

Antecedent and Consequent Analysis of Career Development of Employees of PT. Mega Auto Central Finance (MACF) Serang Branch

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Article History	Abstract
Received: Sept 01, 2021 Revised: Oct 3, 2021 Accepted: Dec 20, 2021	This study aims to examine the antecedents and consequent analysis of career development. This research is a hypothesis testing with survey method. The population in this study were all employees of PT. Mega Auto Central Finance (MACF) Serang Branch was used as samples, namely as many as 64 employees. The analytical tool used to test the suitability of the proposed model and hypotheses using the regression method, the conclusion is that all four hypotheses are supported. The results show that career planning affects career development, career management involves career, career development impacts job satisfaction, and career development affects career commitment. PT. MACF Serang Branch should increasingly provide career opportunities to improve career planning and management, improving career development so that it is expected to create work commitment and high job satisfaction. Keywords: Career Development, Career Planning, Career Management, Job Satisfaction, Career Commitment. JEL Classification: L00, M10 Type of paper: Research Paper.

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I. Introduction

The organization's ability to survive and develop is primarily determined by its ability to change, adapt to changes in the business environment it faces or adapt to potential changes in the future. Changes at the organizational level have an essential role in managing working people, particularly planning and managing their careers.

Keith Devis and Werther in Sjafrri Mangkuprawira (2014) define a career as all jobs held by a person during his life in his work. Career is a basic need for employees to gain social and family recognition and economically. According to Baruch (2004) career is not just a job but develops around the processes, attitudes, behaviours and situations in one are work-life to achieve career goals. However, over the last few decades, it has been understood that individuals are also responsible for planning and building their careers rather than leaving it entirely to the organization to manage. Therefore, career management requires initiatives from organizations and individuals to provide maximum benefits for both.

According to Rivai and Sagala (2011), the definition of career management is the process of managing an employee's career, which includes several stages of activities such as career planning, self-development and career counselling, as well as career decision making. Career management must involve all parties, including employees concerned with the work unit and the company as a whole.

In practice, according to Sjafrri Mangkuprawira (2014), the division of human resources within the company encourages career planning in three ways, namely through career education, career planning information and career guidance (counselling).

Career planning and career management are steps taken in achieving career development. In practice, career development is a career implementation plan. Sadili Samsudin (2019) defines career development as an effort to improve employees' technical, theoretical, conceptual, and moral abilities according to the needs of the job/position through education and training.

Employees highly expect career development because they will get better rights than previously obtained, both material and non-material, such as increased income, improved facilities and so on. At the same time, the requests are non-material such as social status, feelings of pride, etc. This can lead to job satisfaction as a positive emotional state resulting from assessing a job or experience and career commitment to ability development. Commitment helps careers last a long time to develop specific skills and provides strength in business and professional relationships.

PT. Mega Auto Central Finance (MACF) is a motorcycle financing company with a target system in its work. Thus, PT. MACF recruits qualified and appropriate employees in their fields. Employees of PT. MACF is obliged to give a good performance so that career planning and management are very concerned. With good career planning and

management, employees can develop their careers, which can grow job satisfaction. In addition to increasing job satisfaction, career development can also lead to a high commitment to the company.

The object of this research is the employees of PT. MACF Serang Branch. This research is expected to know clearly about the antecedents and consequences of career development in employees of PT. MACF Serang Branch can later be used as a reference by PT. MACF Serang Branch.

II. Literature Review

2.1. Career Planning

According to Martoyo (2015), career planning is a plan about the possibilities of an organization member or employee going through promotion or rank according to his requirements and abilities.

According to Simamora (2015), individuals plan careers to improve status and compensation, ensure job safety, and maintain marketability in a changing labour market.

Career planning needs to be addressed because human resource plans address the various future staffing needs of the organization and are associated with career opportunities. In addition, human resource managers are always interested in training or development opportunities. Each individual evaluates their abilities and interests through career planning, considers alternative career opportunities, sets career goals, and plans practical development activities. The main focus in career planning should be a match between personal goals and the realistically available options. Pua and Anantram (2006) emphasize the importance of career planning as the first step towards a career development process.

