

The Impact Of Human Relations On Motivation And Performance And The Role Of Entrepreneur Mediators In Bank Mandiri (Persero) Tbk Kaltim Kaltara Areas

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Abstract: The study aims to investigate the impact of human relations on motivation and performance and the role of entrepreneur mediators in Bank Mandiri (Persero) Tbk Kaltim Kaltara Areas. This study conducted through employee respondent media by taking the entire population of employees who had at least a college education. Obtained a population of 170 respondents who meet these requirements. Samples are determined and taken from the entire population. The results of the respondents' answers were made into the data tabulation and tested for validity and reliability. All further data further analyzed into structural equation modeling (SEM) with the Partial Least Square model through WarpPLS Version 6.0 software. This study uses a level of confidence of 95%. It found that human relations had a positive and significant effect on motivation. Human relations also has a positive and significant direct effect on job performance. Motivation has a positive and significant direct effect on job performance. Besides, it also found that there was an influence of entrepreneurial moderation on motivation with job performance.

1 INTRODUCTION

The bank believes that the debtor will not abuse the loan, manage the loan funds well, be able to pay when they are due and have good intentions to repay the loan along with other obligations when due. The third function of the bank is as an Agent of development, where banks in carrying out activities in the form of both the collection and distribution of funds needed for the smooth running of economic activity in the real sector. These activities enable the public to carry out investment activities, distribution activities, and consumption of goods and services, bearing in mind that these activities cannot separate from the use of money. Bank Mandiri has the determination to form a managerial team that is reliable and professional and always works based on the principles of good corporate governance (GCG). The vision of an independent bank is "Indonesia's best, ASEAN's Prominent" and the mission of the independent bank is: oriented towards meeting market needs, developing professional resources, provide maximum benefits to stakeholders, implement open management, and care for the interests of the community, (Bank Mandiri Magazine, Edition 11, 2017). The vision achieved, commitment needed from all levels of employees, both from the CEO level to the executive staff, and this done to provide the best contribution to professionally managing the company. That always increases the value of the company by balancing the achievement of performance achievements for long-term sustainability, which in turn becomes the guidelines for the behaviour or work culture of independent people. In connection with managing an organization in achieving its goals, (Hersey and Blanchard, 1996) states that guiding organizational goals and effectiveness in realizing organizational goals must be supported by all parties in the organization, and this called guiding real goals. The parties referred to here are the managers or leaders of the organization and subordinates or implementing employees. It often happens that in every activity and work mechanism of a company or government agency office. The main task generally considered as a formality in nature, the attitude of view that always oriented to the activities and formal work discipline (formal accountability), the emphasis on results (product) or improvement in service (service quality) becomes

very less, so that gradually the work in the organization becomes somewhat less challenging and not exciting. Besides, if undertaken with employee morale and relatively low employee performance, the routine atmosphere becomes increasingly symptomatic, and the activities carried out become less productive. As a logical consequence to be able to overcome these employee performance problems, it is necessary to have a personnel arrangement for the entire workforce to be able to encourage the creation of the high performance. The human factor believed to have many very strategic roles in an organization from competitive success in the organization. Therefore the development and organization growth must be able to create a similarity between the goals of the organization and the goals of the human or employee itself. To employee motivation achieve shared both organizational goals and employee goals, employee motivation is fundamental because motivation is the driving force that is the basis for every employee to act to do something. Therefore the company is obliged and must maintain employee job satisfaction so that employees always provide results optimal for the company. It was stated by (Davis and Newstrom, 1985) that interactions between one person and another in a work situation or outside the work environment are interactions towards work situations that motivate to work together productively.

2 LITERATURE REVIEW AND HYPOTHESIS

2.1 Human Relation

To create a harmonious atmosphere in the work environment is the responsibility of a leader so that the effectiveness of employee work can realize, so as such a leader must carry out the human relations function. Portolese argues that human relations are: "human relations as relations with or between people, workplace or professional settings" (human relations are relationships that relate to people, workplaces, or professional arrangements) (Portolese, 2017). Regarding human relations, (Gundlach, Zivnuska and Stoner, 2006) put forward his opinion as follows: "Human relations is frequently used as a general term to describe how managers interact

