

**FACTORS AFFECTING CAREER DEVELOPMENT OF EMPLOYEES IN PT. BANK
SULUTGO MANADO****FAKTOR-FAKTOR YANG MEMPENGARUHI PENGEMBANGAN KARIR KARYAWAN PT. BANK
SULUTGO MANADO**

by

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Abstract: Every company or organization needs to make sure that every aspect inside the organization is working efficiently and effectively. One of the most determining factors to a success of an organization is the Human Resource Department. That is why it is required for a company to have qualified a good human capital. Qualified human resource is related with career development of the employees inside the organization. Career development can affect the overall organizational performance. The purpose of this research is to determine the factors affecting career development of employees in PT. Bank SulutGO Manado. This study uses quantitative method using questionnaire to obtain data and use purposive sampling as sampling technique with 80 employees of PT. Bank SulutGO as respondents. This study uses factor analysis as an analysis tool. The result indicates that there are 6 new factors formed that affecting the career development, namely: Self-Evaluation, Behavior & Experience, Personal Ability, Superior Influence, Organizational Policy, and Achievements. Based on the result of the study, the recommendation to the company PT. Bank SulutGO including the employees is to really consider about these factors to create efficiency and effectiveness in the organizational process in order to achieve the goals.

Keywords: *career development, human resource*

Abstrak: Setiap perusahaan atau organisasi perlu memastikan bahwa setiap aspek di dalam organisasi bekerja secara efisien dan efektif. Salah satu faktor penentu keberhasilan sebuah organisasi adalah Departemen Sumber Daya Manusia. Untuk itu diperlukan suatu perusahaan yang memiliki sumber daya manusia yang baik. Sumber daya manusia yang berkualitas terkait dengan pengembangan karir karyawan di dalam organisasi. Perkembangan karir dapat mempengaruhi kinerja organisasi secara keseluruhan. Tujuan dari penelitian ini adalah untuk mengetahui faktor-faktor yang mempengaruhi pengembangan karir karyawan di PT. Bank SulutGO Manado. Penelitian ini menggunakan metode kuantitatif dengan menggunakan kuesioner untuk memperoleh data dan teknik pengambilan sampel menggunakan purposive sampling dengan jumlah karyawan 80 orang PT. Bank SulutGO sebagai responden. Penelitian ini menggunakan analisis faktor sebagai alat analisis. Hasil penelitian menunjukkan bahwa terdapat 6 faktor baru terbentuk yang mempengaruhi pengembangan karir, yaitu: Evaluasi Diri, Perilaku & Pengalaman, Kemampuan Pribadi, Pengaruh Atasan, Kebijakan Organisasi, dan Prestasi. Berdasarkan hasil penelitian, rekomendasi kepada perusahaan PT. Bank SulutGO termasuk para pegawai sangat memperhatikan faktor-faktor tersebut untuk menciptakan efisiensi dan efektivitas dalam proses organisasi guna mencapai tujuan.

Kata kunci: *pengembangan karir, sumber daya manusia*

INTRODUCTION

Research Background

According to *Ruth Mayhew*, on her article about 10 Reasons Why Human Resource Department is Important (2019), Human resources plays an essential role in developing a company's strategy as well as handling the employee-centered activities of an organization. Organizations must have transparent collaborations between the managers and employees especially in term of decision making process. Qualified human resource is also related with the personal development of the employee itself. Company has to consider about the career development of their employees, because it affects the performance of the employee in the organization.

In banking industry, organizations often experience problems in Human Resource Department. Problems can be caused of various reasons, such as favoritism or nepotism that presents injustice, or lack of skill or knowledge regarding the job qualification or specification that is needed because the recruitment system is not precise. For example, the people who probably not qualified for a certain position of the job usually end up having the job/position just because they have some superior influence. And the ones that are actually qualified must have their career hampered because of this example of injustice practices. In organizations we can find there are still lack of equal treat to an employee among the others that have the same right especially in terms of developing career in the organization.

