

# Factors Affecting The Career Development Of Employees In Secretariat Office Of City Samarinda

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**ABSTRACT:** Although the primary responsibility for career planning lies in the individual, but organizational career planning should be completely in line with individual career planning if an organization wants to retain the best employees. Assumptions and the perspective delivers the researchers to examine the influence of aspects of individual and organizational aspects of the career development of employees within the organization of government. The population in this study were employees of the Regional Secretariat of Samarinda by sampling using Proportional Sampling. This research uses a quantitative approach to the explanation that the format is done through surveys. The results showed that the main factors affecting the career development of staff at the Regional Secretariat Samarinda is a factor of career counseling, performance appraisal, and career mapping, which affects the employee's career development is partially (respectively) or simultaneously (together).

**Key words:** Career Development, Regional Secretariat, Samarinda

## 1. INTRODUCTION

Career development has close links with the development of human resources. Where the career development leads to improvement and personal improvement afforded by individuals and organizations to choose a destination and a career path to achieve that goal. Career development is not only referring to regulation but also on the ability of individuals and organizations the ability to develop a career employees. But in reality many are quite crucial issues arise, particularly in local government organization. As an illustration is hiring policy in structural positions and personnel transfers in an area that is still a lot of colored political overtones and a variety of interests both political elite and elite interests of the executive. While on the other side of the normatively based on article 17, paragraph (2) of Law No. 43 of 1999 on the Principles of Human Resources, stated that: "Appointment of Civil Servants in a position held by the principles of professionalism in accordance with the competence, performance, and levels rank set for the job as well as other objective conditions regardless of gender, ethnicity, religion, race or class ". In particular, these problems also characterize the management of human resources faced by the government of Samarinda, especially in this case the Regional Secretariat of Samarinda, still looks inequalities that stand out in terms of staffing and career development through the phenomenon that appears is not applied office analysis, and unclear standards and the ability of employee career development patterns.

These phenomena finally did a study that is quite interesting to study, associated with some theoretical studies on the career development of existing employees. As stated by Flippo, B.Edwin (1995: 291)[1] that: "The career is a sequence of work activities separate, but related, which gives continuity, regularity, and meaning in one's life, where it is shaped by many factors including heredity, culture, parents, school, age level, family cycle, and the actual experiences within an organization or more ". This indicates that a person's career development journey much earlier influenced by social and cultural conditions that shape the character and personality of the person. While by Mondy (2008: 246)[2] explains that: "Although the primary responsibility for career planning lies in the individual, but organizational career planning should be completely in line with individual career planning if the company wants to retain the best employees". Thus, the assumptions and perspectives of conduct research on a formulation of the problem is there is influence factors of individual career planning and career planning factors of organization on employee career development within the organization of government in the study sites, as well as what factors are most dominant influence the career development of employees. Based on the background of the problem and formulation of the problem then is the purpose of this study was to investigate the influence factors of individual career planning and career planning factors to employee career development organizations, as well as the factors most dominant influence on employee career development study sites. The results of this study seeks to provide an original contribution to the development of organization theory as a discipline through the review process of the career development of employees as one of the functions of Human Resource Management. And in general, this research is expected to be able to provide information for each leaders in government agencies about the components that should be a major concern in reforming the institutional system of government, especially in the aspect of employee career development.

## THEORETICAL FRAMEWORK

Some experts claim that the future career is not like climbing a mountain gradually, but more like climbing a series of small hills or stages of learning, when someone changed from one job to another from one company to another. Career according to Hall, Douglas. 1996.: 9) [3]

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can be understood as a series of attitudes and behaviors related to the experience of a person throughout his life. So a career is a series of attitudes and behavior perceived personally related to experiences and activities related to the work of all time someone's life. Career Development While the career development is understood not only include the development of skills and increase knowledge in the work, but also to obtain the appropriate role of the interests and talents of employees and adjustments to the working group and its norms, as well as knowledge of the values of the organization. Davis and Werther (1996: 208)[4] states that the career development or career development is self-development activities pursued by a person to realize their personal career plans. While Jackson and Vitberg (in Marwansyah, 2010: 208)[5] states career development is a formal approach by the organization to ensure that people with the right qualifications and experience will be available when needed. So many understanding career development proposed by the experts, in principle, career development is a process of implementation (implementation) of career planning.

