

The Influence of Organizational Career Management, Individual Career Management and Competence on Employee Career Effectiveness

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ABSTRACT

This research aims to find out the influence of organizational career management, individual career management and competence on the effectiveness of employee careers at PT Bank Tabungan Negara Kc Padang. The primary data used in this study were organizational career management, individual career management, competency and employee career effectiveness. The Sample in this study amounted to 90 employees from various functions in PT Bank Tabungan Negara Kc Padang. The data analysis in this study uses multiple regression analysis using SPSS version 16.0 for windows. Based on data analysis it is known that organizational career management, individual career management and competence positively and significantly affect the effectiveness of employee careers.

Keywords: *Organizational Career Management, Individual Career Management, Competence, Employee Career Effectiveness.*

1. INTRODUCTION

Career is a common program that a person chooses to pursue during his or her employment [1]. Individuals who are unable to adapt to their careers will usually fail in having a great career [2]. Everyone in the organization must have the potential to achieve their achievements and careers, so it must be directed on the right path according to their abilities, talents, and ideals so that employees who have good achievements. Career management is a process of enabling employees to better understand and develop their career skills and interests to use effective skills and interests in the company after they leave the company [3].

Career effectiveness is the achievement or success of a career achieved by an employee in accordance with the path provided by the organization [4]. A career can be said to be effective when referring to objective and subjective career success [2]. Objective career success can be observed directly such as raises and job promotions [2]. While subjective career success is an individual feeling about how well a person is at benefiting from pursuing their career [2].

The formation of a career in banking is a very promising thing, because banking is one of the intuitions that play a role in the economy of a Country [5]. The way to improve the quality of employees in the banking world is by the career path that has been provided by the organization for employees who have competence in their fields, so as to choose their own career path and have an impact on career effectiveness [4]. One of the banks that plays a role in the banking industry is PT Bank Tabungan Negara Kc Padang (Persero) Tbk. Based on the results of interviews with the Head General Affair, indications of a decrease in the number of employees and a grade increase occurred due to a reduction in the number of employees and the cessation of employees from work.

Research conducted by [6] suggests that career effectiveness is influenced by organizational career management and individual career management. Organizational career management is the direction of career management provided by the company and career improvement activities that support individuals within the company to achieve a career on the path provided by the organization [4]. Individual centered career planning can be done by the individual himself with the skills he

or she has [5]. Individual career management is an important part of employee career success [2]. According to [7] competence is a fundamental characteristic of each individual in accordance with the criteria that refer to effective performance in a job. Competency-based individual development can be done to provide results in accordance with organizational objectives and performance in accordance with organizational standards [7].

Based on the problems outlined above, it can be seen that organizational career management, individual career management and competence have an influence on career effectiveness. Therefore, the author is interested in conducting research on "The Influence of Organizational Career Management, Individual Career Management and Competency on Employee Career Effectiveness at PT Bank Tabungan Negara Kc Padang."

2. LITERATURE STUDIES

2.1. Career

Career according to [3] is "A position of work that a person has had for many years". The career stage according to [3] is divided into five stages namely the first stage, growth that will help individuals to shape their judgment and contribute to the development of their own concepts and identities. The second stage, the exploration stage where the individual will develop an understanding of the abilities and talents they have. The third stage, the harvesting that will determine how important work and career in their lives. The fourth stage, the maintenance stage that the individual undertakes to create his place in the world of work and the efforts to maintain the position. The last stage, which is the stage of decline that will be faced by individuals with decreased levels of influence and responsibility and learning to accept and develop roles as mentors or trusted persons by young people

2.2. Career Management

Career management according to [3] is as a process to enable employees to better understand and develop their career skills and interests and to use these skills as the most effective interests within the company and after they leave the company. Career

management is a key factor for achieving individual goals and organizational goals [2]. Career management conducted by a company will change the employee's view that the company has a commitment to the effectiveness of employee careers in the future. Career management is a process by which an individual's insights develop about themselves and their environment, formulate career goals and strategies, and gain feedback on career progression [8]

2.3. Career Effectiveness

Career effectiveness is the achievement or success of a career achieved by an employee according to the path provided by the organization [4]. The effectiveness of career management requires employees and organizations that tailor their thinking, attitudes, skills, abilities, and behaviors. Research conducted by [6] mention that some of the factors that affect the career effectiveness of employees are organizational and individual career management. Similar research was also conducted by [9] mention that factors that affect the effectiveness of an employee's career are organizational career management, individual career management and competency.

