

# The Influence of Competence, Career Development, Organizational Commitment and Job Satisfaction on Banking Employee Performance

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## I. INTRODUCTION

The development of banking is very rapid and the dynamics of the banking world in Indonesia have changed a lot over time. In addition to being caused by external influences in the banking sector, this is also inseparable from the influence of internal changes within the Bank itself, such as improving facilities and services. This very rapid development needs to be followed by good HR (Human Resources) management.

According to Armstrong (2020:3) HR management is a strategic, integrated and coherent approach to the implementation of employee work, development and welfare of employees working in the organization. Therefore, Armstrong (2020:8) states that the management of the most valuable organizational assets is employees who work both individually and together who contribute to the achievement of employee and organizational goals. Consistent with Dressler (2019:2) states that HR management is the process of getting employees (selection), training, providing compensation, assessing employee work results, establishing work relationships, health, safety and justice issues.

In the banking sector, employee performance can be improved, both empirically and theoretically influenced by various factors including competence. Widodo (2015) stated that one of the factors that influences employee performance is competence. Competence is a basic characteristic possessed by a person that allows them to provide superior performance in a particular job, role or situation which includes motives, personal character, self-concept, knowledge, skills (Fadhil, 2016). Competence has an important role in improving employee performance (Serli, et., al., 2023; Herry Pratama, et., al., 2023; Tengku Ine Hendriana, 2023. However, research findings by Naumi Apriyani and

Emanuel Bayu Dirganthara (2023), Vitra Ilmiati Syariat Nandariani (2023) found that competence had no significant effect on employee performance.

Another factor that can encourage increased employee performance is career development. According to Widodo (2015:53) "Career development is a series of lifelong activities that contribute to the exploration, establishment, success and fulfillment of a person's career". Career development can significantly improve employee performance (Muhammad Nepo Fauzan et., al. (2023), Syitah and Nasir (2019) found that there was a significant positive influence of career development on employee performance. However, career development is not always able to improve employee performance, this is revealed by the results of research by Suryanto et., al (2023). Organizational commitment is a strong feeling of an employee to be part of an organization which is manifested in affective, continuance and normative commitment. Steers and Porter (2012:442) stated that organizational commitment is a strong feeling that an employee has in an organization and also has high work involvement in the organization. Organizational commitment is actually more than just loyalty, but also an active contribution to the organization (Miner, 2014:234). Organizational commitment can significantly improve employee performance (Misnan, et., al., 2023; Asep Achmad Rifa'I, 2023; Nurdjanah Hamid et., al., 2023. However, Deny Robbi Manel et., al (2023) stated that organizational commitment is not always able to improve employee performance.

Job satisfaction is also a factor that can encourage increased employee performance. The theoretical basis used as a reference in this study is the intrapersonal comparison theory (discrepancy theory) by Porter quoted from VeitzalRivai and Jauvani (2013:480) that the satisfaction or

dissatisfaction felt by individuals is the result of comparisons made by themselves against the various results that have been obtained from work and what they expect. High job satisfaction has a significant influence on improving employee performance (Suhartono, 2023; Mutiara Gom-GomRoitoNadapdap et., al., 2023; ArdiansyahIrwansaputra et., al. 2023). However, different results were expressed by Indra Kusdianto et., al (2023) who found that job satisfaction had no significant effect on employee performance. Based on the explanation above, this study was conducted to examine the improvement of employee performance in Banking in South Konawe Regency based on the perspective of competence, career development, organizational commitment and job satisfaction.

## II. LITERATURE REVIEW AND RESEARCH HYPOTHESIS

### 2.1. The Influence of Competence on Employee Performance

Muljono (2001:38) stated that competence is very important and plays a role in improving employee performance or work achievement. The common variables consist of; self-confidence, educational background, work experience, skills and insight. Competence is an ability to carry out or do a job or task that is based on skills and knowledge and supported by the nature of the work required by the job (Wibowo, 2016). Thus, competence shows skills or knowledge that are characterized by professionalism in a particular field as something that is superior in that field. Competence explains what people do in the workplace at various levels and details the standards of each level, identifies the characteristics, knowledge and skills required by individuals that enable them to carry out tasks and responsibilities effectively so as to achieve professional quality standards in work, and covers all aspects of performance management records, specific skills and knowledge, attitudes, communication, applications, and development. Suprihanto et., al, (2003) that performance is influenced by ability, expertise, knowledge, attitude, motivation and stress. This was also emphasized by Hersey and Blanchard in Wibowo (2016) where performance is influenced by competence.

