

The influence of Career Development and Management Support on Employee Performance PT Bank Rakyat Indonesia (Persero) Wonosari Branch Office mediated by Employee Engagement

Yogi Nugraha¹, Yuni Siswanti², Sabihaini³

^{1,2,3}Department of Management, Pembangunan Nasional "Veteran" Yogyakarta University, Indonesian

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ABSTRACT

This study aims to analyze the effect of career development and management support on employee performance of PT Bank Rakyat Indonesia (Persero) Wonosari Branch Office mediated by employee engagement. This study uses Partial Least Square to determine the relationship so that researchers use the Smart PLS application to determine the relationship between employee performance variables. The sample in this study were employees within the scope of PT Bank Rakyat Indonesia (Persero) Wonosari Branch Office totaling 90 employees. This study uses quantitative data by distributing questionnaires to all samples studied. Based on outer testing, this study passed the validity and reliability tests. While based on the Inner model, the results show that management support positively has a significant positive effect on employee engagement. However, career development on employee performance, management support on employee performance, career development on employee engagement, management support on employee engagement, has no significant effect. For PT Bank Rakyat Indonesia (Persero) Wonosari Branch Office, it is recommended to further improve company facilities in this case management support and career development in order to improve employee performance in the future. For further research, it is expected to increase the number of respondents, because the amount of research data greatly affects the results of the analysis.

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Corresponding Author:

Name: Yuni Siswanti

Institution Address: Pembangunan Nasional "Veteran" Yogyakarta University, Indonesian

e-mail: yuni.siswanti@upnyk.ac.id

1. INTRODUCTION

Bank Rakyat Indonesia (Persero) Tbk is one of the largest state-owned banks in Indonesia founded by Raden Bei Aria Wirjaatmadja in Purwokerto, Central Java. BRI's role as a government partner in marketing SBN products is inseparable from the company's commitment to support the economic recovery process. Based on the

consolidation results and the results of the ranking of Persero Commercial Banks in Indonesia, BRI obtained the rank of the healthiest state-owned bank and based on the Good Corporate Governance rating of [1]. BRI's success cannot be separated from the cooperation of all employees who have provided the best performance for the company. In increasing employee

productivity, BRI is always committed to improving performance through a systematic and comprehensive employee competency development program.

PT Bank Rakyat Indonesia (Persero) Tbk is committed to developing the competence of all employees by providing equal opportunities to participate in competency development programs held regardless of the level of position, education, and gender of employees. In maximizing the potential performance of employees, there needs to be support from the company so that the targets set can be achieved.

There is an obstacle at the Bank BRI Kanca Wonosari branch where the performance at this bank is in poor condition. There are several factors that cause poor performance, among others, regulating career limits and the period of time employees work in accordance with PP No. 35 of 2021 article 8 regarding PKWT where interns and contract employees at BRI Kanca Wonosari do not have a great opportunity to become permanent employees, this is prone to affect employee performance.

In addition, the factors that affect employee performance are acceptance to become employees, dominated by employees with internship and contract status. This implies that the role and support of management is needed to provide recommendations and promotions for the next career path.

Employee stress is another key in the decline in employee performance, this is because the company's targets are quite high so that employees must work hard to achieve the targets set.

2. LITERATURE REVIEW

Employee performance is the result of work that is in accordance with or better than the work standards set by the company or organization [2]. In this study, there are variables that affect employee performance, including career development, management support and employee engagement.

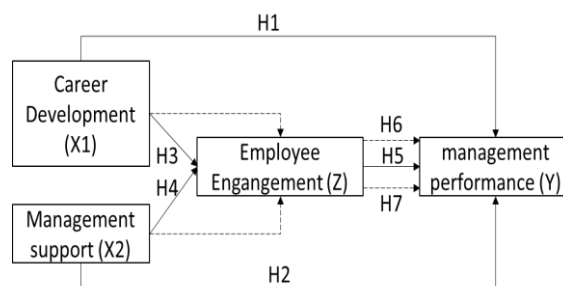
Career development is a series of activities that contribute to the exploration,

formation, success, and fulfillment of one's career [3]. The results of the study found that career development has a positive and significant effect on employee performance, career development has a positive and significant effect on employee performance [4] [5]. Other studies explain that there is no significant influence between career development on employee performance [6][7]

Management support is an employee's perspective on how the organization values them and cares about their welfare, with the fulfillment of their welfare will increase job satisfaction in employees [8]. Management support has a high impact on employee performance. This emphasizes that company management is able to provide support related to efforts to achieve company goals, provide company concern for employee efforts at work [9] [10] [4]. However, other studies explain that organizational support has insignificant effect on employee performance in BPBATSG employees. Which means, organizational support is not the only factor that affects the performance of BPBATSG employees [11][12].

Employee engagement is the process by which employees participate by providing their feedback to increase their commitment to the success of the organization [13]. there is research that explains that employee engagement has a positive and significant effect on employee performance [14] and is significantly positive in mediating employee performance [2].

