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Employee Career Development with
Achievement Motivation as a Moderating
Variable at PT. PLN (Persero) Bulukumba
Area**

Affiliation:

Eka Suhartini

Universitas Islam Negeri Makassar, Indonesia

E-mail: ekaasuhartini@gmail.com

Milawati S.

Universitas Islam Negeri Makassar, Indonesia

Hardin

Universitas Muhammadiyah Buton, Baubau,
Indonesia



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Effect of Fear of Success on Employee Career Development with Achievement Motivation as a Moderating Variable at PT. PLN (Persero) Bulukumba Area

E Suhartini, S. Milawati¹, Hardin²

¹ Department of Management, Faculty of Economics and Islamic Business, Universitas Islam Negeri Makassar, Makassar, Indonesia

² Agribusiness Study Program, Faculty of Agriculture, Universitas Muhammadiyah Buton, Baubau, Indonesia

E-mail: ekaasuhartini@gmail.com

Abstract: Career development that makes others give different views such as appreciation, recognition, appreciation and higher social status in the eyes of society. This is what makes a person want to develop. But they are confronted with the reality that makes it negative. Require success or goals to be achieved and make someone doubt the ability required to fear success. This study aims to determine the effect of fear of success on career development and interaction on achievement motivation and fear of success on career development. This type of research is quantitative with associative research. The population in this study are companies that work at PT. PLN (Persero) Bulukumba Area. The technique of taking samples uses the saturated sample method. The sample in this study was 70 respondents. Data analysis uses simple linear regression analysis and moderation regression analysis by obtaining approved difference values. The results of research with simple linear regression show a fear of positive and significant success in career development. Analysis of moderating variables with the difference in assessment proves achievement motivation is not able to moderate the fear of success in career development.

Keywords: Fear of Success, Career Development, Achievement Motivation

1. Introduction

Competition between companies and agencies in the era of globalization is increasingly sharp, so that employees are required to be able to continually develop themselves actively and quickly. Someone who is in the company must be an employee who wants to learn and develop, so that his potential can be further increased and can be one of the employees who can be relied upon to compete in the world of work. Therefore, the human resources needed are human resources that are responsive in the development of technology and science other knowledge. So that the agency or company can rely on the capabilities of the employees and can take part in solving problems that exist in the company. The existence of responsive employees in the future the company can further develop and favor capabilities in the human resources section, in order to pursue work competition in the future. An increasingly advanced civilization with the demands of living costs in various fields makes everyone want to get a decent job in the future, both for men and women. The rising cost of living coupled with the opportunities available makes one want to be involved in the world of work in any field. The number of companies that can support the opening of employment opportunities makes people to compete to enter the workforce. This development also fades social roles between

men and women, now women have the same opportunities as men. Career development is a very good decision that should be made by a worker or employee, but someone is more afraid to take the decision that should be made. Individuals who fear success may try to avoid anxiety by maintaining an attitude of inferiority and lack of confidence.

With a high career path, other people give different views such as the creation of excellence, recognition, respect and higher social status in the eyes of society. This is what makes someone want to develop, but they are faced with situations that have a negative impact so they tend to avoid success or goals to be achieved and make someone doubt the capabilities they have. As with someone who works but has a lack of confidence in the family and work environment due to his lack of confidence in his ability to solve problems, this is also because someone does not want to be involved in conflicts between coworkers. Another case where some women do not want to be more busy with work and less in caring for children and their households, this occurs because of economic factors and some people only work to meet secondary needs.

Based on interviews from one of the human resources employees, that there are some employees who sometimes do not participate in career development programs, one of which is due to having a relatively small child who cannot if left out and he feels afraid if one day he cannot share time between family and work, therefore he wants to be mediocre in pursuing a career because he just wants to prioritize his family. There are also employees who are not confident in their work environment because they feel that their abilities are not enough and are still classified as new employees so they are afraid to provide input or suggestions in solving problems done by employees. He was afraid that one day when a problem arose, it was due to his inability to manage something.

Though all employees have enough potential to participate in training and career development will create opportunities and experience so that employees open the door to success in the future, but instead some employees do not take up career opportunities, so they close themselves from opportunities for success that has been given.

Based on the description above, the authors are interested in further researching about "The Effect of Fear of Success on Employee Career Development with Achievement Motivation as a Moderating Variable at PT. PLN (Persero) Bulukumba Area".

Based on the background of the problem, the problems in this study are: (1) Does fear of success affect the career development of employees at PT. PLN (Persero) Bulukumba Area?; (2) Does achievement motivation have an effect in moderating fear of success on the career development of employees at PT. PLN (Persero) Bulukumba Area?

