, and the results of qualitative research emphasize meaning rather than generalization. The research location used as the object of research by the researcher is Bank Sumedang with the address Jl. Major Abdurahman No. 78 Sumedang. When the research was carried out in January 2023. Data collection techniques were carried out using observation, interviews and documentation. Data collection uses primary sources and secondary sources. The sampling technique used in this research was purposive sampling of 6 informants. Activities in data analysis have main components, namely Data Collection, Data Reduction, Data Display (Data Presentation), and Conclusions Drawing/Verification

RESULT AND DISCUSSION

RESULTS

Based on research conducted by researchers, the following results were obtained :

1. Employee Work Motivation at Bank Sumedang.
 - a. Direction of Behavior

The leadership considers the differences that occur within the organization not to be contradictory and considers these differences to be normal. Leaders invite employees to work productively with a fairly firm and professional approach to work.
 - b. Business Level

Carried out in accordance with Bank Sumedang's vision and mission, such as holding recreation and gatherings between employee families help each other in various matters, unite and cooperate with each other.
 - c. Persistence Level

Leaders always give rewards to employees who excel. Leaders always provide training and education to employees.
2. Leadership Techniques at Bank Sumedang.
 - a. Leader Professional Ethics and Etiquette

Leaders have a strong commitment and dare to take risks on the decisions they take. Decisions other than decisions that already have provisions are made by deliberation.
 - b. Needs and Motivation (Human).

Leaders always maintain team cohesion. Leaders care about employees. Leaders always motivate all their employees.
 - c. Group dynamics

The leadership shares at meetings once a month. Leaders appreciate employees' work achievements.
 - d. Communication

The leadership has policies with special provisions in the form of leadership

regulations, but for other policies outside of the provisions that have been determined, they will be determined through leadership policies individually.

e. Decision Making Ability

The tasks given by the leadership to employees are quite clear and easy to understand, because they already have standard operational procedures in accordance with the main duties and functions of each employee. Leadership never does anything that is contrary to the organization.

f. Discussion Skills and other “games”

Leaders have confidence in carrying out their duties. Leaders are willing to listen to advice or input that builds the organization.

DISCUSSION

Based on the research results above, the discussion and discussions regarding work motivation and leadership techniques at Bank Sumedang can be described as follows :

1. Employee Work Motivation at Bank Sumedang.

For work motivation from the dimension of behavioral direction at Bank Sumedang, it can be seen from the leadership that the differences that occur are not considered contradictory and consider this to be normal and also the leadership at Bank Sumedang invites employees to work productively with a fairly firm approach. Then the motivation from the business level dimension is carried out in accordance with the vision and mission at Bank Sumedang, even though the leadership does not give firm enough warnings to employees who are late entering the office, on the other hand, the leadership will also provide strict sanctions according to the SOP for employees who are late entering the office. Furthermore, for the results of the work motivation dimension of the level of persistence, the results obtained were that the leadership always gave rewards to employees who excelled. Leaders always provide training and education to employees. So, in this way, the implementation of motivation at Bank Sumedang is in accordance with the standards that are the rules and implementation guidelines at Bank Sumedang, and it is hoped that this will improve employee performance. This is in accordance with the results of research conducted by Uswatun C, (2022) which states that motivation can basically encourage employees to do the maximum possible in carrying out their duties because they believe that with the success of the organization in achieving its goals and various targets, the personal interests of the members of the organization will maintained. Then other research that confirmed this was also carried out by Mangkunegara (2020) which stated that motivational factors have a significant influence on employee job satisfaction. Furthermore, other research that strengthens this was also carried out by Sutikno (2020) which stated that motivation variables have a significant effect on job satisfaction.

2. Leadership Techniques at Bank Sumedang

For leadership techniques from the dimensions of professional ethics and etiquette, the results obtained are that leaders have a strong commitment and dare to take risks on the decisions they take. Decisions other than decisions that already have provisions are made by deliberation. Then for the dimensions of needs and motivation (human), the results obtained were that the leader always maintained team cohesion. Leaders care about employees. Leaders always motivate all their employees. Meanwhile, the results obtained from the group dynamics dimension were that the leadership shared during meetings once a month. Leaders appreciate employees' work achievements. Furthermore, the results

obtained from the communication dimension are that the leadership has a policy with special provisions in the form of leadership regulations, but for other policies outside the provisions that have been determined, they will be determined through the leadership's policy. And the results obtained from the dimension of decision-making ability are that the tasks given by the leadership to employees are quite clear and easy to understand, because they already have standard operating procedures in accordance with the main duties and functions of each employee. Leadership never does anything that is contrary to the organization. Furthermore, in the dimensions of discussion skills and other "games", the results show that leaders have self-confidence in carrying out their duties. Leaders are willing to listen to advice or input that builds the organization. The results of this research are also confirmed by the results of research conducted by Uswatun C (2022) which states that good leadership techniques are leadership techniques that can provide work motivation to subordinates, so that good leadership behavior will contribute to increasing effectiveness and quality employee. This was also confirmed by the results of research conducted by Lotje, N. (2021) which stated that leadership techniques are activities to influence people which are directed towards achieving organizational goals. Furthermore, Hasibuan (2020) formulated that leadership as a process of influencing the activities of a person or group in an effort towards achieving goals in certain situations. This shows that leadership includes at least three interconnected things, namely the existence of a leader and his characteristics, the existence of followers and the existence of a group situation where the leader and followers interact.

CONCLUSION

Based on research conducted regarding work motivation and leadership techniques at Bank Sumedang, the author draws the following conclusions :

The work motivation of employees at Bank Sumedang is quite good. In the sense that the employees are very united, solid, have a sense of family and always try and be responsible for their work and seen from the level of persistence, employees at Bank Sumedang are motivated by giving rewards in the form of money and parcels in the form of food, apart from that employees at Bank Sumedang get training or education for employees in carrying out their duties effectively and efficiently as well as carrying out their roles and functions and this is all linearly related and positively related to the success of the company.

Leadership techniques at Bank Sumedang are quite good. Regarding the leadership techniques used, it tends to be more about the ability to make decisions, which can be seen from the way leaders prioritize deliberation, make decisions and accept input that builds the organization in accordance with organizational goals.

Based on the research results, the author puts forward suggestions related to Work Motivation and Leadership Techniques at Bank Sumedang including the following :

Regarding employee work motivation, the researcher hopes that the leadership of Bank Sumedang will be better at establishing interpersonal relationships with employees and not discriminate and pay more attention to the needs of these employees. So by establishing good relationships between leaders and subordinates, it can make it easier for Bank Sumedang to achieve its goals.

Regarding leadership techniques, researchers hope that the leadership of Bank Sumedang will be better at giving tasks to their employees so that they are easy to understand and can improve their cooperation so that closeness can be created between leaders and subordinates in

an organization.

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