

## THE INFLUENCE OF CAREER ADAPTABILITY AND CAREER MANAGEMENT PERCEPTION IN IMPROVING CAREER SUCCESS

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### Abstract

The purpose of this research is to test the influence of competence on career management perception, career adaptability to impact career success. Using these variables, the use of these variables is able to solve the problems arising within Junior Engineer and Junior Process Engineer oil and gas company in Indonesia. Statement of this problem is how to increase career success?. The sample size of this research is 189 Junior Engineer and Junior Process Engineer oil and gas company in Indonesia. Using the Smart PLS. The results show that competence in career management perception, career adaptability to impact career success. The effect of competence on career success is significant; the effect of competence on career management perception are significant; the effect of competence on career adaptability are significant; the effect of career management perception on career success is significant; the effect of career adaptability on career success are significant.

### INTRODUCTION

Facing the era of globalization and the current pandemic conditions is of course a big obstacle for business entities engaged in the industrial sector, especially in the field of Oil and Gas. The decline in fuel demand and world oil prices will of course more or less affect the business processes of Indonesian oil and gas companies, in this case the national oil and gas companies. However, national oil and gas companies are required to always survive in serving the needs of fuel and petrochemicals in Indonesia. National oil and gas companies are included in an element that cannot be separated from the business processes of national oil and gas companies because of their vital role in meeting the needs of BBM, BBK and Petrochemicals for the capital city of Jakarta, West Java and for export to several countries outside Indonesia.

In the operational business of a national oil and gas company, competent engineers are needed to provide recommendations so that refinery operations can run optimally, efficiently and reliably. However, to form competent engineers, of course, the right career development pattern is needed for junior engineers, especially those who have worked for less than 5 years. The problem in this study is related to career stagnation in junior engineers, where the career of a junior engineer is not easy, there

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are several obstacles that will be faced in this discussion, namely the mismatch between the aspirations/passion of a junior engineer with the expected career path, In addition, there are several databases or historical records that are incomplete regarding the competence of Junior Engineers, which results in mismatches in the provision of training and Job Placement that are less than optimal. This problem can arise because there are frequent shifts in Management positions and HR personnel which do not rule out origins from outside the national oil and gas company so that the track record of the Junior Engineer was not captured when the Job Placement was to be carried out. The misalignment between the work position and the expertise of the employees placed in the job section will result in a sense of comfort that arises when working which in the end will have an impact on individual work performance. Given that the things he does are not in line with his skills and educational background, the results he gets will also not be optimal. So, if the placement of employees at the right position level will result in these employees being motivated to achieve career success.

Problems related to the discrepancy in the provision of training/training and Job Placement that are less than optimal require a good career management. Career management is a series of activities that exist within an agency or organization to have options, values, and have the right to assign tasks as an effort to develop qualified employees for organizational needs. In management of course there is a main activity that is a planning. Career planning is made in such a way as a reference for assessing changes. Career planning is also made as a determinant of where this career will be developed. Career planning generally only depends on the individual, but if you want to be aligned with a company, of course you also have to look at the individual's career plans (Sarianti and Octerindah, 2021).

An employee's career success needs to be supported by perceptions of good career management (Sarianti and Octerindah, 2021). The perception of career management is included in the management of activities to develop a career so that it can increase the work productivity of its employees. Employees who need self-development will try to reach a position through predetermined paths by improving their performance. Career planning and tactics will provide assistance to employees in achieving certain careers that are aligned with the availability of career paths in a business entity. From this, the perception of career management will give impetus to employee career success. Sarianti and Octerindah,

Employees need to increase their competence in order to achieve success in their careers (Iversen, 2000). (Sarianti and Octerindah, (2021) state that competency can increase employee career success. Success in a career needs to be supported by the competence of individual employees, high competence increases employee competitiveness and the organization's dependence on employee existence so that the organization provides feedback so that employees who have good competence is willing to continue to be part of the organization through a good career. Competence is obtained in every individual who is classified as an individual who has superior performance or is successful in his career. Sarianti and Octerindah, (2021) shows the high competence of employees, it will result in increased career success.

