

# The Effect Of Competency And Career Development On Employee Performance With Employee Engagement As An Intervening Variable At Bank Papua, Main Branch Office, Jayapura

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## ABSTRACT

This study aims to examine the influence of competence and career development on employee performance with employee engagement as an intervening variable at Bank Papua Main Branch Jayapura. The research was conducted at Bank Papua Main Branch Jayapura over a period of two months, from June to July 2025.

The population and sample in this study consisted of 84 employees of Bank Papua Main Branch Jayapura. This research used a survey method by distributing questionnaires to the research subjects. The statistical method used to test the hypotheses was Partial Least Squares (PLS) with the help of an application.

The analysis results show that competence has a positive and significant effect on employee engagement; career development has a positive and significant effect on employee engagement; competence has a positive and significant effect on employee performance; career development has a positive but not significant effect on employee performance; employee engagement has a positive and significant effect on employee performance; competence has a positive and significant effect on employee performance through employee engagement as an intervening variable; and career development has a positive and significant effect on employee performance through employee engagement as an intervening variable.

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## INTRODUCTION

One way to improve employee performance is to provide opportunities for career development. Career development is crucial because through diligent efforts within a company to develop their careers, employees can occupy appropriate positions that align with their competencies and qualifications. An employee's career journey is a series of efforts that begin from the moment they first start working for the company until their tenure ends. Consequently, employees have a desire to improve their performance within the company. Therefore, employee career development programs within an organization are crucial for advancing the organization, especially as knowledge and technology continue to advance rapidly. Companies need to pay attention to and improve these career development factors to enhance employee performance in the future. This is in line with research conducted by Purnawati and Yudiasra (2024), which showed that career development has a positive and significant effect on employee performance. Meanwhile, research conducted by Tohir (2022) found that career development does not have a positive and significant effect on employee performance.

Employee engagement is also one of the factors that can influence employee performance. Employee engagement describes a state in which members of a company identify with their work, thus engaging and expressing themselves physically, cognitively, and emotionally while demonstrating their performance. Companies with engaged employees have high employee retention, resulting in decreased employee turnover, resulting in reduced intention to leave the company and improved employee performance. Employee engagement fosters greater employee loyalty, thus reducing the desire to voluntarily leave the company. Positive feelings and high enthusiasm for work are known as engagement.

Employees with high engagement tend to perform better because they have positive feelings and do not view their work as a burden, resulting in them directing their energy toward work that aligns with company goals. Therefore, employee engagement is crucial within a company. Research by Tiong et al. (2023) shows that employee engagement directly impacts employee performance. Meanwhile, research by Haedar (2021) found that employee engagement does not significantly impact employee performance.

One of Bank Papua's branches is PT. Bank Pembangunan Daerah Papua, Jayapura Main Branch Office, located at Jl. Ahmad Yani 5-7 Jayapura, Gurabesi Village, North Jayapura District, Jayapura City. This branch contributes to realizing Bank Papua's vision and mission. The employees play a vital role in realizing this endeavor.

## RESEARCH METHOD

The research design used in this study is quantitative. This method aims to explain the performance of employees at the Jayapura Main Branch of the Papua Regional Development Bank. Furthermore, this study aims to determine the influence of competence and career development on employee performance through employee engagement as an intervening variable at the Jayapura Main Branch of the Papua Regional Development Bank. Therefore, this study predicts the influence of three variables to determine whether there is a relationship between the independent variable X (competence and career development) and the dependent variable Y (employee performance) through the intervening variable Z (employee engagement) at the Jayapura Main Branch of the Papua Regional Development Bank.

### 1. Research Location and Time

This research will be conducted at the Jayapura Main Branch of the Papua Regional Development Bank, located at Jl. Ahmad Yani 5-7 Jayapura, Gurabesi Village, North Jayapura District, Jayapura City. The study is planned for two months, from June to July 2025.

### 2. Population

The population of this study was all employees of PT. Bank Pembangunan Daerah Papua, Jayapura Main Branch Office. There are 84 permanent employees working at Bank Papua, Jayapura Main Branch Office.

### 3. Sample

Sampling is a method used to obtain a sample that accurately represents the entire research subject. The sampling technique used in this study was total sampling, or saturated sampling. Total sampling is a sampling technique where the sample size is equal to the population. The reason for using total sampling is that because the population size is less than 100, the entire population is used as the research sample. Therefore, the sample size in this study was 84 employees.

