



JURNAL ILMU MANAJEMEN

Published every June and December
e-ISSN: 2623-2081, p-ISSN: 2089-8177
Journal homepage: <https://ojs.um-palembang.ac.id/index.php/JIM>



Determinants of Non-Organic Employee Performance: A Study at the Bank Indonesia Representative Office in South Sumatra

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ARTICLE INFO

DOI: 10.32502/jim.v15i1.623

Article history:

Received:

24 February 2025

Accepted:

21 June 2025

Available online:

15 December 2025

Keyword:

Motivation; Work

Environment; Competence;

Employee Performance; Non-Organic Employees

ABSTRACT

Non-organic employees have an important role in supporting the operations of the Bank Indonesia Representative Office. However, challenges such as low motivation, less supportive work environment, and limited competence have the potential to reduce performance. This study aims to analyze the effect of motivation, work environment, and competence on the performance of non-organic employees at the Bank Indonesia Representative Office in South Sumatra Province. This study uses a quantitative approach with a population of 133 using the Slovin formula to obtain a sample of 100. Data were collected through questionnaires and analyzed using multiple linear regression with the help of SPSS. The results of the study indicate that partially and simultaneously, motivation, work environment, and competence have a positive and significant effect on employee performance. These findings provide important implications for management to develop strategies to increase motivation, improve the work environment, and strengthen the competence of non-organic employees.

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Introduction

Every institution, whether in the public or private sector, is highly dependent on the quality of its human resources (HR). HR not only plays a role in carrying out operational tasks but also serves as the primary driver determining the direction and success of the organization (Dessler, 2020b). An institution's success in achieving its goals is largely determined by the optimal performance of its individuals. Therefore, organizations must

understand and manage the factors that can influence employee performance as a whole.

Employee performance is defined as the work results achieved by individuals based on predetermined standards or targets, both in terms of quality, efficiency, and timeliness (Malthis & Jackson, 2021). In the context of HR management, high performance is a reflection of a combination of various elements, such as technical skills, motivation, and work environment support. Armstrong &

Taylor (2020) state that motivation, work environment, and competence are three key factors that can simultaneously influence employee performance achievement.

Work motivation is a key driver influencing an individual's level of effort in achieving organizational goals. Rothenberg & Emanuel (2022) classify motivation into two types: intrinsic and extrinsic. Intrinsic motivation arises from within the individual, such as personal satisfaction or self-actualization, while extrinsic motivation originates from outside the individual, such as financial rewards or job promotions. An international study by Hamzah (2020) on self-determination theory shows that intrinsic motivation plays a crucial role in improving long-term performance and deepening employee engagement.

The work environment is also a crucial factor that plays a role in supporting or hindering performance. A comfortable, clean, safe work environment that supports good social interactions will boost employee morale and productivity (Rombaut et al., 2022). Rothenberg & Emanuel (2022) add that work environment factors are not only physical but also encompass social and psychological aspects, such as relationships between employees, superior support, and organizational culture. When the work environment is not managed properly, it can lead to stress, burnout, and ultimately reduce the quality of employee performance.

On the other hand, competency is the foundation of an employee's ability to complete tasks effectively and efficiently. Armstrong & Taylor (2020) explain that competency encompasses the combination of

knowledge, skills, and attitudes required to perform tasks. Employees with high competency are better able to complete tasks effectively, adapt to change, and introduce innovation into work processes. Research by Sukalminingsih et al. (2022) confirms that competency development through systematic training can significantly increase productivity and organizational commitment.

The phenomenon at the Bank Indonesia Representative Office in South Sumatra Province indicates several issues related to the motivation, work environment, and competency of non-organic employees. Based on observations and interviews, it was found that some employees experienced burnout due to monotonous work, minimal appreciation, and limited recognition for their contributions. Furthermore, obstacles were identified in terms of technical competence and equipment use, as well as a suboptimal physical work environment, such as limited supporting facilities and a lack of comfortable workspace. These issues are feared to reduce work effectiveness and hinder the achievement of organizational targets.

