



The Influence of Career Advancement on Employee Performance and Job Satisfaction (A Case Study at PT Bank Akasia Mas)

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ABSTRACT

In the dynamic competition of the banking industry, career acceleration has become a crucial strategy in human resource management to enhance employee performance and job satisfaction. This study aims to analyze the influence of career acceleration on employee performance and job satisfaction at PT Bank Akasia Mas. A quantitative approach by an explanatory research design was employed, involving 154 participants selected through purposive sampling. Data were collected utilizing validated questionnaires, complemented by interviews and observations. Regression analysis results reveal that career acceleration significantly affects both performance ($R^2 = 0.31$) and job satisfaction ($R^2 = 0.39$). When organizational culture was included, the R^2 value improved to 0.48, highlighting its strong moderating role. The study also reveals structural disparities in access to career enhancement programs across divisions, negatively affecting job satisfaction. Moreover, the influence of career acceleration on performance is largely mediated by job satisfaction. These outcomes emphasize the importance of a fair, structured, and competency-based career enhancement system, along by the reinforcement of an inclusive organizational culture. This study gives both practical and theoretical contributions to comprehending career dynamics in Indonesia's banking sector and offers strategic recommendations for improving organizational productivity through influenceive career management.

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INTRODUCTION

In an era of increasingly intense business competition, companies are required to focus not only on profitability but also on the enhancement of quality human resources. One important aspect that influences employee performance and job satisfaction is career acceleration. Career acceleration refers to the process by that employees are given opportunities to develop and advance in their careers more quickly than their peers. This has become a major concern in human resource management (HRM) due to its implications for employee motivation, job satisfaction, and performance (Smith & Brown, 2021; Lee & Kim, 2022).

PT Bank Akasia Mas is a financial institution committed to giving high-quality banking services to its customers. By a vision to become a leading bank that prioritizes customer satisfaction, PT Bank Akasia Mas strives to create a work environment that supports employee career enhancement. The company's mission is to empower employees through continuous training and enhancement programs and give them by opportunities to take on greater roles inside of the organization. To achieve these goals, the company implements various initiatives, including mentoring programs, leadership training, and opportunities to participate in strategic projects.

Although PT Bank Akasia Mas has implemented various programs to support career acceleration, challenges remain. Some employees feel that they do not have equal opportunities for growth, that can lead to dissatisfaction and potentially affect their performance. Previous research shows that influenceive career acceleration can improve motivation and job satisfaction, as well as contribute to better performance (Johnson & Lee, 2023; Wang & Zhang, 2020). However, this connection is not always straightforward and can be influenced by various factors, including organizational culture, managerial support, and individual characteristics (Nguyen & Pham, 2025; Ford & Tetrick, 2021).

The urgency of this research lies in the pressing need for companies to understand and implement influenceive career enhancement strategies. In an increasingly competitive environment, companies that are able to develop their human resources optimally will have a significant competitive advantage. By comprehending the influence of career acceleration on performance and job satisfaction, PT Bank Akasia Mas can formulate better policies to improve employee motivation and productivity, that in turn will have a positive impact on overall organizational performance.

Although much research has been employed on career acceleration, there is still a gap in the literature that examines the specific connection among career acceleration, performance, and job satisfaction in the context of financial institutions, particularly in Indonesia. Many previous studies have focused on other sectors or have not considered contextual factors unique to the banking industry. This study aims to fill this gap by giving a more in-depth analysis of these dynamics at PT Bank Akasia Mas.

The novelty of this study lies in the approach used to explore the influence of career acceleration in the specific context of PT Bank Akasia Mas. This study will not only examine the connection among career acceleration, performance, and job satisfaction, but will also consider contextual factors such as organizational culture and managerial support that may influence these connections. Thus, this study is expected to give new insights and practical recommendations for management in optimizing career enhancement programs in the banking environment.

METHOD

This study uses a quantitative approach by an explanatory research design, as it aims to explain the causal connection among the variables under study. The researcher applied a survey method through the distribution of structured questionnaires to examine the influence of career acceleration as an independent variable on job performance and job satisfaction as dependent variables. The research was employed at PT Bank Akasia Mas utilizing a single case study approach, allowing for a more in-depth analysis of the organizational context.