### Factors Individual Career Planning

Siagian (2001: 207-209) [6] explains that since the beginning of the actual most interested in career planning is concerned its own employees. Therefore specifically on individual career planning, Mondy (2008: 243-244)[2] explains that through career planning, someone continuously evaluate the abilities and his interests, consider alternative career opportunities and planning activities of practical development. Further according Mondy individual career planning process includes the following activities:

#### 1. Self-assessment

Mondy (2008: 243-245)[2] explains that the self-assessment is a process of self-study, or the first step to be done someone in career planning is a self-assessment. Realistic self-assessment can help a person to avoid mistakes that could affect the overall progress of his career.

#### 2. Mapping Career

Individual career mapping is a process to describe the career prospects of an employee, including an explanation of the level of employee readiness to assume certain positions.

#### 3. Identification Enterprises Achieve Career Goals

A position not just come to an employee, but the employee that must achieve his dream position. Mondy (2008: 243)[2] explains that career planning is an ongoing process whereby one set career goals and identify ways to achieve it.

#### 4. Personal Development

Individual career planning also leads to self-development plan. As stated by Notoatmodjo (2009: 161) [7] that "a person's career is the result of the development of that person in an organization".

### Factors Organizational Career Planning

Organizational career planning is a planned succession of

jobs carried out by the organization to develop its employees. With organizational career planning, organization identify pathways and activities for individual employees so that they evolve (Mondy, 2008: 243)[2]. Career planning practices of the organization include the following:

#### 1. Performance Assessment

Siagian (2001: 227-228)[6] suggests that a performance appraisal system that is both highly useful for various purposes, such as to encourage an increase in performance, as a material consideration in the decision of remuneration, for the benefit of personnel transfers, in order to put together a program of education and training, and help employees determine career plans in accordance with the employee needs and interests of the organization.

#### 2. Related Education Career

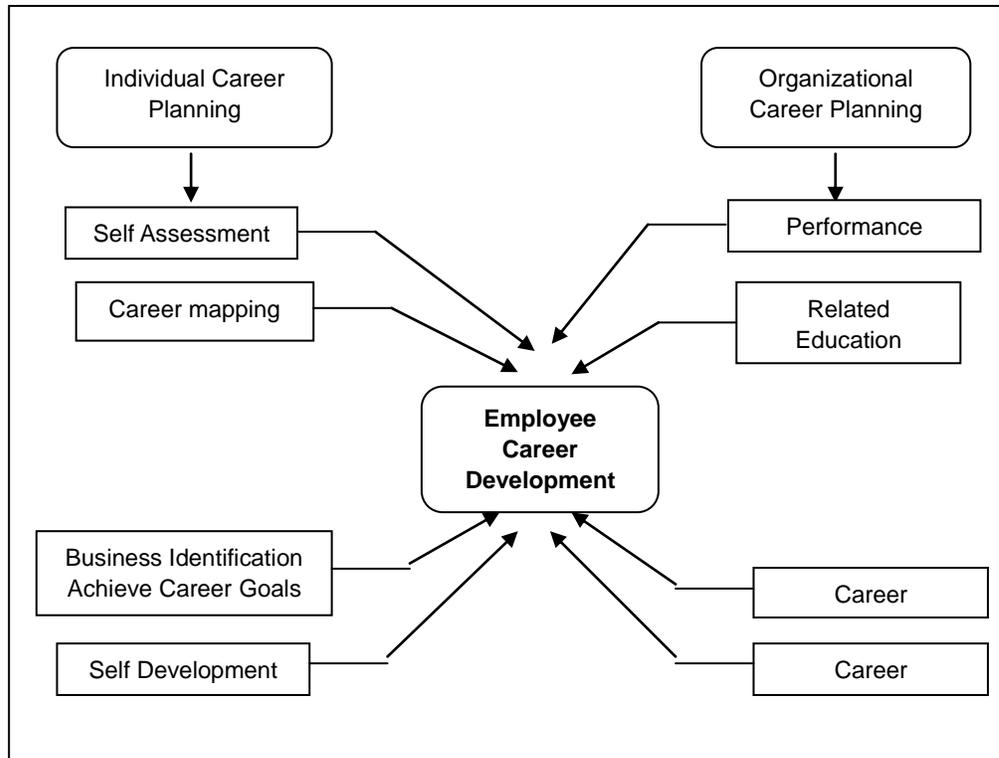
An effort to stimulate, motivate, and employee awareness of career that can be achieved in the organization and helps employees to plan. Career education can take many forms such as workshops, seminars or other types of meetings.

