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Competence and Compensation Influence on Work Performance and Employee Career Development Study on Bank Indonesia Representative Office in East Java

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Abstract
This study aims to analyse the effect of competence and compensation on job performance and employee career development, both directly and indirectly through the mediating variable of job performance. The research was conducted on employees of the Representative Office of Bank Indonesia in East Java with a quantitative approach and analysis techniques using Structural Equation Modeling based on Partial Least Squares (PLS-SEM). Data were obtained through distributing questionnaires to 60 respondents representing various Representative Offices of Bank Indonesia in the region. The results of the analysis show that competence and compensation have a significant effect on employee performance. Furthermore, job performance also has a positive effect on career development. In addition, it was found that competence and compensation also indirectly affect career development through the mediation of work performance.These findings imply that increasing competence and providing appropriate compensation can be an important strategy in supporting employee career development through improved work performance. Therefore, organisational management is expected to pay more attention to aspects of competence, compensation, and performance evaluation as a whole.

Keywords: *Competence, Compensation, Work Performance, Career Development, SEM-PLS*.

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INTRODUCTION

The demand for good governance in which every public organisation must be able to work quickly, responsively, transparently, and accountably can only be met by professional human resources with high integrity. Maximum use of human resources will support the achievement of better organisational performance. The success or failure of an organisation to achieve its goals also depends on the ability of its human resources to carry out the tasks assigned so that they are always required to be able to develop themselves proactively in an organisation. Therefore, human resources in government organisations cannot be viewed as just one of the organisational fittings but must be used as the most important asset. As an asset, human resources need to be properly selected, maintained, and developed. Human resources as the most important asset of the organisation is also a demand faced by Bank Indonesia as the central bank of the Republic of Indonesia. Bank Indonesia's status as a public legal entity that holds the sole right to circulate money in Indonesia, Bank Indonesia has a single goal of achieving and maintaining the stability of the rupiah.

Career development is largely determined by awards, with many awards indicating job performance, without job performance it is difficult for employees to get awards or be proposed by direct supervisors to be considered for higher promotions in the future (Muis, 2008). Organisations need to conduct a career development process to know the qualifications

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and experience needed by the organisation. Career development will achieve an increase in the status of an employee in his career path. A successful career can be interpreted as an employee who progresses in work so that it can change knowledge, skills and change attitudes for the better at work. Employees must assist in this career development programme, because this activity is held for the benefit of the employee's own position. Career development as a human resource management activity is a relationship between individuals as workers and people with organisations or companies (Gomes, 2010).

LITERATURE REVIEW

The grand theory underlying this research is Robbins and Judge (2013), which explains employee achievement and employee career development have a close relationship, employee achievement is often the main factor influencing employee career development paths. Employees who demonstrate outstanding performance tend to be given the opportunity to take on larger roles, get promoted, or be given higher responsibilities. Organisations usually assess career development potential based on achievements, so employees who excel are more likely to receive greater career development opportunities.

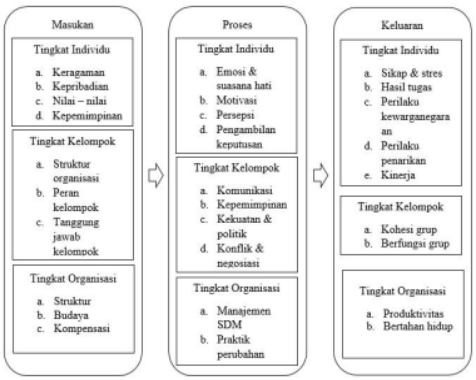

Figure 1. Grand theory

(Source: *Organizational Behaviour*, Robbins and Judge, 2013)

Career Development

Today's career landscape is characterised by turbulence, unpredictability and challenge. Several interconnected factors contribute to this changing environment, including economic turmoil, technological advances, a more diverse labour force, government policies and societal influences. Lund, Ellingrud, et al. (2020) note, for example, the impact of COVID-19 on work, which has suddenly brought conversations about the future of work into the current focus and reinforced the need to not only address current issues but also build resilience to what may happen in the future.