PT. Bank SulutGO is a local bank in North Sulawesi and Gorontalo. Usually, banks are known to have their own qualification or specific requirements that is needed for the purpose of the career development of the employees, for example when it is about promotion for a certain position. For instance, in banks there are development programs for employees known such as ODP (Officer Development Program) and SDP (Staff Development Program) that can help employees improve their self-qualities that is important for them in the process of career development.

Based on the observations in the field that found the example of problems appear in banking industry, researcher decided to do the research about the career development process in PT. Bank SulutGO to be analyzed because there is no certain qualification or regulations known clearly that talk about career development or career path especially regarding a promotion to a certain position in the company. This research is going to take place in Bank SulutGO because researcher wants to figure out what are actually the determining factors than can influence employee's career development particularly to be in certain job positions, for instance is there any organizational policy about programs such as ODP or SDP and the chances that these factors have the significant impact to the career development of employees at PT. Bank SulutGO Manado.

Research Objective

To figure out the factors that is affecting employee's career development In PT. Bank SulutGO Manado.

THEORETICAL REVIEW

Human Resource Management

Human Resource Management (HRM) is the function within an organization that focuses on the recruitment of, management of, and providing direction and guidance for the people who work in an organization (Heathfield, 2018).

Career Development

Gutteridge (2019) defines career development as the "outcomes of actions on career plans as viewed from both individual and organizational perspectives". Breaking that down, career development is viewed from two points of view: the employer (the organization) and the employee (the individual).

Factor Analysis

Researcher uses 20 variables to be analyzed in Factor Analysis, which are Educational Background, Organizational Background, Employee's Expertise, Training, Competencies, Self-Appraisal, Job Attitude, Job Satisfaction, Leadership Skill, Career Education, Relationship with Workmates, Employee Empowerment, Personal Achievements, Years of Service, Organizational Goals, Self-Presentation, Sponsorship, Organizational Loyalty, Evaluation of Superior, and Reward/Compensation.

Previous Research

Santi Rande, Yunus Rahawarin, A. Jamaluddin, Tehubijuluw Zacharias (2015) on Factors Affecting The Career Development Of Employees In Secretariat Office Of City Samarinda, found that main factors affecting the career development of staff at the Regional Secretariat Samarinda is a factor of career counseling, performance appraisal, and career mapping, which affects the employee's career development is partially (respectively) or simultaneously (together).

Giragama K. W. K.M.W., Sooriyabandara W.M.S.L.H. (2017) on Factors Affecting the Career Development of Staff in the banking Sector: A Case Study of a Private Bank of Sri Lanka found that Training, Organizational Goals, Career Education, Empowerment and self-appraisal are significant factors for the career development. Moreover, results showed that Training, Career mapping, Individual attitudes have significant differences between groups in terms of “Gender” and Training, Organizational Goals, career education, Empowerment, Individual attitudes, Career Mapping, Self-appraisal have a significant difference between groups in terms of “Age”.

Francis Ofunya Afande (2015) on Factors Affecting Career Development of Women Employees in the Banking Industry in Kenya, reveal a considerable understanding of the qualities that are part of work environments that are supportive of the career aspirations of women (and men). These include: top management support and commitment to the exercise, the explicit use of gender in decision-making in recruitment, career planning and employee development, the development of policies and procedures consistent with the goal of supporting women, the provision of rewards for providing the required support and achieving agreed upon goals for women's advancement, and becoming a model (in the wider community) of what can be accomplished through commitment, resources and effort.

