

ANTECEDENTS AND CONSEQUENCES OF CAREER DEVELOPMENT OF EMPLOYEES IN BAPERLITBANG KARIMUN REGENCY

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Abstract

This study aims to see the influence of career development of civil servants in the Planning, Research, and Development Agency of Karimun Regency. The number of respondents used as samples in this study was as many as 65 people. The results showed that: (1) Education has a significant effect on career development, Education has a significant effect on Job Promotion, (2) Training does not significantly affect the Promotion of Positions, (3) Promotion of Positions has a significant effect on career development, (4) Mutations have a significant effect on the Promotion of Positions, (5) Mutations have a significant effect on the career development of employees in the office of the Planning, Research and Development Agency of karimun district.

Keywords: *Education, Training, Mutation, Promotion, Career.*

1. INTRODUCTION

In the face of the current globalization of human resources (HR) plays a very dominant role in the activities or activities of companies or organizations. Whether or not a company or organization succeeds in achieving the previously set objectives is highly dependent on the ability of its human resources (employees) in carrying out the tasks given to it. Therefore, every company or organization needs to think about ways that can be done to develop human resources to be an asset for the company or organization and how to have high productivity. Surely the leadership of a company or organization needs to motivate its employees.

Human resources are one of the resources contained in the organization that includes everyone who does activities. Nawawi (2008:274), suggests that human resources in government organizations are personnel or apparatus or employees who work in the environment of non-profit organizations. Based on the term human resources manager in the government environment is called the Head (bureau or field or section or section or affairs) personnel or employees under the device of their respective organizations. Flippo in Moekijat (2010:3), suggests that career development is applied through planning, organizing, directive and supervision activities in the framework of procurement, development, competency provision, integration and maintenance to achieve the organizational objectives of individuals and society as a whole.

Human resources are usually very determined by the existence of four elements that in one organization are often interrelated with the level of education, training and forms of changes in the work environment such as mutations and promotions that at least affect career development as the main and first element in every activity carried out by humans. Therefore, every organization must realize its existence in the future depends heavily on the performance of employees. Without the support of employees who have a high quality of work, the organization suffered a setback. To achieve one of the main pathways of human resource development is the development of education, training, mutation and promotion of employees in the workplace must be improved. In the course of career development employees can apply promotion of positions, the goal of the organization one of the very important factors is the performance of employee work because it can

maintain the continuity of organizational goals. One of the efforts that are expected to improve employee performance is through employee competency development programs by providing opportunities to get education and training as well as strengthening the performance of each employee.

Career development of employees to improve the technical, theoretical, conceptual, and moral skills of employees according to the needs of the job or position through education and training and good work results (performance) so that the promotion of positions for each employee can be achieved well and under the desired expectations for every leader in the organization, in this case, the office Baperlitbang Karimun Regency. Based on the observations obtained information that in the office Baperlitbang Karimun regency which is a regional device has the task of assisting the officials of the Trustees to smooth the implementation of civil servant management karimun district.

To develop employees, the Office of Baperlitbang Karimun Regency provides flexibility to employees to develop their potential through employee development programs to achieve program objectives or organizational objectives, by providing opportunities to improve education and training and provide encouragement so that each employee can improve their performance in carrying out tasks. Each employee certainly has aspirations or hopes to develop a better career over time. This certainly also applies to employees of Baperlitbang office in Karimun Regency. However, in reality, employees are so fast in increasing the level of their position or getting strategic tasks, but some employees are so difficult to level up despite meeting the requirements of staffing rules and also have the ability to work.

