

THE INFLUENCE OF JOB DESK, HR DEVELOPMENT, WORK SPIRIT AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE BANK BJB BATAM

Mira Yona^{1*}, Srilanggeng Ratna Sari², Syahira Dwi Santika³

¹ Sekolah Tinggi Ilmu Ekonomi Indonesia Surabaya

² Faculty of Economics, Graduate Program, Universitas Riau Kepulauan, Batam, Indonesia

³ Faculty of Economics, Degree Program, Universitas Riau Kepulauan, Batam, Indonesia

*Corresponding Author: Mirayona99@gmail.com

Abstract: This research aims to test and analyze the influence of the job desk, human resource development, work enthusiasm, and career development on the performance of Bank BJB Batam Branch employees. Respondents totaled 154 employees. Data was collected using a questionnaire. The data analysis technique uses a multiple regression model, with the T test and F test. Data analysis results were obtained job desk variable (x1) with t count 3,910 > t table 1,655 significant value 0.004 < 0.05. This shows that the job desk has a significant effect on employee performance. Development of human resources (x2) with t count 4.274 > t table 1.655 significant value 0.001 < 0.05. This shows that human resource development has a significant effect on employee performance. Work morale (x3) with t count 4.436 > t table 1.655 significant value 0.000 > 0.05. This shows that work enthusiasm has a significant effect on employee performance, career development (x4) with t count 4,241 > t table 1,655, significant value 0.002 < 0.05. This shows that career development has a significant effect on employee performance. The F test shows that F count is 19,278 > F table 2,430, significant 0.000 < 0.05, which means that job desk (x1), human resource development (x2), work enthusiasm (x3), and career development (x4) simultaneously have a significant effect on employee performance (Y).

Keywords: Job desk, human resource development, work morale, career development and performance

1. Introduction

Banking in Indonesia has currently experienced many changes over time, these changes cannot be separated from internal and external developments in the banking world. Lots of new banks have emerged, starting from government, private, foreign and other banks. However, this development cannot be separated from the many challenges faced by the banking industry. The challenges faced by the banking industry in the future will increase, be varied and dynamic Managing human resources appropriately is a determining factor in achieving organizational goals. One of the most fundamental things in optimizing employees is how employees understand their duties and responsibilities so that the work they do does not become a burden but becomes a necessity for their responsibilities. Apart from that, employees also become productive and are able to solve the problems they face every day. If this happens indirectly, organizational goals can be realized because work is completed on time and employee performance increases. Employee placement must be based on the job description and job specification that have been determined and guided by the principle "The right man on the right place and the right man on the right job" which means placing the right people in the right place and for the right position. By carrying out placements in accordance with these principles, it is hoped that human resource performance will improve.

A human resource development program is required for every employee or officer both when initially entering a company and continuously following job demands. Training at the start of work aims to increase the competencies that technical personnel must have, which is a requirement set by the company. The development of human resources in an organization is something that needs attention, because through human resource development it is hoped that the performance of the people in the organization will be achieved well. Management of related human resources is needed to influence organizational performance and is not only limited to operational employees, but also includes managerial levels. Increasing individual employee performance will encourage overall human resource performance, which is reflected in increased productivity.

2. Literature Review

Job Desk

Ningrum (2020) states that a job description is written information that describes duties and responsibilities, certain work conditions in the organization. The job description will provide firmness and standard of duties that must be achieved by someone who holds that position.

HR Development

Human resource development can be said to be the main factor in increasing employee performance because employees who have a high understanding of their position after participating in human resource development will find it easier to complete their work. This statement is confirmed by Jackson's (2020) theory which states that one of the factors that influences performance is the human resource development system.

Spirit at work

Work morale is used to describe the overall atmosphere felt by employees in the office. If an employee feels passionate, happy, optimistic, it shows that the employee has high work morale and if the employee likes to argue, hurts, looks restless, then the employee has low work morale. According to Westra, (2020) Work enthusiasm is the attitude of an individual or group of people towards their willingness to work together in order to devote their abilities as a whole.