with their subordinates. When management and employees stimulate more and better work conditions, we have good human relations in the organization. When morale and efficiency deteriorate, human relations in the organization are bad. To create good human relations, managers must know why employees act as they do and what social and psychological factors motivate them". Also stated about human relations as follows: "The human relations approach made relationships between employees and supervisors the most silent aspects of management. It advocates the training of people in behavioural sciences, such as clinical and social psychology to emphasize building collaborative and cooperative relationships between supervisors and workers. Two critical aspects of human relationships approach are employee motivation and leadership style (Gomes, 2013). Furthermore, another contributor is the opinion of (Mescon et al., 1977) which suggests about human relations which have also been stated by Follett that: "It was Follett who originally defined management as "getting work done through others ". She felt that managers were responsible for motivating employees to pursue organizational goals enthusiastically, not merely to obey orders. "She rejected the notion that managers should groomed to give orders, believing instead that they should train to work with employees toward the attainment of common objectives. Follett laid the foundations for studies in group dynamics, conflict management and political processes in organizations (Ansell, 2009)". Based on the opinions of the experts, it can be concluded that human relations is the interaction between individuals who are informal structures such as work relationships, arranged functionally to achieve the stated goals of the company with persuasive communication in person to inspire excitement and work activities with enthusiasm productive, happy and satisfied cooperation on both sides.

2.2 Motivation

Motivation is the questions on how to encourage the passion of subordinates, so they want to work hard by giving all their abilities and skills to realize organizational goals. This motivation is essential because, with motivation, it expected that each employee would work hard and be enthusiastic about achieving high work productivity. A person's behaviour is influenced and stimulated by their wants, needs, goals and decisions. Stimuli arise from oneself and the outside. This stimulation will create a motivation that encourages people to work or move to get the needs and satisfaction from their work. Argues by (Maslow A.H., 1987) that basically all humans have basic needs. He showed that in the five levels in the shape of a pyramid, people began to push from the lowest level. Smith et al., put forward the theory of motivation based on the theory of two factors, namely hygiene and motivator factors, namely: "These people asked what pleased and displeased them about their jobs. That man has two sets of needs: (1) Lower level needs as an animal to avoid pain and deprivation, and (2) Higher level needs as a human being to grow psychologically" (Smith et al., 1960). Defines by Robbins motivation, which is a willingness to spend a high level of effort for organizational goals which is conditioned by the ability of the effort to meet some individual needs (Robbins, S.P; Judge, 2014). Also explained about one's desire to achieve high performance. The results of research on achievement motivation show the importance of setting targets or standards of success, at banks, we are often familiar with the term Key

Performance Indicator (KPI). Employees with the characteristics of high achievement motivation will have a high desire to work. Employees are more concerned with satisfaction when targets have been achieved compared to rewards for performance (Winter, 2000).

2.3 Job Performance

Every human being has the potential to act in various forms of activity. Humans can obtain the ability to act, both naturally or studied. Although humans have the potential to behave in specific ways, that behaviour only actualized at certain times. The potential for certain behaviours is ability. Employees meet absolute performance in achieving the goals of the organization through job satisfaction factors that can achieve. Performance is a performance or performance that can also interpret as work performance or work performance or performance results. It stated that performance is the achievement of employees from their assigned tasks. The level of success in completing one's work is called the level of performance. Employees who have a high level of performance are employees with high work productivity, and vice versa, employees who have performance levels that do not meet established standards, then these employees are employees who are not productive. Performance appraisal is one of the essential tasks for an organization to know the level of performance possessed by its employees (Camp, 1987). Employee performance influenced by collaboration, diverse personalities, leadership, safety, work knowledge, attendance, loyalty, resilience and initiative, productivity also needs to get the attention of the management of the organization. Cooperation between employees in order to carry out their duties and work, both cooperation between superiors and subordinates and cooperation between subordinates. The personalities of the employees determine good and bad work results on employees who have good personalities to have optimal performance certainly (Flippo, 1984). Suggested that the main factors that form the basis of an evaluation in achieving performance comprised of: 1) Knowledge (knowledge), namely the actual knowledge and skills that underlie the achievement of performance; 2) Skills, is the ability and operational, technical mastery of specific fields that are workshops; 3) Abilities formed from several competencies possessed by an employee, 4) Attitude is a pattern that is patterned, and 5) Behaviour is a reaction or response of someone who still closed to a stimulus or object (Mc Kenna & Beech, 1995).