2. IMPLEMENTATION METHOD

Malhotra (2010), mentioned that the design of the research is a framework or blueprint in carrying out research in which detailed procedures are needed to obtain the necessary information to structure or solve research problems. The collected data is analyzed using a quantitative data analysis method. Quantitative data analysis is a form of analysis that uses numbers and calculations with statistical methods, then the data must be classified in certain categories using certain tables, which aims to know the influence of dependent variables on independent variables (Sugiyono, 2008:44). This research was conducted in the office of the Regional Planning, Research and Development Agency (Baperlitbang) Karimun Regency. The population and samples in this study are all State Civil Apparatus (ASN) in Baperlitbang Karimun Regency numbering 65 people. This study used Structural Equation Modeling (SEM) technique based on variance or better known as SEM PLS (Partial Least Square) and assisted with Smart PLS 2.0 M3 software.

3. RESULTS AND DISCUSSION

3.1 Results

1. Design Structure of Research Model

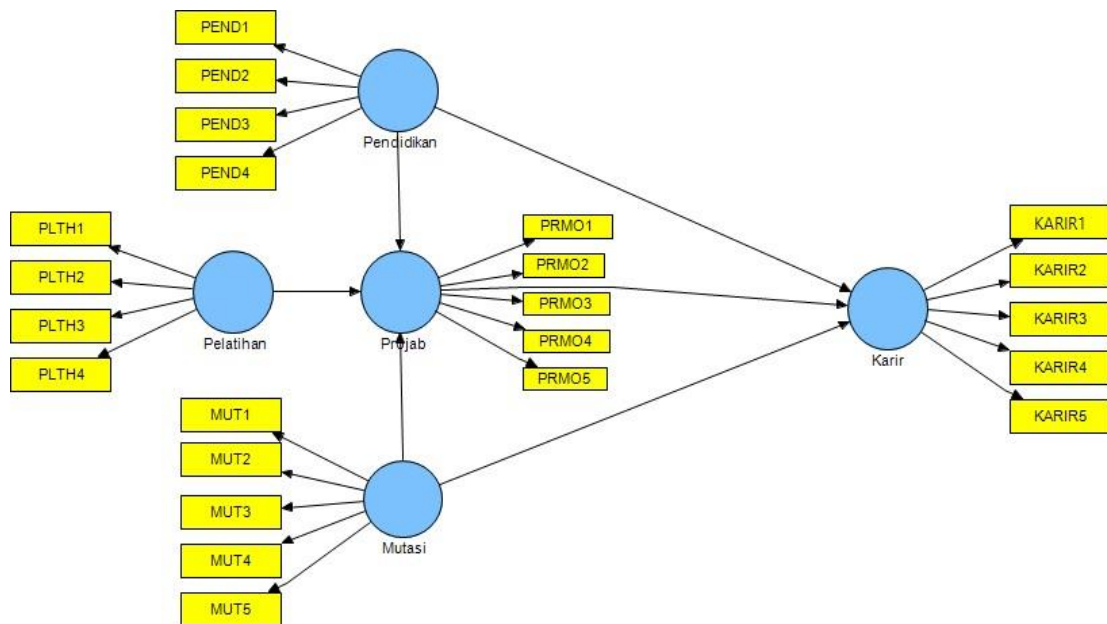
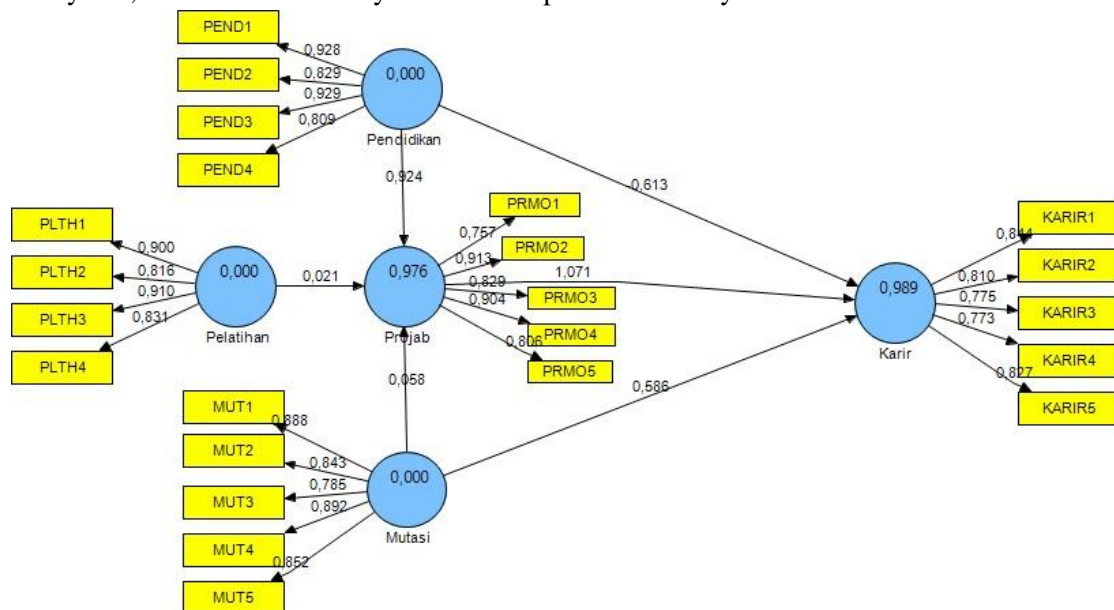


