

The Impact of Competency and Work Motivation on the Performance (Case Study of Consumer Loan AO at Bank GALUH Branch Office in Bandung Region)

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Abstract

Consumer credit is one of the main sources of income for Bank GALUH and plays a strategic role in supporting the company's business growth. In this process, Consumer Credit Account Officers (AO) are at the forefront, directly responsible for customer acquisition, creditworthiness analysis, and loan disbursement. However, based on field data, there are disparities in performance among AOs in Bandung branch offices. Some AOs have exceeded their targets, while others have not yet achieved optimal results despite operating within the same system. This situation serves as the foundation for this study to further explore the factors influencing these performance differences. This research employs multiple linear regression analysis to test the influence of competence and work motivation on performance. The competencies referred to include the technical, analytical, and interpersonal skills required by AO to perform their duties effectively. Meanwhile, work motivation refers to internal and external drivers that influence an individual's enthusiasm in achieving targets and providing the best service. The results of the analysis show that both competencies and work motivation have a positive and significant influence on AO performance, both partially and simultaneously. These findings confirm that improving employee performance does not depend solely on a target system, but also on personal qualities and individual work motivation. Therefore, a comprehensive human resource development strategy is needed, which not only improves technical skills but also builds healthy and sustainable work motivation, especially for AOs who are at the forefront of consumer credit services at Bank GALUH.

Keywords: competence, work motivation, performance, Account Officer, consumer credit, Bank GALUH.

INTRODUCTION

Bank Galuh, as a regional development bank, has an important role in encouraging economic growth in its operational areas, especially in the provinces of West Java and Banten (Hasibuan & Panggabean, 2021). Along with the development of an increasingly competitive banking industry, the need for professional and highly competitive human resources is the key to business sustainability (Sutanto & Dewi, 2020). One of the important elements in supporting Bank Galuh's business performance is the performance of Consumer Credit AO (AO), who plays a direct

role in the process of acquisition, analysis, and disbursement of credit to retail customers (Raharjo et al., 2020). The effectiveness of AO performance is closely tied to competencies such as financial analysis skills, customer engagement, and risk mitigation (Fitriani & Santosa, 2021). In regional development banks, the credit officer's performance has a direct effect on loan portfolio quality and customer satisfaction (Anggraini & Nugroho, 2019). Moreover, the sustainability of lending practices at the retail level is highly dependent on AO's adherence to prudent banking principles and regulatory compliance (Suryani & Yulianto, 2022). Therefore, strengthening AO capacity through training, incentives, and performance appraisal mechanisms becomes essential for ensuring competitive advantage in the banking sector (Wulandari & Saputra, 2020).

Based on Bank Galuh's financial statements, in the last three years (2022–2024), it was recorded that the company's profit experienced a downward trend, from Rp2.245 billion in 2022, decreasing to Rp1.681 billion in 2023, and then decreasing again to Rp1.455 billion in 2024. This condition indicates that the bank needs to conduct a comprehensive evaluation of strategic aspects, one of which is the management of productivity and the contributions of business divisions (Berger & Bouwman, 2013). A declining profit trend in banks is often linked to inefficiencies in operational cost structures or underperformance in credit distribution (Bitar et al., 2018). Strategic productivity management is essential in ensuring that all departments contribute optimally to value creation (Kapelko et al., 2015). Moreover, maintaining profitability requires continuous improvement in technological adoption, service innovation, and market responsiveness (Delis & Kouretas, 2011). Business division performance needs to be closely monitored through performance indicators and financial contribution ratios (Yilmaz & Uslu, 2016). In addition, effective resource allocation and risk management practices significantly influence the bottom-line of regional banks (Louzis et al., 2012). Therefore, adopting a data-driven and integrative strategic review is a necessary step for financial stability and long-term sustainability (Beccalli et al., 2015).