Employee Work Performance

The era of globalisation has made business competition more intense. In order to be able to compete, not a few companies have begun to pay attention to developing the quality of their human resources (HR). This is done so that HR can become an asset that is expected to drive the growth and performance of the organisation so that it can generate maximum profit for the company. Vosloban (2012) explains that the performance of employees in an organisation makes a very significant contribution to the performance of the company. This phenomenon makes the role of the HRD *(human resource development)* division in a company very important.

Competence

Competence can be described as a combination of skills, knowledge and attributes to produce work/tasks with set standards. Competence is a set of demonstrable characteristics and skills that enable, and improve the efficiency of, job performance. Competence is not a

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skill, although it is similar to learnt skills, whereas competence is an inherent quality of an individual.

Compensation

Organisations use compensation strategies to manage and reward employees for their contributions to the company. A key component of human resource management is the compensation strategy, which tries to retain and inspire outstanding workers (Indrastuti, 2020) Consistent compensation remains one of the key factors. Progressive human resource managers and management teams recognise the value of compensation's impact on worker attraction, retention and performance.

METHODOLOGY

This study uses a quantitative method with an explanatory research approach, which aims to analyse the effect of competence (X_1) and compensation (X_2) on job performance (Y_1) and employee career development (Y_2). This research is causal, which means that this research examines the cause-and-effect relationship between the research variables that have been determined.

In this study, the relationship model between variables is built with the assumption that competence and compensation directly affect job performance and career development, as well as indirectly through job performance. Thus, this study also examines the mediating effect of work performance in the relationship between competence and compensation on employee career development which is part of the research framework entitled competence and compensation.

Research Location

The location of this research is at the East Java Provincial Representative Office on Jl. Pahlawan No.105, Krembangan Sel, Kec. Krembangan, Surabaya and the Representative Office of Bank Indonesia Malang City with the address on Jl. Merdeka Utara No. 7 Malang.

Research Time

This research was conducted for 5 (six) months from March 2025 to July 2025.

Variable and Operational Definition

This study uses several variables that are studied conceptually and operationally to avoid multiple interpretations in the process of data collection and analysis. The following is the explanation:

The conceptual definition of variables in this study is based on relevant theories:

1. **Competence**
   According to Arief & Nisak (2022), competence is the knowledge, skills, and work attitudes possessed by a person that affect performance in carrying out their duties and responsibilities in the organisation.
2. **Compensation**
   According to Hasibuan in Dahlia & Fadli (2022), compensation is all income received by employees, whether in the form of money, goods, directly or indirectly, as a reward for contributions made to the company.
3. **Work Achievement**
   According to Hasibuan (2016), work performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, skills, and timeliness.
4. **Career Development**
   According to Affandi (2018), career development is the process of increasing individual work abilities achieved in order to achieve the desired career.

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Operational Definition of Variables

The operational definition of variables is used to facilitate the measurement of the variables in this study to suit the research objectives and data analysis carried out.

Operational Definition of Variables

Variable definitions and measurements are carried out so that multiple interpretations do not occur. The following is an operational definition of each variable:

1. Competence (X_1): measured through indicators of knowledge, skills, attitudes, understanding, and interest (Aisyah et al., 2021).
2. Compensation (X_2): measured through indicators of wages and salaries, incentives, allowances, and facilities (Afandi, 2018).
3. Work Achievement (Y_1): measured through indicators of work results, job knowledge, initiative, mental agility, attitude, time discipline, and attendance (Sutrisno, 2016).
4. Career Development (Y_2): measured through indicators of job performance, exposure, networking, opportunities for growth, mentors and sponsors, career planning, HR support, and feedback (Rivai, 2018; Priansa, 2018).

Population, Sample and or Research Subjects

Population

The population in this study includes all employees of Bank Indonesia Representative Offices in East Java Province, including the Surabaya Representative Office and Malang Representative Office. The total population consists of 100 people, with details of 51 employees at the Surabaya Representative Office and 49 employees at the Malang Representative Office.