### 4. Data Collection Techniques

There are several data collection techniques required in this research:

- a. A questionnaire is a series of statements submitted in writing or online (Google Drive) to represent research indicators. It is given to employees to obtain truthful answers.
- b. A bibliography is used to explore secondary data or theories and documents available in libraries or archives related to the research title.

### 5. Data Analysis

This study used variance-based Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method as the data analysis technique. Santoso (2014) stated that Structural Equation Modeling (SEM) is a multivariate statistical technique that combines factor analysis and regression (correlation) analysis. It aims to examine the relationships between variables in a model, both between indicators and their constructs and between constructs. Two methods are widely used in research: covariance-based SEM (SEM) and partial least squares SEM (PLS SEM, also called PLS path modeling) (Hair et al., 2021).

## RESULTS AND DISCUSSION

### A. RESULTS

#### 2. Characteristics Respondent

The respondents in this study were 84 employees of Bank Papua, Jayapura Main Branch. The following is an overview of the respondents' identities, including gender, age, highest level of education, and length of service.

Table.1 Respondent Characteristics by Gender

No	Gender	Number of Persons	Percentage
1	Male	33	39,3%
2	Female	51	60,7%
Totaly		84	100%

Source: Primary data processed 2025

Based on Table 1 above, it can be seen that of the 84 employees of Bank Papua, Jayapura Main Branch, 33 are male, or 39.3% of the total respondents. Meanwhile, 51 are female, or 60.7% of the total respondents.

### 3. Respondent Characteristics Based on Length of Service

Table. 2 Respondents Based on Length of Service

No	Length of Service	Number of Persons	Percentage
1	< 2 years	3	3,6%
2	2 – 5 years	4	4,8%
3	6 – 10 years	29	34,5%
4	≥ 11 years	48	57,1%
Totaly		84	100%

Source: Primary data processed (2025)

Based on Table 2 above, it can be seen that of the 84 Bank Papua employees at the Jayapura Main Branch, 3 employees, or 3.6% of the total number of respondents, had a length of service of less than 2 years, 4 employees, or 4.8% of the total number of respondents, 29 employees, or 34.5% of the total number of respondents, and 48 employees, or 57.1% of the total number of respondents, had a length of service of 6 to 10 years. respondents.

### 4. Validity Test Results

The complete results of the validity test calculations for all variables can be seen in the table below:

Table 3 Validity Test

Variabel	Average Variance Extracted (AVE)	Description
Employee Performance	0.507	Valid
Competence	0.658	Valid
Career Development	0.653	Valid
Employee Engagement	0.718	Valid

Source: Processed data (2025)

Based on Table 3, it can be seen that the Employee Performance, Competence, Career Development, and Employee Engagement questionnaires are valid because they have average variance extracted (AVE) values above 0.5. This means that all variables used as indicators are suitable for use in the questionnaire.

### 5. Reliability Test Results

The results of the reliability test calculations for all variables can be seen in full in the table below:

Table 4. Reliability Test

Variable	Cronbach's Alpha	Description
Employee Performance	0.803	Valid
Competence	0.896	Valid
Career Development	0.893	Valid
Employee Engagement	0.921	Valid

Source: Processed data (2025)

Based on Table 4, it can be seen that the variables Employee Performance, Competence, Career Development, and Employee Engagement are declared valid because they have a Cronbach's alpha value of  $>0.7$ . Therefore, it can be concluded that all variables have high reliability. Therefore, the data is reliable and meets the criteria for further analysis.

#### 6. Square Test Results

The R-Square test results can be seen in the table below:

Table 5.12

	R Square	R Square Adjusted
Employee Engagement	0.685	0.677
Employee Performance	0.751	0.741

Source: Processed data (2025)

Table 5.13 shows the R-Square value for the Employee Performance variable is 0.751. The adjusted R-Square value for Employee Performance is 0.741, indicating that the independent variable has a 74.1% influence on the dependent variable, while the remaining 25.9% is influenced by external variables not included in this study. The R-Square value for Employee Engagement is 0.685. The adjusted R-Square value for Employee Engagement is 0.677, indicating that the two independent variables have a 67.7% influence on the intervening variable, while the remaining 32.3% is influenced by external variables not included in this study.

### Structural Equation Model Analysis Results

Source: Processed data (2025)

Table 5. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<i>Competence-&gt; Employee Engagement</i>	0.573	0.578	0.079	7.280	0.000
<i>Career Development -&gt; Employee Engagement</i>	0.362	0.360	0.083	4.350	0.000
<i>Competence -&gt; Kinerja Karyawan</i>	0.486	0.490	0.126	3.861	0.000
<i>Career Development -&gt; Employee Performance</i>	0.005	0.014	0.076	0.064	0.949
<i>Employee Engagement -&gt; Employee Performance</i>	0.432	0.425	0.149	2.897	0.004

Source: Processed data (2025)

The following also presents the results of the structural model testing.