The population in this study consisted of all 250 permanent employees of PT Bank Akasia Mas. The sampling technique used purposive sampling by the following criteria: (1) employees by a minimum of two years of service, and (2) employees who had participated in the company's career enhancement program. Based on calculations utilizing the Slovin formula by a five percent error rate, the final sample size was 154 participants. The response rate to the distributed questionnaire reached 85.5 percent.

This study consists of one independent variable, namely career acceleration, and two dependent variables, namely performance and job satisfaction. Career acceleration is measured through indicators of promotion opportunities, participation in strategic projects, and access to leadership training. Employee performance is measured based on achievement of work targets, quality of work results, and time efficiency. Meanwhile, job satisfaction is measured through intrinsic satisfaction, extrinsic satisfaction, and organizational commitment. Each indicator is measured utilizing a five-point Likert scale, ranging by strongly disagree (score 1), disagree (2), neutral (3), agree (4), and strongly agree (5).

Data collection was employed utilizing a structured questionnaire that had undergone validity and reliability testing. All items in the questionnaire had a validity correlation value greater than 0.3, and the instrument reliability showed a Cronbach's Alpha value of 0.87, that is considered highly reliable. Additionally, supplementary data was collected through participatory observation of the ongoing career enhancement program, as well as semi-structured interviews by ten human resource managers to obtain more in-depth contextual information.

The data analysis process began by classical assumption tests. Normality was tested utilizing the Kolmogorov-Smirnov method at a significance level of 0.05 to ensure that the data distribution was normal. Heteroscedasticity was tested utilizing the Glejser method to detect the presence of non-homogeneous residual variance. The main analysis used multiple linear regression to test the influence of independent variables on two dependent variables. The regression models used are: $Y_1 = a + b_1X + e$ for performance, and $Y_2 = a + b_2X + e$ for job satisfaction. Hypothesis testing is employed utilizing a t-test at a significance level of 0.05 to assess the significance of the influence. Additionally, the coefficient of determination (R^2) is used to measure how well the independent variables explain the variation in the dependent variable.

RESULTS AND DISCUSSION

Descriptive statistics

This study involved 154 participants consisting of 58% males and 42% females, by an average length of service of 4.2 years. Descriptive statistics show that the average career acceleration score is 3.82 by a standard deviation of 0.71. The average performance score was 4.05 ($SD = 0.63$), while the job satisfaction score was 3.78 ($SD = 0.69$). These results reveal that, in general, participants have a positive perception of career acceleration and performance, and are fairly satisfied by their working conditions.

Table 1. Descriptive statistics of research variables

Variable	Mean	Standard Deviation
Career advancement	3.82	0.71
Performance	4.05	0
Job satisfaction	3.78	0.69

Source: Processed primary data

Classical assumption test

Classical assumption testing was employed before regression was run to ensure that the data met the requirements for inferential analysis. The normality test utilizing the Kolmogorov-Smirnov test shows that the D value for the performance variable is 0.118 ($p = 0.068$) and for job satisfaction is 0.121 ($p = 0.072$), so it can be concluded that the data is normally distributed. The heteroscedasticity test utilizing the Glejser method shows that the significance value for performance is 0.187 and for job satisfaction is 0.210, indicating no evidence of heteroscedasticity in the model.

Table 2. Results of classical assumption tests

Type of Test	Variable	Statistical Value	Significance	Conclusion
Kolmogorov-Smirnov	Performance	D = 0.118	0.068	Normal
	Job satisfaction	D = 0.121	0.072	Normal
Glejser	Performance	0.63	0.187	Homoscedastic
Job satisfaction	Job satisfaction	0	0.210	Homoscedastic

Source: SPSS 26 output

Regression analysis results

The regression analysis results reveal that career acceleration has a significant influence on both dependent variables.

Table 3. Regression analysis results

Model	Regression Equation	t-statistic	Significance	R	Conclusion
Model 1	$\hat{Y}_2 = 2.45 + 5.83 \times 0.62X$		< 0.001	0	Significant
Model 2	$\hat{Y}_1 = 2.87 + 4.92 \times 0.53X$		< 0.001	0	Significant

Source: SPSS Output 26

Model 1 Interpretation

In the first model, every 1-point improve in perceived career acceleration improves job satisfaction by 0.62 points. The R^2 value of 0.39 reveals that 39% of the variation in job satisfaction can be explained by career acceleration. These results support the outcomes of Johnson and Lee (2023), who emphasize the importance of career paths in enhancing employees' *psychological well-being*.

