


THE EFFECT OF COMPETENCE AND COMMITMENT ON CAREER PATH AND JOB SATISFACTION OF PT. BANK NEGARA INDONESIA (PERSERO) TBK, MATTOANGIN MAKASSAR BRANCH

Marsuki^A, Basri Modding^B, Achmad Gani^C, Muhammad Arif^D



ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 20 February 2023</p> <p>Accepted 08 May 2023</p>	<p>Purpose: The objectives of the research are to analyse the influence of competence on career paths (1) and to analyse job satisfaction in career paths (2) and to analyze job satisfaction</p> <p>Theoretical framework: The goal of this concept framework is to provide a theoretical and empirical description of the cause-cause relationship of each variable to create new discoveries that will then be used as a concept for future research. Within the framework of this research, two exogenous variables are used, that is, competitive commitment (X1) (X2).</p> <p>Design/methodology/approach: This study uses a quantitative approach, using first-level data, through 140 questionnaires surveyed. The research was conducted between August and November 2021. The data were analysed using structural equation models (SEM) with the help of version 25. and SPSS 25.</p> <p>Findings: The outcomes of this study demonstrate that competence and Commitment have a positive and important impact on their career paths. (2) Career path has a positive and important impact on job satisfaction(3) Competition has a positive and important impact on job satisfaction(4) and Commitment has a positive effect on job satisfaction. (5) Competence and commitment have a positive and important effect on job satisfaction through career pathways.</p> <p>Research, Practical & Social implications: The implication of this study is that if companies want to increase job satisfaction, companies must develop careers, improve work discipline and create a supportive work environment.</p> <p>Originality/value: keeping promises and commitments, responsibility for tasks, and adherence to moral and ethical values are very important for increasing job satisfaction. But in this study, Commitment does not affect worker satisfaction.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i5.2179</p>
<p>Keywords:</p> <p>Competence; Commitment; Career Path; Job Satisfaction.</p> <div data-bbox="172 994 480 1240" style="text-align: center;">  </div>	

^APh.D. in Management, Doctor of Management Science. State west Lawa. Country Indonesia. Universitas Muslim Indonesia. Indonesia. E-mail: marsuki.marsuki@gmail.com Orcid: <https://orcid.org/0009-0000-5661-2397>

^BPh.D in Economics, Faculty of Economics & Business. State west Lawa, Country Indonesia Universitas Muslim Indonesia. Indonesia. E-mail: basri.modding@umi.ac.id Orcid: <https://orcid.org/0009-0002-0479-113X>

^CPh.D. in Economics, Faculty of Economics & Business. State west Lawa, Country Indonesia Universitas Muslim Indonesia. Indonesia. E-mail: achmad.gani@umi.ac.id Orcid: <https://orcid.org/0009-0002-9519-9042>

^DPh.D. in Economics. Faculty of Economics & Business. State west Lawa, Country Indonesia Universitas Muslim Indonesia. Indonesia. E-mail: muh.arif@umi.ac.id Orcid: <https://orcid.org/0000-0003-2261-0881>

O EFEITO DA COMPETÊNCIA E COMPROMISSO NA CARREIRA E SATISFAÇÃO NO TRABALHO DA PT. BANK NEGARA INDONESIA (PERSERO) TBK, MATTOANGIN MAKASSAR FILIAL

RESUMO

Objetivo: Os objetivos da pesquisa são analisar a influência da competência nas trajetórias de carreira (1) e analisar a satisfação no trabalho nas trajetórias de carreira (2) e analisar a satisfação no trabalho

Quadro teórico: O objetivo deste quadro conceitual é fornecer uma descrição teórica e empírica da relação causa-causa de cada variável para criar novas descobertas que serão usadas como um conceito para pesquisas futuras. No âmbito desta pesquisa, são utilizadas duas variáveis exógenas, ou seja, comprometimento competitivo (X1) (X2).

Desenho/metodologia/abordagem: Este estudo utiliza uma abordagem quantitativa, utilizando dados de primeiro nível, por meio de 140 questionários levantados. A pesquisa foi realizada entre agosto e novembro de 2021. Os dados foram analisados por meio de modelos de equações estruturais (SEM) com o auxílio da versão 25. e SPSS 25.

Resultados: Os resultados deste estudo demonstram que a competência e o compromisso têm um impacto positivo e importante nas suas carreiras. (2) O plano de carreira tem um impacto positivo e importante na satisfação profissional(3) A competição tem um impacto positivo e importante na satisfação profissional(4) e o Compromisso tem um efeito positivo na satisfação profissional. (5) Competência e comprometimento têm um efeito positivo e importante na satisfação no trabalho ao longo da carreira.

Implicações de pesquisa, práticas e sociais: A implicação deste estudo é que, se as empresas desejam aumentar a satisfação no trabalho, devem desenvolver carreiras, melhorar a disciplina de trabalho e criar um ambiente de trabalho favorável.

Originalidade/valor: cumprimento de promessas e compromissos, responsabilidade pelas tarefas e adesão a valores morais e éticos são muito importantes para aumentar a satisfação no trabalho. Mas neste estudo, o Comprometimento não afeta a satisfação do trabalhador.

Palavras-chave: Competência, Comprometimento, Plano de Carreira, Satisfação no Trabalho.

EL EFECTO DE LA COMPETENCIA Y EL COMPROMISO EN LA CARRERA Y LA SATISFACCIÓN LABORAL DEL PT. BANCO NEGARA INDONESIA (PERSERO) TBK, SUCURSAL MATTOANGIN MAKASSAR

RESUMEN

Propósito: Los objetivos de la investigación son analizar la influencia de la competencia en las trayectorias profesionales (1) y analizar la satisfacción laboral en las trayectorias profesionales (2) y analizar la satisfacción laboral.

Marco teórico: El objetivo de este marco conceptual es proporcionar una descripción teórica y empírica de la relación causa-causa de cada variable para crear nuevos descubrimientos que luego se utilizarán como concepto para futuras investigaciones. En el marco de esta investigación se utilizan dos variables exógenas, es decir, el compromiso competitivo (X1) (X2).

Diseño/metodología/aproximación: Este estudio utiliza un enfoque cuantitativo, utilizando datos de primer nivel, a través de 140 cuestionarios relevados. La investigación se realizó entre agosto y noviembre de 2021. Los datos se analizaron mediante modelos de ecuaciones estructurales (SEM) con la ayuda de la versión 25 y SPSS 25.

