

---

## The Effect Of Managerial Ability And Career Planning On Job Satisfaction And Its Impact On Employee Performance

---

Muhammad Arif<sup>1</sup>, Syahiza Arsad<sup>2</sup>, Muhammad Baqir Abdullah<sup>3</sup>

**Abstract:**

*The general objective of this research study is to analyze the effect of managerial ability and career planning on job satisfaction in improving the employee performance of micro division of people business partners at PT. Bank BTPN Tbk. Pekanbaru Branch. This research study is quantitative research. The population of this research study was 71 employees at PT. Bank BTPN Tbk. Pekanbaru Branch. In collecting the data, this research study used Questionnaire. The instrument of testing for validity used Guttman's formula while test instrument for reliability used Alpha formula from Cronbach. The test showed that it was valid and reliable. Hypothesis testing used normality, linearity, multicollinearity, path analysis, F-test, and T-test formulas. From the results of the research study it was found that: 1) there was an effect of managerial ability on job satisfaction with a path coefficient of 0.234; 2) there was the influence of career planning on job satisfaction with a path coefficient of 0.237; 3) there was an influence of managerial ability on employee performance with a path coefficient of 0.339; 4) there was an influence of career planning on employee performance with a path coefficient of 0.222; 5) there was an effect of job satisfaction on employee performance with a path coefficient of 0.208. From this research study, it was also found that there were 3 factors which influenced employee performance. The most influential factor was managerial ability while the smallest factor was career planning.*

**Keywords:** managerial ability, career planning, job satisfaction, and employee performance

---

<sup>1</sup>Riau Islamic University

[muhammadarif@fis.uir.ac.id](mailto:muhammadarif@fis.uir.ac.id)

<sup>2</sup>Universiti Islam Antarbangsa Sultan Abdul Halim Mu'adzam Shah, Malaysia

[syahiza.arshad@unishams.edu.my](mailto:syahiza.arshad@unishams.edu.my)

<sup>3</sup>Universiti Islam Antarbangsa Sultan Abdul Halim Mu'adzam Shah, Malaysia

[Muhammad.baqir85@gmail.com](mailto:Muhammad.baqir85@gmail.com)

## 1. Introduction

PT. Bank BTPN Tbk. as Micro Banking in Indonesia, especially Pekanbaru Branch trying to manage Human Resources by optimizing employee high job satisfaction in order to make the company profits increasing and getting satisfaction from their customers, as well as business partners.

PT. Bank BTPN Tbk. is a company engaged in the banking sector established in 1958 and now it has many competitors in the field. The efforts made by the company to be able to compete and continue to exist and grow are improving the quality of human resources. The following table is the data of employees at PT. Bank BTPN Tbk Pekanbaru Branch.

**Table 1. Data on Number of Employees and Position at PT. Bank BTPN Tbk. Pekanbaru Branch**

No	Position	Management level	Total	Description
1.	Area Business Leader (ABL)	Top Management	1	
2.	Area Operations Manager (ABM)	Top Management	1	
3.	Area Credit Manager (ACrM)	Top Management	1	
4.	Area Collection Manager (ACollM)	Top Management	1	
5.	Branch Manager (BM)	Middle Management	3	
6.	Operational Supervisor (OS)	Middle Management	3	
7.	Relationship Officer (RO)	Staff	18	
8.	Credit Analyst	Staff	3	
9.	Loan Admin	Staff	3	
10.	Credit Admin	Staff	3	
12.	Teller	Staff	3	
13.	Customer Service	Staff	3	
14.	Collection	Staff	18	
15.	Asset Recovery (Remedial)	Staff	10	
	<b>Total</b>		<b>71</b>	

Source: Human Resources Department of PT. Bank BTPN Tbk, 2018

The table above is the arrangement of employees in the Division of People Business Partners PT. Bank BTPN Tbk, Pekanbaru Branch. The existing employee data above are sorted from the highest level to the lowest level. The total number of non-manager employees from the above data is 61 people, while the number of employees with leader status is 10 people.

From the above data, the grouping of employees can be divided into 3 sections, that is business, risk, and operational parts. Each of these sections has different performance assessment standards. The assessment standard is often referred to as KPI (*Key Performance Indicator*).