Other research was also conducted by [10] mention that factors that influence career effectiveness are organizational career management, individual career management and career commitment to employee career effectiveness. Career effectiveness is the successful implementation of a career plan in an organization [11].

2.4. Organizational Career Management

Career according According to [2] Organizational career management refers to programs or activities provided by an organization to support the career success of their employees. Organizational career management is a practice in employee career development such as training and educational opportunities, performance assessments for career planning, and mentoring that companies can do to assist employees in managing their careers. Organizational career management practices include career planning, career path, training and development, development and target programs, promotions, formal staffing policies, standard promotion criteria, assessment centers, job

postings, job matching, career counseling, counseling outplacement, and mentor protégé relationships.

Benefits of organizational career management according to [12] is minimizing the turnover of key workers, encouraging turnover for unproductive workers, evaluating and developing skills to play a role in the future, developing corporate value orientation, maintaining continuity, reducing unhealthy competition, creating a positive organizational image, maintaining managerial policies.

2.5. Individual Career Management

Career Individual career management is an important part of employee career success [2]. Individual career management is the process of a person doing control and planning on his career with a career of strengths, weaknesses and taking useful steps for the expected career goals [4]. An individual must be able to develop his or her career in order to survive to be employed and promoted in an organization, and to develop skills that can be channeled for life to the organization [2].

Individual career management success management strategies according to [2] is a career management training program should be designed to help employees play a more effective role in their careers and professional human resources can lead the individual careers of their employees. Therefore HR must be able to act effectively. Individual career management model includes what a person who works needs such as career decisions or market navigation such as Workplace Adjustment, Career Decision Making, Self-Knowledge [13].

According to [14] individual career management planning consists of:

- a. Self-assessment to determine the strengths, weaknesses, goals, aspirations, preferences, needs and anchors of his career
- b. Assessment of the labor market to determine the existing kesempatan both from within the organization and from outside the organization
- c. Preparation of career goals based on evaluation
- d. Matching opportunities to strategic needs, objectives and career development

e. Career transfer planning

2.6. Competence

Competence refers to the fundamental characteristics of behavior that describe motives, characteristics, self-concepts, values, knowledge, skills possessed by someone who has superior performance in the workplace. Competence is a fundamental characteristic of any individual who is bound by the criteria referred to effective performance in a job or situation [7].

Competence refers to the fundamental characteristics of behavior that describe motives, characteristics, self-concepts, values, knowledge, skills possessed by someone who has superior performance in the workplace. Competence is a fundamental characteristic of any individual who is bound by the criteria referred to effective performance in a job or situation. Indicators of competence are knowledge, expertise or ability and attitude [15]. Competence refers to the underlying characteristics of behaviors that describe the motives, characteristics, concepts and values or knowledge possessed by a person who has superior or effective performance [16]

Competency benefits [17] :

- a. Clarify the working standards and expectations that a person wants to achieve
- b. Is a tool for selecting employees
- c. Maximize productivity
- d. The basis for developing a reward system
- e. Make it easier to adapt to the situation
- f. Aligning work behavior with values in the organization

3. HYPOTHESIS DEVELOPMENT

Hypothesis is a temporary answer to the formulation of research problems where the formulation of the problem is stated in the sentence Tanya [18]

3.1. Organizational Career Management Relationship to Career Effectiveness

An organization that conducts career management will be more aware and able to assist employees in achieving and setting strategies undertaken by the

organization[4]. Research conducted by [5] on the analysis of the influence of organizational career management, individual careers and competencies on the effectiveness of employee akir resulted in that organizational career management positively and significantly influenced the effectiveness of employee careers. Similar research was also conducted by [4] on the influence of organisasional career management and individual career management on career effectiveness resulting in organizational akir management simultaneously affecting career effectiveness.

From the description above can be obtained hypotheses as follows :

H1 : Organizational career management positively and significantly affects the effectiveness of employee careers

3.2. Relationship of Individual Career Management to Career Effectiveness

Individual career management is used to improve skills and open career opportunities in achieving career goals, so that employees can target themselves and strive to achieve the targets that have been given by the company. Research conducted by [19] on the influence of organizational career management, individual career management and employee commitment to positively and significantly affect the effectiveness of an employee's career. Similar research was also conducted by [5] and resulted in individual career management positively and significantly affecting the career effectiveness of employees

From the description above can be obtained hypotheses as follows :

H2 : Individual career management positively and significantly affects the effectiveness of karaywan career

3.3. Competency Relationship to Career Effectiveness

Competence is a basic characteristic of a person who gives superior performance in a particular job, role or situation [17]. Research conducted by [7] showed that the effectiveness of employee akir is influenced by variables of knowledge, skills and attitudes.