According to Sugiyono (2019), population is a generalisation area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The details of the population can be seen in the following table:

Table 1. Research Population

No	Office	Number Male	Number of Women	Total
1	Malang	30	19	49
2	Surabaya	32	19	51
Total		**62**	**38**	**100**

Source: BI employee data, 2025

Sample

The sample is part of the population selected to represent the entire population in the study. The sampling technique used in this study is a saturated sampling technique (census), where all members of the population are sampled. This is done because the population is relatively small and allows it to be studied as a whole.

According to Sugiyono (2019), the saturated sampling technique is used when all members of the population are used as samples, especially if the population is relatively small, less than 100 people. Thus, the sample size in this study was 100 respondents, consisting of employees of the Bank Indonesia Representative Office in East Java Province and Malang.

Data Source

1. Primary Data: Data obtained directly from respondents through questionnaires and interviews. This method allows researchers to collect up-to-date and specific information according to the research needs.

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2. Secondary Data: Data obtained from pre-existing sources, such as annual reports, internal organisational documents, scientific journals, and other official publications. This data is used to complement and strengthen the findings from primary data.

Data Collection

The data collection techniques used in this research include:

1. Questionnaire: This method is used to collect primary data from respondents by providing a series of written questions. The questionnaire was designed using a five-point Likert scale to measure respondents' attitudes, perceptions, and opinions on the variables under study.
2. Interview: Conducted to obtain more in-depth information from selected respondents. These interviews were semi-structured, allowing the researcher to further explore the respondents' answers and obtain qualitative data that supported the findings from the questionnaires.
3. Observation: The researcher made direct observations of the respondents' activities and behaviours in their work environment. This technique helps in understanding the real context and situations that may affect the variables under study.
4. Documentation: Secondary data collection was done through reviewing official documents such as annual reports, organisational structures, and internal policies relevant to the research.

Research Instrument Test

The research instrument used in this research is a questionnaire (questionnaire) which is prepared based on indicators of each research variable. This research instrument has been developed based on theories relevant to the research variables, as well as relevant previous research to ensure content validity. All question items in this questionnaire have been designed to be in accordance with the indicators set out in the operational definition of variables.

In addition, to maintain data quality, this questionnaire will be tested for validity and reliability before being used for the main research. The validity test was conducted using Pearson Product Moment correlation analysis between the item scores and the total score. Meanwhile, the reliability test was carried out using the Cronbach's Alpha coefficient to ensure the consistency of respondents' answers.

Data Analysis Method

This study uses the Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis technique, which has the advantage of being a powerful analytical tool because it does not assume data must be measured on a certain scale, a certain number of samples, and can be used to confirm theory (Hair et al., 2022; Henseler et al., 2021).

