

## **ANALYSIS OF IMPROVING EMPLOYEE PERFORMANCE AT THE BTN SHARIA SEMARANG BRANCH THROUGH CAREER ADAPTABILITY AND WORK ENGAGEMENT**

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### **ABSTRACT**

The roles of career adaptability and work engagement are very important for the performance of banking employees so that companies can compete. This study aimed to analyze the factors of increasing employee performance at the Bank Tabungan Negara (BTN) Sharia Semarang Branch through career adaptability and work engagement. This study uses an explanatory analysis approach. Census was used to obtain 70 employees as samples. Multiple regression was used to examine the role of these factors. The results found that career adaptability and work engagement variables can explain employee performance variables of 72.9%. Career adaptability and work engagement are proven to have a positive and significant effect on employee performance. It is hoped that the Management of BTN Sharia Semarang Branch will continue to improve the career adaptability and work engagement of employees by continuing to provide enthusiasm, enthusiasm, and trying seriously to be able to improve employee performance.

**Keywords:** Career Adaptability, Work Engagement, Employee Performance

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### **INTRODUCTION**

The role of banks as intermediary institutions, especially in channeling credit, is now very much needed by the community to encourage national economic growth. Referring to Government Regulation Number 43/2020 which revises Government Regulation Number 23/2020 concerning implementing the National Economic Recovery Program in the Context of Supporting State Financial Policy for handling the Covid-19 pandemic, all healthy banks can now access and distribute national economic recovery funds.

During a pandemic, the banking sector must have good resilience to survive so that it can support government programs to increase economic growth. The primary key that now needs to be maintained by every bank is in terms of liquidity and lending. Given the government's emphasis on programs to encourage household consumption, the role of the banking system in encouraging the real sector is becoming increasingly real and crucial. Therefore, in an economic challenge that is full of uncertainty and heavy pressure, the role of the Financial Services Authority in overseeing the banking world is very crucial to keep the Indonesian economy afloat and in time to be able to make a jump start to catch up with steps that have faltered due to the pandemic (Ananda, 2023).

Human resources are the most important part of the progress of science, technology, and development at this time. The era of technology and civilization has been very advanced,

demanding human resources who are competent, and have high enthusiasm and discipline in carrying out their roles and functions, both for individual goals and organizational goals. In such rapid changes, companies must improve even better, so they can compete with other companies. Human resource management is the most important part of a company's progress (Hasibuan, 2016).

The role of human resources is very important for companies to continue to compete (Sutrisno, 2016). Reliable resources are able to master technology quickly, adaptively, and responsively in technological changes. Human resources have a role in developing and implementing a corporate strategy to maintain a competitive advantage (Sedarmayanti, 2019). One of the challenges of the global economy is the ever-accelerating changes, so a quick, precise, effective, and efficient response is needed in order to be able to adapt and anticipate changes in the environment and business climate so that companies have advantages and are more successful.

Productivity or performance is a measure of the level of ability of individual human resources in appreciating the results of their work and participation in producing goods and services (Sedarmayanti, 2019). Performance is a function of motivation and ability. To complete a task or job, employees should have a certain degree of willingness and level of ability. The willingness and skills of employees are not effective enough to do something without a clear understanding of what to do and how to do it. Performance is a real behavior that is displayed by each employee as work performance is produced by employees according to their role in the company. Employee performance is very important in the company's efforts to achieve its goals (Zainal et al., 2015).

One of the factors that influence employee performance is career adaptability (Gupta, 2019). Career adaptability is defined by Savickas (2005) as the competence of individuals to manage changes in the work environment, including coping with evolving job demands and engaging in career transitions. Lee and Lee (2018) state that high performance can be achieved through career adaptability. Improved performance can be achieved through career adaptability (Safavi, Osman, and Karatepe, 2018). Performance can be improved through career adaptability (Janessari and Sullivan, 2019).

In addition, employee performance is also influenced by work engagement (Karatepe and Aga, 2016). Work engagement is an encouragement to excel in achievements related to a set of standards and trying to achieve success (Robbins and Judge, 2017). Work engagement can have an impact on improving employee performance as stated by Jha (2018) whose research results found that work engagement has an impact on improving employee performance. Bhatti, Alshagawi, and Juhari (2018) in his research also found that work engagement has a significant positive effect on employee performance. Dhir and Shukla (2019) found that work engagement has an impact on improving employee performance.

