



HR Development, Work Engagement and Organizational Commitment to Analyst and Assistant Performance Sales of PT. Bank Negara Indonesia (Persero)

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ABSTRACT

This study has a purpose, namely to examine the effect of human resources development, work engagement and organizational commitment on the performance of Analysts and Sales Assistants of PT. Bank Negara Indonesia (Persero), Tbk Areas of West Sumatra, Riau and Riau Islands. The data analysis method used in this research is using the SEM (Structural Equation Modeling) method. The research data processing was carried out using the SmartPLS 4 application. The results showed that: 1) Human resources development has a positive and significant effect on performance of analysts and sales assistants of PT. Bank Negara Indonesia (Persero), Tbk Area of West Sumatra, Riau and Kepri, 2) Work engagement has a positive and significant effect on the performance of analysts and sales assistants of PT. Bank Negara Indonesia (Persero), Tbk Area of West Sumatra, Riau and Riau Islands, 3) Organizational commitment has a positive and significant effect on the performance of analysts and sales assistants of PT. Bank Negara Indonesia (Persero), Tbk Areas of West Sumatra, Riau and Riau Islands.

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INTRODUCTION

The smooth management of the company is supported by the quality of employees in completing their work as well as adequate employee knowledge and skills and the company's efforts to manage the company more optimally so that in the end it is able to realize the optimization of employee performance (Jung et al., (2020). Meanwhile, according to Saputra & Yuliantanty (2020) If the employee's performance is not optimal, it will have a direct impact on the company's performance so that the company's stability will be disrupted. If the company allows the problem to continue to occur, it will be difficult for the company to solve the problem properly and properly. The impact that may occur is that the process of achieving goals in the company will be disrupted.

Performance is the key to success and has a big role for the company in achieving its goals. High performance facilitates the achievement of company goals so that they can grow rapidly in the

future. In addition to high performance, it will also bring high profits so that the company can maximize its operational activities (Lukito & Utama, 2019). Employee performance is the result of the employee's efforts obtained from the abilities and activities carried out by employees at a predetermined time by the company (Samsuddin, 2018).

PT. Bank Negara Indonesia (Persero), Tbk is one of the banks with a high competitive level. This is evidenced by the ranking of PT. Bank Negara Indonesia (Persero), Tbk which is ranked fourth out of 16 other banks based on total assets as of Q3 2021 (performancebank.com). Achievement of PT. Bank Negara Indonesia (Persero), Tbk as one of the largest state-owned banks in Indonesia can be seen by the number of customers who join BNI bank for savings and credit for people who will start a business. and also became the 1st Best KUR Distributor in 2019. The results of initial observations and interviews with analysts and sales assistants of PT. Bank Negara Indonesia (Persero), Tbk Areas of West Sumatra, Riau and Riau Islands related to the actual condition of employee performance. To manage employee performance, it is necessary to measure performance, one of which is to compare performance with KPI (Key Performance Indicators) for each analyst and sales assistant determined by PT. Bank Negara Indonesia (Persero), Tbk Areas of West Sumatra, Riau and Riau Islands. Furthermore, the results of interviews with the SLN division at PT. Bank Negara Indonesia (Persero), Tbk Areas of West Sumatra, Riau and Riau Islands showed an indication of the low performance achieved by analysts and sales assistants as seen from the unfulfilled work target set by the company, namely 100%. The results of the performance of analysts and sales assistants still get scores between 80-70.

To improve the performance of analysts and sales assistants, PT. Bank Negara Indonesia (Persero), Tbk Areas of West Sumatra, Riau and Riau Islands need to assess what factors are thought to affect performance. From initial observations, HR development is the main factor that is thought to affect employee performance. HR management functions in playing a central role to promote organizational change (Ullah in Alqudah et al, 2022). According to Aprilioni (2017), quality human resources will provide a distinct advantage for the company, therefore in addition to having to recruit human resources with good competence, the company's support for human resources must be carried out as soon as possible. The trick is to do training and development. The purpose of HR development is to improve employee abilities both affective (attitude), cognitive (knowledge) and psychomotor (behavior) and prepare employees to face change (Jatmika & Andarwati, 2017). This is done to overcome obstacles that may arise in the work. The impact is the achievement of employee performance is more optimal. Zaeni et al. (2021), Otoo & Mishra (2018), and Asril & Jamal, (2019) states that human resource development has a significant impact on employee performance. In other words, human resource development capable of empathizing or supporting employees or subordinates can increase the desires or needs of employees in improving work quality, competitiveness and competitive atmosphere.

