Career Management and Its Effect on Employee Job Satisfaction

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ABSTRACT

This research is conducted in order to determine the management career condition, the employee work-satisfaction condition, and the influence of career management on employee work-satisfaction in the 3rd Regional Division of PT. Telekomunikasi Indonesia Tbk., West Java. The 3rd Regional Division of PT. Telekomunikasi Indonesia Tbk., West Java is state owned company which provides telecommunication service and network that represents West Java Province. In this research, there are two variables and the variables that will be examined are career management and employee work-satisfaction. The method for collecting research data are observations and questionnaires. The sampling method is probability sampling technique for 90 employees as the respondents. The result of this research concludes that the descriptive view of the most respondents gives the perception of strong deal in career management situations and quite agrees in employee work-satisfaction. Furthermore, based on simple regression method, score analysis, and observation, it is generated that the career management has a significant impact on employee work-satisfaction.

Keywords: Career Management and Employee Work-Satisfaction.

1. INTRODUCTION

To keep growing and developing in the middle of a rapid change of business external environment, a company always maximizes its ability to serve customers and market demand. To survive in the change, a company focuses on its internal environment by seeking, attracting, and retaining the human resources that contribute positively to the company.

A human is the most important and expensive asset in every organization. A human can be described as a vein in an organization because the existence of a company is determined by the human factor supporting. God has given potentials to humans such as instincts, physical needs, and mind (Muhammad, 2002:11).

PT. Telekomunikasi Indonesia Tbk. (Telkom) is one of the state-owned companies in the field of telecommunication. An alteration happens in telecommunication industry since 1999 in Indonesia that brings about a shift in this organization. Since the regulation no. 36 in 1999 about monopoly demolition of the enforcement of telecommunication goods and product industry established, Indonesian government opened a free competition in telecommunication industry.

The competition between telecommunication services in Indonesia is currently quite tight. Therefore, Telkom always transforms and improves in its organization for the sake of optimum service for the customers. This transformation does not escape from the human resources management in the company by changing the concept of human resource into human capital that foregrounds the performance of human resources from the self-quality of employees.

Because of its performance in 2016, Telkom achieved six awards in the field of human resource management from Indonesian Human Capital Study (IHCS). In the seventh IHCS Awards 2016, Telkom received the awards in five best categories: Best Employee Net Promoter Score, Best Talent Management Initiative, Best Employee Self Service Initiatives, and Best of CEO Commitment of Human Capital Development. Because of the awards, Telkom was declared as Best of All Human Capital Criteria (Best of the Best). Telkom was judged as one of the companies that had a better human capital management within other companies. In fact, from the Telkom's data of Human Capital Analytics in 2016, there were 499 employees or 58.43% from the total 854 employees in the West Java 3rd Regional Division who were not satisfied with their job.

Telkom's West Java 3rd Regional Division is a division that covers the whole West Java Province, has five Telkom areas (Witel), namely Bandung Witel, Cirebon Witel, Tasikmalaya Witel, Sukabumi Witel, and Karawang Witel.

The percentage of factors that influence the biggest employee work-dissatisfaction is: (1) there are 329 employees or 65.2% of 499 employees who say that the band position or the class of position does not feel like similar to what they expect, (2) there are thirty nine employees or 7.74% of 499 employees who say that their job does not fit with their competence, (3) there are forty employees or 8.08% of 499 employees who say that they have no clarity in their career, (4) there are thirty two employees or 6.49% of 499 employees who say that the aspect of work environment is not supportive or fun, (5) there are twenty two employees or 4.45% of 499 employees who say that they cannot develop themselves, have less challenges, and do not have an opportunity to develop, and (6) there are fourteen employees or 2.87% of 499 employees who say that they do not like the type of job that becomes their responsibility.

Career management is a process of work skill improvement of an individual reached in order to achieve the career that he wants (Rivai, 2009:290). Based on the definition, it can be concluded that they feel their band position does not fit with their expectation. Lack of challenges, lack of self-development, and lack of chances to develop deal with the theory of career management. The management career is very expected by every employee because with the career management, an employee will receive better rights than what he gets beforehand either monetary rights, such as income raise, facility fixation, and so on or the non-monetary rights such as social status, pride, and so on.

