

THE INFLUENCE OF COMPETENCE, CAREER DEVELOPMENT AND WORK ENVIRONMENT ON JOB SATISFACTION EMPLOYEES AT BANK XYZ JAKARTA BRANCH

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Abstract

In 2020, the Covid-19 pandemic caused various problems at Bank XYZ, which could impact employee job satisfaction. This study aims to determine whether competency, career development, and the work environment simultaneously and partially significantly influence employee job satisfaction at the Jakarta branch of Bank XYZ. The research method used was associative research. Sampling was conducted using a purposive sampling technique. The sample taken was all employees of Bank XYZ Jakarta branch in sales, permanent employee status, excluding 62 management employees. Data analysis techniques used includes validity testing questionnaire, test questionnaire reliability, respondent profile analysis, descriptive analysis and multiple linear regression, coefficient of determination, F test and t test. Research results The F-test shows that competence, career development, and work environment simultaneously have a significant effect on employee job satisfaction. The t-test results show that competence and work environment partially have a significant effect on employee job satisfaction, while career development does not have a significant effect on employee job satisfaction.

Keywords: *Competence, Career Development, Work Environment, Job Satisfaction*

INTRODUCTION

In 2020, the Covid-19 pandemic occurred. The problem faced by XYZ Bank's sales employees at the beginning of the pandemic was difficulty in finding customers because customers began saving money for more important needs and customers were also difficult to visit. Maintaining a business, which also means fighting for sales during the coronavirus outbreak, is indeed not easy, but employees continue to strive for competence. This presents a challenge for XYZ Bank employees to demonstrate the competence possessed by XYZ Bank employees in offering XYZ Bank products to customers. According to (Gary Dessler, 2007), competence is defined as a characteristic of a person that is demonstrated, which includes knowledge, skills and behaviors, which can result in performance and achievement. Employees who have the skills to offer products to customers so that customers are interested in using the product can be an advantage for employees because the products offered are sold and are getting closer to achieving targets set by the company.

Furthermore, the problem faced by XYZ Bank's sales employees is career development. Career development at XYZ Bank is quite rigorously assessed through monthly product sales in accordance with established targets, attendance, work performance, and time discipline. According to (Susilo Martoyo, 2007), career development is a condition that indicates an increase in a person's status within an organization within a career path established within the organization. Career development is intended to enable employees to have higher abilities than previously possessed, enabling them to understand their functions, roles, and responsibilities within the work environment. According to (AS Nitisemito, 2009), the work environment is everything around employees that can influence them in carrying out their assigned tasks. The work environment at XYZ Bank is good, starting from facilities, circulation, noise, and others, but it must also be considered so that employees feel comfortable in working. In addition, the relationship between employees and superiors is good, but the work atmosphere at XYZ Bank is less pleasant in the sales department due to competition between salespeople in achieving monthly targets set by XYZ Bank. The problems faced by Bank XYZ's sales employees, as explained above, can affect their job satisfaction. According to (Marihot, TE Hariandja, 2009), job satisfaction is the extent to which an individual positively or negatively perceives

various factors or dimensions of their work tasks. If employees are satisfied and happy working for a company, they will naturally show high loyalty and strive to improve their abilities and skills to achieve the company's goals. Therefore, every company must strive to provide high job satisfaction for its employees in order to realize this goal. The author chose to conduct research at Bank XYZ due to the various problems in employee job satisfaction. Furthermore, employees and their environment are required to always be disciplined considering the increasingly fierce competition in the business world. Based on the description above, the author conducted a study entitled "The Influence of Competence, Career Development, and Work Environment on Employee Job Satisfaction at Bank XYZ, Jakarta Branch."

LITERATURE REVIEW

Human Resource Management

According to (Kasmir, 2016) human resource management is the process of managing people through planning, recruitment, selection, training, development, compensation, career, occupational safety and health and maintaining industrial relations until termination of employment in order to achieve company goals and improve stakeholder welfare.

Human Resource Management Functions

In accordance with the definition of human resource management that has been described, human resource management activities have the following functions according to (Kasmir, 2016):

1. Job analysis
2. Human resource planning
3. Employee withdrawal
4. Selection
5. Training and development
6. Job evaluation
7. Compensation
8. Career path
9. Safety and Health
10. Industrial relations
11. Work termination

Employee Job Satisfaction

According to (Stephen P. Robbins and Timothy A. Judge, 2015), job satisfaction is a general attitude towards one's work as the difference between the amount of reward a worker receives and the amount of reward he or she believes he or she should receive.