The research gap in this study is based on the discovery of inequalities between various previous studies, which Savickas and Porfeli, (2012), Alissa and Akmal, (2019) and Zacher, (2014) shows that there is a significant positive influence of career adaptability on career success, meaning that the better the career adaptability of employees is able to increase career success, while Hirschi, (2010) does not show a

significant effect. Yahya et al., (2004) and Sarianti and Octerindah, (2021) shows that there is a significant positive influence of career management perceptions on career success, meaning that the better the perception of career management is able to increase career success, meanwhile Urbanaviciute et al., (2016) did not show a significant effect. Iversen, (2000) and Sarianti and Octerindah, (2021) shows that there is a significant positive effect of competence on career success, meaning that the better the competence of employees is able to increase career success, while Mollaret and Miracourt, (2016) did not show a significant effect. Table 1 below is a summary of the results of previous studies which show inconsistencies in the results of the studies:

**Table 1 Research Gaps**

<b>Problems (Relationships between variables)</b>	<b>Gap Research</b>	<b>Writer</b>
Competence to career success	a/ Positive and Significant b/ Not significant	a/ Iversen, (2000) and Sarianti and Octerindah, (2021). b/ Mollaret and Miracourt, (2016)
Career adaptability to career success	a/ Positive and Significant b/ Not significant	a/ Savickas and Porfeli, (2012), Alissa and Akmal, (2019) and Zacher, (2014). b/ Hirsch, (2010)
Career management perceptions of career success	a/ Positive and Significant b/ Not significant	a/ Yahya et al., (2004) and Sarianti and Octerindah, (2021). b/ Urbanaviciute et al., (2016).

**METHOD**

**Data Type**

The type of research used is "Explanatory research" or studies that are explanatory in nature, meaning that this study focuses on the relationship in each variable by testing the hypothesis so that it contains meaning but the focus remains on the relationship between the variables (Ghozali, 2016).

**Population & Sample**

The population is a combination of all elements in the form of events, things or people who have similar characteristics which are the center of attention of a researcher because it is seen as a universe of research. The population in this study is all workers who have been junior engineers and junior process engineers for national oil and gas companies, with a total of 189 junior engineers and junior process engineers (appointed since 2013 - present).

The sample is a junior engineer for a national oil and gas company that conforms to the criteria in the study. The sample in this study were those who filled out the questionnaire completely.

The sampling technique in this study uses a census, where each member of the population has an equal opportunity to be used as a research sample. In this study, a sample of 189 respondents was taken.

**Research variable**

Independent variable and dependent variable are two types of variables used in this study. Competence is the independent variable in this study. Perceptions of career

management, career adaptation and career success as the dependent variable of the study.

### Analysis Techniques

This study uses quantitative analysis techniques. Quantitative analysis is done by analyzing a problem that is embodied in quantitative terms. In this study, because the type of data used was qualitative data, quantitative analysis was carried out by quantifying research data into numbers using a ratio scale and a 5-point Likert scale. The analytical tool used in this study is the Smart PLS (Partial Least Square) program.

## RESULTS AND DISCUSSION

### Measurement Model (Outer Model)

The measurement model or measurement model in the PLS SEM model is used to test whether the indicators used have good qualifications. Validity was assessed using convergent and discriminant validity. If the results are not consistent with the measurement model determined previously, the measurement model must be specified again and re-analyzed.

### Individual Item Validity (Convergent Validity)

The validity of individual items was assessed by looking at the loading factor. The results of the loading factor are presented in Table 2 below.