Conceptual Framework

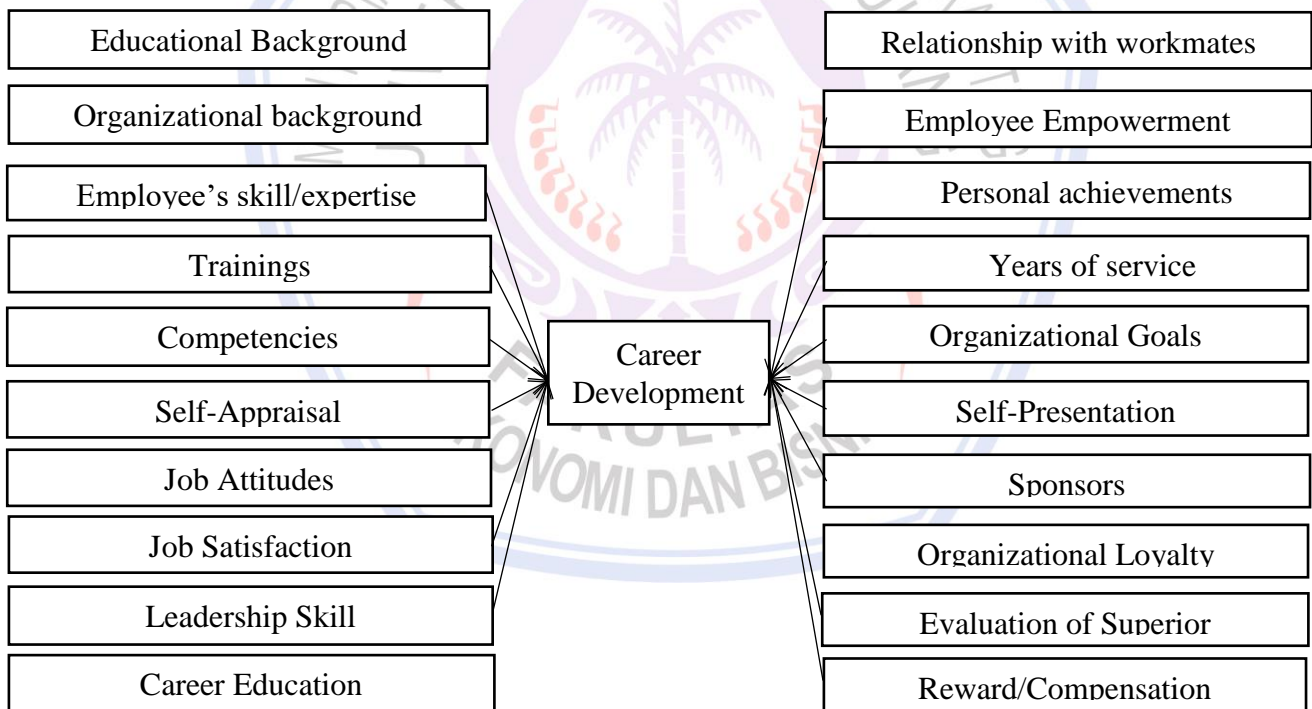


Figure1. Conceptual Framework

Source: Literature Review (2020)

RESEARCH METHOD

Research Approach

This is a descriptive quantitative research method. Quantitative data is gathered in the form of words as generated from the answers to questions in questionnaire.

Population, Sample, and Sampling Technique

The population in this research is the employees in PT. Bank SulutGO Manado. The sample is part of population, which is determined using Slovin formula and the calculation resulted as 80 samples. Sample method that can be used for this research is purposive sampling method.

Data Collection Method

Primary data is gathered through questionnaire, and secondary data is gained through books, articles, and previous researches that support this research.

Operational Definition of Research Variables

Table 1. Variable Definition

No.	Variable	Definition
1.	Educational Background	Refers to all educations that the employee have successfully completed, from kindergarten (or similar) to the latest such as college degrees or vocational programs.
2.	Organizational Background	All kind of organizations the employee has ever been participated to.
3.	Employee's Expertise	Particular skills of the employee that could be competitive advantage and value-added for the career success in the organization.
4.	Training	Process of organizational improvements that aims to develop the skill and knowledge of employee.
5.	Competencies	Refers to the state of quality of how well the employee can perform the job.
6.	Self-Appraisal	Evaluation of the employee towards his/herself that helps them determine the interests and needs in the organization.
7.	Job Attitudes	Describe the employee's feelings towards the job he or she is doing that is shown through how employee responds to the tasks.
8.	Job Satisfaction	Refers to the positive feelings and belief about the job and related to increased motivation.
9.	Leadership Skill	The ability to influence and control other people in order to complete the task and reach the goals.
10.	Career Education	Career development programs that can help employees discover their strength and potential that suits them.
11.	Relationship with Workmates	Good relationship with the partners that work together in the workplace.
12.	Employee Empowerment	The effort aims to increase the motivation and employee's sense of responsibility towards the job.
13.	Personal Achievements	Achievements achieved by employee in their career journey.
14.	Years of Service	Record of working experience and period of time of the employee.
15.	Organizational Goals	The stated objectives of what the organization aims to be in the future.
16.	Self-Presentation	The effort of the employee intended to create a good impression in the minds of our partners or managers in the workplace.
17.	Sponsor	The people who has the ability or authority to help employees to enhance the career development progress.
18.	Organizational Loyalty	Signifies the employee's devotion to the organization that can be assessed through how they do their job.
19.	Evaluation of Superior	Assessment to the employee's individual performance that helps employee to make improvements.
20.	Reward/Compensation	Refers to all forms of tangible or intangible benefits given to employee as a result of their well done work and as a part of employee relationship.