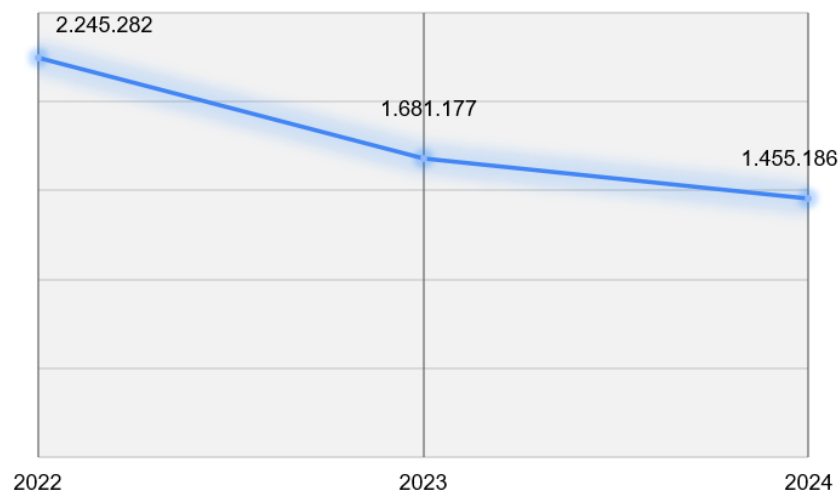


Figure 1. Bank GALUH Profit in 2022, 2023, 2024

Source: Internal Data of Bank GALUH, 2025

One of the main contributing segments in *Bank Galuh's* credit portfolio structure is the consumer credit segment, with total outstanding as of December 2024 amounting to Rp6.97 trillion, or around 65% of the total credit portfolio, which reached Rp10.73 trillion. The dominance of this segment not only shows the important role of consumer credit in maintaining the bank's income, but also places Consumer Credit *AOs* as the frontline that determines the achievement of company targets. Compared to the working capital (17%) and investment (18%) segments, the contribution of consumer credit is the main pillar that must be maintained to ensure quality and sustainable growth (Vahid-Golpayegani, 2024).

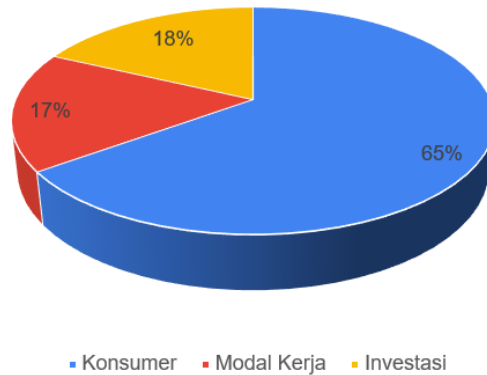


Figure 2. Credit Portfolio Structure at Bank GALUH in 2024
Source: Internal Data of Bank GALUH, 2025

According to Spencer & Spencer (1993), competence is a basic characteristic that is directly related to a person's success at work. Meanwhile, according to Herzberg (1959), strong work motivation will encourage a person to be more committed and contribute optimally to the organization. Thus, in this study, researchers are interested in analyzing the impact of competence and work motivation on the performance of Consumer Credit *AOs*.

The objectives, which are based on the research questions, are as follows: to understand how much influence Consumer Loan *AOs* have on their performance; to examine how aspects of work motivation, including its various dimensions, affect the performance of Consumer Loan *AOs*; to evaluate how competence and work motivation together affect *AO* performance, providing insight into the interaction between the two factors in the context of target achievement; and to identify and propose strategies that can be implemented by *Bank GALUH* to improve the competence and motivation of Consumer Loan *AOs*, so that they can achieve better and more consistent performance.

This research will be limited to the following scope: the study will focus on 87 Consumer Loan *AOs* in 11 (*eleven*) *Bank GALUH* branch offices in the Bandung area. The data used will be mainly sourced from within the company.

RESEARCH METHODS

This research design is structured to examine how competency and work motivation affect the performance of Consumer Loan *AOs*. The design follows a systematic methodological flow,

which includes problem identification, data collection, data analysis, and conclusion drawing, followed by recommendations for business solutions.

The initial stage of this research involved identifying a clear and defined problem regarding the effect of competence and work motivation on performance. This problem was identified based on initial observations and a literature review, which indicated that there was variability in *AO* performance that could be attributed to competency and motivation variables.

Data will be collected to measure the variables of competency, work motivation, and performance. This data collection method will use a survey designed to assess the level of competence and work motivation, and to measure performance based on achievement of credit targets. The survey will be distributed to Consumer Credit *AOs* at the *Bank GALUH* Bandung Office.

The data collected will be analyzed using descriptive methods to outline the general characteristics of the data. Further analysis will involve linear regression and hypothesis testing to determine the statistical influence of competence and work motivation on performance. This analysis aims to verify the relationship between variables and identify the most significant factors contributing to performance.

From the results of data analysis, this study will draw conclusions about the extent to which competence and work motivation affect *AO* performance. Based on these conclusions, strategic recommendations for business solutions will be developed that aim to improve performance at *Bank GALUH*. These recommendations will focus on developing and implementing better training programs, incentive policies, and human resource management strategies.

The final step is to design and propose the implementation of solutions based on the recommendations that have been developed. This involves working with *Bank GALUH*'s management to adopt and integrate the suggested strategies into their operational practices to improve work competencies and motivation, which will ultimately improve overall performance.

