



## The effect of career development and integrity on organization performance through the satisfaction of Employees pt. bank capital Indonesia branch of Kuningan tower

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### Abstract

This study aims to determine the effect of career development and integrity on the performance of the organization simultaneously, to know the influence of career development on the performance of the organization partially, know the influence of integrity to the performance of the organization partially, know the influence of job satisfaction on the performance of the organization partially, performance through job satisfaction and know the influence of integrity on organizational performance through job satisfaction variable. Research conducted on the organization of PT. Bank Capital Indonesia Branch of Kuningan Tower. The sampling technique used a random sample involving 80 employees in the organization section. Data analysis using path analysis. Based on the data analysis, it is known that career development and integrity variables affect the performance of the organization simultaneously. Variable Career development has an effect on partial organization performance. Integrity variables affect the performance of the organization partially. The satisfaction variable affects partial organizational performance. Career development on organizational performance is 0.489. The effect of career development on performance through satisfaction is  $0.618 \times 0.850 = 0.5253$ . In this case, the indirect effect is greater than direct influence so it can be said that the variable of satisfaction as an intervening variable. The direct influence of integrity on organizational performance is 0.629. While the influence of integrity on organizational performance through job satisfaction is  $0.775 \times 0.850 = 0.6588$ . In this case, the direct effect is smaller than the indirect effect so it can be said that the variable of job satisfaction as an intervening variable.

**Keywords:** career development, Integrity, job satisfaction, organizational performance

### 1. Introduction

Every employee working for a company needs a definite career development. Careers are all living our work. Corey & Corey (2006: 9) suggests that each career path that we take may consist of one or several positions, which is increasing along with our work experience. Career development by Mondy (2008: 14) <sup>[25]</sup> includes activities to prepare a person individuals for the advancement of the planned career path.

In research Carmeli *et al* (2004) states that job satisfaction affects the performance of employees. This study was conducted on a number employees. The higher the satisfaction than expected performance is also greater. Job satisfaction also affects the performance of organizations working in the company. This research was conducted by Akumari (2012). This study was conducted on 223 professionals, managers, and nonmanagers. The level of satisfaction defined by autonomy, interpersonal relationships, finance, growth, variation, help, introduction, completeness work, and feedback. This study investigates the linkages between leadership styles, employee commitment to change, and organizational performance in the Nepalese context. For this cross-sectional study, data were collected from employees working in a large technology-based organization. Regression analysis is used to test hypothesized relationships. The findings suggest that there is a significant relationship between leadership styles, employee commitment to change,

and organizational performance. Regression analysis shows that leadership style is a strong predictor of employee commitment to change and improve organizational performance. These findings are discussed in terms of their practical implications and research (Shrestha, 2012).

Based on the above, the authors will conduct research with the title of the influence of career development and integrity to performance through employee work satisfaction PT. Bank Capital Indonesia Branch of Kuningan Tower. In connection with research on the theme of this integrity, then some of the problems that exist in this organization are as follows.

1. Career development for employees is not as expected h al can be seen by many employees who have high morale.
2. Integrity is not appropriate as expected.
3. Employee job satisfaction is not optimal
4. Organizational performance is not as expected

### 2. Literature Review

#### Career development

Before getting to know a career, must first know the concept of work, work, position, and career. Work is a basic concept that points to something we do because we want it, and hopefully, we can enjoy it.

Work is a position of employment in a position, maybe we can do a lot of work in a position because the work that produces the money we need to meet the needs of every day or to do and buy things that we like. The job is our job, our profession

which may be changing over a period of time throughout our lives. Careers are all of our working lives. Corey & Corey (2009: 9) <sup>[7]</sup> suggests that each career path that we take may consist of one or several positions, which is increasing along with our work experience.

Wilson (2006: 27) defines a career as the whole work that we doing during our lives, whether paid or not. Furthermore, Collin (in Kristanto, 2003: 24) <sup>[9]</sup> adds that careers arise due to one's interaction with the organization and its social environment. Career development includes career planning and career management. Understanding career development in an organization requires an examination of two processes, namely how each individual plans and implements career goals (career planning) and how the organization designs and implements career we doing development/career management programs.