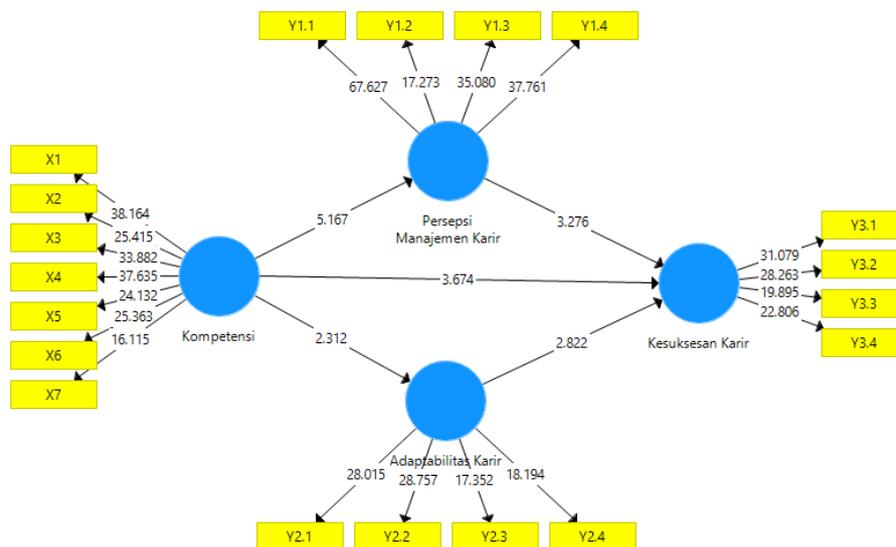


Figure 2 PLS results

Latent variables use reflexive items. Thus the strength of each construct needs to be tested as a form of measurement model. The results of the measurement model of this research model are presented in the loading factor table for the following outer loading.

**Table 2**  
**Loading Factor outer loading**

	<b>Career Adaptability</b>	<b>Career Success</b>	<b>Competence</b>	<b>Career Management Perspective</b>
X1			0.848	
X2			0.791	
X3			0.835	
X4			0.835	
X5			0.805	
X6			0.802	
X7			0.742	
Y1.1				0.905
Y1.2				0.762
Y1.3				0.839
Y1.4				0.860
Y2.1	0.854			
Y2.2	0.880			
Y2.3	0.833			
Y2.4	0.826			
Y3.1		0.816		
Y3.2		0.811		
Y3.3		0.775		
Y3.4		0.800		

The results of the analysis show that all items have a loading factor that has exceeded the recommended value of 0.70. This shows that each item has good convergent validity.

**Discriminant Validity Assessment**

Discriminant validity was assessed using the cross loading value. compared the correlation between the constructs and the square root of the extracted mean variance (AVE) for the constructs. Cross loading indicates that all measurement items clearly load on the specified latent variable which is intended to measure the variable. Table 3 shows that the cross loading value on the indicator for the variable that matches the measurement has the highest cross loading value compared to the indicator value for the irrelevant variable. The correlation value of the cross loading variable is obtained as follows:

**Table 3**  
**Cross Loading**

	<b>Career Adaptability</b>	<b>Career Success</b>	<b>Competence</b>	<b>Career Management Perspective</b>
X1	0.187	0.368	0.848	0.329
X2	0.087	0.378	0.791	0.260
X3	0.187	0.354	0.835	0.300
X4	0.187	0.329	0.835	0.307
X5	0.188	0.328	0.805	0.281
X6	0.091	0.319	0.802	0.315
X7	0.030	0.316	0.742	0.311
Y1.1	0.084	0.428	0.334	0.905
Y1.2	0.006	0.223	0.280	0.762
Y1.3	0.033	0.302	0.298	0.839

Y1.4	0.017	0.322	0.337	0.860
Y2.1	0.854	0.223	0.163	0.006
Y2.2	0.880	0.217	0.172	0.066
Y2.3	0.833	0.177	0.149	0.023
Y2.4	0.826	0.190	0.087	0.064
Y3.1	0.196	0.816	0.411	0.320
Y3.2	0.305	0.811	0.354	0.289
Y3.3	0.157	0.775	0.263	0.310
Y3.4	0.084	0.800	0.304	0.329

The correlation matrix between indicators and research variables shows that the cross loading values for each indicator are the largest in the latent variables where the indicators are theorized. The results of the cross loading indicate that these latent variables have good discriminant validity. District validity can also be seen from the correlation values between latent variables as follows:

**Table 4**  
**Correlation Between Latent Variables**

	Career Adaptability	Career Success	Competence	Perceptions of Career Management
Career Adaptability	1,000	0.240	0.172	0.046
Career Success	0.240	1,000	0.423	0.388
Competence	0.172	0.423	1,000	0.371
Perceptions of Career Management	0.046	0.388	0.371	1,000

The correlation value between latent variables shows that none has a very high correlation (above 0.90). This shows that each latent variable is a variable whose value is different from other latent variables. These results indicate that there is adequate discriminant validity for all variable constructs in the proposed conceptual model. Based on the analysis performed, the measurement model in this study showed sufficient discriminant validity, which means that all the latent variables proposed in the hypothesized model are different from one another. In total, the measurement model in this study showed sufficient convergent validity and discriminant validity.

### Reliability Analysis

Reliability analysis is presented in several sizes, namely composite reliability and Cronbach Alpha.