2.4 Entrepreneur

To be an entrepreneur, one must have the ability to think creatively and imaginatively when looking at a business opportunity. Besides, an entrepreneur usually provides benefits to others around him through the business he built. When ordinary people think a problem is a difficulty in life, people with an entrepreneurial spirit see a problem as a business opportunity. They will create a solution that can help solve the problem and create a profitable business. To be able to become an entrepreneur, one must have the ability to think creatively and imaginatively when looking at business opportunities. An entrepreneur also can change ordinary goods into extraordinary items. Its customers will always remember its products, and he has excellent and neat business management. Besides, usually, an entrepreneur can provide benefits to many people around him through the

businesses he founded. To be able to become like that, of course, it must go through a long process, and besides that, it must always be updated with the times and always learn (Hébert and Link, 2009). According to (Scarborough and Zimmerer, 2011), entrepreneurship is the application of creativity and innovation to solve problems and efforts to take advantage of opportunities that people face every day. The entrepreneur is a process of applying creativity and innovation in solving problems and finding opportunities to improve life. The entrepreneur is the ability to create something new and different, cool language ability to create the new and different (Drucker, 2018). The next stage is the mindset that needs to be built by an entrepreneur in order to remain consistent in the future. It should note, the material about an entrepreneur is not merely a matter of theory, but what is very important is a practice and practice. The mindset stage of a true entrepreneur needs to instilled early on. These very important, even though it looks trivial, believe that successful people start how their initial mindset thinks.

2.5 Conceptual Framework And Hypothesis

The conceptual in this study can describe as follows:

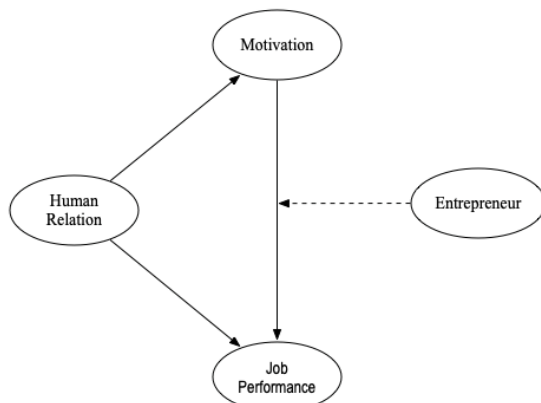


Fig.1 Research Conceptual Framework

Based on the theoretical and empirical studies also contained in the picture above, the following hypotheses can put forward:

- H1: Human relations related to motivation
- H2: Human relations related to job performance
- H3: Motivation is related to job performance
- H4: Entrepreneurs moderate the relationship between motivation and job performance

3 RESEARCH METHOD

This study is a confirmation study, the data of which is taken from the respondents of permanent employees who have a degree of education at PT. Bank Mandiri (Persero) Tbk in East Kalimantan and East Kalimantan areas. The design questionnaire uses 22 specially selected and adjusted indicators. The population taken is overall permanent employees on 2019 years, totalling 170 people. The sampling method determined in this study is with saturated samples, or the entire population is sampled, considering that it is possible to reach respondents. The results of the respondents' answers were collected and recapitulated and then tested for validity and reliability. The test results show that the data tabulation can use for further analysis. The research analysis conducted quantitatively using the SEM PLS model with the support of

WarpPLS Version 6.0 software and then further described.

4 RESULTS ANALYSIS

The results of the analysis of the model produce the following pictures:

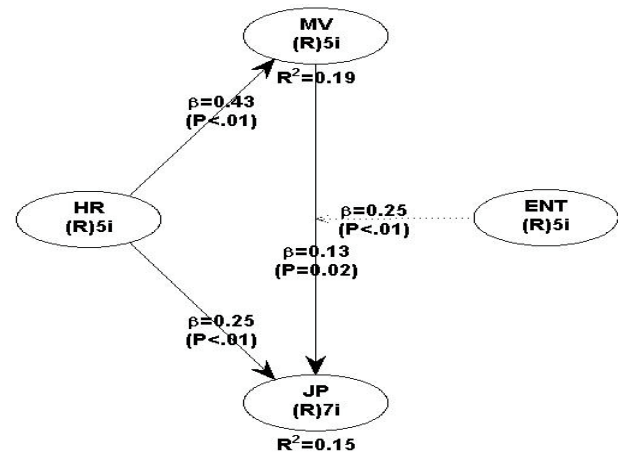


Fig.2 Three-Way Interactions Results with the Product Indicator Approach

From the results of overall results, the model has a back fit, where the P-value for Average Path coefficients (APC), Average R-squared (ARS) and Average Adjusted R-squared (AARS) $P < 0.001$ with APC value = 0.267, ARS value = 0.168 and AARS value = 0.158. Likewise, the value of Average block VIF (AVIF) and Average Full collinearity VIF (AFVIF), which generated is < 3.3 , which means that there is no multicollinearity between indicators and between exogenous variables. The resulting GOF is 0.261, which means that the model fit is in the moderate category. For the Symson's paradox index (SPR), the R-squared contribution ratio (SSR), produces a value equal to 1, which means there is no causality problem in the model whereas the nonlinear bivariate causality direction ratio (NLBCDR) index produces a value of 1 or above the standard 0.7 Chin, 1998), (Chin, 2010), (Hair, 2013), (Ghozali dan Latan, 2014). Furthermore, the path coefficient and p-value can display in the following table:

TABLE 1
PATH COEFFICIENTS AND P VALUES

Path coefficients					
	HR	MV	JP	ENT	ENT+MV
HR					
MV	0.433				
JP	0.247	0.134			
ENT					0.253
ENT+MV					
P values					
	HR	MV	JP	ENT	ENT+MV
HR					
MV	<0.001				
JP	<0.001	0.016			
ENT					
ENT+MV					<0.001

Based on the results of the path coefficients and p-values above, it can saw that the Human Resource (HR) variable has a direct positive and significant influence on Motivation (MV)

with the resulting P-value <0.001 and the path coefficient value of 0.433. The Human Resource (HR) variable also has a positive and significant direct effect on Job Performance (JP) with a P-value of $0 <0.001$ and a path coefficient of 0.247. Then the resulting Motivation (MV) variable has a positive and significant direct effect on Job Performance (JP) with a P-value of 0.016 and a path coefficient of 0.134. Then the entrepreneur variable (ENT) is produced, which can moderate the relationship between motivation (MV) and job performance (JP) with a P-value <0.001 and a path coefficient value of 0.253. The results of the analysis also showed that the loading factor produced by all items or indicators of the construct classified as very good, that is > 0.70 , which means that it met the criteria for reliability (Chin, 1998), (Chin, 2010), (Hair, 2013), (Ghozali dan Latan, 2014). The meaning is the value of R-squared, Adjusted R-squared, Composite Reliability, Average Variance Extracted, full collinearity VIF and Q-squared. These results can also be seen or displayed in Table 2 as follows:

TABLE 2
LATENT VARIABLE COEFFICIENTS

	HR	MV	JP	ENT	ENT*MV
R-squared		0.188	0.149		
Adj.R-squared		0.183	0.133		
Composite reliab.	0.808	0.816	0.803	0.803	0.846
Cronbach's alpha	0.703	0.719	0.722	0.793	0.833
Avg.var. .extrac.	0.559	0.580	0.588	0.574	0.622
Full Collin. VIF	1.556	1.220	1.137	1.401	1.042
Q-squared		0.189	0.147		

Based on the above output results, they obtained by the adjusted r-squared value of 0.188 and 0.149. The results of predictive relevance analysis of the two r-squared starts are 0.390 which means that the influence of the Human Resource and Entrepreneur variable with the moderating effect of Entrepreneur on Motivation and Job Performance is 39.0% and the remaining 61% influence by other variables outside the model this research. It can also saw that the value of AVE for each construe is very batik, which is > 0.5 so that it has fulfilled the convergence validity criteria. Likewise, the value of Composite Reliability produced by each construct is also excellent, is > 0.70 often complies with the consistency of intervals of consistency. The full collinearity VIF value for the setup construe is also very good, that is <3.3 so there is no collinearity problem in the model. The Q-squared supply produced by Motivation variable is 0.189 and Job Performance is 0.147, which means that the model has predictive relevance Chin, 1998), (Chin, 2010), (Hair, 2013), (Ghozali dan Latan, 2014).

5 DISCUSSION

5.1 Human Relations Affect Motivation

Human relations have a positive and significant effect directly on motivation as evidenced by the P-value <0.001 and path coefficients 0.433 so that H1 is accepted. In this case, also shows that if the more significant human relations can achieve, it will affect the increase in employee motivation as well. These results are in line with opinions (Portolese, 2017) where human relations are relationships related to people, workplaces, or professional settings. So that through the creation of a relationship between good human beings will increasingly create encouragement in humans or this case, employees will increase because he feels cared for and

valued and always needed in his work involvement through the creation of that relationship. In line with the opinion (Gundlach, Zivnuska and Stoner, 2006), where human relations can occur in the cortex between the leadership of Management and subordinates. When Management and employees stimulate more and better working conditions, there also have good human relations within the organization. When morale and work efficiency deteriorate, human relations in organizations are wrong. To create good human relationships, managers must know why employees act as they do and what social and psychological factors motivate them. Two crucial aspects of the human relations approach are employee motivation and leadership styles (Gomes, 2013). Furthermore, another contributor is the opinion expressed about human relations which has also been stated by (Ansell, 2009), (Mescon et al., 1977) that: "Follett who originally defined management as" completing work through others ". Managers are responsible for motivating employees to pursue organizational goals with enthusiasm, not just to obey orders; managers do not always have to be prepared to give orders, instead believe that they must practice working with employees towards the achievement of shared goals.