Empirical studies explain that work engagement influences employee performance (Jha, 2018; Bhatti et al, 2018; Dhir and Shukla, 2019). Another study conducted by Insan (2017) found different results that work engagement does not affect employee performance. The differences in research gaps have encouraged to prove the effect of career adaptability and work engagement on employee performance.

Bank Tabungan Negara (BTN) Sharia Semarang Branch believes that its existence is to manifest its concern for customers, employees, and the wider community and help all of them grow and achieve better prosperity. The performance of BTN Sharia Semarang Branch employees for three years can be seen in Table 1. This shows that the company's profits have fluctuated from year to year with a downward trend. The achievement of profits or company profits that have fluctuated on a downward trend illustrates that the performance of BTN Sharia Semarang Branch employees has not been optimal in carrying out their performance.

**Table 1.** Total Profit of BTN Sharia Semarang Branch

Year	Profit (In million Rupiah)
2019	255,831
2020	174,307
2021	192,355

Source: BTN Sharia Semarang Branch, 2022

Based on this description, it becomes urgent to measure employee performance in relation with career adaptability management and work engagement in BTN Sharia Semarang Branch. Therefore the paper aimed to analyze the factors that increase employee performance at the BTN Sharia Semarang Branch through career adaptability and work engagement.

**LITERATURE REVIEW**

**The Effect of Career Adaptability on Employee Performance**

Career adaptability is a person's competence to manage changes in the work environment, including coping with evolving job demands and engaging in career transitions (Savickas, 2005). An empirical study of career adaptability to performance conducted by Safevi, Osman, and Karatepe (2018) states that career adaptability can improve performance. Improved performance can be achieved through career adaptability (Lee and Lee, 2018). Performance can be improved through career adaptability (Jannesari and Sullivan, 2019). Career adaptability has a role in improving employee performance (Gupta, 2019). Based on the research above, the first hypothesis proposed in this study is:

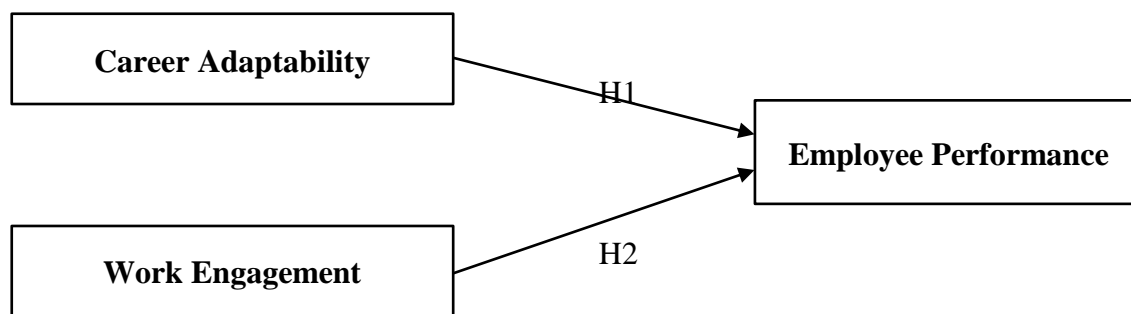
H1: Career adaptability has a positive effect on performance, the better the career adaptability, the higher the employee's performance.

**Effect of Work Engagement on Employee Performance**

Robins and Judge (2017) say that work engagement is a positive attitude from employees towards the organization where they work. Research on the effect of work engagement on performance conducted by Karatepe and Aga (2016) found that work engagement has a significant positive effect on employee performance. Jha (2018) the results of his research found that work engagement has an impact on improving employee performance. Bhatti, Alshagawi, and Juhari (2018) in his research also found that work engagement has a significant positive effect on employee performance. Dhir and Shukla (2019) found that work engagement has an impact on improving employee performance. Based on the research above, the second hypothesis proposed in this study is:

H2: Work engagement has a positive effect on employee performance, the higher the work engagement, the higher the employee performance.

Figure 1 described Conceptual Framework of study.



**Figure 1.** Research Conceptual Framework

## **RESEARCH METHODS**

### **Population and Sample**

The population used in this study were all employees of the Semarang Branch of the State Islamic Savings Bank, totaling 70 people. Given that the population is only 70 people, this number is taken as a sample, so the sampling method in this study is a census or saturated sample, namely a sampling technique when all members of the population are used as samples (Sekaran and Bougie, 2016).

### **Operational Definitions and Variable Indicators**

Career adaptability is an individual's drawn competency to manage changes in the work environment, including coping with evolving job demands and engaging in career transitions. The variable indicators are enthusiasm, enthusiasm, trying seriously, pride in doing work, and concentration on work (Savickas, 2005).