Based on this urgency, research is needed that comprehensively examines the influence of motivation, work environment, and competency on the performance of non-organic employees. Focusing on non-organic employees is important because their positions are often in operational positions that support the success of the institution's primary tasks. By understanding the factors that influence performance more deeply, organizations can develop more effective strategies in human resource management, such as improving reward systems, developing technical competency training, and enhancing a more

supportive work environment. This research is expected to provide both theoretical and practical contributions to strengthening human resource management systems in the public sector.

Literature Review

Employee Performance

Performance is the work results achieved by an individual in carrying out his/her duties following the responsibilities given. According to Malthis & Jackson (2021), Performance is the result achieved by individuals or groups in an organization, following their respective rights and responsibilities to achieve organizational goals. Rothenberg & Emanuel (2022) add that performance includes dimensions of work effectiveness and efficiency, which are influenced by various psychological and work environment factors.

Armstrong & Taylor (2020) state that performance indicators include work quality, productivity, efficiency, punctuality, and commitment to tasks. These indicators are crucial to ensuring optimal work processes and achieving organizational targets. Accurate performance measurement forms the basis for HR evaluation, career development, training, and reward systems. Decreased performance, on the other hand, often signals problems with employee motivation, work environment, or competency.

Motivation

Motivation is a driving force within an individual that determines the direction, intensity, and duration of work behavior. Rothenberg & Emanuel (2022) state that motivation consists of three important elements: intensity (how hard an effort is

made), direction (whether the effort leads to a relevant goal), and persistence (how long the effort is maintained). Motivation is divided into two categories: intrinsic and extrinsic. Intrinsic motivation arises from within the individual, such as job satisfaction, while extrinsic motivation arises from outside sources, such as financial incentives or recognition from superiors (Sidik et al., 2022).

Empirical studies show that motivation plays a significant role in improving performance. Research by Suhendar et al. (2023) at PT Bank Mandiri demonstrated that motivation has a positive and significant influence on employee performance. Conversely, a lack of motivation can lead to apathy, increased absenteeism, and decreased productivity. Therefore, organizations need to manage motivational factors through recognition, adequate compensation, clear career paths, and a work environment that supports personal development.

Work environment

The work environment encompasses all physical and non-physical conditions surrounding employees while they perform their work. The physical work environment includes lighting, room temperature, ventilation, cleanliness, and work equipment. The non-physical work environment includes relationships between employees, communication with superiors, organizational structure, and work culture.(Malthis & Jackson, 2021).

According to Rombaut et al. (2022), a comfortable and healthy work environment is crucial for increasing productivity and job satisfaction. When employees feel physically and emotionally comfortable in their work

environment, they tend to be more loyal and have high work morale. Conversely, a poor work environment, such as cramped workspaces, broken equipment, or disharmonious interpersonal relationships, can reduce performance.

Several studies have shown that the work environment has a significant influence on employee performance. For example, Bidara et al.'s (2021) study in the Indonesian banking sector found that the work environment directly impacted motivation and performance. In the public sector, the role of the work environment is even more crucial due to bureaucratic challenges and limited facilities.

Competence

Competence is a combination of knowledge, skills, and attitudes required to perform a job effectively. According to Armstrong & Taylor (2020), Competence is an individual attribute that enables someone to demonstrate high performance in their job. Competence can be developed through education, training, and work experience.

Dessler (2020a) emphasized that competency development must be tailored to job requirements and dynamic organizational challenges. Employees with high competency are not only capable of completing tasks effectively but also have the potential to innovate and solve problems effectively. Conversely, a lack of competency will result in decreased productivity, work errors, and inefficiency.

Sukalminingsih et al. (2022) in their study emphasized that continuous and systematic training can improve both competence and work commitment. Huda & Abdullah

(2022) also emphasized that competency has both a direct and indirect influence on performance, particularly when mediated by work motivation. Therefore, organizations need to make competency development a strategic priority.

The Relationship between Motivation, Work Environment, and Competence on Performance

The three variables—motivation, work environment, and competence—are interrelated and contribute simultaneously to improving employee performance. Armstrong & Taylor (2020) state that the interaction between motivation and the work environment creates a work atmosphere that supports goal achievement. Employees who possess adequate competencies, work in a comfortable environment, and receive motivational encouragement tend to demonstrate optimal performance.

