

The Effect of Career Paths and Career Planning toward Career Development of Employees: A Case Study Penetentiary Office In Pekanbaru

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Abstract-The Purpose Of This Study To Determine The Effect Of Career Paths And Career Planning To The Career Development Of Employees. Career Development Is A Process Where An Employees Wants And Increase In Its Work. The Increase Includes The Increase Of Position Authority And Responsibility. Clear Career Advancement System Will Motivate Employees To Work Harder So That They Performance Will Increase Which Will Directly Have A Good Impact For The Employees. Data Is Collected Using Questionnaires And Analyzed Using Multiple Linier Regression. As Many As 54 Respondents Participated In This Study. The Result Show That Career Path And Career Planning Both Simultaneously And Partially Significantly Effect The Career Development. Partially The Most Dominant Factor Is Career Planning. Based On The Research Result, It Is Recommended To Institution To Give Attention To The Career Planning And Career Path As A Proven Factors Influencing Of Career Development.

Key words: Career path, career planning, career development

1. INTRODUCTION

Background

The success of an organization in achieving its goals depends on the quality of the activities and the joint efforts of the people involved in it to achieve the goals that have been set. The activities to be carried out within the organization is reflected in the many activities that exist in the organization, work environment, and employees the opportunity to develop a career. Equipping individuals with the skills and understanding required to make appropriate career transitions, as well as supporting them on their journeys throughout life, are critical not only for an effectively functioning economy, but also for individual well-being. If children are properly supported in making their early career decisions, it is more likely that they will recognise the value of continuous learning, make progress towards realising their full potential and lead more fulfilling lives. By facilitating successful transitions into paid employment, high quality careers

guidance can also help ameliorate social deprivation and poverty (Bimrose, 2009)

Mounting evidence suggests that an individual's level of consumption, self-esteem, social-status, and even happiness depend to a large extent on not just income, but also social status, associated with occupational attainment.

(Brown, Sessions and Taylor, 2004, p20)

Each employee is always hope for career development in his life. The development career factor to an employee is one of the factors that effect employee performance improvement. By knowing the career path will be the career development program of each employee will be more clear and easier to achieve. According Sutjipto (in Sutrisno 2009), career development with regard to the preparation of career path is the sequence of positions which may be occupied by a person of employees ranging from the lowest level to the highest level in the organizational structure.

Individuals who are competent in managing his career, and has good goals and plans to achieve it will have a huge motivation to perform better and more have a clear goal in the course of his career than any other individual. Many research in the field of career development has been done, including research conducted by (G.J Donner, 2001) his article provide and overview of what career planning and development is describe the provide nurses with a focused strategy to take greater responsibility for engaging in the participate planning process that is crucial throughout the major stages of their career.

Research related to career development including by Burlian (2005) which found that there are significant career development to employee performance in office Polonia fish quarantine field of Medan. Job descriptions and job specifications clear within a company can describe a clear career development program in the company. The existence of job descriptions and job specifications clear, each employee will work in accordance with the responsibility and authority.

By knowing the career path will be the career development program of each employee will be more clear and easier to achieve. Mangkuprawira (2002) states, "the career path is a sequential pattern of work that make up one's career". Mangkuprawira (2002) states that

"career planning program is also able to reduce employee turnover, especially for those who have mobility rapid career development". Career can be considered as a history of the work of an individual or a series of positions held by a person during his trip. Handoko (2000) states, "career as a promotion or lateral displacement sequence to positions that are more demanding responsibility or localized-better location in the cross hierarchical working relationship during one's working life".

With the opportunity for advancement for employees, will provide motivation to do more to achieve career advancement. An organization that describe and explain the program will have a good career with a workforce that has expectations more realistic and has a high achievement motivation that will minimize the chances of his best workers to left the company because they do not get the career development opportunities (Kendida, 2010)

This research is conducted in Penetentiary Office Pekanbaru in Indonesia. This office is under Kementrian Hukum dan Ham RI which has responsibility in educate the inmates that can be accepted by the community after they finish the sentece.