Support for previous research findings that have tested the influence of competence on employee performance by Serli, et., al (2023), Herry Pratama, et., al (2023), Tengku Ine Hendriana (2023), Md. Atikur Rahaman, et., al (2023), Fathur Rosi and

Rozaini binti Muhamad Rozkee (2023) found that there is a significant positive influence between competence and employee performance. There is a gap in previous research results by Naumi Apriyani and Emanuel Bayu Dirganthara (2023), Vitra Ilmiati Syariat Nandariani (2023) found that competence had no significant effect on employee performance. Based on the theoretical study and research results above, the first hypothesis in this study is as follows:

**H1: Competence has a positive and significant effect on the performance of Banking employees in South Konawe Regency.**

### 2.2. The Influence of Career Development on Employee Performance

Based on the fact that an employee will need a series of knowledge, skills and abilities that develop to work well and the succession of positions encountered during his career, career development is an important thing to do to change the human resources owned by the organization, from one condition to another better condition through long-term education and learning experiences in preparing employees for future responsibilities. Career development aims to produce reliable organizational human resources and have competencies that are in accordance with the needs of the organization. The purpose of career development is ultimately to create employees who have good performance by improving their ability to perform better. If the previous employee/employee performance is positive, then the career development provided aims to further improve the employee's achievement in the process of climbing the career ladder.

According to Alwi (2001) protean career on employee/employee development patterns has implications because careers are no longer directed at filling positions that are structurally available, but are directed at the psychological success of employees where an employee's responsibility for his career becomes greater. According to Nawawi (2001), career development is not just a promotion to a higher position, but also an encouragement to advance in work, namely increasing knowledge and skills/expertise so that they become more successful as competitive workers.

Support for previous research findings that have tested the influence of career development on employee performance by Muhammad Nepo Fauzan et., al (2023), Bintari (2018), Budiharta et al, (2020), Syitah and Nasir (2019), Ali et al, (2019), Pandenan (2017) found that there is a

significant positive influence between career development on employee performance. There is a gap in the results of previous research by Suryanto et., al (2023) who found that career development had no significant effect on employee performance. Based on the theoretical study and research results above, the second hypothesis in this study is as follows:

**H2: Career development has a positive and significant effect on the performance of Banking employees in South Konawe Regency.**

### **2.3. The Influence of Organizational Commitment on Employee Performance**

Haris (2017) showed that if organizational commitment increases or improves, it will have a positive impact on employee performance and vice versa. Pamungkas (2014) stated that performance can be improved if employee commitment to the company organization is very strong. Previous research shows a positive relationship between organizational commitment and desired outcomes such as increased employee performance.

Support for previous research findings that have tested the effect of organizational commitment on employee performance by Misnan, et., al (2023), Asep Achmad Rifa'i (2023), Anis Sya'bania et., al (2023), Nurdjanah Hamid et., al (2023), Irfan Mardiansyah (2022), found that there is a significant positive influence between organizational commitment and employee performance. There is a gap in the results of previous research by Sukmawati et., al (2022), Deny Robbi Manel et., al (2023) found that organizational commitment has no significant effect on employee performance. Based on the results of previous research above, the third hypothesis in this study is as follows:

**H3: Organizational commitment has a positive and significant effect on the performance of banking employees in South Konawe Regency.**

