Factors That Affecting Employees Career In Directorate Of Human Capital Management PT. Telekomunikasi Indonesia, Tbk

Romles Simanjuntak, Jafar Sembiring, Drs, M.Ed, Dr.
Fakultas Ekonomi dan Bisnis, Universitas Telkom, Bandung
Kementerian Komunikasi dan Informatika, Republik Indonesia
romles@telkom.co.id, irma_samekto@yahoo.com

Abstract

The level of employee satisfaction in PT. TELKOM classified as "*satisfied*" with the average value on 71,08%. Telkom employee satisfaction level in 2015 increased compared to the level of employee satisfaction in 2014. However, if traced in indicators that make up the satisfaction level of employees it can be seen that career, promotion, training and capacity building of employees occupying the smallest percentage of engaged employees who make up the level that is equal to 62.63% and 64.19%. This value is certainly interesting to be given one of the important factors that affect the level of employee engagement today is heavily influenced by the career that is designed by the company through a management career.

This study will analyze the factors that influence employee career in Directorate of Human Capital Management. The population is all employees of the Directorate of Human Capital Management, amounting to 62 employees and as well as a sample for this study as a whole. Data analysis technique used is multiple linear regression with two independent variables and the dependent variable. The independent variables in this study are organizational career management and individual career management, while the dependent variable is the career path. Data is collected using online questionnaires filled out by 62 employees as respondents.

The results showed that organizational career management and individual career management simultaneously in positive influential and significant to career path of employees at the Directorate of HCM PT. Telkom Indonesia, Tbk. Organizational career management partially positive and significant impact on the careers of employees. Individual career management also partially positive and significant impact on the careers of employees. Based on descriptive analysis Career Development became the most important components in variable Organizational Career Management while for individual career management Networking component becomes the most important thing. In addition to the variable career, career opportunities become very important dimension for the employees of the Directorate of HCM PT. Telkom Indonesia, Tbk.

Keywords : Career Management, Organizational Career Management, Individual Career Management, Career Path

1. Preface

In the management of Human Capital, in order to realize the vision of Telkom "Be the King of Digital in the Region" with the mission "Lead Indonesian Digital Innovation and Globalization" by Strategic objectives Top 10 Market Capitalization Telco in Asia-Pacific by 2020, career management of employees is an important part on the implementation of career development activities to improve employee productivity. Factors that influence the careers of employees need to know from the beginning that will help employees to achieve specific career tailored to providing career paths that exist in the company. Organizational career management will drive the effectiveness of career externally, while the individual career management will support the achievement of individual careers within the organization internally.

In 2015 based on management engagement survey Telkom, PT Engagement Index. TELKOM is high, namely 89.25%, which means as much as 89.25% of respondents classified as category Engaged. A total of 10.73% of respondents classified Somewhat Engaged and only amounted to of 0.02% were classified as disengaged. However, if traced by the unit will be obtained Directorate of Human Capital Management that are in the index 72.41%, which became one of the units with the lowest levels of engagement. This value becomes interesting

to explore the Directorate of Human Capital Management (HCM) considering the concepts of engagement designed and developed by the HCM unit but this unit into one of the units with the lowest index value engagement.

Dissatisfaction got the largest percentage of employees that 38% says the band position or class of positions today do not correspond to their expectations and the second largest percentage that is equal to 7.76% of employees say that there is no clear career for them, 6.51% said that aspects of the work environment is not supportive or unpleasant, 4.45% said that the location did not correspond to their expectations, 4.45% said that they are saturated because there are no self-development, lack of challenge, and not given a chance to develop, 9.60% say that their work is not in accordance with the competencies they have, and the latter as much as 2.85% of employees say they do not like the type of work for which they are responsible. It can be concluded that the majority of the employees are not satisfied in this aspect of their career.