Career development

Rivai stated that career development is the process of increasing individual work abilities which is achieved in order to achieve the desired career. Based on this definition, it can be concluded that career development is a move to a higher position by improving work performance, education and training. The author's opinion regarding the meaning of career development is the efforts of employees and companies to increase potential and competence in carrying out their work through various means, namely through training, increasing knowledge, experience and promotion.

Employee performance

Every employee in the organization is required to make a positive contribution through good performance, remembering that organizational performance depends on the performance of its employees (Gibson, 2019). Performance is the degree to which employees achieve job requirements efficiently and effectively.

3. Method

Research design

The type of research method used is a quantitative research method with survey research. Quantitative methods can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, quantitative/statistical data analysis, with the aim of testing established hypotheses. The research objects as independent variables in this research are job desk (X1), human resource development (X2), work enthusiasm (X3) and career development (X4), while the dependent variable is employee performance (Y).

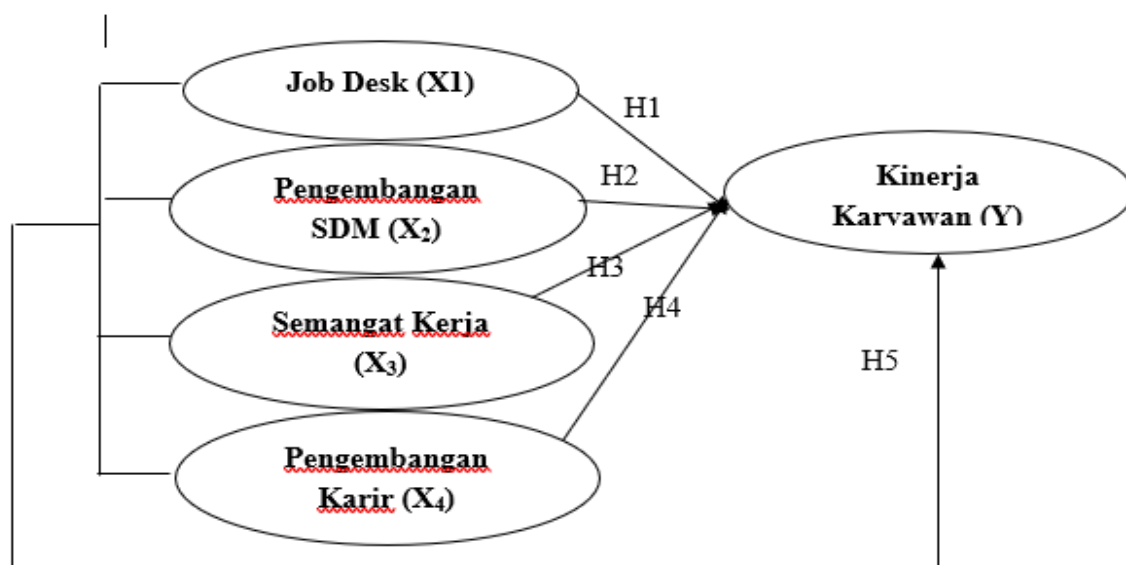


Figure 1: Research Model

Research Hypothesis

H1 : Job Desk influence the performance of Bank BJB Batam Branch employees

H2 : Human resource development influences the performance of Bank BJB Batam Branch employees

H3 : Work Morale influences the performance of Bank BJB Batam Branch employees

H4 : Career Development influences the performance of Bank BJB Batam Branch employees

H5 : Job Desk, HR Development, Work Morale, and Career Development influence employee performance at Bank BJB Batam Branch.

Populationsi, Sample, Sample Size, and Sampling

The population in this study was 251 Bank BJB Batam employees. The sampling technique used in this research was the Slovin formula with an error rate of 5%, saturated sampling obtained as many as 154 employees.

Research variable

In this research, the independent variable (X) and the dependent variable (Y) are used. Independent variables (Independent Variables) are variables that influence or are the cause,

change or emergence of the dependent (dependent) variable. In this research, four independent variables were studied, including Job Desk, HR Development, Work Spirit and Career Development. Meanwhile, the dependent variable is often referred to as the output variable. Criteria, and consequences. According to Sugiyono (2015) that the dependent variable is a variable that influences or is a result of the existence of the independent variable. In accordance with the problem to be studied, the dependent variable is employee performance.