Apart from human resource development that affects employee performance, the role of work engagement has the potential to encourage employee performance. In the statement Schaufeli et al. (2006) Work engagement is a positive mental condition for employees and satisfies all things related to their work, which can be seen from several characteristics, namely vigor, dedication, and absorption. Previous research on work engagement and employee performance has been conducted by Amjed et al. (2021), Nas et al. (2020), and Qodariah et al. (2019) which shows that work engagement has a positive and significant effect on employee performance in the organization. Hendrik et al. (2021), stated that high work engagement leads to increased employee performance, and that employees who feel connected to the company will try to produce optimal performance for the benefit of the organization.

Previous studies on the determinants of employee performance have revealed the role of organizational commitment in determining employee performance. Yusuf & Sharif (2018) stated that organizational commitment is a form of employee loyalty to the organization as seen from the desire to continue with the organization and help it achieve its goals and is not willing to leave for any

reason. In other words, employees with a high commitment to the company will be more loyal and work hard in achieving the goals set by the company and the progress of the company. Organizational commitment can lead to employee satisfaction at work if it is supported by the company's reciprocity (Taurisa in et al Cahyani et al., 2020). Research on organizational commitment and employee performance is very important for company management. Tho'in & Muliarsi (2020), Rembet & Firdiansjah (2020) and Al-Aali (2021) examined the effect of organizational commitment on employee performance and succeeded in proving that there was a significant effect in a positive direction. In the statement Krishnanathan (2018), employee commitment becomes an important instrument to improve organizational performance and have an impact on employee performance. Employees who are committed to their respective institutions are most likely not only to stay in the institution but also tend to exert their abilities and energy on behalf of the organization and work for the success of the organization. Therefore, organizations are increasingly required to pay great attention to increasing employee organizational commitment to enrich employee performance

RESEARCH METHOD

This research is a quantitative research. In this study, the respondents who were supervised amounted to 111 people who were the research sample, namely employees of the analyst section and sales assistants at PT. Bank Negara Indonesia Persero, Tbk Areas of West Sumatra, Riau and Riau Islands in 2021. Data collection was carried out by distributing research questionnaires with a 5-point Likert scale with a range of 5 "Strongly Agree" and 1 "Strongly Disagree". The data analysis technique was carried out with Structural Equation Modeling (SEM) – SmartPLS 4.

RESULTS AND DISCUSSIONS

Respondent Profiles

The general description of research respondents is based on the identity attached to respondents, namely analysts and sales assistants who are grouped by gender, age, years of service, education, marital status, work unit or position and area which is explained in more detail as follows:

Table 1. Respondent Profiles

Classification	Frequency (person)	Percentage (%)
Gender		
Man	41	36.9%
Woman	70	63.1%
Age		
25-35 Years	81	73.0%
36-45 Years	27	24.3%
> 45 Years	3	2.7%
Years of service		
< 5 Years	47	42.3%
5-10 Years	46	41.4%
> 10 Years	18	16.2%
Education		
High School/Equivalent	1	1%
Diploma/Equivalent	24	21.6%
S1	83	74.7%
S2	3	2.7%
Marital status		
Marry	81	73.0%
Not married yet	30	27.0%

Source: Processed primary data, 2022

From table 1 it can be seen that from 111 respondents, the number of respondents who work as analysts and sales assistants at PT. Bank Negara Indonesia (Persero), Tbk. The area of West