Career planning is a process by which individuals can identify and take steps to achieve their career goals. Career planning involves identifying career-related goals and developing plans to achieve those goals.

### **Integrity**

Integrity is derived from the Latin "integrate" which means complete or flawless, perfect, without a mask. The point is that what is in the heart is the same as what we think, say, and do (Bertens, 1994) <sup>[5]</sup>.

So it can be said that Integrity is a consistent attitude and behavior to uphold the work ethics and professional ethics. Integration requires a temptation or an opportunity to commit a disgraceful act. But the motivated person does not commit such a disgraceful act because he has confidence in the importance of upholding the noble values in his environment. Integration is to act consistently in accordance with organizational values and policies and professional codes of ethics, even under difficult circumstances to do so. Simply put, motivation shows the firmness of attitudes, unity of deeds and moral values adopted by a person.

People who have integration will not be deterred by the temptation to betray the moral values that are believed. A person motivated is a person who maintains a high degree of honesty and ethics in his daily speech and actions. They are competent, meticulous and reliable people in behaving, trustworthy by their colleagues, subordinates and superiors and outsiders. They also treat others fairly.

People who are leaders or who are truly successful tend to have three qualities. Quality is according to Cloud (2006), which has a certain ability, build a relationship of mutual benefit (more than just networking), and character. At least, the characters in question here include ethics and motivation. The success of a leader is not only seen from how great his ability in a particular field, but more important is how much motivation himself in managing and using his ability is in accordance with the moral values that are believed.

Some explanations of Integration according to Pringle (2001) in his Top 10 Qualities of a Great Leaders are as follows:

Integration comes from selflessness. Integration is built on the foundation of discipline. Integration is a moral force that is proven to be true in the midst of flames of temptation. Integration is the ability to be patient when life

does not run smoothly. Integration is test-resistant that requires predictable behavior. Integration is a force that remains firm even if no one sees. Integration is keeping your promises, even if you harm you. Integration remains faithful to commitment, even when it is uncomfortable.

Integration remains firm to certain values although it is felt more popular to dump it. Integration, living with confidence, rather than what is liked. Integration is the foundation of life, if motivation is good, then life is good, vice versa. Integration is established through custom. The opinion conveyed by Covey (1997) <sup>[8]</sup> which is close to motivation is "begin with the end mind", always asking, "What do you want others to remember you after you die?" Of course, we want the good name to be the thing left in this world after we die and this will make us become a motivated person.

According to Boen (2009), image, reputation or good name is the important thing that becomes the target of someone who wants to succeed in work. One way to keep a good name is to pay attention to your true self. No two-faced, meaning saying one thing to someone, then saying the opposite of what is said to others. This is to say and do what is believed to be true. Do not say and act what is already believed to be wrong.

### **Job Satisfaction**

Job satisfaction, according to Martoyo (1992: 115) <sup>[22]</sup>, is basically one of the psychological aspects that reflects one's feelings toward his work, he will be satisfied with the suitability between his ability, his skills and his expectations with the work he faces. Satisfaction is actually a subjective condition that is the result of a conclusion based on a comparison of what an employee receives from his job as expected, desired, and thought of as appropriate or entitled to it. While every employee subjectively determines how the job is satisfactory.

According to Tiffin (1958) in As'ad (1995: 104) job satisfaction is closely related to attitudes of employees to their own work, work situation, cooperation between leaders and employees. Meanwhile, according to Blum (1956) in As'ad (1995: 104) suggests that job satisfaction is a general attitude that is the result of some special attitudes toward the factors of work, adjustment and social relationships of individuals outside of work. From these limitations on job satisfaction, it can be concluded simply that job satisfaction is a person's feelings toward his work. This means that the conception of job satisfaction sees it as the result of human interaction with the work environment.

In the opinion of Robbins (2003: 91) <sup>[31]</sup>. The term job satisfaction refers to the general attitude of an individual to the work he does. A person with a high level of job satisfaction shows a positive attitude towards the work; someone who is dissatisfied with his work shows a negative attitude to the job. because in general when people talk to employees, they often mean job satisfaction.