5.2 Human Relations Affect Job Performance

Human relations have a positive and significant effect directly on job performance as evidenced by the P-value <0.001 and path coefficients 0.247 so that H2 is accepted. These findings are in line with the opinion expressed by (Maslow, 1987) where motivation is a question of how to encourage the enthusiasm of subordinates, so they want to work hard by giving all their abilities and skills to realize organizational goals. Through human relations that can run well following the rules in the organization, this will create the creation of employee morale optimally. Likewise, with the opinion (Smith et al., 1960) there are two levels of need in the form of a lower level of need to avoid pain like the basic instincts of living things and a higher level of need that is the fulfilment of human physiology. Likewise, according to (Robbin, 2014) motivation is closely related to organizational efforts, in this case, human relations to unite the sharing of vision in order to achieve organizational goals. Another opinion result is that according to (Winter, 2000) the organization is essential to set targets so that the relationship between humans in it will coordinate and encouragement in each individual will move in supporting a common goal.

5.3 Motivation Affect Job Performance

Motivation relations have a positive and significant effect directly on job performance as evidenced by the P-value <0.016 and path coefficients 0.134 so that H3 is accepted. The results of this study are in line with the pendant proposed by (Camp, 1987), where performance is a success achieved by employees in completing their work. Employees will unleash their full potential if they have and feel compelled or motivated by specific reasons to carry out all their responsibilities. This condition leads to the level of work or productivity that can be produced by each employee. Employees who have high motivation will be more at work and vice versa. Likewise in the opinion (Filippo, 1984) employee performance is influenced by collaboration, diverse personalities, leadership, safety, work knowledge, attendance, loyalty, endurance and initiative, productivity also needs attention from organizational management. These called work motivation. Work motivation

also displayed in the conflict between employees in order to carry out their duties and work, both superior and subordinate cooperation and cooperation between subordinates. Employee personality determines the creation of work motivation and good and bad work results on employees who have good personalities to have optimal performance as well. Opinion (Mc Kenna & Beech, 1995) states several factors that must be met for each individual if you want to achieve more optimal performance. These factors are motivational factors that exist in humans, in the form of knowledge, abilities, skills, attitudes and behaviour. All of these factors are present in every human being, so they need to move through certain social stimuli.

5.4 Entrepreneur Moderate Motivation and Job Performance

Entrepreneur Moderating have a positive and significant effect directly on motivation and job performance as evidenced by the P-value <0.001 and path coefficients 0.253 so that H4 is accepted. These findings are in line with the opinion (Hébert and Link, 2009) where everyone has the basics if entrepreneurship so one must have the ability to think creatively and imaginatively when looking at business opportunities. In addition, an entrepreneur usually benefits others around him through the business he builds. When ordinary people think problems are difficulties in life, people with an entrepreneurial spirit see problems as business opportunities. They will create solutions that can help solve problems and create a profitable business. Through the existence of a large self-motivation of the awareness as humans who are also trying to achieve prosperity, the achievement of performance is mutla to be achieved. Everyone can be a human being with high morale and business wires because they will provide benefits for many people in the future. So that through self-impulse there must always be renewed through learning. In line with opinions (Drucker, 2018), where the next stage is the mindset that needs to be built by an entrepreneur in order to remain consistent in the future. If self-motivation has formed well, and the spirit of support will have and be responsible for the tasks and work will be easy to realize. An entrepreneur is not just a matter of theory, but what is very important is practice and practice. The mindset stage of a true entrepreneur needs to be instilled early on. It is essential, even if it looks trivial, to believe that successful people start their initial thinking, and this will be a good bridge between motivation and performance.

6 CONCLUSION

Based on the findings, it can be seen that human relations has a large role in determining success in the organization. Through this human relations will be a strong basis in generating and shaping work motivation for every human resource in the organization. Strong motivation will increasingly shape the personal human resources that can do to carry out their duties and responsibilities optimally. Through the existence of entrepreneur moderation will be a strong bridge in connecting motivation and performance.

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