The phenomenon of human resources in the Division of PT. Bank BTPN Tbk. Pekanbaru Branch, according to preliminary observations with several employees of PT. Bank BTPN Tbk Pekanbaru Branch found that employees had low job satisfaction even though the company paid more attention to its employees. Low job satisfaction is indicated by the high turnover of employees, absences or leaving the office during working hours due to personal matters, being late to the office, unmet targets, and lags in making work reports which result in the decrease of company profits. According to the management, the company experienced a decrease in net income compared to previous years. Although the decline rate is not too high, if the problem cannot be overcome, it will become a big problem. The decline in bank performance, according to management in the Division of people business partner PT. Bank BTPN Tbk Pekanbaru Branch is because of the weakness of human resources. The following table presents data and facts from the operations in the Division of people business partner PT. Bank BTPN Tbk.

**Table 2 Target and Realization Data per branch of people business partner PT. Bank BTPN Tbk, 2017**

No.	Branch	Target			Realization		
		Booking*)	RR*)	NPL*)	Booking*)	RR*)	NPL*)
1.	Arengka	IDR 1.350	87%	6,23%	IDR 1.150	80%	5,52%
2.	Sukaramai	IDR 1.200	85%	9,33%	IDR 960	79%	7,05%
3.	Sail	IDR 1.250	90%	7,05%	IDR 1.010	78%	4,25%
<b>Total</b>		<b>IDR 3.800</b>			<b>IDR 3.120</b>		

Source: Human Resources Department of PT. Bank BTPN Tbk, 2018

\*) Booking : Credit Disbursement

\*) RR : Credit Refund

\*) NPL : Bad credit

From the data above, it can be concluded that the realization of credit disbursement, RR, and NPL has not met the targets given by the leader of the company. This condition gives a signal that there are productivity problems from PT. Bank BTPN Tbk Pekanbaru Branch. A temporary allegation from the researcher is a decrease in employee performance which begins with a feeling of dissatisfaction from employees towards their leader; there is no

managerial ability from their leader who can motivate employees to improve their performance.

From the results of the preliminary observation, information is also obtained about complaints from employees regarding the managerial problem of the leader in managing the job. One of complaints is the managerial ability of the leader in managing targets and achievements. One of the employees in the marketing division once explained that the leader never gave a solution in resolving obstacles in the customer's credit process that create many customers disappointed.

Based on the description above, it can be concluded that the managerial ability of the leader at PT. Bank BTPN Tbk and the career planning from employees will be able to increase job satisfaction which will have an impact in improving employee performance. This research study focuses on managerial ability variables, career planning, job satisfaction, and employee performance. Researchers are interested in knowing how managerial ability and career planning affect the job satisfaction in order to improve employee performance

## **2. Theoretical Background**

### **Performance**

Performance term is from the word *Job Performance* or *Actual Performance* (work performance or actual outcomes achieved by someone). Definition of work performance is the result of the quality and quantity of works accomplished by an employee in performing their duties in accordance with the responsibilities given to him/her (Janssen & Van 2004). Performance is the result of work achieved by the employee or the real behavior that is displayed in accordance with the organization (Grant 2012).

According to , Wang et al., (2021) performance has the same meaning as accomplishment, also means work completion, work implementation, work achievement or work results/for work/work fulfillment. Smith states that performance is: output driven from a process, human or otherwise. Therefore, it is said that performance is the result or output of a process. Based on the opinions above, it can be concluded that employee performance is the work results in quality and quantity achieved by an employee that reflects how well the employee meets the requirements to achieve the goals of organization or company.

