

Personality And Career Development Planning Towards Work Commitment of Managerial Level Employees Bank Riau Kepri Syariah

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Article Information	Abstract
<p>Article History: Received: March 2024 Accepted: April 2024 Published: April 2024</p>	<p>This research aims to describe the influence of personality and career development planning on the work commitment of managerial level employees at Bank Riau Kepri Syariah. This research is based on the phenomenon of many employees opening new businesses while violating regulations at Bank Riau Kepri Syariah and based on data during 2020, there were 35 employees who resigned, some of whom were managerial level employees for reasons of moving to another company or opening their own business. This research was conducted at Bank Riau Kepri Syariah, Riau Mainland Region. The sampling technique used was stratified random sampling with a total sample of 159 managerial level employees. Data collection techniques using questionnaires. The data analysis technique used is the Smart PLS Structural Equation Modeling (SEM) equation model. Based on the results of research on path analysis, it shows that there is an influence of personality on the work commitment of Bank Riau Kepri Syariah managers. Then, the next path analysis proves that there is an influence of career development planning on the work commitment of Bank Riau Kepri Syariah managers.</p>
<p>Keywords: Personality; Career Development Planning; Commitment</p>	
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<p>DOI: https://doi.org/10.5281/zenodo.11158060</p>	

INTRODUCTION

The corporate world is currently developing at an ever-increasing rate, which has led to considerable changes in infrastructure, human resource management, production, marketing, competitiveness, customer service, and company-consumer connections. With this big shift, businesses will be able to thrive, compete, and stay up to date with technology advancements in the Industry 4.0 age. A company needs trustworthy Human Resources (HR) who can handle and keep up with these varied changes in order for it to be able to adapt to change (Nasution, 2021). Because human resources are a company's most valuable asset and its future viability, their management has a significant impact on employee performance. It is the responsibility of managers to make the best use of the resources at their disposal in order to accomplish company or organizational objectives (Dessler, 2016).

A business providing financial services is among those that need to be able to adapt and compete (Koshksaray, 2020). In order to satisfy their clients' demands, banking service providers always work to adapt. It is hoped that if the bank is able to satisfy the needs of its clients, they would remain faithful and utilize the bank's services for all of their transactions. Therefore, trustworthy banking human resource management is required if the bank is to be able to compete with other banks.

Currently holding Regional Owned Enterprise (BUMD) status for both the Province of Riau and the Riau Islands, Bank Riau Kepri (BRK) is one of the regionally owned banks in the province. When it was first founded, in compliance with Law No. 13 of 1962 regulating Regional Development Banks, BRK was known as the Riau Kepri Regional Development Bank. The name of PD was altered in accordance with the April 26, 2010, EGMS decision. In compliance with the 23 September 2010 Decree of the Governor of Bank Indonesia No. 12/59/KEP.GBI/2010, Riau Regional Development Bank becomes PT. Riau Kepri Regional Development Bank, or simply PT. Bank Riau Kepri (Bank Riau Kepri Website, 2021).

Islamic nations were the first to adopt sharia banking, which evolved from traditional banking due to the desire to establish a profit-sharing structure. The first Bank Islam Indonesia was founded in 1990 by the Indonesian Ulema Council. This bank is growing so quickly that all groups are paying more attention to it. This was the precursor to the beginning of the transition of regular banks to sharia banks. In tandem with the growth of sharia banking in Indonesia, BRK also made a proposal to become one of the country's sharia banks. On May 21, 2004, the operational permission processing was forwarded to Bank Indonesia.

In order to become BRK Syariah, BRK got an issuance permit from the OJK on July 4, 2022. This allowed BRK to begin processing applications for payment system permits from Bank Indonesia, as well as requests pertaining to the Ministry of Finance, the Directorate General of Taxes, and other departments. The Republic of Indonesia's Vice President, K.H. Ma'ruf Amin, formally approved Bank Riau Kepri (BRK) to become BRK Syariah (BRKS) on August 25, 2022.

Work dedication is the most crucial quality that employees should possess. Work commitment to an organization is defined by Robbins and Judge (2014) as when employees support a certain organization and its objectives and plan to stay members of that organization. Meyer and Allen (2010) define commitment as a person's strong acceptance of the organization's and their own aims and values, as well as their attempt to work toward those goals and their strong desire to stay in the organization. According to Byron (2010), work commitment is a human quality that involves dependability and trustworthiness.