Based on the explanation above, the writers are interested to conduct a research regarding the influence of career management towards employee work-satisfaction in the company. The writers take a topic entitled "The Influence of Career Management to Employee Work-Satisfaction (A Study on the West Java 3rd Regional Division of PT. Telekomunikasi Indonesia Tbk.)".

2. LITERATURE REVIEW
Career Management

A definition of career management according to Dessler (2009:5) is a process for enabling employees to better understand and develop their career skills and interests, and to use these skill and interests most effectively both within the company and after they leave the firm.

Organizational Career Management

Career management does not only involve the employees but also the organization. In this case, an organizational career management is very important to plan by a company.

According to Simamora (2001:525), it is found that: *"The role of organization in planning a career does not attract applicants for an external recruitment but also how the organization plans an employee's relationship internally in staffing process to prepare qualified employees-to-be for the future. The activities of organizational career management covers the process and information provision related to the recruitment and selection."*

Meanwhile, according to Mathis and Jackson (2006:296), an organization-centered career management focuses on identifying career paths that provide for the logical progression of people between jobs in an organization.

Individual Career Management

The implementation of career management is done in two ways, both the company and the employees. So that, besides being the company's responsibility, the employees also carry the career management. According to Mathis and Jackson (2006:297), Individual-centered career management focuses on an individual's responsibility for a career rather than on organizational needs.

Career Management Dimensions

This research shows that there are two main dimensions that in a whole is the nature of the organizational career management (Sturges et al., 2002:739). Those dimensions are:

1. formal activities which are measured through the program made for the employees such as a training program, a policy for career development of each employee, and other formal career developments and
2. informal activities which are measured through the company steps so that the employees can develop their career but in informal ways, such as mentoring from supervisors to the staffs and an opportunity to be connected to the people whose influence to someone's career.

This research shows that there are four main dimensions that in a whole is the nature of the individual career management (Sturges et al., 2002:740). Those dimensions are:

1. networking: an employee's ability to make friends with other employees;
2. mobility-oriented behavior: a behavior to leave a company;
3. practical thing: a willingness from an employee to be active in his career development; and
4. drawing attention: an employee's ability to attend his supervisor's attention in his career development.

Work satisfaction

Hasibuan (2007:202) finds that: *"A work satisfaction is an emotional attitude that is fun and loving the job. This attitude is reflected from the work moral, discipline, and work achievement. A work satisfaction can be enjoyed inside the job, outside the job, and the combination of inside and outside the job."*

It means a work satisfaction does emphasize on the emotional attitude of an employee and the reflections of work satisfaction are work moral, discipline, and work achievement. The work satisfaction itself can be accomplished inside the job, outside the job, and the combination of both.

Meanwhile, Davis in Mangkunegara (2005:117) states that a work satisfaction is a supporting or non-supporting feeling of an employee related to his job or his condition. It means that a work satisfaction is a feeling that supports or does not support an employee in doing his job or in doing things beyond the job.

Work Satisfaction Dimensions

From the explanation above, the definition of discipline, work moral, and turnover according to Hasibuan (2007:202):

1. Discipline

   Abdurrahman Fathoni (2006:172) says that discipline is a consciousness and willingness of an employee to follow the company's rules and applied social norms. A work satisfaction influences the level of employee's discipline which means if the satisfaction is completed from a job then the employee's discipline is high. On the other hand, if the satisfaction is not completed from a job then the employee's discipline is low.

2. Work moral

   Hasibuan (2007:202) finds that someone and a group's attitude towards his/their environment behaves to work as well as possible with exerting the ability voluntarily in which in this case, it more emphasizes an encouragement to work well than just for fun. A work satisfaction influences the level of an employee's work moral. If the satisfaction is completed from a job then the employee's work moral is high. In contrary, if the satisfaction is not completed from a job then the employee's work moral is low.