1.2. Purpose of The Research

This study aimed to determine the effect of career paths and career planning to career development of employees in the office of the correctional Pekanbaru either partially or simultaneously influence.

2. LITERATURE REVIEW

2.1. Career Path Concept

By knowing the career path will be the career development program of each employee will be more clear and easier to achieve. Mangkuprawira (2002) stated, "the career path is a sequential pattern of work that make up one's career". Good career path and a clear position in the organization is necessary for the implementation of the planning and career development functions within the organization. Career path is a tool that is able to accommodate the information needs of career opportunities for members of the organization that can help employees get a clear career direction, define their career goals, knowing the requirements of its target position, and motivation to undertake the necessary efforts to achieve the target career which in turn can provide employee satisfaction. ([Http://ekonomi.kompasiana.com/manajemen/2011/05/26/manajemen-sdm-pengembangankarier-366332.html](http://ekonomi.kompasiana.com/manajemen/2011/05/26/manajemen-sdm-pengembangankarier-366332.html)). Information about career paths can be provided by the human resources in order to help employees set goals, track and career development.

2.2. Career Planning and Career Development Concept

Career planning starts from the basic assumption that a person starts to work after placement in an organization will continue to work for the organization until he retires.

Nawawi (2001) defines career development in three areas:

1. Career development is a sequence (order) position or positions occupied by a person during a particular life. This understanding puts the position / positions within the person of an organization / company, as part of the position / positions they occupy during his life as a worker. Since the beginning of entering an organization to stop either because of retirement or because the stop / dismissed or are deceased. Therefore this sense in terms of the position / positions that are outside ourselves a worker is called an objective sense.
2. Career development is a change of values, attitudes, and motivations that occur in a person due to the addition / improvement will become more mature age. This understanding shows that the focus of career development is the increase in mental abilities that occurs as you age. Therefore, the change is pleased as a mental process that is in a person, it is called also the subjective sense.
3. Career development is the work done by the ongoing formal and focused on improving and adding the ability of a worker.

Of the three this sense it can be concluded that career development should be pursued actively. Must not only anticipated but must be fought. Mangkuprawira (2002) stated that "the main component of the career consists of: 1) career path, 2) career goals, 3) career planning, 4) career development".

1. Career path is a sequential pattern of work that make up one's career
 2. The purpose of a career is a statement about the future position where one seeks to achieve as part of his career. The purpose of this show someone the position of career job.
 3. Career planning is a process where a person selects current career goals and career to achieve that goal.
 4. Career development include improvements made to achieve personal and career goals plan.
- Companies must pay attention to the needs of the employee's career in order to retain productive employees remain diperusahannya. There are five factors associated with career according to Davis and Werther, in Mangkuprawira (2002), namely:
- a. Fairness in career
Employees want fairness in the system with the promotion of equal opportunities for career advancement.
 - b. Caution with supervisor.
The employees want their supervisors pattern actively play a role in career development and provide regular feedback on performance.
 - c. Awardness about placement.

The employee requires knowledge of opportunities for career advancement.

- d. Interest workers
The employees need a number of different information and in fact have different degrees of interest in career advancement depends on various factors
- e. Career satisfaction
The employees depending on their age and position have different levels of satisfaction.

No matter how good a career plan that has been made by a worker is accompanied by a reasonable career goals and realistic, the plan will not become a reality without any systematic career development and programatik. The various steps to be taken that can be taken on the initiative of the workers themselves, but can also be the activities sponsored by the organization, or a combination of both.

It should be noted, that although part of human resource managers can play a role in the development activities, in fact most responsible is the worker himself because he was the most interested and he also who will enjoy the results.

3. RESEARCH METHODOLOGY

3.1. Sampling Method

Determination of the number of samples in the study using the formula Slovin, with the following formula (Umar, 2001)

$$n = \frac{N}{1 + N(e)^2}$$

where is:

n = number of samples

N = number of population

E = the level of error in sampling

Population (N) were 116 people, and the level of error (e) by 10%, then the sample size is:

N= Population (N) were 116 people, and the level of error (e) by 10%,

$$n = \frac{116}{1 + 116(0.1)^2} = 53,7 = 54 \text{ people}$$

Thus the sample in this study amounted to 54 people.