Source: Author's Note, 2019

Validity and Reliability

Validity test is used to measure the obtaining data are matched with the research concept. In other words, the instrument items used to obtain the data is correct and related with the concept of the research that will be

conducted. Reliability test is used to measure the consistency of instrument items and how reliable or trusted the data is.

Factor Analysis

Factor analysis is a multivariate technique that confirms the dimensions of the concept that have been operationally defined, as well as indicating which of the items are most appropriate for each dimension (Sekaran & Bougie, 2009). In this research, author will be using Factor Analysis tool using 20 variables to be analyzed.

RESULT AND DISCUSSION

Result

Validity and Reliability

Validity shows that Pearson Correlation value of Organizational Background (X2), Employees Expertise (X3), Training (X4), Competencies (X5), Self-Appraisal (X6), Job Attitude (X7), Job Satisfaction (X8), Leadership Skill (X9), Career Education (X10), Relationship with Workmates (X11), Employee Empowerment (X12), Personal Achievements (X13), Years of Service (X14), Organizational Goals (X15), Self-Presentation (X16), Sponsorahip (X17), Organizational Loyalty (X18), Evaluation of Superior (X19), Reward/Compensation (X20) are higher than R table (0.217) and lower than the significance level (2-tailed) which is 0.05 so that means 19 variables are valid. Correlation Value of Educational Background (X1) is lower than R table and the Sinificance value is higher than 0.05 which means it is not valid and eliminated.

In reliability test, Alpha Cronbach must be 0.6 or it is better if the value is above 0.8 (close to 1). Reliability result shows that all 19 variables are reliable. It is evident that the Cronbach 's Alpha (alpha Cronbach) score is 0.837 and it concludes that the data is less bias and regraded as reliable.

Factor Analysis

KMO and Bartlett's Test

The insignificance score (Sig.) is 0.000. This indicates a significant correlation, since the Sig. result is lower than 0.05. The KMO test shows the value of 0.721 and consistent with 1 point above, which is if the KMO result is greater than 0.5, than the sample is said to be fit or adequate for analysis step.

Measurement of Sampling Adequacy Test

In this test, variables are analyzed further to obtain which ones are the variables to be included and which ones to be excluded. To pass this step, each variable should have MSA >0.5. The MSA result shows that all of 19 variable have MSA score greater than 0.5 or 5%, therefore all of them are valid.

Communality Estimation

	Communalities	
	Initial	Extraction
Organizational Background	1.000	.723
Employees Expertise	1.000	.642
Training	1.000	.683
Competencies	1.000	.681
Self-Appraisal	1.000	.606
Job Attitude	1.000	.719
Job Satisfaction	1.000	.671
Leadership Skill	1.000	.573
Career Education	1.000	.639
Relationship with Workmates	1.000	.517
Employee Empowerment	1.000	.719
Personal Achievements	1.000	.759
Years of Service	1.000	.741
Organizational Goals	1.000	.629
Self-Presentation	1.000	.658
Sponsorship	1.000	.609

Organizational Loyalty	1.000	.624
Evaluation of Superior	1.000	.634
Reward/Compensation	1.000	.742

Source: SPSS Output (2020)

A communality is also the extent to which an item correlates with all other item. If communalities for a particular variable are low (<0.5), then that variable may struggle to load significantly on any factor. All 19 variables can load significantly to any factor that will be formed.