**Figure 1. Percentage Level of Dissatisfaction of Employees 2015 in
PT Telekomunikasi Indonesia Tbk**
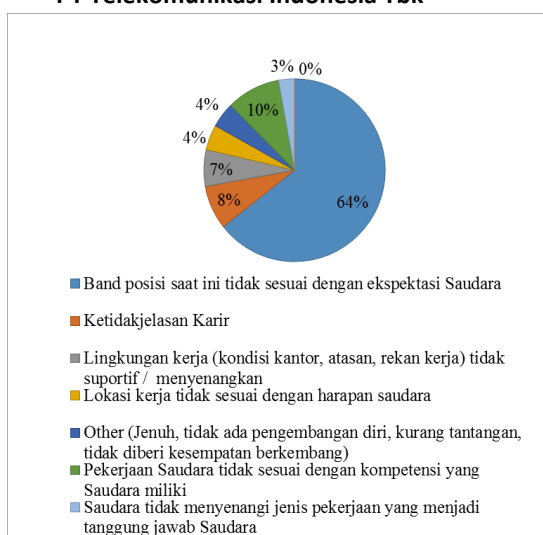
Source: Report of Telkom Employee Engagement Survey, 2016

One of the dimensions that influence the formation of engagement index PT. TELKOM is employee satisfaction. The level of employee satisfaction PT. TELKOM classified as "satisfied" with the average value of 71.08% employee satisfaction. Telkom employee satisfaction levels in 2015 increased compared to the level of employee satisfaction in 2014. However, if traced indicators that make up the satisfaction level of employees it can be seen that career, promotion, training and capacity building of employees occupying the smallest percentage of engaged employees who make up the level that is equal to 62.63% and 64.19%. This value is certainly interesting to be given one of the important factors that affect the level of employee engagement today is heavily influenced by the career that is designed by the company through a management career.

Based on the description above as background, this study will examine the factors that affect the careers of employees in the Directorate of Human Capital Management PT. TELKOM. The discrepancies between the results through value engaged engagement and employee satisfaction level towards career, promotion, training and capacity building at the level that is less than average to points of interest in this study. Selection of the research object of the Directorate of Human Capital Management (HCM) due to the largest gap lies in this directorate nature when compared with HCM should work directorate can provide representative results for HCM is the owner and controller and employee career development program. The main problem in this study lies in the differences that occur in HCM on the attributes of a career, promotion, training and capacity development to its engagement value that needs to be analysed in depth about the factors that affect the career itself. Therefore, these factors will be analysed internally and externally through individual career management and organizational career management.

2. Basis Theory and Methodology

Factors that affect a person's career can be divided into individual career management and organizational career management. Greenhaus et all (2003 : 12), *"career management as a process by which individual develop, implement, and monitor career goals and strategies. For the time being, career management can be briefly described as an ongoing process in which an individual."*. Career management lies not only in the interests of employees, but also the organization's involvement in it. In this case it is important organizational career management planned by the company. According to Mathis and Jackson (2006: 343) centered on career planning organization focused on identifying jobs and career paths that provide a logical progression on people between the work of the organization. That is necessary to understand the individual in following a career path or groove made by the organization in order to move forward in its organizational units.

Dimensions of variable organizational career management as the basis of measurement derived from the 3 (three) dimensions of organizational career management proposed by Khulida Kirana Yahya (2004) which includes 1). *Career Management Policy*, measured by standard, procedure, method and employee system that works by management in managing employee's career, 2).*Career Development*, measured through a variety of activities, programs and techniques used by management to enhance the career development of employees, 3). *Career Information*, efforts made by management to provide information for employees in relation to support individual career planning and career strategy.

Dimensions of variable individual career management that formed the basis of measurement derived from four (4) dimensions of individual career management proposed by Sturges et al (2002) which includes: 1). *Networking*: the ability of employees to create a network of friends with other employees, 2).*Mobility Oriented Behaviour*: behavior to leave the company, 3). *Practical Thing*: the willingness of employees to play an active role in the development of theri career 4).*Drawing Attention*: the ability of employees to be able to attract the attention of their superiors in the development of their career. Whereas, for the forms of careers through career development, according to Bambang Wahyudi (2007: 166) is made up of education and training, transfer and promotion.

In this study the author uses descriptive method and verification method. Descriptive method is intended to answer the first objective relating to factors that affect an employee's career Directorate of Human Capital Management at PT. Telekomunikasi Indonesia Tbk. Descriptive method according to Sugiyono (2009: 53) is a study conducted to ascertain the value of either one independent variable or more variables without making comparisons or connect with other variables. The reason of this is the use of the descriptive method because this method is suitable to answer the problem formulation that is independent, with descriptive methods can be investigated notch phenomenon of research.

The verification method will be used to answer the research purpose is to analyze the factors that affect the careers of employees to achieve career paths of employees Directorate of Human Capital Management PT. Telekomunikasi Indonesia Tbk. The verification method is a type of research that aims to identify causal relationships between variables through a hypothesis testing. The reason for the use of the verification method is suitable for assessing the level of relationship or ratio between the two variables.