Dimensions of Employee Job Satisfaction

According to (Stephen P. Robbins and Timothy A. Judge, 2015), the dimensions of employee job satisfaction are as follows:

1. Mentally challenging work
2. Supportive working conditions
3. Appropriate salary or wages
4. Personality compatibility with work
5. Supportive coworkers

Competence

Competence is a basic characteristic of a person that indicates how to think, behave and act and draw conclusions that can be carried out and maintained by a person over a certain period of time (Moehariono, 2014).

Competency Dimensions

According to (Wibowo, 2016) the dimensions of competence include:

1. Beliefs and values
2. Skills
3. Experience

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4. Personality characteristics
5. Motivation
6. Intellectual abilities
7. Organizational culture

Career Development

Career development is a series of lifelong activities that contribute to the exploration, establishment, success and fulfillment of one's career, (ES Widodo, 2015).

Career Development Dimensions

According to (T. Hani Handoko, 2013), the dimensions of career development are as follows:

1. Work performance
2. Exposure
3. Organizational loyalty
4. Mentors and sponsors
5. Opportunities to grow

Work environment

According to (P. Afandi, 2018), the work environment is something that exists in the workers' environment that can influence them in carrying out their tasks, such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and the adequacy of work equipment.

Dimensions of the Work Environment

According to (Sedarmayanti, 2011), there are several dimensions of the physical and non-physical work environment as follows:

1. Physical work environment
The dimensions of the physical work environment include:
 - a. Lighting in the work space
 - b. Noise
 - c. Use of color
 - d. Air humidity
 - e. Facility
2. Non-physical work environment
The dimensions of the non-physical work environment include:
 - a. Work relationship
 - b. Working atmosphere

Relationship between variables

Based on the results of previous research and the framework of thought that has been developed, the relationship between variables in this research is as follows:

The Influence of Competence, Career Development and Work Environment on Employee Job Satisfaction

Good career development and competence can result in employee job satisfaction, therefore all aspects must be supported by a good work environment, the availability of a good work environment will increase employee enthusiasm in working so that company goals can be achieved according to predetermined targets. The work environment includes working relationships between subordinates and superiors as well as the physical environment where employees work. Work environment factors are very supportive for individuals in achieving work performance, (Lia Asmalah and Aden Prawiro Sudarso, 2019). Research (Lia Asmalah and Aden Prawiro Sudarso, 2019) regarding the influence of competence, career development and work environment on job satisfaction states that competence, career development and work environment have a significant effect on job satisfaction.

The Influence of Competence on Employee Job Satisfaction

Employee competence is the ability or skill to carry out work, competence includes tasks, skills, attitudes and appreciation that must be possessed by human resources in the company to be able to carry out work tasks according to those assigned by the organization, (Memo Sitorus, 2020) Competent employees with high skills, attitudes and

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appreciation will certainly help the company in achieving the goals that have been set in the future, and vice versa, these employees will have their own pride in their performance and will gain job satisfaction, (Memo Sitorus, 2020)According to Chandler and Chapman (in Asep Rochyadi, 2018), competence is the knowledge, skills, and abilities mastered by a person that have become part of their identity. This allows them to perform cognitive, affective, and psychomotor behaviors optimally. Research (Siti Sanidatur Rohmah, 2020) conducted in 2020 showed that competence has a significant positive effect on job satisfaction.

The Influence of Career Development on Employee Job Satisfaction

Career development is a plan for each employee to get a position in each organization in the company to be promoted to occupy his position and will get future tasks. Proper career development will be able to develop the company because employees will compete to achieve the position they will occupy in the company as in research (Siti Sanidatur Rohmah, 2020) conducted in 2020. The more career development increases, the more employee job satisfaction will increase. For this reason, the higher an employee's career, the better the agency can provide facilities that can support employee duties professionally, Siti Khuzaimah, [24], this research was conducted in 2020. Research(Demak Claudia Yosephine Simanjuntak, et.all, 2020) conducted in 2020 showed that career development had a significant positive effect on job satisfaction.

The Influence of Work Environment on Employee Job Satisfaction

The better the existing work environment, the more it will increase employee job satisfaction. This result indicates that the tidier the existing work space, the better the ventilation, the better the employee's safety in carrying out their work, the more harmonious the cooperation between employees, the more complete the facilities, and the harmonious relationship between employees and their superiors, the more employee job satisfaction will increase because with a comfortable work environment, they can carry out their work happily, thus creating satisfaction in carrying out their work, as in the research (Siti Khuzaimah, 2017) conducted in 2017.(Tine Yuliantini and Reza Santoso, 2020)shows that the work environment has a significant positive effect on job satisfaction.

