

## Training and Career Development: Why and When related to Job Satisfaction and its impact on Employee Performance

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### ABSTRACT

*This study analyzes the main factors of employee performance, thereby finding a new model as a reference for Islamic banking practitioners in Indonesia. The aim of this research is to measure the effect of Training and Career Development on Job Satisfaction and its impact on Employee Performance. Quantitative research methods are used to analyze research variables consisting of Training, Career Development, Job Satisfaction and Employee Performance through questionnaires distributed to respondents who are the object of research. Research stages are carried out by distributing questionnaires through techniques purposive sampling was carried out on the population at 7 Islamic banks in the DKI Jakarta area, To determine the object of research, then the questionnaire was distributed using the Google form. The collected questionnaires were then tabulated and processed with Amos 25.0 Structural Equation Modeling (SEM). Which resulted in training, career development and training having an influence on Job Satisfaction, although training turned out to have no significant effect on job satisfaction and also had an impact on Employee Performance. The results of this study serve as a reference for the directors of Islamic banking in improving employee and banking performance, so that they pay attention to career development and training factors without neglecting job satisfaction factors..*

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## **INTRODUCTION**

The development of Islamic banking in Indonesia based on Sharia Banking Statistics 2016-2019 has increased every year in terms of assets increasing 31%, DPK increasing 46%, number of offices increasing 2.4% and number of offices increasing to 14 banks. Developments continued, marked by the announcement of the Government's plan in February 2021 to merge BUMN Syariah Banks into Bank Syariah Indonesia (BSI), which is a merger of several government-owned Islamic banks, namely BRI Syariah, Bank Syariah Mandiri, BTN Syariah and BNI Syariah. The assets and capital of sharia state-owned banks resulting from this merger will of course increase dramatically. Quoting the Young Islamic Bankers report, if the four sharia state-owned banks are merged, the assets and capital owned will be IDR 236 trillion and IDR 25 trillion, respectively. This is enough for the merged state-owned sharia bank to rank seventh in the 10 largest banks in Indonesia and become the largest sharia bank in Indonesia. With strong financial capabilities, the ability to expand Islamic state-owned banks is higher and more stable. With this merger, the acceleration of the development of Islamic banking will be pushed more quickly in the medium and long term

Another impact is the expansion of office network coverage and digital services that are more reliable to reach a wider market. Then the development of this organization must of course be supported by the best talents and be more adaptive to the latest millennial developments. One aspect that needs attention, of course, is the quality of human resources. In the current development of Islamic banking, it turns out that not all of them have been matched by adequate quality human resources (Akob, 2018).

The 2015-2019 Financial Services Authority (OJK) Roadmap explains that the rapid development of Islamic banking is not without problems with national Islamic banking, one of which is the quantity and quality of Islamic banking human resources.

According to Widodo (2015) Human resources (HR) is an important factor in an organization. The success of an organization is strongly influenced by the quality of human resources which has an impact on performance achievement. Performance is very substantial in achieving company goals, performance as a potential that can be used to predict the level of success for the long term.

Performance is "Job performance or Actual performance" namely the achievement of work performance by employees both in quality and quantity in carrying out duties and responsibilities. Mangkunegara (2008). Performance, according to Armstrong and Baron (Widodo, 2015: 99) is influenced by several factors including: Personal Factors which are indicated by competence, motivation and commitment, Leadership Factors are indicated by the guidance of leadership encouragement, Team Factors are indicated by the support of colleagues, System Factors are indicated by work systems and infrastructure facilities and Situation Factors are shown the level of pressure and changes in the work environment. Furthermore, indicators for measuring employee performance can be seen

from work quality, ability, initiative, timeliness and communication (Bintoro & Daryanto, 2017).