Sumatra, Riau and Riau Islands is dominated by female respondents with a total of 70 people with a percentage of 63.1%, followed by male respondents with a total of 41 people with a percentage of 36.9%. In addition, respondents are dominated by the age of 25-35 years with a total of 81 people with a percentage of 73%, followed by respondents aged 36-45 years with a total of 27 people with a percentage of 24.3%, then respondents aged over 45 years as many as 3 people. with a percentage of 2.7%. Then, respondents are dominated by respondents with a small tenure of 5 years, namely the number of 47 people with a percentage of 42.3%, followed by respondents with a working period of 5-10 years totaling 46 people with a percentage of 41.4%, then respondents with a working period of more than 10 years as many as 18 people with a percentage of 16.2%. Furthermore, most of the respondents were dominated by respondents who had an educational background of S1 graduates as many as 83 people (74.7%). The second order is respondents with an educational background of Diploma/Equivalent graduates with a total of 24 people (21.6%), the third order is respondents with an educational background of S2 graduates with a total of 3 people (2.7%) and the last position is occupied by respondents who are high school graduates /Equal to 1 person (1%). The marital status of respondents who are married is 81 people with a percentage of 73% more than the marital status of unmarried people with a total of 30 people with a percentage of 27%.

Model of Measurement (Outer Model)

The construct validity and construct reliability tests in the outer model were evaluated using convergent validity and discriminant validity as well as composite reliability and Cronbach's alpha. Individual indicators are said to be reliable if they have a correlation value > 0.70 . However, indicators that have a loading of 0.50-0.60 are still acceptable. In addition, the value of the square root of the AVE of each construct is greater than the correlation value between the construct and other constructs in the model. In this case, it is said to have a good discriminant validity value, where it is recommended that the AVE value is greater than 0.50. Then the construct is declared reliable if the composite reliability and Cronbach's alpha value > 0.70 (Ghozali, 2014).

Table 2. Convergent Validity Test Results, AVE, Cronbach's Alpha and Composite Reliability

Variable	Indicator	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability
Employee Performance	KK1	0.740	0.559	0.764	0.780
	KK2	0.540			
	KK3	0.698			
	KK4	0.721			
	KK5	0.779			
	KK6	0.549			
Organizational Commitment	KO1	0.696	0.579	0.921	0.930
	KO10	0.733			
	KO12	0.645			
	KO13	0.751			
	KO14	0.745			
	KO15	0.729			
	KO16	0.760			
	KO17	0.823			
	KO18	0.625			
	KO2	0.508			
	KO3	0.718			
	KO4	0.579			
	KO5	0.697			
KO8	0.552				
KO9	0.744				
HR Development	PSDM1	0.683	0.637	0.959	0.962
	PSDM10	0.775			
	PSDM11	0.852			
	PSDM12	0.791			
	PSDM13	0.837			

	PSDM14	0.844			
	PSDM15	0.812			
	PSDM2	0.760			
	PSDM3	0.820			
	PSDM4	0.821			
	PSDM5	0.751			
	PSDM6	0.825			
	PSDM7	0.740			
	PSDM8	0.763			
	PSDM9	0.871			
	WE1	0.592			
	WE10	0.817			
	WE11	0.828			
	WE12	0.786			
	WE13	0.760			
	WE14	0.800			
	WE15	0.750			
	WE16	0.829			
Work Engagement	WE17	0.751	0.576	0.953	0.959
	WE2	0.604			
	WE3	0.664			
	WE4	0.739			
	WE5	0.833			
	WE6	0.756			
	WE7	0.766			
	WE8	0.743			
	WE9	0.830			

Source: Processed primary data, 2022

Based on Table 2, it is known that 2 of the 56 statement items have an outer loading value of < 0.50. This proves that the 54 statement items used in this study are valid or have met convergent validity. Furthermore, The results of the discriminant validity test of the AVE value of all variables meet the requirements, namely above 0.5. Alpha Cronbach and Composite Reliability for all construction employee performance, organizational commitment, HR development, and work engagement is > 0.70, indicating that all constructs in the estimated model meet the reliability criteria.

Structural Model (Inner model)

After the model is estimated and meets the criteria of the outer model, then the structural model (inner model) is tested which can be seen and assessed from this R-Square table.

Table 3. R-Square

No	Dependent Variable	R-Square
1	Employee performance	0.560

Source: Processed primary data, 2022

Based on Table 3 above, the R-Square value of the employee performance variable can be explained by the independent variables of HR development, work engagement and organizational commitment of 0.560 which means that the employee performance variable can be explained by the three independent variables by 56%. This shows that there are 44% of factors other than the three independent variables that affect the performance of analysts and sales assistants at PT. Bank Negara Indonesia (Persero), Tbk Areas of West Sumatra, Riau and Riau Islands.

