

**THE EFFECT OF INTERPERSONAL RELATIONSHIPS AND MOTIVATION ON
CONTEXTUAL PERFORMANCE AT PT. BANK NEGARA INDONESIA (PERSERO)
TBK. MATTOANGIN MAKASSAR MAIN BRANCH OFFICE**

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Abstract

In a company, there is an interpersonal relationship. Interpersonal relations can be interpreted as relationships between a person and other people. From the psychology of communication, the better the interpersonal relations, the more open people are to express themselves, and the more accurate their perceptions of other people and their self-perceptions are, the more effective the communication between communicants. This study aimed to determine the effect of interpersonal relationships and motivation on contextual performance at PT. Bank Negara Indonesia (Persero) Tbk. Main Branch Office Mattoangin Makassar. The analytical methods used in this study are multiple linear regression analysis, validity test, reliability test, and partial test (t). The results of the study using various regression analyses obtained an identifiable coefficient of 0.540 which indicates that the magnitude of the contribution given by the independent variable, namely the interpersonal relationship variable (X1) and motivation (X2), to the dependent variable, i.e. contextual performance (Y), is equal to 54%. This means that the level of change in the independent variable, namely contextual performance (Y), can be explained by changes in the independent variables, namely interpersonal relations (X1) and motivation (X2) of 54%. In comparison, the remaining 46% is influenced by other factors not examined in this study. Based on the analysis results, interpersonal relations and motivation have a significant effect on contextual performance, meaning that if good interpersonal relationships and motivation exist between employees, contextual performance can improve.

Keywords: Interpersonal Relations, Motivation, Contextual Performance

A. INTRODUCTION

In carrying out its activities, whether a company is engaged in manufacturing or services, a company tries to achieve the goals that have been set. One thing that needs to be considered together is that the success of various company activities in achieving goals depends on aspects of human resources. The human resources that are so important to the company are employees.

Companies will be successful if employees not only carry out their main tasks but also want to do extra-duration tasks such as being willing to cooperate, help each other, give advice, participate actively, provide extra services to service users, and want to use their work time effectively. Prosocial behaviour or actions beyond the role description specified in the organization or company are called OCB. Performance is divided into two types, namely task performance and contextual performance. Task performance is a job role described in terms of the quality and quantity of the job results. Contextual performance contributes to organizational effectiveness by supporting corporate, social and psychological conditions (Djaya, 2021).

In a company, there is an interpersonal relationship. Interpersonal relationships can be interpreted as relationships between a person and another person. From the psychological aspect of communication, we can state that the better the interpersonal relations, the more open people are to express themselves, and the more accurate their perceptions of other people and self-perceptions are, the more effective the communication that takes place between communicants (Rene & Wahyuni, 2018).

In addition, one of the factors that influence a person's behaviour in an organization is motivation. Motivation is defined as the force that drives an employee that generates and directs behaviour. Thus motivation is a factor that explains why someone wants to do a task given to him (Bari et al., n.d.).

PT. Bank Negara Indonesia (Persero) Tbk. as a banking service company, to improve the performance of its employees, many efforts have been made, including motivating employees, establishing good interpersonal relationships, providing facilities, etc.

In general, the cause of employees failing to complete their work is due to rejection within a company, lack of cooperation or interpersonal relationships, lack of effective communication between colleagues, and lack of motivation (Silaen & et al., 2021). So these employees have low contextual performance.

This research tries to analyze the things that affect contextual performance, where this research focuses on the location of PT. Bank Negara Indonesia (Persero) Tbk. Mattoangin Makassar Main Branch Office.

B. LITERATURE REVIEW

1. Interpersonal Relations

Interpersonal relations are very closely related to communication. These two things are inseparable; interpersonal relationships are intertwined through communication. In other words, communication is the basis for developing interpersonal relationships (Nurjaya, 2021).

The essence of interpersonal relations is that when we communicate, we convey the contents of the message and determine the level of human relations. So we define not only content but also relationships. Regarding the psychology of communication, the better human relations, the more open people are to express themselves, and the more accurate their observations are, so communication is more effective.

2. Motivation

Martoyo (2000) argues that "motivation is basically a process of trying to influence someone to do something we want".

Motivation is the result of several processes, which are internal or external to an individual, which cause enthusiasm and persistence in carrying out certain activities. (Gray et al., 1984).

Stephen P. Robbins (2008) defines motivation as a willingness to try optimally to achieve organizational goals, which is influenced by the ability of businesses to satisfy some individual needs.

Hasibuan (2007) stated that motivation is a way of encouraging subordinates' work enthusiasm so that they want to work collaboratively by providing their abilities and skills to realize company goals.

From this understanding of motivation, it can be concluded that motivation is the driving force that generates the will and willingness within the individual to carry out the various tasks that are his responsibility in achieving goals.