The main challenge that occurs in the development of Indonesian Islamic banking is the professionalism of human resources in Islamic banking. The inadequacy of formal and non-formal education in fulfilling Islamic banking human resources in Indonesia, resulting in a gap between demand and supply, partly due to the capacity and number of graduates not sufficient to meet the demand for human resources in the Islamic banking industry (Munthe, 2012). Efforts to improve the quality of HR solutions that need to be carried out by Islamic banking are by holding job training. Job training is one of the factors that affect employee performance. Training is a learning process to increase knowledge and expertise, so as to be able to achieve professional performance according to the field and company standards (Widodo, 2015: 82). This also supports the company's efforts to improve the competence of its employees. According to Tagala (2018) competence is a characteristic that underlies the nature of an individual associated with referenced criteria for superior or effective performance in a job or situation. Based on the reference sources above, of course it is important for companies to increase the competence of Islamic Banking HR in addressing the lack of HR with an educational background and expertise in Islamic finance and banking.

Another important thing in improving employee performance is for the company to also make career development efforts. Career development is something that should not be ignored, ignoring career development is tantamount to ignoring the development of institutions/companies. When a human resource career in an organization does not develop, it means that there are serious problems that need attention in that organization. Career development is an effort made by organizations in planning the careers of their employees, which is referred to as career management, including planning, implementing, and supervising careers (Sinambela, 2016: 260).

Every company will always try to improve employee performance in the hope that the company's goals will be achieved. Various ways will be taken by the company in improving the performance of its employees, for example by paying attention to employee job satisfaction and providing motivation to these employees. Discussing job satisfaction cannot be separated from the existence of factors that can affect one's job satisfaction. The problem of job satisfaction will be carried out and fulfilled if several variables including the variables mentioned above can influence it.

Job satisfaction (Priansa, 2014) is an employee's feelings towards his work, happy/like or not happy/disliked as a result of employee interaction with his work environment or as a mental attitude achievement, also as a result of an employee's assessment of his work.

In general, an increase in performance is desirable from both the employer and the workers. Employers want the performance of their employees both for the benefit of

increasing work results and company profits. On the other hand, workers have an interest in developing themselves and promoting workers. And, it can be said that good employee performance aims to increase productivity. Therefore, strategy and work system improvements need to be carried out by each component in the company.

This study examines several previous research journal articles, several variables from previous research related to performance. Based on these research journal articles, Job Performance is widely discussed and associated with the work environment, organizational culture and leadership style, GCG, Organizational motivation and commitment. But it seems that research related to Work Competency, Career training and development, Job Satisfaction and Job Performance has not been widely studied and needs to be studied as a research contribution related to good human resource management strategies, especially in the Islamic Banking Industry. In this case the researcher takes the object in Islamic Banks.

On the basis of the previous explanation, the purpose of this study is to measure the performance of Islamic Bank employees by using variables for Training and Career Development to analyze the relationship and its effect empirically on Employee Performance and its impact on work.

Formulation of the problem:

- 1) Is there anythe influence of Career Development on Job Satisfaction at Islamic Banks in DKI Jakarta?
- 2) Is there anythe influence of Career Development on Job Satisfaction at Islamic Banks in DKI Jakarta?
- 3) Is there anythe influence of Job Satisfaction on Employee Performance at Islamic Banks in DKI Jakarta?
- 4) Is there anythe influence of Career Development on Employee Performance at Islamic Banks in DKI Jakarta mediated by Job Satisfaction?
- 5) Is there anyEffect of Training on Employee Performance at Islamic Banks in DKI Jakarta with Job Satisfaction Mediation?

## **LITERATURE REVIEW**

Public sector challenges are translated into more complex job demands that require individual innovation. To deal with these demands, many public organizations have implemented employee performance management. Therefore performance is the responsibility of each individual for his work, and is an affirmation of performance expectations, namely in order to create a framework for supervisors and their subordinates to communicate (Audenaert et al., 2019). Another opinion (Fogaça et al., 2018) explains

that employee performance is a comparison of the achievement of someone's activities in an organization against the achievements that are assigned as duties and responsibilities.

