

# THE EFFECT OF CAREER PLANNING AND DEVELOPMENT, COMPETENCE, AND HUMAN RESOURCE INFORMATION SYSTEM (HRIS) ON EMPLOYEE PERFORMANCE AT PT. BANK NEGARA INDONESIA (PERSERO), TBK.

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**Abstract.** Human Resources (HR) in a company plays an important role because it is one of the success factors in the implementation of the company's activities. The industrial era 4.0 requires companies to be able to create high employee performance in company development. Without the support of reliable human resources (HR), the company's activities are not completed properly. This study aims to analyze 1) The Effect of Career Planning and Development, Competencies, and Human Resource Information Systems (HR) partially and simultaneously on employee performance at PT. Bank Negara Indonesia (Persero), Tbk., 2) The dominant variable that affects the performance of employees at PT. Bank Negara Indonesia (Persero), Tbk. This research uses quantitative methods, which are sourced from primary data through surveys of PT. Bank Negara Indonesia (Persero), Tbk. which in its calculations uses the SPSS (Statistical Package Social Sciences) program with data analysis techniques using Multiple Regression analysis. The research sample amounted to 96 employees of PT. Bank Negara Indonesia (Persero), Tbk. The results showed that 1) Career Planning and Development, Competence, and Human Resource Information System (HRIS) partially and simultaneously significantly affect the performance of employees at PT. Bank Negara Indonesia (Persero), Tbk. 2) Competency (X2) is the dominant factor that affects the performance of employees at PT. Bank Negara Indonesia (Persero), Tbk.

**Keywords:** career planning; career development; competence; HR information systems; employee performance

## I. INTRODUCTION

Human Resources (HR) are productive individuals who work as drivers of an organization, both in institutions and companies that have a function as assets so they must be trained and developed their abilities. [1] Human resources have a major role in every organizational activity, although supported by facilities and infrastructure as well as sources of funds. But without the support of reliable human resources, organizational activities will not be completed properly. [2] This shows that human resources are the main key that must be considered with all their needs. As the main key, human resources will determine the success of the implementation of organizational activities. Human resources are expected to be able to, and willing to devote full energy to improving performance because performance is the main benchmark for economic progress achieved [3]. The business world is now required to create high employee performance for company development. Companies must be able to build and improve performance within their environment. As a developing country, Indonesia, which is entering the era of a new industrial country, cannot be separated from the spinning wheels of international economic activity which is full of various dynamics, where the skills and abilities of human resources are required to be more competent to improve work activities within the company [4].

The first step in producing skilled and reliable human resources, there needs to be a plan for determining employees who will fill the jobs in the agency or organization concerned. The management of human resources will affect the performance of the organization. One of the factors that affect a person's performance is career development. [5] Which is a process of improving employee capabilities that encourage increased performance to achieve the desired career in the future and makes employees provide optimal performance [6]. The results of optimal performance can be achieved effectively. [2] It is stated that effective performance is required by 3 (three) elements, namely competence, individuals, functions, and demands of the job, and the organizational environment. Competence is defined as the basic characteristics possessed by employees that can distinguish them from others. Competency indicates skills or knowledge characterized by professionalism in a particular field as something paramount, as the flagship of that field [7]. Competency analysis is prepared mostly for career development, but the determination of competency level is needed to determine the effectiveness of the expected level of performance [8].

Achieving organizational goals through human resource planning certainly requires several supporting aspects, one of which is the application of adequate information system technology [9]. Relationships between systems within the organization are prerequisites for

achieving an effective organization. A dynamic company will always increase its productivity through its consistency to produce the best performance [10]. This can be achieved through the use of the Human Resource Information System. Mastery of information technology in the current era is an absolute demand in a company [11]. Companies must have a system for collecting and maintaining data that describes human resources, converts data into information, and conveys that information to users [7]. The company's ability to obtain, store, maintain, and use human resource information systems is a crucial factor in human resource management. [10] The development of information systems is intended to improve quality, support personnel programs, and improve the performance of the company itself [12].

PT. Bank Negara Indonesia (Persero), Tbk. (hereinafter referred to as BNI) is certainly on the right track to becoming a national bank with global capabilities. Until the end of 2022, BNI has posted a profit of Rp.18.3T with a percentage increase of 68% Year On Year (YOY), the number of BNI employees amounted to 27,170 people spread across Jakarta Head Office and 17 BNI operational areas throughout Indonesia, as well as 7 (seven) BNI branches abroad. For the stability of working conditions, BNI realizes that the employee turnover ratio must be minimized. BNI has set the employee turnover ratio in 2022 to be below 5%. With the calculation results until the end of 2022, BNI's employee turnover is 4.73% of the total employees. BNI realizes that retaining the best talents in the company is a very important strategy. To retain potential people, BNI continues to make improvements and innovate in employee retention programs, such as employee training, development, and education programs including scholarships for BNI employees, remuneration adjustments and various facilities and benefits for employees and employees' families, Career Path Planning for each employee, conduct performance appraisals for all employees every year. Based on observations made at BNI, researchers get the implementation of career planning and development, competencies, and Human resource information systems has been running under management directions, as evidenced by the following implementation:

- 1) BNI has conducted employee career planning and development by conducting surveys to all employees to be able to choose and develop careers with the Individual Development Plan (IDP) and Dual Career Path Management (Dual CPM) methods.
- 2) BNI has implemented the BNI Learning Framework, namely 3 (three) learning methods, namely centralization, decentralization, and independent training aimed at improving employee soft skills and leadership.
- 3) BNI has developed an application-based HR Information System, namely BNI DigiHC, and a web-based application, namely BNI IHCS (Integrated Human Resources Capital System).

However, researchers found that some indicators in performance factors such as individual factors namely perception, ability and expertise, and interpersonal relationships are not optimal. This is based on several complaints of employees who have not had the opportunity to

participate in career and competency development activities due to delays in finding information about it or because the information is not evenly distributed, and there is no awareness of the information system used. Thus causing interpersonal gaps and the utilization of human resources is considered less than optimal.

## II. RESEARCH METHODS

This study uses quantitative research that aims to determine the effect between two or more variables. Quantitative research is research that uses data analysis in the form of numerical or numeric [13]. So it will create a theory that can explain a conclusion. The analysis was conducted using the SPSS program Version 27.0 The source of data in this study is primary data collected by researchers through questionnaires to respondents who are population and sample. The population is the whole of the object to be studied. The population is a generalized area consisting of subjects/objects that have certain qualities and characteristics which are set by the researcher to be studied and then conclusions are drawn [14]. The sample is part of the number and characteristics possessed by the population. Samples taken from the population must be truly representative. In this study, the size of the sample taken from the population, researchers used purposive sampling techniques using the formula of Isaac and Michael [15], Based on the background and formulation of the problem stated earlier, the conceptual framework in this study is Figure 1.

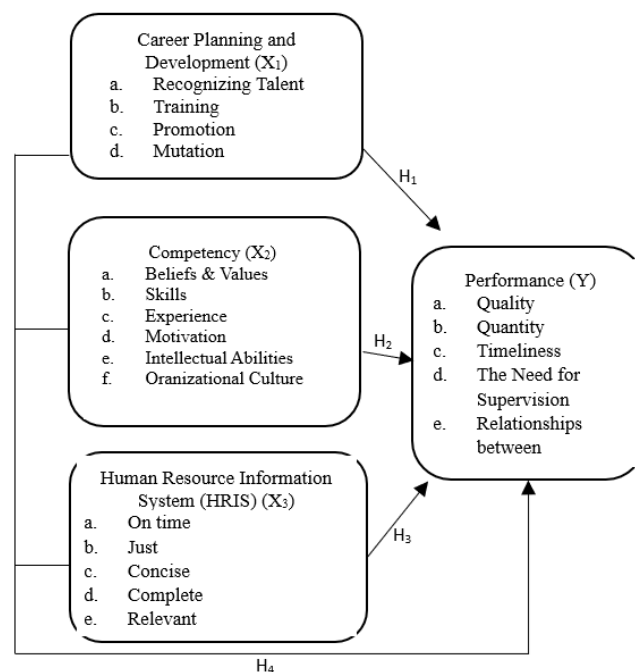


Figure 1. Conceptual Framework

Based on the formulation of the problem that has been described, the hypotheses in this study are as follows; A hypothesis is a provisional answer to a problem statement.

Because it is still temporary, it needs to be proven true through the collected empirical data. The hypotheses in this study are as follows:

1. The Effect of Career Planning and Development (H1) on the Performance of PT. Bank Negara Indonesia (Persero), Tbk. (Y).  
H<sub>0</sub> = No significant effect on Y or no effect of Career Planning and Development variables on the performance of PT employees. Bank Negara Indonesia (Persero), Tbk.  
H<sub>a</sub> = Significant effect on Y or there is a variable effect of Career Planning and Development on the performance of PT. Bank Negara Indonesia (Persero), Tbk.
2. The Effect of Competency (H2) on the Performance of PT. Bank Negara Indonesia (Persero), Tbk.(Y).  
H<sub>0</sub> = No significant effect on Y or no effect of Competency variables on the performance of PT employees. Bank Negara Indonesia (Persero), Tbk.  
H<sub>a</sub> = Significant effect on Y or there is an effect of Competency variables on the performance of PT employees. Bank Negara Indonesia (Persero), Tbk.
3. The Effect of Human Resources Information System (HR) (H3) on the Performance of PT. Bank Negara Indonesia (Persero), Tbk.(Y).  
H<sub>0</sub> = No significant effect on Y or no effect of Human Resource Information System (HR) variables on the performance of PT. Bank Negara Indonesia (Persero), Tbk.  
H<sub>a</sub> = Significant effect on Y or there is a variable effect of the Human Resource Information System (HR) on the performance of PT. Bank Negara Indonesia (Persero), Tbk.
4. The Effect of Career Planning and Development, Competence, and Human Resource Information System (HR) (H4) on the Performance of PT. Bank Negara Indonesia (Persero), Tbk.(Y).  
H<sub>0</sub> = No significant effect on Y or no effect of variables of Career Planning and Development, Competence, and Human Resource Information System (HR) on the performance of PT. Bank Negara Indonesia (Persero), Tbk.  
H<sub>a</sub> = Significant effect on Y or there is a variable effect of Career Planning and Development, Competence, and Human Resource Information System (HR) on the performance of PT. Bank Negara Indonesia (Persero), Tbk.

