



The Relationship between Career Goals, Career Strategies and Career Success Employees in The Workplace

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Abstract :

This study aims to determine the effect of variable career goals and career strategy towards a successful career employees in the workplace. Factor analysis is used to confirm the two factors that influence the career development of employees in the workplace which includes (1) the ability of individuals to establish career goals and (2) formulate a career strategy for working within the organization. The results of the factor analysis found that there are two dimensions of individual career development include (1) strategies and career (2) career goals.

Using Structural Equation Modeling (SEM) it can be seen that both variables have a positive and significant influence on the career development of employees in the workplace. Each indicator shows a high degree of closeness with the dimensions analyzed. Criteria of goodness of fit testing also provide support to the accuracy of the proposed research model such as RMSEA, GFI, AFGI, TLI and CMIN / DF enough to confirm acceptance of this model so that variables can be used to reflect the study variables were analyzed. The regression weight indicates that the variable career strategies and career goals positively influence the career development of employees in the workplace. The more employees feel the work environment full fill with their career goals so they can formulate and develop a good career strategy and than led them to the higher reward or the results they wil be receive in the future.

Keywords: *career goals, career strategies, career succes*

INTRODUCTION

Human resource management and organization become an important topic in management today. It is striking that the issue of career management has become critical in today's competitive business environment, where traditional views of the career are beginning to change (Naby & Bagley, 1999). Today, the increased development and organizational dynamics along with the development and modernization of information technology has demonstrated the importance of human resource management in the strategic organization. Globalization has brought about a radical transformation in what organizations need to do maintain their competitiveness (Agarwala, 2008). Effectiveness of the organization's activities and performance is strongly influenced by the behavior and performance of employees who have a unique perception, personality and life experience differences. Various



kinds of employee behavior in the workplace involves social and psychological interaction of personal characteristics and situational characteristics that will further contribute to the performance of the organization. The need for human resource management more efficient and effective is no longer only important for the organization but also considered important by employees.

Career development in organizations in general are considered important because employees who have a need to advance and develop their careers as long as they work within the organization. The availability of career chart in the organization will help employees in formulating strategies for achieving the right career. This career chart will be used as a guide for advancing a career in the organization that will provide opportunities for employees to have a position and a better career in the future. Career development is one way to support and increase the productivity of current employees, as well as prepare them to manage the complexity of the issues and managerial development in the workplace. In order to direct the development of a more lucrative career, an organization and its employees need to support management significantly providing feedback to employees and building a cohesive working environment which will further improve the ability and desire of employees in implementing career development.

Career development in the organization requires them to have different competencies or exceptional because like or dislike, they have to compete in a positive way to get the best position. Which in turn will determine their ability to identify the options available and the formation of strategies on how the employee is able to strengthen the lives of his career in the organization. The problems that arise with regard to the role and career strategy will relate well with their ability to create new strategies throughout their career within the organization.

Previous research conducted by Timothy and Robert (1994) identify the influence of political behavior by the employee in achieving career success is highly dependent on the type of strategy used, namely (1) a strategy that is focused on the job and (2) a strategy focused on the supervisor. Base on this study, the researchers want to find out more about how the implementation of the establishment "career goals" and "career strategy" for achieving "successful career" employee workplace that is expected to provide new insights in understanding the complexity of career development in the workplace.

RESEARCH OBJECTIVE

Career development is an attempt to achieve one's personal career plans (Handoko, 1996). The starting point of career development begins with its own employees so that everyone is basically responsible for career development or career



advance. After making a personal commitment to career development activities can be carried out. However, issues related to the role of career strategies related to the ability to create new strategies in the search for employment opportunities as guidance on careers that focus on the experiences that led to the beginning of the career of individuals in employment. This study aims to determine employee perceptions of career goals, career strategies and career success, the implications of determining career goals and career strategies used against career employees who have achieved success for the employees in the workplace.

THEORITICAL FRAMEWORK

Career Management and Organization

Human resource management activities often have a variety of fundamental changes in the workplace as a result of a more intense application of modern concepts of resource management organizations. Demands the achievement of competitive advantage of technology advances, information and communication organization encourages all members of the organization to utilize the human resources in order to manage the organization effectively and efficiently. Achievement of the organization's success will not be separated from the role of human resources as a high-value investment. Human resources with a variety of individual characteristics and a high diversity will contribute to the organization's ability to develop a "competitive advantage" in the present and the future.

