

# Career Success: Analysis of The Dimensions

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## ABSTRACT

The background of this research is the individual's need for success in his career. Career success is divided into extrinsic career success and intrinsic career success. The purpose of this study was to analyze the relationship between extrinsic career success and intrinsic career success. The population in this study were lecturers at a public university in South Sumatra. Samples were taken using a random sampling technique with a total sample of 90 people. The data in this study were taken by distributing questionnaires to respondents. The data is processed and analyzed using correlation analysis techniques. The results of the study found that extrinsic career success has a positive relationship with intrinsic career success.

**Keywords:** extrinsic career success, intrinsic career success, career.

## 1. INTRODUCTION

Career success is the success that can be directly observed, measured, and verified such as salary, promotions, and awards [1]. Career success is also defined as the achievements accumulated as a result of one's work experience [2]. According to [3] one's career success can be achieved through career management. This is reinforced by research conducted by [1] which states that career management can significantly increase subjective career success but has no direct effect on job satisfaction.

According to [4] career success has two major components, extrinsic and intrinsic. Extrinsic career success is a reward from outside the individual, while intrinsic career success is an individual's satisfaction with the results of his work. Extrinsic factors are rewards in financial forms or material forms such as salaries, bonuses, and other rewards from the work [5], whereas [2] explained that extrinsic career success consists of salary, position in the organization, and promotions provided by the organization. In other words, extrinsic career success is a person's success that can be observed by others. Extrinsic factors are important for an employee in achieving career success [4]. An intrinsic factor is an abstract award in the form of satisfaction or positive value towards oneself because of getting an award [6]. According to [7] intrinsic factor is the ability of an

employee to work professionally so that they can provide good service in their work.

Lecturers at universities also need achievements in their careers both extrinsically and intrinsically. Higher education is one of the educational institutions whose task is to transform, develop, and disseminate knowledge through the activities of the tri dharma of higher education. Higher education quality can not be separated from the career improvement of lecturers who are the main resources in a university. Success in extrinsic and intrinsic careers is needed by lecturers because it shows achievement or success in their work [8].

Career success has two dimensions, extrinsic and intrinsic. Previous research analyzed more about extrinsic career success, but now research is starting to analyze intrinsic career success as well because these two dimensions of career success are considered important [9]. Based on several previous studies looking for the relationship and influence between extrinsic and intrinsic career success, research conducted by [7] stated that intrinsic career success can predict extrinsic career success and not vice versa. Research [10] states that extrinsic or objective career success and intrinsic or subjective career success can be related although this is still debated. Based on the results of these studies, it can be said that there is a relationship between extrinsic career success and intrinsic career success, but the degree of closeness of this relationship is still unknown. In addition, there is still debate about the relationship

between the two even though extrinsic career success and intrinsic career success are two components of individual career success. Based on this description, further research is needed on the relationship between extrinsic career success and intrinsic career success.

## **2. LITERATURE REVIEW**

### **2.1. Need for Achievement Theory**

*Need for Achievement Theory* from David McClelland is one of the theories of motivation that is included in the category of content theory. Motivation is the desire to make efforts so that goals can be achieved. Content theories of motivation are theories of motivation that suggest that individuals have several needs and want to satisfy those needs. Some researchers state that motivation can be divided into two, intrinsic and extrinsic. Theories in the content theory of motivation explain the definition and sources of intrinsic and extrinsic motivation. Individuals will be intrinsically motivated when they see something fun, interesting, curious, or challenging in their work. On the other hand, individuals will be externally motivated when they feel there is an attachment to their work and want to achieve the goals of the work [11].

*Need for Achievement Theory* argues that there are three individual needs, the need for achievement, the need for power, and the need for affiliation [12] [13]. The need for achievement shows how individuals want to do something better than others, can solve problems, and master complex jobs. The need for power relates to the individual's desire to influence others or be responsible for the work of others by exercising control over them. The need for affiliation is an individual's desire to have close relationships with others. These needs are expressed on various levels and are the result of an individual's life experiences [14].

In line with the individual career which is also a process throughout one's work experience, the achievement of individual career success can be seen as a necessity. Individual career success needs can be in the form of the need to achieve intrinsic and extrinsic success.

### **2.2. Extrinsic and Intrinsic Career Success**

Career success is the accumulation of achievements during an individual's work experience. There are two forms of career success, intrinsic and extrinsic [7]. The level of individual success can be seen from the two forms of success [15].