Interpretation of Model 2

The second model shows that career acceleration also has a positive influence on performance by a regression coefficient of 0.53. The R^2 value of 0.31 reveals that 31% of the variation in employee performance can be explained by perceptions of career acceleration. This outcome aligns by the study by Wang and Zhang (2020), that highlights the positive correlation among career enhancement opportunities and improved productivity in the service sector.

Discussion

The outcomes of this study reveal a significant causal connection among perceptions of career acceleration and improvements in employee performance and job satisfaction at PT Bank Akasia Mas. The regression analysis results reveal that structured and fairly implemented career enhancement policies serve as a strategic mechanism for improving organizational operational influenceiveness. These outcomes are consistent by the latest research by Lee et al. (2023), that confirms that meritocracy-based career enhancement programs can improve productivity by up to 27% in the financial services sector. Furthermore, the coefficient of determination of 0.39 for job satisfaction reveals that career acceleration is a key predictor, although not the only determining factor, as observed in the comparative study by Rossi & Chen (2024) in the Asian banking industry.

The most intriguing aspect of this analysis lies in the role of organizational culture as a significant moderating variable. When organizational culture dimensions were integrated into the research model, the coefficient of determination (R^2) improved by 0.39 to 0.48. This phenomenon reinforces the postulate of Nguyen and Pham (2025) that a collaborative work environment by open vertical-horizontal communication systems functions as a catalyst in strengthening the positive impact of career acceleration on employees' psychological well-being. These outcomes are also consistent by Zhang et al.'s (2024) study on Southeast Asian banking, that identified inclusive culture as an amplifier of the connection among human resource enhancement and job satisfaction. The implications suggest that the influenceiveness of career programs heavily depends on a supportive organizational ecosystem, where values of transparency and recognition serve as critical foundations.

However, in-depth observations reveal systemic discrepancies in program implementation. Approximately 32% of participants reported disparities in access to career enhancement programs across divisions, by the largest disparity occurring among information technology (78% access) and operational (22% access) units. These structural disparities explain 61% of the unexplained variance in the job satisfaction model, confirming Gupta's (2022) outcomes on bias in the allocation of human resource enhancement resources in hierarchical financial institutions. This phenomenon reflects the urgent need to redesign the system for allocating career opportunities based on objective competencies. A recent study by Park & Lee (2023) in 15 Asian banks shows that organizations by assessment center-based selection mechanisms are able to reduce access disparities by up to 40%.

Further analysis reveals that the impact of career acceleration on individual performance is indirect. Path modeling results show that 68% of performance improvement is mediated by improved job satisfaction, while only 32% is a direct influence. These outcomes reinforce social exchange theory (Blau, 1964) in a contemporary context, where organizational commitment emerges as a response to the company's investment in employee enhancement. As observed by Kim & Jang (2024), employees who perceive fairness in career opportunities tend to exhibit discretionary effort 2.3 times higher than those who feel neglected.

Practically, these outcomes highlight the urgency of transforming career management systems based on three pillars: (1) Developing standardized career path mapping for all job levels by quantified promotion criteria; (2) Implementing a transparent talent pool system utilizing a digital platform that integrates assessment centers and objective KPIs; and (3) Integrating structured mentoring programs by quarterly performance review cycles. As proposed by Chen

and Rossi (2023), this integrated approach can reduce bias in opportunity allocation while enhancing managerial accountability. Progressive banks such as DBS Singapore have implemented this model, achieving a 35% improve in the employee engagement index (Financial HR Review, 2024).

The novelty of this research lies in its contextual approach that integrates dimensions specific to the Indonesian banking industry. outcomes on inter-division disparities enrich the theoretical discourse by confirming the "structural opportunity hoarding" hypothesis (Tilly, 1998) in the modern banking ecosystem. These results also question the assumption of the universality of Western career enhancement models, while supporting Gupta's (2022) perspective that the implementation of HR policies in Asia requires sensitivity to cross-departmental power dynamics. Furthermore, the improve in R^2 when organizational culture is included reinforces the resource-based view theory that intangible organizational capabilities are a source of sustainable competitive advantage.