Figure 1 Research Model Design

2. Measurement Model Evaluation (Outer Model)

The evaluation of the measurement model consists of three stages, namely convergent validity test, discriminant validity test and composite reliability test.



Source: Output SmartPLS 2.0
Figure 2 Results PLS Algorithm

3. Convergent Validity Test

Validity testing for reflective indicators can be performed using the correlation between indicator score and construct score. Measurements with reflective indicators indicate a change in an indicator in a construct when another indicator on the same construct changes. Here are the calculation results using SmartPLS 2.0 program.

Table 1 Results Outer Loading

	Kar	Mut	Pelati	Pendidi	Proj
KAR	0,843				
KAR	0,809				
KAR	0,775				
KAR	0,773				
KAR	0,827				
MU		0,888			
MU		0,843			
MU		0,785			
MU		0,892			
MU		0,852			
PEN				0,9279	
PEN				0,8293	
PEN				0,9289	
PEN				0,8085	
PLT			0,900172		
PLT			0,816002		
PLT			0,910149		
PLT			0,831493		
PR					0,757263
PR					0,912948
PR					0,828946
PR					0,903703
PR					0,806021

Source: SmartPLS 2.0 data processing results

4. Discriminant Validity Test

On reflective indicators, it is necessary to test discriminant validity by comparing the values in the cross-loading table. An indicator is declared valid if it has the highest loading factor value to the intended construct compared to the value of loading factor to another construct.

Table 2 Output Cross Loading

	Kar	Muta	Pelatih	Pendidi	Proja
K	0,8439	0,7853	0,9001	0,8207	0,8075
K	0,8099	0,8922	0,6985	0,6395	0,6450
K	0,7754	0,8523	0,5611	0,4944	0,5398
K	0,7734	0,6094	0,6543	0,6427	0,7572
K	0,8270	0,6605	0,9101	0,9279	0,9129
M	0,8033	0,8883	0,6901	0,6363	0,6423
M	0,7719	0,8430	0,5623	0,5049	0,5498
M	0,8439	0,7853	0,9001	0,8207	0,8075
M	0,8099	0,8922	0,6985	0,6395	0,6450
M	0,7754	0,8523	0,5611	0,4944	0,5398