Selection of this method in accordance with the analysis of the variables studied where there are variable factors influence the career that would eventually variable employee career. Descriptive method needs to be done in order that the factors career consists of individual and organizational career management can be specified in detail. As for the method of verification to see the extent of influence of each factor indicator of career to a career that is owned by the employees of the Directorate of HCM. Implementation verification test performed after the whole item is in a valid and reliable condition.

The data collection methods used two sources of data, namely primary data: the data obtained directly, specifically collected and dealing with the problems examined. In this study, primary data obtained directly from respondents through observation, interviews and questionnaires distributed to all employees of the Directorate of Human Capital Management PT. Telekomunikasi Indonesia, Tbk. As for the secondary data is data obtained in finished form, the results of the collection and processing of other parties. In this study, secondary data

include: Data employees and employee engagement reports, the literature related to this study, the profile of PT. Telekomunikasi Indonesia, the list of employees, and other documents deemed necessary.

Population is the generalization region consisting of the object / subject that has certain qualities and characteristics defined by the researchers to learn and then be inferred (Sugiyono, 2010: 61). The population in this study were all employees of the Directorate of Human Capital Management PT. Telekomunikasi Indonesia, Tbk. The samples used in the study sample saturated or census of the entire study population, those are 62 employees consisting of 4 employees Vice President, 13 employees Assisstant Vice President, 24 employees Senior Officer, 5 employees Officer 1, 4 employees Officer 2 and 12 employees Officer 3.

Questionnaires are 28 items of questions before distributed to the respondents, conducted validity test includes three types of validity, namely face validity (validity looked), content validity (Validity of Contents) and construct validity (Validity Construction), furthermore, to test the validity of a research instrument used Pearson product moment correlation formula, the validity of the test results show the value of r count each indicator variable of organizational career management, individual career management and career path is larger than the value of r table, so that the otherwise all research questions are valid and can be used as a measurement variable.

Reliability test is used to determine whether the indicator or questionnaires used trustworthy or reliable as a measurement variable. The reliability of an indicator or questionnaire can be seen from the value of Cronbach's alpha (α), ie when the value of Cronbach's alpha (α) greater than (>) 0.60 indicator or the questionnaire is reliable, whereas if the value of Cronbach's alpha (α) is smaller (<) 0.60 indicator or questionnaires are not reliable. Overall reliability test results can be seen the results in the following table:

Table 1 Reliability Test Result

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,931	,934	28

Source: Results of Primary Data Processing with SPSS 21

Hypothesis
The hypothesis in this study are:
H1 : Organizational Career Management Affects Employee's Career Path.
H2 : Individual Career Management Affects Employee's Career Path.
H3 : Organizational Career Management and Individual Career Management Affect Employee's Career Path.

3.   Result and Explanation

Based on the results of the descriptive analysis performed in this study, that the organizational career management (X1) which consists of three dimensions namely Policy Career Management, Career Development and Career Information has an average percentage of 81.39% or fit in either category. It can be interpreted that the overall organizational career management is perceived well by all employees in the Directorate of Human Capital Management PT. Telekomunikasi Indonesia, Tbk. In the organizational career management variables on average the highest percentage value contained in the variable sub Career Development, amounting to 82.7%. Individual career management (X2) which consists of four dimensions: Networking, Mobility Oriented Behaviour, Practical Thing and Drawing Attention has an average percentage of 79.5% or fit in either category. It can be interpreted that the overall individual career management is perceived well by all employees in the Directorate of Human Capital Management PT. Telekomunikasi Indonesia, Tbk. In the individual career management variables are the average value of the highest rates found in sub-variables Networking, amounting to 82.6%. Career employees (Y) which consists of two dimensions, Education & Training and Promotion has an average

percentage of 78.1% or fit in either category. It can be interpreted that the whole career is perceived well by all employees in the Directorate of Human Capital Management PT. Telekomunikasi Indonesia, Tbk. In a career path variable is the average value of the highest rates found in sub-variables Promotion of 80%. Generally, the whole item forming organizational career management and individual career management major effect on employee career paths but which became the most influential factor is the variable sub Networking with an average percentage of 86.4% has a very high category, that employees strongly agreed on the importance of showing best ability in front of the leaders in affecting one's career. While the lowest percentage value contained in the variable sub drawing attention to the average percentage of 77.6%. The results of the analysis of organizational career management at the highest rates are in sub-variables Career Development, amounting to 82.7%, followed by sub-variable Career and Career Information Management Policy, each of which amounted to 82.2% and 78.9%. When viewed from the overall statement contained the highest percentage in the first statement amounted to 87.3%. This statement is one part of the sub-variable Career Management Policy which plans and procedures relating to the recruitment of companies that are considered best employees of the entire item statement on organizational career management variables. As for the percentage was lowest for the 13 sub-variable statement Career Management Policy that with the amount of 74.9%. This statement relates to the opportunity to perform for training workers.