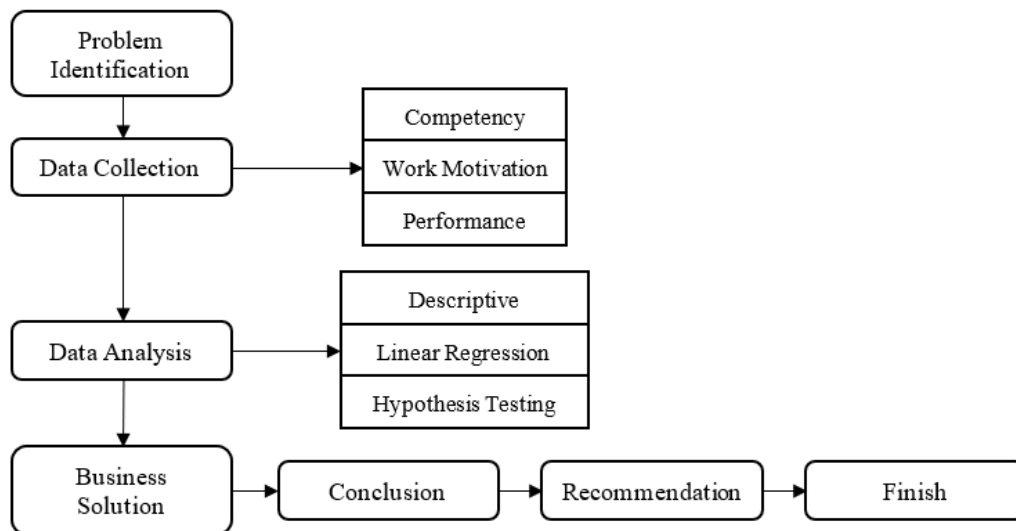


Figure 3. Research Design Flow

RESULT AND DISCUSSION

Descriptive Analysis

Competency Overview

Based on the results of data processing from 87 respondents who filled out the questionnaire, responses were obtained regarding competency variables as measured by five indicators. Details of respondents' responses are presented in Table IV.6:

Table 1. Respondents' Responses on Competence

No.	Size	SS	S	N	TS	STS	Actual Score	Average	Ket.
1	I strive to exceed the target number of loan disbursements for debtors that has been set each month.	50	34	3	0	0	395	4.54	Very good
2	I was able to analyze customer eligibility through data and documents to support proper credit disbursement and minimal risk.	43	42	1	0	1	387	4.45	Very good
3	I actively explore customers' financing needs to speed up the process from application to loan disbursement.	49	37	1	0	0	396	4.55	Very good
4	I am able to respond empathetically to customers' concerns or obstacles so that the loan application and disbursement process runs smoothly.	47	37	3	0	0	392	4.51	Very good
5	I proactively contacted prospective customers and initiated obstacle resolution so that the loan disbursement process would not be delayed.	50	35	2	0	0	396	4.55	Very good
Total							1966	4.52	Very good

Source: Results of Questionnaire, Data Processed (2025)

Based on Table 1, it is known that the actual total score of all competency indicators is 1,966 with an average value of 4.52. This value is included in the "Very Good" category, which indicates that in general the competence of Consumer Loan AOs at the Bandung Region GALUH Bank Office is rated very well by respondents and therefore needs to be maintained. The indicator with the highest average score is found in the statements "I actively explore customer financing needs to speed up the process of applying for and disbursing credit." and "I proactively contact prospective customers and initiate the resolution of obstacles so that the credit disbursement process is not delayed." each with an average score of 4.55. This shows that Consumer Loan AOs have excellent initiative and proactive skills in establishing communication with customers, which contributes positively to the effectiveness of the loan disbursement process.

Meanwhile, the indicator with the lowest average score was found in the statement "I am able to analyze customer eligibility through data and documents to support proper credit disbursement and minimal risk," with an average score of 4.45. Although this value is also included in the "Very Good" category, compared to other indicators, the aspect of analyzing customer eligibility is the area that has the lowest score and can be a concern for strengthening competencies in the future, for example through further training or technical assistance. Overall, these results reflect that Consumer Loan AOs have high competence in carrying out their roles, both in terms of target achievement, feasibility analysis, communication, and taking initiatives to resolve loan disbursement obstacles.

Work Motivation Overview

Based on the results of data processing from 87 respondents who filled out the questionnaire, responses were obtained regarding work motivation variables as measured by six indicators. Details of respondents' responses are presented in Table 2:

Table 2. Respondents' Responses to Work Motivation

No.	Size	SS	S	N	TS	STS	Actual Score	Average	Ket.
1	I feel satisfied when I achieve challenging and strategic loan disbursement targets for the branch.	57	23	7	0	0	398	4.57	Very good
2	I feel appreciated for my achievements in loan disbursement by my superiors and coworkers.	35	34	18	0	0	365	4.20	Good
3	I was given full trust to manage the entire loan disbursement process without constant supervision.	14	33	21	16	3	300	3.45	Good
4	I have an open and supportive working relationship with my superiors in supporting debtors' loan disbursement.	34	49	4	0	0	378	4.34	Very good
5	I feel that the environment and work system support the smooth process of loan disbursement.	32	44	10	1	0	368	4.23	Very good
6	I feel that the salary I receive reflects my workload and responsibilities in loan disbursement.	12	37	29	7	2	311	3.57	Good
Total							2120	4.06	Good

Source: Results of Questionnaire, Data Processed (2025)

Based on Table 2, it is known that the total actual score of work motivation is 2,120, with an average score of 4.06, which is included in the "Good" category. This shows that in general, the work motivation of Consumer Loan AOs at the Bandung Region GALUH Bank Office is at a good and positive level, although it still has room for further improvement. The indicator with the highest average is found in the statement "I feel satisfied when I achieve challenging and strategic loan disbursement targets for the branch," with a value of 4.57 which is in the "Very Good"

category. This shows that target achievement is one of the main drivers of respondents' work motivation, especially if the target has strategic value for their work unit.