Empirical research by Ismail et al. (2021) shows that competence, motivation, and the work environment collectively have a significant impact on employee performance in the financial sector. Similarly, Sukalminingsih et al. (2022) noted that a work environment that is not only safe and clean but also supports social engagement and personal development has a positive correlation with work productivity.

In the public sector, such as the Bank Indonesia Representative Office, these three variables play a vital role considering the large number of non-organic employees who are on contract, so that the level of motivation and competence are the main determinants of the sustainability of their performance.

Research Gap

A significant gap in the literature that has not been fully explored is the integrative study of motivation, work environment, and competency on the performance of non-organic employees in the public sector. Most previous studies have not integrated these three variables into a single, coherent analytical model. However, in practice, the interaction between these factors is often key in shaping employee work behavior and performance outcomes.

Furthermore, non-organic employees have unique characteristics: annual contract status, limited access to career development, and a lack of formal job protection. This phenomenon demands more contextual and in-depth research to understand the factors that can drive their performance improvement.

Theoretical and Practical Relevance

From a theoretical perspective, this study can enrich the literature in the field of human resource management, particularly regarding how these three key variables simultaneously influence performance in public sector organizations. The findings can also be used as a reference for developing theories of work motivation, work environment management, and employee competency models in a contractual context.

Practically, the results of this study are expected to provide data-based policy recommendations to the leadership of the Bank Indonesia Representative Office in South Sumatra Province in designing strategies to improve the performance of non-organic employees. Interventions based on motivation, the work environment, and

competency development will foster a more efficient and productive work system.

Research Methods

This research was conducted on the entire population in this study, which was all non-organic employees of the Bank Indonesia Representative Office in South Sumatra Province, totaling 133 people. The sampling method used was *Simple Random Sampling*. It is said *to be simple* because the sampling of members from the population is done randomly without paying attention to the strata in the sample of 100 people.

Data collection was conducted through a questionnaire compiled based on indicators for each research variable. This questionnaire used a five-point Likert scale that measures respondents' level of agreement, ranging from strongly disagree (1) to strongly agree (5). Motivation variables were measured through indicators such as appreciation, recognition, monotonous work, support from superiors, and work-life balance. The work environment was assessed based on the comfort of the workspace, the condition of work equipment, relationships between employees, lighting, and cleanliness. Meanwhile, competency variables were measured through indicators that included job knowledge, technical skills, problem-solving ability, and professionalism. Employee performance was assessed based on the dimensions of work quality, efficiency, timeliness, and productivity. Before being used in primary data collection, the validity and reliability of this research instrument were tested. The validity test was conducted using Pearson correlation, and items were considered valid if the correlation coefficient value was greater than 0.30. Meanwhile, the reliability of the instrument was measured

using Cronbach's Alpha, with an α value > 0.70 indicating that the instrument was reliable (Sugiyono, 2019).

The collected data were then analyzed using multiple linear regression analysis techniques. This analysis was used to determine the extent of influence of motivation, work environment, and competence on employee performance, both simultaneously and partially. The regression equation used in this study is formulated as follows: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$, where Y is the employee performance variable, X_1 is motivation, X_2 is the work environment, X_3 is competence, β_0 is a constant, β_1 – β_3 is the regression coefficient of each independent variable, and ε is the error term. Before conducting the regression analysis, classical assumption tests were first carried out, including a normality test to ensure the data is normally distributed, a multicollinearity test to see the relationship between independent variables, and a heteroscedasticity test to determine whether there is a non-constant variance in the residuals. The normality test was carried out using Kolmogorov-Smirnov, the multicollinearity test was seen from the Variance Inflation Factor (VIF) value < 10 , while the heteroscedasticity test was carried out using scatterplot analysis.

Furthermore, to determine the significance of the influence of all independent variables on employee performance, the F test was used, while to test the influence of each variable partially, the t test was used. The coefficient of determination (R^2) was also calculated to determine how much the three independent variables contributed to explaining the

variations that occurred in the dependent variable. All data analysis processes were carried out using the assistance of SPSS version 26 statistical software. With this method, it is hoped that the results of the study will be able to provide a valid and reliable picture of the factors that influence the performance of non-organic employees in the Bank Indonesia Representative Office of South Sumatra Province.