Research Framework

In this study, there are 3 independent variables, namely competence, career development and work environment, whose influence on 1 dependent variable will be studied.employee job satisfaction. As for the research frameworkshown in figure 2.2:

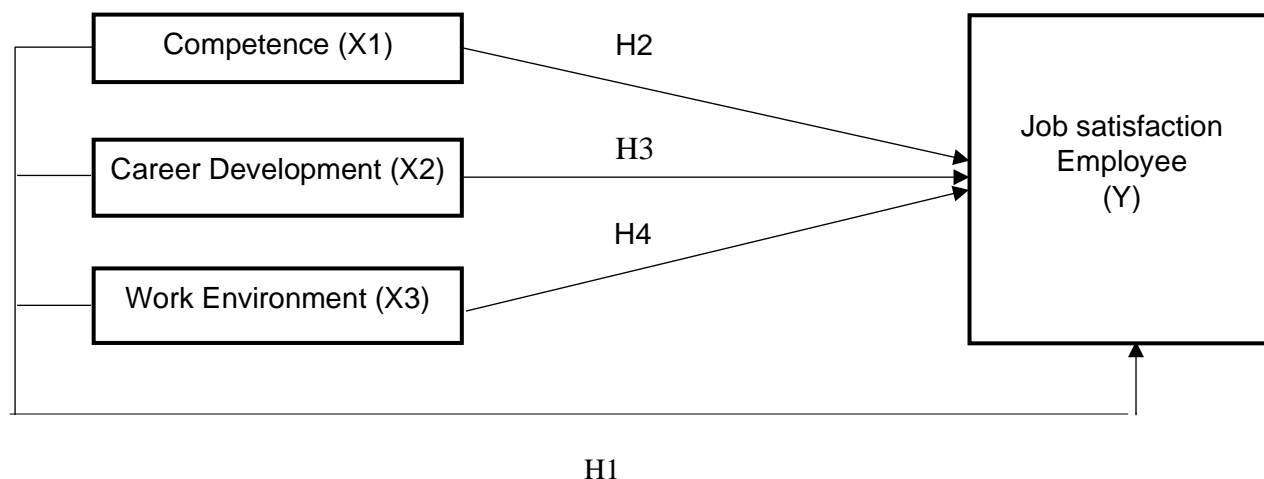


Figure 2.1 Research Framework

Hypothesis

Based on the research framework that has been described, the author has formulated the following hypothesis:

- H1 : Competence, career development and work environment simultaneously influence significant impact on employee job satisfactionBank XYZ Jakarta Branch.
- H2 : Career development has a partial significant effect on job satisfaction employee onBank XYZ Jakarta Branch.

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- H3 : Competence has a significant partial effect on job satisfaction employees on Bank Mandiri Jakarta Branch.
- H4 : The work environment partially has a significant influence on job satisfaction employees on Bank XYZ Jakarta Branch.

RESEARCH METHODOLOGY

Research methods

A research method is essentially a scientific way to obtain data for a specific purpose and purpose (Sugiyono, 2017). The research method used in this study is the associative method. The associative method is research that aims to determine the relationship between two or more variables (Sugiyono, 2017). This associative research is used to examine the influence of competence, career development, and the work environment on employee job satisfaction.

Research Variables

This study has two research variables: the independent variable and the dependent variable. The following is an explanation of the independent and dependent variables:

Independent Variable

According to (Sugiyono, 2017), an independent variable is a variable that influences or causes changes in or the emergence of a dependent variable. The independent variables in this study are competence, career development, and the work environment.

Dependent Variable

According to (Sugiyono, 2017), a dependent variable is a variable that is influenced or caused by the presence of an independent variable. The dependent variable in this study is employee job satisfaction.

Population, Sample and Sampling Techniques

The following is an explanation of the population, sample and research sampling techniques:

Research Population

According to (Sugiyono, 2017), population is a generalization area consisting of: objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. In this study, the population referred to is all employees of Bank XYZ Jakarta Branch, excluding the management of 100 employees.

Research Sample

According to (Sugiyono, 2017), a sample is a portion of the number and characteristics of a population. The sample for this study was the sales employees of Bank XYZ Jakarta branch with permanent employee status, excluding the management, totaling 62 employees consisting of 20 sales people, 37 back office people, and 5 managers.