Meanwhile, the indicator with the lowest average score was found in the statement "I was given full trust to manage the entire loan disbursement process without constant supervision", with an average score of 3.45, which falls into the "Good" category, but is close to the lower limit of the category. In addition, the statement "I feel that the salary I receive reflects my workload and responsibilities in loan disbursement" also showed a relatively low score of 3.57, although still in the "Good" category. These two indicators reflect that some respondents feel that the level of trust given in the performance of duties as well as the adequacy of financial compensation has not been fully optimized. This is an important note in the context of strengthening work motivation, as trust and perceptions of reward fairness are elements that influence employee morale and engagement. Overall, these results indicate that the work motivation of AOs within Bank GALUH is relatively good, but still needs to be strengthened, especially in the aspect of giving trust in work management and adjusting the workload to the rewards received. Strategic steps such as evaluating the remuneration system and increasing autonomy in carrying out tasks can be considered to further encourage work motivation to a more optimal level.

Performance Overview

Based on the results of data processing from 87 respondents who filled out the questionnaire, responses were obtained regarding performance variables as measured by four indicators. Details of respondents' responses are presented in Table 3:

Table 3. Respondents' Responses on Performance

No.	Size	SS	S	N	TS	STS	Actual Score	Average	Ket.
1	I consistently achieve or exceed the target number of debtors and volume of loans disbursed each month.	18	47	22	0	0	344	3.95	Good
2	I checked the loan application documents carefully to avoid errors that could slow down the disbursement process.	39	45	3	0	0	384	4.41	Very good
3	I ensure the process from application to loan disbursement is completed on time as per the service target.	48	38	1	0	0	395	4.54	Very good
4	I can handle more than one loan disbursement at the same time without compromising accuracy.	43	38	4	2	0	383	4.40	Very good
Total							1506	4.33	Very good

Source: Data Processing Results (2025)

Based on Table 3, it is known that the total actual score of all performance indicators is 1,506, with an average of 4.33, which is included in the "Very Good" category. This shows that in general the performance of Consumer Loan AOs at the Bandung Region GALUH Bank Office is rated very well by respondents, and therefore needs to be maintained. The indicator with the highest average value is found in the statement "I ensure the process from submission to loan

disbursement is completed on time according to the service target", with an average of 4.54. This finding reflects that employees have a high commitment to timeliness in credit disbursement services, which is an important part of operational performance.

Meanwhile, the indicator with the lowest average score was the statement "I consistently achieve or exceed the target number of debtors and the volume of loans disbursed each month", with an average of 3.95. Although in the "Good" category, this value is the lowest compared to other indicators, so it needs special attention, for example through evaluating the target burden set, assisting in target achievement strategies, or increasing work efficiency to support the achievement of more optimal performance. Overall, these results illustrate that Consumer Loan AOs have high performance in the aspects of timeliness, document accuracy, multitasking ability, and target achievement, but still require strengthening on indicators that have relatively lower scores to maintain overall performance consistency.

Instrument Testing

Validity Test

The results of the validity test in this study are as follows:

Table 4. Validity Test Results

Variables	Indicator	r count	r table	Description
Competence (X1)	X1.1	0.678	0.213	Valid
	X1.2	0.669	0.213	Valid
	X1.3	0.775	0.213	Valid
	X1.4	0.761	0.213	Valid
	X1.5	0.620	0.213	Valid
Work Motivation (X2)	X2.1	0.665	0.213	Valid
	X2.2	0.698	0.213	Valid
	X2.3	0.676	0.213	Valid
	X2.4	0.757	0.213	Valid
	X2.5	0.575	0.213	Valid
	X2.6	0.196	0.213	Invalid
Performance (Y)	Y1	0.585	0.213	Valid
	Y2	0.646	0.213	Valid
	Y3	0.732	0.213	Valid
	Y4	0.710	0.213	Valid

Source: Data Processing Results (2025)

Based on table 4, the validity test results show that there is one statement item that has a value of $r \text{ count} < r \text{ table}$, so it can be concluded that the statement item X2.6 is declared invalid. Therefore, statement item X2.6 will be deleted and the latest validity test results are as follows:

Table 5. Final Validity Test Results

Variables	Indicator	r count	r table	Description
Competence (X1)	X1.1	0.678	0.207	Valid
	X1.2	0.669	0.207	Valid

Variables	Indicator	r count	r table	Description
Work Motivation (X2)	X1.3	0.775	0.207	Valid
	X1.4	0.761	0.207	Valid
	X1.5	0.610	0.207	Valid
	X2.1	0.665	0.207	Valid
	X2.2	0.698	0.207	Valid
	X2.3	0.676	0.207	Valid
	X2.4	0.757	0.207	Valid
	X2.5	0.575	0.207	Valid
Performance (Y)	Y1	0.585	0.207	Valid
	Y2	0.646	0.207	Valid
	Y3	0.732	0.207	Valid
	Y4	0.710	0.207	Valid

Source: Data Processing Results (2025)

Based on table IV.10, the validity test results show that all statement items have a value of $r \text{ count} > r \text{ table}$, so it can be concluded that all statement items are declared valid.