Hasibuan (2006: 202) <sup>[15]</sup> job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed in work, out of work, and in combination between the two. Rivai (2004: 475) <sup>[38]</sup> satisfaction is an evaluation that describes a person's feelings

of pleasure or dissatisfaction with work. Meanwhile, according to Cherington (2010) "job satisfaction basically refers to how much an employee likes his job".

Work is an important part of a person's life, so job satisfaction also affects a person's life. Whether and Davis (2010) [9] stated that job satisfaction is a part of life satisfaction. Job satisfaction also depends on the intrinsic, extrinsic, and worker perceptions of the work, so job satisfaction is the level at which a person feels positively or negatively about various aspects of work, workplace, and workplace relationships (Donnelly 1985: 464-465) [13].

The higher the assessment of the activities perceived in accordance with the wishes of the individual, the higher his satisfaction with the activity. So the outline of job satisfaction can be interpreted as a fun or unpleasant thing which employees view work. According to Herzberg as quoted by Sumantri (2001) [27], the characteristics of satisfied worker behavior are those who have a high organizational culture to work, they prefer to do their work, while the characteristics of the less satisfied workers are those who are lazy to work to work, and lazy in doing his job. So it can be concluded that job satisfaction is the feeling or attitude of a person to the work he does, which can be influenced by various factors, both internal and external factors.

**Organizational Performance**

According to Richard *et al* (2009) organizational performance is produced by organizations that include the outcome of financial performance such as profit measured by return on assets, return on investment and so on, market performance) such as market share expansion, and sales. In addition, the return of shareholders is the return of shareholders and the economic growth of shareholders.

In some areas of organizational performance can also be measured from other things such as strategic plans, operations, finance, legal and organizational development. In developing an institution or organization it is imperative to remain in the

competitive climate of the world. The purpose of productivity is related to the organization's development (Shrestha, 2005). Small organizations have a desire to keep growing and grow. Such a developing organization in order to communicate the development itself.

According to Kaplan and Norton (1992) [17], organizational performance should be measured not only in terms of financial concepts but also from nonfinancial. Performance can be measured by productivity, quality, consistency and so on. On the other hand, organizational performance measures outcomes, behavioral and normative levels, education and concepts generated including management development (Richard, 2002).

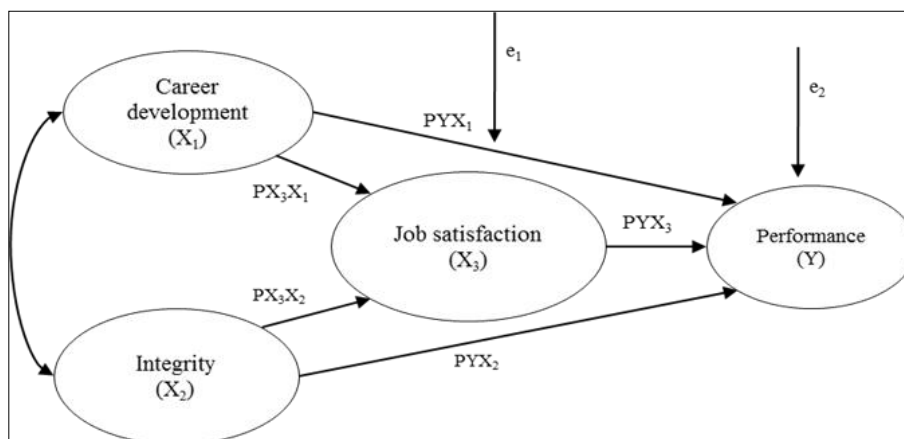
In general, the elements that need to be assessed in the performance appraisal process are loyalty, job performance, responsibility, obedience, honesty, cooperation, initiative, and leadership. The process of performance appraisal results in an evaluation or performance of employees in the past and or predictions of future performance in the future.

This assessment process is of little value if employees are not receiving feedback on their work performance. Without feedback, employee behavior cannot be fixed. Therefore, the critical part of the appraisal process is the exclusive talk. According to Handoko (2001: 152-153), an exclusive interview is a process of performance review that gives employees feedback on past work performance and their potential.