Being a regional bank, BRKS has built its operations to preserve its employees' dedication to their jobs. Every BRKS employee is forbidden by their employment contract from conducting business or engaging in any business-related activities. But the truth is that many workers in the industry launch their own companies or enterprises, such as becoming merchants or entrepreneurs in the real estate and food industries. This indicates that there is a discrepancy between the actual circumstances and the BRKS regulations. Aside from that, 35 employees, some of them were managers, left the company to start their own

enterprises or go to another company, according to data for 2020. When an employee perceives that there is a well-defined career path opportunity, he or she will be more motivated to work hard and perform well since they will have the chance to advance along the company's career path.

Work commitment from employees will be correlated with their performance within the organization. Kawiana et al. (2018) found that employee performance was positively and significantly impacted by commitment. In the meantime, Yulanda (2017) discovered that employee motivation and commitment affect worker performance. The aforementioned data demonstrates how crucial an employee's work commitment is. One factor that has to be taken into account in order to encourage employees' work commitment is their personality.

A person's personality is a dynamic organization within them that functions as a psychophysical system and creates their unique coping mechanisms and behavioral traits (Allport, 2005). All ideas, feelings, behaviors, and levels of consciousness and unconsciousness are included in personality. People adjust to their social and physical environments based on their personalities. People should strive to keep all aspects of their personalities harmonious and united when growing them (Alwisol, 2014).

The study by Thiruvarasi & Kamaraj (2017) indicates that employee personality has a big impact on how committed an employee is to their work. This study demonstrates that workers at the managerial level are dedicated to their jobs based on their personality types.

Planning for career growth is a crucial aspect that employees should consider in order to enhance their level of job dedication. When an employee perceives that there is a well-defined career path opportunity, he or she will be more motivated to work hard and perform well since they will have the chance to advance along the company's career path. The organization, the job, and determining career routes that offer logical advancement for people between roles in the company are the three main focuses of career development planning (Mathis and Jackson, 2006).

According to Marwansyah (2015), there are two viewpoints on careers, which are as follows: A person's career can be defined as the assortment of occupations they take on over the course of their lifetime. On the other hand, a career include age-related changes in motivation, values, and attitudes. Both viewpoints emphasize the individual and operate under the premise that people have agency over their own fate, allowing them to seize opportunities and optimize their professional fulfillment. Research by Ifeoma et al. (2020), Reardon et al. (2020), and Hidayati et al. (2018) has shown that career development planning for employees has a favorable impact on employee performance.

Every employee at BRKS is assured of having access to chances for future career planning and development. The requirements are as follows: 1) the worker must have completed the minimum number of years of service, 2) the worker must have completed the required amount of education, 3) years of service, 4) passing the competency test, 5) the worker must have maintained a minimum performance assessment of good for two years in a row, 6) behave well and follow company policies, and 7) be willing to participate in the promotion selection process.

BRKS personnel are known to have a specific grade (position level) based on employee data from the BRKS Human Resources Management division. For BRKS managing level staff, grades range from 12 to 18, with 18 being the highest grade. In addition to considering an evaluation of the worker's performance, BRKS employees' grades are also determined by the duration of their employment. Employees of BRKS must fulfill the following requirements in order to be eligible to participate in the promotion selection process: a minimum of four years of service is required for executive positions, two years for pinsi posts, and so on.

The grade level information for BRKS managing level workers is listed below according to position.

Table 1. BRKS Employee Grades Based on Position

No	Position	Grade
1	Division Leader	17-18
2	Main Branch/Branch Leader	15-16
3	Desk Leader	15-16
4	Section Leader	14-15
5	Head of Branch Division	14-15
6	Sub-Branch Leader	14
7	Shop Leader	12
8	Branch Section Leader	12
9	Sub-branch Section Leader	12

Employees who should have been promoted and who met the requirements of the promotion provisions were unable to do so because of a lengthy waiting period; this occurred because the employee in question was still employed or had not yet retired. The results of the employee interviews revealed gaps in the regulations and facts pertaining to the field. This means that some workers have been at their jobs for decades, yet they haven't had the chance to advance to a more senior role. Naturally, this implies that workers who merit a promotion will have to wait for a future chance till the post becomes available.

Among the factors include, for instance, inconsistent performance evaluations and being assigned a fair or minus rating; lack of opportunity; inability to compete with other staff members; low conversion; and assessments of performance and culture/behavior. Nonetheless, some employees receive promotions to advance in grade despite receiving low assessment scores, such as for misbehavior. This demonstrates the discrepancy between the actual circumstances and the regulations that govern BRKS. In actuality, management is aggressively focusing on employee behavior-based assessment at the moment.

This essay aims to review a number of topics based on the background description provided above, specifically:

1. The impact of employee personality on managerial level workers' work commitment at Bank Riau Kepri Syariah.
2. The impact of career development planning on managerial staff members at Bank Riau Kepri Syariah's degree of job commitment.