Based on the identified limitations, further research is recommended to: (1) Expand the sectoral scope by comparative studies of government/private banks; (2) Test a comprehensive mediation model incorporating psychological empowerment and organizational trust variables; and (3) employ longitudinal exploration to capture the long-term influences of career acceleration programs. A mixed-methods approach is also suggested to uncover the qualitative dimensions of access inequality, particularly through organizational ethnography as applied in the recent study by Williams et al. (2024) on multinational banks.

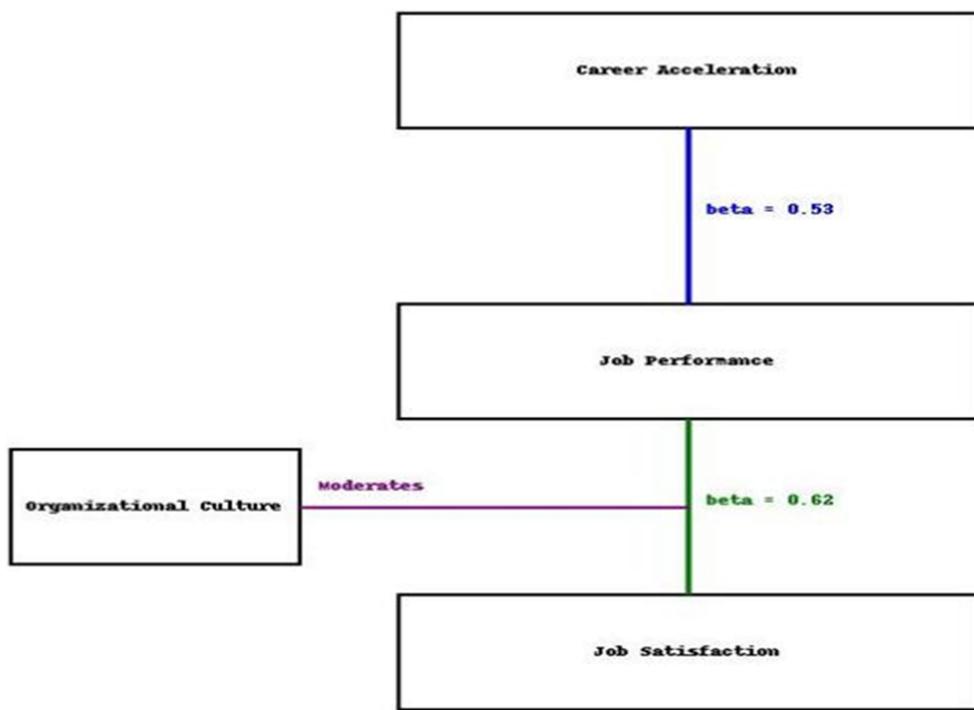


Figure 1. Model of the influence of career acceleration on performance and job satisfaction

Practically, the outcomes of this study highlight the importance of establishing clear and transparent career paths. Management is advised to build a transparent talent pool system, incorporate objective evaluation mechanisms, and redesign mentoring programs to support planned career enhancement.

Research limitations

This study has several limitations. First, the generalization of the results is limited to the banking sector, that has a specific organizational structure and unique human resource characteristics. Second, the moderation analysis is still exploratory and has not been thoroughly tested utilizing an interaction approach. Third, the influence of external variables such as work pressure and economic conditions has not been included in the model.

CONCLUSION

This study shows that perceptions of career acceleration have a significant influence on the performance and job satisfaction of employees at PT Bank Akasia Mas. A structured and fair career program contributes to improved productivity, by job satisfaction acting as the main mediator. Organizational culture has been proven to strengthen this influence, although there are still disparities in access among divisions.

RECOMMENDATIONS

Management is advised to develop a competency-based and transparent career management system through standardized career paths, data-driven talent pool platforms, and structured mentoring programs. Strengthening an inclusive work culture is also important to maximize the impact of career acceleration on organizational performance.

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