### **2.4. The Influence of Organizational Commitment on Employee Performance**

Haris (2017) showed that if organizational commitment increases or improves, it will have a positive impact on employee performance and vice versa. Pamungkas (2014) stated that performance can be improved if employee commitment to the company organization is very strong. Previous research shows a positive relationship between organizational commitment and desired outcomes such as increased employee performance. Support for previous research findings that have tested the effect of organizational commitment on employee

performance by Misnan, et., al (2023), Asep Achmad Rifa'i (2023), Anis Sya'bania et., al (2023), Nurdjanah Hamid et., al (2023), Irfan Mardiansyah (2022), found that there is a significant positive influence between organizational commitment and employee performance. There is a gap in previous research results by Sukmawati et., al (2022), Deny Robbi Manel et., al (2023) found that organizational commitment has no significant effect on employee performance. Based on the results of previous research above, the fourth hypothesis in this study is as follows:

**H3: Organizational commitment has a positive and significant effect on the performance of banking employees in South Konawe Regency.**

### **2.5. The Influence of Job Satisfaction on Employee Performance**

Robbins (2015: 170) stated that job satisfaction is a general attitude towards one's work as the difference between the amount of rewards received by workers and the amount of rewards they believe they should receive. Job satisfaction is an important thing that individuals have in their work. Each individual worker has different characteristics, so the level of job satisfaction also varies, the high and low levels of job satisfaction can have different impacts.

Support for previous research findings that have tested the effect of job satisfaction on employee performance Suhartono (2023), Mutiara Gom-Gom Roito Nadapdap et., al (2023), Ardiansyah Irwan Saputra et., al (2023), Anak Agung Bagus Aris Hartawan et al (2023), Christian Rico Yudi Pratama et al (2023), Rella Nurani (2023), Muhammad Nepo Fauzan et., al (2023) found that there is a significant positive influence between job satisfaction and employee performance. There is a gap in previous research results by Indra Kusdianto et., al (2023), Ake Esalutfiani et al (2023), Kusuma Kirana, et al (2023) found that job satisfaction has no significant effect on employee performance. Based on the results of previous research above, the fifth hypothesis in this study is as follows:

**H5: Job satisfaction has a positive and significant effect on the performance of banking employees in South Konawe Regency.**

## **III. RESEARCH METHODS**

This research design uses a quantitative approach, with an explanatory research type. The reason for using explanatory research is because the purpose of this study is to test and explain the

influence of competence, career development, organizational commitment, job satisfaction on the performance of Banking employees in South Konawe Regency. This study was conducted using a survey method to 91 Bank employees in South Konawe Regency. The data analysis used is descriptive statistical analysis and inferential statistical analysis using SEM PLS analysis.

#### IV. RESEARCH RESULTS AND DISCUSSION

In this chapter, the researcher presents the research results and discussion with the aim of providing information about the general description, characteristics of respondents, descriptions of variables, analysis of research data, hypothesis testing and relationships between variables, as well as discussion of the research results as follows.:

#### ❖ Partial Least Square (PLS) Analysis Results

Hypothesis testing and direct influence path coefficients between competency variables, career development, organizational commitment and job satisfaction on employee performance. Of the four direct influences tested, all direct influences that have a positive and significant effect are: competency on employee performance, career development on employee performance, organizational commitment on employee performance, and job satisfaction on employee performance. The results of testing the influence between variables can be seen from the path coefficient values and critical points presented in table 4.1

Table 4.1. Path Coefficients and Research Hypothesis Testing

Direct Effect		Path Coefficient ( $\beta$ )			Hypothesis testing Result	
		Estimate	t-statistik	p-value		
<b>H1.</b>	K (X <sub>1</sub> ) -> KK (Y)	0.215	2.936	0.003	Sig.	Accepted
<b>H2.</b>	PK (X <sub>2</sub> ) -> KK (Y)	0.366	4.273	0.000	Sig.	Accepted
<b>H3.</b>	KO (X <sub>3</sub> ) -> KK (Y)	0.282	2.528	0.011	Sig.	Accepted
<b>H4.</b>	KKK (X <sub>4</sub> ) -> KK (Y)	0.139	2.055	0.040	Sig.	Accepted

Description: K = Competence (X<sub>1</sub>); PK = Career Development (X<sub>2</sub>); KO = Organizational Commitment (X<sub>3</sub>); KKK = Employee Job Satisfaction (X<sub>4</sub>); KK = Employee Performance (Y).