Based on the literature review, the following framework is made:



2.1. research framework

3. METHODS

The sampling method in this study uses saturated sampling (census) where the entire population is used as a sample in the

research conducted, by taking 100% of the total population, namely 90 employees with internship / internship and contract work status at BRI Wonosari Branch Office. The research design for this study is a quantitative research design [15]. Quantitative research design uses survey questionnaire to collect data.

The classification of variables in this study is divided into dependent variables (Y), independent variables (X) and mediating variables (Z). The dependent variable (Y) in this study uses employee performance variables with indicators 1. Integrity; 2. Professional; 3. Trust; 4. Innovation; 5. Customer Centric (SK All director, SEVP: 2020). Independent variables in this study include career development (X₁) using indicators 1. attraction; 2. identification; 3. selection; 4. development; 5. succession (HR PT. Bank Rakyat Indonesia:2022) and management support (X₂) using indicators 1. appreciation; 2. development; 3. employee welfare 4. working conditions [8]. The mediating variable in this study is employee engagement (Z) with indicators 1. vigor; 2. dedication; 3. Absorption [16].

Data for this study will be analyzed using Smart PLS version 3. In research using Smart PLS, it is divided into two parts, namely the outer model and the inner model. Outer model discusses the results of validity and reliability. While the inner model discusses the relationship between variables [15].

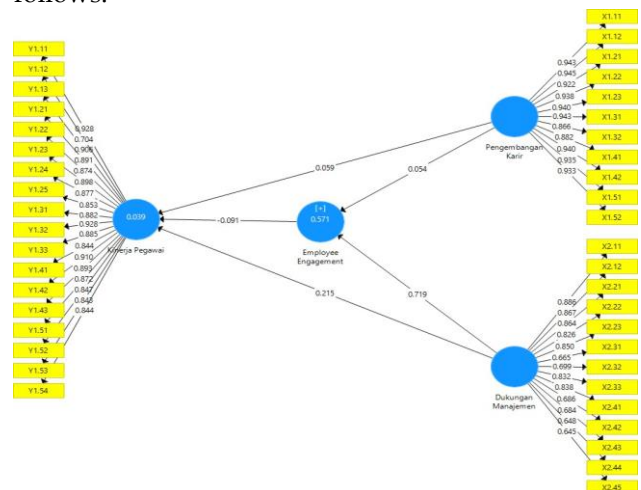
4. RESULTS AND DISCUSSION

Based on the respondents involved in this study, Internship / Internship and Contract employees at Bank BRI Wonosari Branch Office were 90 respondents. The respondents were asked to provide demographic information such as gender, position in the company and employment status. In terms of gender, 55,6% of respondents were men, while 44,4% were women. In terms of position in the company, 33,3% of respondents were CS, 26,7% of respondents were teller, 2,2% of respondents were service officer, 4,4% of respondents were ADK officer, 5,6% of respondents were

BRILink Agent Officer, 7,8% of respondents were Retail Fund officer, 14,4% of respondents were Microcredit officer, and 5,6% of respondents were Retail Credit officer. In terms of employment status, 25,6% of respondents are interns and 74,4% of respondents are contract employees.

Researchers also classify variable characteristics based on numerical levels where the highest value is given a value of 5 and the lowest value is given a value of 1. The variables analyzed in this study are career development (X₁), management support (X₂), employee engagement (Z) and employee performance (Y). In terms of career development (X₁). For the career development variable, the statement item with the highest value is item X1.51 with an average Likert scale value of 4.183. For the management support variable, the statement item with the highest value is statement item X2.31 with an average Likert scale value of 4.171. For the employee engagement variable, the statement item with the highest value is statement item Z1.31 with an average Likert scale value of 4.124. For the employee performance variable, the statement item with the highest value is statement item Y1.11 with an average Likert scale value of 4.766.

The results of the outer model are as follows:



4.1. Outer Model

Based on Figure 4.1. each variable has met a value above 0.5 so that it can be continued for validity and reliability tests. The Validation Test in this study uses Average

Variant Extracted. and the following results were obtained:

4.2. Average Variant Extracted (AVE)

Variable	CD	MS	EE	EP (Y)	EVA
CD (X ₂)	0.774				0.599
MS (X ₁)	0.755	0.860			0.739
EE (Z)	0.185	0.103	0.872		0.761
EP (Y)	0.662	0.530	0.153	0.926	0.858

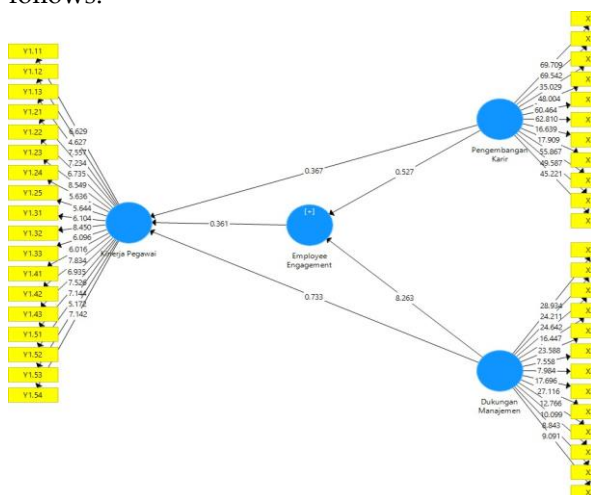
based on the AVE value for all latent variables above 0.5 construct validity is considered fulfilled. then the researcher continued the reliability test and obtained the following results:

4.3. Composite Reliability

Variable	rho_A	Composite Reliability
CD (X ₂)	0.986	0.985
MS (X ₁)	0.949	0.950
EE (Z)	0.979	0.980
EP (Y)	1.013	0.983

Based on the table above, the composite reliability value for each variable indicator is above 0.7. These results indicate that each variable has met the composite reliability so that it can be concluded that all variables have a high level of reliability.

