

## WHAT ROLE DO CAREER GROWTH AND SKILLS PLAY AS ADDITIONAL FACTORS IN THE CONNECTION BETWEEN EMPLOYEE ENGAGEMENT AND JOB PERFORMANCE?



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### Abstract

At Bank Jatim Ponorogo, the objective of this study is to investigate the ways in which career advancement and increasing one's level of expertise influence employee performance. The level of employee engagement will be a variable that will be utilised to assist with the investigation. Data was collected through the use of Structural Equation Modelling (SEM) in conjunction with the Partial Least Squares (PLS) method that was administered to 74 individuals through the use of questionnaires. A significant and favourable impact on employee engagement is demonstrated by the findings, which indicate that both personal career advancement and expertise play a significant role. In addition, employees' work is immediately improved when they are given opportunities to further their careers. Nevertheless, the findings indicate that the level of expertise and employee involvement does not have a significant impact on the degree to which employees perform their duties effectively. Further, the relationship between career advancement, competency, and success at Bank Jatim Ponorogo is not mediated by employee engagement, which does not serve as a go-between. These findings provide us with further information regarding the ways in which job development and skills influence performance. Despite the fact that they demonstrate the significance of involvement, it is not possible for it to totally cure the problem in this instance.

**Keywords:** Responsiveness, Empathy, Interpersonal Communication, Customer Satisfaction, Telecommunication

## INTRODUCTION

While serving in its capacity as the Regional Development Bank for East Java, Bank Jatim, a big financial institution in Indonesia that is owned by the government, plays a role that is of the utmost significance. It makes a significant contribution to the growth and prosperity of the economy of the region, which is a significant contribution. The importance of the bank draws attention to the fact that the banking industry requires individuals with specialised skills. This demand is further underlined by the ongoing development of technological advancements, which highlights the necessity of having workers with these skills (Amalou, 2024). When it comes to enhancing the efficiency of operations inside an organisation, human resources are of the utmost significance, and the performance of these resources is directly connected to the overall success of the organisation. The following is a compilation of data and information regarding the performance of employees from Bank Jatim Ponorogo for the year 2024.

According to the data that is displayed in Figure 1, only one of the employee performance accomplishments that have been attained over the course of the previous three years has been accomplished in the credit work unit. This is all that has been accomplished. This accomplishment took place in the year 2021, and it was worth a total of Rp 227,000,000,000. The remaining employee performance achievements in the years 2022 and 2024 have not yet attained the level of performance that meets the requirements. (First) The information presented in Figure 2 pertains to the performance of personnel working at Bank Jatim Ponorogo over the period January through December 2024.

The only deposit savings account that has surpassed the performance criteria target, which is in 2024 and amounts to IDR 192,000,000,000, is the one that is located within the unit. The performance requirements that were established by the corporation have not been met by the deposits that are set aside for the years 2023 and 2024.

Performance can be considered as either a process or a work outcome, which gives a summary of the manner in which activities are carried out in order to achieve the desired results, as stated by Irnanda et al. (2019). Performance can be viewed in either of these aspects. Nabawi (2019) asserts that the setting of the corporate environment is a crucial factor in determining the efficacy of the performance of bank people. The quality of their work is a significant factor in determining whether or not the organisation will be successful in achieving its goals. Numerous factors, such as the progression of their careers and the capabilities that they possess, play a role in determining the level of success that bank employees achieve.

In order to achieve great performance, which is something that is very important for every employee, you need to have an understanding of career progression available to you. Specifically, the objective of this is to conduct an investigation of the method in which the corporation's various levels of management handle the management of knowledge (Jakhar et al, 2025). In addition, having knowledge makes it easier for more experienced workers to assist new employees in locating and processing all of the information that is available inside the company. This is an additional advantage of knowing. This will ensure that in the future, any job that is faced by new employees will be able to adjust the work environment more quickly, including the capabilities of the employees in terms of innovation and skills. This will be the case for every job.