Source: PLS processed results, 2023 with p-value = significant at .05 level

The test results in Table 4.1, the test of the direct influence path coefficient and the research hypothesis aims to answer whether the proposed hypothesis can be accepted or rejected, can be explained as follows.:

#### H<sub>1</sub>. Kompetensiberpengaruh positif dan signifikan terhadap kinerja karyawan

Hasil pengujian pengaruh kompetensi terhadap kinerja karyawan dapat dibuktikan dengan nilai estimate koefisien jalur sebesar 0,215 dengan arah positif. Koefisien jalur bertanda positif memiliki arti pengaruh kompetensi terhadap kinerja karyawan Perbankan di Kabupaten Konawe Selatan adalah searah. Kemudian dapat pula dibuktikan dengan nilai signifikansi (sig. t) sebesar  $0.003 < \alpha = 0.05$ . Karena itu pengujian hipotesis (H<sub>1</sub>) bahwa kompetensi berpengaruh positif dan signifikan terhadap kinerja karyawan dapat diterima. Artinya peningkatan kompetensi yang baik searah positif dan signifikan

terhadap peningkatan kinerja karyawan, sehingga hipotesis yang diajukan didukung oleh fakta.

Hasil penelitian ini diketahui kompetensiberpengaruh positif dan signifikan terhadap kinerja karyawan. Perubahan peningkatan kompetensi yang dicerminkan dari aspek tingkat pengetahuan, keterampilan dan sikap memiliki kontribusi signifikan terhadap peningkatan kinerja karyawan yang direfleksikan melalui kualitas kerja, kuantitas kerja, kehadiran dan ketepatan waktu, tanggung jawab serta kerjasama. Peningkatan kompetensimerujuk pada hasil penelitian ini berpengaruh positif dan signifikan terhadap kinerja karyawan didukung dan konsisten dengan hasil penelitian Serli, et., al (2023), Herry Pratama, et., al (2023), Tengku Ine Hendriana (2023), Md. Atikur Rahaman, et., al (2023), Fathur Rosi dan Rozaini binti Muhamad Rozkee (2023), Zarkasi (2023), Tila Anisa (2023), Muhammad Ja'far Ubaidillah, dkk (2023). Namun hasil penelitian ini berbeda dengan hasil penelitian Naumi Apriyani dan Emanuel Bayu Dirganthara (2023), Vitra Ilmiati Syariat Nandariani

(2023) menemukan kompetensi berpengaruh tidak signifikan terhadap kinerja karyawan.

## H<sub>2</sub>. Pengembangan karir berpengaruh positif dan signifikan pada kinerja karyawan

Hasil pengujian pengaruh pengembangan karir terhadap kinerja karyawan dapat dibuktikan dengan nilai estimate koefisien jalur sebesar 0.366 dengan arah positif. Koefisien jalur bertanda positif memiliki arti pengaruh pengembangan karir terhadap kinerja karyawan Perbankan di Kabupaten Konawe Selatan adalah searah. Kemudian dapat pula dibuktikan dengan nilai signifikansi  $t$  sebesar  $0.000 < \alpha = 0.05$ . Karena itu pengujian hipotesis ( $H_2$ ) bahwa pengembangan karir berpengaruh positif dan signifikan terhadap kinerja karyawan dapat diterima. Artinya peningkatan pengembangan karir yang baik searah positif dan signifikan terhadap peningkatan kinerja karyawan, sehingga hipotesis yang diajukan didukung oleh fakta.

Hasil penelitian ini diketahui pengembangan karir berpengaruh positif dan signifikan terhadap kinerja karyawan. Artinya peningkatan atau penurunan pengembangan karir yang direfleksikan melalui keadilan dalam karir, perhatian dengan penyelia, kesadaran tentang kesempatan, minat kerja dan kepuasan karir mampu meningkatkan atau menurunkan kinerja karyawan secara signifikan yang direfleksikan dengan kualitas kerja, kuantitas kerja, kehadiran dan ketepatan waktu, tanggung jawab serta kerjasama. Karena itu temuan penelitian ini menunjukkan pengembangan karir yang tinggi memiliki kontribusi positif dan signifikan terhadap peningkatan kinerja karyawan.