Results

Respondent Characteristics

This research was conducted on non-organic employees at the Bank Indonesia Representative Office in South Sumatra. Four variables were used: motivation, work environment, competence, and employee performance. The sample size for this study was 100 respondents, so the questionnaires distributed were complete and answered correctly, making them suitable for data analysis.

Table 1.
Respondent Characteristics

Characteristics	Category	Amount (%)
Gender	Man	72%
	Woman	28%
Age	< 30 years	21%
	31 – 40 years old	43%
	41 – 50 years old	30%
	> 50 years	6%
Working Time	< 1 year	5%
	15 years	19%
	6 – 10 years	29%
	> 10 years	47%

Regression Analysis

Regression analysis shows that all independent variables have a significant influence on performance. This result is obtained based on the regression coefficient

and significance (p-value) of each variable. The following table summarizes the regression results:

Table 2.
Statistical Results

Variables	Regression Coefficient (B)	F value	t value
Constant	0,744	46,441	2,710
Motivation	0,315		2,821
Work environment	0,285		2,571
Competence	0,273		2,117

Source: Author 2025

Based on Table 2, the results of the multiple linear regression test obtained using, obtained multiple linear as follows:

$$Y = 0,744 + 0,315 X_1 + 0,285 X_2 + 0,273 X_3$$

The regression equation shows that in this multiple linear regression model, motivation is the most dominant factor influencing employee performance compared to the work environment and competency. Therefore, strategies to improve employee performance

should focus more on increasing motivation through rewards, recognition, job rotation to prevent monotony, and clear career development.

Based on Table 1, the F count value is 46,441 > F Table 2,70, so there is a significant influence of motivation, work environment, and competence on the performance of non-organic employees at the Bank Indonesia Representative Office in South Sumatra.

Based on Table 1, it can be seen that the t-value for Motivation is $2,821 > t\text{-table } 1,984$, meaning that there is a significant influence of motivation on the performance of non-organic employees of the Bank Indonesia Representative Office in South Sumatra. The t-value for Work Environment is $2,571 > t\text{-table } 1,984$, meaning that there is a significant influence of the work environment on the performance of non-organic employees of the Bank Indonesia Representative Office in South Sumatra. The t-value for Competence is $2,117 > t\text{-table } 1,984$, meaning that there is a significant influence of competence on the performance of non-organic employees of the Bank Indonesia Representative Office in South Sumatra.

Partially, motivation has the greatest influence on performance. This aligns with the theory proposed by Rothenberg & Emanuel (2022), which states that motivation is the primary driving factor in work behavior, including performance. Motivated employees demonstrate high loyalty, work enthusiasm, and high productivity.

Discussion

The work environment, despite ranking third in terms of regression coefficients, still contributes positively to performance. Factors such as a comfortable workspace, cleanliness, availability of work tools, and support from colleagues and superiors contribute to creating a productive and enjoyable work environment.

Competence, as a factor reflecting an employee's abilities and skills, also plays a crucial role. Employees with high competence tend to be better able to complete tasks on time, avoid errors, and deliver high-quality work.

These three variables not only work individually but also interact with each other. Competent employees will feel more confident and motivated. A supportive work environment will encourage employees to further develop their skills and improve their performance.

The findings of this study support the concept of Armstrong & Taylor (2020), which states that the combination of good motivation, a conducive work environment, and strong competencies will result in optimal performance. These three factors reinforce each other and form a sustainable support system for improving organizational performance.

Implicationally, these results provide important input for the management of the Bank Indonesia Representative Office to pay more attention to motivational aspects, improving work facilities, and organizing regular competency training for non-organic employees.

The results of this study also align with Hamzah's (2020) motivation theory, which emphasizes the importance of intrinsic motivation in driving long-term performance. In the context of non-organic employees, intrinsic motivation, such as job satisfaction and a sense of appreciation, is a key factor that cannot be fully replaced by financial incentives. This is relevant considering that non-organic status lacks long-term security, making internal motivation a key driver in maintaining work performance (Hamzah, 2020).