Reliability Test

The results of the reliability test in this study are as follows:

Table 6. Reliability Test Results

Variables	Cronbach's Alpha	Standard	Description
Competence (X1)	0.797	0.70	Reliable
Work Motivation (X2)	0.706	0.70	Reliable
Performance (Y)	0.763	0.70	Reliable

Source: Data Processing Results (2025)

Based on table 6, the reliability test results show that all variables have a Cronbach's Alpha value > 0.70 . So it can be concluded that all variables are reliable.

Classical Assumption Test

Normality Test

The results of the normality test in this study are as follows:

Table 7. Normality Test Results

Test Statistic	Asymp. Sig. (2-tailed)	Description
0.097	0.043	Not Normally Distributed

Source: Data Processing Results (2025)

Based on table 7, the results of the normality test using the Kolmogorov Smirnov method obtained the significance results of the normality test of 0.043 where the results are smaller than the significance level of 0.05 so it can be concluded that the normality test in this study is not normally distributed. Because the data is not normally distributed, data transformation is carried out using ln and the following are the results of the normality test after data transformation:

Table 8. Normality Test Results After Data Transformation

Test Statistic	Asymp. Sig. (2-tailed)	Description
0.090	0.076	Normally Distributed

Source: Researcher's Data, 2025

Based on table 8, the results of the normality test using the Kolmogorov Smirnov method obtained the significance results of the normality test of 0.076 where these results are greater than the significance level of 0.05 so it can be concluded that the data is normally distributed.

Heteroscedasticity Test

The results of the heteroscedasticity test in this study are as follows:

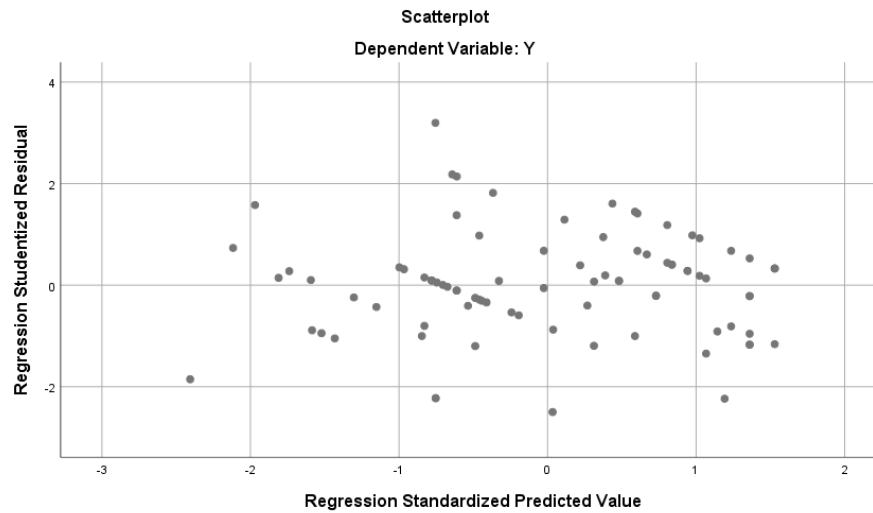


Figure 4. Scatterplots Test Results

Source: Researcher's Data, 2025

Based on Figure 4 Scatterplots test results above, it can be seen that the data points spread above and below or around the number 0 and the distribution of data points does not form a pattern. Thus it can be concluded that the results of the heteroscedasticity test show that there are no symptoms of heteroscedasticity or free from heteroscedasticity.

Linearity Test

The results of the linearity test in this study are as follows:

Table 9. Linearity Test Results

F	Sig.	Description
0.919	0.506	Linear

Source: Data Processing Results (2025)

Based on table 9, the linearity test results show that the significance value is 0.506 where the result is greater than the significance level of 0.05 so it can be concluded that there is a significant linear relationship.

Multicollinearity Test

The results of the multicollinearity test in this study are as follows:

Table 10. Multicollinearity Test Results

	Tolerance	VIF
X1	0.785	1.274
X2	0.785	1.274

Source: Data Processing Results (2025)

Based on table 10, the multicollinearity test results show that all variables have a tolerance value > 0.10 and a VIF value < 10, it can be concluded that there are no symptoms of multicollinearity or free from multicollinearity.

