



## Development of Career Employee In STIKES RS Anwar Medika: Qualitative Descriptive Study In STIKES RS Anwar Medika

Elis Anita Farida<sup>1</sup>, Tri Ratnawati<sup>2</sup>, Ammiartuti Usmaningtyas<sup>3</sup>

<sup>1</sup>STIKES RS Anwar Medika, Indonesia

<sup>2,3</sup>Universitas 17 Agustus 1945 Surabaya, Indonesia

Email: <sup>1</sup>[elza.syarief@yahoo.com](mailto:elza.syarief@yahoo.com) <sup>2</sup>[tri.widhidayati@yahoo.com](mailto:tri.widhidayati@yahoo.com), <sup>3</sup>[amiartuti@ungtag-sby.ac.id](mailto:amiartuti@ungtag-sby.ac.id)

Received: 8 February 2020; Revised: 20 April 2020; Accepted: 25 May 2020

### Abstrack

The aim of this study is to analyzes the career development of STIKES RS ANWAR MEDIKA employees by formulating employee performance indexes based on organizational structure and main tasks and functions. The research method used was an explanatory research method, using questionnaire as data collection tool that was distributed to 67 employees at STIKES RS Anwar Medika. Data analysis in this study uses descriptive analysis and multiple linear regression analysis. The results of the multiple linear regression analysis showed that simultaneously and partially the variables of Career Planning, Career Direction, and Implementation of Career Development had a significant effect on Employee Job Performance. Its indicated by the simultaneous test results obtained significance value F of 0,000 which is smaller than  $\alpha$  of 0.05 ( $0,000 < 0.05$ ). The significance value is below 5% so that results in H1 decisions are accepted and Ho is rejected. Partial test results for Career Planning obtained a significance value of t of 0.001 which is smaller than  $\alpha$  of 0.05 ( $0.001 < 0.05$ ) and the highest coefficient B of 0.346. Partial test results of Career Direction variables have the greatest significance t 0.031. Partial test results for the variable Career Development Implementation has the t least significance of 0,000.

**Keywords:** employee development, career, organization, main tasks and functions

### Introduction

Employees are resources owned by the organization, they must be employed effectively, efficiently, and humanely. In its development, the organization will face increasingly complex labor problems. Therefore the management of labor as Human Resources (HR) must be done professionally by a separate department in an organization, namely the Human Resource Department (HRD) (Markos & Sridevi, 2010).

Organizations that want to continue to exist and have a positive image in the eyes of the community will not neglect aspects of developing the quality of their human resources (Mosadeghrad, 2015). Therefore the role of HR management in the organization is very large. HR management can be interpreted as planning,

procurement, development, maintenance and use of HR activities to achieve individual and organizational goals. One part of HR management is the career development of HR as a workforce, employee or employee itself (Roehling et al., 2005).

HR are the main assets and the organizational structure is an integral part of both companies and universities. HR is a strategic asset that employees have roles in all fields of work and at any level both structurally and functionally. Employees are one of the factors of production, therefore they must be utilized maximally and productively. The purpose of a company will not be realized without the active role of employees even though the company's equipment is so sophisticated and complete (Anitha,

2014). Efforts to establish effective and efficient human resources and by organizational need require hard work which involves all stakeholders. Career development is one of the influential factors to form HR following the needs of the organization where it will have an impact on improving the quality of employees in the organization (Martín-de Castro, López-Sáez, Delgado-Verde, Donate, & Guadamillas, 2011).

Modern employees emphasize that all work needs to be effectively integrated with human needs for personal needs, family expectations and ethical requirements of society. Career development is also a person's perception of attitudes and behaviors related to work experiences and activities related to a person's life. Careers are reflected in the idea that someone will always move forward and improve in the chosen job. Moving forward, means that in a person there is a desire to gain status and be respected by others according to their capacity (Anitha, 2014; Jackson & Wilton, 2017).

Career guidance cannot be separated from Human Resource planning, recruitment, and selection activities in the context of regulating employee quality. The HR management activities must be obtained by several potential workforce with the best quality (Azis & Lestariningsih, 2018; Girniene, 2013; Roehling et al., 2005). Such a workforce must be allowed to develop his career, so that with his ability to continue to improve following the demands of the business environment, not only able to maintain the existence of the organization but also be able to develop and advance. Therefore, the author tries to examine further career development.

