

The Influence Of Competency, Training, And Organizational Culture On The Performance of BRI Employees In The Situbondo Branch With Job Satisfaction As Intervening Variable

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Abstract

The purpose of this study is to analyze the influence of the variables of Training Competence and Organizational Culture on the Performance of BRI Employees at the Situbondo Branch with Job Satisfaction as an Intervening Variable.. By using the Partial Least Square (PLS) Structural equation model..

The results of the direct influence hypothesis test using the Smart PLS 3.0 application Competence has a positive but not significant effect on Job Satisfaction, Training has a positive but not significant effect on Job Satisfaction, Organizational Culture has a significant positive effect on Job Satisfaction, Competence has a significant positive effect on Performance, Training has a positive but not significant effect on Performance, Organizational Culture has a significant positive effect on Performance, Job Satisfaction has a positive but not significant effect on Performance, Competence has a positive but not significant effect on Performance through Job Satisfaction, Training has a positive but not significant effect on Performance through Job Satisfaction, Organizational Culture has a positive but not significant effect on Performance through Job Satisfaction.

Keywords: Competence, Training, Organizational Culture, Job Satisfaction and Employee Performance



INTRODUCTION

In today's era of global competition, the banking business is highly competitive, requiring qualified human resources to compete with other companies. Companies are required to acquire, develop, and retain qualified human resources. Qualified employees will be able to produce maximum work at an efficient cost. The higher the quality of employees, the higher the level of employee performance in carrying out their assigned tasks, thus encouraging increased effectiveness and efficiency in the output produced by employees..

Competence is a fundamental characteristic of an individual that enables them to deliver superior performance in their work. Competence is also a deep and inherent part of a person's personality, with predictable behavior across various situations and work tasks. Abdi and Wahid (2018:68) state that if an employee possesses high competence, it can improve their work results. This theory is also supported by an empirical study by Kadir et al. (2018:22-26), who found that competence has a positive and significant effect on the work results of their subordinates. Employees with work skills that are appropriate to their field of work will be more careful about the results they achieve. Training and development are expected to help improve performance and quality, as during training, they are provided with materials related to skills and how to provide quality service and add value to the service. Work targets are set and assessed as the basis for evaluating employee success in meeting predetermined targets. According to Simamora (2014:344) "Employee training or training is a systematic company effort to improve all knowledge (knowledge), skills (skills) and work attitudes (attitudes) of employees through a learning process to be optimal in carrying out their job functions and duties." Training will also provide opportunities for employees to develop skills and abilities in working so that what is known and mastered can help employees to understand what should be done and why it should be done, providing opportunities to increase knowledge and skills.

Organizational culture is a traditional way of thinking and doing things, which is shared by all members of the organization, and new members must learn or at least accept it in part so that they are accepted as part of the organization. Nimran (2016:134) Organizational culture is a controller and direction in shaping the attitudes and behavior of members in an organization individually or in groups, a person will not be separated from organizational culture and in general, organizational members will be influenced by the diversity of existing resources. The behavior of cultural values reflected in BRI employees becomes a guideline for all employees, this seems to have been applied to all BRI employees, as in one of the BRI branches in Situbondo district, which has implemented a warm atmosphere during work, namely always upholding the attitude of BRI people.

From the background above, the researcher is interested in conducting research entitled **The Influence of Competence, Training, and Organizational Culture on the**



Performance of BRI Employees at the Situbondo Branch with Job Satisfaction as an Intervening Variable.

Objectives

The purpose of this research is to find out:

1. Competence has a significant influence on Job Satisfaction;
2. Training has a significant effect on Job Satisfaction;
3. Organizational Culture has a significant influence on Job Satisfaction;
4. Competence has a significant influence on Employee Performance;
5. Training has a significant impact on employee performance;
6. Organizational Culture has a significant influence on Employee Performance;
7. Job Satisfaction has a significant influence on Employee Performance;
8. Competence has a significant influence on Employee Performance through Job Satisfaction;
9. Training has a significant influence on Employee Performance through Job Satisfaction;
10. Organizational Culture has a significant influence on Employee Performance through Job Satisfaction.