### **Factors of Employee Performance Appraisal**

Revealed that employee performance factors that need to be assessed include (Thomas et al., 2010):

1. Employee's knowledge about job responsibility. This needs to be assessed because it will affect the efficiency of administrative works of the manager.
2. Technical knowledge of the job that is the duty of an employee must be assessed because this relates to the quality of work and the speed of an employee completing as his/her responsibility.
3. Dependence on other people from an employee needs to be assessed because it is related to the self-confidence of a person in doing his/her work. If an employee can be independent he/she usually has a high initiative that makes his/her performance is generally close to the standard set.
4. Instinctive policy (judgment) owned by an employee. This factor is important because an employee can be known to have the ability to adjust and assess their duties in supporting organizational goals.
5. The ability of an employee to communicate with other employees. The meaning of communication here is that the ability to receive or convey information which can affect performance, especially group performance.
6. The ability of an employee to work with other employees. Employees who cannot work with other employee tend to has a bad performance, because working together reflect the mutual trust between friends. An employee who cannot work collectively with his/her colleagues generally does not perform well.
7. Attendance at meetings followed by the ability to convey ideas to others has its own value in assessing the performance of an employee. Indeed, not everyone can speak at a meeting, although in work, his/her practice is very good. However, at certain managerial levels, the company needs employees who are able to speak clearly at the meetings.
8. Ability to organize the work under his responsibility, including making work schedules, generally affects the performance of employees.
9. The leader becomes a factor that must be evaluated in assessing performance, especially for talented employees who lead and mobilize and motivate their friends to work better.
10. Interest in improving an employee's self-ability is another factor to assess an employee's performance. Efforts to improve skills can be performed, for example through cases or formal schools

### **Job satisfaction**

Job satisfaction is an evaluation that describes someone on his/her feeling; happy or not happy, satisfied or not satisfied at work suggests several aspects of job satisfaction which include (Westover et al., 2010):

1. Job Description

Aspects of job description include skills and abilities according to job qualifications, the variation of work/job, quantity and quality of work/job, level of difficulty, as well as individual responsibility in doing the job.

2. Reward

Aspect of reward includes the extent to which the benefits received by the employee are in accordance with the work they have done. A reward can be in the form of salaries, incentives, and benefits. Employees want a fair reward system.

3. Job promotion

Aspects of job promotion include the opportunity to get a higher promotion. In addition, to get promotion opportunities, this aspect also includes fairness in the promotion.

4. Work/job conditions

Aspects of work conditions include satisfaction with the environmental conditions of work such as workplaces, work spaces, and other company facilities.

5. Co-workers

Aspects of coworkers include employee satisfaction or interaction with other employees who are equal in level, subordinates, or superiors. A warm or harmonious relationship or interaction will create job satisfaction of employee.

6. Monitoring or Supervision

Aspects of monitoring or supervision include satisfaction with supervision by the superior, whether the superior objectives in doing supervision and assessment and whether the superior provides trust, support, advice, and motivation to his/her subordinates.

### **Managerial Ability**

Brown et al., (2017) States that managerial ability is the capacity to take actions of planning, organizing, implementing, and supervising done to achieve the targets set. The indicator of managerial ability in accordance with the opinions expres is the ability to take actions of planning, organizing, implementing, and supervising done to achieve predetermined goals. The indicator of managerial ability (Brenes et al., 2008):

1. Planning

Planning is the function of a manager associated with selecting the objectives, policies, procedures, and programs of alternatives. Thus, the problem of planning is a matter of selecting the best of several alternatives.

2. Organizing

Organizing is a process of determining, grouping, and managing various activities needed to achieve the goal/objective of placing people in each activity, providing the necessary tools and establishing authority that is relatively delegated to each individual who will carry out the activities.

3. Implementation

Implementation is an activity performed by the manager to guide, direct, and manage all activities of employees who have been given the tasks to do a business activity. Thus, a manager must be able to move his/her employees by providing motivation, understanding personal relationships, and group activities in completing the jobs.

4. Monitoring

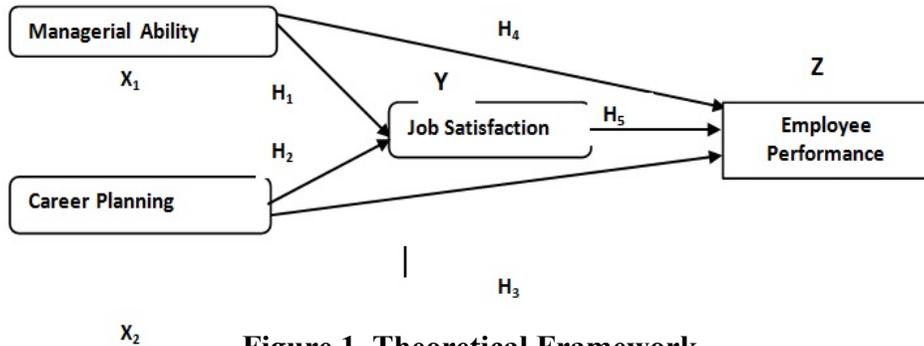
A control activity is a process to ensure that the company's objectives will be achieved. A control activity is essentially an effort to give instructions to the executors so that they always act according to the plan.