It is important to do this research because it has the ability to increase job satisfaction and motivation, which in turn can lead to enhanced employee performance. Individual career development and employee competences have the potential to boost job satisfaction and motivation. After that, the development of individual careers and

competencies can be of help in raising staff engagement, which is an extremely significant factor in enhancing the performance of a business. Finally, the development of individual careers and competences can be of assistance in increasing employee engagement. As a consequence of this, the research has the potential to be of assistance to Bank Jatim Ponorogo in improving the performance of its employees and boosting the level of engagement they have in their work by facilitating the development of their individual jobs and skills.

What distinguishes this research from others is, in particular, the intervening variable that was utilised in this study, which was employee involvement. Research conducted in the past has shown that it is possible for an individual's career development and competency to result in a rise in both job satisfaction and employee performance. Regarding the relationship between individual career development and competency and employee performance, however, there have been very few studies that have investigated the role of employee engagement as a mediator.

## REVIEW OF LITERATURE

### Employee Performance

The performance of an employee is a measurement that may be provided by the company during a particular time frame. This measurement may be employed to utilise the employee in order to monitor the person's performance while they are working. The constant decline in employee performance unquestionably has a substantial impact on the organization's ability to survive in the long run; hence, it is of the utmost importance that steps be made to guarantee that employee performance continues to be consistent. In agreement with the findings of Mulyani et al. (2024), the progression of an employee's performance can offer valuable insight into the outcomes of their performance.

The results that an employee generates while making effective use of the resources that are provided by the company and making the most of their talents in order to accomplish their responsibilities — these are the things that make employee performance. In the process of discovering and obtaining top-tier talent that is in accordance with the specific requirements of the company, human resource management is an extremely vital component that plays a significant role. As stated by Almita et al. (2023), this function is of utmost importance in the process of cultivating a culture of discipline and efficiency among employees, which ultimately results in enhanced performance within the company.

### Individual Career Development

According to Priyono and Perkasa (2024), the word "career development" refers to the function of Human Resources (HR) that is responsible for assisting employees in the process of planning their career paths within the company to which they belong. This function is designed to make it easier for both the employees and the organisation to make growth in their respective areas.

It is important to note that the process of career development covers not only the enhancement of the skills and capacities of individuals or bank employees, but also the procedures and actions that are carried out in order to achieve this advancement. Additionally, this includes the increase of the authority and prestige of bank employees inside the organisation, as well as the promotion of good attitudes among bank employees (Kusumastuti et al., 2022). In point of fact, career advancement does not necessarily take the form of ascending the hierarchical ladder; rather, it serves as a tool to inspire and encourage continuous growth inside the business. It is possible to attain this motivation and encouragement through the growth of one's career potential. There

is a positive association between the growth of a bank employee's career and the employee's overall performance (Hidayat et al., 2021). This correlation was shown in another study.

### **Competency**

The basic definition of competences includes the incorporation of goals and objectives, which are distinguished by the motivations or traits that motivate actions to achieve the outcomes that are desired. For the purpose of illustration, take into consideration the idea of competence in terms of one's knowledge and abilities. According to Amudhavalli et al.'s research from 2020, this idea is distinguished by the presence of motives, qualities, and self-concepts that encourage the utilisation of the particular knowledge and abilities in question.

The level of competence that an individual possesses is that which distinguishes him from other people and is considered to be one of the most significant components of a person's personality or the core of a bank employee's character. Specifically, this skill indicates a person's talents and knowledge, demonstrating their professionalism and offering evidence of their excellence in a certain field, as stated by Syahputra and Tanjung (2020).

### **Employee Engagement**

When it comes to the banking sector, employee engagement may be defined as a favourable attitude that bank workers have towards the company in which they work and the principles that the bank upholds. This is a prime example of the enthusiastic emotional engagement and dedication that bank employees have towards the organisation that they are a part of, and it also brings to light the idea that there is a reciprocal relationship that exists between bank employees and the business. In accordance with Muliawan et al. (2021), this refers to the method in which employees of the bank approach their work and make an effort to align themselves with the ideals of the company.

Employee engagement occurs when workers regularly exhibit positive attitudes and behaviours while actively participating in all activities that are carried out by the organisation. This is the case when individuals are engaged in their work. This level of engagement may be evaluated based on three fundamental markers: excitement, dedication, and immersion in their work (Haryanto et al., 2024). These markers are essential for determining the level of engagement level.