The conceptual framework in this study is described as follows:

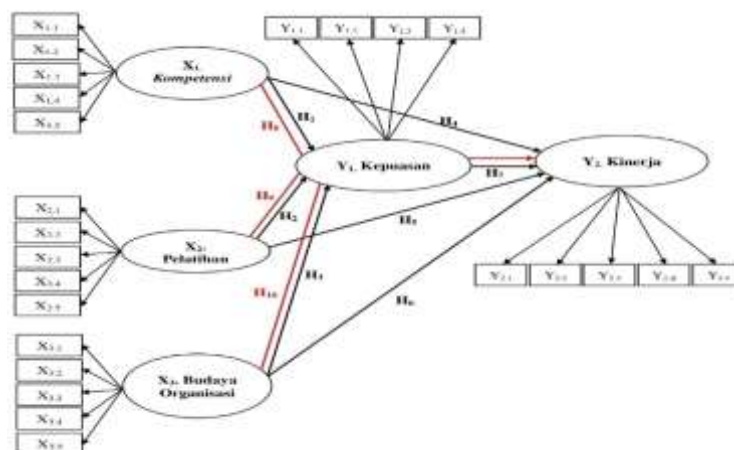


Figure 1: Conceptual Framework

DISCUSSION

The Influence of Competence on Job Satisfaction

Based on the results of the first hypothesis test analysis, it states that Competence has a significant positive effect on Job Satisfaction with an original sample value of (0.29) and a P Value of 0.05 (<0.05). So H1 which states that "It is suspected that there is a significant positive effect between Competence (X1) on Job Satisfaction (Y1) among BRI Situbondo Branch employees" is accepted. Competence refers to the abilities, skills,

knowledge, and expertise possessed by an individual in their work. Meanwhile, job satisfaction is the extent to which an employee feels satisfied or satisfied with their work, including various factors such as the work environment, assigned tasks, coworkers, and recognition for their work. A significant positive effect means that the higher an individual's competence, the more likely they are to feel satisfied with their work.

The Effect of Training on Job Satisfaction

Based on the results of the second hypothesis test analysis, it states that training has a positive but insignificant effect on job satisfaction with an original sample value of (0.18) and a P value of 0.16 (<0.05). Therefore, H2, which states that "It is suspected that there is a positive but insignificant effect between training (X2) and job satisfaction (Y1) among BRI Situbondo Branch employees," is rejected. If the training provided is not relevant to the job or is not of good quality, then even though there is a theoretical positive effect, the training may not contribute enough to job satisfaction. For example, training that is not directly related to daily tasks or does not provide the required skills may make the impact insignificant. Training provided in limited amounts or only occasionally may not be enough to produce a significant impact on job satisfaction. Continuous and intensive training may have more potential to provide a more tangible effect. If employees do not see training as important or beneficial to their careers, even if the training is well organized, its effect on job satisfaction may be less noticeable. Negative perceptions of training can reduce its impact.

The Influence of Organizational Culture on Job Satisfaction

Based on the results of the analysis of the third hypothesis test, it states that organizational culture has a significant positive effect on job satisfaction with an original sample value of (0.48) and a P value of 0.00 (<0.05). So H3 which states that "It is suspected that there is a significant influence between organizational culture (X3) on job satisfaction (Y1) among BRI Situbondo Branch employees" is accepted. Organizational culture reflects the core values upheld by the company, such as openness, honesty, or mutual respect. When employees feel that these values are in line with their personal principles, they will be more satisfied with their work environment because they feel valued and respected. Likewise, open communication and collaboration between employees tend to create a more positive work environment. This makes employees feel more involved, heard, and able to work more effectively, which in turn can increase job satisfaction.

The Influence of Competence on Performance

Based on the results of the fourth hypothesis test analysis, it states that Competence has a significant positive effect on Performance with an original sample value of (0.18) and a P Value of 0.02 (<0.05). So H4 which states that "It is suspected that there is a significant



influence between Competence (X1) on Performance (Y2) in BRI Situbondo Branch employees" is accepted. High competence allows someone to complete tasks more effectively and efficiently. Employees who have competencies that are appropriate to their jobs are better able to overcome challenges, solve problems, and meet the desired work targets. Employees who have good competence tend to make fewer mistakes. They know how to carry out tasks correctly and efficiently, so that the quality of work produced is higher and errors occur less. This has a direct impact on improving overall performance.

