

## EMPLOYEE PERFORMANCE AND COMPETENCE

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**Abstract.** *The purpose of this study is to investigate and explain the impact of competence, organizational commitment, and career development on employee performance at the Tamansari Branch of PT Bank Rakyat Indonesia Bandung. Employees of the customer service executor of PT Bank Rakyat Indonesia Bandung, Tamansari Branch, were the focus of this study. The saturation sampling technique was used, with a total sample of 40 respondents. Data was gathered through the distribution of questionnaires. Multiple linear regression analysis was employed as the analysis technique. Employee performance at PT Bank Rakyat Indonesia Bandung, Tamansari Branch was positively and significantly influenced by competence, organizational commitment, and career growth, according to the findings.*

**Keywords:** *Competence, Commitment Organizational, Career Development, Employee Performance*

**Abstrak.** *Tujuan dari penelitian ini adalah untuk mengetahui dan menjelaskan pengaruh kompetensi, komitmen organisasi, dan pengembangan karir terhadap kinerja pegawai di PT Bank Rakyat Indonesia Cabang Tamansari Bandung. Karyawan pelaksana customer service PT Bank Rakyat Indonesia Cabang Tamansari Bandung menjadi fokus penelitian ini. Teknik sampling yang digunakan adalah sampling jenuh, dengan jumlah sampel sebanyak 40 responden. Data dikumpulkan melalui penyebaran kuesioner. Analisis regresi linier berganda digunakan sebagai teknik analisis. Kinerja karyawan pada PT Bank Rakyat Indonesia Cabang Tamansari Bandung secara positif dan signifikan dipengaruhi oleh kompetensi, komitmen organisasi, dan pertumbuhan karir, menurut temuan.*

**Kata Kunci :** *Kompetensi, Komitmen Organisasi, Pengembangan Karir, Kinerja Karyawan*

## **1. INTRODUCTION**

Companies that are advanced and developing cannot be separated from the contribution of human resources (HR) as valuable capital for companies (Amamehi & Tanuwijaya, 2021). Competence is an ability to carry out a job or task based on skills and knowledge and is supported by the work attitude required by the job (Wibowo, 2016: 86-88) while Mangkunegara (2017: 113) argues that competence is a fundamental factor possessed by someone who have more abilities, which make it different from someone who has average or ordinary abilities. Competence as a characteristic of a person who can be shown through knowledge, skills, and behavior that can produce performance and achievement (Dessler, 2017: 70),

PT. Bank Rakyat Indonesia Bandung Tamansari Branch is one of the bank branches that has the goal of making the company capable of producing professional services in its field through human resources or its employees. The success or failure of a company tends to be determined by how the company can fulfill the wishes of its customers, but in this pandemic situation it is undeniable that all economic sectors including the banking business are experiencing a decline in performance.

The number of customers who have savings, demand deposits and time deposits fluctuate every year. During 2020-2023 PT. Bank Rakyat Indonesia Bandung, Tamansari Branch, set a target of 828,176 customers to raise funds in the form of savings, while only 572,864 customers actually saved, the target customers who collected funds in the form of demand deposits were 3,866, while only 2,774 were able to realize it. The targeted number of deposits for 2020-2023 is 42,893, while only 30,157 customers have realized it. The expected credit disbursement target is 470,927 customers while the total loans disbursed are 484,542 customers, most of whom are retired civil servants. Based on this, most of the company's targets cannot be achieved optimally.

Even though there was an increase in the number of customers who raised their funds (Third Party Funds), during this pandemic the increase in the number of loans extended also had an impact on increasing bad loans. The company targets the highest gross non-performing loan (NPL) ratio to be at three percent. Based on the company's financial reports, BRI Bandung was recorded to have an NPL ratio of 2.79 percent in the first quarter of 2020. The amount of BRI Bandung's NPL was recorded to have increased to 2.88 percent as of the second quarter of 2020. The NPL ratio decreased slightly in the third quarter of 2020 to 2.81 percent. Responding to the existence of non-current loans that are being processed at BRI

Bandung, various settlement efforts are being carried out such as billing, credit restructuring, selling private collateral, and collateral auctions.