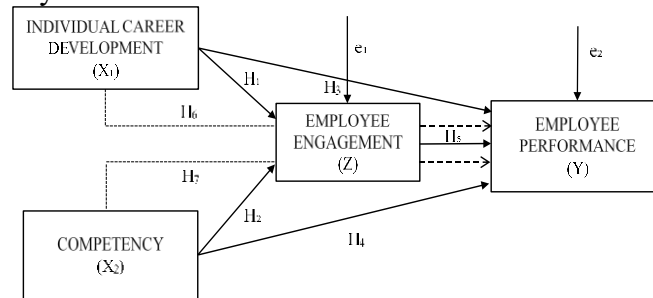
## **RESEARCH METHOD**

In this primary research, the individuals who are employed at Bank Jatim Ponorogo are the focus of attention. For the purpose of this inquiry, a quantitative technique is utilised, and data is gathered through the utilisation of questionnaires that cover four distinct aspects: individual career development, competency, employee engagement, and staff performance.

The total population of this study, which consisted of 74 persons who offered their participation as respondents, was comprised of employees of Bank Jatim Ponorogo. When employing the random sampling methodology, it is possible to include all permanent employees in the sample population. This is especially true when the methodology is utilised in conjunction with saturated sampling techniques.

This research makes use of Structural Equation Modelling (SEM), which is a technique that use the Partial Least Squares (PLS) methodology, in order to carry out an analysis of the data. PLS-SEM is an alternative method that may be utilised to study market orientation and structural equations in order to examine the interrelationships between latent constructs. This can be possible through the use of structural equation

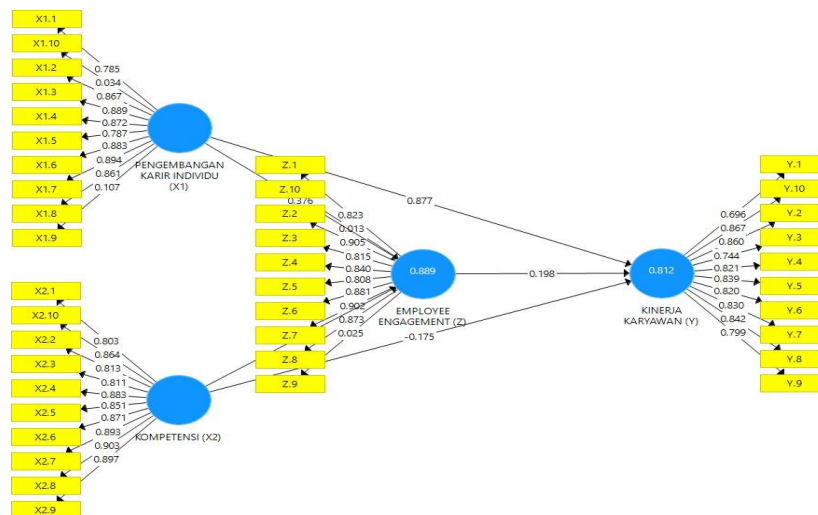
modelling. The approach in question is capable of simultaneously accommodating linear or non-linear linkages across a number of different metrics. This strategy is renowned for its adaptability and dependability, as stated by Hair et al. (2018). This is due to the fact that it does not involve the formulation of severe assumptions in it to function effectively.