### **Career Planning**

Career planning is a plan about the possibilities of an individual member of the organization to pursue the process of promotion and position in accordance with their requirements and abilities (Muhammad 2019). There are several factors that cause organizations creating career planning :

- 1) The desire to develop and promote employees from internally.
- 2) Lack of people who can be promoted.
- 3) Desire to help on planning of individual career
- 4) Statement of great employee interest.
- 5) Desire to increase productivity.
- 6) Strengthening program responsibility
- 7) Attention to worker displacement
- 8) Personal interests of managers unit
- 9) Desire of procurement of a positive workforce.

The theoretical framework describes the relationship between the variables of Managerial Ability, Compensation, Career Planning, Job Satisfaction, and Employee Performance as described in the following :



**Figure 1. Theoretical Framework**

Based on the theoretical description stated above, the hypothesis of the research study can be proposed as follows: 1) there is an influence of Managerial Ability on Job Satisfaction of Employees in the Micro Division of People Business Partners at PT. Bank BTPN Pekanbaru Branch. 2) There is an influence of Career Planning on Job Satisfaction of Employees in the Micro Division of People Business Partners PT. Bank BTPN Pekanbaru Branch. 3) There is an influence of Managerial Ability on Employee Performance in the Micro Division of People Business Partner PT. Bank BTPN Pekanbaru Branch. 4) There is an influence of Career Planning on the Employee Performance in the Micro Division of People Business Partner PT. Bank BTPN Pekanbaru Branch. 5) There is an influence of Job Satisfaction in the Employee Performance of Micro Division of People Business Partner PT. Bank BTPN Pekanbaru Branch.

### **3. Methodology**

This research study is quantitative research. The population in this research study is employees who work at PT. Bank BTPN Tbk. Pekanbaru Branch incorporated in the Division of People Business Partner which consists of 3 Units that is Arengka Unit, Sukaramai Unit, and Sail Unit. Those are the number of employees in the Division of People Business Partner PT. Bank BTPN Tbk, Pekanbaru Branch. The population of employees in the Division of People Business Partner at PT. Bank BTPN Pekanbaru Branch with the above characteristics is 71 people.

In this research study, the variables were the managerial ability (X1), career planning (X2), job satisfaction (Y), employee performance (Z). Each variable has indicators arranged in accordance with existing concepts and theories by giving statements adapted to the existing indicators.

Considering that this research study used Path Analysis, there were some basic assumptions to fulfill the method of Trimming Theory that is The relationship between variables had to be linear. 2) The model of research study had a causal relationship with one-way causal flow (recursive model). 3) Testing was conducted partially using OLS (regression analysis). 3) Minimum endogenous variables in the interval scale. 3) Instruments of research study had to be reliable and valid (variables measured without errors). 4) Model of Research study in accordance with theory and concept.

For testing the quality of data, the research study used classic assumption test which could be described as follows: 1) Normality Test was to produce data quality; feasible or not that could be raised; the researcher associate data; factors with the Kolmogorov-Smirnov test method; the criteria if each variable produces a KSZ with P value > 0.05; it can be concluded that each variable studied was normally distributed (2). Validity Test is a measure that shows the level of reliability or validity of a measuring instrument. Test validity was performed on each instrument or questions related to variables using the *Pearson correlation* analysis method.