Data Collection Procedures

The data collection techniques in this research were carried out as follows:

- a. Distribution of Questionnaires (Questionnaires)
A questionnaire is a data collection technique that is carried out by giving respondents a set of questions or written statements to answer
- b. Literature review
This method involves studying and collecting data from books which serve as a theoretical basis for further discussion.

Data analysis technique

Data analysis was carried out by distributing questionnaires to 154 Bank BJB Batam employees, via Google form and then processing it using statistical data analysis.

4. Result and Discussion

A Brief History of Bank BJB Batam

Bank BJB is a BUMD bank owned by the West Java and Banten Provincial Government with its head office in Bandung. Bank BJB is one of the Commercial Banks owned by the Regional Government of West Java and Banten in Indonesia which has main customers in the form of individuals, employees, cooperatives, BUMD, BUMN, along with other institutions both government and private. As of December 31 2010, Bank BJB and its subsidiary banks BJB has 44 Conventional Branch Offices, 6 Sharia Branch Offices, 135 Conventional Sub-Branch Offices, 15 Sharia Sub-Branch Offices, 48 Cash Offices, 42 Payment Points, 1 educational car, 385 ATMs. Meanwhile, in January 2011 the bank bjb office network increased by 1 Branch Office, 36 Sub-Branch Offices, 4 Payment Points, 6 Education Cars and 11 ATMs. Bank bjb has 1,293,157 deposit customers consisting of 85.69% individual customers, 13.07% corporate customers and 1.24% government customers.

Description of Research Sample

The sample in this study was 154 employees consisting of 64 women and 90 men, where the dominant age of respondents was 21-30 years old, 74 respondents, with a length of service of more than 5 years, 98 employees.

Hypothesis Testing Results

This hypothesis testing is based on research data processing

Table 1. Validity Test

Job Desk Variable Validity Test Results (X1)				
No	Statement	R Count	R Table	Information
1	X1.1	0.516	0.158	Valid
2	X1.2	0.498	0.158	Valid

Job Desk Variable Validity Test Results (X1)				
No	Statement	R Count	R Table	Information
3	X1.3	0.524	0.158	Valid
4	X1.4	0.590	0.158	Valid
5	X1.5	0.551	0.158	Valid
6	X1.6	0.647	0.158	Valid
HR Development Variable Validity Test Results (X2)				
No	Statement	R Count	R Table	Information
1	X2.1	0.553	0.158	Valid
2	X2.2	0.469	0.158	Valid
3	X2.3	0.501	0.158	Valid
4	X2.4	0.526	0.158	Valid
5	X2.5	0.463	0.158	Valid
6	X2.6	0.572	0.158	Valid
Validity Test Results for the Work Morale Variable (X3)				
No	Statement	R Count	R Table	Information
1	X3.1	0.544	0.158	Valid
2	X3.2	0.458	0.158	Valid
3	X3.3	0.667	0.158	Valid
4	X3.4	0.459	0.158	Valid
5	X3.5	0.534	0.158	Valid
6	X3.6	0.506	0.158	Valid
7	X3.7	0.483	0.158	Valid
8	X3.8	0.681	0.158	Valid
Career Development Variable Validity Test Results (X4)				
No	Statement	R Count	R Table	Information
1	X4.1	0.482	0.158	Valid
2	X4.2	0.654	0.158	Valid
3	X4.3	0.510	0.158	Valid
4	X4.4	0.493	0.158	Valid
5	X4.5	0.557	0.158	Valid
6	X4.6	0.651	0.158	Valid
Employee Performance Variable Validity Test Results (Y)				
No	Statement	R Count	R Table	Information
1	Y1	0.529	0.158	Valid
2	Y2	0.627	0.158	Valid
3	Y3	0.708	0.158	Valid
4	Y4	0.444	0.158	Valid
5	Y5	0.500	0.158	Valid
6	Y6	0.626	0.158	Valid

Source: Primary Data Processing Results, 2024

Based on the validity table, it can be seen that the r count for the respondent's answer has an r count value $> r$ table. It can be concluded that all questions are valid.