Work engagement is a positive psychological state with strong emotions such as passion and enthusiasm for the work carried out by employees accompanied by their desire and ability to create a business, or even more effort than before to realize organizational/company goals. In this study, it is measured by being aware of educational choices, realizing the career that must be made, carrying out tasks efficiently, being responsible for actions, and preparing for the future (Schaufeli & Bakker, 2006).

Employee performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity as well as time. The indicators used are quality, quantity, discipline, creativity, and cooperation (Hasibuan, 2016).

### **Data Analysis**

Research data were collected using survey methods by distributing questionnaires to research respondents. The collected data were analyzed by means of multiple linear regression analysis using the IBM SPSS V. 22.

## **RESULT AND DISCUSSION**

### **Result**

This study used multiple regression with enter method to test the influence of career adaptability and work engagement on the performance of employees. To produce the best, linear, unbiased estimate, we do testing assumption classic. Results calculation test assumption classic explained in Table 2 to with Table 4.

Normality statistics test done using the non-parametric Kolmogorov-Smirnov by looking at a significance level of 5%. The basis for decision making in the normality test is by looking at the probability of asymptotic significant (2-tailed) which is greater than 0.05 is distributed abnormal. Table 2 show the results Asymp-sig.  $0.094 > 0.05$ . Thus it is concluded that through statistical tests it is proven that the residual data of the regression model path is normally distributed.

The multicollinearity test results in Table 3 show that the regression path had a  $VIF < 10$  and a tolerance  $> 0.1$ . This means that there is no relationship between the independent variables in this study or no relationship with each other so it can be concluded that there is no multicollinearity in regression model.

Heteroscedasticity test aims to test whether in the linear regression model there is a correlation between residuals (Ghozali, 2016). Table 4 shows that through Glejser test, known the probability significantly above 0.05, so it can conclude that the regression model is not heteroscedasticity occurs.

**Table 2. Data Normality Test Results**

<b>One-Sample Kolmogorov-Smirnov Test</b>		
		Standardized Residuals
N		70
Normal Parameters <sup>a,b</sup>	Means	0.0000000
	std. Deviation	0.98540068
Most Extreme Differences	absolute	0.098
	Positive	0.098
	Negative	-0.066
Test Statistics		0.098
Asymp. Sig. (2-tailed)		0.094 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

**Table 3. Collinearity Statistics Test Results**

<b>Variables</b>	<b>Tolerance</b>	<b>VIF</b>
Career Adaptability	0.419	2.387
Work Engagement	0.419	2.387

Dependent Variable: Employee Performance

**Table 4. Heteroscedasticity Test Results**

<b>Variable Independent</b>	<b>Sig. p-values</b>
Career Adaptability	0.061
Work Engagement	0.180

Dependent Variable: Absolute Residual

Result of the determination can be explained based on Table 5. The SPSS processing results shows that the adjusted R-square is 0.729. This means that the variable career adaptability and work engagement can explain employees performance amounted to 72.9%, while 27.1% were explained by other factors outside the model studied.

**Table 5. Test Results for the Coefficient of Determination**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>
1	0.858 <sup>a</sup>	0.737	0.729

To carry out the model feasibility test, the F-test is then carried out. The SPSS processing results in Table 6 show that F-count=93.776>F-table=3.15 (df1=k=2 and df2=n-k-1 = 70-2-1 =67, α=0.05) with a significance number 0.000<0.05. Based on these tests it can be concluded that the regression equation model in this study is feasible to use.

Testing the research hypothesis as can be explained in Table 7. Results testing hypothesis 1 about the effect of career adaptability on performance employee, obtained t value count from influence career adaptability variable to performance employee of 3.596> t-table=1.669 (df=n-2-1=70-2-1=67, alpha=0.05) with significance value 0.001<0.05. This means hypothesis 1 which states that career adaptability had an positive and significant effect to employee performance. Testing hypothesis 2 about the effect of work engagement on performance employee obtained t- count value from influence work engagement variable to performance employee of 5.813>t-table=1.669 with number significance 0.000<0.05. It prove hypothesis 2 that work engagement had an positive and significant effect to employee performance.