If the correlation between each variable indicator towards the total construct variable shows a positive value and a significant result, then it is declared valid. In this case, it was significant at 0.01 level (2-tailed). 3) Reliability Test is a construct or variable that needs to be reliable if it gives an Alpha Cronbach value > 0.60. The reliability of less than 0.6 is not good, while 0.7 can be accepted and 0.8 or above is good. (4) Mediation Analysis is to test the effect of mediating variables using path analysis method. Path analysis cannot determine causal relationships and cannot be used as a substitute for the researcher to see causality between relationships.

What can be done by path analysis is to determine the pattern of relationships between three or more variables and cannot be used to confirm or reject the imaginary cohesive hypothesis. 5) Determination Test ( $\beta^2$ ) aims to measure how far the ability of the model in explaining the variation of the dependent variable. The contribution of independent variables (percentages) can

influence the dependent variable and the remainder of (percentage) is influenced by other variables outside the research model.

To find out how much the coefficient of determination, the research study used the following formula:  $Kd = \beta_{xy}^2 \times 100\%$ ,  $H_0: \rho = 0$  = There was a significant positive influence between Managerial Ability and Career Planning on Employee Performance,  $H_a: \rho \neq 0$  = There was no significant positive influence between managerial ability and career planning on employee performance. 6) Path Analysis is used to test the amount of contribution indicated by path coefficients on each path diagram of casual relationships between variables X1, X2, X3 to Y and their impact on Z. Correlation and regression analysis are the basis of path analysis calculations.

#### **4. Empirical Findings/Result**

##### **Effect of Managerial Ability on Job Satisfaction**

The results showed that managerial ability had a positive and significant effect on job satisfaction. The size of the contribution of managerial ability based on the results of the calculation obtained correlation managerial ability variable (X1) towards Job Satisfaction (Y) was equal to 0.395 or ( $r_{yx1} = 0.395$ ). This showed a fairly strong relationship between managerial ability and job satisfaction of employee. From the results of the T-test, it was found that  $t_{count} 2,044 > t_{table} : 1,660$ , meaning that there was a positive and significant influence between managerial ability on job satisfaction. While the influence of managerial ability on job satisfaction was indicated by the path coefficient of 0.234, meaning that if the variable X2 was fixed or there was no increase in the career planning variable, then each increased in the value of one unit of managerial ability; the value of job satisfaction increased by 0.234, because of its positive effect. The influence of. managerial ability variables was also significant because the Sig number was 0.045 or smaller than 0.05.

From the results of the path analysis above, it can be found that the contribution directly has influence that between the variables of managerial ability on job satisfaction was quite strong. Furthermore, it can be concluded that the existing job satisfaction of employees who were influenced by the managerial ability of the leader was quite strong. Employees feel that they had high job satisfaction because of good managerial abilities of the leader. Therefore, the level of job satisfaction of employees at PT. Bank BTPN Tbk was quite good.

### **Effects of Career Planning on Job Satisfaction**

The results of the research study show that career planning has a positive and significant effect on job satisfaction. The size of the contribution of career planning based on the results of calculations obtained correlation career planning variables (X2) towards Job Satisfaction (Y) was equal to 0.395 or ( $r_{yx3} = 0.395$ ). This showed a fairly strong relationship between career planning and employee job satisfaction. While the results of the T-test show that  $t_{count}$  of 2.079 >  $t_{table}$  of 1.660, meaning that there was a positive and significant influence between career planning on job satisfaction. While the influence of career planning on job satisfaction was indicated by the path coefficient of 0.237, meaning that if the variable X1 was fixed or there was no increase in the managerial ability variable, then each increased in the value of one unit of career planning; the value of job satisfaction increased by 0.237, because of its positive effect. The influence of the career planning variable is also significant because the Sig number was 0.041 or smaller than 0.05.

From the results of the path analysis above, the contribution directly had influence that between careers planning variable on job satisfaction was quite strong. Opportunities for promotion, supervision, and good work colleagues will have a positive influence on job satisfaction. The existence of fair job promotion opportunities, good quality supervision from superiors, and harmonious relations between employees in the company will improve job satisfaction of employees (Muindi 2011; Hamsal 2021). Therefore, the conclusion of the researcher that employee career planning at PT. Bank BTPN Tbk was running well.

