



TITLE IS IN ALL CAPITALIZE EACH WORDS, 20 WORDS MAXIMUM

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ABSTRACT

This study aims to analyze the influence of the variables of supervisory support, job involvement and task ability on career satisfaction and promotion supported by moderating variables of job involvement and task ability at leader and managerial levels of Rural Bank employees. The research data came from 30 respondents who worked as leaders to managerial level employees at the Batam's Rural Banks. The research data were obtained through the Non Probability Sampling method and the sample selection technique used was census sampling (saturated). The data obtained were processed using the Smart Partial Least Squares method. The results of the study states that career supervisory support variables did not significantly influence career satisfaction and promotion. Meanwhile, significant indirect effects were found on the task ability variable moderated the relationship between career supervisory support and career satisfaction.

Keywords:

Career Satisfaction, Rural Credit Bank, Supervisory Support, Task Proviciciency, Work Engagement.

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh variabel dukungan pengawasan, keterlibatan kerja dan kemampuan tugas terhadap kepuasan karir dan promosi jabatan yang didukung oleh variabel moderasi keterlibatan kerja dan kemampuan tugas pada tingkat pimpinan dan manajerial pegawai BPR. Data penelitian berasal dari 30 responden yang bekerja sebagai pimpinan hingga pegawai tingkat manajerial pada BPR Batam. Data penelitian diperoleh melalui metode Non Probability Sampling dan teknik pemilihan sampel yang digunakan adalah sampling sensus (jenuh). Data yang diperoleh diolah dengan menggunakan metode Smart Partial Least Squares. Hasil penelitian menyatakan bahwa variabel dukungan supervisor karir tidak berpengaruh signifikan terhadap kepuasan karir dan promosi jabatan. Sementara itu, pengaruh tidak langsung yang signifikan ditemukan pada variabel kemampuan tugas memoderasi hubungan antara dukungan pengawas karir dan kepuasan karir.

Kata Kunci:

Bank Perkreditan Rakyat, Dukungan Atasan, Kepuasan Karir, Kemampuan Tugas, Keterlibatan Kerja.

PRELIMINARY

Rural Credit Bank or BPR Bank takes a very important role in lending funds for capital to build a business in Batam City. In fact, Batam City is one of the overseas cities that become a destination for newcomers to set up a business. In addition to having a strategic location, Batam City also gets special privileges in the form of an attractive tax-free area asking entrepreneurs to open a number of businesses. Every BPR in Batam City would want to take this good opportunity to develop its business and also need the role and performance of human resources to support the business development process. In order to make operational activities run well, each BPR Bank certainly has competent human resource management in creating the stability of its organization. The process of BPR development in Batam is shown through the BPR Bank Profit and Loss Report in Batam City for the last three years where in 2017 total income was Rp78,383,172, in 2018 total income was Rp81,876,530 and in 2019 total income was Rp54,379,203.

The data above shows that there was a decline in assets in 2019 by 34% while the increase in assets in 2018 was only 4%. Based on these data it can be concluded that behind the growth in the number of BPRs in Batam City, the development and results of company performance are not as good as they should be. The main problem that causes a decrease in the quality of company performance lies in the decline in the performance results of its employees. According to Sutanto (2002), controlling a company's business represents the work of its employees, so if the company's workers have good performance, then the company will have good performance too. Conversely, if employee performance is reduced, the company's performance will also be reduced. Therefore, the company

will try to maintain the performance of its employees as much as possible to achieve better work and productivity and can operate in accordance with the objectives desired by the company to enable the company to maintain its existence. According to Thamrin (2014), the success and failure of a business is highly dependent on the HR management system. Bosses play a crucial role in the implementation and supervision of the HR management system. HR management system can be said to be successful if an employee makes progress in working, has a feeling of satisfaction in every position / position entrusted by the company / boss, as well as increased knowledge and experience that is realized in successful career outcomes. Therefore, in creating better human resources, a superior is needed as a leader figure who is reliable and given special training and is given maximum support in order to carry out the duties and responsibilities in guiding employees or team members to the maximum.

Based on the background description that has been discussed, it is necessary to do research to determine the effect of support, skills in carrying out a job, training, employee involvement in work and promotion of positions that affect employee performance. Therefore, the authors take the title of the research **"Analysis of the Effects of Supervision Support on Career and Promotion Results at the Rural Credit Bank in Batam"**

RESEARCH METHODS

This research uses a survey method where according to Sugiyono (2013), the notion of survey method is research conducted by distributing questionnaires as a medium for collecting data in a population and using the results taken from that population to serve as

learning material and testing references, so that a relationship is found between variables in a study conducted. Based on its purpose, the research conducted is basic research (*fundamental research*). The purpose of this research is to develop new knowledge from research that has previously been done. Based on the characteristics of the problem, this study is included in a causal-comparative study which aims to determine the cause and effect relationship of two or more variables (Indriantoro & Supomo, 2011).