Human resources within the organization need to be managed effective and efficient because it is important for organizations to meet the needs of employees who have a strong motivation to move forward and develop a life throughout his career. Availability opportunity to advance in the organization was one impetus for individuals to better and more advanced than the current position. Progress their career in organization will determine their ability to identify the options available and the formation of strategies that strengthen career throughout his life.

Understanding of the planning and career management depends on how the perspectives of individuals and organizations that use. As expressed by Gutteridge (1986) and cited by Yehuda Baruch (2004) who view career management as a process to develop, implement, and monitor goals (career goals) and strategies for career (career strategy). From the perspective of the individual, an understanding of career management systems and how organizations manage individual employee's career will begin with a critical understanding of the individual employee's career (Baruch, 2004). Without an understanding of the process and output of each employee's career antesenden will be difficult to develop properly in accordance with the system of organization associated with it.



Discussion of the career of an individual standpoint this would involve the expansion of understanding of concepts and theories from behavioral sciences - psychology and sociology in general. Personally every individual will be responsible for the future of his career, therefore, should be understood if there are important decisions to be taken and decisions requires planning and real personal effort. This means that someone who has a career goal can not submit an alternative choice to the other party, but it must decide what to do with career goals in motion and preparation as well as the work required to achieve it. Now there is no longer an assumption that the organization can control individual career unilaterally. From the organizational point of view, would be more focused on managerial issues, especially those related to the organization's human resource management issues. Where each individual employee who has "its own" uniqueness of each of their careers, and while the organization tasked to collect, plan, direct and manage a system that is able to develop a career employee in the organization (Baruch, 2004).

Career Active System Triad (CAST)

Career can be understood as a sequence of work-related positions occupied by a person throughout his life. In general, the early stages of a career in which many people began to pursue a career in physical or to meet the needs of the individual in-depth basis. In the perspective of Career Active System Triad (CAST) can be categorized into three stages of analysis, values, and behavioral approaches (Baruch, 2004). The initial phase value is the principles, moral and cultural - that form the roots for the next stage. The second stage is transformation - the approach and assumptions translate these basic values to understand the three stages of action, behavior and practice. Early stages of the value accommodate career aspirations (people) and strategies (organization) into the behavior of (individual) and policies (for organizations) to direct it, so in the end result can be seen, is the individual employees will act and apply it in a practical behavior, and organizational will use management practice.

Table 1. Career Active System Triad (CAST)

Level	Individual	Organisasi
Value	Aspirations	Philosophy (strategy)
Approaches	Attitudes	Policies
Behaviors	Actions	Practices

Reference : *Yehuda Baruch, 2004*

a. The Individual three As

Each employee has career aspirations about what they want to achieve in the course of his career in the works. Career aspirations reflected on how their ability to



set goals and career goals. But having a career aspiration alone is not enough, must be supported by the competence of each individual. If someone does not have the expertise, skill or talent at all to meet the expectations of achieving the goal of his career, then the career aspirations of becoming irrelevant and often will lead to achievement. A more realistic approach would assist individual employees in setting career goals relevant to his career aspirations. In general, career aspirations would positively influence the behavior of people in jobs, careers and their lives in general. Career aspirations that exist in the mind of each individual together with cultural, educational background and the influence of heredity (family) as well as the surrounding communities will direct a person's attitude to work, to the organization and their career.

b. The organizational three Ps

Organization has a philosophy and specific strategies that will direct the development, growth and maintenance of the organization. This philosophy gives direction to the organization so that the organization can be managed properly. So that the organization will implement best practices at the operational level and arranged for them to meet strategic objectives. Organization for function for career management could include different plans; such as establishing what employee want from their careers, providing appropriate career opportunities for employee, identifying which employees deserve these opportunities and then providing them and evaluating them and evaluating outcomes of career management programs (Orpen, 1994; Rezaean, A & Hatami, S. 2011).