Results of the Hypothesis Test

The hypothesis will be accepted if the t-statistic exceeds the t-table 1.96 (two tailed hypothesis) and 1.64 (one tailed hypothesis) (Hair et al., 2008).

Table 4. Results of the Hypothesis Test

		Original samples (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Information
H1	HR Development -> Employee Performance	0.281	0.278	0.088	3,213	0.001	H1= Accepted
H2	Organizational Commitment -> Employee Performance	0.436	0.445	0.078	5,609	0.000	H2= Accepted
H3	Work Engagement-> Employee Performance	0.188	0.190	0.074	2,551	0.011	H3= Accepted

Source: Processed primary data, 2022

Table 4 shows that HR development has a positive and significant effect on employee performance with a T-statistic of 3.213 and p-values of 0.001 <0.05. Therefore, H1 is accepted. In addition, organizational commitment has a positive and significant effect on employee performance with a T-statistic of 5.609 and a p-value of 0.000 <0.05, so H2 is accepted. Then, work engagement has a positive and significant effect on employee performance with a T-statistic of 2.551 and p-values of 0.011 <0.05, so H3 is accepted.

Discussion

HR development has a positive and significant effect on employee performance. The results of this study have implications for companies to provide support to the performance of analysts and sales assistants at PT. Bank Negara Indonesia (Persero), Tbk Areas of West Sumatra, Riau and Riau Islands, where the company has an important role to carry out formal employee development such as assigning tasks to employees to attend education or training either conducted by the company or carried out by educational or training institutions. Training can reduce or eliminate the occurrence of intentional differences between employee abilities and those desired by each organization. This effort is carried out through increasing the work ability of employees by increasing knowledge and skills and changing attitudes. Employees can also continue to be trained and developed, so that they can be more efficient, employee performance becomes more optimal to achieve organizational goals. Human resource development improvement is carried out by considering HR development indicators. Thus, it can be concluded that the higher the HR development carried out by the company, the more employee performance will increase, in line with the opinion of the company Sedarmayanti (2017), that Human Resource Development in the organization is important to be implemented to improve employee performance. The development carried out comprehensively will improve the performance of employees in a company. This research is in accordance with research Rumawas (2015) shows a significant influence between HR development on employee performance. Relevant to research Stirpe et al. (2022) proves that the evaluation of HR development affects employee performance.

work engagement has a positive and significant effect on employee performance. These results have implications for PT. Bank Negara Indonesia (Persero), Tbk Areas of West Sumatra, Riau and Riau Islands to give more attention to assisting employees in dealing with their work involvement, so that employees feel that the company fully supports what they do related to their work, in line with the opinion Breevaart et al. (2015) that work engagement has a positive influence on employee performance. If subordinates can meet existing performance standards, implement regulations well, and have more effort, work engagement will increase. This research is in accordance with research Tho'in & Muliasari (2020) proves that work engagement has a significant effect on employee

performance. Further research results Novela & Nugraheni (2020) also shows that work engagement has a positive effect on employee performance.

Organizational commitment has a positive and significant effect on employee performance. The implication of this third hypothesis for the company is to provide education on loyalty and improve employee work ability to increase organizational commitment to employees of the analyst section and sales assistant of PT. Bank Negara Indonesia (Persero), Tbk Areas of West Sumatra, Riau and Riau Islands. In line with the opinion of Sanjeev & Rathore (2014), explaining that employees will donate themselves to provide effort, knowledge, and skills. So that when employees are committed, they will show the best performance results. This research is in accordance with research Nurzaman (2020) proves that organizational commitment has a positive and significant effect on employee performance. In line with research conducted by Athar (2020) shows that organizational commitment has a positive and significant effect on employee performance. Tho'in & Muliasari (2020), Novela & Nugraheni (2020), Kalkavan & Katrinli (2014), Haryanto et al. (2020), Novitasari & Rivai (2020), Hendri (2019) revealed that organizational commitment has a positive and significant effect on employee performance.

CONCLUSION

The results obtained found that human resource development has a positive and significant effect on employee performance. *work engagement* has a positive and significant influence on employee performance. Organizational commitment has a positive and significant effect on employee performance.

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