P	0,8270	0,6605	0,9101	0,9279	0,9129
P	0,6909	0,5533	0,8052	0,8293	0,8289
P	0,8060	0,6951	0,8897	0,9289	0,9037
P	0,7375	0,6744	0,7578	0,8085	0,8060
P	0,8439	0,7853	0,9001	0,8207	0,8075
P	0,8224	0,8206	0,8160	0,7335	0,7413
P	0,8270	0,6605	0,9101	0,9279	0,9129
P	0,7187	0,5743	0,8314	0,8341	0,8393
P	0,7734	0,6094	0,6543	0,6427	0,7572
P	0,8270	0,6605	0,9101	0,9279	0,9129
P	0,6909	0,5533	0,8052	0,8293	0,8289
P	0,8060	0,6951	0,8897	0,9289	0,9037
P	0,7375	0,6744	0,7578	0,8085	0,8060

Source: SmartPLS 2.0 data processing results

5. Reliability Test

Table 3 shows that all latent variables measured in this study have Composite Reliability values above 0.7 which means it shows satisfactory values, and the suggested Cronbach Alpha value is above 0.6 so it can be said that all latent variables are reliable.

Table 3 Latent Variable Reliability Test Results

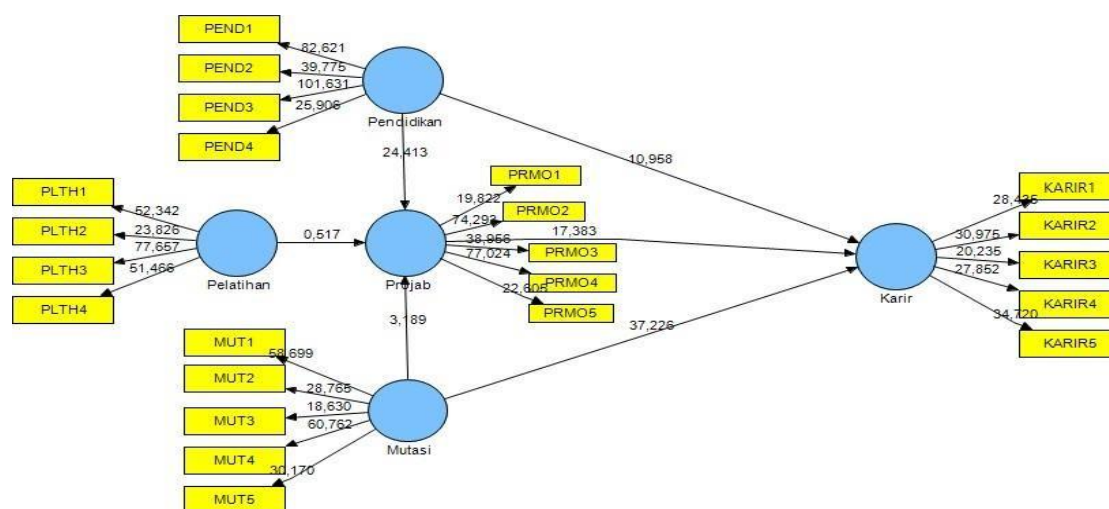
Construct	Composite Reliability	Cronbach Alpha	Notes
Karir	0,902810	0,865177	reliable
Mutasi	0,930292	0,906195	reliable
Pelatihan	0,922528	0,887620	reliable
Pendidikan	0,928949	0,896812	reliable
Projab	0,924843	0,897485	reliable

Source: SmartPLS 2.0 data processing results

6. Evaluation Structure Model (Inner Model)

The significance test in the SEM model with SmartPLS aims to determine the effect of exogenous variables on endogenous variables. Hypothesis testing with SEM PLS method is done by bootstrapping with the help of SmartPLS 2.0 program. Therefore, the relationship between exogenous variables on endogenous variables is obtained as follows.