## Material and Methods

The research method used was explanatory, using a questionnaire as a data collection tool that was distributed to 67 employees at STIKES RS Anwar Medika. Data analysis in this study uses descriptive analysis and multiple linear regression analysis. The results of the multiple linear regression analysis showed that simultaneously and partially the variables of Career Planning, Career Direction, and Implementation of Career Development had a significant effect on Employee Job Performance.

## Results and Discussion

### Career Development

Career is a job or position that is owned (or held) by someone during their working life.

Thus the career show to development of individual employees in the level of position/rank that can be achieved during work in an organization. Another opinion that career is the sequence of activities related to work and behavior, values, and aspirations of a person during the life span of that person. So it can be concluded that a career is a person's position or status when working during his life (Martins & Meyer, 2012; Savickas et al., 2009; Werner & DeSimone, 2011; Syakur, 2020).

Career Development is one of the sub-functions rather than the main scope of Human Resource Development, where in addition to career development there are also other sub-functions, namely training and development (Training and Development), as can be seen in the picture below (Wahyuni, 2016). Career development in management aims to prepare human resources for their future work in the organization. Before discussing more career development, we need to know the meaning of a career first (Boella & Goss-Turner, 2012; Wahyuni, 2016).

Career is a series of attitudes and behaviors related to work activities and experiences throughout life, while according to Mathis, careers are a series of positions related to work occupied by a person throughout his life. Based on the explanation above, a career can be interpreted as a series of one's position based on experience in work throughout his life (Markos & Sridevi, 2010; Martín-de Castro et al., 2011).

Career development according to Mathis is an effort to improve the ability of workers to deal with various kinds of problems in their work or task (Merchant Jr, 2010). In further discussion the definition above can be concluded as follows:

1. Career development is a change in values, attitudes, and motivations that occur in a person, because with the addition / increase in age will become more mature. From this understanding, the focus of career development is to increase the ability of mental, which occurs due to aging. Mental development can also take place as long as a person becomes an employee in an organization, which is realized through the implementation of work which is his main task.

2. Career work is a business that is carried out formally and sustainably with a focus on increasing and increasing the ability of a worker.
3. Career development is personal enhancements by a person to achieve a career plan.
4. Career development is a condition that indicates an increase in the status of someone in an organization concerned.

While the definition of career development in another definition is defined as the acquisition of knowledge, skills and behaviors that enhance the ability of employees to meet changes in job requirements and the demands of clients and customers (Baruch, 2006). In this sense, career development is defined more broadly, because career development is more towards all activities or activity capabilities of a person (Aguenza & Som, 2012; Baruch, 2006).

HR is one of the important factors in a company because human resources function to achieve its goals and objectives through the cooperative efforts of a group of people in it, so it can be said that HR is a determining factor of success or failure of a company in achieving its goals (Boella & Goss-Turner, 2012; Nemati, Steiger, Iyer, & Herschel, 2002). The human resources in question are employees. Employees when achieving company goals are very dependent on how these employees can develop their abilities both in developing knowledge, skills, and desires for cooperation between various work units that carry out different activities. Considering the important role of employees in a company, employee career development activities are important in efforts to improve employee performance, for example through career education, career information, and career guidance (Martins & Meyer, 2012; Roehling et al., 2005).

Based on the above definition, it can be concluded that career development is a process of increasing and increasing the ability of an employee to be carried out formally and continuously to achieve his career goals and objectives (Baruch, 2006; Lenferink, Tillema, & Arts,

2013).

### Stages of Career Development

Career development is the process of increasing individual work skills achieved to achieve the desired career (Antoniou, 2010). Meanwhile, the career development is a condition that indicates an increase in the status of a person in an organization within the career path that has been determined in the organization concerned (Merchant Jr, 2010). The idea that people trying to apply their concepts by choosing to enter work are considered the most likely to allow self-expression. Career choice is a matter of matching. In the rhythm of people's lives, changes occur and this affects the effort to realize that self-concept (Girniene, 2013). Development theory accepts matching theory (self-concept theory), but considers that the choice of work is not a one-time event in one's life (for example, when you graduate from school and want to leave school). People and their environmental situations develop, and career decisions are a series of small decisions (Brown, Bimrose, Barnes, & Hughes, 2012).