Research on competence was also conducted by [4] which stated that there is a positive and significant gap between communiqé and careereffectiveness.

From the description above can be obtained hypotheses as follows :

H3 : Competency positively and significantly affects career effectiveness

4. METHOD

The object of the research researched by researchers is PT Bank Tabungan Negara Kc Padang. This research uses descriptive method with quantitative approach. The population was 116 people and the number of samples studied was 90. The sampling technique that the researchers took was purposive sampling. The data type used is primary data using a likert scale. The tool used is SPSS version 16.0 for windows.

4.1. Validity Test

Validity tests are used to determine the accuracy of each question item that supports research variables. Validity tests can be used with content validity which ensures that measurements include an adequate and representative set of items on each item in the research concept [20]. A statement is said to be valid if r counts the size of the r table in the validity test result.

4.2. Reliability Test

A reliability test is a reliability test used to determine how far a measuring instrument is consistent when measurements are performed repeatedly on different samples. A data is said to be reliable when the r alpha is large from 0.6.

4.3. Multiple Regression Analysis

Multiple linear regression analysis is a research technique that tests more than one independent variable to explain variances in dependent variables [20]

4.4. F test

Test F is used to simultaneously test whether an independent variable is able to describe dependent variables properly. Hypotheses are acceptable if the

calculated F value is smaller than the table F at alpha degrees 5%.

4.5. R² test

The R2 test is used to test the extent to which the model describes bound variables. If the value of R2 is zero it means that the ability of the free variable to show bound variables is very limited. A value close to one means a free variable provides almost all the information needed to predict a bound variable.

4.6. t test

t tests are used to test whether independent variables can properly describe dependent variables. In spss test result t can be seen in coefficients table, if sig value. each independent variable < 0.05 means that each independent variable significantly affects the dependent variable.

5. RESULTS AND DISCUSSION

The object of the research researched by researchers is PT Bank Tabungan Negara Kc Padang. Researchers directly distributed questionnaires to employees of PT BTN Kc Padang. Questionnaires are distributed as many as 90 questionnaires with the total return is 100% or all questionnaires that are shared are returned to researchers. Based on the initial data on the questionnaire can be seen the characteristics of respondents based on the age of < 25 years is as much as 9 people or 10%, the age range of 25 to 35 years as much as 63 people or 70%, the age range of 35 to 45 years as many as 13 people or 14%, and the age range of 45 to 55 people as much as 5 people or 6%.

Respondents' characteristics were based on male gender as much as 59 people or 66% and women as many as 31 people or 34%. Characteristics based on the last education are high school as many as 8 people or 9%, Diploma as many as 8 people or 9%, S1 as much as 71 people or 79%, and S2 as much as 3 people or 3%. The characteristics of respondents based on salaries from 1,000,000 to 5,000,000 were 39 people or 43%, salaries of 5,000,000 to 10,000,000 are 42 people or 47%, salaries from 10,000,000 to 15,000,000 are 5 people or 6%, and salaries over 15,000,000 are 4 people or 4%. The last characteristics of respondents based on a working period of less than 5 years are 34

people or 38%, 5 to 10 years as many as 40 people or 44%, 10 to 15 years as many as 8 people or 9%, 15 to 20 years as many as 4 people or 4%, 20 to 25 years as many as 2 people or 2%, and more than 25 years are 2 people or 2%.

Validity test results using SPSS version 16.0 for windows show that organizational career management variables (X1), individual career management (X2), competency (X3), and career effectiveness (Y) have a table r value with alpha 5% greater than 0.207. This proves that all question items of dependent and independent variables are valid. In reliability tests it can be known that the value of each variable cronbach alpha greater than 0.60 which proves that all indicators can act reliably and reliably for future research.

5.1. Multiple Regression Analysis

Multiple linear regression analysis is a research technique that tests more than one independent variable to describe variances in dependent variables. The results of multiple regression analysis using SPSS version 16.0 for windows as follows :

Table 1. Multiple Regression Analysis

Model	Unstandardized Coefficient		T	Sig.
	B	Std. Error		
(Constant)	8.727	2.784	1.876	.064
MKO	.300	.089	3.365	.001
MKI	.282	.129	2.185	.032
Kompetensi	.647	.147	4.404	.000
Adjusted R Square	.385			
Uji F	19.586			

Source : Primary Data Processed in 2021

Based on the table above can be obtained multiple linear equations :

$$Y = 8,727 + 0,300X1 + 0,282X2 + 0,647X3$$

Based on the equation of multiple regression can be seen that:

- a. Constants (a) or absolute value y if the variables of organizational career management, individual career management and competence then the value of career effectiveness variable increased by 8,727

- b. b_1 is a coefficient regression of organizational career management of 0.300 meaning that if organizational career management increases by 1% then can cause an increase in career effect as much as 0.3% if the variable constants
- c. b_2 is a coefficient of individual career management regression of 0.282 meaning that if individual career management increases by 1% it will lead to a change in career effectiveness as much as 0.282% if other variables are constant
- d. b_3 is a competency regression coefficient of 0.647 meaning that if the competency increases by 1% it will lead to an increase in career effectiveness by 0.647% if other variables are constant

5.2. Simultaneous Significance Test (Test F)

Test F is used to simultaneously test whether an independent variable is able to properly describe dependent variables. If significant $F < 0.05$ then the regression equation obtained is reliable. Based on the table result F in table 20 obtained the value of F count (19,586) $>$ F table (2,71) and the value of significance obtained by $0,000 < 0,05$. Therefore, the regression model obtained can be relied upon and the variables of organizational career management, individual career management and competence are able to explain the variable career effectiveness of employees of PT Bank Tabungan Negara Kc Padang is well.

5.3. Coefficient Determination Test (R^2)

The determination coefficient test is used to test the extent to which the model is moving about bound variables. Based on table 1 above it can be known that adjusted R Square value is 0,385 or 38% by organizational career management variable, individual career management and competency. The remaining 62% is explained by other variables. The value of R Square is 0,406 tend close to 0 so it can be concluded the ability of independent variables in describing dependent variables is very limited.

5.4. Partial Significance Test (t Test)

T tests are used to test whether independent variables can properly describe dependent variables. On spss test results test t can be seen in the table coefficients, if sig. less than 0.05, meaning that each

independent variable significantly affects dependent variables. Based on table 1 can be explained hypotheses as follows :

5.4.1. The influence of organisational career management on career effectiveness

Based on the results of the calculation of the distribution of the total frequency of the average score of organizational career management is 3.77 with TCR worth 74% which is in the category of "Good Enough" which means the implementation of organizational career management at PT Bank Tabungan Negara Kc Padang has been quite well run. For the frequency distribution of career effectiveness average score is 3.40 with the respondent's achievement rate of 68% which is in the category "Good Enough".

Based on simultaneous independent variable testing of dependent variables, the result of the t-value count test of the organisational career management variable count was 3,365 greater than the table t value of 1,991 with a t significance of 0.001 (significant) and a regression coefficient of 0.300. This means that the first hypothesis is that organizational career management has a positive and significant influence on the effectiveness of employee careers at PT Bank Tabungan Negara Kc Padang is acceptable.

This is also evidenced by research conducted by [4] which states that if organizational career management is carried out properly it will be able to help employees to determine careers in accordance with their skills and abilities. Providing organizational career management activities with the aim of improving productivity and employee development so that career effectiveness or career success is achieved [21].

5.4.2. The influence of individual career management on career effectiveness

Based on the results of the calculation of the distribution of frequency of the total score of the average individual career management is 3.59 with the respondent's achievement rate (TCR) 72% which is in the category of "Good Enough". Which means the implementation of individual career management at PT Bank Tabungan Negara Kc Padang has been quite well run. For the frequency distribution of career

effectiveness average score is 3.40 with the respondent's achievement rate of 68% which is in the category is quite good.

Based on simultaneous independent variable testing of dependent variables, the result of the t value count test of an individual career management variable was 2,185 greater than the table t value of 1,990 with at significance of 0.032 (significant) and a regression coefesien of 0.282. This means that the second hypothesis of individual career management has a positive and significant influence on the effectiveness of employee careers at PT Bank Tabungan Negara Kc Padang is acceptable.

The results of the study are in line with research conducted by [5] which mentions that organizational career management positively and significantly affects the effectiveness of careers at PT Bank Rakyat Indonesia Pamalang Branch of West Java Province. And in line with the research conducted by [4] which states that individual career management significantly affects the effectiveness of careers at PT Sinar Sosro Banjar Branch. Similar research was also conducted by [6] which showed that individual career management has a positive influence on the subjective aspect of career effectiveness.

5.4.3. The influence of competence on career effectiveness

Based on the results of the calculation of the distribution of the total frequency of the average competency score is 3.72 with the respondent's achievement rate (TCR) 74% which is in the category of "Good Enough". Which means the competence of employees at PT Bank Tabungan Negara Kc Padang is good enough. For the frequency distribution of career effectiveness average score is 3.40 with the respondent's achievement rate of 68% which is in the category is quite good.