The selection of the sample in this study conducted by purposive sampling is a method of collecting information from certain targets or each of a certain type that can provide the required information.

3.2. Instrument Development and Data Analysis

Career development used in the study was adapted from the instrument by Fuad Mas'ud (2009) The instrument classifies each variable within six (6) statements. And nine (9) statements for career development. For each category, provided five (5)

statements that must be answered using by the Likert Scale. Analysis of the data used is the multiple linear regression analysis.

4. ANALYSIS AND DISCUSSION

4.1. Respondent Characteristic

Based on data collection through questionnaires were conducted on 54 employee. The characteristics of the respondents include: gender, level of education, and years of service. Based on the gender characteristic it seen that a male employee of 40 people or 74,1% and female employees amounted to 14 people or 25,9 %. The number of men more because most of them are placed in a position or security guard. Characteristics of respondents by level of education s1 educated employees as many as 20 people or 37.1%, s2 educated as much as 6 people or 11.1% of high school educated many as 25 people or 51.8%. A large number of high-school-educated employees because of their position as a security. But for most of the career development of employees has continued to higher education. Characteristics of respondents based on years of service that is 1-5 years amounted to 12 people or 22.2%. 6-10 years working period of 10 people or 18.5%, 10-15 years working period amounted to 15 people or 27.8%, period of employment of more than 15 years amounted to 17 people or 31.4%. The highest percentage is in the working lives of more than 15 years. Usually the longer the service life of the more experienced in performing a given task.

4.2. Descriptive Analysis of Research Variables

In the previous description stated that the independent variables and the dependent variable was measured using a scale that is assumed to have the same interval. Respondents who answered Great Fit Reality rated 5, According to Reality rated 4, Self accordance fact given to the value of 3, Less accordance Reality rated 2 and Highly Less accordance Reality rated 1. Descriptive Tests conducted to explain the proportion and frequency response of employees about career paths, career planning, and career development.

4.3. Validity Test

Processing validity of the instrument using the simplest transformation technique using Method of Successive Interval (MSI) are useful transform ordinal data into interval data that is able to test the contribution (contribution) indicated by koefisienl between variables X1, X2, Y1 and Y2. Stepwise regression which is the basis of the calculation of the beta coefficient then assisted with data processing software Statistical Package for Social Sciencec (SPSS) 17.0. Each item question with the use of r table degrees of freedom (df) = n-2 If an item is not valid, then the item automatically discarded.

Tabel.1. Descriptive Statistic

	Mean	Std. Deviation	N	Ket
Career Development	22.3312	4.35808	54	Valid
Career Path	12.8573	3.10399	54	Valid
Career Planning	14.2713	3.44620	54	Valid

4.4. Assumption Classical Test

Test assumption classic such as normality, autocorrelation test, heteroskedasticity test and multicollinearity test. From data that is processed through SPSS it can be known that each variable has a normal distribution curve. While the heteroskedasticity test is done to see whether in a regression model there is an inequality of variance of residuals from one observation to another observation. If the variance of the residuals from

one observation to another observation remains, then called homoskedasticity. And if different variances called heteroskedasticity. To test whether the absence of multicollinearity among the independent variables in the model or can be said to be a perfect linear relationship between the independent variables that exist in the model, it can be seen from VIF (Variance Inflation Factor). From the statistical knowledge that each variable it's not autocorrelation.