**3. Research Methods**

**Research Design**

The research using explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of independent variables to the dependent variable. Relationships between variables can be described in the form of path analysis diagram (path analysis) as follows:



**Fig1:** Path Analysis Model

**Population and Sample**

The population is a generalization region consisting of objects/subjects that have a certain quantity and characteristics set by researchers to be studied and then drawn conclusions (Sugiyono, 2008) [35]. The sample is the pull of a portion of the

population to represent the entire population, (Surakhmad, 2010) [36]. Samples used by the authors in this study are employees of PT. Bank Capital Indonesia Branch of Kuningan Tower.

The total number of employees is 80 people. These employees

work in the functional areas of the organization such as HR, finance, marketing, and credit. Each section designated 20 employees to fill out the questionnaire. Sampling is included in sample stacking by using purposive sampling method. This sampling is a sampling in a unit of analysis with respect to the same characteristics in the sample. The overall sample taken in this part of the organization uses saturated sampling.

**Data Collection Technique**

To obtain a concrete and objective data must be held research on the problems studied, while the steps that researchers took in the collection of data are:

**a. Primary data**

Primary data is data obtained directly from the object of research, In this case, the primary data obtained from field research that is data collection method do premise direct research on the object of research in question.

**b. Secondary data**

Secondary data is data obtained indirectly from research object. In this case, the secondary data obtained from the library research data collecting method that is done by studying and understanding the literature of the book the work of authors who can answer the basic theory.

**Data Processing Technique**

Questionnaires to be used in research, to produce a valid and reliable instrument first tested with validity and reliability test instrument. According to Sugiyono (2008: 219) [35] "Validity is a condition that describes the level of the instrument concerned can measure what should be measured". While reliability is a value that shows the consistency of a measuring

device in measuring the same symptoms (Riduwan, 2003: 86). By using a valid and reliable instrument, it is expected that the results will be valid and reliable.

1. **Test Data Validity:** Testing the validity of the instrument using the item analysis, which is to calculate the score of each item with the total score which is the number of each scored item. The correlation coefficient used is Product Moment correlation coefficient.
2. **Test Data Reliability:** Looking for instrument reliability whose score is not 0-1, but it is a range between several values, eg 0-10 or 0-100 or scales of 1-3, 1-5, or 1-7, and so on can use alpha coefficients ( $\alpha$ ) from Cronbach.

**4. Research Results and Discussion**

**Test Results Validity and Reliability**

Validity and reliability test for all variables Validity testing using factor analysis techniques, ie to test whether the item or indicator items used can confirm a factor or construct or variable. While the reliability test is a reliability test that aims to find out how far a measuring instrument can be trusted. Reliability test can be done by using coefficient Cronbach's alpha with a critical limit for reliable questionnaire value is 0,60. (Soegihartono, 2012).

**Table 1:** Reliability Test Results

Reliability Statistics				
Factor	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	Y
Cronbach's Alpha	0.655	0.827	0.666	0.665

**Path Analysis Results**

In order to provide an overview of the results of the analysis that has been done, then the results obtained from the analysis of Path Analysis can be presented in the picture as follows:



**Fig 2:** Path Result Analysis Model

**From the above explanation is known Substructure 1**

1. The value of R<sup>2</sup> is 0.618. The value means that career development and integrity to employee satisfaction together are 61, 8%, while the rest equal to 38,2% influenced by other factors. In other words, employee satisfaction variables that can be explained by using career development and integrity variables are big 61, 8 %, while the effect of 38, 2 % is caused by other variables outside the research model.

2. Test of significance or testing by using F- test, that is by comparing the level of significance of the results of calculation with a significance level of 0.05 (5%). Based on a calculation of a significant number that is equal to 0.003 < 0, 05 then Ho is rejected and H1 accepted. This means that there is a linear and significant relationship between career development and integrity to employee satisfaction. Thus, the above regression model is feasible and correct. The conclusion is that career development and integrity together affect employee satisfaction.

