Analysis of the Influence of Leadership and Competence on Career Development Through Self-Actualization at PT Bank Perkreditan Rakyat X

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Abstract. This study aimed to determine the effect of leadership and competence on career development through employee actualization. This study uses primary data from the questionnaires' results and secondary data from company archive data. The method used in this research is descriptive quantitative, which describes the processed quantitative data. The results showed that the leader's role had an effect on employee self-actualization, competence had an effect on employee self-actualization, and self-actualization had an effect on career development.

Keywords: Leadership · Competence · Self-Actualization · Career Development

1 Introduction

The success of organizational goals is strongly influenced by human behavior. Human resources have a significant role in realizing organizational goals. According to [1], human resources (HR) in a company organization is the key to the company's success because HR is the one who designs, installs, operates, and maintains the integral system, both input (material, information), process (machinery, equipment, software) and outputs (physical products, services).

Human resources are the main assets for organizations that are planners and active actors in various organizational activities where human resources have thoughts, status, and educational backgrounds whose mindsets can be brought into an organizational environment (Khaeron, 2009) [2]. The company's success is determined by human resources to achieve the growth and development of the company. To achieve success, the company must create human resources with the skills to encourage employee performance. In achieving success in managing human resources in an organization, it takes the role of leaders who can assess and support the career advancement of their subordinates.

Leadership in organizations has been understood and considered as something that is very instrumental and affects all aspects of the organization both directly and indirectly. The existence and actions of leaders determine the success of activities in the organization. One of the roles of a leader is to assess potential candidates according to the

characteristics required by the company. According to Rivai and Mulyadi (2011) [3], a leader is a person who can influence others. Leaders function to direct their subordinates to continue to develop and progress.

A leader in maintaining the continuity of the organization's operations must pay attention and try to influence and encourage his employees. Without leadership or guidance, the relationship between the individual and company goals becomes tenuous (weak) because individuals work only to achieve personal goals while the company moves to achieve common goals. The role of the leader is also very influential in increasing the competence of his subordinates so that their careers can develop.

One factor that supports an organization's success is the competence of the organization's workers. Based on the opinion of Romberg (2007) [4], the competence possessed by an employee is measured by high ability, sufficient work experience, qualified expertise, and educational background in accordance with his profession. Competence is described by Liestyodono and Purwaningdyah (2008) [5] as skills, abilities, and knowledge possessed by individuals who are within themselves and whom, with these abilities, can apply affective, cognitive, and psychomotor behaviors as they should and as optimally as possible. Based on Simanjuntak's (2005) [6] opinion, competence can improve and expand work skills. People who do the same job over and over will have a high skill level and can get the job done quickly. The more jobs that are carried out continuously by a person, the broader and more extensive work experience will be, and the potential to improve the quality of his work.

According to Sudarmanto (2009) [7], competence shows the attribution of employee quality that significantly affects work performance. Competence shows all the things that employees do at various levels in their workplace and shows the standards of each level in detail, shows the characteristics of the skills and knowledge needed by employees that help them to carry out their respective responsibilities and roles efficiently so that professional work standards can be achieved and obtain optimal performance work. According to Wibowo (2009) [8], one way to achieve high competence for employees is to provide training in accordance with their roles and duties in the workplace.

Career development is closely related to human resource development. According to [1], career development is one of the functions of human resource management to help individuals to plan their future careers in the company concerned, with the hope of helping the company in achieving its goals and, on the other hand, also helps the individual in achieving maximum self-development. Career development leads to personal improvement or improvement that is sought by individuals and organizations to choose career goals and paths. Career development is carried out to ensure the organization's sustainability and enrich its human resources by aligning individual needs with the organization's needs.

Career development needs to be carried out by organizations, both private and public, not least in the banking business at PT BANK PERKREDITAN RAKYAT X. This is done for the sake of continuity of positions at all levels of management, considering the regulations of the Financial Services Authority (OJK) and the GMS which regulate the term of office in the People's Credit (BPR) business sector.

In addition to being a company's demand, showing competence is also necessary for every employee. The need to express the potential of each employee is called self-actualization, so there is a reciprocal relationship between the company and employees. Self-actualization is a means for employees to be able to show their potential. According to Robbins (2018) [9], the need for self-actualization is a person's need to be able to become what he wants according to his potential. An individual with a strong desire for self-actualization will continually explore and develop his potential to feel satisfied with his achievements.

This research was conducted at one of the banking companies, namely PT Bank Perkreditan Rakyat (BPR) Pijer Podi Kekelengen. The role of leaders in guiding their subordinates through career development can encourage and influence employees to achieve common goals. The challenge faced by PT BANK PERKREDITAN RAKYAT X is to prepare leaders for a term of office in accordance with the regulations of the Financial Services Authority (OJK) and the General Meeting of Shareholders (GMS) in the company, so the company must prepare career management properly.