3. Turnover interventions

   Harninda (2009:27) says that a turnover intervention is basically the same as an employee's willingness to move from one workplace to another one. It means that a turnover intervention is a willingness to move or in other words, a feeling which has not been at the stage of realization to move from one workplace to another one. A work satisfaction has a negative correlation to the level of employee's turnover intervention. The correlation is stronger than the correlation between work satisfaction and absence. A higher work satisfaction is correlated to a low employee's turnover intervention while dissatisfied employees have a higher turnover intervention.

3. RESEARCH METHODS

Population and Sample

Population

The population used in this research is the permanent employees in West Java 3rd Regional Division of PT. Telekomunikasi Indonesia Tbk. Based on the data, the number of population in West Java 3rd Regional Division of PT. Telekomunikasi

Indonesia Tbk. is 854 employees (documentation data from West Java 3rd Regional Division of PT. Telekomunikasi Indonesia Tbk., 2017).

Sample
The sample selection in this research is done by probability sampling. According to Uma Sekaran (2006:127), probability sampling shows that all elements in a population have the same probability to be selected as a sample.

The probability sampling technique selected is proportional stratified random sampling. According to Uma Sekaran (2006:131), proportional stratified random sampling is used in a population with its members that are not homogeny and stratified proportionally. The strata or level used is the level of job. It is due to ease in gaining the questionnaire data.

Data Technique Analysis
Simple Linear Regression Analysis
The use of simple linear regression analysis aims to create a mathematical model from the influence of career management to employee work-satisfaction so that from the model, it can be discovered the size of change on employee work-satisfaction if the level of career management is good. According to Sugiyono (2012:188), the measurement is herein under:

$$Y = a + bX$$

where:
Y = dependent variable (work satisfaction)
X = free variable (career management)
a = intercept value (constant)
b = regression direction coefficient (an additional or reduction value of Y if X increases or decreases one unit).

$$\alpha = \frac{\sum Y \sum X^2 - \sum X \sum XY}{n \sum X^2 - (\sum X)^2} \quad b = \frac{n \sum XY - \sum X \sum Y}{n \sum X^2 - (\sum X)^2}$$

4. FINDINGS AND DISCUSSION
Career Management Condition
The data in the continuum line show that the career management is in the category of good. Thus, it seems that most respondents have a good career management. It is seen from the perception of ninety respondents who have been analyzed until 72.31%.

Work-satisfaction
The data in the continuum line show that the work-satisfaction is in the category of satisfactory. Thus, it seems that most respondents have a satisfactory career management. It is seen from the perception of ninety respondents who have been analyzed until 64.35%.

Linear Regression Analysis
Classical Assumption Test
The classical assumption test is definitely needed before the linear regression test gets done. The linear regression model is called as a good model if the model gets free from statistically classical assumptions. There are three classical assumption tests that has to be done before the linear regression analysis can be done. They are data

normality test, heteroscedasticity test, and autocorrelation test. In doing the classical assumption test, the writer uses SPSS 23 software.

Data Normality Test

Normal P-P Plot of Regression Standardized Residual

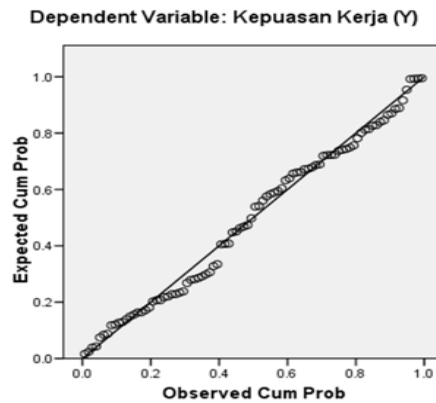**Dependent Variable: Kepuasan Kerja (Y)**

Figure 4.14: P-P Plot of Residual Normality Test
Source: SPSS Results

$e \sim N(1,0)$ distributes normally if the unstandardized residual distribution spreads around the diagonal line and follows the direction of the line. From the normal P-P Plot above, it can be known that the unstandardized residual distribution follows and spreads around the diagonal line then it can be concluded that the residual of regression equation model distributes normally or fills the normality assumption. The residual normality test can also be done by Kolmogorov Smirnov test.
The hypothesis proposed for the normality test is:
H_0: residual data distribute normally
H_1: residual data do not distribute normally
The result can be seen in the following table:

Table 4.23: Kolmogorov Smirnov Test Result

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		90
Normal Parameters [a,b]	Mean	.0000000
	Std. Deviation	2.69349732
Most Extreme Differences	Absolute	.073
	Positive	.073
	Negative	-.046
Kolmogorov-Smirnov Z		.692
Asymp. Sig. (2-tailed)		.724

a. Test distribution is Normal.
b. Calculated from data.