Comparison with previous research also strengthens the validity of these findings. Research by Ismail et al. (2021) found that work motivation acts as a mediating variable between competence and performance, indicating that skill mastery alone is insufficient without strong motivation and work ethic. This is particularly evident in the field, where several non-organic employees with adequate technical skills demonstrate low performance due to a lack of recognition and managerial support (Ismail et al., 2021).

The work environment, despite being ranked third in terms of influence, still positively impacts performance. Factors such as a comfortable workspace, cleanliness, availability of work tools, and support from colleagues and superiors contribute to creating a productive and enjoyable work environment (Rombaut et al., 2022; Malthis & Jackson, 2021).

Interestingly, the influence of the work environment on performance can also vary depending on the employee's subjective perception. For example, employees who have good relationships with colleagues and superiors tend to rate their work environment more positively, regardless of the actual physical condition of the room. This suggests that the social aspects of the work environment are just as important as the physical ones (Rombaut et al., 2022).

Meanwhile, in terms of competency, this study's findings reveal a gap between technical and behavioral competencies. Some employees master operational skills such as operating machinery, but lack communication or time management skills. Conversely, some employees possess a strong work ethic but

lack adequate technical skills (Dessler, 2020b).

In managerial practice, these findings can be used as a basis for designing policy interventions. For example, Bank Indonesia could develop a program to strengthen non-financial motivation, such as monthly awards, public recognition for performance, and a fair reward system for non-organic employees (Rothenberg & Emanuel, 2022; Armstrong & Taylor, 2020).

This research also demonstrates the importance of an inclusive HR management approach. Non-organic employees, despite not having permanent status, remain an integral part of the organization's work system. Providing training, rewards, and attention to their work comfort can increase their loyalty and contribution to achieving institutional goals (Malthis & Jackson, 2021).

Theoretically, the results of this study enrich the performance management literature by confirming that the combination of motivation-supporting systems, conducive environments, and relevant competencies is an important element in creating a productive work system, even in work environments with limited formal status such as contract employees (Armstrong & Taylor, 2020).

Conclusion

This study shows that motivation, work environment, and competence play a significant role in improving the performance of non-organic employees at the Bank Indonesia Representative Office in South Sumatra Province. These three factors have been shown to contribute positively and

significantly to performance, both individually and collectively.

Of the three variables analyzed, motivation proved to be the most dominant factor. Motivated employees—whether driven by personal motivation or by a fair reward and recognition system—tend to demonstrate high work ethic, commitment, and productivity. This demonstrates the importance of motivation-boosting strategies in human resource management.

The work environment also contributes to employee performance. A comfortable, clean, and well-equipped work environment, along with harmonious working relationships with colleagues and superiors, creates a work atmosphere that supports productivity.

Employee competency, which encompasses technical skills, knowledge, and professional attitudes, is a crucial foundation for completing work effectively and efficiently. Competent employees are better prepared to face work challenges and produce quality output.

Based on the conclusions above, several strategic recommendations can be considered by policymakers within Bank Indonesia Representative Offices and future researchers. First, efforts are needed to improve employee motivation systems, particularly for those with non-organic status. This motivation system should not only take the form of financial incentives but also encompass non-financial aspects such as awards, recognition of achievements, and clarity regarding roles and work contributions. Second, improving the work environment is crucial to creating a comfortable, safe, and productive work

environment. This includes providing adequate work facilities, ergonomically designed spaces, and strengthening an inclusive work culture.

Third, it is necessary to continuously improve employee competency through training and development tailored to job requirements and changes in the work environment. The training provided should not only focus on technical skills but also encompass communication, time management, and problem-solving skills. Fourth, management must create a work system that ensures integration between organic and non-organic employees to avoid social and professional gaps in the workplace. The active involvement of non-organic employees in strategic work processes can increase their sense of ownership, responsibility, and loyalty to the organization.

Finally, future researchers are advised to include other variables in the research model, such as leadership style, workload, job satisfaction, and organizational loyalty, to gain a more comprehensive understanding of the factors influencing employee performance. Further research can also be conducted using a qualitative or mixed-methods approach to delve deeper into employee perceptions, experiences, and work motivations within a broader context. Thus, the research findings are expected to make a greater contribution, both theoretically and practically, to efforts to improve employee performance in the public sector workplace.

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