2. Literature Review

Psychological theory is the career theory of social cognition or the social cognition career (Theory-SCCT), which states that human behavior is determined by personal factors or environmental factors. Psychological theories about SCCT were put forward by Robert W. Lent, Steve D. Brown and Gail Hackett. Acknowledged by the three theorists, the roots of SCCT are derived from the general cognitive theory developed by Albert Bandura which states that human behavior is determined by personal factors and environmental factors.

Attribution theory studies how one interprets an event, reason, or cause for its behavior. This theory was developed by Fritz Heider who argues that a person's behavior is determined by a combination of internal forces, namely factors that originate from within a person such as ability or effort and external forces, namely factors that originate from outside, such as difficulties in work or luck. The reason someone chooses a behavior can come from internal (dispositional attribute) and external (situational attributions). Internal causes tend to lead to

aspects of individual behavior, something that already exists in a person such as personal nature, self-perception, ability and motivation. Whereas external causes are more directed at the environment that influences a person's behavior such as social conditions, social values and people's views.

Human resource management according to Mary Parker Follet is an art to achieve organizational goals through the arrangement of other people to carry out various jobs that are needed, or in other words do not do the jobs themselves. Career development according to I Komang A, et al, is an increase personal undertaken by someone to achieve a career plan and improvement by the personnel department to achieve a work plan in accordance with the path or level of the organization. Career development according to Veithzal Rivai and Ella J Sagala consists of personal improvement done by someone in achieving a career plan and improvement by someone in achieving his personal career plan. Meanwhile Mondy believes that career development is a series of activities to prepare an individual for planned career advancement.

Individual and organizational career development

1. Individual career development

Individually, each person must be prepared to develop themselves in the context of further career research.

2. Organizational career development

Understanding career development in organizations requires an examination of two processes, namely how everyone plans and implements their career goals, and how the organization designs and implements various career development programs.

According to Handoko (2008) there are 6 (six) career development indicators:

1. Job performance
2. Exposure
3. Organizational loyalty
4. Mentors and sponsors
5. Opportunities to grow
6. Management Support

Motivation questions how to encourage work passion subordinates, so that they are willing to work hard by giving all abilities and skills to realize the company's goals. Motivation is the result of a person's interactions with certain situations that he faces. For this reason, there are differences in the strength of motivation shown by someone in dealing with certain situations compared to others who face the same situation. Daft states motivation as a power that arises from within or from outside oneself and arouses enthusiasm and perseverance to achieve something desired.

According to Jung achievement motivation is influenced by two factors, namely:

a. Intrinsic factor

This factor comes from within the individual individual concerned or is the same as the individual characteristics as described previously. Coupled with the intrinsic reward of pride and satisfaction obtained after completing a task or when getting success.

b. Extrinsic factor

Social support and material benefits. For example, social support from parents for achievement will increase one's achievement motivation. Material gains from work will increase motivation for achievement because the higher a person's achievements, then generally people will assume that they will get greater material benefits as well.

The indicators used are based on achievement motivation theory McClelland explained the development of dimensions and indicators of achievement motivation, namely:

- a. Dimensions of the need for achievement (Need for achievement)
 1. Goal oriented
 2. Liking a challenging job
 3. Take responsibility
 4. Dare to take risks
 5. Creative and innovative
- b. The need for power (need for power)
 1. able to be an example for others
 2. always want his opinions heard
 3. Loves to influence others
- c. Need for affiliation (need for affiliation)
 1. Like to work together
 2. Avoid conflict

The term fear of success or fear of success for the first time was introduced by Matina Horner in 1968 as a motive avoid success. The motive for avoiding success is identified as a psychological representation of the stereotype that develops in society that competence, independence, competition, and intellectual achievement are aspects that are inconsistent with femininity and more appropriate for masculine characters. Horner was the first person to do much experimental research about the fear of success. Fear of success if one is due to lack of confidence in ability, or fear of fulfilling its function does not intend to improve its performance function. Fear of success is one of the preventive factors leading to success and progress.

Even worse, the Fear of Success weakens one's belief in one's ability to perform tasks on purpose because of past failures, which often worsen this syndrome. Horner's foundation is that women are more vulnerable to Fear of Success, because of the concern that success in certain fields (eg academic intellectuals) is a deviation from determined social norms and results in social disapproval, but according to Pappo and Tresemer men and women are almost equally affected by the consequences negative fears of success.

The characteristics of fear of success

1. avoid competition between coworkers
2. Fear of being involved in conflicts between co-workers
3. not confident
4. not interested in improving supporting skills
5. Refuse promotion
6. Don't want to look ambitious in pursuing a career
7. More concerned about family than career and
8. Work only as secondary needs

According to Zuckerman M and Allison, S.N (1991) indicators of fear of success there are three is.