### **The Effect of Managerial Ability on Employee Performance**

The results show that managerial ability has a positive and significant effect on Employee Performance. The size of the contribution of managerial ability based on the results of the calculation obtained correlation managerial ability variable (X1) towards employee performance (Z) is equal to 0.587 or ( $r_{zx1} = 0.587$ ). This shows a fairly strong relationship between managerial ability and employee performance. Whereas from the results of the t-test it is found that  $t_{count}$  of 3,676 >  $t_{table}$  of 1,660, means that there is a positive and significant influence between managerial ability on employee performance. While the influence of managerial ability on employee performance is shown by the coefficient of the path of 0.339, means that if the variable X2 is fixed or there is no increase from the career planning variable, then each increase in the value of one unit of managerial ability, then the value of employee

performance increases by 0.339, because of its positive influence. The influence of managerial ability variables is also significant because the number of Sig is 0,000 or less than 0.05.

### **The Effect of Career Planning on Employee Performance**

The results showed that career planning has a positive and significant effect on employee performance. The size of the contribution of career planning based on the calculation results obtained by the correlation of career planning variables (X2) on Employee Performance (Z) was equal to 0.508 or ( $r_{zx3} = 0.508$ ). This showed a fairly strong relationship between career planning and job satisfaction of employee. Whereas from the results of t-test, it was found that  $t_{count}$  was 2,406 >  $t_{table}$  of 1,660, meaning that there was a positive and significant influence between career planning on job satisfaction. Whereas the influence of career planning on job satisfaction was shown by the path coefficient of 0.222, meaning that if the variable X1 was fixed or there was no increase from the managerial ability variable, then each had increase in the value of one unit of career planning; the value of job satisfaction increased by 0.222, because of its positive influence. The influence of career planning variable was also significant because the Sig number was 0.019 or smaller than 0.05. From the results of the test above, it was found that the contribution of the influence of career planning variable on employee performance was quite strong. From an individual's perspective, to achieve career success or a sense of pride and achievement might make him/her improve his/her performance (Ogunola 2013). Effective career planning considers an organization-centered perspective and an individual-centered perspective.

### **Effect of Job Satisfaction on Employee Performance**

The results showed that job satisfaction has a positive and significant effect on employee performance. The size of the contribution of job satisfaction based on the calculation results obtained by the correlation of job satisfaction variables (Y) on Employee Performance (Z) was equal to 0.533 or ( $r_{zy} = 0.533$ ). This shows a fairly strong relationship between job satisfaction and employee performance. Whereas from the results of t-test, it is found that  $t_{count}$  of 2,171 >  $t_{table}$  of 1,660, meaning that there was a positive and significant influence between job satisfaction on employee performance. While the effect of job satisfaction on employee performance was shown by the path coefficient of 0.208, meaning that if the variables X1, X2, and Y remain the same or there was no increase in managerial ability and career

planning variables; then each had increase in the value of one unit of work satisfaction, and the value of employee performance increased by 0.208, because of its positive influence. The influence of job satisfaction variables was also significant because the Sig number was 0.034 or less than 0.05.

From the results of the analysis of the data above, there was a direct effect of the job satisfaction variable on employee performance, which the value showed a fairly strong contribution. Therefore, it could be concluded that the effect caused by the job satisfaction variable on employee performance was quite strong.

Furthermore, by using path coefficients it can be calculated the causal influence between variables that can be divided into three, that is In summary, can be seen in the following table :

**Table 3: Decomposition of the influence of each variable**

Variable Influence	Causal Influence		
	Directly	Indirect	Total
Managerial Ability on Job Satisfaction	0,234		0,234
Career Planning on Job Satisfaction	0,237		0,237
Managerial Ability on Employee Performance	0,339	$(0,234 \times 0,208) = 0,049$	0,388
Career Planning on Employee Performance	0,222	$(0,237 \times 0,208) = 0,049$	0,271
Job Satisfaction on Employee Performance	0,208		0,208

From table 3 it depicts that the direct effect of managerial ability variable on employee performance turns out to provide the greatest contribution with the highest path coefficient value, which is 0.388. This means that the managerial ability of the leader in the Division of people business partner PT. Bank BTPN Tbk. Pekanbaru Branch was quite good, so that employee performance increases. To improve the performance of company employees is not enough just to give a good career path. But also the ability of the leader to take actions in planning, organizing, implementing, and supervising employees to achieve the goals set.