RESEARCH METHOD

This research was done to test a hypothesis about the causal relationship between one or more independent variables (influence) and one or more dependent variables (influenced), to determine the influence of one variable on another variable on the cause of the occurrence. The type of research used in this study is causality research (Ferdinand, 2014). The study was carried out in the Riau Mainland Region at Bank Riau Kepri Syariah. The study was carried out between September 2021 and May 2022. 159 managerial level employees made up the sample in this study, which used stratified random sampling as its sampling strategy. ways for gathering data using surveys. The Smart PLS Structural Equation Modeling (SEM) equation model is the data analysis method that is employed. A table of dimensions for each variable is provided below:

Table 2. Dimensions of Research Variables

No	Variable	Dimension
1	Personality (X1) (Allport, 2005)	1. <i>Openness to experience</i> 2. <i>Conscientiousness</i> 3. <i>Extraversion</i> 4. <i>Agreeableness</i> 5. <i>Neuroticism</i>
2	Career Development Planning (X2) (Mathis and Jackson, 2006)	1. Organizational policies 2. Work performance 3. Educational background 4. Training 5. Work experience 6. Socialize
3	Work Commitment (Y) (Robbins and Judge, 2014)	1. Affective commitment 2. Continuous commitment 3. Normative commitment

RESULTS AND DISCUSSION

Result

a. Descriptive Analysis

Personality Variables (X1)

Table 3 below displays the tabulation results of respondent answer data based on the personality factors of managerial level personnel of Bank Riau Kepri:

Table 3. Respondents' Responses Based on Personality Dimensions of Managerial Level Employees at Bank Riau Kepri Syariah

No	Dimension	Average	Category
1	Openness to experience	3,46	Good
2	Conscientiousnes	3,44	Good
3	Extraversion	3,66	Good
4	Agreeableness	3,20	Enough
5	Neuroticism	3,27	Enough
Dimensional average		3,40	Good

It is evident from Table 3 above that respondents' average scores on personality traits fall between 3.20 and 3.66. It may be inferred from these five dimensions that the average personality variable score in the good category is 3.40. With an average score of 3.66 in the good category, the extraversion dimension has the highest average score. This indicates that most BRKS managerial level employees are people who are communicative, sociable, firm, and have a tendency to be enthusiastic, easily motivated, and easily challenged. This type of manager personality is undoubtedly necessary for BRKS to stay up to date with societal advances and to be one of the banks that the community, particularly the people of Riau, can choose.

With an average score of 3.20 for agreeableness and 3.27 for neuroticism—both of which are still in the sufficient category—the dimensions with the lowest average scores are agreeableness and neuroticism. This indicates that there are still relatively few BRKS managerial level employees who are amiable, cooperative, warm, patient, and forgiving. Naturally, management of BRKS managerial level employees should be concerned about this as there are still BRKS managerial level employees who seem chilly, have less amiable dispositions, and find it difficult to agree with others. Naturally, if it is not followed up on, clients will feel uncomfortable and be less inclined to use BRKS services. Workers with a high neuroticism personality type lack confidence and are easily tense, nervous, sensitive, and apprehensive. The manager's neuroticism personality score is known to be sufficient based on the research's findings. It goes without saying that you are insecure and prone to anxiety as a boss, which will benefit you at work. Fearing errors in their work, managers will keep going back and reviewing their assignments. If their job does not meet the BRKS operational criteria, managers will be concerned. As a result, the completed tasks will meet BRKS's expectations. Situations such as these benefit Bank Riau Kepri Syariah.

Career Development Planning Variable (X2)

Table 4 below displays the findings of the data tabulation of respondents' answers to career development plans for Bank Riau Kepri Syariah managerial level employees:

Table 4. The Responses of The Respondents Based on The Aspects of Career Development Planning For Managers At Bank Riau Kepri Syariah

No	Dimension	Average	Category
1	Organizational policies	3,51	Good
2	Work performance	3,44	Good
3	Educational background	3,42	Good
4	Training	3,87	Good
5	Work experience	3,36	Enough
6	Socialize	3,53	Good
Dimensional average		3,56	Good

It is clear from Table 4 above that respondents' average scores on the career development planning variable range from 3.36 to 3.87. The average score for the career development planning variable is 3.56 in the good category, based on these six dimensions. With an average score of 3.87 in the good category, the training dimension has the highest average score. This indicates that the training employees have received can enhance the quality of their future careers and work, which will have an effect on BRKS managerial level employees' career development planning. Work experience, on the other hand, has the lowest average score (3.36 in the sufficient category). This indicates that BRKS managerial level employees have enough work experience to play a significant role in career development, which is helpful for being able to contribute in a variety of job positions in the future.

