

The Effect of Career Development and Compensation on Employee Performance Through Job Satisfaction at PT Bank Tabungan Negara Kudus Branch Office

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Abstract

Career development and compensation are factors that play a role in improving employee performance and job satisfaction. With a career development program and fair compensation, employees will provide optimal service to the community. This study aims to determine the direct influence of career development and compensation on employee performance and to examine the role of job satisfaction mediation in the relationship between the influence of career development and compensation on the performance of banking employees. The study involved 50 organic employees. Data collection was carried out using the survey method. The analysis test used is the Structural Equation Model (SEM) approach using the Partial Least Square (PLS) program. The results of the test on the influence of career development on employee performance through job satisfaction showed an insignificant value ($p\text{-value} = 0.448$) and the results of the test on the influence of compensation on employee performance through job satisfaction showed a significant value ($p\text{-value} = 0.001$). This is because employee performance and satisfaction are influenced by various factors other than career development and compensation.

Keywords: career development, compensation, job satisfaction, employee performance

1. Introduction

The banking industry is currently experiencing rapid growth. Increasingly fierce competition encourages banking institutions to continue to expand and increase market share. As a financial intermediation institution, banks play a central role in moving the wheels of the national economy through the function of raising funds and distributing credit. The existence of strong, efficient, and innovative national banking is the main prerequisite in supporting sustainable economic growth [1].

Banking financial institutions have a role in helping people to manage and handle their financial needs. A good bank will improve its services so that it can compete with other banks in providing banking services for the community. Human Resources (HR) is a valuable asset for an organization that plays an active role in achieving organizational goals, including banking employees. They are individuals who have different skills and skills, and they work together to achieve a common goal. In exchange for their contributions, they receive appropriate compensation.

A banking institution needs employees who have good performance and satisfaction, so there is a need for career development and fair compensation for them. A career is a series of positions and positions that a person occupies during his or her working life. The career journey has a certain time limit, which ends with an event such as death, resignation, termination of employment, or retirement. Systematic career development can provide significant benefits for both companies and employees. Conversely, a lack of attention to career development can negatively impact company performance and employee job satisfaction [2].

Career development is often associated with achieving individual success. The concept of career success is not only limited to professional achievements, such as promotions or salary increases, but also includes a balance between work and personal life [3].

Career development is a systematic effort to improve individual competence in order to achieve desired career goals. Effective Human Resource Management plays an important role in optimizing employee contributions to the achievement of organizational goals. The success of the organization is highly dependent on the work morale of employees in applying relevant skills, knowledge, and attitudes in the implementation of tasks [4].

One way to motivate employees to perform better is to compensate them accordingly. Compensation is not only in the form of salary, but it can also be in the form of bonuses, allowances, or other forms of awards. Compensation is a form of appreciation from the company for employee performance [5].

Compensation is one of the effective management instruments to attract, retain, and motivate employees. By providing competitive and fair compensation, companies can create a positive and productive work environment. In addition, compensation can also be used as a tool to achieve the company's strategic goals, such as improving performance, reducing turnover rates, and increasing employee satisfaction. Job satisfaction is an emotional condition that reflects a positive attitude towards work. Employees who are satisfied with their jobs tend to have lower stress levels, better interpersonal relationships with coworkers, and are more adaptable to changes in the workplace [6].

Every employee has potential that needs to be developed. To be able to maximize this potential, employees need a work environment that is conducive and provides opportunities for growth and development. Job satisfaction is one of the important factors that can create a positive work environment and support employee career development [7].

Job satisfaction is a psychological condition that results from the employee's evaluation of his or her work. Factors that affect job satisfaction include job characteristics, work environment, interpersonal relationships, compensation, and opportunities for growth and development. When employees feel that their work adds value to their lives, they tend to be more satisfied and loyal to the organization [8].

Job satisfaction is one of the factors that can improve employee performance. Employees who are satisfied with their jobs tend to be more motivated, more productive, and more loyal to the company. In contrast, dissatisfied employees tend to have low performance, high absenteeism rates, and are more likely to switch jobs. In addition to other factors, compensation is one of the important factors that can increase employee job satisfaction. Compensation, both financial and non-financial, serves as a form of appreciation from the company for employee contributions. In other words, compensation can strengthen the positive influence on employee performance [9]. Compensation has a positive and significant effect on job satisfaction, in other words, the higher the compensation, the higher the level of job satisfaction [10].