2.2. Career Management

According to Simamora in Rahmi Widyanti (2018), career management is a process in which a company selects, assesses, assigns, and develops its employees to obtain a set of high-quality employees to meet future needs.

The goal of career management is to meet the objectives of the talent management policy. Career management provides opportunities for people to develop their skills and careers to ensure that the organization has the required flow of talent and fulfils its aspirations. It is about integrating organizational needs with individual needs.

Career management requires an approach that explicitly considers both the needs of the organization and the interests of employees. This need is for creativity in identifying ways to provide development opportunities. The best career management policies and

practices are based on understanding the organization's career advancement stages (Encep Saefullah, 2021).

2.3. Career Development

This section consists of an illustration and description of the conceptual framework to answer the research questions.

According to Widodo (2015), career development is a series of lifelong activities that explore, establish, succeed, and fulfil one's career. Meanwhile, according to Sinambela (2015), career development is an effort made by organizations to plan their employees' careers, referred to as career management, including planning, implementing, and supervising jobs. According to Siagian (2012), factors that influence career development are fair treatment in a career, concern for direct superiors, information about various promotion opportunities, interest in being promoted and level of satisfaction.

Career development is oriented towards organizational/company development in responding to future business challenges. Every organization/company must accept that its existence in the future depends on human resources (HR). Without having competitive human resources, an organization will experience setbacks and will eventually be excluded due to the inability to face competitors. Such conditions require the organization/company to conduct career development for employees, which must be planned and sustainable.

2.4. Job Satisfaction

According to Umar (2010), job satisfaction is a set of employee feelings about whether or not their job is fun. Hasibuan (2018) states that job satisfaction is a pleasant or unpleasant emotional attitude. Employees who are satisfied with their work will appear in employees' emotions. Employee satisfaction will make employees love their work. Job satisfaction is enjoyed on the job, outside of work, and a combination of inside and outside work.

Job satisfaction is an emotional response to work situations. Each individual will have a different level of job satisfaction. In achieving job satisfaction, individuals must interact with colleagues and superiors and comply with applicable regulations within the company.

Employee job satisfaction is a primary concern for managers, academics/researchers, and the general public. Someone joins an organization or works for a company to obtain job satisfaction, resulting in low employee productivity.

2.5. Career Commitment

Ching and Kee (2012) stated that career commitment is a person's attitude in achieving goals for self-improvement and is more individualistic. In contrast, Noordin (2008) defines career commitment as a goal that the individual and this commitment form is

only in his career. The more substantial career commitment will be reflected in the individual's career identity, where there is a strong desire to achieve individual goals to attain jobs in the company.

Career commitment is another consequence of career development initiatives. Career commitment is a motivational strength to work in a chosen career. Pua and Anantram (2006) argue that career commitment is characterized by career development of personal goals, identification, and involvement in those goals.

Career commitment forms a sense of responsibility for the organization, protects the organization from outside influences, and draws human resources towards cooperative actions.

III. Methodology

This study aims to test the hypothesis to test the causal relationship between the variables. The setting used is natural in the form of field research. In terms of the time dimension, this study is included in the category of cross-sectional research, namely research that only collects data through questionnaires in only one time using survey design as a data collection technique that aims to obtain accurate information through the use of questionnaires a collection tool. Primary data.

The development of the hypothesis is the Effect of Career Planning on Career Development (H1), The Effect of Career Management on Career Development, (H2), The Effect of Career Development on Job Satisfaction (H3) and Career Development on Career Commitment (H4), described in the framework below :