PT BANK PERKREDITAN RAKYAT X was established on January 11, 1993, having its address at Jalan Jamin Ginting Km. 45 Sukamakmur, Sibolangit District, Deliserdang Regency 20357. The vision of PT Pijer Podi Kekelengen is "to be a bank that is happy to serve and innovative in technology". Along with the company's current development, PT BANK PERKREDITAN RAKYAT X already has branch offices spread across several cities. The rapid development of the banking business with a far different landscape from before has forced PT BANK PERKREDITAN RAKYAT X to require qualified human resources. One of the things that PT BANK PERKREDITAN RAKYAT X must do is to ensure the availability of qualified candidates to lead the company's sustainability in the direction that has been set to develop and be able to compete in the future. Based on the description of the background above, the researchers intend to research how the influence of leaders and competencies on career development through self-actualization at PT BANK PERKREDITAN RAKYAT X.

1.1 Research Problems

Based on the background of the problems that have been described, the research problems formulated in this study are as follows:

1. Does the role of the leader affect self-actualization?
2. Does competenceaffect self-actualization?
3. Does leadership affectcareer development?
4. Do competencies affect career development?
5. Does self-actualization affect career development?
6. Does the role of the leader affect career development through self-actualization?
7. Does competence affect career development through self-actualization?

1.2 Research Objectives

Referring to formula problem study on so target from study this are:

1. For dissecting and describing _ influence role leader to actualization self.

2. To dissect _ and describe _ influence competence to actualization self.
3. To dissect _ and describe _ influence role leader to development career.
4. To dissect _ and describe _ influence competence to develop a career.
5. To dissect _ and describe _ influence actualization self to development career.
6. To dissect _ describe, and _ influence role leaders to develop a career through actualizing self.
7. To dissect _ and describe _ influence competence to develop a career through actualizing oneself.

1.3 Leadership

According to Sutrisno (2011) in Wiratama and Sintaasih (2013) [10], leadership is the process of directing and influencing activities related to group members' tasks. Rivai and Mulyadi (2011) [11] suggest that leadership is a process of influencing, determining organizational goals, motivating follower behavior to achieve goals, and influencing to improve the group and its culture. Siagian (2001) in Matalia (2012) [12] suggest that leadership is a person's ability to influence others in such a way that other people want to do the leader's will even though he may not like them.

According to Matalia (2012) [13], the factors that influence leadership include the attitude and behavior of leaders being exemplary, good and clear division of work tasks, quick and wise decision making, guidance to subordinates, and providing feedback. Hersey and Blanchard (1996), in Brahmasari and Suprayetno (2008) [14] use indicators, namely, telling, selling, participating, and delegation. Nowack (2004) in Hidayat (2013) [15] uses eight indicators to measure leadership construction called the Leadership Effectiveness Index: competence, fair treatment, work climate, superior ideas, attention, involvement of subordinates, cooperation, and opportunities for interaction.

1.4 Competence

Competence comes from the word competence which means skill, ability, and authority, quoted by Sutrisno (2009) in Sandy (2013). Etymologically, competence is defined as a behavioral dimension of expertise or excellence of a leader or staff who has the skills, knowledge, and behavior the good one.

Based on Law No. 14 of 2005 concerning teachers and lecturers competence is a set of knowledge, skills, and behaviors that must be possessed, internalized, and mastered by teachers or lecturers in carrying out professional duties. The definition of competence according to Government Regulation No. 101 of 2000 quoted by Sutrisno (2009) in Sandy (2013), "Competence is the ability and characteristics possessed by a civil servant in the form of knowledge, attitudes, and behavior required in his duties and positions (article 3).

Competence is an individual's capacity to deliver at a good level at work, including one's capacity to move and apply these abilities and information in new circumstances and increment, concurred benefits. According to Wibowo (2016), competence is a capacity to do or play out a task or undertaking given abilities and information and is upheld by the work demeanor expected by the gig. In this way, capability shows abilities or information portrayed by impressive skill in a specific field as the main thing, as the unrivaled of that field.

1.5 Career Development

According to Handoko (2008), Career development is a person's personal enhancement to achieve a career plan. The above statement is supported by Harlie (2010), career development is an increase in personal abilities that a person has done to achieve career planning. According to Jayusman and Khotimah (2012), career development is a condition that indicates an increase in a person's status in the organization on a career path that has been determined in the organization concerned.

Handoko (2008) said that the starting point of career development starts with the employees themselves. Everyone is responsible for the development or advancement of his career. Several career development activities can be carried out with aspects that include: work performance, exposure, request to quit, organizational loyalty, mentors and sponsors, and growth opportunities. Jainuri (2013), indicators used are work performance, organizational loyalty, mentors and sponsors, and growth opportunities.