Hasil penelitian ini konsisten dan didukung dengan temuan penelitian Muhammad Nepo Fauzan et., al (2023), Bintari (2018), Budiharta dkk, (2020), Syitah dan Nasir (2019), Ali dkk, (2019), Pandenan (2017) yang menemukan pengembangan karir berpengaruh signifikan terhadap kinerja karyawan. Namun hasil penelitian ini berbeda dengan hasil penelitian Suryanto et., al (2023) yang menemukan pengembangan karir berpengaruh tidak signifikan terhadap kinerja karyawan.

## H<sub>3</sub>. Komitmen organisasi berpengaruh positif dan signifikan terhadap kinerja karyawan

Hasil pengujian pengaruh komitmen organisasi terhadap kinerja karyawan dapat dibuktikan dengan nilai estimate koefisien jalur 0.282 dengan arah positif. Koefisien jalur bertanda positif memiliki arti pengaruh antara

komitmen organisasi terhadap kinerja karyawan Perbankan di Kabupaten Konawe Selatan adalah searah. Hasil ini didukung pula dengan nilai probabilitas (Sig. t) sebesar  $0,011 < \alpha = 0.05$ . Karena itu pengujian hipotesis ( $H_3$ ) bahwa komitmen organisasi berpengaruh positif dan signifikan terhadap kinerja karyawan and dapat diterima. Artinya peningkatan komitmen organisasi yang baik searah positif dan signifikan terhadap peningkatan kinerja karyawan, sehingga hipotesis yang diajukan didukung oleh fakta.

Hasil penelitian ini diketahui komitmen organisasi berpengaruh positif dan signifikan terhadap kinerja karyawan. Artinya peningkatan atau penurunan komitmen organisasi yang direfleksikan melalui komitmen afektif, komitmen berkelanjutan dan komitmen normatif mampu meningkatkan atau menurunkan kinerja karyawan secara signifikan yang direfleksikan dengan kualitas kerja, kuantitas kerja, kehadiran dan ketepatan waktu, tanggung jawab serta kerjasama. Karena itu temuan penelitian ini menunjukkan komitmen organisasi yang tinggi memiliki kontribusi positif dan signifikan terhadap peningkatan kinerja karyawan.

Hasil penelitian ini konsisten dan didukung dengan temuan penelitian Misnan, et., al (2023), Asep Achmad Rifa'i (2023), Anis Sya'bania et., al (2023), Nurdjanah Hamid et., al (2023), Irfan Mardiansyah (2022) yang menemukan komitmen organisasi berpengaruh signifikan terhadap kinerja karyawan. Namun hasil penelitian ini berbeda dengan hasil penelitian Sukmawati et., al (2022), Deny Robbi Manel et., al (2023) yang menemukan komitmen organisasi berpengaruh tidak signifikan terhadap kinerja karyawan.

## H<sub>4</sub>. Kepuasan kerja berpengaruh positif dan signifikan pada kinerja karyawan

Hasil pengujian pengaruh kepuasan kerja terhadap kinerja karyawan dapat dibuktikan dengan nilai estimate koefisien jalur 0.139 dengan arah positif. Koefisien jalur bertanda positif memiliki arti pengaruh antara kepuasan kerja terhadap kinerja karyawan Perbankan di Kabupaten Konawe Selatan adalah searah. Hasil ini didukung pula dengan nilai probabilitas (Sig. t) sebesar  $0,040 < \alpha = 0.05$ . Karena itu pengujian hipotesis ( $H_4$ ) bahwa kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan dapat diterima. Artinya peningkatan kepuasan kerja yang baik searah positif dan signifikan terhadap peningkatan kinerja karyawan, sehingga hipotesis yang diajukan didukung oleh fakta.