1. Motives for approaching success
2. The motive of avoiding failure
3. Motives for worrying about success

The Framework for Thinking from this research is:

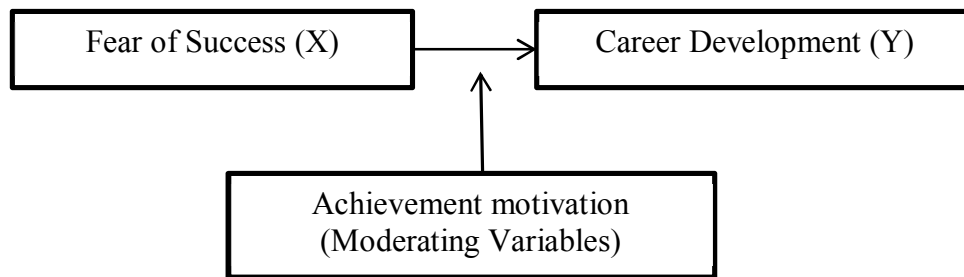


Figure 1. Framework for Thinking

3. Methodology

The type of research used is quantitative with an associative approach. Quantitative approach is a method for testing certain theories by examining the relationships between variables. These variables are measured (usually with research instruments) so that data consisting of numbers can be analyzed based on statistical procedures (Juliansyah Noor, 2011: 38). Research location at PT. PLN (Persero) Bulukumba Area is an PLN office in the Bulukumba Area which is located at Jalan Lanto Daeng Pasewang Bulukumba Regency, South Sulawesi. The research approach used is an associative research approach or relationship and influence. Associative research is research that aims to examine the effect of two or more independent variables and one variable of type metric (Suryani and Hendriyani, 2015: 22). This study took a sample of 70 people. The sampling technique is saturated samples. Where saturated samples are a technique determining the sample if all members of the population are used as a sample (Sugiyono, 2013: 122). To obtain valid and accurate data, researchers conducted data collection techniques by interviewing, collecting documents and questionnaires.

4. Results and Discussion

4.1. Effect of fear of success on career development

The results of this study indicate that fear of success is influential towards employee career development as in figure 1

Table 1. Effect of fear of success on career development

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,334	3,746		1,157	,251
1 Fear of Success	,778	,093	,724	8,347	,000
Achievement motivation	,018	,086	,018	,209	,835

a. Dependent Variable: Career Development
 Source: SPSS 21 Outout (2018)

Based on the results of the analysis in table 1, it shows that fear of success has a positive and significant effect on career development, because the level of significance is sig. 0,000 which is smaller than 0.05. This means that the higher the fear of success possessed by employees will have an impact on employee career development, thus the first hypothesis is accepted.

This is supported by psychological theories, namely social cognitive career theory (SCCT) theory, which states that human behavior is determined by personal factors or environmental factors. Where in the basic principle of the social cognition career theory says that the greater the obstacles perceived by someone, the less likely an individual effort to pursue that career. This research is strengthened by research by Wiendy Puspita Sari and Dian Triyani, et al (2014) which states that fear of success has a positive effect on career development. The higher the fear of success, the lower the career development, otherwise the lower the fear of success, the higher the career development.

4.2. *Achievement motivation in moderating the effect of fear of success on career development*

The results of this study indicate that achievement motivation moderates the effect of fear of success on employee career development, as shown in table 2.

Table 2. *Achievement motivation in moderating the effect of fear of success on career development*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4	3,853		1,155	,252
Fear of Success	,780	,095	,726	8,233	,000
1 Motivation Achievement Moderate	,016	,088	,016	,178	,859
	-,068	,452	-,013	-,151	,880

a. Dependent Variable: Career development

Based on the results of the analysis shows that achievement motivation has no effect in moderating fear of success on employee career development. This can be seen because the level of significance is sig. 0.880 which is greater than 0.05. This means that the results of the analysis show that the achievement motivation variable which means not significant, the use of achievement motivation variables are included in the predictor category which means that the achievement motivation variable is an independent variable but not a variable that moderates the fear of success towards career development. This means that the second hypothesis which states that achievement motivation moderates the influence of fear of success on career development is rejected.

Based on the attribution theory developed by Fritz Heider who argues that a person's behavior is influenced by internal forces ie factors originating from within a person such as ability or effort and external strengths are factors originating from outside, such as difficulty and work or luck. This research is strengthened by the research of Putri Adiba (2012) which states that the higher the motivation of achievement, the lower the fear of success, otherwise the lower the achievement motivation, the higher the fear of success.

5. Conclusion

Based on the results of research on the effect of fear of success on career development with achievement motivation as a moderating variable at PT. PLN (Persero) Bulukumba Area can be concluded that fear of success has a positive effect on career development. the results of this study mean that the higher the fear of success, the lower the career development that will be generated by an employee. The results of the moderation regression analysis with the absolute difference value approach show that achievement motivation and fear of success have no effect on career development. This means that achievement motivation does not strengthen or weaken the influence of fear of success on career development.

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