Hallazgos: Los resultados de este estudio demuestran que la competencia y el Compromiso tienen un impacto positivo e importante en sus trayectorias profesionales. (2) La trayectoria profesional tiene un impacto positivo e importante en la satisfacción laboral (3) La competencia tiene un impacto positivo e importante en la satisfacción laboral (4) y el Compromiso tiene un efecto positivo en la satisfacción laboral. (5) La competencia y el compromiso tienen un efecto positivo e importante en la satisfacción laboral a lo largo de las trayectorias profesionales.

Implicaciones de investigación, prácticas y sociales: la implicación de este estudio es que si las empresas quieren aumentar la satisfacción laboral, deben desarrollar carreras, mejorar la disciplina laboral y crear un entorno laboral de apoyo.

Originalidad/valor: el cumplimiento de las promesas y compromisos, la responsabilidad por las tareas y el apego a los valores morales y éticos son muy importantes para aumentar la satisfacción laboral. Pero en este estudio, el Compromiso no afecta la satisfacción del trabajador.

Palabras clave: Competencia, Compromiso, Trayectoria Profesional, Satisfacción Laboral.

INTRODUCTION

According to the Banks Act No. 10 of 1998, as for ownership, it can be divided into five parts, one of which is a state-owned bank. State-owned banks are banks with deeds of implementation and bank capital, owned by the government, so the profits are also from the government. There are banks in Indonesia, including Bank Negara Indonesia (Persero) Tbk. Bank Negara Indonesia (Persero) Tbk. Bank Negara Indonesia (Persero) and savings (savings, checking and time deposits), loans (working capital credit, investment credit and consumer credit) and other services such as electronic banking services, savings (savings, checking accounts and time deposits), loans (working capital credit, investment and consumer credit) credit) and other services such as electronic banking, savings (savings, checking accounts and time deposits). Bank guarantees, safe deposit boxes, credit cards, wealth management. Bank Negara Indonesia (Persero) Tbk plays an important role in helping the Indonesian economy become more strategic, creating initiatives to serve all levels of Indonesian society, both at home and abroad. Job satisfaction is, in general, the maximum result of the work done by workers for the fulfillment of their obligations and responsibilities and is an act. One of the tasks that workers perform to produce a single stage of work is entry and exit. I'm very happy to work (2007) and he says it's singing. For his part, (Accgkunegara 2011) works on (Dipayana and Heryanda 2020) and shows his satisfaction for a feeling that protects or does not protect the self-interference of a worker, with his work or his character. I am very happy to work, it is a step to achieve the objectives of the company. Job satisfaction occurs at the level that the individual receives the outcomes of the job as expected. The more people receive the outcomes, the happier they will be. The fewer outcomes they receive, the happier they will be (Wibowo, 2016).

One of the factors that affect employee job satisfaction is work competence. Competence is the characteristics (ability, skills, way of doing something, etc.) as found naturally in or carried out by a professional. Competence According to Spencer in (Likdanawati 2018) social competence is based on the ability to build cooperation with other people. According to (Spencer 1993) in (Likdanawati 2018), social competence is based on the ability to build collaboration with other people. (Kaswan 2012) states that social competence leads to the ability of employees to interact with others in carrying out social duties.

Previous research conducted by (Hengky Yasin 2022) was based on the findings that competency has a significant effect on job satisfaction. However, in contrast to the research carried out by (Diam Zahra et. al. 2020) found that competence does not affect job satisfaction.

One aspect which causes comfort at work is career development for human resources in an organization or company. According to (Sutrisno 2017), career development is related to the preparation of a career path which is a sequence of positions that allow an employee to be occupied from the lowest level to the highest level in the organizational structure.

Kaswan in (Sinambela (2017;Suryani 2020), a career is a job resulting from training and or education that people want to do in a certain time. Within the company, there are various problems related to employee career development, including decreased employee performance, lack of opportunity for employees to promote their abilities and employees deciding to leave the company to move to another company.

One of the troubles that can be made to rise worker job satisfaction is to create an organisational climate that can ensure the need for career progress chances that are clear and objectively open to every employee (Suhartono et. al 2023). This means that every employee who performs well will get good career opportunities, but conversely, employees who do not excel in their career opportunities will face obstacles. Employee performance is very important in the company to achieve its goals, so the company makes various efforts to improve it. (Meyer et. al 1991) in (Wendy Souisa 2022) called Commitment to Continuity (CC). The second model, Affective Commitment (CA), leans towards a psychological perspective, in which emphasis is placed on the strength of the bond between the person and the organisation. It is characterised by the desire of employees to remain members of the organisation, accepting the values and goals of the organisation in exchange for certain psychological rewards, such as support or recognition (Mowday et al., 1979; Mathieu and Zajac, 1990). The third perspective or Normative Commitment (NC) developed by (Meyer and Allen 1991) in (Wendy Souisa 2022) is to focus on the work ethic and responsibilities that the job has, which encourages them to do their job well in a state of normative commitment. become the source of multiple interpretations regarding its independence as an element of study. Organizational commitment is one element that can affect performance. The commitment presented by employees to the organization has an impact on the maximum effort made by employees to achieve organizational goals. (Putro, 2018). Organizational commitment is a situation where an employee sides with a particular organization and the goals and desire to maintain membership in the organization (Indra, 2010). (Panjaitan 2022), The strong commitment of employees to the company shows a character in determining the nature and behavior of employees while in the company.