The results in Table 5 above reflect the path coefficients, which are the results of testing the direct and indirect effects. The following conclusions can be drawn:

a. Testing the First Hypothesis (H1)

The first hypothesis (H1) states that Competence has a positive and significant effect on Employee Engagement. The results of the hypothesis testing using PLS indicate that the original sample value/path coefficient for Competence on Employee Engagement is 0.573, and the p-value is 0.000, which is less than 0.05. This means that Competence has a positive and significant effect on Employee Engagement, thus accepting Hypothesis 1.

b. Testing the Second Hypothesis (H2)

The second hypothesis (H2) states that Career Development has a positive and significant effect on Employee Engagement. The results of hypothesis testing using PLS show that the original sample value/path coefficient on Career Development towards Employee Engagement is 0.362 and the p-value is 0.000 less than 0.05 so it can be interpreted that Career Development has a positive and significant effect on Employee Engagement, so hypothesis 2 is accepted.

c. Testing the Third Hypothesis (H3)

The third hypothesis (H3) states that Competence has a positive and significant effect on Employee Performance. The results of hypothesis testing using PLS indicate that the original sample value/path coefficient for Competence on Employee Performance is 0.486, with a p-value of 0.000, less than 0.05. This means that Competence has a positive and significant effect on Employee Performance. Hypothesis 3 is accepted.

d. Testing the Fourth Hypothesis (H4)

The fourth hypothesis (H4) states that Career Development has a positive and significant effect on Employee Performance. The results of hypothesis testing using PLS indicate that the original sample value/path coefficient for Career Development on Employee Performance is 0.005, with a p-value of 0.949, greater than 0.05. This means that Career Development has a positive but insignificant effect on Employee Performance. Hypothesis 4 is rejected.

e. Testing the Fifth Hypothesis (H5)

The fifth hypothesis (H5) states that Employee Engagement has a positive and significant effect on Employee Performance. The results of hypothesis testing using PLS show that the original sample value/path coefficient on Employee Engagement on Employee Performance is 0.432 and the p-value is 0.004 which is less than 0.05 so it can be interpreted that Employee Engagement has a positive and significant effect on Employee Performance, so hypothesis 5 is accepted.

7. Results of the Mediation Effect Hypothesis Test

The mediation effect hypothesis was tested using PLS using customer compliance as an intervening variable. The test results are shown in the following table.

Table 6. Results of the Mediation Effect Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>Competence-&gt; Employee Engagement -&gt; Employee Performance</b>	0.247	0.245	0.091	2.720	0.007
<b>Career Development -&gt; Employee Engagement -&gt; Employee Performance</b>	0.156	0.151	0.063	2.492	0.013

Source: Processed data (2025)

a. Testing the Sixth Hypothesis (H6)

The sixth hypothesis (H6) states that Competence has a positive and significant effect on Employee Performance through Employee Engagement as an intervening variable. The results of the hypothesis testing using PLS indicate that the original sample value/path coefficient for the relationship between Competence, Employee Performance, and Employee Engagement is 0.247, and the p-value of 0.007 is less than 0.05. This means that Competence has a positive and significant effect on Employee Performance through Employee Engagement as an intervening variable. Hypothesis 6 is therefore accepted.

b. Testing the Seventh Hypothesis (H7)

The seventh hypothesis (H7) states that Career Development has a positive and significant effect on Employee Performance through Employee Engagement as an intervening variable. The results of hypothesis testing using PLS show that the original sample value/path coefficient on the relationship between Career Development, Employee Performance and Employee Engagement is 0.156 and the p-value is 0.013 which is less than 0.05 so that it can be interpreted that Career Development has a positive and significant effect on Employee Performance through Employee Engagement as an intervening variable, so hypothesis 7 is accepted.