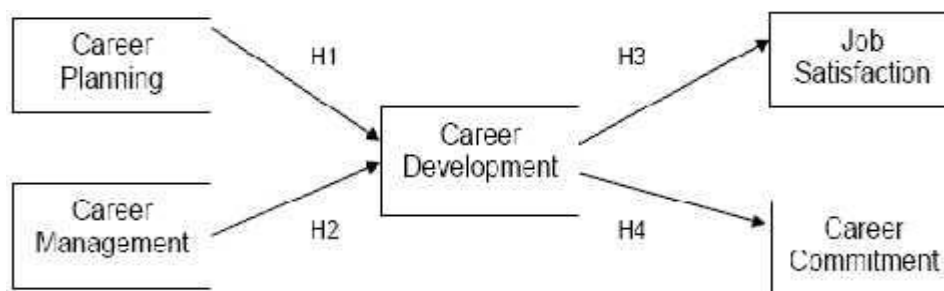


Figure 1. Research Framework
Source: Puah and Ananthram (2006)

The population and sample in this study were all employees of PT. MACF Serang Branch, totalling 64 employees. The data quality test method uses the Validity and Reliability Test. At the same time, they were testing the hypothesis using Multiple Linear Regression analysis.

IV. Results and Discussion

4.1. Results

The results of the regression test between career planning and career development are presented in table 1 below:

Table 1. Career Planning Regression Test Results on Career Development

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
(Constant)	13.860	4.847		2.860	.008
career planning	.244	.119	.246	2.055	.044

Source: Primary Data Processed, 2021

The results of the regression test between career management and career development are presented in table 2 below:

Table 2. Career Management Regression Test Results on Career Development

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
(Constant)	17.290	4.831		3.709	.058
career management	.238	.099	.287	2.398	.020

Source: Primary Data Processed, 2021

The results of the regression test between career development and job satisfaction are presented in table 3 below:

Table 3. Career Development Regression Test Results on Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
(Constant)	11.238	1.934		5.812	.000
career development	.277	.103	.324	2.698	.009

Source: Primary Data Processed, 2021

The results of the regression test between career development and career commitment are presented in table 4 below:

Table 4. Career Development Regression Test Results on Career Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
(Constant)	16.438	5.166		3.182	.002
career development	.558	.274	.250	2.036	.046

Source: Primary Data Processed, 2021

4.2. Discussion

Career Planning has a positive effect on Career Development. This hypothesis is tested to prove that career planning positively affects career development. Based on the regression analysis results in Table 1, the t-value of career planning in career development is 2.055, with a significance level of 0.044. It can be concluded that hypothesis 1 is supported. Statistically, it can be shown that career planning has a positive influence on career development. This indicates that the higher the career planning of an employee can increase employee's career development.

Career management has a positive effect on Career Development. This hypothesis is tested to prove that career management positively impacts career development. Based on the regression analysis results in Table 2, the t-value of career management in career development is 2,398, with a significance level of 0.020. It can be concluded that hypothesis 2 is supported. Statistically, it can be shown that career management positively influences career development. This indicates that if the employee's perception of the company's career management is good, it increases employee career development.

Career Development has a positive effect on Job Satisfaction. This hypothesis is tested to prove that career development positively affects job satisfaction. Based on the analysis results in Table 3, where the t value of career development on job satisfaction is 2,698 at a significance level of 0.009, it can be concluded that hypothesis 3 is supported. Statistically, it can be shown that career development positively influences job satisfaction. This indicates that if the perception of employees on career development in the company is good, then employees will feel satisfied with the work they do.

Career Development has a positive effect on Career Commitment. This hypothesis is tested to prove that career development positively affects career commitment. Based on the calculation results in Table 4, where the t value of career development on career commitment is 2.036 with a significance level of 0.046, it can be concluded that hypothesis 4 is supported. Statistically, it can be shown that career development positively influences career commitment. This indicates the perception of employees who tend to have high career development and the responsibility to survive in the company PT. The MACF of the Serang Branch will also be higher.

V. Conclusion and Recommendation

Based on the results of the analysis that has been carried out by researchers using the regression analysis method, it can be concluded that career planning and career management have a positive effect on employee career development. At the same time, career development positively affects employees' job satisfaction and career commitment to the company.

This positive influence indicates that the better the career planning and career management of the employee, the better the career development of the employee, and

the better the employee's career development, the greater the job satisfaction and career commitment of the employee.

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