Career Planning and Development

Career planning can be centralized at the organizational level, at the individual level, or at both levels. Organizations that have a centralized career planning will focus on kegiata career path that will provide a logical position for advancement or a career that can be achieved by the employee as a member of a higher community organizations. Career planning refers to the process of identifying what a person wants from a career, determine strengths and weaknesses and also to determine what steps will be taken to realize the goal of his career. Career development activities is a way for an organization to support or improve employee productivity as well as prepare them for the high complexity of the changing world of work. With the career development activities by the organization will be easier for employees to progress past a certain career stages.

At least in general, there are four stages of development : (1) exploration, (2) phases of law enforcement, (3) mid-career stage, and (4) career stage further. One of the most logical part of career development is career counseling. An effective program to help employees identify career goals and expectations, and determine the specific



self-development activities that will lead to the achievement of objectives. Consistent with the new place of work environment, it should also be emphasized counseling to help employees cope with ambiguity and constant change. An employee in achieving career goals through various stages before getting what he wants. Start of probation as a new employee, and slowly began to climb the career ladder in various positions within the organization. Stages that must be passed from one employee to another employee really did not have much difference, because all of the career development process within the organization has been governed by regulations made by the personnel department. The difference is how each of these employees develop individual career planning based on interests and expertise they possess.

METHODS

Sampling

The sampling method used in this study is a purposive sampling , a non-probability sample that conform to certain criteria such as respondents who work in private companies in Yogyakarta, one of popular city in Indonesia. They worked over 10 years. They is expected to have more experience related to their career development in the organization. This study used questionnaires with the response was 70 percent.

Participant

This research is based on a survey conducted on 140 respondents with have an average age 31-40 years old (42.9 percent). Their education survey were undergraduate level as many as 63 people (45 percent). Respondents of this study were taken from the various agencies that are divided from the manufacturing sector were 50 respondents (35.7percent) and services sector as many as 90 respondents (64.3 percent)

MEASUREMENT

1. Career goals is the goal of a series of positions of employees associated with paid employment whether or not that help a person grow in a skilled, successful and fulfilling work (Desler, 2001).
 2. Strategies career is a strategy that is used to plan and develop employee career is by a process of deliberation through which a person to become aware of the skills, interests, knowledge, motivations and characteristics of other personnel (Desler, 2001). Influence the behavior turns out to work through the impact (Timothy & Robert, 1994) so that the influence political behavior toward the achievement of career success is highly dependent on the type of strategy used influences employees. There are two kinds of
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career strategies that employees use in the workplace is a strategy that is focused on the political behavior and strategy work is focused on the political behavior of supervisors.

3. Career Success is a deliberate process through which someone becomes aware of the attributes associated with personal career and life-long series of steps that contribute to the fulfillment of his career (Desler, 2001).
4. Career Management is the process by which individuals collect information about values, interests, skill strengths and weakness (career exploration) , identify career goal, and engage in career strategies that increase the probability that career goals will be achieved (Mishra & Sachan, 2012)

DISCUSSION

Validity and Reliability Instruments

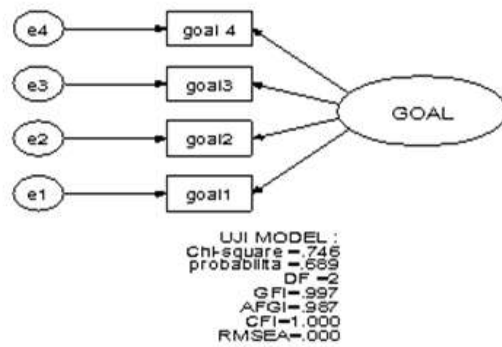
The test results in table 2 indicate that the questionnaire instruments about career goals, career strategies and career development partially demonstrate the value of $r > 0.6$. Therefore it can be concluded that the instruments used in this study is reliable because it has a Cronbach's alpha greater than 0.6 (Hair, et.al, 1998) or greater than 0.7 (Sekaran, 1992). Instruments used in this study have a high level of consistency , so this research instrument can be analyzed further.