Managers who pay attention to employee career development, compensation, and job satisfaction will lead the organization to success. Job satisfaction acts as a bridge between career development and employee performance, meaning that the influence of job satisfaction on performance is greater when compared to the direct influence of career development. The same is true for non-financial compensation, where job satisfaction is a mediator that amplifies the influence of compensation on performance [9].

2. Materials and Methods

The primary data source in this study is the permanent employees of PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office. Data collection was carried out by survey method using a questionnaire

instrument. The total number of respondents taken was 50 respondents. The analysis test was carried out with the Structural Equation Model (SEM) approach using the Partial Least Square (PLS) program.

3. Result

PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office, which is located at Jalan Agil Kusumadya No. 32 Kudus and was established in 2017, has a working area covering five districts, namely Pati, Jepara, Rembang, Purwodadi, and Demak.

a. The Effect of Career Development on Employee Performance of PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office

Table 1 : Results of the Test on the Influence of Career Development on Employee Performance

Independent Variable	Bound Variables	Path Coefficient	<i>p-value</i>	Information
Career Development	Employee Performance	0,288	0,014	Significant

The table above shows that career development has a positive and significant influence on employee performance at PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office. The path coefficient of 0.288 and the significance value (*p-value*) of 0.014 in the table above indicate that there is a positive and significant influence of career development on employee performance at Bank BTN Kudus Branch. This means that any improvement in the career development program will have a positive impact on improving employee performance.

b. The Effect of Career Development on Job Satisfaction of PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office

Table 2 : Results of the Test on the Influence of Career Development on Job Satisfaction

Independent Variable	Bound Variables	<i>Path Coefficient</i>	<i>p-value</i>	Information
Career Development	Job Satisfaction	-0,028	0,421	Insignificant

Data source: primary data analysis

The table of the results of the test on the influence of career development on job satisfaction shows that career development does not show a significant influence on job satisfaction at PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office. The path coefficient value of -0.028 and the significance value (*p-value*) of 0.421 showed that there was no significant relationship between career development and employee job satisfaction. These results show that the current career development program has not been effective in increasing employee job satisfaction at Bank BTN Kudus Branch. The table of the results of the test on the influence of career development on job satisfaction shows that career development does not show a significant influence on job satisfaction at PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office.

c. The Effect of Compensation on Employee Performance of PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office

Table 3. Test Results of the Effect of Compensation on Employee Performance

Independent Variable	Bound Variables	<i>Path Coefficient</i>	<i>p-value</i>	Information
Compensation	Employee Performance	0,023	0,434	Insignificant

Data source: primary data analysis

The table above shows that compensation does not show a significant influence on employee performance at PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office. A path coefficient value of 0.023 indicates a weak positive relationship between compensation and employee performance. However, a significance value (p-value) of 0.434 greater than 0.05 indicates that the relationship is not statistically significant. In other words, although in theory salary increases should improve performance, in this case it is not empirically proven. The table of the results of the test of the effect of compensation on employee performance shows that compensation does not show a significant influence on employee performance at PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office.

d. The Effect of Compensation on Job Satisfaction of PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office

Table 4 : Results of the Influence of Compensation on Job Satisfaction Test

Independent Variable	Bound Variables	Path Coefficient	p-value	Information
Compensation	Job Satisfaction	0,794	0,001	Significant

The table of the results of the test on the effect of compensation on job satisfaction shows that compensation has a positive and significant influence on job satisfaction at PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office. The path coefficient value of 0.794 indicates a very strong positive relationship between compensation and job satisfaction. A significance value (p-value) of 0.001 which is much smaller than 0.05 indicates that this relationship is very statistically significant. In other words, it can be concluded that the higher the level of compensation received by employees, the higher their level of job satisfaction with their work at Bank BTN Kudus Branch.

The table of the results of the test on the effect of compensation on job satisfaction shows that compensation has a positive and significant influence on job satisfaction at PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office. PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office feels high job satisfaction when compensation is given. The results of the test on the effect of compensation on job satisfaction show that compensation has a positive and significant influence. This can be caused by compensation factors that match the needs and desires of employees, resulting in happier and more productive employees.

e. The Effect of Job Satisfaction on Employee Performance of PT Bank Tabungan Negara Tbk Kudus Branch Office

Table 5 : Results of the Satisfaction Test on the Performance of the Farmers

Independent Variable	Bound Variables	Path Coefficient	p-value	Information
Job Satisfaction	Employee Performance	0,468	0,001	Significant

The table of the results of the test on the effect of satisfaction on employee performance shows that job satisfaction has a positive and significant influence on employee performance at PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office. This is evidenced by a path coefficient value of 0.468 and a p-value of 0.001 which is smaller than 0.05.