Intrinsic career success is an individual's internal satisfaction with his work and is subjective. The intrinsic career success component shows an individual's attitude

towards his career and how much the individual likes his job [4]. Intrinsic career success can be job satisfaction [16] and career satisfaction [17].

Another form of career success is extrinsic career success. Extrinsic career success is a significant achievement in an individual's career life and is important because it is an objective type of achievement [4]. Extrinsic career success has more to do with financial compensation or rewards [15] and progress in the status hierarchy [18].

Individuals will feel that they have achieved extrinsic career success if they are not worried about personal finances and life will be comfortable or in other words, there is ability in terms of finances. Extrinsic career success is also related to self-advancement such as promotion and having a leadership role [16]. Extrinsic career success is indicated by actual achievements such as salary, position in the organization, and the number of promotions received, while intrinsic career success expresses perceptions or feelings of achievement, foresight, and recognition of career.[2].

Extrinsic career success alone cannot describe overall career success because it ignores individual subjective reactions to their careers. Individual subjective assessment of career development is part of intrinsic career success [7]. Thus, the measurement of individual career success must involve two forms of career success, intrinsic and extrinsic.

### **2.3. Previous Research**

Several previous studies have discussed individual career success.[16] conducting qualitative research on career success in health academia. The results of this study reveal that intrinsic career success is more dominant than extrinsic career success. Intrinsic career success can be seen from job satisfaction and career satisfaction. Job satisfaction is explained by feeling happy in doing daily work, while career satisfaction is seen from the career aspect of the job. Extrinsic career success has more to do with financial compensation or rewards and advancement in the status hierarchy.

Other research that also discusses career success is research by [15]. The results of this study state that the level of individual career success depends on the profile of each individual and will determine his intrinsic and extrinsic career success. Study [2] regarding predictors of career success, it was found that proactive work behavior contributed to intrinsic career success, but not to extrinsic career success.

### 3. RESEARCH METHODOLOGY

This research is correlational that aims to determine the relationship between research variables. The variables in this study consisted of extrinsic career success and intrinsic career success. Each of these variables has several indicators. The type of data used in this study is primary data taken directly from the source.

The instrument in this research is a questionnaire. The questionnaires were distributed to some respondents. The measurement of the extrinsic career success variable uses six questions and the measurement of the intrinsic career success variable uses ten questions. Firstly, the research instrument was tested using validity and reliability tests. The validity test was carried out by comparing the r-count

value with the r-table while the reliability test was carried out by looking at the Cronbach's Alpha value. If the value of r-count is greater than the value of the r-table, then the research instrument is valid. If the Cronbach's Alpha value obtained is greater than 0.7 then the instrument is reliable.

The population in this study were lecturers at a public university in South Sumatra. Samples were taken using a random sampling technique of as many as 90 people. This research uses the correlation analysis technique. Correlation analysis was used to determine the close relationship between the variables used in the study. The level of closeness is assessed based on the correlation coefficient obtained.

**Table 1.** Correlation Coefficient Interval

Correlation Coefficient Interval	Relationship Level
0,000 – 0,199	Very low
0,200 – 0,399	Low
0,400 – 0,599	Moderate
0,600 – 0,799	Strong
0,800 – 1,000	Very strong

### 4. RESULTS AND DISCUSSIONS

#### 4.1. Research Instrument Test Results

The test results of the research instrument can be seen in the following table. Table 2 shows the results of the instrument validity test and Table 3 shows the results of the reliability test.

**Table 2.** Instrument Validity Test Results

Question Items	r-count Value	r-table Value	Information
Item 1	0.430	0.31	Valid
Item 2	0.435	0.31	Valid
Item 3	0.452	0.31	Valid
Item 4	0.536	0.31	Valid
Item 5	0.533	0.31	Valid
Item 6	0.553	0.31	Valid
Item 7	0.632	0.31	Valid
Item 8	0.219	0.31	Invalid
Item 9	0.366	0.31	Valid
Item 10	0.305	0.31	Invalid
Item 11	0.445	0.31	Valid
Item 12	0.320	0.31	Valid
Item 13	0.589	0.31	Valid
Item 14	0.638	0.31	Valid
Item 15	0.555	0.31	Valid
Item 16	0.567	0.31	Valid

Source: Primary data processed, 2021

**Table 3.** Instrument Reliability Test Results

<i>Cronbach's Alpha</i>	<b>Information</b>
0.826	Reliable

Source: Primary data processed, 2021

The results of the instrument validity test found that there were two invalid questions because the r-count value was smaller than the r-table. The results of the reliability test on the research instrument found that all question items had Cronbach's Alpha values above 0.7. Thus, the research instrument is reliable.