Hasil pengujian ditemukan bahwa kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan. Karena itu temuan penelitian ini membuktikan bahwa semakin tinggi kepuasan kerja maka kinerja karyawan semakin meningkat. Artinya adanya peningkatan kepuasan kerja yang refleksiikan melalui kepuasan terhadap tugas/pekerjaan, kepuasan terhadap supervisi atasan langsung, kepuasan terhadap imbalan tugas, kepuasan kesempatan promosi dan kepuasan terhadap rekan sekerja memiliki kontribusi signifikan terhadap peningkatan kinerja karyawan yang dicerminkan melalui kualitas kerja, kuantitas kerja, kehadiran dan ketepatan waktu, tanggung jawab serta kerjasama. Dengan demikian temuan penelitian ini menunjukkan kepuasan kerja yang tinggi memiliki kontribusi signifikan terhadap kinerja karyawan Perbankan di Kabupaten Konawe Selatan.

Hasil penelitian ini mendukung dan konsisten dengan penelitian terdahulu yang dilakukan oleh Suhartono (2023), Mutiara Gom-Gom Roito Nadapdap et., al (2023), Ardiansyah Irwan Saputra et., al (2023), Anak Agung Bagus Aris Hartawan dkk (2023), Christian Rico Yudi Pratama dkk (2023), Rella Nurani (2023), Muhammad Nepo Fauzan et., al (2023), Suprpta dkk (2015), Cahyani, dkk (2020), Nuryanti, dkk (2020), Latief dkk, (2019) menemukan kepuasan kerja berpengaruh positif dan signifikan pada kinerja karyawan. Meskipun demikian masih terjadi perbedaan hasil studi oleh Indra Kusdianto et., al (2023), Ake Esalutfiani dkk (2023), Kusuma Kirana, dkk (2023) menemukan kepuasan kerja berpengaruh positif, namun tidak signifikan terhadap kinerja karyawan.

## V. KESIMPULAN DAN SARAN

Berdasarkan temuan penelitian, dapat dikemukakan beberapa kesimpulan penelitian bahwa; 1) Peningkatan kompetensi yang direfleksikan melalui tingkat pengetahuan, keterampilan dan sikap mempunyai kontribusi positif dan signifikan terhadap kinerja karyawan Perbankan di Kabupaten Konawe Selatan; 2) Peningkatan pengembangan karir yang direfleksikan melalui keadilan dalam karir, perhatian dengan penyelia, kesadaran tentang kesempatan, minat kerja dan kepuasan karir mempunyai kontribusi positif dan signifikan terhadap kinerja karyawan Perbankan di Kabupaten Konawe Selatan; 3) Peningkatan komitmen organisasi yang direfleksikan melalui indikator komitmen afektif, komitmen berkelanjutan dan komitmen normatif memiliki kontribusi positif dan

yang signifikan dalam mendukung peningkatan kinerja karyawan Perbankan di Kabupaten Konawe Selatan; 4) Peningkatan kepuasan kerja yang direfleksikan melalui indikator kepuasan terhadap tugas/pekerjaan, kepuasan terhadap supervisi atasan langsung, kepuasan terhadap imbalan tugas, kepuasan kesempatan promosi dan kepuasan terhadap rekan sekerja memiliki kontribusi positif dan yang signifikan dalam mendukung peningkatan kinerja karyawan Perbankan di Kabupaten Konawe Selatan.

Temuan penelitian ini memberikan informasi yang dijadikan rekomendasi bagi manajemen Perbankan di Kabupaten Konawe Selatan, yaitu: 1) meningkatkan kesadaran tentang kesempatan yang tinggi terhadap pekerjaan yang ditekuni dan memberikan tantangan yang memotivasi untuk terus berkembang; 2) meningkatkan ikatan emosional yang kuat terhadap organisasi dan terikat secara emosional dengan rekan kerja di dalam organisasi; 3) memberikan pelatihan pengetahuan yang diperlukan untuk menjalankan pekerjaan dengan efektif dan tingkat kecakapan yang baik dalam menggunakan teknologi yang relevan dengan pekerjaan; dan 4) meningkatkan hubungan kerja yang baik dengan rekan sekerja dan meningkatkan kenyamanan bekerja dalam tim.

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