The path coefficient of 0.468 shows that there is a positive relationship between job satisfaction and employee performance. This means that the higher the job satisfaction felt by employees, the higher the expected performance.

A *p-value* of $0.001 < 0.05$ indicates that the relationship is statistically significant. This means that there is enough evidence to conclude that job satisfaction directly affects employee performance. The table of the results of the test on the effect of satisfaction on employee performance shows that job satisfaction has a positive and significant influence on employee performance at PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office.

f. The Effect of Career Development on Employee Performance Through Job Satisfaction at PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office

Table 6 : Results of the Test on the Influence of Career Development on Employee Performance through Job Satisfaction

<i>Path coefficients</i>	<i>p-value</i>	Information
-0,013	0,448	Insignificant

The table of the results of the test of the influence of career development on employee performance through job satisfaction shows that career development does not show a significant influence on employee performance through job satisfaction at PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office. The path coefficient value of -0.013 indicates a very weak negative relationship between career development and employee performance through job satisfaction. A significance value (*p-value*) of 0.448 which is much greater than 0.05 indicates that this relationship is not statistically significant. In other words, it can be concluded that the current career development program has not been effective in improving employee performance through increasing job satisfaction at Bank BTN Kudus Branch. The table of the results of the test of the influence of career development on employee performance through job satisfaction shows that career development does not show a significant influence on employee performance through job satisfaction at PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office.

g. The Effect of Compensation on Employee Performance Through Job Satisfaction at PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office

Table 7 : Results of the Test on the Influence of Compensation on Employee Performance through Job Satisfaction

<i>Path coefficients</i>	<i>p-value</i>	Information
0,372	0,001	Significant

The table of the results of the test on the influence of compensation on employee performance through job satisfaction shows that compensation shows a positive and significant influence on employee performance through job satisfaction at PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office. The path coefficient value of 0.372 indicates a positive relationship between compensation, job satisfaction, and employee performance. A significance value (*p-value*) of 0.001 which is much smaller than 0.05 indicates that this relationship is very statistically significant. In other words, it can be concluded that increasing compensation will increase employee job satisfaction, and this increase in job satisfaction will have a positive impact on improving employee performance at Bank BTN Kudus Branch. The table of the results of the test on the influence of compensation on employee performance through job satisfaction shows that compensation shows a positive and significant influence on employee performance through job satisfaction at PT Bank Tabungan Negara (Persero) Tbk Kudus Branch Office. This shows that compensation has a positive and significant influence on employee performance through job

satisfaction. This shows that compensation has an important role in improving employee performance at PT Bank Tabungan Negara (Persero) Kudus Branch Office.

4. Discussion

a. The Effect of Career Development on Employee Performance

Career development is one of the decisive factors in increasing employee performance. Based on the table of test results, it can be concluded that career development is one of the key factors in improving employee performance at Bank BTN Kudus Branch. These findings are supported by previous studies that have identified that career development components, such as career planning, training, and promotion opportunities, have a positive correlation with improved employee performance¹¹.

Career development can be interpreted as a series of activities carried out by a company to help its employees move up to a higher career level. By providing opportunities for learning and growth, companies strive to create a positive work environment and motivate employees to achieve optimal performance¹².

Development Career not only increases job satisfaction, but also directly contributes to improving employee performance. The more development opportunities provided, the higher the performance can be achieved [13].

Career development is a valuable investment for organizations. By providing development opportunities, organizations not only increase employee confidence and job satisfaction, but also encourage improved performance and loyalty. This will ultimately contribute to the achievement of the organization's overall objectives [14]. In addition, career development can also improve the skills and abilities of employees [15]. Through training and development programs, employees are given the opportunity to improve their competencies and knowledge necessary to achieve optimal performance.

b. The Effect of Career Development on Job Satisfaction

Career development is a crucial aspect for both individuals and organizations. Research has shown that career development practices can increase employee job satisfaction and overall improve organizational effectiveness[16,17].

The factors that affect employee job satisfaction are very complex and not only limited to career development. Employees' perception of career development programs is crucial, because this perception will encourage them to learn new things or take on greater responsibilities. If the development program offered is not in line with the perception of employees, then its effectiveness in increasing job satisfaction will be very limited [18].