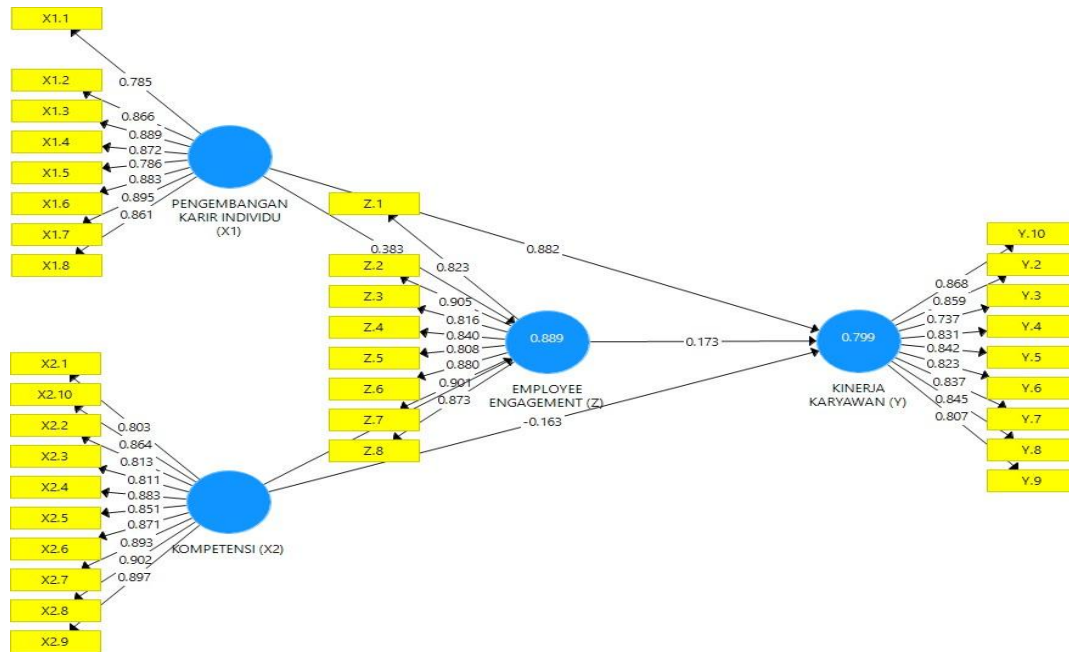
**Figure 2.**  
**Research Framework Results and Discussion**

**RESULTS AND DISCUSSION**

There were a total of 74 questionnaires that were delivered across all of the fields, and each and every one of those 74 questionnaires was returned and entered into the study in the appropriate manner. It is of the utmost importance to take into consideration the outer model, which functions as a measurement instrument, when it comes to establishing the validity and reliability of the research model. It is not possible to adequately evaluate the conceptual and relational aspects of a model for causal linkages in the field of study until the refinement stage of the measurement model has been completed to a satisfactory level. This is due to the fact that going through the refining stage is essential in order to make the model more accurate. This stage's objective is to provide an explanation for the connection that exists between the indicator block and the latent variable to the extent that it is possible to do so.



**Figure 3.**  
**Outer Model Test Results Before Elimination**



**Figure 4.**  
**Outer Model Test Results After Elimination**

Table 1.  
 Value of Average Variance Extracted (AVE)

Variable	AVE
Employee Performance (Y)	0,686
Individual Career Development (X1)	0,732
Competency (X2)	0,739
Employee Engagement (Z)	0,734

Source: SmartPLS processed results, 2024

**Table 2.**  
**Reliability Value**

Construct (Variable)	Cronbachs Alpha	Composite Reliability	Decision
Employee Performance (Y)	0,943	0,946	Reliable
Individual Career Development (X1)	0,947	0,949	Reliable
Competency (X2)	0,960	0,961	Reliable
Employee Engagement (Z)	0,948	0,949	Reliable