1.6 Self-Actualization

According to Cambridge's dictionary, self-actualization is a person's desire to use all abilities to achieve whatever they want and can do. In the Big Indonesian Dictionary (KBBI), actualization comes from the word actual, which means it exists or actually, then the word actualization means to make something exist. So, according to the KBBI, self-actualization is an effort made by a person to express himself truly. Self-Actualization is one of the peaks or the highest level of needs in humans regardless of ethnicity or origin, according to Maslow (2018).

2 Research Methods

The type of research based on the data used in this study is quantitative research type. The population in this study were all employees at the middle and lower management levels at PT BANK PERKREDITAN RAKYAT X, amounting to 218 people. Determination of the number of samples in this study using the slovin method with a justified error rate of 5%.

The formula for the slovin method approach is as follows:

$$n = \frac{N}{1 + Ne^2}$$

where:

N: population size
e: error
n: sample size

Primary data were obtained directly from the respondents, namely through a questionnaire using a Likert scale with 5 choices, namely Strongly Disagree (STS), Disagree (TS), Neutral (N), Agree (S), and Strongly Agree (SS) (Fig. 1).

Secondary data in this study were obtained from several sources, namely relevant literature and company documents related to the research. Secondary data aims to support the data information in this study.

Answer	Scale
Strongly Disagree (STS)	1
Disagree (TS)	2
Neutral (N)	3
Agree (S)	4
Strongly Agree (SS)	5

Fig. 1. Likert Scale

2.1 Validity and Reliability

The data validity in this study used the Confirmatory Factor Analysis (CFA) method. Calculating the adequacy of CFA is measured using the outer loading. If the outer loading value is 0.7, then it is declared to have validity. The small outer loading value shows that factor analysis cannot be used because other variables cannot explain the correlation between pairs of variables.

The measuring instrument used in this study is the Cronbach Alpha coefficient. According to Ghozali (2006), Cronbach's Alpha coefficient value must be above 0.60 so that the instrument's consistency is quite good.

2.2 Data Analysis Method

The analysis used is descriptive statistics, a data analysis technique that describes or presents a summary in tabulated form based on the processed data. This research uses a data analysis method using Partial Least Square (PLS) test. According to Solimun (2015), the Partial Least Square (PLS) test is an approach to structural equations or Structural Equation Modeling (SEM) based on components or variants.

The Partial Least Square (PLS) test is carried out as follows:

1. Outer model (measurement model evaluation)

Outer model (evaluation of the measurement model) consists of a convergent validity test, a discriminant validity test, and composite reliability.

Convergent validity can be seen by looking at the outer loading value. If the outer loading value is 0.708 or greater, it is declared to have good convergent validity. Another method used to determine convergent validity can be seen from the average variance extracted (AVE) value. If the AVE value is more than 0.5, it is declared good convergent validity. If the AVE value is >0.5. It can be concluded that the average construct explains more than half of the indicator variance.

Discriminant validity can be seen from the cross-loading value of the indicator variables for each latent variable if the value of cross-loading on other latent variables is declared valid. The cross-loading value >0.70 is valid as an indicator that measures the construct.

Composite reliability has a size indicator based on the composite reliability value and Cronbach's alpha value. A construct is declared reliable if it has a composite reliability value and Cronbach's alpha value is above >0.7.

2. Evaluation of the structural model (inner model)

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Extracted Variance (AVE)
X1	0.890	0.954	0.930	0.815
X2	0.771	0.799	0.867	0.686
Y1	0.820	0.839	0.892	0.734
Y2	0.846	0.854	0.907	0.764

Fig. 2. Validity and Reliability Construct

According to Ghozali and Latan (2014), the evaluation of the structural model (inner model) is a model that connects exogenous latent variables with endogenous latent variables. This structural model is evaluated using the coefficient of determination (R^2) contained in the partial least squares (PLS) model by looking at the R-Square of each latent variable.

a If the R^2 value is 0.67, then the model is categorized as good,
b If the R^2 value is 0.33, then the model is categorized as moderate,
c If the R^2 value is <0.33, then the model is categorized as weak.

3. Hypothesis testing

In testing the basic hypothesis, decision-making is seen from the value of t-statistics and probability values. Hypothesis testing has criteria, namely:

a If the value of t-statistics $>$ ttable (1.96) and $p < 0.05$, then H0 is rejected and Ha is accepted,
b If the value of t-statistics $<$ ttable (1.96) and $p > 0.05$, then H0 is accepted, and Ha is rejected.