Organisational commitment gives direction to employees so they can oversee their work and show proper outcomes. The high commitment that employees have towards the company

will tend to produce good quality, be more enthusiastic when working, and the turnover of employees in the company will be smaller. In this period of free competition, the PT. Bank Negara Indonesia (Persero) Tbk made very basic changes within the scope of PT. Bank Negara Indonesia (Persero) Tbk, i.e. one of the relocations of workers' capabilities to achieve the company's goals. And, fundamentally, each company or entity will carry out a series of activities to achieve the predetermined objectives, that is, to try to obtain benefits, but it cannot be differentiated from its main objective, that is, to advance and improve the skills of the workers, since the workers are active for the company. And one of the activities carried out by the company to improve the capacity of its employees is the professional trajectory of the worker. With Career Paths, workers are expected to have workers with higher skill levels than they had before to know roles, roles and responsibilities within their work environment. Career pathways are also shown so that workers can prepare long-term careers; In other words, workers can prepare to cope with changes brought about by new technologies, labour levels and markets. Likewise, for companies, the career path is a common long-term need of the company. With career paths, workers are expected to achieve a higher degree of satisfaction. The company tries to promote a healthy job satisfaction in which the rights and obligations of workers are regulated so that workers can participate in the company according to the functions, roles and responsibilities of their workers. In a company, the professional trajectory of the workers is very important, with professional trajectory, since the workers with a higher level of competence can help the company to achieve the objectives of the company. Career Path is also very useful for workers to analyze their skills and interests to adapt to the needs of human resources in line with the growth and development of the company. The career path is the action of a worker or company to achieve the career of an individual worker. Professionals expect a career path (such as raises, for example) for all workers, since with this development they will get better rights than those obtained before, both material and material, for example, higher incomes, better facilities, etc.

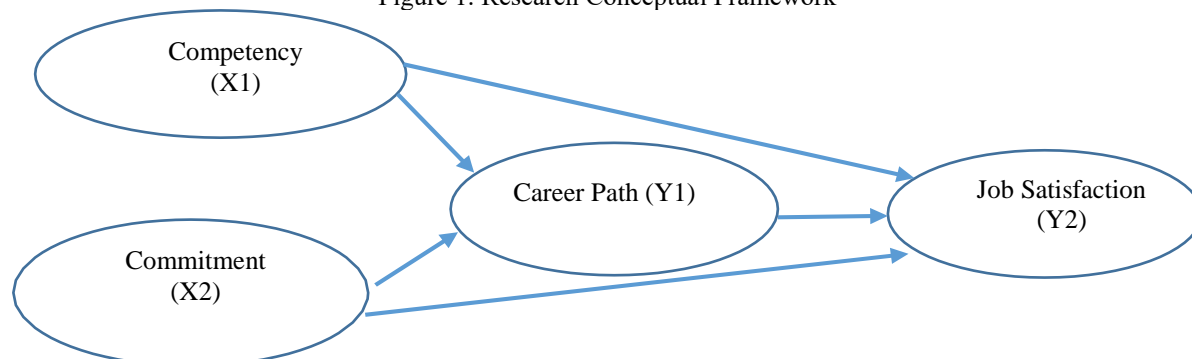
In practice, Career Path is the implementation of a career plan (Ramadhan, 2016). Career paths are the personal improvements that a person makes to achieve a career plan. (Game Bagio Sentoso 2020), in the outcomes of the research, pointed out that commitment and organizational capacity can increase career paths. The truth is that I am happy with the work of the workers, but only the worker feels it. To increase the satisfaction of workers at work, a number of things are needed, that is, ability, commitment and career path for the worker himself. Bank Negara is an Indonesian state-owned banking services company (Persero) Tbk. PT. Bank Anstal

Indonesia (Persero) Tbk, which has felt hopeless for the past three years. Therefore, the career path process has not been formulated and specified in a structured way, using evaluations of staff activity for each level, field or division. It was only in September 2015, following the implementation of ISO 9001:2008 and OHSAS 18001:2007 2016, and evaluations were initiated by each supervisor, manager or direct supervisor. The first phenomenon was that of Mattoangin Makassar Branch, a monthly salary. This is generally the case for new and contract workers. The second phenomenon was the PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, i.e. promotion. It is about moving to a higher level than a job, as a reward for a good work activity, but the truth is that many are promoted only to change and move from fixed job, so they do not settle because they feel that their professional career is too late. However, new workers also work quickly and career paths are also fast. On the basis of this phenomenon, the writer wants to choose the title: "The influence of competence and commitment on career paths, and I am very happy that the PT. Bank Negara Indonesia (Persero) Tbk works with Mattoangin Branch.

The goal of this concept framework is to provide a theoretical and empirical description of the cause-cause relationship of each variable to create new discoveries that will then be used as a concept for future research. Within the framework of this research, two exogenous variables are used, that is, competitive commitment (X1) (X2). For endogenous variables, that is, for professional trajectory (Y1) and job satisfaction (Y2), the characteristics lower than those of a person are related to the effectiveness of the individual activity or to the basic characteristics of individuals who maintain a causal or causal relationship, as a reference, with criteria of effectiveness or excellence or higher, at work or in certain circumstances. (Holmbeck 1997) ibisonon is an intermediate variable that affects endogenous variables (competence and organizational commitment) that affects endogenous variables (job satisfaction). The previous research carried out by (Wilfridus D.N 2018) aims to analyze the capacity for satisfaction. The outcomes of the research show that competition influences job satisfaction. The same research was conducted by (Zahra, et. al 2020). The outcomes showed that competition has a positive and important impact on work, and that Smith's willingness to participate in the organization and to warn the organization can return with the organizational commitment of workers. (Robbins 2007) Hygiene motivator (M-H) theory explains job satisfaction, which sees a positive relationship between job satisfaction and HR organizational Commitment. The theory of justice (the theory of equity) is that a person will be satisfied or unhelped, considering that there is justice for a situation. According to Julian, the study may increase job satisfaction

(2021). Meanwhile, according to the outcomes of the research conducted by (Juego Bagio Santoso 2020), career trajectories are highly distorted.

Figure 1. Research Conceptual Framework



Source: Prepared by the authors (2023)

Hypothesis

1. Competition has a positive and important impact on Mattoangin Branch's career path.
2. The commitment has a positive and important impact on the PT's career path. Bank Negara Indonesia (Persero) TBK.
3. The career path has a positive and important impact on the PT. Bank Negara Indonesia (Persero) Tbk, with Mattoangin Branch.
4. Competition has a positive and important impact on the PT. Bank Negara Indonesia (Persero) Tbk, on the work joy of Mattoangin Branch.
5. The commitment has a positive and important impact on Mattoangin Branch's job satisfaction.
6. Competition has a positive and important impact on job satisfaction through PT career paths. Bank Negara Indonesia (Persero) Tbk, the branch of Mattoangin.
7. The commitment has a positive and important impact on the work throughout Mattoangin Branch's career.