Sampling Techniques

The sampling technique in this study used purposive sampling, a sampling research technique with certain considerations (Sugiyono, 2017). The sample taken was 62 permanent employees of Bank XYZ Jakarta branch sales department, excluding the management.

Method of collecting data

This research was conducted by collecting data through primary data sources. Primary data is data collected firsthand for subsequent analysis to find solutions to the problem being studied (John Wiley, 2017).

Data Analysis Methods

The data analysis methods used in this research are:

1. Questionnaire validity test

According to (Imam Ghazali, 2019), validity testing is used to measure the validity of a questionnaire. A questionnaire is considered valid if the statements in the questionnaire are able to reveal what it is intended to measure.

2. Questionnaire reliability test

According to (Imam Ghazali, 2019), reliability is a tool for measuring a questionnaire, which is an indicator of a variable or construct. A questionnaire is considered reliable if a person's answers to the questions are consistent or stable over time.

3. Respondent profile analysis

In this study, demographic variables describe the grouping of respondents into categories based on gender, age, highest education, and length of service. Respondent profiles were then processed by tabulating the data, then summing the results and calculating percentages.

4. Descriptive analysis

Analyze competency, career development and work environment on employee job satisfaction by tabulating the answers to the questionnaires distributed.

5. Multiple linear regression

Multiple linear regression aims to calculate the magnitude of the influence of two or more independent variables on one dependent variable and predict the dependent variable using two or more independent variables.

6. Coefficient of determination

The coefficient of determination analysis is used to determine the percentage contribution of the influence of independent variables together on the dependent variable. This study uses a multiple regression model and the form of measurement of the coefficient of determination uses the adjusted coefficient of determination (Adjusted R-Square), (Priyatno, 2010).

7. F test

The F test or simultaneous regression coefficient, namely to determine the influence of independent variables simultaneously on the dependent variable, whether the influence is significant or not, (Priyatno, 2010).

8. Uji t

The t-test is used to determine the influence of the independent variable on the dependent variable, whether the influence is significant or not (Priyatno, 2010).

RESEARCH RESULTS AND DISCUSSION

Questionnaire Validity and Reliability Test

The following are the results of testing the validity and reliability of the competency, career development, work environment and employee job satisfaction questionnaires using SPSS 25.

Validity and Reliability Test of Competency Questionnaire

The following are the results of testing the validity and reliability of the competency questionnaire using SPSS 25 software.

Competency Questionnaire Validity Test

In this validity test, the researcher used a 5% error rate with $n = 62$ and obtained a table r value of 0.250. Based on Testing the validity of the competency questionnaire obtained all calculated r values for 7 statements greater than the table r , so it can be concluded that all the instruments have good construct validity testing and can be continued.

Competency Reliability Test

In this test, the data was processed using SPSS 25 software and statistical tests. Cronbach Alpha. The following results of data processing using SPSS 25 can be seen in Table 4.1 as follows:

Table 4.1 Reliability Test of Competency Questionnaire

Reliability Statistics	
Cronbach's Alpha	N of Items
.790	7

Source: Results processed with SPSS 25

Based on the results of table 4.1 of the competency questionnaire reliability test, it can be seen that the Cronbach alpha value is $0.790 > 0.70$, so it can be concluded that all questionnaire statements for the competency variable (X1) are reliable.

Validity and Reliability Test of the Career Development Questionnaire

The following are the results of testing the validity and reliability of the career development questionnaire using SPSS 25 software.

1. Validity Test of Career Development Questionnaire

In this validity test, the researcher used a 5% error rate with $n = 62$ and obtained a table r value of 0.250. Based onTesting the validity of the career development questionnaire showed that all calculated r values for 5 statements were greater than the table r, so it can be concluded that all instruments have good construct validity testing and can be continued.

2. Career Development Reliability Test

In this test, the data was processed using SPSS 25 software and statistical tests.Cronbach Alpha. The following results of data processing using SPSS 25 can be seen in table 4.2 as follows:

Table 4.2 Reliability Test of the Career Development Questionnaire

Reliability Statistics	
Cronbach's Alpha	N of Items
.719	5

Source: Results processed with SPSS 25

Based on the results of table 4.4 of the reliability test of the career development questionnaire, it can be seen that the Cronbach alpha value is $0.719 > 0.70$, so it can be concluded that all questionnaire statements for the career development variable (X2) are reliable.