The population of this study refers to local banks which specifically only accept money deposits or savings in the form of time deposits as the main business owned by the BPR Bank. While the object of research is supervisors / superiors who work at the company. The sampling technique that will be used is the *non-probability sampling technique*, which is a technique in the process of taking a sample where not all individuals in a population are selected to become research samples. Saturated sampling (census) is a type of *non-probability sampling* that will be used in this study. Sampling census is a method *sampling* that makes all members of the population a research sample (Sugiyono, 20013)

The questionnaire in this study uses the London Likert scale (1993) from scale 1 which indicates strongly disagree (STS) to scale 5 which indicates strongly agree (SS) and all material is presented in Indonesian. To avoid unexpected errors, the author provides 25 sets of questionnaires and a *Google form link* with 33 questions.

Data from this study were obtained from respondents through intermediaries between acquaintances. Data collection using the questionnaire method and *online* leaflets. The questionnaire was *online* distributed in the form of a *google form link* to acquaintances who worked at BPR through social media *Whatsapp*. While in

the form of leaflets, distributed through intermediaries *Customer Service* and *Security*. Of the 25 questionnaire leaflets distributed, there were only 20 questionnaires that were completely filled and in accordance with the criteria, as many as 2 questionnaires were incomplete, and as many as 3 questionnaires did not fit the criteria. Whereas through *Google Form*, the response from the target respondents received was less than 20 people.

The author uses panel regression analysis method. Through this method the authors can make conclusions about the relationship between independent variables with the dependent variable.

Data analysis can be done through several steps including starting with descriptive statistics, *CMB (Common Biases Method)* test, *AVE (Average Variance Extracted)* test, *Composite Reliability* test, F test, t test, and test *Goodness of Fit*.

RESULT AND DISCUSSION

In Table 1.1 shows AVE values above 0.5 are stated to have good validity values. Based on data from table 1.1, AVE data is declared valid because the values on the variable support career supervision, task ability, career satisfaction, job involvement and promotion each have a value of 0.541; 0.737; 0.668; 0.512; 0.593 which overall the sample mean value has reached above 0.5.

Table 1 Validity Test

Variable	AVE	Conclusion
Career supervision support	0.541	Valid
Task ability	0.737	Valid
Career satisfaction	0.668	Valid
Job involvement	0.512	Valid
promotion	0.593	Valid

Source: Data Processed (2020)

Reliability of a research data by using *Smart PLS* as a data processing media. In table 1.2 it can be seen that the variables of career supervision support, task ability, career satisfaction, job involvement and promotion each indicate a value of 0.809; 0.889; 0.904; 0.827; 0.897 which means it has shown a value of more than 0.7, so it can be concluded that all the variables in the study are reliable (Chin, 1998 and Hair *et al.*, 2011).

Table 1.2
Realibility Test

Variable	Composite Reliability	Conclusion
Career supervision support	0.812	Reliable
Task ability	0.891	Reliable
Career satisfaction	0.906	Reliable
Job involvement	0.829	Reliable
promotion	0.892	Reliable

Source: Data Processed (2020).

this study using the *t-statistics* on the *path coefficients*. If the value of *t-statistics* is more than 1.96, then the research variable is declared valid and vice versa. From the values *t-statistics* it can be concluded that (1) the independent variable supports employee supervision there is no significant effect on career satisfaction with a *t-statistics value* of 1.708 or below 1.96 with a probability of under 5%. (2) the independent variable of employee supervision support has no significant effect on promotion with a *t-statistics value* of 1.333 or below 1.96 with a probability of under 5%. (3) the job involvement variable has no significant

effect on career satisfaction with a *t-statistics value* of 1.702 or below 1.96 with a probability under 5%. (4) the job involvement variable had no significant effect on promotion with a value *t-statistics* of 0.210 or below 1.96 with a probability of under 5%. (5) task ability variable has a significant positive effect on career satisfaction with a *t-statistics value* of 2.146 or above 1.96 with a probability above 5%. (6) the task ability variable has no significant effect on promotion with a *t-statistics value* of 0.536 or below 1.96 with a probability under 5%. (7) task ability variable has a significant positive effect on job involvement with a *t-statistics value* 2,371 or above 1.96 with a probability above 5%. (8) the independent variable of employee supervision support has a significant positive effect on job involvement with a *t-statistics value* of 4.557 or above 1.96 with a probability above 5%.