Table 2. Reliability Testing Results

No	Pengujian	Alpha	Keterangan
1	<i>Career goals</i>	0.7513	Reliabel
2	<i>Career strategies</i>	0.7737	Reliabel
3	<i>Career success</i>	0.7379	Reliabel

Measurement Model

Measurement Model is intended to confirm a dimension or factor based on empirical indicators. The purpose of confirmatory factor analysis is to confirm whether the variables used will be able to measure the variable career goals and career strategies that have the same characteristics with each other. Results of Measurement Model testing shown in the following *picture*:



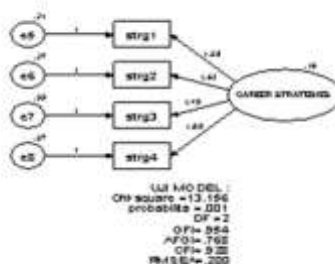
Measurement model of the variable career goals include the ability to determine the short-term career goals, the ability to create a specific plan in achieving short-term career goals, the ability to establish long-term career goals and the ability to develop a specific plan to achieve long-term career goals.

Confirmatory Factor Analysis were used in this study is used to test unidimensionalitas dimensions of the variables or factors that explain the Career Goals. The results of these tests are presented in the following table:

Table 3. Criteria Goodness Of Fit Indices (career goals)

No	Criteria Goodness Of Fit	Result	Critical Value	Model Evaluation
1	<i>chi-square</i>	0.746		Good
2	<i>RMSEA,</i>	0.000	≤ 0.08	Good
3	<i>GFI</i>	0.997	≥ 0.90	Good
4	<i>AGFI</i>	0.987	≥ 0.90	Good
5	<i>CMIN/DF</i>	2.000	≤ 2.0	Good
6	<i>CFI</i>	1.000	≥ 0.95	Good
7	Probabilita	0.000	≥ 0.01	Marginal

The level of significance of 0.00 indicates that the null hypothesis stating that there is no difference between the sample covariance and the estimated population covariance matrix can not be denied or in other words the results of these tests support the null hypothesis that the model is acceptable.





Index Goodness-of-fit, the other also showed a good level of acceptance towards this model. Therefore, this model is acceptable so that it can be stated that there are four distinct constructs with dimensions. Suitability indices models like AFGI, GFI, CFI, RMSEA sufficient to confirm the acceptability of the hypothesis that the four variables above unidimensionalitas can reflect the latent variable is the variable career goals.

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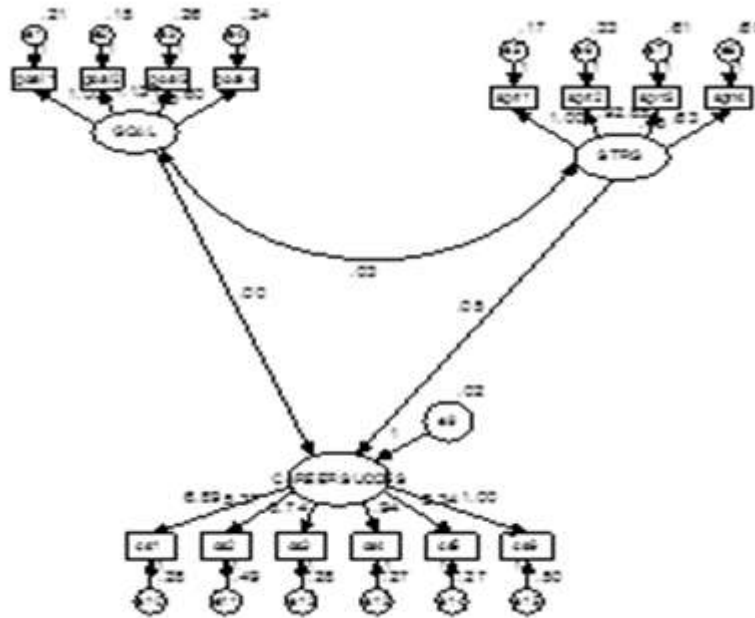
Table 4. Evaluation Criteria for Goodness Of Fit for Career Strategy

No	Criteria Goodness Of Fit	Result	Critical Value	Model Evaluation
1	<i>chi-square</i>	13.156		Marginal
2	<i>RMSEA,</i>	0.200	≤ 0.08	Marginal
3	<i>GFI</i>	0.954	≥ 0.90	Good
4	<i>AGFI</i>	0.768	≥ 0.90	Marginal
5	<i>CMIN/DF</i>	2.000	≤ 2.0	Good
6	<i>CFI</i>	0.928	≥ 0.95	Good
7	Probability	0.001	≥ 0.01	Marginal

Significance level of 0.001 indicates that the null hypothesis stating that there is no difference between the sample covariance and the estimated population covariance matrix , these tests support the null hypothesis that the model is acceptable. Index Goodness-of-fit, the other also showed a good level of acceptance towards this model. Therefore, this model is acceptable so that it can be stated that there are four distinct constructs with dimensions. Suitability models like AFGI, GFI, CFI, RMSEA sufficient to confirm the acceptability of the hypothesis that the four variables above unidimensionalitas can reflect the latent variable is the variable career strategy.