3.1. Test Model of Organizational Career Management and Individual Career Management Towards Career Path

F Test or Significance Tests of Organizational Career Management and Individual Career Management Against Career Path. This test is used to determine whether the independent variables in the regression model simultaneously significant effect on the dependent variable.

Tabel 2 Significance Tests of Organizational Career Management and Individual Career Management Against Career Path

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17,624	2	8,812	15,277	,000[b]
	Residual	34,033	59	,577		
	Total	51,658	61			

a. Dependent Variable: Y (Career Path)

b. Predictors: (Constant), X2 (Individual Career Mgt.), X1 (Organizational Career Mgt.)

ANOVA table shows $F_{regression}$ = 15,277 while F_{table} = 3,14 or $F_{regression} > F_{table}$, hence Ho rejected and Ha accepted, means there is a significant influence. So that organizational career management and individual career management simultaneously positive and significant impact on the careers path of employees.

3.2. Multiple Regression Analysis

Multiple linear regression analysis is used to test the influence of more than one independent variable on the dependent variable. In this research, analyzing the influence of organizational career management and individual career management as independent variables on the career path of employees as the dependent variable.

Table 3 Multiple Regression Analysis Result
Organizational Career Management and Individual Career Management
Toward Career Path
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,637	0,883		0,721	0,473
	Org. Career Management	0,402	0,185	0,316	2,168	0,034
	Individual Career Mgt.	0,456	0,209	0,319	2,186	0,033

a. Dependent Variable: Career Path

Based on Result on Table 4, *coefficients* that appears from result are constant value (a) = 0,637; b_1 = 0,402 b_2 = 0,456 and $F_{regression}$ = 15,277 with sig. value = 0,473. Based on coefficients table explains:

1) Organizational Career Management Towards Career Path obtained by standardized coefficient 0,185 positively, stated as unidirectional relationship. $t_{regression}$ = 2,168 while t_{table} = 1,999 or $t_{regression} > t_{table}$, then Ho is accepted and Ha rejected, which means significant effect. Organizational career management so positive and significant impact on the career ladder.

2) Individual Career Management Towards Career Path obtained by standardized coefficient 0,209 positively, stated as unidirectional relationship. $t_{regression}$ = 2,186 while t_{table} = 1,999 or $t_{regression} > t_{table}$, then Ho is accepted and Ha rejected, which means significant effect. Individual career management so positive and significant impact on the career ladder.

3) Partially the result shows that organizational career management variables produce a significance value of 0.034 <0.05 that showed significant effect of organizational career management variables of the career ladder. Regression coefficient of 0.402 is positive, stating the direction of a unidirectional relationship, which show the effect on the organizational career management career path, so as to improve the quality of organizational career management will improve the better career path for employees in the Directorate of Human Capital Management in PT. Telekomunikasi Indonesia.

4) Partially the results shows that individual career management variables produce a significance value of 0.033 <0.05 that showed significant effect of individual career management variables of the career ladder. Regression coefficient of 0.456 is positive, stating the direction of a unidirectional relationship, which shows the career management of individual effect on the career ladder, so that an increase in the quality of management of individual career of each employee will increase career path, the better for the employee in the Directorate of Human Capital Management in PT. Telekomunikasi Indonesia.

Conclusion

Based on the results of multiple regression analysis of organizational career management and individual career management simultaneously positive and significant impact on the careers of employees in the Directorate HCM PT. Telkom Indonesia, Tbk. Organizational career management partially positive and significant impact on the careers of employees. Individual career management also partially positive and significant impact on the careers of employees. Based on descriptive analysis Career Development became the most important components in variable Career Management Organizational while for individual career management Networking component becomes the most important thing. In addition to the variable career, career opportunities become very important dimension for the employees of the Directorate of HCM PT. Telkom Indonesia, Tbk.

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