Tabel.2. Uji Durbin-Watson

Model Summary						
Change Statistics						
Model	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.050	1.329	2	51	.274	2.834

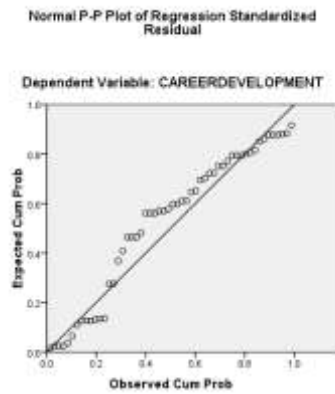


Figure1: Normality Curve Graphic

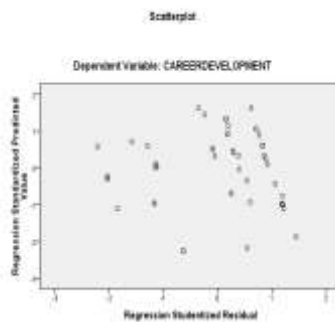


Figure2: Heteroskedasticity

Based on statistical test known that each variable does not occur heteroscedasticity and multicollinearity. of the test results can be inferred from the classical assumption of this research data in accordance with the provisions of classical assumption that the regression models and research data appropriate to proceed in testing the hypothesis by using multiple linear regression analysis .

1. The Proof of Simultaneously Hypothesis

Proof hypothesis totally used to see the effect of the independent variables together that career path and career planning to career development. Based on calculations by computer using SPSS , the obtained data was calculated as follows :

4.5. The Proof of Hypothesis

Proving the hypothesis put forward is done in two steps, namely proof of total / simultaneous and partial hypothesis verification of each independent variable

$$\text{Model } Y = a + b_1x_1 + b_2x_2 + e$$

Tabel 3: Regression Coefficient Career Path and Career Planning to Career Development

Variables	Regression Coefficient	Standard Error	t	Sig
Career Path (X1)	.162	.193	.838	.000
Career Planning (X2)	.226	.174	1.299	.406
Constant	17.034	3.361	5.068	.200
R: 0.223 R Square: 0.50 Adj R ² : 0.012 F Ratio: 1.329 Sig: 0.000				

Based on Table 3 is known that the number of multiple correlation (R) of 0.223. where the figure shows that there is influence between career paths and career planning to career development. The adjusted figures square (adj R ²) is at 0.012, show that 1.2% of career development can be explained by the variables of career paths and career planning. While the rest is explained by other variables not examined.

Based on the table above, obtained by multiple linear regression model as follows :

$$Y = 17.034 + 0.162x_1 + 0.226 x_2 + e$$

Furthermore, to prove the simultaneous hypothesis that " Anticipated career paths and career planning together significantly influence employee career development office Pekanbaru Penitentiary used ANOVA test or F test, with the following provisions:

If F count > F table then the variables are jointly significant influence on employee career development office Pekanbaru Penitentiary .

- If F arithmetic < F table then the variable career paths and career planning together does not significantly affect the employee 's career development office Pekanbaru Penitentiary .

From Table obtained Fhitung amounted to 1,329 and with a significant level of 0.000, while Ftable 3:17 with a significant level

(alpha) 5 %. So it can be concluded that the F count 1,329 < F table 3.17. Thus the career path (X1) and career planning (X2) together does not significantly affect the employee 's career development office Pekanbaru Penitentiary. As for the number of Adjusted R Square (Adj R ²) is 12%, indicating that 12 % of Career Development at Pekanbaru Penitentiary could be explained by variable Career Paths and Career Planning while the remaining 88 % can be explained by other variables not examined.

2. The Proof of Partially Hypothesis

To prove the second hypothesis and partial hypothesis t-test is used to determine the influence of each independent variable in explaining partially dependent variable in order to know which are the most dominant variable affecting the dependent variable is career development. From the results of calculations using SPSS computer program obtained the value of the partial regression coefficient of each independent variables studied were as shown in the following table :

Tabel 4. T test Result

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	17.034	3.361		5.068	.000
CAREERPATH	.162	.193	.115	.838	.406
CAREERPLANNING	.226	.174	.178	1.299	.200

a. Dependent Variable: CAREERDEVELOPMENT

5. CONCLUSION

On the hypothesis can be seen that simultaneously, career paths and career planning is not significantly affect the employee's career development Pekanbaru Penitentiary. Partially influential career planning is more dominant than the career path. This means that career planning is more decisive variable in improving employee career development. Office parties should be able to make a career of planning ripe for every employee and should facilitate, simplify and provide accurate information so that each employee can be develop his career as optimally.

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