METHODOLOGY

Research Approach

This research uses two approaches: descriptive research and associated research. This research uses a descriptive approach, as the researcher tries to explain the outcomes of the research using tables, images and graphs, according to the data that has been processed. At the same time, an exactive approach is used to clarify the effect of endogenous variables

(endogenous variables) on independent variables (exogenous variables). Exogenous capacity variables (X1) and Commitment (X2); Intermediate varieties: Professional Itinerary (Y1) and Job Satisfaction (Y2); Data types and source

The data used in this research are divided into two sources, i.e. primary and secondary data. First data obtained from respondents' responses through distributed questionnaires. In addition to primary data, researchers use secondary data, indirectly but through an intermediary, i.e. as documentation related to the research approach.

Data Type

a) Qualitative data, i.e. data used to solve problems, i.e. data as a descriptive explanation.

b) Quantitative data

Quantitative data are data indicated as numbers obtained from research objects as a basis for tabulation, calculation or quantification of problems in the process of analysis of causes and relationships. The impact of exogenous constructions on endogenous constructions, i.e. the impact of evaluation and Commitment, on career paths and on the denial of Indonesia Bank (Persero) of Mattoangin Branch.

Data source

a. First-level data, i.e. data obtained through direct observation and interviews with PT workers. Bank Negara Indonesia (Persian) Tbk. Mattoangin Branch.

b. Secondary data, i.e. data obtained from documentation or reports, including the number of workers and their identities.

Process of Data Collection in this Research Through the Following Research Techniques:

1. Observation

Through this technique, direct observation of the investigate object is used to find the necessary data and information in the investigation.

2. Interview

This technique collects the data to obtain the required information through direct questions and answers from people with resources.

3. Questionnaire

The questions or statements in the questionnaire are based on management theory, especially the management of important human resources and the findings of previous studies. Questionnaire questions or statements were measured as follows: score/value from 1 to 5, 1 = no on a/disagree, 2 = no on a/disagree, 3 = fairly good or fairly agree, 4 = on a/good/consensus, 5 = very good/strongly agree. This method uses the distribution of a list of questions about the variables studied, designed to refer to the research objectives described in the operation of research variables.

4. Documentation

The documentation will be obtained through written documents of the PT. Bank Negara Indonesia (Persero).

Population and Sample

1. Population

The population, according to Sugiyono (2013), is a field of generalization that consists of objects or subjects with certain characteristics and characteristics defined by researchers to be studied and draw conclusions. In this study, all inhabitants are PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch. In total, 140 locations need to be analyzed.

2. Sample.

Exposure is part of the quantity and characteristics of the population. According to Sugiyono (2017), there are two ways to take this sample if you want to or don't want to. For a sample of PT. Bank Negara Indonesia (Persero) Tbk. Mattoangin Branch. Investigators have 140 PT branches. Bank Negara Indonesia (Persero) Tbk. According to the suggestion (2017), saturated sampling is a sampling technique when all members of the population are used as samples.

RESULTS AND DISCUSSION

From the empirical model carried out in this research, the proposed hypothesis can be tested, testing trajectory coefficients in the structural equation model. Tables 1 and 18a. The table is a hypothesis test when looking at the value, if the p-value is less than 0.05, then the influence between the variables is important. The test outcomes are presented in the following table:

Table 1. Total Influence, Direct and Indirect Influence among variables

Ho	Variable			Coefficient			P.Value	Information
	Exogenous	Intervening	Endogenous	Direct	Indirect	Total		
				Effect	Effect	Effect		
1	Competency (X1)	-	Curry Level (Y1)	0,454	-	0,454	0,000	Important
2	Commitment (X2)	-	Career Path (Y1)	0,608	-	0,608	0,002	Important
3	Career Path (Y1)	-	Satisfaction (Y2)	0,200	-	0,200	0,000	Important
4	Competency (X1)	-	Satisfaction (Y2)	0,212	-	0,212	0,041	Important
5	Commitment (X2)	-	Satisfaction (Y2)	0,244	-	0,244	0,173	Not important
6	Competency (X1)	Career Path (Y1)	Satisfaction (Y2)	0,454	2,172	2,626	0,014	Important
7	Commitment (X2)	Career Path (Y1)	Satisfaction (Y2)	0,608	1,989	2,597	0,023	Important

Source: 2022 Data Processing Outcomes (SEM attachment).

Based on the outcomes of modeling the structural equations performed for hypothesis testing (SEM). Of the 7 direct hypothetical models, a straight path is not important. The interpretation of table 1 can be explained as follows:

1. The value of the coefficient is 0.454, which means that competition influences career paths. This means that if the competition increases by one level, the career path will also grow by 0.454. With a probability value of $0.000 < 0.05$, indicating that competition has a positive and important impact on career paths, so the hypothesis is accepted.
2. The value of the coefficient is 0.608, indicating that Commitment influences career paths. This means that if Commitment increases by one level, the career path is expected to increase to 0.608. With a probability of $0.002 < 0.05$, the commitment has a positive and important impact on your career path, so the second hypothesis is accepted.
3. The value of the coefficient is 0.200, indicating that career paths influence satisfaction. This means that if the career path increases by one level, satisfaction is expected to increase to 0.200. With a probability of $0.000 < 0.05$, the career path has a positive and important impact, so the third hypothesis is accepted.
4. The value of the coefficient is 0.212, which indicates that competition influences satisfaction. This means that if it rises to a competitive level, satisfaction is expected to rise by 0.212%. With a probability value of $0.041 < 0.05$, indicating that competition has a positive and important impact on satisfaction, the fourth hypothesis is accepted.

5. The value of the coefficient is 0.244, indicating that commitment influences satisfaction. This means that if Commitment increases by one level, satisfaction is expected to increase to 0.244. With a probability of $0.173 > 0.05$, the commitment has no important effects, so the fifth hypothesis is ruled out.
6. The value of the coefficient is 2.171, indicating that competition influences career paths. This means that if competition increases by one level, satisfaction is expected to increase to 2,172. With a probability of $0.014 < 0.05$, competition has a positive and important impact on the satisfaction of career paths, so the sixth hypothesis is accepted.
7. The value of the coefficient is 1.989, indicating that Commitment influences career paths. This means that if commitment increases progressively, satisfaction is expected to increase in 1989. With a probability value of $0.023 < 0.05$, competition has a positive and important impact through career paths, so the hypothesis of seven is accepted.