**Table 6.** F test results

ANOVA <sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	362.754	2	181.377	93.776	0.000 <sup>b</sup>
residual	129.589	67	1.934		
Total	492.343	69			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Engagement, Career Adaptability

**Table 7.** Hypothesis Testing Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.585	1.355		3.384	0.001
Career Adaptability	0.443	0.123	0.348	3.596	0.001
Work Engagement	0.740	0.127	0.563	5.813	0.000

Dependent Variable: Employee Performance

**Discussion**

Based on testing the first hypothesis, career adaptability has a positive and significant influence on employee performance. So it can be interpreted that the higher career adaptability, the higher employee performance. Career adaptability is a person's competence to manage changes in the work environment, including coping with evolving job demands and engaging in career transitions. The results of the study show that concentration on work is the lowest indicator in the career adaptability variable. This shows that not all of the employees who are owned are able to concentrate on work in carrying out their work. The indicator of pride in carrying out work is the indicator with the highest value in the career adaptability variable. This shows that the employees already have a sense of pride in carrying out work at the BTN Sharia Semarang Branch.

The results of this study are supported by Safevi, Osman, and Karatepe (2018) stating that career adaptability can improve performance. Improved performance can be achieved through career adaptability (Lee and Lee, 2018), and it can be improved through career adaptability (Jannesari and Sullivan, 2019). Career adaptability has a role in improving employee performance (Gupta, 2019). The implementation of the results of this study is an increase in employee performance at the State Islamic Savings Bank Semarang Branch, which can be achieved through high career adaptability. Career adaptability is a competency that is drawn by individuals to manage changes in the work environment, including coping with developing jobs, pressure, and involvement in career transitions in the form of enthusiasm, enthusiasm, and trying seriously to be able to improve employee performance.

Based on the test results, work engagement has a positive and significant effect on employee performance. It can be interpreted that the higher the work engagement, the higher the employee performance. Work Engagement is a positive psychological state with strong emotions such as passion and enthusiasm for the work carried out by employees accompanied by their desire and ability to create a business or even more effort than the previous effort to realize organizational/company goals. The results of the study show that being aware of the career that must be made is the lowest indicator in the work engagement variable. This shows that not all employees feel that working at the Semarang Branch of the State Islamic Savings

Bank is a career that must be made for the future. The indicator responsible for an action is the indicator with the highest value in the work engagement variable. This shows that the employees who are owned are able to be responsible for the actions they carry out at the State Sharia Savings Bank Semarang Branch.

The results of this study are supported by Karatepe and Aga (2016) who found that work engagement has a significant positive effect on employee performance. Jha (2018) based on the results found that work engagement has an impact on improving employee performance. Bhatti, Alshagawi, and Juhari (2018) in his research also found that work engagement has a significant positive effect on employee performance. Dhir and Shukla (2019) found that work engagement has an impact on improving employee performance. The implementation of the results of this study is an increase in employee performance at the BTN Sharia Semarang Branch, which can be achieved through work engagement. Work engagement is a positive psychological state with strong emotions such as passion and enthusiasm for the work carried out by employees accompanied by their desire and ability to create a business, or even more effort than previous efforts to realize organizational or company goals in the form of realizing educational choices, realizing the career to be made, performing tasks efficiently, taking responsibility for actions, and preparing for the future can improve employee performance.

## **CONCLUSION AND RECOMMENDATION**

### **Conclusion**

Based on the results and discussion, several conclusions can be drawn. *First*, the results of hypothesis testing show that career adaptability has a positive (3.596) and significant (0.001) effect on employee performance. So it can be interpreted that the higher the career adaptability of employees of the BTN Sharia Semarang Branch, the more high employee performance of the State Sharia Savings Bank Semarang Branch. *Second*, work engagement has a positive (5.813) and significant (0.000) effect on employee performance. So it can be interpreted that the higher the work engagement of employees of the BTN Sharia Semarang Branch, the higher the employee performance.

### **Managerial Implications**

Recommendations that can be given to improve employee performance is that the management of the BTN Sharia Semarang Branch is expected to continue to improve career adaptability in the form of enthusiasm, enthusiasm and trying seriously to be able to improve employee performance. Furthermore, the management of the Semarang Branch Sharia State Savings Bank is expected to continue to improve work engagement in the form of being aware of educational choices, realizing the careers that must be made, carrying out tasks efficiently, being responsible for actions, and preparing for the future to improve employee performance. It is hoped that the above steps will improve the performance of the employees of BTN Sharia Semarang Branch and then have an impact on organizational progress.

### **Limitations and Future Study**

This study has research limitations in that it only uses two factors that influence employee performance. For this reason, future research should add employee motivation, organizational culture, leadership, and other variables that affect employee performance. Thus the results are more comprehensive.

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