#### 3. Career Information

Siagian (2001: 211-214)[6] says that one role of the civil service career planning is the dissemination of information about the various possibilities for career development within the organization. Every employee should strive to know clearly, about the career path that will be taken.

#### 4. Career Counseling

Notoatmodjo (2009: 169)[7] says that the importance of career development, it is a labor organization or institution should provide for a career counselor for employees (career counselor). Career counseling services provide an opportunity for people of all ages and backgrounds to learn the skills, strengths, and potential for various types of the work, and choose a job that suits the purpose and personality of employees. Based on the above description, the relationship and the influence of self-assessment, career mapping, identification of the business achieve career goals, personal development, performance appraisal, career-related education, career information and career counseling for employee career development can be described through the following frameworks



**Figure 1. Framework**

Based on the above framework, the authors tried to advance assumptions of the (*hypothetical*) as follows: there is a significant effect of the factor of self-assessment, career mapping, identification of the business achieve career goals, personal development, performance appraisal, career-related education, career information, career counseling on the career development of employees at the Regional Secretariat of Samarinda.

## 2. RESEARCH METHOD

This research uses a quantitative approach to the explanation that the format is done through surveys. The population in this study were employees of the Regional Secretariat of Samarinda which became a source of research data, the number of 241 employees. The sampling technique used is proportional sampling, the researchers took the representatives of the units of the population with impartial representation system. To determine the number of samples used Slovin formula (Sugiyono, 2006: 67) [8] as follows:

$$n = \frac{N}{1 + (N \cdot e^2)}$$

Where n = sample size, n = Population size, e = margin of error, ie percent leeway inaccuracy due to sampling error that can be tolerated. Based on this formula, with a margin of error (e) by 10%, the obtained samples taken as many as 71 employees as respondents. Measurement techniques (scaling technique) with the questionnaire used to measure respondents' attitudes is the Likert's technique Summated Rating (LSR) or by using a Likert Scale Numerical Scale 1-

5 with alternative answers: A value of 1 indicates the respondents Strongly Disagree (STS); A value of 2 indicates respondents Disagree (TS); A score of 3 indicates the respondent Undecided (RR); Rated 4 shows respondents Agree (S); and a score of 5 indicates respondents Strongly Agree (SS). Furthermore, to analyze the data collection tool (questionnaire), testing the validity (validity) using Pearson Product Moment correlation, and reliability testing (reliability) questionnaire using Cronbach Alpha to identify how well the items in the questionnaire related to each other. According Sumarsono (2004: 77) [9] the validity and reliability of the tool (instrument) data collector needs to be done so that the instrument in this study can be used as a gauge. Factor analysis is a data analysis to determine the dominant factors in explaining a problem. Data analysis techniques will be used in this research is Multiple Regression Analysis, the following equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_8X_8 + e$$

Where, Y = career development of employees, X1 = self-assessment, career mapping X2 = X3 = identification of the business achieve career goals, X4 = self-development plan, X5 = performance assessment, career education = X6, X7 = career information, X8 = counseling career, a = constant regression for each Y, b = regression coefficient for each Y, e = error or confounding factors. To obtain an estimate of the best multiple regression model in which the independent variables involved in the model is a variable that is statistically significant and deserves to be included in a multiple linear regression model, the method chosen in this study is a stepwise method. Regression model

proposed needs to be done Hypothesis independent variables affect the dependent variable is individu with t test, and the influence of independent variables on the dependent variable simultaneously tested with test F.