- The value of significance (sig) for each variable is a career development of 0.002 and integrity of 0.000. If the value is compared with  $\alpha = 0.05$  then the entire significance value (sig) has a smaller value compared to 0.05. In other words, partially from the two exogenous variables of career development and integrity have a significant relationship to job satisfaction.
- For the magnitude of influence of each exogenous variable on job satisfaction can be seen the value of a beta variable. Where the beta value of career development and integrity variables is 0, 618 and 0, 775. Thus it can be seen the results of substructure I is as follows:

$$X_3 = 0, 618 + 0, 775$$

### Substructure 2

- The value of  $R^2$  is 0.426. The value means that career development, integrity and job satisfaction on a performance together 57, 4 %, while the rest of 42, 6 % influenced by other factors. In other words, the performance variables that can be explained by using career development variables, integrity and job satisfaction are big 57, 4 %, while the effect of 42, 6 % is caused by other variables outside the research model.
- Test of significance or testing by using F- test, that is by comparing the level of significance of the results of calculation with a significance level of 0.05 (5%). Based on the calculation of significance that is  $0.001 < 0.05$  then  $H_0$  is rejected and  $H_1$  accepted. This means there is a linear and significant relationship between career development, integrity and job satisfaction on performance. Thus, the above regression model is feasible and correct. The conclusion is career development, integrity and job satisfaction together affect performance.
- The significance value for each variable is career development of 0.006; integrity of 0.000 and job satisfaction of 0.040. If the value is compared with  $\alpha = 0.05$  then the three significance values (sig) of each exogenous variable have a smaller value compared to 0.05. In other words, partially from the three exogenous variables of career development, integrity and job satisfaction have a linear and significant relationship to performance
- For the magnitude of influence of each exogenous variable on the performance can be seen the value of the beta variable. Where the beta value of career development variables, integrity and job satisfaction is 0, 489; 0, 629 and 0, 850. Thus it can be seen the results of substructure II is as follows:

$$Y = 0, 489 + 0, 629 + 0, 850$$

## 5. Conclusions and Suggestions

### Conclusions

Variables Career development and Integrity affect the performance of the organization simultaneously. F-value counted 51,947 and significance equal to 0, 00. This value is less than 0.05. The r- squared value of 57.4% means that career development and integrity variables affect the organizational performance of 57.4% while the rest is

influenced by other variables that are not included in the equation model.

Variables Career development has an effect on partial organization performance. The value of t- is 6,949. Value significance of 0.00. This value of significance is smaller than 0.05. The r- squared value is 0.382. This means that the influence of career development variables on performance is 38.2% and the rest is influenced by other variables that are not included in the equation model.

Integrity variable has an effect on partial organization performance. The value of t- equal to 7,154. Value significance of 0.00. This value of significance is smaller than 0.05. The r- squared value is 0.396. This means that the influence of the Integrity variable on organizational performance is 39.6% and the rest is influenced by other variables not included in the equation model.

The satisfaction variable affects partial organizational performance. The value of t- is 14,229. Value significance of 0.00. This value of significance is smaller than 0.05. The r- squared value is 0.722. This means the influence of satisfaction variable on organizational performance of 72.2% and the rest influenced by other variables that are not included in the equation model.

Career development on organizational performance is 0.489. Influence Career development on performance through job satisfaction is  $0.618 \times 0.850 = 0.5253$ . In this case, the indirect effect is greater than direct influence so it can be said that the variable of satisfaction as an intervening variable.

The direct influence of integrity on organizational performance is 0.629. While the influence of integrity on organizational performance through satisfaction is  $0.775 \times 0.850 = 0.658$ . In this case, the direct effect is smaller than the indirect effect so it can be said that the variable of satisfaction as an intervening variable.

### Suggestions

Organizational performance needs to be improved through improved career development, integrity and employee satisfaction levels in work. In developing careers need to be considered to the performance of the organization. Career development also needs to balance the skills that employees already have, the development of employee skills and time of promotion.

Integrity also needs to be taken into account by maintaining the good name of the company, and applying the norm system to improve the integrity of employees to the company.

Employee satisfaction levels also need to be improved by paying attention to the needs of both financial needs and non-financial needs. Non-financial companies such as awards, communication and good relationships between employees and leaders also need attention. Financial needs such as salaries and commissions also need to be considered with regard to employee performance and the ability of the company in fulfilling it.

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