DISCUSSION

The discussion of the outcomes of this research is an explanation of the effect of each observed variable according to the outcomes of the research analysis and is described sequentially based on variable indicators, then supported by several relevant theories and links with several previous studies, then connected with the latest concept of resource management. More details can be defined as follows:

Influence of Competition on Career Paths

The outcomes of the research show that variable competence has a positive and important impact on the career paths of PT workers. Bank Indonesia (Persero) Tbk, Mattoangin Makassar Branch. This shows that the implementation of its competence has been established in accordance with standard service procedures. This research treats Spencer and Spencer theory (1993), intellectual, emotional and social capacity, as part of a person's deeper personality that can predict or produce the effectiveness of individual activity. Moeheriono (2018) considers that each of the inferior characteristics of a person is related to the effectiveness of his individual activity or to the basic characteristics, and maintains a causal / causal relationship with the criteria that are used as a reference, that is, in an effective or excessive activity in the workplace / in a higher activity. The first indicator increases the self-

convention to respond to always changing challenges. According to the respondent's perception, they agreed. This means that workers follow industrial/active market developments, including final products/services and market-related trends and business opportunities, as well as industry knowledge and business banking processes related to their work. The second indicator helps others learn (friends). According to the perception of the respondents, he gave a consensual answer. This means that they actively develop the capacity of workers based on the current and future needs of the organization. The third indicator completes the highest quality work. According to the perception of the respondents, he gave a consensual answer. This means that they always implement and standardize high quality standards in each of the jobs they do for their teams and institutions, and that it is done with great solidity. Theoretically, the outcomes of this research coincide with the opinion expressed by Smith and Millership (2007), which states that this competence is a combination of knowledge and skills important for the job. Competency is the ability to use a job or task based on a predetermined standard. According to Hidayat, at. In fact, he said (2020) that competition is a fundamental trait, that every person or worker has, that it has a direct impact or that can predict performance well. Boyatzis has stated in the organization Donni Juni Priansa (2017) that competence is the capacity that exists in each person or worker so that that person can fulfill what the work of an institution demands to obtain the outcomes expected by the institution. Studies prior to (Abhi Zeni Nurmalaya 2022) found that competition has a important impact on their professional careers. However, the outcomes of a research conducted by the company Syahibuddin (Arie et. al 2019) show that competition does not affect your career path. Professional development, especially oriented to organizational and business development, to respond to future business challenges. Every organization/company must recognize that in the future it depends on human resources (Nawawi, 2005) Augustine (Toreh 2022). In a company, the professional development of workers is very important, since the professional development of workers with a higher level of competence can help the company achieve the company's objectives. Depending on the value of the competitive variables and the load factor of the career paths, all values of the load factor have a value greater than 0.70. Workers balance their personal and professional ability to further help the company and improve their career paths. Therefore, competition has a positive and important impact on their career paths (Achmad et.al 2023).

Impact of Commitment on Career Paths

The outcomes of the research have shown that the change of commitment has a positive and important impact on the career paths of PT workers. Bank Negara Indonesia (Persero) Tbk, Mattoangin Makassar Branch. This shows that applying a great commitment can increase career paths. The outcomes of this research, according to the theory of commitment expressed by Smith and Meyer (2012), are the organizational commitment that establishes that individual human resources have a commitment to the progress of the organization. However, in reference to the PT manual. Bank Negara Indonesia (Persero) Tbk, Mattoangin Makassar Branch, PT. Bank of Indonesia (Persero) is measured in three indicators: "The first indicator is the fulfillment of promises and commitments, i.e. try as much as possible and encourage the group to support the business objectives of the GBI and the units initially defined with average value. 4.0%. This demonstrates the desire of workers to maintain their reputation and will be willing to strive as much as possible to achieve the objectives of the organization. The second indicator is responsible for the work, according to the perception of the respondents, with an average value of 4.08%. This shows that the unit head makes a strategy related to building a system to improve the unit and chooses one of the project leaders to complete the work with very good outcomes, which is the main one that contributes to the commitment. The third indicator is adherence to moral and ethical values. According to the perception of the respondents, the average value is 4.01%, which accelerates work and colleagues are harmonious to form a strong group. However, the BNI is ready to study 2020. So that management and all workers can maintain their attitude and commitment to provide the best solutions to the company. A career in the banking industry is a job that many people are interested in. The industry that provides customer management services will continue to grow due to its important role in maintaining the wheels of the country's economy. There are many advantages that workers working in the Bank can get, but you have to achieve the goals to work in the Bank, but all these demands are paid with high salaries with fast career paths in the bank, so many people want to work in the bank for various jobs, although the worker has a good job with higher education and sufficient work experience, and the higher the salary, the higher the salary. Then it will be easier to improve your career. Based on the empirical evidence with the outcomes of the Structural Equation Modeling, with a direct impact of 47.4%, the workers are always committed and do their best and encourage the work team to support the commercial strategy (RBB) and the commercial objectives of the BNI, according to the initial plan, so that the commitment has a positive and important impact on their professional career.

Influence of Career Paths on Job Satisfaction

The outcomes of the research have shown that the change of professional trajectory has a positive and important impact on the job satisfaction of PT workers. Bank N6 Indonesia (Persero) Tbk, Mattoangin Makassar Branch. This means that the indicators of the variables of your career path are the levels of assistant, manager, manager, vice president and vice president. The outcomes of this research agree that Ginzberg, Ginsburg, Axelrad and Herma (1951) are the process of selecting the job or career that individuals perform throughout their lives, until they find a career very suitable for them. According to Andrew J. Dubrin (Taaweran, Sepang and Soegoto 2016), professional development is a staffing activity that helps workers plan future careers in the company so that the company and the worker can develop to the fullest. One way to develop a worker's career is done through promotions, that is, transfers that increase the authority and responsibility of workers, within an organization, so that obligations, rights, status and income are greater and generate great job satisfaction (in principle, in 1997 Elo 2010). The outcomes of the research coincide with the theory of equity presented in the sections Adam (1963) Faronsyah and Trisninawati (2020), taking into account whether a person's job satisfaction feels justice for the situation. Feelings of justice or injustice are obtained in a situation, comparing one person to others in the classroom, in the office, or elsewhere. Previous theory and research demonstrate that professional development positively influences job satisfaction; That is, if the professional development program is good, the job satisfaction of the workers is high and vice versa. Professional development generally benefits not only the worker, but also the company as a whole. The benefits of professional development are the development of promoted workers, the reduction of staff turnover, the discovery of the potential of workers, the promotion of growth, the satisfaction of workers' needs and support for the implementation of action plans approved by Santoso and Sidi (2020). Several previous studies are in line with this research, namely research on Rintis Sukma Dewi and Mafizatun Nurhayati, 2021, Joko Bagio Santoso, Joko (2020) found that career paths have a positive and important effect on job satisfaction. However, it is different from the research outcomes of (nurmalaya and Endratno 2022). The outcomes of the study show that career development has a positive and inimportant effect on employee job satisfaction. The outcomes of this study are associated with satisfaction theory. According to Robbins & Judge (2013) job satisfaction is a positive feeling about one's job which is the result of an evaluation of its characteristics. The well-known theory of job satisfaction is Rivai & Sagala, (2013). According to Robbins's theory of job satisfaction (2007) Theory of Intrapersonal Comparison (Discrepancy Theory) that the