H1: Competence has a positive and significant effect on employee performance.

Kreitner and Kinicki (2014) explain that employees who have high commitment show positive attitudes towards their work such as job satisfaction, morale, good work performance, and the desire to continue working in the company concerned. The level of organizational commitment in employees is reflected in employee involvement in all organizational activities and shows employee loyalty to the organization in terms of achieving organizational goals (Priansa, 2017: 234), so that organizational commitment plays a role in improving employee performance. The results of Putra and Dewi's research (2020) show that organizational commitment has a positive and significant effect on employee performance, this is in line with the results of research by Donkor, et al., (2021), and Silaban, et al.,

H2: Organizational commitment has a positive and significant effect on employee performance.

Employee development as an effort to create superior human resources provides opportunities and provides broad career paths so that they can be productive and able to make a good contribution to the company. Career development programs affect employee performance, this is because in the long term the process will be able to improve employee abilities and motivation. Through career development, companies can use employee skills more optimally, employees are more productive and employee participation will also increase so that they can achieve company goals (Iis, et al., 2023).

H3: Career development has a positive and significant effect on employee performance.

## **2. RESEARCH METHODS**

This study uses a quantitative approach in the form of associative to explain the effect of competence, organizational commitment and career development on employee performance at PT Bank Rakyat Indonesia Bandung, Tamansari Branch, which is carried out using a quantitative approach used to examine populations or samples. The population in this study were all employees in the Customer Service Sector, Back Office Sector, Funds & Services

Sector, Credit Sector, HAK (Credit Law and Administration) Sector, Credit Rescue Sector and DOC (Branch Operational Support) Sector at PT Bank Rakyat Indonesia Bandung The Tamansari branch consisted of 40 people using the saturated sample technique, namely using the entire population as the research sample.

### **3. RESULTS AND DISCUSSION**

The results of distributing the questionnaires show that from the recapitulation of the respondent's identity data, it is known that based on gender, there were 20 male respondents or 47 percent less than the number of female respondents, namely 23 people or 53 percent. This shows that most employees of PT BRI Bandung Tamansari Branch Office employ more female employees than male employees in running the company's operations, especially employees in the customer service section including tellers and customer service executors.

Based on the results of distributing the questionnaires, it was shown that as many as 2 people or 5 percent of respondents were less than 26 years old. As many as 26 people or 58 percent of respondents were in the age group of 26 to 33 years, and respondents in the age group of 36 to 45 years were 16 people or 37 percent. This indicates that PT BRI Bandung Tamansari Branch Office employs more employees in the productive age group and have an attractive appearance, especially in the customer service department such as tellers and customer service.

Testing the validity of the research instrument was carried out to measure whether the data that had been obtained after the research was valid data or not, by using the measuring instrument used (questionnaire). The instrument is said to be valid if it has a Pearson correlation ( $r$ )  $> 0.30$ . Based on the results of calculations using the Statistical Program for Social Science (SPSS) 26 For Windows application, it shows that competency variables consist of 6 statements, 9 statements of organizational commitment, 5 statements of career development and employee performance which consists of 6 statements all have Pearson correlation ( $r$ )  $> 0.30$  and the Sig.  $> 0.05$ , therefore the research instrument is valid, that is, it can be used to measure what should be measured in this study.

**Table 1**  
**Research Instrument Reliability Test Results**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Information</b>
Employee performance	0.842	Reliable
Competence	0.911	Reliable
Organizational Commitment	0.738	Reliable
Career development	0.839	Reliable

*Source:*Data processed, 2023

Based on the results of the reliability test, it can be seen that the competency, organizational commitment, career development and employee performance variables each have a Cronbach alpha value of more than 0.70, so these variables are declared reliable, meaning that the instrument is used several times to measure the object the same, will produce the same data, so that the distributed questionnaire can be used, so that testing can be continued.