The results of the inner model are as follows:



4.4. Inner Model - Path Coefficient

Based on the path coefficient, the results of the R-square test and partial test are as follows:

4.5. R-Square value

Variable	R-Square	R-Square Adjusted
EE (Z)	0.571	0.562
EP (Y)	0.039	0.006

Based on the r square value, the employee engagement variable is 0.571 or 57.1%. The acquisition of this value explains that 57.1% of the variance in the employee engagement variable can be explained by the independent latent variables. Furthermore, the R-square (R²) value for the employee performance variable is 0.06 (6%). The acquisition of this value explains that 6% of the variance in employee performance variables can be influenced by independent variables, while the rest is influenced by other factors. As for the partial test, the results are as follows:

4.5. Partial value

Variable	Result	Conclusion
X ₁ → Y	Koef.Beta = 0,059 t-Statistik = 0,367 P-value = 0,714	Rejected
X ₂ → Y	Koef.Beta = 0,215 t-Statistik = 0,733 P-value = 0,464	Rejected
X ₁ → Z	Koef.Beta = 0,054 t-Statistik = 0,527 P-value = 0,598	Rejected
X ₂ → Z	Koef.Beta = 0,719 t-Statistik = 8,263 P-value = 0,000	Accepted
Z → Y	Koef.Beta = -0,091 t-Statistik = 0,361 P-value = 0,718	Rejected
X ₁ --> Z --> Y	No significant effect	Rejected
X ₂ --> Z --> Y	No significant effect	Rejected

based on the table above, the following results are obtained:

1. Career Development has no effect on Employee Performance. This is due to the lack of a career development program for employees so that employees feel less motivated to improve performance because employees feel they have no career development goals if they do not pass the selection of permanent employee candidates. This research is in accordance with other research where there is no effect

- Career Development has no effect on Employee Performance [6] [7].
2. Management Support has no effect on Employee Performance. Management support may be improperly or inadequately conducted, so the results may not reflect the true relationship. Each individual has their own set of factors that affect their performance. Although management provides support, individual variations in ability, motivation, and other characteristics can lead to mixed results in employee performance. So that management support cannot have a significant effect on employee performance [12].
 3. Career Development has no effect on Employee Engagement. This is due to the lack of review and adjustment to the career development program to ensure that the efforts are more effective in increasing the level of employee engagement.
 4. Management support has a significant positive effect on employee engagement. This is because the company has increased productivity, employee retention, and the overall welfare of PT Bank Rakyat Indonesia (Persero) Wonosari Branch Office so as to increase employee engagement. The emergence of feelings of security, comfort, meaning, and satisfaction at work felt by employees is inseparable from the full support of the organization [17]. The perception of high organizational support will increase employee engagement because they will give all the effort, energy, and thoughts they have to serve the organization [18]
 5. Employee Engagement has no effect on Employee Performance. Employees have done work in accordance with company work standards but pay less attention to employee attachment with a good career path so that employees have not been motivated to improve performance in order to accelerate the achievement of company goals. A high sense of employee engagement is not always followed by better performance [19]. This states that there is no effect of Employee Engagement on Employee Performance [20], [21], [22], [23].
 6. Career Development has no effect on Employee Performance which is mediated by Employee Engagement. Career development mediated by employee engagement has not been able to explain employee performance. This is likely the lack of career development at PT Bank Rakyat Indonesia (Persero) Wonosari Branch Office so that it does not affect employee performance. This research is in accordance with other studies where that career development has no direct effect on employee performance [24].
 7. Management support has no effect on Employee Performance which is mediated by employee engagement. The support provided by management does not significantly predict or influence employee performance through the level of employee engagement at PT Bank Rakyat Indonesia (Persero) Wonosari Branch Office. This research is in accordance with other studies where management support does not indirectly affect employee performance [11].

5. CONCLUSIONS

Based on this research, it is concluded that career development, management support, and employee engagement have no effect on employee performance. career development also has no effect on employee engagement. While management support has a significant positive effect on employee engagement. Indirectly career development, management support has no effect on employee performance mediated by employee engagement.

From the results of the research that has been carried out, it is hoped that further researchers will involve more respondents, because the amount of research data greatly affects the results of the analysis. The more research data used, the better the analysis results obtained.

Suggestions for PT Bank Rakyat Indonesia (Persero) Wonosari Branch Office, it is advisable to further improve company

facilities in this case management support and career development in order to improve employee performance in the future. This can

also make employees feel comfortable in carrying out their duties and obligations in order to achieve company goals in the future.

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