Communalities Result – Total variance Explained

Table 1. Extraction Method: Principal Component Analysis.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.032	26.485	26.485	5.032	26.485	26.485	3.612	19.012	19.012
2	2.567	13.511	39.995	2.567	13.511	39.995	2.121	11.163	30.175
3	1.544	8.126	48.121	1.544	8.126	48.121	1.979	10.416	40.591
4	1.207	6.352	54.473	1.207	6.352	54.473	1.877	9.877	50.468
5	1.189	6.257	60.730	1.189	6.257	60.730	1.802	9.483	59.951
6	1.031	5.424	66.154	1.031	5.424	66.154	1.179	6.203	66.154
7	.900	4.737	70.891						
8	.783	4.123	75.014						
9	.690	3.633	78.647						
10	.655	3.446	82.094						
11	.619	3.260	85.353						
12	.533	2.804	88.157						
13	.472	2.486	90.643						
14	.404	2.124	92.767						
15	.367	1.931	94.698						
16	.325	1.708	96.407						
17	.279	1.468	97.874						
18	.245	1.291	99.166						
19	.159	.834	100.000						

Source: SPSS Output (2020)

The result shows that there are 6 components/factors that is formed. In section 7 onwards, the Eigenvalue is 0.900 and this does not fit the mentioned criteria, therefore 6 components are the most optimal amount.

Rotated Factor Matrix is the result of rotation of matrix factor. Rotated factor is needed and used to facilitate interpretation in determining which variables are listed in a factor because sometimes there are some variables that have high correlation with one more factor.

Table 2. Rotated Component Matrix

	Component					
	1	2	3	4	5	6
Organizational Background	.288	.700	.089	.373	-.026	.052
Employees Expertise	.162	-.081	.740	.085	-.065	.222
Training	.107	.680	.364	-.008	-.273	.037
Competencies	-.115	.668	.170	.110	.394	.160
Self-Appraisal	.547	.041	.202	.199	.419	-.221
Job Attitude	.227	.637	-.288	.153	.390	.049
Job Satisfaction	.656	.201	-.131	.414	.089	.067

Leadership Skill	-.023	.281	.659	.185	.155	.012
Career Education	.235	-.013	-.057	.249	.712	.108
Relationship with Workmates	.174	.162	.443	.485	.039	.166
Employee Empowerment	.138	.189	.509	-.034	.580	-.261
Personal Achievements	.024	.186	.199	.129	.040	.816
Years of Service	.825	.104	-.064	.101	.134	-.132
Organizational Goals	.690	.138	.179	.086	-.063	-.301
Self-Presentation	.550	.161	.077	-.186	.508	.177
Sponsorship	-.023	.135	.343	.681	-.034	-.094
Organizational Loyalty	.735	.027	.151	-.122	.135	.166
Evaluation of Superior	-.085	.121	-.022	.737	.227	.130
Reward/Compensation	.765	-.049	.078	-.248	.096	.278

Source: SPSS Output (2020)

There are 18 variables that have greater correlation which will be used for the next analysis. There is one variable Relationship with Workmates (X11) that was eliminated because it has extraction value below than 0.5.

Table 3. Formed Factors

Factor	Variable	Factor Loading
1	Self-Appraisal (X6)	0.547
	Job Satisfaction (X8)	0.656
	Years of Service (X14)	0.825
	Organizational Goals (X15)	0.690
	Self-Presentation (X16)	0.550
	Organization Loyalty (X18)	0.735
	Reward/Compensation (X20)	0.765
2	Organizational Background (X2)	0.700
	Training (X4)	0.680
	Competencies (X5)	0.668
3	Job Attitude (X7)	0.637
	Employees Expertise (X3)	0.740
4	Leadership Skill (X9)	0.659
	Sponsorship (X17)	0.681
5	Evaluation o Superior (X19)	0.737
	Career Education (X10)	0.712
6	Employee Empowerment (X12)	0.580
	Personal Achievements (X13)	0.816

Source: Data Processed (2020)

There are 19 variables that divided into 6 main factors as defined as follows each based on the categorized factor loading result.