Validity and Reliability Test of the Work Environment Questionnaire

The following are the results of testing the validity and reliability of the work environment questionnaire using SPSS 25 software.

1. Validity Test of the Work Environment Questionnaire

In this validity test, the researcher used the product moment correlation method, an error rate of 5% with $n = 62$ and obtained an r table value of 0.250. Based on the validity test of the work environment questionnaire, all calculated r values for 7 statements were greater than the r table, so it can be concluded that all of these instruments have good construct validity tests and can be continued.

2. Work Environment Reliability Test

In this test, the data was processed using SPSS 25 software and statistical tests.Cronbach Alpha. The following results of data processing using SPSS 25 can be seen in table 4.6 as follows:

Table 4.3 Reliability Test of the Work Environment Questionnaire

Reliability Statistics	
Cronbach's Alpha	N of Items
.737	7

Source: Results processed with SPSS 25

Based on the results of table 4.3 of the reliability test of the work environment questionnaire, it can be seen that the Cronbach alpha value is $0.737 > 0.70$, so it can be concluded that all questionnaire statements for the work environment variable (X3) are reliable.

Validity and Reliability Test of Employee Job Satisfaction Questionnaire

The following are the results of testing the validity and reliability of the employee job satisfaction questionnaire using SPSS 25 software.

1. Validity Test of Employee Job Satisfaction Questionnaire

In this validity test, the researcher used the product moment correlation method, an error rate of 5% with $n = 62$ and obtained an r table value of 0.250. The following are the results of data processing using SPSS 25, the results of the validity test of the employee job satisfaction questionnaire obtained all calculated r values for 5 statements greater than r table, so it can be concluded that all these instruments have a good construct validity test and can be continued.

2. Employee Job Satisfaction Reliability Test

In this test, the data was processed using SPSS 25 software and statistical tests.Cronbach Alpha. The following results of data processing using SPSS 25 can be seen in table 4.4 as follows:

Table 4.4 Reliability Test of Employee Job Satisfaction Questionnaire

Reliability Statistics	
Cronbach's Alpha	N of Items
.802	5

Source: Results processed with SPSS 25

Based on the results of table 4.4 of the reliability test of the employee job satisfaction questionnaire, it can be seen that the Cronbach alpha value is $0.802 > 0.70$, so it can be concluded that all questionnaire statements for the employee job satisfaction variable (Y) are reliable.

Analysis of the Influence of Competence, Career Development, and Work Environment on Employee Job Satisfaction

The test was conducted to determine the influence of competence, career development, work environment and employee job satisfaction, so the researcher used multiple linear regression,coefficient of determination (R-Square), F test and t test. An explanation of each test can be seen below.

1. Multiple Linear Regression

In this study to see the influencecompetence, career development, work environment and job satisfactionemployees at Bank Mandiri Jakarta branch MT Haryono, then using the multiple linear regression method.The following multiple regression coefficients processed using SPSS 25 can be seen in table 4.5:

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Table 4.5 Multiple Linear Regression Coefficients

Model		Coefficients ^a		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients B	Std. Error			
1	(Constant)	.881	3,273		.269	.789
	Competence	.255	.102	.308	2,500	.015
	Career Development	.077	.137	.064	.562	.576
	Work environment	.371	.116	.398	3,183	.002

a. Dependent Variable: Job Satisfaction

Source: Results processed with SPSS 25

Based on the constant value and regression coefficient above table 4.5 then the regression equation as follows :

$$Y = 0.881 + 0.255X_1 + 0.077X_2 + 0.371X_3 + e$$

From the regression equation above, it can be explained as below:

1. The constant of 0.881 states that if there is no competence, career development and work environment, then employee job satisfaction of 0.881.
2. The competency regression coefficient of 0.255 states that every additional value in competence will raise employee job satisfaction of 0.255 assuming that career development and work environment constant and conversely, every decrease in the value of competence will decrease employee job satisfaction by 0.255 assuming that career development and the work environment are constant.
3. Regression coefficient career development of 0.077 indicates that every additional value in career development will increase employee job satisfaction of 0.077 with the assumption competence and work environment constant and conversely, any decrease in career development will decrease employee job satisfaction by 0.077 assuming constant competence and work environment.
4. Regression coefficient work environment of 0.371 indicates that every additional value in work environment will increase job satisfaction employees amounting to 0.371 with the assumption competency and career development constant and conversely, any decrease in the value of the work environment will reduce employee job satisfaction by 0.371 assuming constant competence and career development.