Model test with mediating variables of work attachment and ability of tasks carried out simultaneously together with the independent variables support career supervision and the dependent variable of career satisfaction and promotion. Analysis in testing structural models with mediating variables uses the value of *t-statistics* on the *indirect effect*. From the values *t-statistics* it can be concluded that (1) the independent variable supports employee supervision there is no significant effect on career satisfaction with a *t-statistics value* of 1.445 or below 1.96 with a probability of under 5%. (2) the independent variable of employee supervision support has no significant effect on promotion with a value *t-statistics* of 0.191 or below 1.96 with a probability of under 5%. (3) the task ability variable has no significant effect on career satisfaction with a *t-statistics value* of 1.319 or below 1.96 with a probability under 5%. (6) the task ability variable has no significant effect on

promotion with a *t-statistics value* of 0.183 or below 1.96 with a probability of under 5%.

Coefficient test in this study uses *R Square Adjusted* which aims to show the percentage of model compatibility between independent, mediating and dependent variables. The value of *R Square* is 0.67 (strong), 0.33 (moderate) and 0.19 (weak). The value of *R Square Adjusted* on the mediation variable of work involvement 0.491 (49.1%), which means that career supervision support as an independent variable can explain job involvement as a mediating variable as much as 49.10%. Whereas for the other 50.9% explained by other variables not examined in this study.

The value of *R Square* on the dependent variable career satisfaction and promotion. Career satisfaction variable has a value of *R Square* 0.620 (62%) which means job involvement as a mediating variable can explain career satisfaction as the dependent variable as much as 62% and promotion as the dependent variable as much as 34.5%. As for the value of 38% remaining from the career satisfaction variable and the value of 65.5% remaining from the promotion variable is explained by other variables not examined in this study.

CONCLUSION

The conclusions from the research on the influence of Career Control Support variables that are mediated and moderated by the Job Engagement and Task Ability variables to the dependent Career Satisfaction and Promotion are as follows:

H1 is rejected, Career Supervision Support as an independent variable is not significantly related to the Career Satisfaction dependent variable (a) and Promotion (b) for level employees of *leader* and managerial Bank Perkreditan Rakyat in Batam. The results of the study are shown in accordance with research by

Griffin *et al.*, (2001) but not in accordance with research by Yang *et al.*, (2018), Wickramasinghe and Jayaweera (2010), Achour *et al.*, (2017), Chen *et al.*, (2012), Yadav and Rangnekar (2015). Data analysis shows that the first hypothesis of this study was rejected.

H2 is rejected, Job Involvement cannot influence a significant relationship between Career Supervision Support and Career Satisfaction (a) and Promotion (b) at the Rural Credit Bank in Batam. The results of the study are shown in accordance with the research of Diedericks and Rothmann (2013) but not in accordance with the research of Yang *et al.*, (2018), Barnes and Collier (2013), Höper *et al.*, (2012), Giallonardo *et al.*, (2010), Ilkhanizadeh and Karatepe (2017), Eldor (2016). Data analysis shows that the second potential of this study was rejected.

H3 (a) is accepted, Task Capability influences the positive significant relationship between Career Supervision Support and Career Satisfaction at Rural Credit Banks in Batam. The results of the study are shown in accordance with research Yang *et al.*, (2018). Data analysis shows that the third hypothesis (a) of this study was accepted. H3 (b) is rejected, Job Capability does not affect the positive significant relationship between Career Supervision Support and Promotion at the Rural Credit Bank in Batam. The results of the research shown are not in accordance with research studies of Yang *et al.*, (2018). Data analysis shows that the third hypothesis (b) of this study was rejected.

H4 is accepted, Job Capability influences the significant positive relationship between Career Oversight Support to Employment Involvement in Rural Credit Banks in Batam. The results of the study are shown in accordance with research by Yang *et al.*, (2018), but not in accordance with research Hayton *et al.*, (2012). Data analysis shows that the

fourth hypothesis of this study was accepted.

H5 is accepted, Career Supervision Support has a significant positive effect on Employment Involvement in Rural Credit Banks in Batam. The results of the study are shown in accordance with research by Yang *et al.*, (2018), Swanberg *et al.*, (2011), Calderón *et al.*, (2013). Data analysis shows that the fifth hypothesis of this study was accepted.

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