Work Commitment Variable (Y)

Table 5 below displays the findings of the data tabulation of respondents' answers on the job commitment of managerial level workers of Bank Riau Kepri:

Table 5. Respondents' Responses Based on The Managerial Level Employees' Dimensions of Work Commitment At Bank Riau Kepri Syariah.

No	Dimension	Average	Category
1	Affective Commitment	3,25	Enough
2	Continuous Commitment	3,97	Good
3	Normative Commitment	3,96	Good
Dimensional average		3,73	Good

It is clear from Table 5 above that respondents' average scores on the job commitment variable range from 3.25 to 3.97. It may be inferred from these three dimensions that the average personality variable score in the good category is 3.73.

With an average score of 3.97 in the good category, the continuous commitment dimension has the highest average score. This indicates that managerial level employees are still employed by BRK because, in addition to meeting their financial needs, they also think the bank will continue to grow and develop and eventually become a competitive bank.

Affective commitment, on the other hand, has the lowest average score (3.25), which is still within the appropriate range. This indicates that managerial level employees at BRK have a strong enough desire to be connected and continue working for the company. The manager has a deep affection for BRK since it has integrated into the business; as a result, the manager shows a will to live, recognizes BRK's worth, and cultivates a bond with the organization. It is indisputable that the manager would like to work for other institutions that might pay more than BRK eventually. Nonetheless, because they are at ease with the environment and their coworkers at BRKS, managers continue to work there to support the realization of BRK's mission.

b. Outer Model Testing

Testing the validity and reliability of each indicator and construct in the research model is equivalent to testing the outer model. Testing Convergent Validity, Discriminant Validity, and Composite Reliability are the steps in testing the outer model. If all of the model's indicators satisfy the criteria for composite reliability, convergent validity, and discriminant validity, the analysis's findings can be utilized to assess research hypotheses.

1. Validity Test

Examining the loading factor value of each indicator on the construct is how the convergent validity test is conducted. The loading factor limit that is employed for development research is 0.50, for exploratory research it is 0.60, and for confirmatory research it is 0.70 respectively. Since this study is confirmatory in nature, a loading factor limit of 0.70 is employed. The outcomes of the convergent validity test for each construct are as follows:

a) Personality Construct

Five measurement aspects comprise the second-order construct known as the personality variable: neuroticism, agreeableness, extraversion, conscientiousness, and openness to new experiences. As a result, the personality construct's external model has the following form:

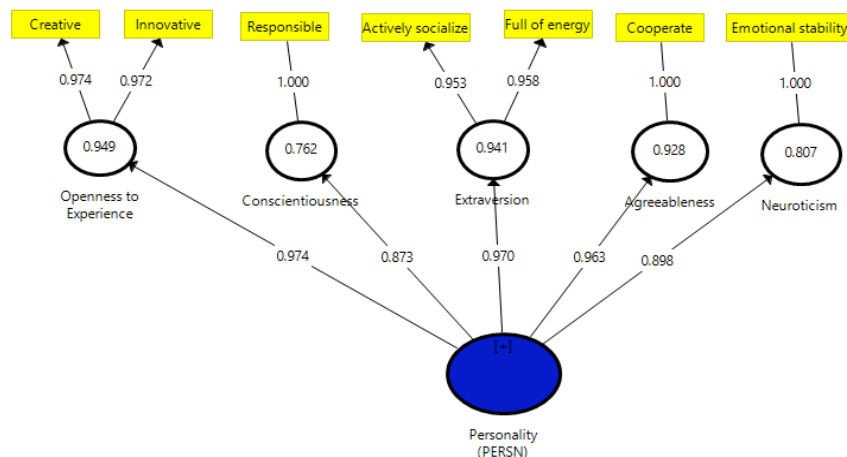


Figure 1. Test Results of The Outer Model of Personality Construct

Three indicators—the regular, forgiving, and anxious indicators—have loading factors less than 0.7, which makes them ineffective for measuring the personality construct, according to the results of the outer model test of the personality construct in Figure 1.

b) Career Development Planning Construct

The career development planning variable is a second-order construct that has six measurement dimensions: socialization, job experience, training, educational background, organizational policy, and work performance characteristics. As a result, the career development planning construct's outer model has the following form:

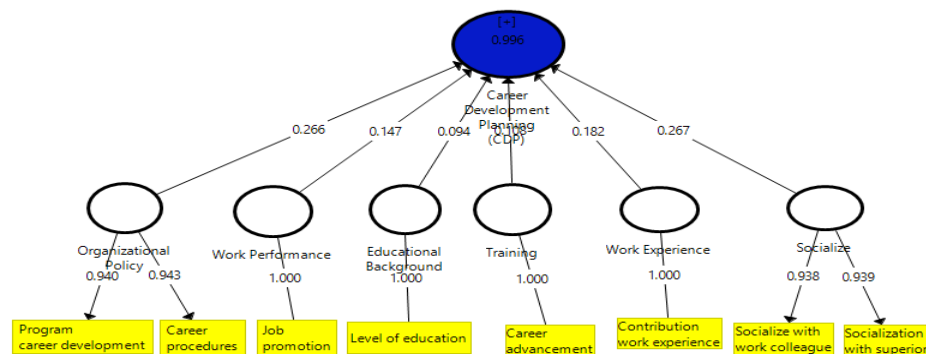


Figure 2. Test Results of The Outer Model of The Career Development Planning Construct

According to the test results of the outer model of the career development planning construct in Figure 2 above, one indicator—an indicator of improving work quality with a loading factor of 0.559—is invalid for measuring the career development planning construct because its loading factor is less than 0.7.

c) Work Commitment Construct

The three measuring components of the work commitment variable are affective, sustainable, and normative commitments. The work commitment variable is a second-order construct. As a result, the work commitment construct's outer model has the following form:

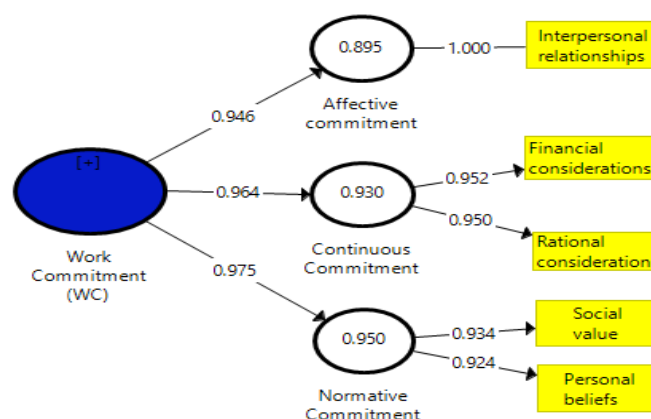


Figure 3. Outer Model Test Results For The Work Commitment Construct

One indicator, valued at 0.594, is known to be invalid in assessing the work commitment construct due to its loading factor of less than 0.7, as determined by the results of the outer model test of the work commitment construct in Figure 3. After that, these indications are eliminated from the external work commitment model.

The discriminant validity test stage comes next in the analytical stage. To make sure that every notion of every latent variable is distinct from other variables, discriminant validity is used. The results of the discriminant validity test are shown in Table 6:

Table 6. The Fornell Larcker Test's Discriminant Validity

	Personality	Work Commitment	Career Development Planning
Personality	0,932		
Work Commitment	0,717	0,922	
Career Development Planning	0,687	0,765	0,909

All of the constructs in this model met the necessary criteria for discriminant validity, as determined by the results of the discriminant validity test, which showed that the AVE square root value of each construct consistently exceeded the correlation coefficient of the construct with other constructs.

2. Reliability

Each construct's Composite Reliability rating and Cronbach's Alpha value can be used to evaluate construct reliability. Low Cronbach's Alpha and Composite Reliability values are still acceptable in development research as long as the requirements for convergent validity and discriminant validity are met, even though the recommended values are more than 0.70 due to the low loading factor limit of 0.5. Table 7 below displays the Composite Reliability value and Cronbach's Alpha value:

Table 7. Composite Reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Personality	0,975	0,979	0,869
Work Commitment	0,970	0,974	0,826
Career Development Planning	0,956	0,966	0,851

All of the constructions' Composite dependability and Cronbach's Alpha values have exceeded 0.70, indicating that they have all met the necessary dependability requirements and, therefore, may be deemed reliable based on the analysis results displayed in the above table.

3. Goodness Of Fit Model Testing

Model goodness of fit testing is a procedure used to verify that the developed model is consistent with the data under analysis, allowing it to account for the population's true state. The model's R Square and Q Square values demonstrate the PLS model's goodness of fit (Chin, 1998).

According to Chin (1998), a PLS model is considered strong when its R Square value is >0.67 , pretty strong (moderate) when its R Square value is $0.33-0.67$, and weak when it comes to endogenous prediction when its R Square value is $0.19-0.32$. The following table displays the R Square value results:

Table 8. R square test results

	R Square	Criteria
Work Commitment	0.654	Strong
Personality	0.807	Strong
Career Development Planning	0.996	Strong

Work commitment, personality, and career development planning have R Square values between $0.50-0.996$, according to Table 8's results of the R Square model assessment. The model is in the strong category when it comes to predicting job commitment, personality, and career development planning, as evidenced by the R Square values of 0.654 for work commitment, 0.807 for personality, and 0.996 for career development planning.