Source: SPSS Results

Based on the Kolmogorov Smirnov test above, it is gained the Kolmogorov value 0.692 with p-value (asymp.sig) 0.724. The test will reject H_0 if the p-value $< \alpha$ (5%).

The test result shows that p-value is more than α (5%). It means the residual data have distributed normally.

Heteroscedasticity Test

The heteroscedasticity test in this research is done through a method with seeing the result of scatterplot between the residual data that have been standardized (Sdresid) and the result of dependent variable prediction that has been standardized (Zpred).
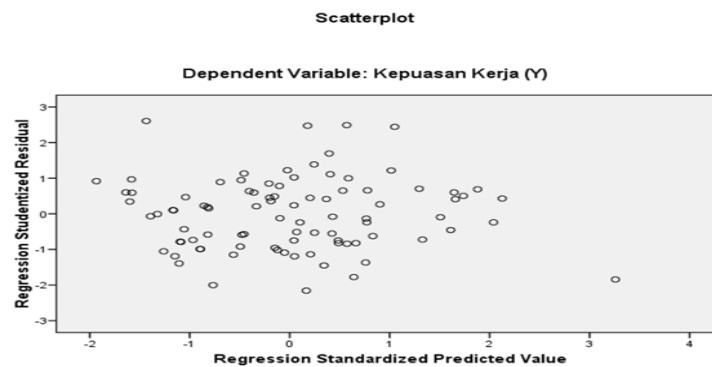

Figure 4.15: Heteroscedasticity Test Result
Source: SPSS Results

The result of scatterplot from the figure above shows that the data does not form any particular pattern and the dots do not only gather above or below zero but also spread up and down. So, it can be concluded that there is no heteroscedasticity in the residual data.

Autocorrelation Test

The autocorrelation test is done by using Durbin Watson statistical test. It is by comparing Durbin-Watson value (DW) with its crisis value (dL and dU).
    The criteria of conclusion
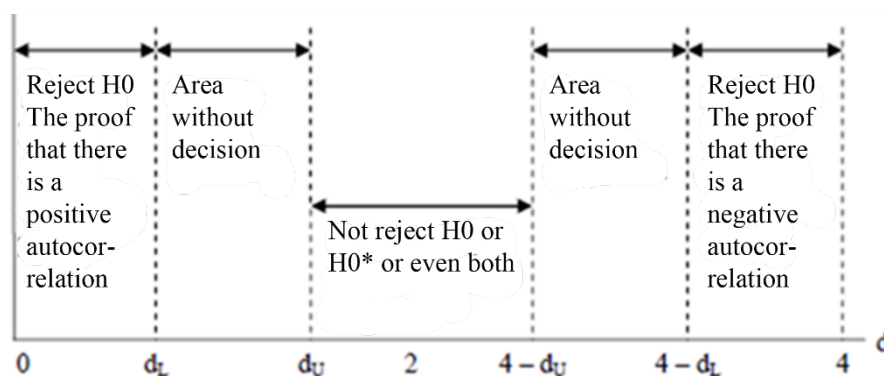
Source: Gujarati (2003:469)
Figure 4.16: The criteria of decision according to Durbin-Watson Test
Source: Gujarati (2003)

With the sample size n = 90, α = 0.05, and many independent variables of k = 1, it can be gained the crisis value dL = 1.6345 and dU = 1.6794. The result of autocorrelation test is served as herein under:

Table 4.24: Autocorrelation Test Results Model

Durbin-Watson	dL	dU	4-dU	4-dL	Conclusion
1.732	1.6345	1.6794	2.3655	2.3655	There is no autocorrelation

Source: SPSS Results

Based on the table above, it is gained the Durbin-Watson value at the amount of 1.732. It is seen that the Durbin-Watson value is in the area where H_0 is accepted. In this case, it can be concluded that the value of 1.732 has no autocorrelation. Based on the whole test results, there is no violence against regression assumption.