**Table 2**  
**Kolmogorov-Smirnov Test Results**

		<b>Unstandardized Residuals</b>
N		40
Normal Parameters, b	Means	0.0000000
	std. Deviation	2.49053357
	Most Extreme Differences	
	absolute	0.087
	Positive	0.087
	Negative	-0.078
Test Statistics		0.087
asympt. Sig. (2-tailed)		0.200 <sup>c,d</sup>

*Source:*Data processed, 2023

Based on Table 3 it can be seen that the Asymp. Sig (2- tailed) of 0.200 is greater than  $\alpha = 0.05$ , so the residuals are normally distributed (sig> 0.05).

**Table 3**  
*Collinearity Statistics*

Model	Unstandardized Coefficients	standardized Coefficients		t	Sig.	Collinearity Statistics	
		B	std. Error			Betas	tolerance
1	(Constant)	-0.663	2,382	-0.278	0.782		
	Competence	0.420	0.155	0.462	2,700	0.010	0.208
	Commitment Organizational	0.198	0.086	0.193	2,319	0.026	0.881
	Career development	0.386	0.189	0.349	2,041	0.048	0.208

*Source:* Data processed, 2023

In Table 4 it can be seen that the calculation results show that the independent variables have a Tolerance value of  $> 0.10$  and a Variance Inflation Factor (VIF) value of  $< 10$ , so that there is no multicollinearity between the independent variables in the regression model.

Based on Table 5, it can be seen that the competency variable has a Sig value of 0.896, organizational commitment with a Sig value. 0.114 and career development with a value of Sig. 0.727, so that all variables have a Sig value. more than 0.05, it can be concluded that there is no heteroscedasticity in the regression model.

The results of hypothesis testing show that competence has a positive and significant effect on employee performance at PT Bank Rakyat Indonesia Bandung Branch Tamansari with a positive Standardized Coefficients Beta value, therefore H1 is accepted, meaning that the higher the level of competency, the employee performance at PT Bank Rakyat Indonesia Bandung Branch Tamansari will experience an increase. Based on the results of the description of the respondents' answers, it gives an indication that the high competence of employees at PT Bank Pembangunan Daerah Bandung, Tamansari Branch, is caused by employees having qualified knowledge regarding the current work field. One of the knowledge possessed by employees is obtained through work experience and the level of education of employees at PT Bank Rakyat Indonesia Bandung, Tamansari Branch. This can be seen from employees who have worked for 5-10 years and the educational level of employees, most of whom are Bachelor (S1). Employee competence is also shown through the ability of employees to understand each

task given by superiors and employees are able to maintain an attitude while working so that it is in accordance with the rules that apply at PT Bank Rakyat Indonesia Bandung, Tamansari Branch. The results of this study support the research results of Manani and Ngui (2019), and Yunanda (2019), stating that competence has a positive and significant effect on employee performance, this is in line with research conducted by Martini, et al., (2020), Zefanya (2020). 2020), Pangaribuan and Sihombing (2021), and Yulius (2023) which explains that there is a positive and significant influence between competence and employee performance.

Organizational commitment has a positive and significant effect on employee performance at PT Bank Rakyat Indonesia Bandung, Tamansari Branch, with a positive Standardized Coefficients Beta value, so that H2 is accepted, meaning that the higher organizational commitment, the employee performance at PT Bank Rakyat Indonesia Bandung, Tamansari Branch will experience an increase. Based on the results of the description of the respondents' answers regarding organizational commitment to employees is high. This is reflected in the desire of employees to remain in the organization because of the various facilities they obtain, the high level of employee awareness of the importance of high commitment to the organization and the desire of employees to spend the rest of their careers in the organization. This explains that the average employee at PT Bank Rakyat Indonesia Bandung Branch Tamansari has high organizational commitment seen from their desire to spend the rest of their career in the organization. The results of this study support the results of research conducted by Donkor, et. al. (2021), and Silaban, et al., (2021) and is reinforced by the research results of Prameiswari and Ardana (2023) and Khaerunnisa and Kadir (2023) which explain that organizational commitment has a positive and significant effect on employee performance.