3. Contextual Performance / Organizational Citizenship Behavior (OCB)

Johns (2004) suggests that OCB has the characteristics of voluntary behaviour that needs to be included in job descriptions, spontaneous behaviour or certain orders, helpful behaviour, and behaviour that is not easily seen and assessed through performance evaluation.

Behaviours include helping employees with their work when they are not present, orientation helping new employees in the department where they work, accompanying the supervisor with their duties, and the supervisor coming early or staying late (Lambert, 2003).

Organizational citizenship behaviour (OCB) relates to informal, prosocial behaviour ordered by employees by volunteering to help others do a job (Budihardjo, 2004). As a behaviour that is used to help other employees complete a project, assist with suggestions, and offer positive feedback on work assignments (Budihardjo, 2004).

Based on some of the definitions above, contextual performance is the voluntary behaviour of a worker to want to carry out tasks or work outside of his responsibilities or obligations for the advancement or benefits of his organization.

C. RESEARCH METHODS

A variable can be considered valid if the variable/question score significantly correlates with the total score. A significant significance standard <0.05 is used to state whether the item is valid. The statement item is declared invalid if the significant number is below 0.05. Conversely, if it is above 0.05, it is declared invalid. This was stated by Muhammad Nisifiannoor (2017).

Table 1.1 Results Test validity Variable Instruments

	VARIABLE	CORRELATION	SIGNIFICANT	STATUS
Interpersonal Relations (X1)				
a.	Reward	0.608	0.000	Valid
b.	Cost	0.767	0.000	Valid

Motivation (X2)				
a.	Performance	0.715	0.000	Valid
b.	Affiliate	0.521	0.003	Valid
c.	Power	0.690	0.000	Valid
Contextual Performance (Y)				
a.	Altruism	0.711	0.000	Valid
b.	Courtesy	0.660	0.000	Valid
c.	Sportmanship	0.484	0.007	Valid
d.	Civic Virtue	0.423	0.020	Valid
e.	Conscientiousness	0.594	0.001	Valid

Source: Primary data processing, 2023

From the table below it can be concluded that variable interpersonal relationships, motivation, and performance contextual significance is below 0.05 so these variables declared valid.

Table 1.2
Instrument Reliability Test Results Interpersonal Relationship Variable (X1)

Reliability Statistics

Cronbach's Alpha	N of Items
.746	6

Source: Primary data processing, 2023

Table 1.3
Instrument Reliability Test Results Motivation Variable (X2)

Reliability Statistics

Cronbach's Alpha	N of Items
.744	9

Source: Primary data processing, 2023

Table 1.4
Instrument Reliability Test Results Contextual Performance Variable (Y)

Reliability Statistics

Cronbach's Alpha	N of Items
.848	15

Source: Primary data processing, 2023

The instrument reliability test was carried out by comparing Cronbach's Alpha coefficients of all items in each variable. If the Alpha coefficient is greater than or equal to 0.6, then the instrument in the questionnaire is quite reliable (Setiaji, 2004).

It is better if Cronbach's Alpha coefficient is smaller than 0.6, indicating that the instrument is used as a measuring tool for reliable variables. The results of the instrument reliability test showed that the overall instrument is reliable as a variable measuring tool.

Table 1.2 above shows that Cronbach's Alpha value of interpersonal relations (X1) is 0.746 or 74.6%, and Table 1.3 is motivational (X2) of 0.744 or 74.4% more than 0.6 or 60%, meaning the variable is reliable. Likewise, in Table 1.4, the value of Cronbach's Alpha Contextual Performance (Y) is 0.848 or 84.8% more than 0.6 or 60%, meaning that the variable is reliable.

D. RESEARCH RESULT

1. Multiple regression analysis

Based on the results of processed SPSSi data, namely the regression between interpersonal relationships and motivation on contextual performance, the multiple linear equations can be described as follows:

$$Y = 53.619 + 0.299X_1 + 0.271X_2 + e$$

Based on the results of processed data regarding regression, we can find an interpretation of the regression equation that has been stated above, namely:

- $\alpha = 53.619$ is the constant value.
- $b_{1x_1} = 0.299$, which means that if the interpersonal relationship variable is increased by 1% or 0.01 level, it will impact contextual performance by 0.299.
- $b_{2x_2} = 0.271$, which means that if the motivational variable is increased by 1% or 0.01 level, it will impact contextual performance by 0.271.

Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.735a	.540	.351	3,828

a. Predictors: (Constant), TOTALX2, TOTALX1

Source: SPSS Processing Results

This shows that the R² (Determinant) = 0.540 indicates that interpersonal relationships and motivation can explain 54% of the variation in contextual performance change. In comparison, the remaining 46% is explained by other variables.