Multiple Linear Regression Test

The results of multiple linear regression testing in this study are as follows:

Table 11. Multiple Linear Regression

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.408	0.515		0.791	0.431
X1	0.468	0.076	0.493	6.188	0.000
X2	0.269	0.054	0.396	4.969	0.000

Source: Data Processing Results (2025)

Based on table 11, a multiple linear regression model or equation is obtained as follows:

$$Y = 0.408 + 0.468X1 + 0.269X2$$

The linear regression equation has the following meaning:

1. The constant (a) of 0.408 indicates that if the Competence (X1) and Work Motivation (X2) variables are zero, the Performance (Y) value is estimated at 0.408.
2. The regression coefficient of X1 (Competence) of 0.468 means that each one unit increase in the Competence variable will increase Performance by 0.468 units, assuming the Work Motivation variable remains constant. The significance value of 0.000 (<0.05) indicates that this effect is positive and statistically significant, so that Competence has a real contribution to improving Performance.
3. The regression coefficient X2 (Work Motivation) of 0.269 means that each one unit increase in the Work Motivation variable will increase Performance by 0.269 units, assuming the Competency variable is fixed. The significance value of 0.000 (<0.05) also shows that this effect is positive and significant, which means that Work Motivation also plays an important role in influencing Performance.

Hypothesis Test

Partial T test

Based on table IV.16, it can be seen that the effect of the independent variables on the dependent variable partially is as follows:

1. The t count value of the competency variable (X1) is $6.188 >$ from the t table of 1.989 and the sig value. $0.000 < 0.05$ then H_0 is rejected and H_1 is accepted. In other words, the competency variable (X1) has a positive and significant effect on performance (Y) on Consumer Loan AO at the Bandung Region GALUH Bank Office.
2. The t calculated value of the work motivation variable (X2) is $4.969 >$ from the t table of 1.989 and the sig value. $0.000 < 0.05$ then H_0 is rejected and H_1 is accepted. In other words, the work motivation variable (X2) has a positive and significant effect on performance (Y) on Consumer Loan AO at the Bandung Region GALUH Bank Office.

Simultaneous F Test

The F test or model feasibility test is used to determine whether there is a simultaneous influence between competence and work motivation on performance. The results of simultaneous hypothesis testing in this study are as follows:

Table 12. F Test Results

	df	F	Sig.
Regression	2	58.294	0.000
Residuals	84		
Total	86		

Source: Data Processing Results (2025)

Based on table 12, the F test results produce a significance value of 0.000. This significance value is smaller than 0.05. So this shows that there is a significant and simultaneous influence between competence and work motivation on performance.

Test Coefficient of determination (R²)

The results of the coefficient of determination test in this study are as follows:

Table 13. Test Results of the Coefficient of Determination (R²)

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.762	0.581	0.571	0.30584

Source: Data Processing Results (2025)

Based on Table 13, the Adjusted R Square value is 0.571, which means that 57.1% of the variability in performance (Y) can be explained by the two independent variables, namely competence (X1) and work motivation (X2) together. Meanwhile, the remaining 42.9% is explained by other factors outside this research model, such as employee engagement factors, work environment, leadership, or incentive systems that are not included in this analysis. The coefficient of determination, which is quite high, indicates that the multiple regression model used has good

predictive ability, and the competency and work motivation variables contribute significantly in explaining the performance of Consumer Loan AOs at the Bandung Region GALUH Bank Office.

Business Solution

Business Solution Regarding Work Competency

The results of descriptive tabulation on competency variables are used to identify areas of strengthening needed to optimize the performance of Consumer Loan AOs within Bank GALUH Bandung Region. From the results of data processing involving 87 respondents, it can be seen that in general the competence of AOs is in the "Very Good" category with an average score of 4.52 from five main indicators.

This score reflects that the majority of AOs already have high competence in various aspects of their work, such as achieving disbursement targets, analytical skills, understanding customer needs, and initiative in handling obstacles in the field.

However, the competency strengthening approach is still important. Data from the Human Capital Division shows that there are still some AOs who fall into the "Moderately Competent" category and even "Less Competent". Therefore, business solutions are focused on competency development strategies that suit the conditions of each AO, as well as considering the efficiency and optimization of company programs.

Program for AOs with "Competent" Category

AOs who have demonstrated a high level of competence are given more room to grow. Some initiatives that can be taken to maintain morale and continue to encourage the growth of their competencies include:

a. Involving AO in strategic projects

Competent AOs need to be given more trust, by being involved in special projects that are not only routine, but also have a direct impact on branch business growth. One concrete example is when there is an acceptance of a new State Civil Apparatus (ASN).

In this moment, AOs can be involved from the beginning in the acquisition planning process, starting from mapping the potential of new ASNs as prospective debtors, developing an approach strategy, determining the type of credit product that is most suitable to offer, to compiling offering presentation materials. Furthermore, they can also be responsible for carrying out the bidding process, assisting up to the credit disbursement stage, and finally compiling an execution report as a form of final evaluation.