Table 2. Reliability Test

Variable	Number of question items	Cronbach alpha	Rule of thumb	Decision
Job Desk (X1)	6	,782	0.6	Reliable
HR Development (X2)	8	,718	0.6	Reliable
Work Spirit (X3)	8	,867	0.6	Reliable
Career Development (X4)	6	,721	0.6	Reliable
Employee Performance (Y)	8	,754	0.6	Reliable

Source: Primary Data Processing Results, 2024

If the reliability value is less than 0.6 then the measuring instrument used is not reliable. From the table above, the Cronbach's Alpha value for all variables is > 0.6 . This means that the measuring instrument used is reliable or trustworthy.

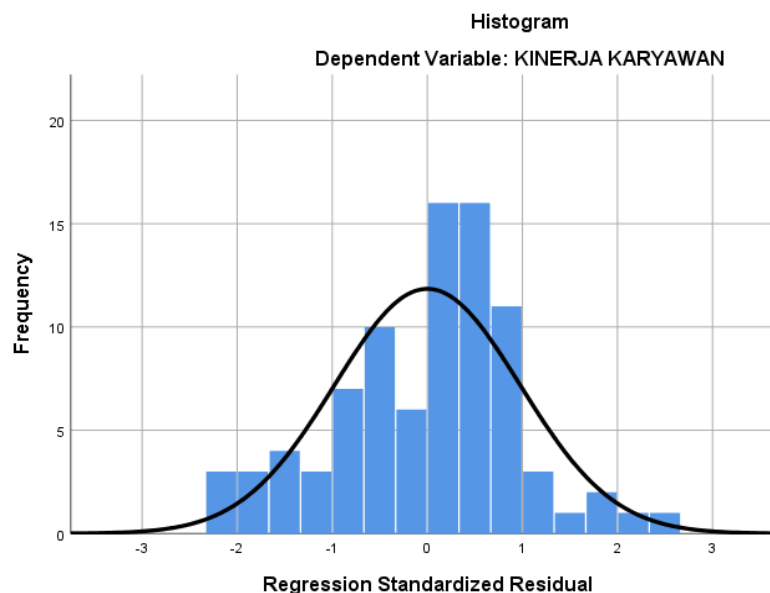


Figure 2: Normality Histogram Diagram
Source: Primary Data Processing Results, 2024

Based on the figure 2 is a histogram graph. It can be seen that the data spreads symmetrically and forms a bell. So the data is declared to meet the normality assumption.

Based on the figure 3, there is no heteroscedasticity problem. This is proven by the points spreading randomly or irregularly and spreading both above and below the number 0 on the Y axis and not forming a particular pattern, so it is concluded that in this test there is no heteroscedasticity.