### 3. RESULTS

Analysis of the data in this study using multiple linear regression analysis with stepwise Methods with SPSS version 17.0. Stepwise Regression Analysis with Methods, directly separate the independent variables are not significant and does not significantly affect the dependent variable. The results of the analysis show the variables that significantly influence the career development of employees is as follows:

**Table 1. Significant Variables Affecting Career Development**

Variable	Standardized beta coefficient	Significance
Career Counseling	0,436	0,000
Performance Assessment	0,313	0,004
Assessment Career mapping	0,226	0,007

*Source: Sports SPSS Data*

The results of multiple regression equation showed a significance value of 0.000 X1, X2 of 0.004, and X3 0,007 which means that the value of the three variables significance  $\leq 0.05$  which indicates variable career counseling, performance appraisal and career mapping partially significant effect on employee career development. Explanations for each variable is as follows:

**Career counseling;** Based on the results of the analysis of career counseling variables in this study, the results showed that the better career counseling provided by the organization, the more effective career development of employees. Career counseling conducted at the Regional Secretariat of Samarinda can help employees set career goals and finding the right way to achieve it. The career counseling to help employees in selecting a preferred occupation as well as observe and interpret the attitudes, skills and other psychological work.

**Performance Assessment;** Based on the analysis of performance appraisal variables in this study found that these variables significantly influence the career development of employees at the Regional Secretariat of Samarinda. Appropriate performance appraisal system can be used for the organization's strategic interests include promotion and career development. Assessment of performance can enhance the productivity of employees, but must be implemented in a manner so as to increase the commitment of employees to be more productive.

**Career Mapping;** The clearer mapping performed by an employee's career, the more effective the employee career development. Career mapping is a process to describe the career prospects of an employee, including an explanation

of the level of employee readiness to assume certain positions. With arrangement individual career well done, then the employee can adjust between the desire of his career with the opportunities available within the organization. Here are the results of data analysis displays the variables that do not significantly affect the career development of employees at the Regional Secretariat of Samarinda are as follows:

**Table 2. Variables That Significantly Affect yet Career Development**

Variables	Standardized beta coefficient	t	Sig
Self Assessment	0,018 <sup>c</sup>	0,191	0,849
Business Identification Achieve Career Goals	-0,032 <sup>c</sup>	-0,331	0,742
Personal Development Plan	-0,065 <sup>c</sup>	-0,742	0,461
Career Education	-0,081 <sup>c</sup>	-0,792	0,431
Career information	0,192 <sup>c</sup>	1,775	0,081

*Source: Sports SPSS Data*

Based on the table significance value  $\geq 0.05$ , which means that these variables do not significantly affect the career development of employees is the variable self-assessment, identification of the business achieve career goals, personal development plans, career education and career information. The value is not significant indicates that the employee is not considered it important to these variables, and the presence or absence of high or low-variabel- these variables do not affect an employee's career development at the Regional Secretariat of Samarinda. Explanations for each of the variables that have not been significant to career development can be described as follows: Self Assessment; Based on the results of the analysis of the self-assessment variables in this study do not significantly affect the current development of a career employee at the Regional Secretariat of Samarinda. Often an employee accepts a job or position without considering compatibility with interest abilities. Among the employees at the Regional Secretariat of Samarinda in general have not been able to assess yourself with a detailed and honest, so it can adjust to the career interests and abilities available. Business Identification Achieve Career Goals; Mondy (2008: 243)[2] defines career planning is an ongoing process whereby one set career goals and identify ways to achieve it. But in most employees ignore the identification effort to achieve the goal of his career because it assumes that BKD or leaders in their respective work units that hold greater responsibility for development his career. Personal Development Plan; Notoatmodjo (2009: 161)[7] explains that one's career is the result of the development of that person in an organization. Every employee in general want to move forward, grow and succeed, but not many employees who know where and how development is done. Motivation to further develop

themselves still low. Career Education; Based on the results of the analysis of career-related education variable in this study has not been a significant influence on the career development of employees at the Regional Secretariat of Samarinda. There are many employees who have not followed training pim and other educational and training but has been in office, while that has followed has not become a major requirement for collateral positions. And also often encountered the fact that employees who have attended training or educational upgrading is not placed in proper position so as to increase the productivity of bureaucratic work. Career Information; Based on the analysis of career information variables in this study found that these variables do not significantly affect the career development of employees at the Regional Secretariat of Samarinda. Information provided by BKD career and work unit at the Regional Secretariat of Samarinda is still lacking done or given to employees that have not been able to help the employees to set goals, track and career development. Supposedly employees generally have access to information about the various possibilities of career development and opportunities for promotion. All employees must know the correct information, and have the same opportunities to plan and to pursue his career. Proving the hypothesis requires further testing the effect of independent variables on the dependent variable to test the hypothesis as follows:

**T test (Test Partial)**

T test was used to test whether the hypothesis is rejected or accepted, by testing the hypothesis that a causal relationship independent variables on the dependent variable to consider other variables constant. Significance level of 0.05 or 5%, two-sided test and  $df = n - k = 62$  is obtained  $t_{table} = 2.021$ .

**Tabel 3. T test**

Variables	Standardized beta coefficient	$t_{count}$	Sig
Career Counseling	0,436	4,221	0,000
Performance Assessment	0,313	2,975	0,004
Assessment Career mapping	0,226	2,783	0,007

*Source: Sports SPSS Data*

Tests on the variables that significantly influence the career development of employees is as follows:

- 1)  $t_{testing}$  the first hypothesis (H1) is to test the influence of career counseling on career development of employees by using the  $t_{test}$  result that:
  - a.  $t_{count}$  4.221 and  $t_{table}$  2,021 yang means  $t_{count} > t_{table}$ .
  - b. Significance value of 0.000, which means the value of significance  $< 0.05$ .

Based on these results, then  $H_0$  (null hypothesis) is rejected and  $H_a$  (alternative hypothesis) is accepted. Regression coefficient career counseling factor is equal to 0.436, meaning that each increase of one unit of

career counseling factors will enhance the career development of employees amounted to 0.436 units, assuming other factors remain/ constant.

- 2) test the second hypothesis (H2) is to test the influence of performance appraisal on the career development of employees using the t test result that:

- a.  $t_{count}$  2,975 and  $t_{table}$  2,021 yang means  $t_{count} > t_{table}$
- b. Significance value of 0.004, which means the value of significance  $< 0.05$ .

Based on these results, then  $H_0$  (null hypothesis) is rejected and  $H_a$  (alternative hypothesis) is accepted. Regression coefficient of performance assessment factor is equal to 0.313, meaning that each increase of one unit of performance evaluation factors will enhance the career development of employees amounted to 0,313 units, assuming other factors remain / constant.

- 3) Testing of the third hypothesis (H3) that examine the effect of career mapping on the career development of employees by using the t test obtained result that:

- a.  $t_{count}$  2,783 and  $t_{table}$  2,021 yang means  $t_{count} > t_{table}$
- b. significance value of 0.007 which means significant value  $< 0.05$ .

Based on these results, then  $H_0$  (null hypothesis) is rejected and  $H_a$  (alternative hypothesis) is accepted. Regression coefficient career mapping factor is equal to 0.226, meaning that each increase of one unit of factor mapping will improve career employee career development by 0.226 units, assuming other factors remain / constant.

**F test (Test Simultaneous)**

F test done to prove that the independent variables simultaneously or simultaneously have a significant influence on the dependent variable by comparing F test generated by multiple linear regression ANOVA table with F table. Significance level ( $\alpha$ ) = 5% and  $df = n - k = 62$ , the obtained  $F_{table} = 4,034$ .

**Table 4. F Test Results**

Variables	F	Significance
Career Counseling	31,796	0,000
Performance Assessment		
Assessment Career mapping		

*Source: Sports SPSS Data*

Hypothesis testing using the F test result that career counseling variables (X1), career mapping (X2), and career information (X3) simultaneously have:

- a.  $F_{count}$  at 31.796 and  $F_{table}$  of 4,034 which means  $F_{count} > F_{table}$
- b. significance value of 0.000 which means the value of significance  $< 0.05$

Based on this, the  $H_0$  (null hypothesis) is rejected and  $H_a$  (alternative hypothesis) is accepted. This suggests that overall the independent variable has a linear relationship with the dependent variable. In both variables career counseling, performance appraisal, and career mapping effect on employee career development.