2. Test F

ANOVA b

Model	Sum of Squares	df	MeanSquare	F	Sig.
1 Regression	29,907	2	14,954	1021	.004a
residual	395,593	27	14,652		
Total	425,500	29			

a. Predictors: (Constant), TOTALX2, TOTALX1

b. Dependent Variable:
TOTALLY

Source: SPSS Processing Results

Ha = interpersonal relationships and motivation affect contextual performance. The probability value (fcount) in multiple regression is 0.004 < 0.05, explaining that the hypothesis proposed is accepted. This means that the variables buying interpersonal relations of employees and motivation jointly affect contextual performance.

3. Test Q

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	53,619	11,652		4,602	.000
	TOTALX1	.299	.256	.104	1,094	.007
	TOTALX2	.271	.263	.192	1,029	.012

a. Dependent Variable: TOTALLY

Source: SPSS Processing Results

The t-count probability value for the interpersonal relationship variable is 0.007, indicating that the alternative hypothesis proposed is accepted. This means that interpersonal relationships partially affect motivation.

The t-count probability value of the motivation variable is 0.012, indicating that the proposed alternative hypothesis is rejected. This means that motivation partially does not affect interpersonal relationships.

The following results of the interpretation of the proposed research hypothesis can be seen: The results from the processing of research data show a significant relationship between interpersonal and motivational relationships on the contextual performance of its employees. Banki Negarai Indonesia (Persero) iTbk. Mattoangin Main Branch Office. This is the same as research conducted by Allen D.G (2006), which shows that interpersonal relationships significantly affect contextual performance. It

means that employees who have good interpersonal relationships and are motivated will also show good contextual performance.

Employees with high civic virtue values tend to increase responsibility in organizational life (Organ et al., 2006). They tend to follow the company's change pattern, take the initiative to recommend how the organization's operations or procedures can be improved, and protect the resources owned by the organization (Organ et al., 2006). According to Podsakoffi (in Organie et al., 2006), civic virtue also includes several additional items that emphasize the willingness of employees to spread positive company news to outsiders, maintain the company's reputation and make suggestions for improvement even on a small scale. Actions that lead to the company are very beneficial because employees tend to participate in activities that benefit the organization.

Research by Alleni D. Gi (2006) shows a significant positive relationship between citizenship and organizational performance improvement. Allen believes that civic virtue in organizations will be a beneficial factor for their growth and development. The same thing was also stated by Chen et al. (1998) that courtesy and civic virtue can make employees stay longer at work, have high quality in the company, and help the company's success. For this reason, in addition to civic virtue, altruism also needs to be applied within the organization to improve the behaviour of employees and establish their interpersonal relationships by helping their co-workers. Likewise, conscientiousness trying to do work beyond what is assigned, and sportsmanship plays a role in building tolerance and a positive climate within the company.

Based on the results of the validation and reliability tests, it can be concluded that the results of the questionnaire distributed to 30 selected respondents were declared valid and reliable. To declare valid or invalid, a significance standard below 0.05 is used. The statement items are declared valid if the significant number is below 0.05.

Likewise, with the reliability test, where if the coefficient on Icronbach's Alpha is less than 0.6, it indicates that the instrument used as a variable measuring tool is unreliable. However, if the coefficient on Cronbach's Alpha is greater than 0.6, the instrument used as a variable measuring tool is reliable. In testing the reliability test of this study, Cronbach's Alpha on interpersonal relations has a value of 0.746, and motivation has a value of 0.744, greater than 0.6. Likewise, Cronbach's Alpha on Contextual Performance has a value of 0.848, greater than 0.6.

From the results of the study using multiple regression analysis, a determination coefficient of 0.540 was obtained, which indicated that the magnitude of the contribution given by the independent variables, namely interpersonal relations (X1) and motivation (X2), to the dependent variable, namely contextual performance (Y) was 54%. This means that the change in the dependent variable, i.e. contextual performance (Y), can be explained by changes in the independent variable, i.e. interpersonal relations (X1) and motivation (X2), by 54%. In comparison, the remaining 46% is influenced by other factors not investigated in this study.

The coefficient of the interpersonal relations variable (X1) is 0.299, motivational (X2) is 0.271, and the constant value is 53.619. This means contextual performance will increase if interpersonal relations (X1) and motivation (X2) experience an increase. The coefficient value of the interpersonal relationship variable (X1) and motivation (X2) shows a positive value, or, in other words, this positive value

explains the direction of influencing change in the interpersonal and motivational relationship variables, which has a positive and significant effect on contextual performance.

E. CONCLUSION

Based on the results of the analysis and discussion regarding the influence of interpersonal relationships and motivation on contextual performance, the authors can draw the following conclusions:

Interpersonal relationships and motivation have a significant effect on contextual performance, meaning that if good interpersonal relationships and motivation exist between employees, then contextual performance can improve.

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