The Effect of Training on Performance

Based on the results of the analysis of the fifth hypothesis test, it states that training has a significant positive effect on performance with an original sample value of (0.49) and a P value of 0.00 (<0.05). So H5 which states that "It is suspected that there is a significant effect between training (X2) on performance (Y2) of BRI Situbondo Branch employees" is accepted. Training helps employees to acquire new skills and update their knowledge. With better skills, they can complete tasks more effectively and efficiently, which directly improves their performance. Employees who participate in training tend to feel appreciated because the company provides opportunities for self-development. This can increase motivation and job satisfaction, which in turn has a positive effect on their performance.

The Influence of Organizational Culture on Performance

Based on the results of the sixth hypothesis test analysis, it states that Organizational Culture has a significant positive effect on Performance with an original sample value of (0.31) and a P Value of 0.00 (<0.05). So H6 which states that "It is suspected that there is a significant influence between Organizational Culture (X3) on Performance (Y2) of BRI Situbondo Branch employees" is accepted. An organizational culture that is oriented towards shared goals can improve performance by providing clear direction to all members. If the organizational culture emphasizes the achievement of the company's vision and mission, each individual will be more focused on shared goals and more motivated to achieve them. When goals are clear and well understood, employees will be more focused and their performance will increase.

The Influence of Job Satisfaction on Performance

Based on the results of the analysis of the seventh hypothesis test, it states that Job Satisfaction has a positive but insignificant effect on Performance with an original sample value of (0.01) and a P Value of 0.91 (>0.05). So H7 which states that "It is suspected that there is a positive but insignificant effect between Satisfaction (Y1) on Performance (Y2) of BRI Situbondo Branch employees" is rejected. Although job satisfaction can have a positive impact on performance, its influence is not significant in some contexts because there are



other factors that have a greater influence on employee performance, such as motivation, skills, or supportive organizational conditions.

The Influence of Competence on Performance through Job Satisfaction

Based on the results of the eighth hypothesis test analysis, it states that organizational culture has a positive but insignificant effect on performance through job satisfaction with an original sample value of (0.00) and a P value of 0.92 (<0.05). So H8 which states that "It is suspected that there is a positive but insignificant effect between Competence (X1) on Performance (Y2) through Job Satisfaction (Y1) on BRI Situbondo Branch employees" is rejected. Job satisfaction is often considered an important factor that can improve performance. However, even if someone feels satisfied with their job, this satisfaction is not always directly related to increased productivity or higher performance. An employee who has good competence can feel satisfied with their job, but this satisfaction does not always motivate them to work harder or more efficiently, especially if there are no adequate challenges or incentives.

The Effect of Training on Performance through Job Satisfaction

Based on the results of the ninth hypothesis test analysis, it states that Training has a positive but insignificant effect on Performance through Job Satisfaction with an original sample value of (0.00) and a P Value of 0.93 (<0.05). So H9 which states that "It is suspected that there is a positive but insignificant effect between Training (X2) on Performance (Y2) through Job Satisfaction (Y1) on BRI Situbondo Branch employees" is rejected. Training can increase job satisfaction because employees feel appreciated and have the opportunity to develop. However, if the training provided is not relevant to their duties or roles, its impact on performance may not be significant. For example, training focuses more on developing soft skills that are not directly related to daily work, so that even though job satisfaction increases, performance does not increase significantly.

The Influence of Organizational Culture on Performance through Job Satisfaction

Based on the results of the tenth hypothesis test analysis, it states that organizational culture has a positive but insignificant effect on performance through job satisfaction with an original sample value of (0.00) and a P value of 0.91 (<0.05). So H10 which states that "It is suspected that there is a positive but insignificant effect between organizational culture (X3) on performance (Y2) through job satisfaction (Y1) on BRI Situbondo Branch employees" is rejected. Organizational culture can influence how employees interact, collaborate, and feel appreciated in their work. However, a positive culture alone cannot always improve performance directly. If organizational culture is not integrated with business goals or does not support the success of specific tasks, then its impact on performance can be limited. For



example, an organization with a friendly and open culture may not always produce higher performance if there is no focus on productivity or the achievement of clear goals. employee performance.

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