Through this involvement, AOs not only become technical executors, but also learn to think strategically, plan, and understand the importance of reporting and evaluation. This will give them confidence, strengthen their attachment to the branch's goals, and elevate their competencies to a higher level.

b. Provide access to advanced training and professional certification

Recommend AOs to attend more in-depth trainings. For example, training on digital credit scoring, risk management, or leadership development.

c. Make them mentors for other AO colleagues

In daily operations, the placement of AOs within Bank GALUH is quite dynamic. Internal mutations or the addition of new personnel often occur, especially when there is branch expansion or an increase in credit service needs. In this context, AOs who have proven to be competent can serve as mentors for new AOs who have just joined or have just been transferred to the consumer credit unit. The role of a mentor is not only to assist in technical work, but also to share experiences, work values, and effective approaches in dealing with various customer characters. By becoming a mentor, experienced AOs feel more valued and contribute more broadly to the development of the team. This mentoring activity is formed informally, such as regular discussions.

d. Preparing them for the leadership talent pool

As the spearhead in the consumer credit business, which is the main pillar of Bank GALUH, competent AOs need to be given the opportunity to grow to a higher career level. One of the strategic steps is to include them in leadership development programs such as Galuh Future Leader or AO Development Program.

Program for AOs with "Moderate and Incompetent" Category

For AOs who still need competency strengthening, more personalized and intensive approach activities are carried out, namely:

a. Needs-Based Core Training

AOs in this category are involved in simulation-based technical training and real case studies that they face on a daily basis. For example, training on analyzing creditworthiness documents, recognizing credit risks, and negotiation techniques with prospective debtors. The focus is on equipping them with skills that can be directly applied in the field.

b. On-the-Job Mentoring

Activities are carried out by their direct managers or by assigning competent senior AOs to assist AOs who are in the process of improving. With the "buddy system" work pattern, the knowledge transfer process will occur naturally and in context. Accompanied AOs will be more confident because they can learn directly from the experience of their colleagues.

c. Periodic Competency Evaluation

To monitor progress, regular evaluations (e.g. every three months) are conducted by the direct manager. Evaluation results can be used to develop personal learning plans and provide constructive feedback.

d. Credit Simulation and Role Play

This activity provides hands-on experience for AOs to handle work scenarios in the form of simulations, starting from the initial stage of credit application to disbursement. Through this role play, AOs can learn to deal with various types of customers and complex credit conditions.

Cross-divisional Collaboration and Sustainable Approach

There is a synergy between the Consumer Credit Division and Human Capital so that this competency development program runs effectively. This program is developed on an ongoing basis and evaluated periodically. With a customized strategy based on AO competency level, Bank

GALUH not only maintains consumer credit performance, but also encourages the growth of more resilient human resource quality.

Business Solution Regarding Work Motivation

The tabulated results of descriptive research are used to determine the business problems that occur in work motivation variables so that they can be used as a reference to improve AO performance at Bank GALUH Branch Office in Bandung Region. Overall, the results obtained show that the average score obtained is in the "Good" category. There are 6 (six) questions asked by researchers to determine the work motivation of AO at Bank GALUH Branch Office in Bandung Region. In the descriptive analysis of consumer responses to Work Motivation, an average total score of 4.06 was obtained, which is categorized on a continuum line, which is in the "Good" position, because it is in the average score between 3.41-4.20.

The one question item that had the lowest score was the third item, where respondents felt that they were not given full trust to manage the entire loan disbursement process without continuous supervision (score 3.45). AOs should be given trust, creating empowerment and autonomy in their work. This is important to build a sense of responsibility, initiative, and emotional involvement of the AO towards the work process. Some of the activities that can be done to strengthen empowerment and work autonomy are as follows:

a. Discussion Sessions

Organize regular discussion sessions between AO and direct supervisors to discuss experiences, work challenges and improvement ideas. Give AO the opportunity to speak openly, without pressure and to be actively listened to, so that they feel comfortable in participating and contributing.

b. Brainstorming Sessions

This session focuses on inviting AOs to think creatively and generate new ideas to improve work processes and alternate new solutions to the obstacles faced, so that they will feel part of the solution, not just implementers.

c. Problem-Solving training or workshop

One way to encourage AOs to be more confident and independent in their work is to hold training or workshops that focus on problem solving. In this session, AOs can learn how to recognize problems in the field, understand their causes, and try to find the most appropriate solution. The training materials are not theoretical, but taken from real situations that they experience on a daily basis, so AOs will feel that their experience is valued, and they will become more involved in improving work processes. In addition, this activity can be a space to build team spirit, foster self-confidence, and make AOs feel that they have an important role in decision-making.

d. Self-evaluation sessions

Conduct periodic self-evaluation sessions where AO can evaluate performance, assess strengths and determine the personal corrective steps (personal action plan) that need to be taken. This approach helps build self-awareness and ownership of the work.

In all these activities, the most important thing is to create an atmosphere that encourages AO to feel comfortable expressing ideas, taking part, and knowing that their opinions are truly heard. When AOs are trusted to make decisions, are involved in problem solving, and feel that what they do has a real impact, their motivation will grow. They no longer just carry out instructions, but also feel they have a stake in the success of the team. Trust from superiors, room to grow, and a supportive environment are key to getting AOs to work with more enthusiasm, feel valued, and ultimately contribute more to branch performance.