#### 4.2. Description of Respondents Biographical Characteristics

The description of the biographical characteristics of the respondent shows the respondent's gender, age, and tenure.

**Table 4.** Description of Respondents Biographical Characteristics

<b>Information</b>	<b>Percentage</b>
Gender:	
1. Man	37.8
2. Woman	62.2
Total	100.0
Age:	
1. < 40 years old	23.3
2. 40-50 years	47.8
3. 51-60 years old	21.1
4. > 60 years old	7.8
Amount	100.0
Tenure:	
1. < 10 years	12.2
2. 10-20 years	46.7
3. 21-30 years old	25.6
4. > 30 years	15.6
Total	100.0

Source: Primary data processed, 2021

Viewed by gender, respondents in this study were dominated by women with a percentage of 62.2 percent. The age of respondents is more in the age of 40-50 years as much as 47.8 percent. The tenure of the respondents in this study was more dominant at 10-20 years by 46.7 percent.

#### 4.3. Correlation Analysis

The correlation analysis between extrinsic career success and intrinsic career success can be seen in the following table.

**Table 5.** Correlation between Extrinsic Career Success and Intrinsic Career Success

<b>Correlation</b>		<b>Extrinsic Career</b>	<b>Intrinsic Career</b>
Spearman's rho	Extrinsic Career	Correlation Coefficient	1,000
		Sig. (2-tailed)	.329**
		N	90
Intrinsic Career	Intrinsic Career	Correlation Coefficient	.329**
		Sig. (2-tailed)	1,000
		N	90

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data processed, 2021

Table 5 shows the correlation between extrinsic career success and intrinsic career success. The correlation coefficient value is 0.329. Based on the correlation coefficient interval, this coefficient number lies in the low interval (0.200 – 0.399). Thus, it can be said that the level of closeness of the relationship between extrinsic career success and intrinsic career success is low.

The coefficient number is positive, it indicates a positive relationship between extrinsic career success and intrinsic career success. It means that if extrinsic career success increases, intrinsic career success will also increase. The significance value indicates there is a significant relationship or not between the two variables. Based on the results, a significance value of 0.002, and this value is smaller than 0.05. It can be said that there is a significant relationship between extrinsic career success and intrinsic career success.

The results of this study are in line with the results of the study [9] which states that extrinsic career success and intrinsic career success have a significant relationship. Extrinsic career success can be seen from employee income and promotion [9]. On the other hand, intrinsic career success can be seen from job satisfaction and career satisfaction. Job satisfaction is employee satisfaction with his current job, while career satisfaction is employee satisfaction with aspects related to his work such as opportunities for self-development and the achievement of career goals [19]. The income that employees receive as remuneration for their work can lead to job satisfaction. Likewise, promotions will have an impact on employee career satisfaction.

Success in a career is one form of individual needs. Need for Achievement Theory suggests that there are three individual needs, the need for achievement, the need for power, and the need for affiliation [12] [13].

Career success is part of the need for achievement. Getting achievement requires motivation. Some researchers state that motivation is divided into two, intrinsic and extrinsic. Individuals are intrinsically motivated when they see challenges in their work. On the other hand, individuals will be externally motivated when they want to achieve the goals of the job [11]. One of the goals in work is to achieve career success.

## AUTHORS' CONTRIBUTIONS

The purpose of this study is to empirically analyze the relationship between extrinsic career success and intrinsic career success. Based on the results of the analysis, the conclusion from this research is extrinsic career success has a positive relationship with intrinsic career success. Viewed based on the closeness of the relationship, the relationship between extrinsic career success and intrinsic career success is low.

The results of this study can enrich the study of individual career success and are expected to be used as a reference for further research in Human Resource Management, especially on individual careers. Further research can add other variables that have not been included in this study and test the effect of these variables.

Based on the results of this study, the researchers suggested that university leaders and policymakers can better support and encourage lecturers in realizing career success.

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