- a. Growth Stage (Growth): 0-14 years. Physical and psychological growth. At this stage, the individual begins to form attitudes and mechanisms of behavior which will then become important in his self-concept. At the same time, experience provides background knowledge about the world of work which is ultimately used in job choices ranging from tentative to final.
- b. Exploration Stage (Exploratory): 15-24 years. Starting from the individual realizes that work is an aspect of human life. At the beginning of this period or fantasy period, individuals stating job choices are often unrealistic and often closely related to the life of the game.
- c. Establishment Phase: 25 - 44 years. Relating to one's experience at the time of starting work. At this time the individual by trial and error wants to prove whether the choices and work decisions made during

the exploration period are correct or not. Some of this time is a try-out period. An individual may accept a job with a sure feeling that he will change jobs if he feels unsuitable. If it turns out that the individual has a positive experience or profit from a job, the choice becomes stable, and he will include the choice of work as an aspect of his concept and the best opportunity to get job satisfaction.

- d. Maintenance Phase (Maintenance): 45-64 years. Individuals trying to continue or maintain work situations. Work was done and self-concept (self-concept) have a close relationship. Both are intertwined by a process of change and continuous adjustment. In essence, the individual has an interest in continuing aspects of work that provide satisfaction, and changing or improving aspects of work that are not pleasant, but not until the individual leaves the job to change to another job.
- e. Decline (Decline): over 65 years. The stage before stopping work (preretirement). At this stage, individual attention is focused on how the results of his work can meet the requirements of output or even the minimum results. Individuals pay more attention to maintaining work performance rather than efforts to improve work performance. These five stages are seen as a reference for the emergence of attitudes and behaviors regarding involvement in an office, which are seen in vocational developmental tasks.

After a variety of information and career guidance is given, then the determination of a career is the first step to a person's career, so that currently there is a need for the career development of each employee according to their abilities and skills (Jackson & Wilton, 2017). Career development program is very important because it is to adjust between the needs and goals of employees with career opportunities available in the company now and in the future.

Career development is a process of improving one's work ability that encourages an increase in work performance to achieve the desired career. Career development activities are supported by the company, so the company expects feedback from employees in the form of work performance (Lenferink et al., 2013). Job performance is a result of work achieved by an employee by company standards. Work performance will add benefits to both the company and employees. One of the benefits for employees is that they can add to their career experience while working, while the benefits for the company are that it makes it easy for decision making (Mosadeghrad, 2015).

career path is a sequential pattern of positions (sequential pattern of jobs) that make up an employee's career. career path is a picture of the purpose of the sequence of work experience by an individual in an organization (Nemati et al., 2002; Noe, Hollenbeck, Gerhart, & Wright, 2015). Forming a real career path, human resource managers must determine carefully in determining work activities with suitable workloads, establishing the skills and knowledge needed for the job, and grouping work into basic groups of work. Researchers concluded that career paths are sequences of position positions held by someone when working in an organization. In determining the career path should pay attention to the abilities, knowledge and skills possessed by employees (Antoniou, 2010; Wahyuni, 2016).

### Designing Career Development Programs

The design of this career development program will help managers make creative decisions regarding the career development of workers (Chang & Huang, 2010; Girniene, 2013). For this reason, it is necessary to distinguish between three phases in designing a career development program consisting of:

1. Planning phase. This phase is an activity to harmonize the worker's design and organizational design regarding career development in their environment. The purpose of this phase is to identify the strengths and weaknesses of workers in carrying out their duties, thus various efforts can be made to

help workers, among others: Help choose the path of career development to something that is available. Fixing weaknesses or weaknesses for workers who show seriousness and need it to realize a successful career.