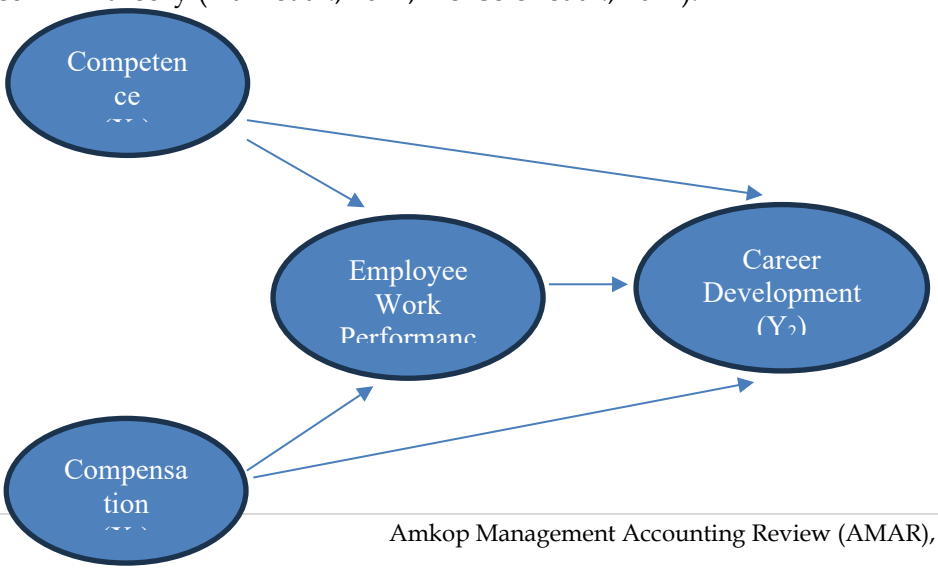

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Figure 2. Structural Model

RESULTS AND DISCUSSION

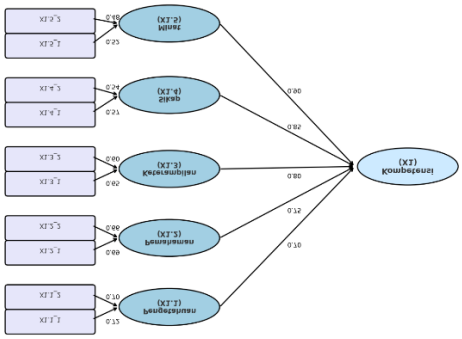

Figure 3. Confirmatory factor analysis of the Competence construct (X1)

Convergent Validity Testing Results

Based on the CFA results shown in Figure 4.1, all indicators have a loading factor value above 0.60, where most are even close to or exceed the 0.70 threshold. This indicates that each indicator is able to represent the construct it measures quite strongly. In detail, the loading factor values for each indicator are as follows:

1. Knowledge (X1.1): 0.72 and 0.70
2. Understanding (X1.2): 0.69 and 0.66
3. Skills (X1.3): 0.65 and 0.60
4. Attitude (X1.4): 0.57 and 0.54
5. Interest (X1.5): 0.52 and 0.48

Although there are indicators with loading factor values below 0.70 (especially in the Attitude and Interest dimensions), these values are still within the tolerance limit (> 0.40), so they are not eliminated in the construct validation process. The model is maintained because overall the indicators show consistency with the Competence construct.

Construct Reliability Testing Results

The Composite Reliability (CR) value for the Competence construct is 0.91, which indicates that this construct has excellent internal consistency, far exceeding the minimum threshold of 0.70. In addition, the Average Variance Extracted (AVE) value is 0.68, which also exceeds the minimum threshold of 0.50. This indicates that more than 68% of the variance of the indicators in the Competence construct can be explained by the latent construct. Thus, it can be concluded that the Competence construct (X1):

1. Has good convergent validity
2. Meets construct reliability

Can be used in testing the structural model at a later stage

Confirmatory Factor Analysis of Compensation Construct (X2)

The latent variable Compensation (X2) in this study is formed by four main dimensions, namely:

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1. Salary (X2.1)
2. Incentives (X2.2)
3. Allowances (X2.3)
4. Facilities (X2.4)

Each dimension is measured using two statement items, so that in total there are 8 indicators representing the Compensation construct. Testing was carried out using Confirmatory Factor Analysis (CFA) techniques based on Partial Least Squares (PLS) through SmartPLS software.