satisfaction or dissatisfaction felt by individuals is the result of comparisons or gaps made by oneself against various kinds of things that have been obtained from work and which are their hopes. Career path Tan (2008) states that career path (Career Development) involves a formal, planned and organised effort to achieve a balance between the career needs of an individual and the demands of work (workforce requirements) in an organisation. In fulfilling their physiological needs, in this case, the need for development and self-actualisation, employees also have the desire to increase their potential and develop their abilities within the organisation.

The career path of this research concerns the Employee Manual of PT Bank Negara Indonesia (Persero). In 2021, that is, establishing the frontline and back office operations. One of its obligations is to ensure the provision of transaction services to customers in front-line ATM units, either by depositing or withdrawing their customers' funds. According to the perception of the respondents, the average value is 3.96%. Deputy Manager (AMGR), according to the perception of the respondents, with a value of 4.05%. This shows that, overall, respondents understood and understood the Assistant Manager (AMGR) and developed a career open to all workers. The obligations of the AMGR were to analyse credit and determine the level of risk associated with credit expansion.

Indicator 3. Manager (MGR) according to the perceptions of the respondents, with a value of 4.03%. This shows that the job of a manager, that is, to carry out activities in the Bank, is not easy, but the manager level, in general, is a career for workers to move to the category of manager to further improve their career.

Indicator 4. Deputy Vice President (AVP), according to the perception of the respondents, with a value of 4.02%. This means that the Assistant Vice President works directly and has the responsibility of the group leader (Executive Vice President) to contribute to the coordination between the Group's financial objectives and groups.

In addition, as Co PMO (Project Management Officer) of the COPMO project (Project Management Officer), with coverage of projects that develop changes in the organizational structure, changes in business processes and capacities and capabilities of the staff of the Commercial Banking Directorate.

In this project, the AVP is responsible for ensuring the existence of solutions and being able to apply them at all levels within the Commercial Banking Directorate, in coordination with the related aspects. In this case, if the worker is successful (AVP), then the employee can be promoted directly to a higher career, or management will find a better position and the worker will receive the certificate through an assessment.

Influence of Competition on Job Satisfaction

The outcomes of the research show that changing competition has a positive and important impact on the job satisfaction of PT workers. Bank Negara Indonesia (Persero) Tbk, Mattoangin Makassar Branch. This demonstrates the application of skills that increase job satisfaction. This coincides with the forecasting theory of Lawler & Poter (1968) (Fairuzie, Siagian and Stefhani 2022), which states that experience is part of the introductory factors that affect job satisfaction or satisfaction. Robbins (2002) argues that job satisfaction is a job that offers possibilities for the use of skills and feedback, and that, then, the working conditions of workers, both in terms of personal comfort and ease of work, are closely linked to the norms and standards established by the entity, while norms and standards are born from the organizational culture within the company itself. The outcomes of this study coincide with the outcomes of previous studies (Fairuzie, Siagian and Stefhani 2022), which concluded that competition has a large impact on job satisfaction. Competition plays an important role in workers' job satisfaction; Competence is the set of knowledge, skills, behaviors and attitudes of people successful in performing tasks with excellent outcomes, a description of the ability to integrate knowledge, skills, attitudes and personal values, a description of the ability to build knowledge and skills based on experience and learning, and with a good capacity, and a better understanding of workers in the performance of work, as well as better job satisfaction of workers. Be. This can be seen in all three statements of the three competition indicators, and the majority of respondents answered "agree." In the statement, I have knowledge, skills and work experience to improve self-readiness to face the ever-changing challenges, the majority of respondents responded to 73 people, which shows that the PT. Bank Sn. Indonesia (Persero) Tbk, Mattoangin Makassar, has experience in finding solutions to problems that arise at work, then in declaring, knowing, skills and supporting colleagues who are struggling. I have work experience, the majority of respondents answered "agree" to 62 people, especially in the banking industry, where it is a pleasant and responsive service for customers, and that has been done well by PT workers. Bank Llanto Indonesia (Persero), the Mattoangin Makassar branch.

The Effect of Commitment on Job Satisfaction

The outcomes of the research have shown that the change of commitment has a positive, but not important, impact on the job satisfaction of PT workers. Bank Negara Indonesia (Persero) Tbk, Mattoangin Makassar Branch. This means that indicators of commitment change, i.e. keeping promises and commitments, responsibility for tasks, and adherence to