2. the briefing phase

This phase intends to help workers to be able to make their plans a reality, namely by establishing the type of career they want, and setting the steps that must be taken to make it happen. Two approaches can be done, namely:

- a. By organizing career counseling
- b. Differences by organizing information plays that include activities
- c. Development phase

This phase is the time required by the worker to fulfill the requirements that enable him to move from one position to another who wants it. Activities that can be done include

- 1) Organizing this mentor Phase system is a way of development by organizing relationships between senior and junior workers as colleagues (coworkers). Senior workers act as mentors whose job is to provide advice, role models, assist and arrange contacting officials to obtain information, and provide support in general, in the efforts of junior workers to develop careers
- 2) Training in the context of career development for workers is very broad in their scope of scope, not just those that are organized institutionally and formally in classrooms, laboratories, etc
- 3) Job rotation is carried out by assigning workers to share their needs through the horizontal transfer process
- 4) Scholarship / service program Organizations or companies in dealing with a business environment that can change rapidly and increasingly competitive, at any time and also in the future requires a number of workers who are able to anticipate it. These needs can be overcome by providing scholarships / service ties for workers as supporters of

their efforts to improve education outside their organizations

## Career Development Model

Career development is a formal and ongoing activity which is an organization's effort to develop and enrich its human resources by aligning their needs with those of the organization (Savickas et al., 2009). From the development of this concept, we know three career development models, namely:

1. The life-cycle model is a definite career development. Someone will switch jobs through different career stages. In this model the role of the organization is very large in determining one's career
2. Organizational based model, which is a development model that explains that a person's career will go through career stages, but it is also explained that in the career development process there is a learning process for employees to have a definite career path
3. Directional pattern model. In this model employees are guided or directed to make their own decisions about how fast they want progress in their careers. These three models are closely related to the type of management of an organization or company. Each organization has a form / system of career development that varies depending on the policies of managers and leaders of the organization

## Factors Influencing Career Development

There are 9 factors that influence the career development of individuals in an organization (Martín-de Castro et al., 2011; Noe et al., 2015; Werner & DeSimone, 2011), namely:

1. Relationship of Employees and Organizations. In ideal situations, organizational employees are in a mutually beneficial relationship. In this ideal situation, both employees and organizations can achieve high work productivity
2. Employee Personnel. Sometimes, employee career management is disrupted because there are employees who have

distorted personalities (too emotional, apathetic, too ambitious, cheating, too ignorant, etc.)

3. External Factors. An employee who promotes to a higher position, for example, might be forced to be canceled because someone else was dropped from outside the organization
4. Politicking in Organizations. In other words, if the level of "politicking" in an organization is so severe, then career management will almost certainly die on its own. Career planning will be just lip service
5. Reward System. Organizations that do not have a clear reward system (other than salary and incentives) will tend to treat their employees subjectively. Employees who perform well are considered to be the same as lazy employees
6. Number of Employees. The more employees, the tighter the competition to occupy a position, and the less chance (chances) for an employee to achieve certain career goals
7. Organizational Size. The size of the organization in this context relates to the number of positions in the organization, including the number of types of work, and the number of employee personnel needed to fill various positions and jobs
8. Organizational Culture. Like a community system, an organization also has a culture and habits
9. Management Type. Theoretically-normatively, all management is the same in this world. But in its implementation, management in one organization may be very different from management in another organization

### Role of Career Development

In the career development process of individuals (employees) in organizations, there are 3 interrelated relationships between individuals, managers, and organizations. All three have their respective roles. The roles in career

development are divided into 3, namely the role of individuals, managers / leaders, and organizations (Martins & Meyer, 2012). The explanation is as follows:

#### a. Individual

- Assumes responsibility for one's own career
- Assess interests, expertise, and values
- Look for career information and resources
- Setting career goals and planning
- Utilizing development opportunities
- Talk to superiors about individual careers
- Follow a realistic career plan

#### b. Manager / Leader

- Give feedback at the right time
- Provide constructive support and assignments
- Participate in career development discussions
- Support employee development plans

#### c. Organization

- Communicating the mission, policies and procedures
- Provide training and development opportunities
- Provide career information and career programs
- Offering various types of career choices

### Collaboration on the Implementation of Career Development

In the implementation of career development, of course there is collaboration in its implementation. Career development activities must be determined by the individual with the role of the personnel department or organization (Merchant Jr, 2010), the explanation is as follows:

#### 1. Individual career development

##### A. Work performance

An important activity to advance a career is work performance because career progress is very dependent on work performance (performance).