In the development of the Islamic Banking Industry, there are several inhibiting factors (Chazi et al., 2018), namely the lack of sufficient educated and professional human resources (G. Chen et al., 2013), differences in views between the concept of bank management as a whole sharia principles with operational practices in the field (Nomran & Haron, 2019), a low level of trust from Muslims (Shawtari, 2018), and through academic research it turns out that they have not been formulated and systemized perfectly and proportionately in the development of Islamic financial institutions (Basheer et al. al., 2019). And this causes the impact of public trust in the existence of Islamic banks among conventional financial institutions which is one of the problems that arise and becomes the complexity of the existing problems (Mateev & Bachvarov,

(Diamantidis & Chatzoglou, 2019) in his research stated that by increasing employee performance, positively and significantly to improve organizational performance, and supported by other researchers (Apalia, 2017), (Pradhan & Jena, 2017) and (Pang & Lu, 2018 ) which states that the main factor in improving organizational performance is employee performance. Based on this background, this study will analyze the factors that influence the performance of Islamic banking organizations.

Training of banking employees has attracted research attention for academic writers (Kutlay & Safakli, 2019). This has resulted in various definitions of training. (Cohen, 2017) defines training as a planned activity aimed at improving employee performance by providing skills. (Armstrong-Stassen & Cattaneo, 2010) states that training is behavior modification through experience, transfer of skills and knowledge from those who have it to those who don't.

Investing in a training program is not a cheap investment. Investment in the training program was not only in the form of material only. The results of research (DeVaro et al., 2017) state that the main thing in training is that it is consistent with investment spending which tends to be excessive.

The design of the training program needs to be developed. Research (Guan & Frenkel, 2019) confirms a positive relationship between employee perceptions of training and job involvement. Furthermore, work involvement can ultimately directly improve their task performance. For this reason, the company must examine and study further how the training program has been developed.

Career development is the preparation of individuals to assume different or higher responsibilities in the organization. Development is usually related to increasing the intellectual or emotional abilities needed to do a better job (Siagian, 2015). According to Siagian (2015: 207) career development indicators are as follows:

- a) Fair treatment in career Treatment is realized if the promotion criteria are based on objective, rational considerations and are widely known among the company's employees.
- b) Concern for direct superiors Involvement of direct superiors in the career planning of each company employee.
- c) Information about various promotion opportunities Access to information about various opportunities for company employees to be promoted. This access is very

important especially if the available vacancies are filled through a competitive internal selection process

d) There is an interest in being promoted

The right approach to use in terms of growing the interest of the company's employees for career development is a flexible and proactive approach.

According to Robbins and Judge (2015) job satisfaction is a general attitude toward one's work that shows the difference between the amount of rewards workers receive and the amount they believe they should receive.

The Employee Job Satisfaction indicator is measured by:

a) The work itself (Work It self)

Each job requires a certain skill in accordance with their respective fields.

b) Superiors (Supervision)

A good boss means willing to appreciate the work of his subordinates. For subordinates, superiors can be seen as a father/mother/friend figure and at the same time their boss.

c) Worker (Workers)

Is a factor related to the relationship between employees and their superiors and with other employees, both the same and different types of work.

d) Promotion

Is a factor related to whether there is an opportunity to obtain career advancement while working.

e) Salary/Wage (Pay)

Is a factor of meeting the needs of employees who are considered appropriate or not.

## **RESEARCH METHOD**

This research is an associative quantitative research, where the writer tries to find out the effect between two variables, while the independent variables in this study are Career Development (X1), Training (X2), while Job Satisfaction (Y1) is Mediation, and Employee Performance ( Y2) is the dependent variable.

Respondents in this study were employees of Bank Syariah X who worked and lived in the DKI Jakarta area.

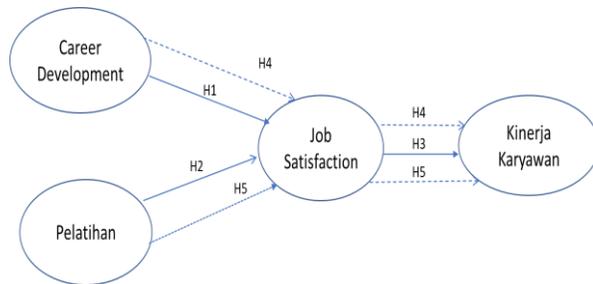
Sources of data used are primary data and secondary data. Primary data is questionnaire data which is directly obtained from respondents while secondary data is in the form of literature, articles, journals and sites on the internet relating to the research being conducted.