moral and ethical values are very important for increasing job satisfaction. But in this study, Commitment does not affect worker satisfaction. The commitment of the worker continues to be a projection so that, when it is achieved, the worker feels based on their expectations and generates a sense of satisfaction. That means that it is a pride to be a PT worker. Bank Negara Indonesia (Persero) Tbk, Mattoangin Makassar Branch will not be happy with the work. From the outcomes of conversations with several workers who did not want to mention them, it was an age factor that did not have time to get a career and remained in the original position, and management wanted to increase their skills after attending training, since the company expected to be competitive. Subsequently, several workers allowed to participate in the evaluation training to achieve a career path, but the worker has not passed the evaluation exam, that is, it is a condition for achieving a greater career path and a change of attitude. Based on the first statement, i.e. I am always committed, and I do my best to ensure that the working group supports the business objectives of the trading strategy (RBB) and the BNI, according to the initial plan, based on perceptions of the stupid average value, or in other words, 46 out of 140 respondents believe they quite agree. The second statement is that I am responsible for tasks and decisions with excellent outcomes. According to respondents' perceptions, the average value was 22.1%, i.e. 31 of the 140 people surveyed strongly agreed.. The third statement is that I always share moral and ethical values, with an average value of 27.9% in the average value of respondents, that is, according to 140 respondents, about 39 people believed they were quite in agreement. The outcomes of this research are the studies De Mustika (2013) by Kambey and Trang (2016), which found the same outcomes, that is, that organizational commitment does not affect workers' job satisfaction. Theoretically, according to Robbin (2008), the measurement of workers' job satisfaction is inseparable from the conditions of workers' job satisfaction, since workers are one of the organizational assets, an integral part, as well as the main actors. Job satisfaction is an integral component of the organizational environment and is an important element in human resource management. This research does not match the outcomes of a study conducted by Dewi and Nurhaya (2021), which had a positive and important impact on job satisfaction. The data were analyzed using SmartPLS software, with the SEM-PLS, and were performed by 132 respondents, approved by the European Journal of Business. and Management Research www.ejbmr.org. This study coincides with the outcomes of haerofiatna and research, which saw that organizational Commitment has a positive and important impact in 2021. On the other hand, organizational commitment has a positive impact and has no importance in the activity of workers, organizational commitment is directly positive

and affects the activity of workers, job satisfaction has a positive and important impact on the activity of workers and institutions. The same research was conducted by Juego Bagio Santos, Jokok (2020). The outcomes showed the impact of career on job satisfaction. (2) The impact of variables on workplace discipline. (3) Variables in the work environment do not affect job satisfaction. The implication of this study is that if companies want to increase job satisfaction, companies must develop careers, improve work discipline and create a supportive work environment. This study uses the Equity Theory Al-Zawahreh, and Al-Madi (2012), which was adopted from the journal *European Journal of Economics, Finance and Administrative Sciences*, and was developed by Adams in 1963; the predecessor of this theory was Zalzenik in 1958 quoted from Locke (1969). The principle of this theory is that people will be satisfied or dissatisfied with what they get. Feelings of equity and inequity for a situation are obtained by people by comparing themselves with other people in their class, office and government which are influenced by motivation depending on the level of fairness provided by the company. This study also uses the Discrepancy Theory, which was first pioneered by Porter (1961), he measures a person's job satisfaction by calculating the difference between what should be and perceived reality, then Locke (1969) explains that a person's job satisfaction depends on the discrepancy between should be (expectation needs or value) with what according to his feelings or perceptions have been obtained through work. This study supports the outcomes of platis' research, (2014), which states that commitment has an important effect on job satisfaction. So it can be concluded that employees who have high commitment can directly increase job satisfaction. The same research was conducted by Bayu Hanafi, (2017) The method of analysis uses inferential statistics with parametric data types, and uses Structural Equation Modeling (SEM). The outcomes of the research show that job satisfaction has an important effect on performance.

Influence of Competition on Job Satisfaction Through Professional Itineraries

According to the outcomes of this research, the direct impact of competition on job satisfaction has a setback value, with a strength of 0.454. Using the Sobel Test calculator to raise awareness about the importance of mediation, to demonstrate the indirect impact of competence on professional satisfaction, the test reached the indirect effect value, with a strength of 2.172, with a significance level of 0.014. This means that competition has a positive and important impact on the job through their career paths. This shows that their changing career path is able to compete with the joy of work, with a value of 2,626 (0.474+2.172).

(intermediate effect) was considered important. This means that competition can increase job satisfaction across career paths. Competence directly influences professional development. The greater the capacity of the workers, the better their professional development. In general, competence, according to Sudarmanto (2009), is an attribute associated with high-level and quality human resources. The attributes to which Sudarmanato refers are characteristics related to people or objects, on certain characteristics for the effective performance of the work. These attributes include experience, knowledge, and skills or characteristics. Based on the outcomes of this study, professional development shows a positive and important impact on the job satisfaction of workers, which means that so far there is increasing professional development, which means that the PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Makassar, branch worker. Therefore, the higher a worker's career, the bank must be able to provide professional assistance services for the worker's obligations. This research shows that Bank Negara Indonesia (Persero) Tbk, Mattoangin Makassar Branch, is able to design jobs, perform jobs, evaluate labor outcomes and develop the potential of workers, with a noble, stable, authoritarian, wise and daily character. Finally, all staff-related skills will protect and develop their careers.

Influence of Commitment on Job Satisfaction Through Professional Itineraries

Based on the outcomes of this research, they point out that the direct impact of commitment on job satisfaction has a regression coefficient value of 0.608. Using the Sobel Test Calculator for the Significance of Mediation test to demonstrate the indirect impact of Commitment on satisfaction across career paths, the test reached the indirect effect value, with a strength of 1.989, with a significance level of 0.023. This means that competition has a positive and important impact on job satisfaction through their career paths. This shows that a changing career path is able to compete in job satisfaction, with a value of 2.597 (0.608+1.989). (intermediate effect) was considered important. This means that competition can increase job satisfaction across career paths. The outcomes of the study have shown that changing Commitment has a positive and important impact on the job satisfaction of PT workers. Bank Negara Indonesia (Persero) Tbk, Mattoangin Makassar Branch. This means that Commitment has a huge impact on the work. The outcomes of this research coincide with the theory Smit and Meyer (2012), a theory of organizational commitment that states that individual human resources are committed to the progress of the organization. Commitment is critical to the well-being of our nation and the entire world. The commitment initiative is a great goal and cannot