Source: SmartPLS processed results, 2024

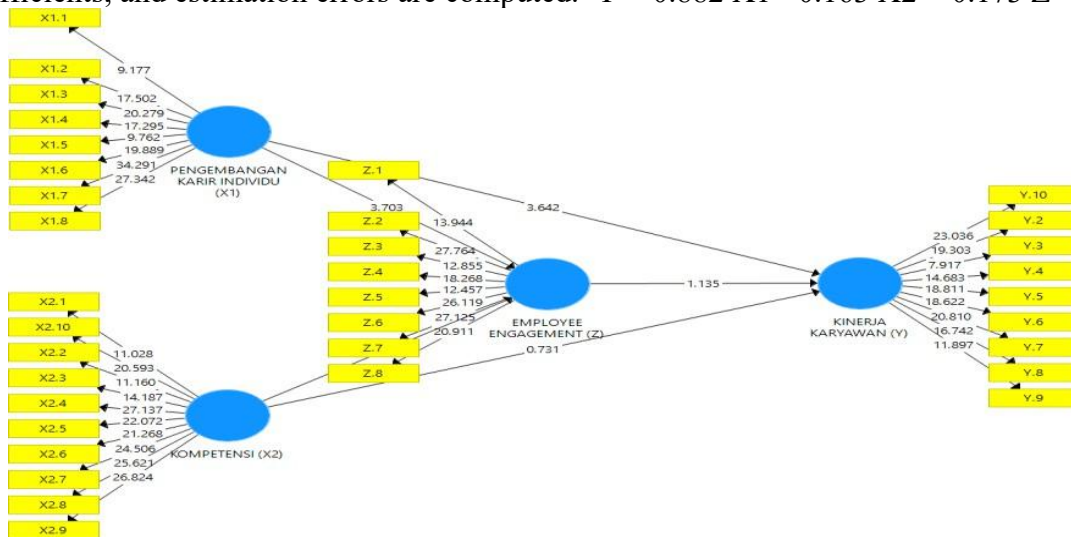
A correlation of 0.5 to 0.6 is considered adequate or acceptable during the development phase. This investigation suggests that the convergent validity exceeds 0.7. The loading factor value that exceeds the recommended threshold is 0.7, as illustrated in Figure 4. The expunged indications applied to a variety of statements that were previously evaluated in relation to Bank Employee Performance (Y) (Y1), Employee Engagement (Z) (Z9 and Z10), and Individual Career Development (X1) (X1.9 and X1.10). The convergent validity threshold in this research is set at a value greater than 0.7 in order to be considered valid.

The Average Variance Extracted (AVE) values in Table 1 indicate that all constructs or variables analysed in this study are robustly valid, as evidenced by their exceeding the recommended threshold of 0.50.

Each construct or variable has a composite reliability value and Cronbach's alpha value that exceed 0.70, as indicated by the results in Table 2. This indicates a high level of data reliability, which implies that the data can be considered reliable and trustworthy. The subsequent model equation can be established in accordance with Figure 4 above:

Equation I demonstrates the substantial impact of individual career development and competency constructs on employee engagement. This is achieved by combining the estimation error rate, an unexplained variable within the study model, with the extant coefficients.  $Z = 0.383 X1 + 0.580 X2 + e1$

The performance of bank employees is influenced by personal career growth, competencies, and employee engagement, as illustrated by Equation II. Each construct is allocated coefficients, and estimation errors are computed.  $Y = 0.882 X1 - 0.163 X2 + 0.173 Z + e2$



**Figure 5.**  
**Structural Model Inner**

The SmartPLS tool was used to test H1, and the results showed a p-value below the alpha threshold ( $0.000 < 0.05$ ), a t-statistic above 1.96 ( $3.628 > t\text{-table } 1.96$ ) and a value of 0.383, which means that the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) is accepted. Employee Engagement is favourably and dramatically impacted by Individual Career Development, according to research. Individual career development has a favourable and substantial effect on employee engagement, according to this and previous research by Indryani & Ardana (2019), Montori et al. (2019), Hidayat et al. (2021), and

Mashadi (2022). Employee engagement is an intricate process that changes gradually as time goes on. It is affected by a lot of things, one of which being the methods a company uses to manage its employees. Employees in the banking industry will feel more invested in their company if it helps them progress in their careers. Bank employees are more likely to feel loyal and attached to the company when they believe it values their development and provides opportunities for advancement.

A t-statistic of 5.312, which is higher than the threshold requirement of 1.96, and an original sample value of 0.580 were produced by the H2 analysis that was carried out using SmartPLS. This value indicates that Competency influences Employee Engagement. A p-value of 0.000 is less than the alpha level of 0.05, which means that the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted. Previous studies have shown that competency greatly improves employee engagement, especially in the banking industry where employees are highly competent (Rahmayani et al., 2021; Dami et al., 2022; Dawam et al., 2023). Therefore, it can be concluded that competency has a positive and statistically significant impact on employee engagement. When people are highly competent, it fosters a culture of thoroughness in completing tasks.