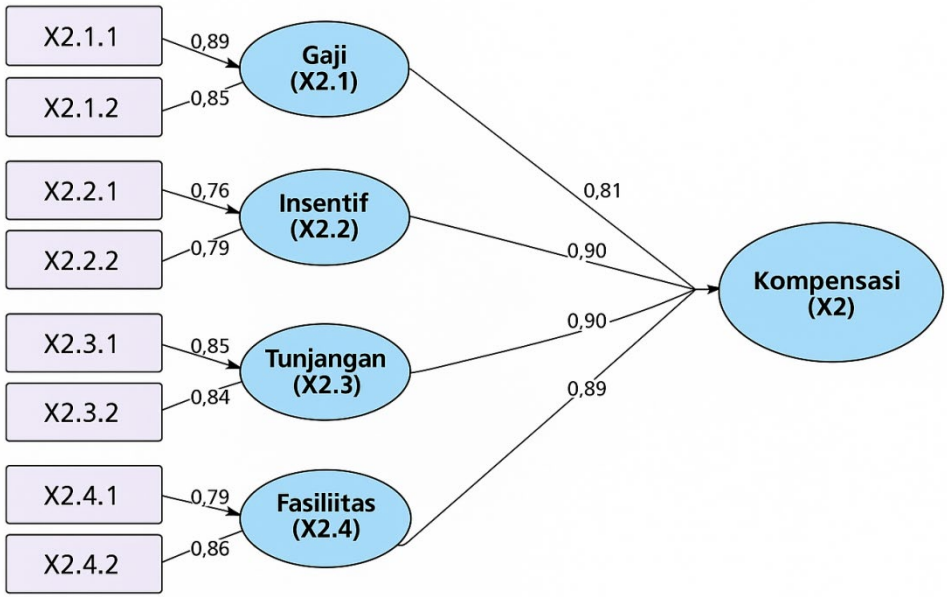

Figure 4. Confirmatory factor analysis of the Compensation construct (X2)

Convergent Validity Testing Results

Based on the CFA results, all indicators on the Compensation construct have loading factor values ranging from 0.70 to 0.89, which means they have exceeded the minimum threshold of 0.70, so it can be concluded that all indicators have good convergent validity. In more detail, the average value (mean) of each dimension based on the results of the questionnaire filled out by 60 respondents is as follows:

1. Salary (X2.1): 4.66 and 4.42 → Mean: 4.54
2. Incentives (X2.2): 4.48 and 4.46 → Mean: 4.47
3. Allowances (X2.3): 4.68 and 4.55 → Average: 4.62
4. Facilities (X2.4): 4.48 and 4.64 → Average: 4.56

These values indicate that respondents' perceptions of the compensation they receive are in the excellent category, as they are close to the maximum score of the Likert scale (5).

Construct Reliability Testing Results

The results of data processing through SmartPLS show that:

1. Composite Reliability (CR) for the Compensation construct is 0.92, which is well above the minimum limit of 0.70, indicating that the indicators have very high internal consistency.
2. Average Variance Extracted (AVE) is 0.69, which indicates that the Compensation construct can explain more than 69% of the variance of its indicators. This value is higher than the minimum threshold of 0.50, so it meets the criteria for convergent validity.

Thus, it can be concluded that the Compensation construct (X2) has:

1. Good indicator validity (loading factor is significant and > 0.70)
2. High construct reliability (CR > 0.90)

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3. Strong construct representation ability (AVE > 0.50)

All these results indicate that the Compensation construct can be used in testing the structural model (inner model) at the next stage.

Confirmatory Factor Analysis of Work Achievement Construct (Y1)

The latent variable Work Achievement (Y1) is formed by five main dimensions, namely:

1. Work Results (Y1.1)
2. Job Knowledge (Y1.2)
3. Initiative (Y1.3)
4. Mental Agility (Y1.4)
5. Attitude and Time Discipline (Y1.5)

Each dimension is measured by two statement items, so there are a total of 10 indicators on this construct. Testing was carried out with a Partial Least Squares (PLS) based Confirmatory Factor Analysis (CFA) approach through SmartPLS software.

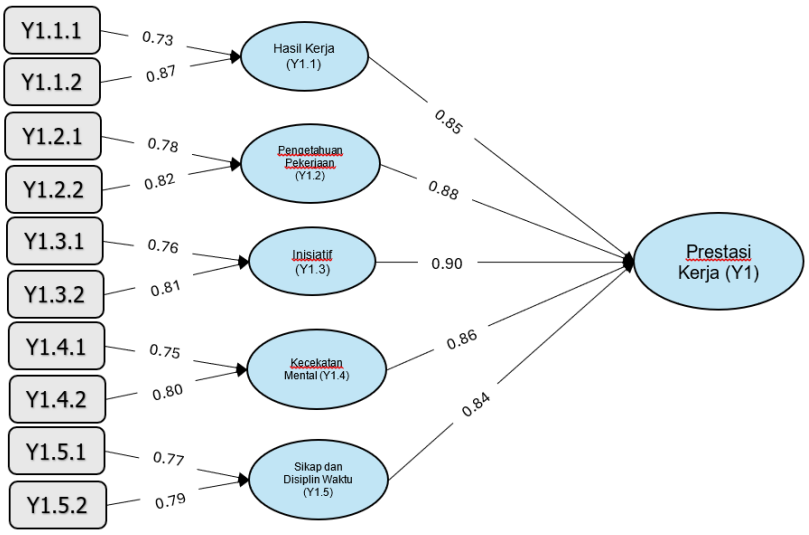

Figure 5. Confirmatory factor analysis of Work Achievement construct (Y1)