## DISCUSSION

1. The Influence of Competence on Employee Engagement at Bank Papua, Jayapura Main Branch  
Based on the results of questionnaires distributed to several employees at Bank Papua, Jayapura Main Branch, regarding Competence, the highest average value for the value indicator is the statement "I uphold integrity in carrying out my work," dominated by statements "strongly agree" (42), with an average score of 4.49. This is perceived favorably, as employees highly uphold integrity in carrying out their work.
2. The Impact of Career Development on Employee Engagement at Bank Papua, Jayapura Main Branch  
Based on the results of a questionnaire distributed to several employees at Bank Papua, Jayapura Main Branch, regarding Career Development, the highest average score for the "Interest in Promotion" indicator was the statement "I have a desire to develop my career in this company," which was dominated by 40 statements of agreement with an average score of 4.13. This is perceived favorably, indicating that employees have a desire to develop their careers at Bank Papua, Jayapura Main Branch. When employees perceive that the organization provides opportunities for development, they tend to demonstrate higher commitment, enthusiasm for their work, and loyalty to the company.
3. The Influence of Competence on Employee Performance at Bank Papua, Jayapura Main Branch  
Based on the results of questionnaires distributed to several employees at Bank Papua, Jayapura Main Branch, regarding Competence, the highest average value for the value indicator is the statement "I uphold integrity in carrying out my work," dominated by statements "strongly agree" (42), with an average score of 4.49. This is perceived favorably, indicating that employees highly uphold integrity in carrying out their work.
4. The Impact of Career Development on Employee Performance at Bank Papua, Jayapura Main Branch  
Based on the results of a questionnaire distributed to several employees at Bank Papua, Jayapura Main Branch, regarding Career Development, the highest average score for the indicator "Interest in Promotion" was the statement "I have a desire to develop my career in this company," which was dominated by 40 affirmative statements with an average score of 4.13. This is perceived as positive, indicating that employees have a desire to develop their careers at Bank Papua, Jayapura Main Branch. Meanwhile, the lowest average score for the indicator "Information about Various Promotion Opportunities" was the statement "Announcements about promotion vacancies are communicated openly to all employees," which was dominated by 24 disagreeing statements with an average score of 3.34.
5. The Influence of Employee Engagement on Employee Performance at Bank Papua, Jayapura Main Branch  
Based on the results of a questionnaire distributed to several employees at Bank Papua, Jayapura Main Branch, regarding Employee Engagement, the highest average score for the Dedication indicator is shown in the statement "I feel proud of my work," dominated by statements "strongly agree" (40), with an average score of 4.37. This is perceived favorably, as employees feel proud of

their work. Employees feel a stake in the company's success and are motivated to improve their performance to a level that exceeds job requirements.

6. The Effect of Competence on Employee Performance Through Employee Engagement as an Intervening Variable at Bank Papua's Jayapura Main Branch

The results of the hypothesis test for the relationship between Competence, Employee Engagement, and Employee Performance obtained a value of 0.247 with a significance level of  $0.007 < 0.05$ , indicating that Competence, mediated by Employee Engagement, has a positive and significant influence on Employee Performance at Bank Papua's Jayapura Main Branch. This result aligns with the sixth hypothesis in this study, which states that Competence has a positive and significant influence on Employee Performance through Employee Engagement as an intervening variable at Bank Papua's Jayapura Main Branch.

7. The Effect of Career Development on Employee Performance Through Employee Engagement as an Intervening Variable at Bank Papua's Jayapura Main Branch

The results of the hypothesis test for the relationship between Career Development, Employee Engagement, and Employee Performance obtained a value of 0.156 with a significance level of  $0.013 < 0.05$ , indicating that Career Development, mediated by Employee Engagement, has a positive and significant effect on Employee Performance at Bank Papua's Jayapura Main Branch. This result aligns with the sixth hypothesis in this study, which states that Career Development has a positive and significant effect on Employee Performance through Employee Engagement as an intervening variable at Bank Papua's Jayapura Main Branch.

## CONCLUSION

Based on the research results and discussion, the following conclusions can be drawn:

1. Competence has a positive and significant effect on Employee Engagement at Bank Papua, Jayapura Main Branch.
2. Career Development has a positive and significant effect on Employee Engagement at Bank Papua, Jayapura Main Branch.
3. Competence has a positive and significant effect on Employee Performance at Bank Papua, Jayapura Main Branch.
4. Career Development has a positive but insignificant effect on Employee Performance at Bank Papua, Jayapura Main Branch.
5. Employee Engagement has a positive and significant effect on Employee Performance at Bank Papua, Jayapura Main Branch.
6. Competence has a positive and significant effect on Employee Performance through Employee Engagement as an intervening variable at Bank Papua, Jayapura Main Branch.
7. Career Development has a positive and significant effect on Employee Performance through Employee Engagement as an intervening variable at Bank Papua, Jayapura Main Branch.

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