Based on independent variable testing of dependent variables, the result of the t significance test of the competency variable count t value is 4,404 greater than the table t value of 1,991 with a t significance of 0.000 (significant) and a regression coefesien of 0.647. This means that the third hypothesis of competence has a positive and significant influence on the effectiveness of

employee careers at PT Bank Tabungan Negara Kc Padang is acceptable.

This is in accordance with research conducted by [5] which states that competence has a positive and significant influence on career effectiveness. Similar research was also conducted by [7] which stated that the effectiveness of employee careers in the Bulukumba District Financial Management Office is simultaneously influenced by knowledge, skills and attitudes that are indicators of competence. Competency is a characteristic that can be measured and usually relatively stable so that the orientation of career effectiveness can be measured from the competence of employees [5].

5.4.4. Coefesien Determination Test (R²)

The Determination Coefesien test is used to test the extent to which the model is moaning about bound variables. Based on table 1 above it can be known that adjusted R Square value is 0.385 or 38% by organizational career management variable, individual career management and competency. The remaining 62% is explained by other variables. The value of R Square is 0.406 cendrung close to 0 so it can be concluded the ability of independent variables in describing dependent variables is very limited.

Test F is used to simultaneously test whether an independent variable is able to properly describe dependent variables. If significant $F < 0.05$ then the regression equation obtained is reliable. Based on the test result F in table 20 obtained the value of F count (19,586) $>$ F table (2.71) and the value of significance obtained by $0.000 < 0.05$. Therefore, the regression model obtained can be relied upon and the variables of organizational career management, individual career management and competence are able to explain the variable career effectiveness of employees of PT Bank Tabungan Negara Kc Padang well.

6. CONCLUSION

This research aims to find out the influence of organizational career management, individual career management and competence on the effectiveness of employee careers at PT Bank Tabungan Negara Kc Padang. From the research that has been done researchers can be concluded as follows :

- a. Based on independent variable testing of dependent variables simultaneously, the result of the test significance of t-count value of organisational career management variable is 3,365 greater than the table t value of 1,991 with a significance t worth 0.001 (significant) and regression coefficient of 0.300. This means that the first hypothesis is that organizational career management has a positive and significant influence on the effectiveness of employee careers at PT Bank Tabungan Negara Kc Padang is acceptable.
- b. Based on independent variable testing of dependent variables simultaneously, the result of the t value calculation test of individual career management variables was 2,185 greater than the table t value of 1,990 with a t significance of 0.032 (significant) and a regression coefficient of 0.282. This means that the second hypothesis of individual career management has a positive and significant influence on the effectiveness of employee careers at PT Bank Tabungan Negara Kc Padang is acceptable.
- c. Based on independent variable testing of dependent variables, the result of the t significance test of the competency variable count t value is 4,404 greater than the table t value of 1,991 with the significance of table t worth 0.000 (significant) and regression coefficient of 0.647. This means that the third hypothesis of competence has a positive and significant influence on the effectiveness of employee careers at PT Bank Tabungan Negara Kc Padang is acceptable.

7. SUGGESTION

In the application of organizational career management seen from the lowest TCR statement of 72.40% with a total score of 362 obtained from the 6th statement that is "The Company strives to encourage employees to career". Based on the statement can be indicated that the company still has problems in motivating employees to improve their career in the company so that the career management of the organization that has been created by the company has not been carried out to the maximum. Based on these indications, it is expected that the company or manager responsible for the employee's career can improve their role by interacting with the work directly and can

become communicators, counselors, coaches, mentors appraiser, and advisers for their employees.

In the application of individual career management seen from the lowest TCR statement of 40.40% with a total score of 202 obtained from the 11th statement that is "I strive to help my superiors achieve their goals even if not to my liking". Based on the statement can be indicated that employees at PT Bank Tabungan Negara Kc Padang have a positive attitude regarding the importance of individual careers in the company. Based on these indications, employees in the company should help the boss in implementing ideas or objectives that will be done to advance the company. If it is not in accordance with the desired, employees can question the objectives and decisions made by the supervisor whether for the sake of the company or not. In the application of competence seen from the lowest TCR statement of 71.80% with a total score of 359 obtained from the 6th statement, namely "I always take the initiative in helping colleagues to get the job done". Based on the statement can be indicated that employees at the company do not have the initiative to help each other and establish positive relationships with each other so that it will have an impact on the effectiveness of careers later. Based on these indications, the company should strive to increase employee engagement by helping employees in self-development, encouraging employees to build relationships in the work so that employees collaborate with each other and have interactive communication in teams and within the company.

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