2. Structural Equation

After the theoretical model described in a flowchart, then constructed an equation that consists of structural equation and measurement models. Once the measurement models were analyzed through confirmatory analysis factaor and seen that each variable can be used to define variabel to be measured then a full-SEM models can be analyzed. The results of processing by using AMOS are as follows:



c). Research Model Evaluation

Base on a seven criteria in the table below then used to assess the suitability of the proposed research model. The first criterion is the chi-square test, is the most basic and important test to test the accuracy of the model. Chi-square value of the model is low at less than 111 179 and prob. 0:03 (≥ 0.01) in means not significant indicating a fairly good suitability of this model with the population.

Table 5. Goodness Of Fit Indices (first model)

No	Criteria Goodness Of Fit	Result	Critical Value	Model Evaluation
1	<i>chi-square</i>	111.179		marginal
2	<i>RMSEA,</i>	0.060	≤ 0.08	good
3	<i>GFI</i>	0.905	≥ 0.90	good
4	<i>AGFI</i>	0.865	≥ 0.90	marginal
5	<i>CMIN/DF</i>	1.502	≤ 2.0	good
6	<i>TLI</i>	0.920	≥ 0.95	marginal
7	Probability	0.03	≥ 0.01	marginal

CONCLUSION

Several previous studies about careers and career development more dominated by the rational model, where organizations develop a career system and promotion strategy designed to reward employees whose productivity is high. Various employee career development activities are supported by a variety of systematic and formalized approach within the company as well as the placement of functions and



career paths in business organizations. In addition to the rational model approach that underlies many organizational decisions related to employee development and career path within the organization. Some researchers have used a variety of approaches that focuses on an accurate picture of how the interaction of the various behaviors of the organization that will affect the achievement of career success within the organization. Psychological approach also shows how the influence of individual factors such as the ability to set goals and career strategies affect the application of the career success of employees in the workplace.

The result from factor analysis show there are two-dimensional form of the individual variables that career strategies and career goals. Each of the two-dimensional indicators showed high levels of closeness to the dimensions analyzed. The results of calculations using arithmetic mean or weighted average indicates that the overall dimensions of career strategies and career goals of the study sample contained in the intervals of high and very high. The result show that an average employee has good career development in the workplace. It can be measured from employee perceptions towards an intrinsic and extrinsic factors of satisfaction felt by employees during work.

The criteria of goodness of fit test from that model also provides support to the accuracy of the proposed research models such as RMSEA, GFI, AFGI, TLI and CMIN / DF sufficient to confirm the acceptability of this model so that variables can be used to study reflects the latent variables are analyzed. Using Structural Equation Modeling (SEM) it can be seen that both variables have a positive and significant influence on the career development of employees in the workplace. Each indicator shows a high degree of closeness with the dimensions analyzed. Criteria of goodness of fit testing also provide support to the accuracy of the proposed research model such as RMSEA, GFI, AFGI, TLI and CMIN / DF enough to confirm acceptance of this model so that variables can be used to reflect the study variables were analyzed. The regression weight indicates that the variable career strategies and career goals positively influence the career development of employees in the workplace. The more employees feel the work environment full fill with their career goals so they can formulate and develop a good career strategy and than led them to the higher reward or the results they wil be receive in the future.

This study also contributes a psychological approach that shows that the ability of individual employees in setting career goals and use strategies that are used for the development of their career in the organization. Based on the research findings, employee can use career strategies turned out to adversely affect the development of extrinsic career. This may be due to the influence of unfavorable culture where employees are afraid to use for fear of being considered a career strategy as a "yes



man" or sycophant. Employees also do not want to use for fear of being considered a career strategy has a certain political behavior in culture is often perceived negatively. While the effect of the use of career to career success strategies seen from the intrinsic dimension is positive and significant.

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