In addition to R Square, the model's predictive significance can be evaluated by examining the model's Q Square value, which indicates the model's goodness of fit. The Q Square model value indicates how predictively relevant the model is. As per Chin (1998), a Q Square value of $0.02-0.14$ signifies a little predictive relevance for the model, a Q Square value of $0.15-0.35$ indicates a moderate predictive relevance for the model, and a Q square value > 0.35 suggests a strong predictive relevance for the model.

The work commitment, personality, and career development planning Q Square values, as determined by the Q Square value calculation, are 0.623 , 0.618 , and 0.682 , respectively. Since the Q Square value of each of these variables is greater than 0.35 , it can be inferred that the model has a large predictive relevance when used to predict work commitment, personality, and career development planning.

Table 9. Q Square Test Results.

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Work Commitment	156.482	59.031	0.623
Personality	250.487	95.679	0.618
Career Development Planning	201.390	64.127	0.682

4. Inner Model Testing

Testing the relationship between variables can be done once the model's fit has been established. Included in this effect testing are three types of testing: total,

indirect, and direct. All pathways contain significant path coefficients, indicating that the relationship between the variables in this study hypothesis is generally confirmed, according to the findings of model estimation using the bootstrapping technique. Table 8 below provides further details about the findings of this study's hypothesis testing and outcomes of assessing the influence of various variables:

Table 8. Results of Direct Effect Testing

Direct Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t Statistics (O/STDEV)	P Values
Personality → Work Commitment	0,364	0,364	0,070	5,184	0,000
Career Development Planning → Work Commitment	0,517	0,518	0,069	7,532	0,000

Table 8 above indicates that a p value of 0.000 is achieved with a t statistic of 5.184 and a positive route coefficient of 0.364 on the path that illustrates the influence of personality on job commitment. The path coefficient is positive, the t statistic is >1.65, and the p value is less than 0.05, indicating that employee personality positively influences BRK managers' job commitment. Positive personalities are typically associated with high levels of work dedication.

With a t statistic of 7.532 and a positive path coefficient of 0.517, a p value of 0.000 is found on the path that illustrates the impact of career development planning on job commitment. Given that the t statistic is greater than 1.65, the path coefficient is positive, and the p value is less than 0.05, it can be said that career development planning influences BRK managers' job commitment in a favorable way. The work dedication of BRK managers is positively correlated with the quality of career development planning at BRK.

5. Coefficient of Determination

The magnitude of each exogenous component's contribution to the endogenous is displayed by the coefficient of determination. The R Square value indicates the coefficient of determination. This value can be expressed as a percent (0–100%) or as a range of 0–1. A small coefficient of determination suggests that the exogenous's influence on the endogenous is still quite low because there are still a lot of external factors that can affect the endogenous. Conversely, a larger coefficient of determination indicates a greater amount of endogenous variance explained by the exogenous. Figure 4 below shows the coefficient of determination for the total exogenous to endogenous contribution:

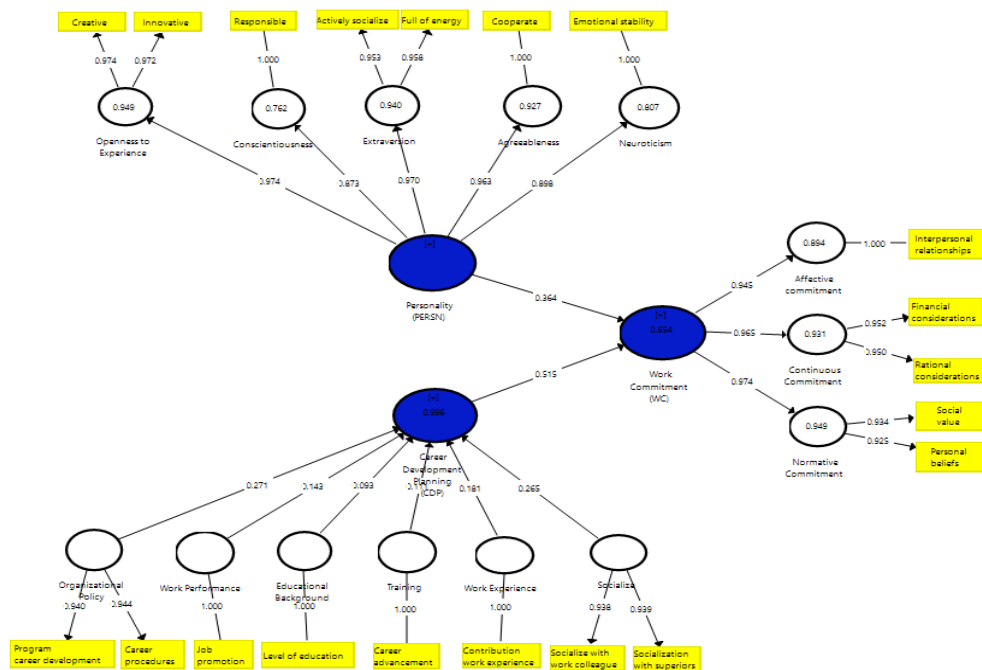


Figure 4. Coefficient of Determination

According to Hair et al. (2019), a PLS model with a R Square value of 0.75–1.00 indicates that it is very strong at predicting endogenous data; a R Square value of 0.50-0.74 indicates that it is in the strong category; a R Square value of 0.26-0.49 indicates that it is in the sufficient category (moderate) and a R Square value of 0-0.25 indicates that it is weak.

Based on the study findings, it is known that managerial level employees' work commitment has a 0.364 personality determination coefficient, which falls into the "quite strong" group. This indicates that personality influences managerial level employees at Bank Riau Kepri Syariah's job commitment in a positive way by 36.4%. Additionally, the strong group shows a coefficient of determination of 0.515 for career development planning on work commitment of managerial level personnel. This indicates that career development planning has a 51.5% positive impact on managerial level workers' work commitment at Bank Riau Kepri Syariah.

Discussion

The Impact of Personality on Dedication to Work

The study's findings indicate that managers at Bank Riau Kepri Syariah have a favorable and considerable job commitment due to their personalities. A manager with a positive disposition will also be more dedicated to their task. The test's results validate the research's premise, which holds that managers at BRKS's work dedication is significantly influenced by their personalities.

A person's personality is a dynamic organization within them that functions as a psychophysical system and creates their unique coping mechanisms and behavioral traits (Allport, 2005). Retaining the employee's dedication to the

organization where he works is an example of conscious employee conduct. Work commitment to an organization is defined by Robbins and Judge (2014) as when employees support a certain organization and its objectives and plan to stay members of that organization. This suggests that an employee's level of job commitment to the organization where they work is positively correlated with their personality.

It is well known from the research findings that BRKS managers who possess positive personalities typically exhibit a high level of work devotion. This implies that the creation of alignments, goals, and wants to continue existing inside the organization will be influenced by an individual's capacity to control and lead their thoughts, feelings, and conduct. In keeping with Bandura's (1977) social cognitive theory, which holds that personal elements are among its key components. Managers' actions show this to be the case. The development of a manager's job dedication involves a certain amount of personality. Good-natured managers will undoubtedly have no trouble seeing the significance of realizing the company's goal and following its regulations.

The average value of descriptive personality constructs is generally in the good range. The indicator with the highest score is the responsible indicator. High-level supervisors make sure that the assignments they are in charge of can be finished successfully. This excellent accountability demonstrates BRKS managers' strong dedication.

The cooperation and forgiving indicators have the highest numerical indexes on the personality variable, according to the findings of the statistical study. Managers find it easy to work at BRKS because of the company's familial atmosphere and strong teamwork. These factors bolster BRKS managers' dedication.

Employers, particularly managers, can help their staff members develop their personalities by using BRKS assessments, which use competency, performance, and culture/behavior as a framework and guidance. The BRK manager should develop his personality in order to become a decent person, according to the results of this work assessment. Naturally, a manager with a positive disposition will take full responsibility for his work and be highly committed to it.

The study's findings indicate that while BRKS managers have a variety of personalities, openness to new experiences predominates. Those that are open to new experiences make for more inventive, creative, and imaginative managers. Naturally, the manager's devotion to work will be significantly impacted by the several positive traits in his personality at BRKS, enabling him to fulfill his duties and responsibilities. The manager will make an effort to focus his attention and energies on the tasks that have been assigned to him. This is demonstrated by the management at BRK's high normative commitment, which falls into the good category. This indicates that BRKS managers have a strong sense of loyalty to the firm because they believe that working at BRKS is the best option. They also feel a sense of pride in their ability to work at BRKS. This is seen in the amount of managers that worked at BRKS until they retired. Although some managers choose to leave BRKS before their contract expires, this represents a very small portion of all BRKS managers.

The findings of this study are consistent with those of studies by Kardiasa and Suhartini (2021) and Kawiana et al. (2018), which found a strong and positive relationship between personality traits and work commitment in employees. Supervisors possess the ability to focus their emotions and thoughts towards aligning themselves with the organization. Furthermore, as managers serve as role models for the workers under them, they have a moral obligation to maintain a positive disposition. Additionally, managers must be able to demonstrate a strong sense of loyalty to the business. This is the reason personality influences work dedication in a favorable way. There hasn't been any research to far that indicates personality has a detrimental effect on employees' work dedication.