### III. RESULTS AND DISCUSSION

#### *The Effect of Career Planning and Development on Performance*

In the results of the t-test, it is known that the significant value of career planning and development variables = 0.025 is smaller than the significant level of 0.05 ( $\alpha=5\%$ ), and the value of tcount = 2.285 > ttable = 1.662 which means that career planning and development have a positive and significant effect on performance. This is in line with research conducted by Valentina Monoarfa, et al [16], which states that career planning and development is work-focused planning and identifying career paths that provide logical progress for people between work in organizations and a series of activities throughout life (such as workshops) that

contribute to one's exploration, solidification, success, and career achievement. Thus H<sub>0</sub> is rejected and H<sub>1</sub> states that career planning and development have a positive and significant effect on performance.

#### *The Effect of Competency on Performance*

In the results of the t-test, it is known that the significant value of the competency variable = 0.000 is smaller than the significant level of 0.05 ( $\alpha=5\%$ ), and the calculated tcount = 3.869 > ttable = 1.662 which means that competence has a positive and significant effect on performance. In their research, Nur Aeni and Arifin [4] stated that competence is a basic character possessed by a person or employee that can distinguish them from others. Competence indicates skills or knowledge characterized by professionalism in a particular field as something paramount, as superior in that field. Competence is one of the indicators that an employee must have in carrying out his work. Employees who have good competence will have an impact on good work quality as well, and vice versa. And the impact of not maximizing the quality of performance due to lack of competence will result in an agency not achieving predetermined performance targets. Thus H<sub>0</sub> is rejected and H<sub>2</sub> states that competence has a positive and significant effect on performance.

#### *The Effect of Human Resource Information Systems (HR) on Performance*

In the results of the t-test, it is known that the significant value of the human resource information system (HRIS) variable = 0.041 is smaller than 0.05 ( $\alpha=5\%$ ), and the calculated tcount= 2.068 > ttable = 1.662 which means that the human resource information system (HRIS) has a positive and significant effect on performance. In line with research by Andri Asoka & Yudiyanto Joko [17], which states that the human resource information system is a process of inventory activities on the condition, condition of human resources within the company to determine the quantity and quality as well as the problems faced to be taken into consideration in making human resource management policies. This system is a systematic procedure for collecting, attracting, storing, and updating data needed by a company about human resources. [2] Thus H<sub>0</sub> is rejected and H<sub>3</sub> states that human resource information systems have a positive and significant effect on performance.

### IV. CONCLUSION

Based on the discussion on The Effect of Career Planning and Development, Competence, and Human Resource Information Systems (HRIS) on the Performance of PT. Bank Negara Indonesia (Persero), Tbk. which the author presents in Chapter IV, then the author concludes several things as follows: Research on the Effect of Career Planning and Development, Competence, and Human Resource Information Systems (HRIS) partially affects Employee Performance at PT. Bank Negara Indonesia (Persero), Tbk.,

with each calculated tcount of  $2.285 > t_{table} 1.662$ ; tcount  $3.869 > t_{table} 1.662$ ; and tcount  $2.068 > t_{table} 1.662$ . From the results of the Ftest (simultaneous testing) obtained calculated Fresult of 68.854, greater than the Ftable of 2.70. The results of the analysis show that the independent variables (X) of Career Planning and Development, Competence, and Human Resource Information Systems simultaneously significantly affect Employee Performance at PT. Bank Negara Indonesia (Persero), Tbk. amounted to 68.2% with the remaining 31.8% affected by other variables not included in this study. Based on the results of the hypothesis test, it is stated that Career Planning and Development, Competencies, and Human Resource Information Systems (HRIS) have a positive and significant effect on performance. This can be interpreted that career planning and development, competence, and human resource information systems (HRIS), which have been provided by PT. Bank Negara Indonesia (Persero), Tbk. to its employees have been well distributed and implemented based on provisions that have been regulated by management so that it affects performance. From this study, it was also obtained that among Career Planning and Development, Competence, and Human Resource Information Systems (HRIS), Competence (X2) is the dominant factor that affects Employee Performance at PT. Bank Negara Indonesia (Persero), Tbk.

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