- B. Exposure. Exposure means becoming known by people who decide on promotions, transfers and other career opportunities
- C. Request stopped. Usually this is done at the company to make a step-up effort with more promising conditions
- D. Organizational Loyalty. Low loyalty is generally found in new scholars (who have high expectations, so often disappointed in their first company) and professionals (whose first loyalty is in their profession)
- E. Mentors and Sponsors. A mentor is someone who offers informal career guidance. Sponsors are people in the organization who can create career development opportunities for others
- F. Opportunities to grow. If employees improve abilities, for example through training programs, taking courses or adding degrees, it means they are taking advantage of opportunities to grow

2. Organizational career development. Career development should not depend on individual efforts alone, because sometimes it is not in accordance with the interests of the organization, to enable synchronization with the interests of the organization, the authorized party, the personnel department, can regulate the career development of the employees / organization member. For example by holding training programs, career development courses and so on. In this case it is even more stable if the leadership of the organization can approve and approve the programs of the personnel department. So that the management (leadership) is always "well-informed" about the career efforts of personnel in the organization

### **Role of the Department of Personnel / Organization**

The personnel department often provides

training and development programs for employees. In addition, the personnel department needs to seek management support, provide feedback to work and build a cohesive work environment (Brown et al., 2012). The explanation is as follows:

- a. Management Support. The efforts of the personnel department to encourage career development will have little impact without the support of managers / leaders.
- b. Feedback. The purpose of feedback is to guarantee employees who are not promoted that they are still valuable and will be considered for further promotions
- c. Cohesive Working Group. If they feel they are part of a cohesive work group, their career development efforts will be more directed towards increasing career opportunities

### **Career framework and development**

Indeed, the twists and turns in reaching a peak career. The central point to enable the following career paths basically lies in 2 (two) things: Intellectual ability and intellectual personality. Therefore, these two things need to be constantly fostered by every employee / member of any organization, especially those who are professionals, if you want to advance in his career. All of that is basically a part of planning and developing human resources in an organization.

Job performance is as a result of work that has been achieved by a person from his work behavior in carrying out work activities in accordance with the standards desired by the company. Information about the level of work performance of an employee cannot be obtained just like that, but it is obtained through a long process, namely the process of employee performance appraisal called the appraisal performance (Brown et al., 2012). Work performance is a result of work achieved by a person in carrying out tasks assigned to him based on skill, skill, experience, sincerity of time. Based on the opinions of some of the experts above, the researcher concluded that work performance is a work achievement

achieved by an employee in accordance with company standards (Baruch, 2006)

Career development is a process of improving one's work ability that encourages an increase in work performance in order to achieve the desired career. Every career advancement of an employee must be supported by several predetermined criteria such as achievement, job / job weight, job vacancies, work productivity, efficiency and others (Antoniou, 2010). Career guidance is needed for employees, in order to provide job satisfaction to each individual employee which will also result in increased work performance for the benefit of the organization. This means that with career development can encourage employee performance improvement. Career development activities that can be carried out to advance a career are good work achievements because this underlies all other career development activities. Career progress greatly depends on work performance (Jackson & Wilton, 2017; Lenferink et al., 2013). From the above review the researchers know that in theory career development and work performance have a close relationship, where career development and work performance influence each other, but in this thesis research only examines the effect of career development on employee work performance (Merchant Jr, 2010; Mosadeghrad, 2015)

## Conclusion

The career development of employees of Anwar Medika Hospital in an organizational hierarchy is done based on work performance. Work performance achievements are gradually carried out an assessment and evaluation of individual employees. The results of the multiple linear regression analysis showed that simultaneously and partially the variables of Career Planning, Career Direction, and Implementation of Career Development had a significant effect on Employee Job Performance.

## References

Agunza, B. B., & Som, A. P. M. (2012). Motivational factors of employee retention and engagement in organizations. *Inter-*

*national journal of advances in management and economics*, 1(6), 88-95.

- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International journal of productivity and performance management*.
- Antoniou, E. (2010). Career planning process and its role in human resource development. *Annals of the university of petroșani, economics*, 10(2), 13-22.
- Azis, R., & Lestariningsih, L. (2018). Pelatihan Manajemen Budidaya Itik untuk Meningkatkan Produktivitas Kelompok Ternak di Desa Slorok Kecamatan Doko Kabupaten Blitar. *Briliant: Jurnal Riset dan Konseptual*, 3(4), 436-442.
- Baruch, Y. (2006). Career development in organizations and beyond: Balancing traditional and contemporary viewpoints. *Human resource management review*, 16(2), 125-138.
- Boella, M., & Goss-Turner, S. (2012). *Human resource management in the hospitality industry: A guide to best practice*: Routledge.
- Brown, A., Bimrose, J., Barnes, S.-A., & Hughes, D. (2012). The role of career adaptabilities for mid-career changers. *Journal of vocational behavior*, 80(3), 754-761.
- Chang, W.-J. A., & Huang, T. C. (2010). The impact of human resource capabilities on internal customer satisfaction and organisational effectiveness. *Total Quality Management*, 21(6), 633-648.
- Girniene, I. (2013). *Knowledge management influence on innovation: Theoretical analysis of organizational factors*. Paper presented at the European Conference on Knowledge Management.
- Jackson, D., & Wilton, N. (2017). Perceived employability among undergraduates and the importance of career self-management, work experience and individual characteristics. *Higher Education Research & Development*, 36(4), 747-762.
- Lenferink, S., Tillema, T., & Arts, J. (2013). Towards sustainable infrastructure development through integrated contracts: Experiences with inclusiveness in Dutch infrastructure projects. *International journal of project management*, 31(4), 615-627.
- Markos, S., & Sridevi, M. S. (2010). Employee engagement: The key to improving performance. *International journal of busi-*



- ness and management, 5(12), 89.
- Martín-de Castro, G., López-Sáez, P., Delgado-Verde, M., Donate, M. J., & Guadamillas, F. (2011). Organizational factors to support knowledge management and innovation. *Journal of knowledge management*.
- Martins, E. C., & Meyer, H. W. (2012). Organizational and behavioral factors that influence knowledge retention. *Journal of knowledge management*.
- Merchant Jr, R. C. (2010). The role of career development in improving organizational effectiveness and employee development. *Florida Department of Law Enforcement*.
- Mosadeghrad, A. M. (2015). Developing and validating a total quality management model for healthcare organisations. *The TQM Journal*.
- Nemati, H. R., Steiger, D. M., Iyer, L. S., & Herschel, R. T. (2002). Knowledge warehouse: an architectural integration of knowledge management, decision support, artificial intelligence and data warehousing. *Decision Support Systems*, 33(2), 143-161.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2015). Human resource management. *Gaining a Competitive*.
- Roehling, M. V., Boswell, W. R., Caligiuri, P., Feldman, D., Graham, M. E., Guthrie, J. P., . . . Tansky, J. W. (2005). The future of HR management: Research needs and directions. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in Alliance with the Society of Human Resources Management*, 44(2), 207-216.
- Savickas, M. L., Nota, L., Rossier, J., Dauwalder, J.-P., Duarte, M. E., Guichard, J., . . . Van Vianen, A. E. (2009). Life designing: A paradigm for career construction in the 21st century. *Journal of vocational behavior*, 75(3), 239-250.
- Syakur, A. and R. Panuju. 2020. Peran Strategis Public Relation dalam Pengembangan Reputasi Pendidikan Tinggi: Studi Kasus Promosi di Akademi Farmasi Surabaya. *Briliant: Jurnal Riset dan Konseptual* 5 (1):128-136.
- Wahyuni, N. (2016). Effect of education and training, career development and job satisfaction of employee performance at the department of education office of Gowa. *Journal of Education and Vocational Research*, 7(1), 14-20.
- Werner, J. M., & DeSimone, R. L. (2011). *Human resource development*: Cengage Learning.