Coefficient of Determination (R-Square)

The results of data processing using SPSS 25, the output model summary results are obtained which will be explained in table 4.6 below:

Table 4.6 Coefficient of Determination (R-Square)

Model	Model Summary			
	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.660a	.436	.407	2,018

a. Predictors: (Constant), Work Environment, Career Development, Competence

Source: Results processed with SPSS 25

In the calculation results obtained, the Adjusted R Square coefficient was 0.407. This means that the influence of competence, career development, work environment and employee job satisfaction Bank XYZ Jakarta branch is 40.7% and the remaining 59.3% is influenced by other factors.

F test

The F test or simultaneous regression coefficient, which is to determine the influence of independent variables simultaneously on the dependent variable, whether the influence is significant or not, (Priyatno, 2010). The F test is carried out using the ANOVA table with a level of significance (α) of 0.05. The F table value can be seen by

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calculating the value of the formula $df1 = k$, namely $df1 = 3$, and for $df2 = n - k - 1$, namely $df2 = 62 - 3 - 1 = 58$ with the F table value ($df = 58$ and Probability 0.05) is 2.76. The following F test results can be seen in table 4.7 as follows:

Table 4.7 F Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	182,661	3	60,887	14,957	.000b
	Residual	236,113	58	4,071		
	Total	418,774	61			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Environment, Career Development, Competence

Source: Results processed with SPSS 25

Based on table 4.7 above, the calculated F value is 14.957 and the F table value is 2.76, so the calculated $F > F$ table or the significance value is $0.000 < 0.05$, so H_0 is rejected or H_a is accepted, meaning that competence, career development and work environment simultaneously have a significant effect on employee job satisfaction at Bank XYZ, Jakarta branch.

t-test

The t-test is used to determine the effect of independent variables on dependent variables, whether the effect is significant or not, (Priyatno, 2010). The tester uses a significance level (α) of 0.05. The t-table value can be seen by calculating the value of the formula $df = n - k - 1$, namely $df = 62 - 3 - 1 = 58$ with the t-table value ($df = 58$ and Probability 0.05) is 2.001. The results of the t-test can be seen in table 4.8 as follows:

Table 4.8 t-Test Results

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.881	3,273		.269	.789
	Competence	.255	.102	.308	2,500	.015
	Career Development	.077	.137	.064	.562	.576
	Work environment	.371	.116	.398	3,183	.002

a. Dependent Variable: Job Satisfaction

Source: Results processed with SPSS 25

Based on table 4.8 it shows that:

a. The Influence of Competence on Employee Job Satisfaction

Based on table 4.12, the calculated t value is 2,500 and the table t value is 2,001, so the calculated t value is $>$ table t value or the value is significance value $0.015 < 0.05$ then H_0 is rejected or H_a is accepted meaning competency has a partial significant influence on employee job satisfaction Bank XYZ Jakarta branch.

b. The Influence of Career Development on Employee Job Satisfaction

Based on table 4.12, the calculated t value is 0.562 and the t table value is 2.001, so the calculated $t < t$ table or significance value $0.576 > 0.05$ then H_0 is accepted or H_a is rejected meaning partial career development does not have a significant effect on employee job satisfaction Bank XYZ Jakarta branch.

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c. The Influence of Work Environment on Employee Job Satisfaction

Based on table 4.12, the calculated t value is 3.183 and the t table value is 2.001, so the calculated $t > t$ table or significance value $0.002 < 0.05$ then H_0 is rejected or H_a is accepted meaning the work environment has a partial significant influence on employee job satisfaction. Bank XYZ Jakarta branch.

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the discussion above, the author provides the following conclusions in this study:

1. Competence, career development, and the work environment simultaneously have a significant influence on employee job satisfaction at Bank XYZ, Jakarta branch.
2. Competence and work environment partially have a significant effect on employee job satisfaction at Bank XYZ Jakarta branch, while career development partially does not have a significant effect on job satisfaction at Bank XYZ Jakarta branch.

Suggestion

From the results of the analysis and discussion explained above, the author's recommendations for Bank XYZ Jakarta branch are:

1. Pay attention to employee competency and the work environment because competency and the work environment influence employee job satisfaction.
2. Providing regular training for employee development so that employees can improve their skills and career development, thereby creating employee job satisfaction.
3. This is a consideration for Bank XYZ Jakarta branch, especially in terms of competency and work environment factors that influence employee job satisfaction.

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