To improve employee performance, leader must be able to choose policy, program from alternatives that are in the job description established; the leader shall also place the right people in a work activity, provide guidance,

give direction and motivation to employees and perform monitoring controls so that the employee acts according to the plan and ensure that the company's goals will be achieved (Rothwell 2010).

## **5. Conclusion**

Based on the results of data analysis and the results of hypothesis testing, it is found that: 1) There is an influence of managerial ability on job satisfaction, meaning that managerial ability of the leader can provide job satisfaction to employees. Therefore, it can be concluded that the job satisfaction of employees influenced by the managerial ability of the leader is quite strong. Employees have high job satisfaction because of a good managerial ability of the leader so that the level of employee satisfaction in the micro division of people business partner PT. Bank BTPN Tbk. Pekanbaru Branch is quite good. 2) There is the influence of career planning on job satisfaction, meaning that career planning can provide job satisfaction on employees. Career planning contributes positively and significantly on the job satisfaction of employee. The career planning of employees PT. Bank BTPN Tbk. is running well. 3) There is an influence of managerial ability on employee performance, meaning that managerial ability of the leader can improve employee performance. Managerial ability contributes positively and significantly on employee performance. At PT. Bank BTPN Tbk. Pekanbaru Branch, employee performance will increase because the leader has a good managerial ability. 4) There is an influence of career planning on employee performance, meaning that career planning for employees can improve employee performance. Career planning at PT. Bank BTPN Tbk. Pekanbaru Branch is running well so that the performance of its employees has increased. 5) Job satisfaction has a significant positive effect on employee performance which means that job satisfaction perceived by employees can improve performance. Employees of PT. Bank BTPN Tbk. Pekanbaru Branch has good job satisfaction that makes the performance of their employee's increases.

## **References:**

- Brown, T. L., Potoski, M., & Van Slyke, D. M. (2017). Managing public service contracts: Aligning values, institutions, and markets. In *Debating Public Administration*(pp. 155-175). Routledge.
- Brenes, E. R., Mena, M., & Molina, G. E. (2008). Key success factors for strategy implementation in Latin America. *Journal of Business research*, 61(6), 590-598.

- Grant, A. M. (2012). Leading with meaning: Beneficiary contact, prosocial impact, and the performance effects of transformational leadership. *Academy of management journal*, 55(2), 458-476.
- Hamsal, H. (2021). Pengaruh Gaya Kepemimpinan, Komitmen Organisasi dan Budaya Organisasi Terhadap Kepuasan Kerja dan Kinerja Pegawai Universitas Islam Riau. *INVEST: Jurnal Inovasi Bisnis dan Akuntansi*, 2(1), 15-29.
- Janssen, O., & Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. *Academy of management journal*, 47(3), 368-384.
- Muhammad, Y. (2019). The Effect of Training, Career Development to Competencies and Employee Performance (Study at PT. Semen Baturaja Indonesia). *IOSR Journal of Humanities And Social Science (IOSR-JHSS)*, 24(9), 69-79.
- Ogunola, A. A., Kalejaiye, P. O., & Abrifor, C. A. (2013). Management style as a correlate of job performance of employees of selected Nigerian brewing industries. *African Journal of Business Management*, 7(36), 3714-3722.
- Rothwell, W. (2010). *Effective succession planning: Ensuring leadership continuity and building talent from within*. Amacom.
- Thomas, J. P., Whitman, D. S., & Viswesvaran, C. (2010). Employee proactivity in organizations: A comparative meta-analysis of emergent proactive constructs. *Journal of occupational and organizational psychology*, 83(2), 275-300.
- Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2021). Achieving effective remote working during the COVID-19 pandemic: A work design perspective. *Applied psychology*, 70(1), 16-59.
- Westover, J. H., Westover, A. R., & Westover, L. A. (2010). Enhancing long-term worker productivity and performance: The connection of key work domains to job satisfaction and organizational commitment. *International Journal of Productivity and Performance Management*.