The Impact of Planning for Career Development on Work Commitment

The study's findings indicate that career development planning significantly and favorably affected managers at Bank Riau Kepri Syariah's level of job commitment. This indicates that a manager's level of job dedication is positively correlated with the degree and clarity of career development planning at BRKS. The test's results validate the research's hypothesis, which holds that personality has a big impact on managers' success at BRKS.

Career development planning, according to Mathis and Jackson (2006), focuses on the company, the position, and finding career routes that allow employees to move logically between positions inside the company. In general, workers who receive a summary of their career development plan will demonstrate a strong level of loyalty to the organization. Work commitment to an organization is defined by Robbins and Judge (2014) as when employees support a certain organization and its objectives and plan to stay members of that organization. This description demonstrates the relationship between managers' work dedication and career development plans.

The career development planning construct's descriptive estimated average value falls into the good category overall. The indicator with the highest score is the career advancement indicator. There are opportunities for managers to advance their careers through the training they attend. Managers' dedication to BRKS is further strengthened by this requirement, as they perceive distinct chances for professional growth. Bandura's (1977) social cognitive theory, which emphasizes cognitive and individual personal characteristics, supports this. Because there are expectations or dreams for their career path in the future, employees will consider career planning and the future in this way. These expectations are the things that people hope to happen as a result of doing particular things. A reputable business will, of course, take this very seriously. If the organization has properly structured their career path, managers will strive to perform at their highest level. One of the things that enables managers to work for the company's vision and strengthen their obedience to it is this expectation. Managers' beliefs that having a defined career path will impact their level of work commitment are consistent with research findings.

Upon statistical analysis, the indicator with the highest numerical index on the career development planning variable is the education level indicator. This demonstrates the close relationship between variables related to career

development planning and education level indicators. If staff members choose to pursue further education, BRKS offers them the chance to apply for educational support. For one thing, managers stick with BRKS because of this.

According to the study's findings, managers who participate in personnel activities that assist them in planning their future careers report feeling more aligned, having clearer goals, and wanting to keep their current position within the organization. This makes perfect sense—the manager's dedication to the organization will obviously be reflected in how much of an overview of his future career development planning he receives.

At BRKS, career development planning is governed by extremely explicit guidelines. Each employee at BRKS has an equal chance to follow their career goals in line with the company's career path. In order to be eligible for specific roles, workers need to fulfill the standards and specifications established by BRKS. The requirements are as follows: 1) the worker must have completed the minimum number of years of service, 2) the worker must have completed the required amount of education, 3) years of service, 4) passing the competency test, 5) the worker must have maintained a minimum performance assessment of good for two years in a row, 6) behave well and follow company policies, and 7) be willing to participate in the promotion selection process.

Naturally, workers will make an effort to fulfill the prerequisites for potential career progression. The great level of dedication exhibited by all BRKS managers serves as evidence of this. High-commitment workers will naturally make an effort to stay in the company, and one way they do this is by doing their assigned jobs with dedication and complete accountability. The huge number of managers who have been with BRKS for more than ten years serves as evidence of this. This indicates that BRKS managers make an effort to stay on staff because future job progress and a clear career path are guaranteed.

The findings of this study are consistent with those of studies by Febriansah (2019) and Nishanti and Kailasapathy (2018), which discovered a strong relationship between career development planning and work commitment. At Bank Riau Kepri Syariah, manager career development strategy has been carefully thought out, so each employee is aware of the prerequisites for a given job. Since managers are workers who already have subordinates, they have a moral and ethical duty to put in a high level of job commitment. These are the factors that contribute to career development planning's beneficial effects on work dedication. Thus far, no research findings have indicated that career development planning has a detrimental impact on employees' work dedication.

CONCLUSION

1. At Bank Riau Kepri Syariah, managerial level personnel' work dedication is positively and significantly impacted by their personalities. An employee's level of work dedication increases with their personality. Goals, alignments, and the desire to stay in the organization will all be influenced by a person's capacity to control and command their thoughts, feelings, and actions.
2. Managers at Bank Riau Kepri Syariah have a positive and significant impact on their job dedication through career development planning. The manager's level

of job dedication at BRKS is positively correlated with the clarity and depth of career development planning. The emergence of alignment, goals, and the desire to retain status within the organization are all positively impacted by personnel activities that assist managers in planning their future careers.

ACKNOWLEDGMENT

We express our sincere thanks to the University of Riau, which has provided the platform and resources necessary for the completion of this research.

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