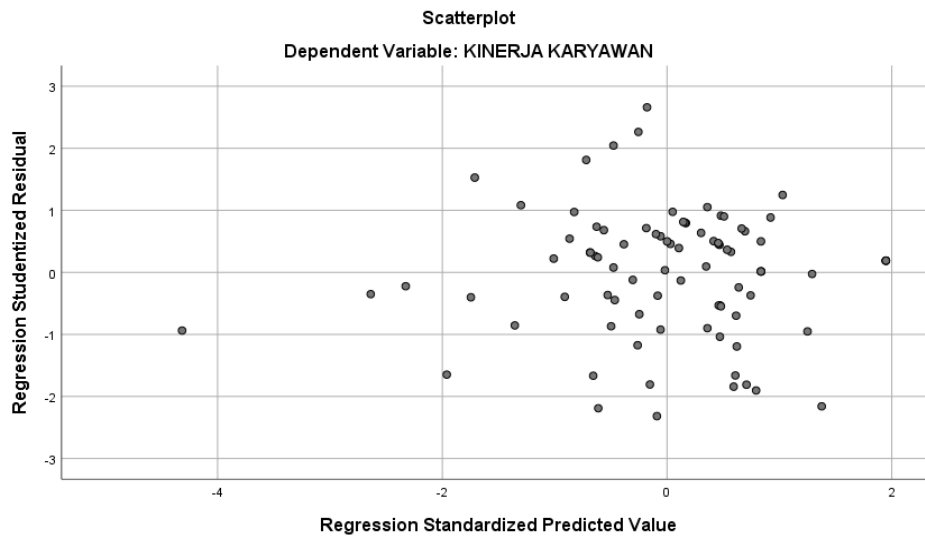


Figure 3: Heteroscedasticity test
Source: Primary Data Processing Results, 2024

Table 3. Multicollinearity Test

	Model	Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	<i>Job Desk</i> (X1)	,670	1,493
	HR Development (X2)	.408	2,453
	Work Spirit (X3)	,494	2,025
	Career Development (X4)	,979	1,021

Source: Primary Data Processing Results, 2024

From the table above, the VIF values for all independent variables are < 10 and tolerance < 0.10. It can be interpreted that the regression model is free from multicollinearity

Table 4. Multiple Linear Regression Analysis

Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>
	B	Std. Error	Beta
(Constant)	6,206	6,576	
Job Desk	,701	,241	,350
1 HR Development	,046	,169	,042
Spirit at work	,185	,129	,201
Career development	,251	,078	,322

Source: Primary Data Processing Results, 2024

Based on the results of data processing in table 4 above, the following multiple linear regression equation can be obtained.

$$Y = 6.206 + 0.701X_1 + 0.046X_2 + 0.185X_3 + 0.251X_4$$

Hypothesis testing t Test (Partial)

Table 5. t test results

		Coefficients ^a			
		Unstandardized		Standardized	
		Coefficients		Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	6,206	6,576		,944
	Job Desk	,701	,241	,350	3,910
	HR Development	,046	,169	,042	4,274
	Spirit at work	,185	,129	,201	4,436
	Career development	,251	,078	,322	4,241

a. Dependent Variable: Employee Performance

Source: Primary Data Processing Results, 2024

From the table above, the t table number is 1,665 with t (partial) for each independent variable on the dependent variable as follows:

- Job Desk*, it is known that the calculated t value is $3,910 > 1,655$ t table value or a significance value of $0.004 < 0.05$. Based on the results obtained, it can be stated that H1 is accepted, meaning that partially the job desk variable has a significant effect on employee performance.
- Human resource development, it is known that the calculated t value is $4,274 > 1,655$ t table value or a significance of $0.001 < 0.05$. Based on the results obtained, it can be stated that H2 is accepted, meaning that partially the HR development variable has a significant effect on employee performance.
- Work Spirit, it is known that the calculated t value is $4,436 > 1,655$ t table value or a significance of $0.000 < 0.05$. Based on the results obtained, it can be stated that H3 is accepted, which means that partially the work morale variable has a significant effect on employee performance.
- Career Development, it is known that the calculated t value is $4,241 > 1,655$ t table value or a significance of $0.002 < 0.05$. Based on the results obtained, it can be stated that H4 is accepted, which means that partially the career development variable has a significant effect on employee performance.

F Test (Simultaneous)

**Table 6. F Test Results
ANOVA^a**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	526,716	5	131,679	19,278	,000b
Residual	936,720	149	14,193		
Total	1463,437	154			

Source: Primary Data Processing Results, 2024

From the SPSS processing results above, the calculated F value is $19,278 > 2.43$ F table and the significance is $0.000 < 0.05$, so the decision taken is that H5 is accepted. This means that the variables Job Desk, HR Development, Work Morale and Career Development together have a significant effect on the employee performance variables of Bank BJB Batam branch.

Determination Coefficient Test (R^2)

The coefficient of determination (R^2) for multiple regression is a number that states the proportion (percentage) of variation in changes in the values of the dependent variable (Y) which is determined by variations in changes in the values of all independent variables (X). The R^2 value is used to determine more than one independent variable on the dependent variable. So it can be seen from the results of testing the coefficient of determination in this research.