According to the established theoretical framework, there is a direct correlation between competency and employee engagement. Employees' unwavering devotion and compliance to the company contribute to the association's strength. Based on the original sample, the SmartPLS analysis produces a value of 0.882 for hypothesis H3. Both the t-statistic ( $3.698 > t\text{-table } 1.96$ ), and the p-value ( $0.000 < 0.05$ ), are greater than or equal to the alpha criterion. So, we may conclude that Individual Career Development has a substantial and beneficial effect on bank employees' performance, and we reject H0 in favour of Ha. The results are in line with previous research that has shown that Individual Career Development has a favourable and substantial effect on bank employees' performance (Ali et al., 2019; Puspita, 2020; Silaban et al., 2021; Tiong et al., 2023). In the banking industry, career development is a crucial part of HR strategies aimed at increasing employee engagement and performance. Important for motivating bank employees to get better at what they do and advance in their careers. The efficiency with which bank employees are able to carry out their responsibilities is directly related to how well their career development programs work.

Based on what we learnt from the SmartPLS study, the initial sample value for testing hypothesis H4 was -0.163. While the t-statistic of 0.776 was below the crucial value of 1.96, the p-value of 0.438 was higher than the previously stated alpha criterion of 0.05. Therefore, we accept H0 as the null hypothesis and reject Ha as the alternative. This is in line with previous research (Oppong & Zhau, 2020) that also discovered no significant correlation between competency and employee performance, suggesting that competency does not substantially impact bank employee performance. The results show that competence has a substantial impact on worker productivity, which goes against what Sabuhari et al. (2020) and Heslina & Syahrani (2021) found in their studies on organisational loyalty.

An initial sample value of 0.173 was reported by the H5 test conducted with SmartPLS. The t-statistic is below the critically important threshold of 1.96 at 1.086. With a value of 0.278, the p-value was higher above the significance level of 0.05. After considering all of the evidence, we can conclude that H0 is most likely correct and reject Ha. According to the results, there is no statistically significant relationship between employee

involvement and bank workers' productivity. The results are in line with what Rahmadalena and Asmanita (2020) found, which is that staff engagement has no major effect on the performance of bank employees. It is clear that employee engagement greatly affects employee performance, even though this goes against the conclusions drawn by Fidyah and Setiawati (2020) and Abdullahi et al. (2021).

The findings of the SmartPLS analysis show that the first sample has a H6 coefficient of 0.066, a t-statistic of 0.875 (below the crucial value of 1.96), and a p-value of 0.382 (above the alpha threshold of 0.05). According to the findings, we can reject the alternative hypothesis (Ha) and accept the null hypothesis (H0). Therefore, employee engagement is a mediator variable that shows how career development has no effect on bank employees' performance. There is no correlation between employee engagement and the relationship between career development and performance in the bank. Previous research (Tiong et al., 2023) found that employee engagement mediates the relationship between career advancement and performance. Our results show the opposite.

According to the analysis done using SmartPLS software, the original sample value for the H7 test was 0.101. Both the t-statistic ( $1.183 < t\text{-table } 1.96$ ), which is the necessary threshold, and the p-value ( $0.237 > 0.05$ ), which is the recognised level of significance, were exceeded. Thereby, we accept H0 as the null hypothesis and reject Ha as the alternative. These findings cast doubt on the idea that employee engagement serves as a medium through which the competence hypothesis affects the performance of bank employees. That means employee engagement is not the only factor mediating the relationship between competence and performance on the job. These results run counter to what Tiong et al. (2023) found, which is that competence has a substantial impact on employee performance through engagement as a mediator

## CONCLUSION

Research, discussions, and studies have shown that investing in employees' professional growth has a significant impact on their level of engagement. Similarly, it has been shown that staff competency has a positive and significant impact on engagement levels. Furthermore, banking staff perform better when they are able to grow in their own careers. The performance of bank personnel is not significantly impacted by competency, and employee engagement also has little to no bearing on performance. Employee engagement has no effect on the relationship between competency and bank employee performance at Bank Jatim Ponorogo or on the correlation between individual career progress and bank employee performance. Researchers in the future should refine their study aims to zero in on more specific features if they plan to perform similar investigations. The results of the study will be more reliable and add to the body of knowledge in the field if this is done.

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