3   Results and Discussion

3.1   Outer Model

The results of the outer model using smartPLS can be seen in the following table:
In Fig. 2, it can be seen the validity and reliability of the constructs on each variable. In the X1 variable, Cronbach's alpha value is $0.89 > 0.7$ and the average variance extracted (AVE) value is $0.815 > 0.5$, so the X1 variable is valid and reliable. Furthermore, the X2 variable has a Cronbach's alpha value of $0.771 > 0.7$ and an average variance extracted (AVE) value of $0.686 > 0.5$, so X2 is valid and reliable. Then Y1 has a Cronbach's alpha value of $0.82 > 0.7$ and has an AVE value of $0.734 > 0.5$ then the Y1 variable is also valid and reliable; in Y2, the Cronbach's alpha value is $0.846 > 0.7$, and the AVE value is $0.764 > 0.5$, then Y2 is valid and reliable.

3.2   Inner Model

In the inner model, the influence of each variable, either directly or indirectly, will be seen. The direct influence relationship can be seen in the following table:

Table 1. Direct Influence

	X1	X2	Y1	Y2
X1			0.392	0.054
X2			0.510	0.358
Y1				0.589
Y2				

Table 2. Indirect Influence

	Specific Indirect Influence
X2 -> Y1 -> Y2	0.300
X1 -> Y1 -> Y2	0.231

In Table 1 it can be seen that the direct effect of X1 on Y1 is 0.392 and X1 on Y2 is 0.054. Furthermore, the direct effect of X2 on Y1 is 0.510, and X2 on Y2 is 0.358. The direct effect of Y1 on Y2 is 0.589.

The indirect influence of each variable can be seen in the following table:

Table 2 shows that the effect of X1 on Y2 through Y1 is 0.300, while the effect of X2 on Y2 through Y1 is 0.231.

3.3 Hypothesis Testing

To find out the hypothesis test of this research can be seen in the following figure:

In Fig. 3, it can be seen the results of the statistical t-test of the direct influence of each variable. The relationship between X1 and Y1 has a t-statistic value of 2.717 and X1 to Y2 of 0.464. The relationship between X2 and Y1 has a t-statistic value of 3.795, and X2 to Y2 is 3.284. Meanwhile, the relationship between Y1 and Y2 has a t-statistical value of 5.148.

To find out the results of the statistical t-test for the indirect influence of each variable, it can be seen in the following table:

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (| O/STDEV |)	P Values
X1 -> Y1	0.392	0.403	0.144	2,717	0.007
X1 -> Y2	0.054	0.061	0,117	0,464	0,643
X2 -> Y1	0,510	0,494	0,134	3,795	0.000
X2 -> Y2	0,358	0,374	0,109	3,284	0.001
Y1 -> Y2	0,589	0,571	0,114	5,148	0.000

Fig. 3. T-Test of Direct Influence Statistics

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (| O/STDEV |)	P Values
X2 -> Y1 -> Y2	0.300	0.283	0.096	3,122	**0.002**
X1 -> Y1 -> Y2	0.231	0.230	0.094	2,450	**0.015**

Fig. 4. T-Test of Indirect Influence Statistics

In Fig. 4, it can be seen that the statistical t-test value of the relationship between X1 and Y2 through Y1 is 3.122, while the relationship between X2 and Y2 through Y1 is 2.450.

4   Conclusion

1. Leader role impact by direct positive to employee self-actualization. This thing shows that the more tall intention role leader directs his subordinates, the higher the motivation employee fulfills needed to actualize himself. Because of that, a leader must understand and dominate the role as a leader not only limit controlling boss _ performance subordinates but also motivate subordinates and allow fulfilling more needs _ high.
2. Role leader impact by direct positive towards career development employees. Leader company as superior direct must Becomes raters who provide feedback on employee performance results, give same opportunity _ to every employee and To do evaluation results work by fair as ingredient consideration for promotion.
3. Competence _ impact by direct positive to employee self-actualization. This thing show level of competence possessed by _ employee will influence the motivation employee in Fulfill needs actualization himself. The employee must have attitude and discipline in work although without supervision direct from the leader as well as capable find the method and right solution _ to complete her job.
4. Competence _ impact by direct positive to employee career development. Required competencies _ developed increase skill in field profession each employee moment this. Because of that company needs to give relevant training _ related to the field work of employees.
5. Actualization self impact by direct positive towards career development. The company must give the same opportunity _ to get new authority, give opportunity for repair self employees, as well as to give and facilitate employee for developing the potential it has.
6. Leader role impact positive on career development through employee self-actualization. Influence role leader to development career employee through variable mediation actualization self bigger than influence by direct role leader to development career. Therefore, a role leader as an appraiser, communicative, advisor, and mentor is very needed by the employee to develop his career through the actualization self of the employee.
7. Competence impact _ positive towards career development through employee self-actualization. Influence competence to development career employee through variable mediation actualization self smaller than influence by direct competence to development career. With thereby level of competence Becomes wrong one factor essential

in the evaluation and promotion development of career employees. A high level of competence could help an employee reach development in his career without the need to fulfill the actualization of self more first.

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