**Table 7. Determination Coefficient Test
 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,772	,879	,869	1.85532

Source: Primary Data Processing Results, 2024

The R value obtained is 0.772, meaning that the correlation between variables and purchasing decisions is 77.2%. The adjusted R Square value obtained is 0.869, this means that the percentage contribution of the Job Desk, HR Development, Work Morale and Career Development variables in the regression model is 86.9%. Meanwhile, the remaining 13.1% is influenced by other variables not included in this regression model. Based on the results of this analysis, it can be concluded that the Job Desk, HR Development, Work Spirit and Career Development together are able to make a large or strong contribution to the performance of BJB Bank Batam branch employees.

5. Conclusions

Based on the results and discussion above, it can be concluded that the Job Desk has a positive and significant effect on the performance of BJB Bank Batam branch employees, thus the problem formulation and first hypothesis for the Job Desk can be accepted with the calculated t result being greater than the t table and the performance significance being smaller employees of BJB bank Batam branch from 0.05. HR development has a positive and significant effect on the performance of Bank BJB Batam branch employees, thus the problem formulation and second hypothesis for HR development can be accepted with the calculated t result being greater than the t table of employee performance at BJB Bank Batam branch. Work Morale has a positive and significant effect on the purchasing decisions of BJB Bank Batam branch employees

The significance is $0.000 < 0.05$, thus the problem formulation and third hypothesis for human resource development can be accepted with the calculated t result being greater than the t table and the significance being smaller than 0.05. Career Development Score has a positive and significant effect on the performance of Bank BJB Batam branch employees, where the calculated t number for the process is $4,419 > 1,661$ t table value and the significance is $0.000 < 0.05$, thus the problem formulation and third hypothesis for the process can be accepted with

the t calculated result being higher. the size of the t table and the significance is smaller than 0.05. Job Desk, HR Development, Work Morale and Career Development simultaneously have a positive and significant effect on the performance of BJB Bank Batam branch employees with F count $78.652 > 2.47$ F table and significance $0.000 < 0.05$, thus the problem formulation and fifth hypothesis can be accepted, then Job Desk, HR Development, Work Morale and Career Development, simultaneously influence purchasing decisions.

References

- Arikunto, S 2010, Research Procedures for a Revised Ed Practice Approach, Rineka Cipta, Jakarta. Bambang, W 2002, Human Resource Management, Su Lita, Bandung.
- Bungin, B, Ningrum 2020, Qualitative Research: Communication, Economics, Public Policy and Other Social Sciences, ed. 1, cet. 2, Kencana, Jakarta.
- Ety, R 2007, Research Methods Using SPSS Methods for Beginners, Mitra Wacana Media, Jakarta.
- Febrianti, S, 'The Influence of Reward and Punishment on Work Motivation and Its Impact on Performance', Business Administration, vol 12 No 1.
- Ghozali, Westra 2020, Application of Multivariate Analysis Using the SPSS Program., Diponegoro University, Semarang.
- Mathis, R.L., and Jackson, J.H. (2020). Human Resource Management. Jakarta: Salemba Empat.
- Mahmudi 2015, Human Resources Management, BPFE, Yogyakarta. Mangkunegara, AP 2000, Corporate Human Resources Management, PT Teen Rosdakarya, Bandung.
- Mangkunegara, AP 2018, Evaluation of Human Resources Performance, Refika Aditama, Jakarta. Mangkunegara, AP 2011, Corporate Human Resources Management, Rosda, Bandung.
- Manullaog. M., MM 2008, Personnel Management, Gadjah Mada University Press, Yogyakarta.
- Nawawi, H 2001, Human Resource Management, Bumi Aksara, Jakarta.
- Negara, NMCMA 2014, 'The Influence of Career Development on Employee Performance at PT. Pos Indonesia, Jembrana Regency', Faculty of Economics and Business, vol 4 no 1.
- Rivai, Veithzal 2020, Human Resources Management for Companies, PT Raja Grafindo Persada, Jakarta. Rivai, Veithzal 2010, Human resource management for companies from theory to practice, PT Raja Grafindo, Jakarta.
- Sugiyono 2015, Qualitative Qualitative Research Methods and R&D, Alfabeta, Bandung.