The second lowest question is the sixth question item, where respondents feel that the salary received does not fully reflect the workload and responsibilities in carrying out the credit process. Thus, the Human Capital Division needs to review the applicable compensation and incentive system, so that it is more in line with the work reality faced by AOs in the field. The balance between workload, pressure to achieve targets, and the rewards received is an important key in maintaining AO morale.

Some of the activities that need to be done to improve perceptions of compensation fairness and strengthen motivation through a more meaningful reward system include:

a. Set clear and measurable performance targets.

In order for AOs to be more focused and directed, it is necessary to set more specific work targets. Realistic targets will help Consumer Loan AOs measure their achievements and feel more confident when they meet them.

b. Develop fair and transparent incentives

AOs know clearly how their performance is assessed and what they will receive if they achieve their targets. When the process is open, Consumer Loan AOs do not feel hesitant or suspicious, and instead are more enthusiastic because they know the direction that must be achieved. This fairness and openness can also avoid conflict within the team.

c. Provide flexible incentive options

Everyone has different preferences. Some are motivated by cash bonuses, while others prefer additional training or even extra time off. Giving choices makes AOs feel more personally valued, as the company pays attention to their individual needs and tastes.

d. Provide meaningful non-monetary rewards

Simple appreciation such as a thank you from your boss, a mention in an internal forum, or a certificate of achievement can go a long way. Being recognized sincerely and in the presence of colleagues can have a much deeper effect.

e. Hold consistent and constructive feedback sessions

Regular feedback, not just when there is a problem, will make the AO feel supported. Managers express appreciation for achievements, as well as help AOs develop corrective steps if needed.

f. Create a tiered reward system

Creating a multilevel award system will make newly developed AOs feel appreciated. By creating a tiered award system such as bronze, silver, and gold, AOs are encouraged to keep

leveling up. This also gives everyone the opportunity to feel like they have a chance to be recognized, not just those who are always at the top.

g. Evaluation of the incentive program should be done regularly.

Review whether the Program is effective in driving sales performance and employee satisfaction. If necessary, make adjustments to ensure that the incentive program continues to be relevant and effective.

Business Solution Regarding Performance

The results of descriptive tabulation on performance variables involving 87 respondents, the average performance score obtained is 4.15, which is included in the "Good" category. This means that in general the AOs have worked well in carrying out their roles. However, there is one dimension that shows the lowest score, namely in the efficiency aspect, with an average score of 3.99.

This figure indicates that some AOs still feel that they are not optimal in managing their time and resources when serving several customers at once, especially when facing a high workload.

So the solution that can be a real step in improving performance, especially in terms of efficiency is :

a. **AO Workload Mapping**

Workload mapping is done to ensure that the duties and responsibilities of each AO are balanced, not too heavy on one side, and in accordance with their respective capacities and roles. That way, they can focus on working effectively without feeling overwhelmed, and their work results can be optimized.

b. **Time Management and Prioritization Training**

The Time Management and Prioritization training aims to help AOs better manage their work schedules, recognize the most important tasks, and complete work more efficiently. This way, they can stay focused, avoid procrastination, and achieve maximum work output every day.

c. **Sharing and Mentoring Forum**

The Sharing and Mentoring Forum aims to create a sharing space between AOs, where they can exchange experiences, success stories, or challenges faced in the field. Through this forum, more experienced AOs can also become mentors for newer colleagues, thus creating an atmosphere of mutual support and learning together.

d. **Setting a Realistic Internal SLA (Service Level Agreement)**

Establishing a realistic Internal SLA (Service Level Agreement) aims to provide clear time guidelines for each work process, so that AOs do not feel rushed but still have measurable completion targets. With a reasonable and mutually agreed time limit, work can run more organized, efficient, and still maintain the quality of service to customers.

e. **Conduct routine and personalized evaluation and feedback from immediate supervisors**

Conducting regular and personalized evaluations and feedback from direct supervisors aims to help AOs understand their overall performance development, as well as provide direction and

encouragement according to their needs, in order to improve work effectiveness and achieve set targets.

CONCLUSION

The conclusions that can be drawn from the results and discussion of this research are as follows: Competency has a positive and significant influence on the performance of Consumer Loan AOs at the *Bank GALUH* Branch Office in the Bandung Region. Likewise, Work Motivation also has a positive and significant effect on their performance. The influence of Competency (X1) and Work Motivation (X2) on Performance (Y) simultaneously is 57.1%, as shown by the adjusted R^2 value in the regression analysis. This means that more than half of the variation in AO performance can be explained by the combined improvement of their competency and motivation. To improve performance, the company should focus on enhancing both competency and motivation through targeted interventions, such as competency-based development programs, trust-building, recognition, and a better reward system that reflects actual responsibilities.

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