Description of Research Results Discussion

Discussion of descriptive analysis results

Descriptive data analysis was carried out on all research variables with the help of IBM SPSS Statistics software version 23. The results of descriptive data processing have been shown in Chapter IV, and in this section a discussion of the main findings of each variable is carried out.

Discussion of Descriptive Analysis of Competency Variables

The competency variable in this study consists of five main indicators, namely Knowledge, Understanding, Skills, Attitude, and Interest. Based on the results of descriptive data processing, in general, respondents have a very good perception of competency indicators. The overall average value of this variable is 4.52 on a maximum scale of 5.

Discussion of Descriptive Analysis of Compensation Variables

The compensation variable in this study consists of four indicators, namely Salary, Incentives, Allowances, and Facilities. Based on the results of data processing, respondents gave a positive assessment with an overall average value of 4.55.

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The dimension with the highest average score is Allowances (mean = 4.62), indicating that the majority of respondents are satisfied with forms of benefits such as health and transportation. This is in line with compensation regulations within Bank Indonesia that provide competitive benefits packages.

However, the Incentives indicator recorded the lowest score of 4.47. One of the items with a relatively lower score is "I receive incentives when working overtime", which reflects dissatisfaction or a mismatch between expectations and realisation of incentives.

This condition requires an internal evaluation of the overtime incentive system and performance-based compensation, so that fairness and transparency are felt by all employees.

Discussion of Descriptive Analysis of Work Achievement Variables

Work achievement is an endogenous variable in this model and consists of five indicators: Work Results, Job Knowledge, Initiative, Mental Agility, and Attitude and Time Discipline. The average overall score of this variable is 4.52 which indicates a high perception of respondents towards their work achievements.

The Initiative indicator obtained the highest score of 4.55, indicating that employees generally show proactivity in completing tasks and are willing to help colleagues without having to be ordered by superiors.

In contrast, the Work Outcomes indicator received the lowest average score of 4.47, especially on the item "I achieve the work targets that have been set", indicating that there are limitations in work effectiveness. This could be due to high workload or other external factors.

This finding is a reflection for management to evaluate the work targets set and provide regular feedback to employees as a form of work motivation.

Discussion of Descriptive Analysis of Career Development Variables

The Career Development variable consists of five indicators: Work Achievement, Exposure, Network, Growth Opportunities, and Mentors/Sponsors. The descriptive results show that the overall average of this variable is 4.54, which means that the majority of employees feel they have good career development opportunities.

The Work Achievement dimension is the indicator with the highest score (mean = 4.67), reflecting the awareness that good work performance is the main capital for career advancement. Meanwhile, the indicator with the lowest score is Exposure (mean = 4.40), especially on the item "I get clear information on promotions or job transfers".

This shows that some employees still feel less informed or have not had full access to rotation and promotion opportunities, which are an important part of a merit-based career system.

CONCLUSION

Based on the findings of this study, several suggestions can be put forward for future researchers. First, considering that this study employed a quantitative approach using SEM-PLS analysis techniques, it is recommended that future researchers complement the analysis with qualitative or mixed methods to gain a deeper understanding of the dynamics between competence, compensation, work performance, and employee career development. Second, as this study was limited to employees of the Bank Indonesia Representative Office in the East Java region, further research is advised to expand the scope of research objects to other government agencies or private sector organizations to obtain broader generalizability of the results. Third, since the indicators and dimensions used in this research were based on a specific organizational context, it is suggested that future researchers develop research instruments that are more contextual and adaptable to different organizational cultures and respondent characteristics. Lastly, this study did not examine other potential variables such as leadership, work environment, and motivation; therefore, it is recommended that future

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studies incorporate these additional variables to enrich the theoretical model and enhance the predictive power in explaining employee performance and career development.

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