Hypothesis Test
Determination Coefficient (R Square)
The determination coefficient test is done to measure how far the ability of regression model explains the dependent variable variation. The amount of R Square is used to measure the regression line of goodness of fits.

Table 4.25: Calculation Result of Determination Coefficient

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.720^a	.518	.513	2.70876	1.732

a. Predictors: (Constant), Manajemen Karir (X)

b. Dependent Variable: Kepuasan Kerja (Y)

Source: SPSS Results

The table above is the calculation result of determination coefficient test. From the table, it can be seen that the value of R Square is 0.518. It can be concluded that 51.8% of work-satisfaction variable can be explained by the career management variable while the rest 42.8% is explained by other variables that do not get observed in this research.

Overall Test (F Count)
The F statistical test is done to discover whether all independent variables included into the model have an influence in together or simultaneously to the dependent variables.

- **The hypotheses the writers propose in this research are:**
  H_0: there is no significant influence between career management to work-satisfaction statistically
  H_1: there is significant influence between career management to work-satisfaction statistically
  Test Criteria:
  H_0 is accepted if F count < F table or the significance of F count > α

H_1 is rejected if F count > F table or the significance of F count < α

Table 4.26: F Statistical Test Results

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	694.525	1	694.525	94.656	.000[a]
	Residual	645.689	88	7.337		
	Total	1340.214	89			

a. Predictors: (Constant), Manajemen Karir (X)

b. Dependent Variable: Kepuasan Kerja (Y)

Source: SPSS Results

From the table, it can be seen that the value of F count is 94.656 with the significance of F value 0.000. The test will reject H_0 if the p-value < α. If it is compared to the significant rate α = 5% then the p-value (0.000) is smaller that α so that H_0 is rejected while H_1 is accepted. So, there is significant influence between career management to work-satisfaction statistically.

Individual Parameter Significance Test (T Statistical Test)

The T statistical test aims to see how far an influence of one independent variable to dependent variables by considering the other independent variables are constant. In this test, if the T count > T table or the significance of T count (p-value) < α then it means there a significant influence between the independent variables to dependent variables. The value of T table for the number of sample in this research and the level of α = 0.05 is 1.987.

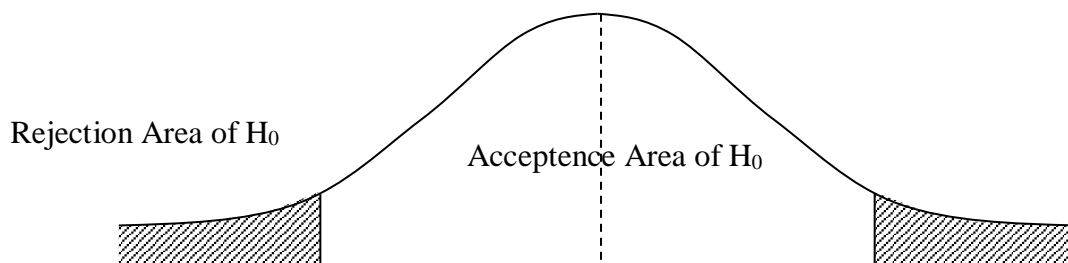**Figure 4.17: The Test of Significant Coefficient Lane X_1 with Two Sides Test**

The result of T test calculation is set herein under:

Table 4.27: T Statistical Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.247	2.280		.985	.327		
	Manajemen Karir (X)	.243	.025	.720	9.729	.000	1.000	1.000

a. Dependent Variable: Kepuasan Kerja (Y)

Source: SPSS Results

From the table, it can be gained the constants parameter value and the predictor parameter value to complete the regression model that has been formulated beforehand. The linear regression equation (regression model) formed is like this:

$$Y = 2.247 + 0.243X$$

In the equation above, the 2.247 intercept coefficient shows the value of work-satisfaction without any influence from career management. The regression coefficient for X at the amount of 0.243 shows every raise of one management career unit then the work-satisfaction will increase 0.243.