be achieved with humble efforts and on one or two sides. Bank Negara Indonesia (Persero) Tbk, Mattoangin Makassar Branch is committed to joining the energy stakeholders to achieve the Sustainable Development Goals/SDGs. One of the banks that is the driving force to implement Sustainable Finance or that in Indonesia is known as "the first promoters of sustainable banking", BNI mobilizes the energy of all Hi-Movers in Indonesia to remain at the forefront of the implementation of sustainable finance. We believe that what we do is in the same line and that it drives sustainable development, as well as increasing the resilience and competitiveness of PT. Bank Negara Indonesia (Persero). The PT Commitment Bank Negara Indonesia (Persero) is one of the features of the implementation of Tbk sustainable finance, the company's values, attitudes and work culture, corporate strategy, operational policies and operating systems and procedures as a parameter for value, attitude and work culture. In addition, we continue to look for opportunities for collaboration with different parties; Together with La Banca Nórmana, all the energies and contents for soil sustainability come together. Other experts, David McClelland, have proposed the theory of the three needs, which are the main reasons to work. These three needs include the need to achieve this, i.e., worsening, success according to a set of standards, the pursuit of success; Need for power: the need to act as other men would not have done, had they not been forced to do so; and the need for membership; Willingness to have friendly and close personal relationships. These are some of the activities that individuals perform to perform jobs that generate work or performance. Due to important supporting factors, human beings work as a consequence of the needs to be satisfied. The activities that are carried out at work have elements of social activities that generate something and, ultimately, aim to meet the needs. The outcomes of the commitment are evaluated, in general, according to the behaviour shown, the number of efforts invested or the strategy used to establish a job or job. True effort is the result of commitment to direct behavior. This behavior is a consequence of individual contributions, factors of the work context and commitment. The achievement also reflects an external standard normally set by the organization assessing leadership.

RESEARCH FINDINGS

Based on the outcomes of the research and discussion that has been carried out on the influence of competence and organisational commitment on career paths and job satisfaction.

1. Commitment has no important direct effect on job satisfaction. However, commitment affects job satisfaction through career paths.

2. Commitment has no important effect on satisfaction. This means that the application of commitment cannot be felt by employees.
3. Commitment has a important effect on satisfaction through career paths. This means that good implementation of perceived commitment will encourage an increase in career paths which ultimately have an impact on job satisfaction.
4. Competence has a important effect on career paths and job satisfaction. This shows that to face the ever-changing challenges, employees actively follow industry/market developments, including the latest products/services and trends related to market and business opportunities, as well as industry knowledge and banking business processes related to their work.

CONCLUSIONS AND SUGGESTIONS

Based on the outcomes of the research and the previous debate, several conclusions can be drawn as follows: Competition has a positive and important impact on their career paths. That means PET competes better. Bank Indonesia (Persero) Tbk, Mattoangin Makassar Branch, will be in his professional career. Commitment has a positive and important impact on your career path. This means that Bank Negara Indonesia (Persero) TBK PT, the better your commitment to Mattoangin Makassar Branch, the better, the better, you will increase your professional career. The career path has a positive and important impact on the job. This means that the better the career path, the higher the job satisfaction. Competition has a positive and important impact on job satisfaction. This means that increased competition is a consequence of higher job satisfaction. Commitment has a positive impact, but it is not important. This means that higher Commitment does not affect job satisfaction. Suggestion Based on the above findings, and with the aim of increasing job satisfaction, Bank Negara Indonesia (Persero) Tbk recommends Mattoangin Makassar Branch: From the aspect of competence, it is necessary to periodically increase education and training activities so that employees have high morale equipped with adequate work facilities in a armonomásus work environment are maintained and improved. From the aspect of commitment, it is suggested that PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Makassar Branch, further increases the sense of responsibility, work discipline, and pride in being a BNI employee in order to increase employee job satisfaction with the company. From the aspect of career development, it is suggested that PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Makassar Branch, disseminate information or access existing information about promotion paths, immediately promote outstanding employees and

provide details of promotiostudyn requirements and procedures to be followed in employee career development programs.

CONFLICT OF INTEREST

“The authors declare that is no conflict of interest.”

FUNDING

Self

REFERENCES

Arie, M. et al. (no date) 'The Influence of Work Competence on Employee Career Development Through Job Satisfaction (Study of Employees at Several Cafés in Malang)'.

Achmad, L. I., Noermijati, Rofiaty, & Irawanto, D. W. (2023). Job Satisfaction and Employee Engagement as Mediators of the Relationship Between Talent Development and Intention to Stay in Generation Z Workers. *International Journal of Professional Business Review*, 8(1), e0814. <https://doi.org/10.26668/businessreview/2023.v8i1.814>

Dipayana, G. B. and Heryanda, K. K. (2020) 'The Influence of Internal Communication and Organizational Culture on Employee Job Satisfaction in the Civil Service Police Unit, Buleleng Regency', *Bisma: Journal of Management*, 6 (2), pp. 37–46.

Likdanawati (2018) 'The Influence of Work Experience, Competence and Work Discipline on Employee Performance at Labuhan Haji Tengah Aceh Selatan General Hospital', *Visionary & Strategic Journal*, 7(1), pp. 17–22. Management, M. et al. (2022) 'Journal of Socio Science', 8, pp. 16–22.

Nurmalaya, A. Z. and Endratno, H. (2022) 'The Influence of Competence, Career Development and Work Motivation on Job Satisfaction of Employees of Perumda Air Drinking Tirta Ayu, Tegal Regency', *Scientific Journal of Management, Business and Accounting Students (JIMMBA)*, 4(4), pp. 479–487. doi: 10.32639/jimmba.v4i4.132.

Suryani, N. L. (2020) 'The Influence of Career Development and Discipline on Employee Job Satisfaction at PT. Qeon Interactive-Central Jakarta', *JENIUS (Scientific Journal of Human Resource Management)*, 3(2), p. 208. doi: 10.32493/jjsdm.v3i2.3939.

Suhartono, S., Sulastiningsih, S., Chasanah, U., Widiastuti, N., & Purwanto, W. (2023). The Relationship of Leadership, Discipline, Satisfaction, and Performance: A Case Study of Steel Manufacture in Indonesia. *International Journal of Professional Business Review*, 8(2), e01146. <https://doi.org/10.26668/businessreview/2023.v8i2.1146>

Toreh, F. A., Sendow, G. and Trang, I. (2022) 'The Influence of Work Competence, Career Development and Placement on Job Satisfaction at the Regional Civil Service Agency of North Sulawesi Province', *Emba*, 10(1), pp. 1305-1314.

Zahra, D.-, Setyadi, D.- and Utami, H.- (2020) 'Effect of Work Environment, Compensation and Competence on Employee Job Satisfaction of the Investment Office and One Stop Integrated Service (DPMPTSP) of Central Java Province', *Admisi dan Bisnis*, 21(2), pp. 111–118.