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Source: SmartPLS 2.0 Bootstrapping Output Results
Figure 3 Output Bootstrapping

Table 4 Conclusion of Research Results

Hypothesis	Variables		Direct Effect	Indirect Effect	Total Effect	t-Values (>1.96)	Notes
	Exogenous	Endogenous					
1	Pendidikan	Karir	0,613	-	0,613	10,958	Significant
2	Pendidikan	Projab	0,924	-	0,924	24,413	Significant
3	Pelatihan	Projab	0,021	-	0,021	0,517	Not Significant
4	Projab	Karir	1,071	-	1,071	17,383	Significant
5	Mutasi	Projab	0,058	-	0,058	3,189	Significant
6	Mutasi	Karir	0,586	-	0,586	37,226	Significant

3.2 Discussion

Based on the results of the hypothesis test in this study is: the first hypothesis, Education has a significant effect on career development with a value of t values of 10,958 and far above the standard t values set at 1.96. as for the value of direct relationships between variables of 0.613. The second hypothesis, Education has a significant effect on the Promotion of Positions with a value of t values of 24,413 and well above the standard t values set at 1.96. as for the value of direct relationships between variables of 0.924. The third hypothesis, Training has no significant effect on the Promotion of Positions with a value of t values of 0.517 and far below the standard t values set at 1.96. as for the value of the direct relationship between variables is 0.021. The fourth hypothesis, Promotion of Positions has a significant effect on career development with a value of t values of 17,383 and well above the standard t values set at 1.96. as for the value of direct relationships between variables of 1,071. The fifth hypothesis,

Mutation has a significant effect on the Promotion of Positions with a value of t values of 3,189 and far above the standard t values set at 1.96. as for the value of direct relationships between variables of 0.058. The sixth hypothesis, Mutation has a significant effect on career development with a value of t values of 37,226 and well above the standard t values set at 1.96. as for the value of direct relationships between variables of 0.586.

Mathis and Jackson (2007:251) stated that human resources in the organization need to be educated, trained and mutated to realize the effectiveness of career development. Overall it can be understood that career development in a company is developed on four focuses, namely education, training, mutation and promotion of positions. This opinion reinforces the results of this study where education, training, mutation and promotion of positions have an important role in the process of career development of employees in the office Baperlitbang K arimun. Mathis and Jackson (2007:27) define career development as a growth inability that goes far beyond what is required in a job. In this case, HR plays an important role in the back and forth of an organization. The availability of adequate human resources and the expectations and guarantees for the career development of employees will make Baperlitbang Karimun Regency a reliable institution in development planning. Hasibuan's view (2011:88), which states that career development refers to staff and personnel problems in the long-term educational process using a systematic and organized procedure. Career development is all efforts made to improve technical, theoretical, conceptual and moral skills accordingly, with the needs of work or position through education and training. Based on the results of this study, Baperlitbang needs to improve what has been done so far for employees, for the development of human resources through capacity building by providing opportunities for improvement in terms of education and training, as well as in terms of mutation and promotion of positions to be done with better regulation with the principle of fairness under procedures, regulations and applicable laws and objectivity in the assessment of employee performance.

4. CONCLUSION

Based on the results of the hypothesis test in this study is: the first hypothesis, Education has a significant effect on career development with a value of t values of 10,958 and far above the standard t values set at 1.96. as for the value of direct relationships between variables of 0.613. The second hypothesis, Education has a significant effect on the Promotion of Positions with a value of t values of 24,413 and well above the standard t values set at 1.96. as for the value of direct relationships between variables of 0.924. The third hypothesis, Training has no significant effect on the Promotion of Positions with a value of t values of 0.517 and far below the standard t values set at 1.96. as for the value of the direct relationship between variables is 0.021. The fourth hypothesis, Promotion of Positions has a significant effect on career development with a value of t values of 17,383 and well above the standard t values set at 1.96. as for the value of direct relationships between variables of 1,071. The fifth hypothesis, Mutation has a significant effect on the Promotion of Positions with a value of t values of 3,189 and far above the standard t values set at 1.96. as for the value of direct relationships between variables of 0.058. The sixth hypothesis, Mutation has a significant effect on career development with a value of t values of 37,226 and well above the standard t values set at 1.96. as for the value of direct relationships between variables of 0.586.

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