From the significance test result above, it is gained the value of T count 9.729 > T table (1.987) so that H_0 is rejected while H_1 is accepted or, it can be concluded that career management has a significant influence to work-satisfaction.

5. CONCLUSIONS AND SUGGESTIONS
Conclusions
Based on the discussion and analysis done by the writers regarding the influence of career management to employee work-satisfaction in the West Java 3rd Regional Division of PT. Telekomunikasi Indonesia Tbk., it can be concluded that:

1) the condition of career management in the West Java 3rd Regional Division of PT. Telekomunikasi Indonesia Tbk. gets categorized as good. It can be seen from the score included into the category of high. In the career management variable, the dimension that has the highest score is formal activities while the lowest one is practical thing;

2) the condition of employee work-satisfaction in the West Java 3rd Regional Division of PT. Telekomunikasi Indonesia Tbk. gets categorized as satisfactory. In the work-satisfaction variable, the dimension that has the highest score is discipline while the lowest one is work moral; and

3) the career management has a significant influence to the employee work-satisfaction in the West Java 3rd Regional Division of PT. Telekomunikasi Indonesia Tbk. Based on the regression coefficient for X at the amount of 0.243, it is shown that every raise of one management career unit then the work-satisfaction will increase 0.243 and based on the determination coefficient test, it is shown that 51.8% of work-satisfaction variable can be explained by the career management variable. The significance test shows the value of T count at the amount of 9.729 > T table (1.987) so that H_0 is rejected while H_1 is accepted or, it can be concluded that there is a significant influence between career management to work-satisfaction. It means the better the management career gets, the higher the employee work-satisfaction in the West Java 3rd Regional Division of PT. Telekomunikasi Indonesia Tbk. is.

Suggestions
Based on the research results in the field and from the calculation, the writers suggest the West Java 3rd Regional Division of PT. Telekomunikasi Indonesia Tbk. for something related to career management and employee work-satisfaction as follows:

1) the company has to maintain the good condition of career management. It can be done by emphasizing the concept of career management applied in the company to the employees especially for new employees whose a clear career path in accordance with the level applied in the company. It can be through

information about career path, process of career development, terms and condition in promotion, and so on that are in accordance with the company regulation no. PR.208.03/r00/HK250/COP-B0020000/2012 in the form of e-booklet or e-leaflet;

2) the company has to encourage the employees to join career consultation programs held by the supervisors through making some ground rules by the West Java 3rd Regional Division that obligate the employees to join the programs by having an attendance list. It is necessary to anticipate employees' dissatisfaction in their career aspect in the company;

3) the company has to share knowledge to the employees about the importance of job enrichment program inside the company's career management for employees' career advance and development. It is due to the higher the position gets, the higher the level of skill must be owned by the employees. The program is designed for employees to increase their skills;

4) the company has to lift employee motivation in terms of the development of employee's career himself independently. For example, there is a strong willingness to join trainings or workshops outside the company. The training or workshop outside the company is very important due to the needs of knowledge besides business competition, in order to get a promotion in the employee's career life. The motivation can be lifted through rewards in the form of facilities if he gets a promotion. It also is in a line with the research result conducted that there is a tendency of an employee to leave a company and work to another company if the company does not give any rewards to the employee's career;

5) the work moral has to be increased so that the passion and spirit of the employees in working and finishing the job in time get better. The employee work moral can be increased through building a good work atmosphere by throwing a routinely informal occasion such as sport tournament between divisions or between Witels. It will create a good atmosphere in work; and

6) the other thing in increasing employee work moral is through a celebration accommodated by the company for what has been achieved by the employees. It happens a lot when employees focus so much on what has to be achieved than what has been achieved. The celebration is done as an appreciation towards what the employees do in reaching the company's goals so that the employees will feel appreciated in the company.

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