Career development has a positive and significant effect on employee performance at PT Bank Rakyat Indonesia Bandung Branch Tamansari with a positive Standardized Coefficients Beta value, so H3 is accepted, meaning that the better the career development at PT Bank Rakyat Indonesia Bandung Branch Tamansari, the employee's performance will increase. Based on the results of the description of the respondents' answers regarding career development, it is known that the overall career development program at PT Bank Rakyat Indonesia Bandung, Tamansari Branch, is classified as quite good. This is due to the fact that the average employee at PT Bank Rakyat Indonesia Bandung, Tamansari Branch, has competencies that are in accordance with the current desired career path. so as to assist employees in developing their careers in the future and employees have the opportunity to

pursue further formal education in accordance with the desired career path. The results of this study support the research of Ratnasari and Sutjahjo (2019) who found that career development directly has a positive effect on employee performance, which means that employee performance indirectly also affects company effectiveness. The results of research conducted by Session and Swandana (2020) and Hirarto and Sartika (2021) show that career progress has a positive and significant effect on employee performance. These results are also supported by research by Iis, et al.,

#### **4. CONCLUSIONS AND SUGGESTIONS**

Competence has a positive and significant effect on employee performance at PT Bank Rakyat Indonesia Bandung, Tamansari Branch, meaning that the higher the level of competence, the performance of employees at PT Bank Rakyat Indonesia Bandung, Tamansari Branch will experience an increase. Organizational commitment has a positive and significant effect on employee performance at PT Bank Rakyat Indonesia Bandung, Tamansari Branch, meaning that the higher the organizational commitment, the employee performance at PT Bank Rakyat Indonesia Bandung, Tamansari Branch will experience an increase. Career development has a positive and significant effect on employee performance at PT Bank Rakyat Indonesia Bandung, Tamansari Branch, meaning that the better career development at PT Bank Rakyat Indonesia Bandung, Tamansari Branch, employee performance will increase.

Competence has a dominant influence on employee performance at PT Bank Rakyat Indonesia Bandung, Tamansari Branch. The high competence possessed by employees at PT Bank Rakyat Indonesia Bandung Branch Tamansari is measured through qualified employee knowledge of the current work field, the ability to understand each task given by superiors, has the ability (skills) in accordance with the task field, always uphold the company's values at work, the ability to maintain an attitude (attitude) while working to comply with applicable regulations, and have a high interest in the field of work occupied at this time. Based on the results of distributing the questionnaires, it was obtained that the average total score of the employee performance variables from the six statements belonged to the medium rating category, so that it needs to be improved, especially on indicators that have a value below the average total score through increasing the ability of employees to work in accordance with the service standards that apply to PT Bank Rakyat Indonesia Bandung, Tamansari Branch, increasing the ability of employees to complete work properly without supervision from



superiors, increase creativity at work by stimulating employees to be able to work looking for new interesting things such as involving all employees in company decision making. With the stimulation provided, the brain will focus on exploring things from a different perspective so that employees are not only creative,

Based on the results of distributing the questionnaires, it was obtained that the average total score of the competency variable from the six statements was classified as being in the moderate assessment category, so it needs to be improved, especially on indicators that have a value below the average total score, by increasing skills according to the task field. currently carried out through education and training regarding banking and providing a good understanding to all employees so that they work in accordance with company values, so as to be able to achieve the vision and mission that have been set.

Based on the description of the respondents' answers related to the organizational commitment variable, it shows the distribution of respondents' answers from nine statements and belonging to the medium rating category, so it needs to be improved, especially on indicators that have a value below the average total score, by increasing the sense of pride in employees for being part of organization, increasing a sense of responsibility by assuming that problems that occur in the organization are problems that must be immediately handled by employees and increasing employee loyalty through the provision of facilities that can make it easier for employees to work and provide more appreciation for each employee's work, so that employees will not think to resign from the company, because all the needs of employees have been fulfilled when working at PT Bank Rakyat Indonesia Bandung, Tamansari Branch.

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