In addition to the suitability between career development programs and organizational needs, mismatches between employee skills and available opportunities can also be a factor that affects job satisfaction. If the skills acquired through development programs are not relevant to promotion or career development opportunities in the organization, this can lead to frustration in employees [19].

c. The Effect of Compensation on Employee Productivity

Providing adequate compensation is one of the effective ways to increase employee motivation and productivity. With fair compensation, employees tend to be more dedicated and contribute optimally to the achievement of organizational goals. However, keep in mind that employee motivation is a complex thing and is not only determined by financial factors.

Employee motivation is a complex thing and is not only determined by financial factors. Intrinsic factors such as job satisfaction, recognition of achievements, and opportunities for self-development also have a

very significant role in driving employee performance. If employees are not satisfied with their work as a whole, then compensation alone will not be able to sustain their motivation in the long run [20,21].

Highly committed employees have a strong sense of ownership of the company. They see the success of the company as a personal success and vice versa. This sense of belonging will encourage them to always give their best and actively contribute to achieving the organization's goals [22].

d. Effect of Compensation on Job Satisfaction

Compensation has a significant influence on employee motivation and performance. This is because employees have a basic need that needs to be met, namely a sense of appreciation for their contributions. By providing fair and appropriate compensation, companies can increase employee motivation. Satisfactory compensation not only means providing adequate wages and salaries, but also creates a sense of appreciation and appreciation for the work done. Thus, employees will be more motivated to work better and be more dedicated to the company. Therefore, determining the amount of wages and salaries needs to be done carefully to ensure that employees feel valued for their contributions.

Satisfaction with compensation will have a positive impact on overall job satisfaction and ultimately increase employee productivity. Satisfaction with compensation will have a positive impact on overall job satisfaction. When employees feel valued and satisfied with the compensation they receive, they will be more motivated to perform better. This will have an impact on employee productivity, as they will be more focused and dedicated to the tasks given. Thus, companies can achieve long-term business success through optimal employee performance. Therefore, the determination of wages and salaries needs to be done carefully to ensure that employees feel valued for their contributions [23]

Job satisfaction will affect the level of employee work discipline. If job satisfaction is higher, then employee work discipline is also higher. Increased job satisfaction and work discipline will help in encouraging work passion, work morale, and the realization of company goals [24].

e. The Effect of Job Satisfaction on Employee Performance

Job satisfaction is an important factor that affects employee performance. Employees who are satisfied with their jobs tend to have higher motivation, lower attendance rates, and a stronger commitment to the organization. This will have a positive impact on productivity, quality of work, innovation, and company reputation [25].

Job satisfaction can determine the level of high or low employee performance, and its effectiveness affects employee performance. Employees who feel job satisfaction generally show better performance in various aspects. They tend to have a better track record of attendance, comply with company regulations, and achieve set performance targets. Nonetheless, their participation rates in union activities tend to be lower compared to less dissatisfied employees [26].

f. The Effect of Career Development on Employee Performance through Job Satisfaction

Career development can help increase employee motivation. This is due to factors related to career development, such as increased salaries and greater responsibilities. However, motivation does not only depend on career development, but also depends on other factors. The motivation that drives employees to work diligently and the discipline prepared by the company is another example of factors that can affect employee motivation [28].

Work culture in an organization has a significant role in influencing employee performance. A work culture that is not conducive to career development can hinder the effectiveness of career development programs in improving job satisfaction and employee performance. The formation of a positive work

culture can encourage changes in employee behavior towards higher performance, better adaptability, and higher responsiveness to changes in the work environment [29].

Employee motivation is a complex phenomenon that is influenced by various factors. Career development is one of the factors that can increase motivation, but other factors such as intrinsic motivation, work discipline, organizational culture, leadership style, and work environment also have a significant role [19].

g. The Effect of Compensation on Employee Performance through Job Satisfaction

Adequate compensation has a positive correlation with employee work motivation. The higher the level of compensation, the higher the employee's work motivation, which in turn will have a positive impact on performance. Therefore, in providing compensation, companies need to pay attention to the principles of fairness and equality to avoid feelings of dissatisfaction among employees. Fairness in providing compensation is an important factor in improving employee motivation and performance. Compensation differences that cannot be rationally explained can trigger social jealousy among employees and negatively impact team performance [29].

5. Conclusion

Employee performance and job satisfaction are influenced by various factors, one of which is career development and compensation. However, there are still other factors that affect such as motivation and work culture in the office. So there is a need for innovative encouragement and programs to be able to improve employee performance and job satisfaction aimed at improving services to the community

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