#### 4. DISCUSSION

Employees are resources owned by local governments, therefore, must be employed in an effective, efficient, and humane. Local governments that want to continue to exist and have a positive image in the eyes of the public will not ignore the aspect of quality Source Human development (HRD) Apparatus her. Role of Human Resource Management Apparatus in local government are enormous. As one of the functions of human resources management, career development is needed to ensure the viability of a labor work to show the expected performance and ensure that people with adequate qualifications and experience can be available when needed. The pattern of career development of civil servants should refer to aspects of quality improvement and career civil servants, and the vision and mission of the organization. Organizations must build a golden bridge to connect the needs of organizations on the one hand with the needs and aspirations of individuals on the other side. Career development applies to any employee who works in local government, which is the lowest level of employees up to the level of leadership / highest echelons. Career counseling factor is a factor that has the greatest influence on the career development of employees at the Regional Secretariat of Samarinda. As stated by Notoadmodjo (2009: 169)[7] that an organization or institution should work to provide for career counselors for employees (career counselor). Career development in an organization is the responsibility of an organization. Career counseling services give an opportunity to all employees of the various strata of position, age and years of service to know the skills, strengths, and potential for different types of jobs, and choose which work in accordance with the purpose and personality of employees. Career development cannot be achieved properly if individual employees do not have a good career planning as well. Responsibility greatest career development is situated on the individual or the employees themselves. Organizations or local governments need to provide encouragement or motivation for employees to be able to plan his career, so that employees can be a career in local government in accordance with his performance and provide feedback to improve organizational performance. Good career development of employees will be able to increase capacity and good performance and ultimately result in good performance. Employees will be increasingly recognized by policy makers, foster loyalty and employee self will get advisors (mentors) and sponsors that can be nominated to be promoted, and the support of subordinates for echelon. Employee morale would have an incentive to grow and develop, utilize training program and be ready for higher office. If the career opportunities in the structural positions is limited, so to get the employee's career can be a career opportunity in a functional position or rotation to other work in the sphere of local government. Employees at the Regional Secretariat of Samarinda also partly unsatisfied career development because of the persistence of the practice of career development that is still associated with a political element. Especially related to promotion and career structural position that has not been fully determined by the competence and performance but by political affiliation. Jeddawi (2010: 197) [10] reveals that the elected regional head of a political party, has a very strong power (powerful authority) to attract civil servants in practical politics. The

pattern of patron-client relationships as well as political retribution, making the position of civil servants to be more easily co-opted by the regime of local political interests. While Advisory Board Position and Rank less working properly, sometimes not involved in any career promotion of employees. Jeddawi (2010: 197)[10] says that: "In fact an employee's career can be stopped instantly from structural positions without rational reason and without offense. The existence of the Advisory Board Position and Rank in practice remains a sub-ordination of regional heads. Advisory Board Position and Rank just a symbol selectors normative and administrative requirements, since the final decision remains at the head of the region". Performance assessment method / employee competence should be clear and transparent, so that the employee can be placed according to their competence. In the employee's career development emphasis on competency requirements should be considered.

#### CONCLUSIONS AND SUGGESTIONS

Based on the results of data analysis and discussion, it can be concluded that the main factors affecting the career development of staff at the Regional Secretariat Samarinda is a factor of career counseling, performance appraisal, and career mapping. While the self-assessment factors, identification of the business achieve career goals, personal development, career-related education and career information yet statistically significant effect. These three factors that influence such factors career counseling, performance appraisal, and career mapping has the effect of 58.7% of the increase in employee career development. All three significant effect which means any increase in career counseling, performance appraisal, and career mapping the level of employee career development will also increase. Therefore, in an effort to boost the career development of employees at the Regional Secretariat of Samarinda, it is recommended to the management of the Civil Service manager at the Regional Secretariat of Samarinda, in order to continue with more intensive career counseling in the form of career counseling, career advice and aptitude tests, and the provision of career information such as information about the description / job descriptions, job specification, career path, career patterns and implement career development system open to employees. Employee career development patterns should also actually more emphasis on system performance and implement a planned career development, that will create a new culture in the Civil Service career guidance characterized by objectivity, openness, respect the real performance and results-oriented.

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