The sampling technique in this study was an online data instrument that was distributed through social media, using a sampling technique, namely non-probability purposive sampling, which is a collection technique based on predetermined criteria. .

Data collection was carried out using a questionnaire, namely Google Form by distributing the Google Form link through social media in the form of Whatsapp which was distributed in the lecturer community, family community, community community. The total number of respondents who filled out the online questionnaire was 207 respondents,

and 207 met the criteria. Then they were processed using data analysis techniques using Amos 25.0 Structural Equation Modeling (SEM). Minto, (2016) which states that the results of the model construct test can be seen from the results of the output data on the estimated critical value parameter (CR), if the CR is greater than 1.96 ( $CR > 1.96$ ) then the hypothesis is accepted, if it is less than this value it is rejected. The higher the CR value, the more significant the effect, or vice versa.

### Framework



### Information:

The research hypothesis is:

1. H1 Career Development influences Job Satisfaction.
2. H2 Training has an effect on Job Satisfaction.
3. H3 Job Satisfaction Affects Employee Performance.
4. H4 Career Development influences Employee Performance mediated by Job Satisfaction.
5. H5 Training has an effect on Employee Performance mediated by Job Satisfaction

## RESULTS AND DISCUSSION

Data collection was carried out from August to November 2022. The respondents from this study varied, both women and men, of different ages, and different levels of education and income. Based on the criteria, respondents who are entitled to fill in are respondents who are still working or have worked for the last 3 months. Data collection was carried out using a questionnaire, namely Google Form by distributing the Google Form link through social media in the form of Whatsapp which was distributed in the lecturer community, family community, community community. The total number of respondents who filled out the online questionnaire was 207 respondents, and 207 met the criteria. The characteristics of the 207 respondents can be described in the table below.

**Table 1**  
**Respondent Characteristics**

No	Profile	Description	Amount	%
1	Gender	Man	114	55.07%
		Woman	93	44.93%
		Amount	207	100%
2	Age	< 20 Years	3	1.45%
		20 - 24 Years	47	22.71%
		25 - 29 Years	15	7.25%
		30 - 34 Years	31	14.98%
		35 - 39 Years	31	14.98%
		40 - 44 Years	33	15.94%
		45 - 49 years	27	13.04%
50 and > 50 years	20	9.66%		
3	Level of education	Amount	207	100%
		high school	12	5.80%
		Diploma	38	18.36%
		Bachelor	119	57.49%
		Masters / Doctorate	38	18.36%
Amount	207	100%		
4	Marital status	Not married yet	66	31.88%
		Marry	138	66.67%
		Divorce	3	1.45%
		Amount	207	100%
5	Length of working	< 1 yr	43	20.77%
		1 < 2 yrs	17	8.21%
		2 < 5 yrs	27	13.04%
		Above 5 yrs	120	57.97%
		Amount	207	100%

Based on the table above, data was obtained that out of 207 respondents, 55.07% were male respondents and 44.93% female respondents. Based on age grouping, respondents aged between <20 years 1.45%, ages 20-24 years 22.71%, ages 25-29 years 7.25%, ages 30-34 years 14.98%, ages 35-39 years 14.98%, ages 40 - 44 years 15.94%, ages 45 - 49 years 13.04% and ages 50 and > years 9.66%. Based on the level of education that has been completed, respondents graduated from high school 5.80%, diploma graduates 18.36%, undergraduate graduates 57.49%, masters/doctoral graduates 18.36%. Based on their marital status, 31.88% of unmarried respondents, 66.67% married, 1.45% married and divorced. Based on length of work, respondents who worked less than 1 year 20.77%, 1 < 2 years 8.21%, 2 < 5 years 13.04%,

Data collection was carried out using a questionnaire, developed with Google Forms, and disseminated through online social media. The purposive sampling technique

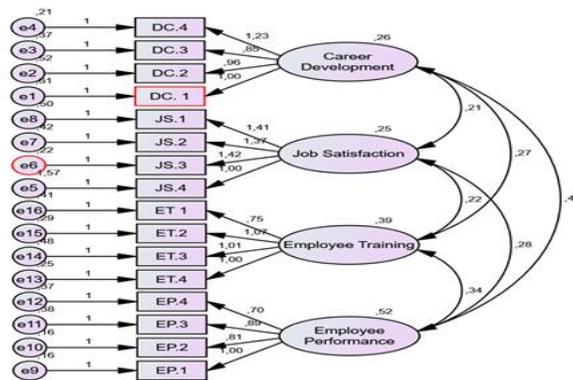
was carried out on a population of 7 Islamic banks in Indonesia, by distributing questionnaires following a Likert scale from 1 to 6.