Table 4. New Variables/Factors

	New Variable	Independent Variables
First Factor	Self-Evaluation	Self-Appraisal (X6) Job Satisfaction (X8) Years of Service X14) Organizational Goals (X15) Self-Presentation (X16) Organizational Loyalty (X18) Reward/Compensation (X20)
Second Factor	Behavior & Experience	Organizational Background (X2) Training (X4) Competencies (X5) Job Attitude (X7)

Third Factor	Personal Ability	Employees Expertise (X3) Leadership Skill (X9)
Fourth Factor	Superior Influence	Sponsorship (X17) Evaluation of Superior (X19)
Fifth Factor	Organizational Policy	Career Education (X10) Employee Empowerment (X12)
Sixth Factor	Achievements	Personal Achievements (X13)

Source: Data Processed (2020)

There are 7 variables formed, in the first factor called Self-Evaluation, then 4 variables in the second factor called Behavior & Experience, then 2 variables in the third factor called Personal Ability, then 2 variables in the fourth factor called Superior Influence, 2 variables in the fifth factor called Organizational Policy and the last one there is 1 variable in the fifth factor called Achievements.

Discussion

From 18 variables, there are 6 new factors formed. First factor, Self-Evaluation, resulted as having the highest variance among the other factors which means that the factor that is most determining influence in career development depends on the employee itself. From seven independent variables formed into this factor, the relation to each other can be concluded as parts of self-evaluation process. This simply means that the more awareness employee has about themselves, the clearer for them to take step to career development process. The second one is Behavior and Experience, which means that employee's attitude and experience in the organizational process affect almost just as significant as self-evaluation factor. Personal Ability, as the third factor, also has influence on determining the chance of career development, especially when it is related in certain field or division inside the organization. Followed by fourth factor, Superior Influence that can also has impact for career development. Superior Influence may not always be subjective reasons, because objective reasons should be way more important considering the top management evaluate the performance of employees. Fifth factor, organizational policy is related to the organization itself. More precisely, the programs that exist for employees to improve themselves and knowing the path that is most suitable choice for the employee themselves. Finally, the last factor called Achievements. Even though it is placed as the last influencing factor, achievements of employee can have important impact as consideration for career development. Again, if the process of evaluation inside the organization is more objective than subjective, then the factor can have significant impact in determining the development of career.

CONCLUSION AND RECOMMENDATION

Conclusion

There are 18 variables that have been grouped into 6 new factors. The first factor is called Self-Evaluation that consists of 7 variables which are Self-Appraisal, Job Satisfaction, Years of Service, Organizational Goals, Self-Presentation, Organizational Loyalty, and Reward/Compensation. The second factor is called Behavior and Experience, this factor consists of 4 variables which are Organizational Background, Training, Competencies, and Job Attitude. The third factor is called Personal Ability, this factor consists of 2 variables which are Employees Expertise and Leadership Skill. The fourth factor is called Superior Influence, this factor consists of 2 variables which are Sponsorship and Evaluation of Superior. The fifth factor is called Organizational Policy, this factor consists of 2 variables which are Career Education and Employee Empowerment. The sixth factor and the last one is Achievements consist of one variable, Personal Achievements. According to the result in Total Variance Explained, the first factor Self-Evaluation explain the highest variance about the data which is at 26% which means this new factor is the factor that is most affecting the Career Development of Employees in PT. Bank SulutGO Manado, followed by second factor, Behavior and Experience with 13% variance, third factor Personal Ability with 8% variance, fourth factor Superior Influence at 6% variance, fifth factor Organizational Policy at 6% variance and sixth factor Achievements at 5% variance.

Recommendations

1. To employees in PT. Bank SulutGO Manado along with the people that are about to start a career in an organization to pay more attention to the factors that have significant impact to the career.

2. To organizations or company, to consider about the factors that can be requirements for considerations as an assessment tool for evaluation.

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