Validity test is an attempt to demonstrate the validity of the measuring device used. The test step is to correlate the scores obtained on each indicator (question item) with the individual's total score. The validity was tested with the help of a computer using the SPSS Version 25 program. The validity test in this study was carried out on survey data of 392 respondents. It is declared valid if it has a component matrix or pattern matrix.

To ensure that these indicators have met the construct validity test, a confirmatory factor analysis (CFA) was performed, using AMOS software version 25.0, to achieve a fit model with a minimum P (Probability) value of 0.05 at CMIN. Berikut output results if the data:

**Table 2 Fit Models**

Model	NPAR	CMIN	DF	P	CMIN/DF
Default models	38	480,628	98	,020	4,904
Saturated models	136	,000	0		
Independence models	16	2024,297	120	,000	16,869



**Figure 2. EFA and Reliability Test**

After the CFA test is carried out and the results of the fit model are obtained, then the results of the Structural Equation Modeling hypothesis test can be seen, with the results shown in the figure above and the table below:

**Table 3**  
**Structural Equation Model**

hypothesis	Estimates	SE	CR	P	Results
Job <--- Career Development Satisfaction	. 262	062	4,227	***	accepted
Job <--- Training Satisfaction	. 250	.098	2,547	. 011	rejected
Employee_ <--- Job Satisfaction Performance	. 521	.067	7,773	***	accepted
Employee_ <--- Career Development Performance	- . 386	063	6.157	***	accepted
Employee_ <--- Training Performance	. 614	061	10,086	***	accepted

- Hypothesis 1 (H1) is accepted  
CR = >1.96 and P<0.05 indicates that Career Development has a positive and significant effect on Job Satisfaction.
- Hypothesis 2 (H2) is rejected  
CR => 1.96 and P> 0.05 indicates that training has a positive but not significant effect on Job Satisfaction.
- Hypothesis 3 (H3) is accepted  
CR = >1.96 and P<0.05 indicates that Job Satisfaction has a positive and significant effect on Employee Performance
- Hypothesis 4 (H4) is accepted  
CR = <1.96 and P <0.05 indicate that Career Development has a significant and significant effect on Employee Performance mediated by Job Satisfaction
- Hypothesis 5 (H5) is accepted  
CR = 0<1.96 and P <0.05 indicate that Training has a positive and significant effect on Employee Performance mediated by Job Satisfaction

Table 3 above concludes that hypothesis 1 is accepted because the CR value meets the minimum limit where career development affects job satisfaction (CR = 4.227). Hypothesis 2 concludes that it is rejected because the CR value, although it meets the minimum threshold, is P > 0.05 so that training has an effect on job satisfaction but is not significant. Hypothesis 3 is accepted because the CR value = 7.73 so that Job Satisfaction has a positive and significant effect on Employee Performance. Hypothesis 4 is also accepted, which means that career development has a significant and positive effect on employee performance with a CR value of 6.157. Hypothesis 5 is also accepted, with the highest CR value (10.086),

## CONCLUSION

The current research concludes that career development and training have an influence on Job Satisfaction, although training has an insignificant effect on job satisfaction and also has an impact on Employee Performance. This study can be a

reference model for the Board of Directors of Islamic Banking in improving employee performance and banking performance which needs to pay attention to career development and training factors and not to ignore job satisfaction factors in Islamic Banks in Indonesia.

The current research limitation lies in the independent variables. It only includes 2 variables, namely career development and training. In addition, the research sample is still limited to only 207 employees from several Islamic banks. Therefore, it is suggested that further studies add variables and samples so that different results can occur.

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