**Table 5**  
**Reliability Test**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Career Adaptability	0.871	0.882	0.911	0.719
Career Success	0.814	0.822	0.877	0.641
Competence	0.912	0.914	0.930	0.655
Perceptions of Career Management	0.864	0.886	0.907	0.711

All latent variables show a composite reliability value above 0.70 in the range from 0.848 to 0.886. Values for acceptable reliability consistency estimates. Cronbach's Alpha value also shows values greater than 0.60, namely in the range of values of 0.814 to 0.912. Therefore the results show that the measurement items are appropriate for each latent variable and are reliable.

**Structural Model (Inner Model)**

The purpose of this stage is to test all the hypotheses proposed in this study in order to answer the research questions described. The causal structure model was assessed to test the effect among the constructs defined in the proposed model through the estimation of the coefficient of determination (R2), and the path coefficient.

These two R2 values and the path coefficient (loading and significance) indicate how well the data supports the hypothesized model. In the theoretical model proposed discussed in Chapter 3, in this study, the underlying constructs are classified into two classes; exogenous constructs and endogenous constructs.

**Determination Coefficient Assessment R2**

The value of R2 determines the predictive power of the model. Smart PLS 2.0 M3 provides R2 values for the dependent variable in the research model. The R2 value measures the relationship of the latent variable (LV) in explaining the variance to the total variance. Table 6 shows the R2 for each of the endogenous variables defined in the proposed theoretical model.

**Table 6**  
**R2 value**

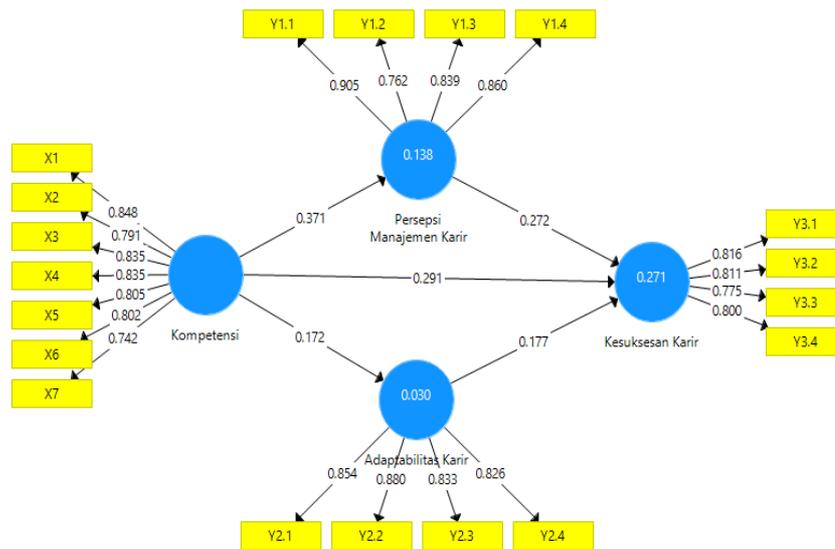
	<b>R-square</b>	<b>R-square adjusted</b>
Career Adaptability	0.030	0.025
Career Success	0.271	0.259
Perceptions of Career Management	0.138	0.133

The R2 value on the career adaptability variable shows a value of 0.030. This means that 3% career adaptability can be influenced by competency variables. The R2 value on the perception variable of career management shows a value of 0.138. This means that 13.8% of career management perceptions can be influenced by competency variables. Meanwhile, the R2 value for the career success variable shows a value of 0.271. This means that 27.1% of career success is influenced by career adaptability variables, perceptions of career management and competence.

**Hypothesis test**

Once the validity of the structural model is confirmed, the next step is to assess the path of the proposed structural model. Figure 3 shows the structural model and analytical results. Each path corresponds to each of the hypotheses proposed in this study. The test of each hypothesis is achieved by looking at the sign, size and statistical significance of the path coefficient (b) between the latent variable and the dependent variable. The higher the path coefficient, the stronger the effect of employee loyalty on the dependent variable.

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**Figure 3 Results of the research model**

The results of the path coefficient test of the model tested are based on the results of the PLS analysis from the SmartPLS software. Presented in Table 7 below.

**Table 7**

### Hypothesis test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Career Adaptability -> Career Success	0.177	0.180	0.064	2,746	0.006
Competence -> Career Adaptability	0.172	0.179	0.072	2,403	0.017
Competence -> Career Success	0.291	0.292	0.080	3,640	0.000
Competency -> Perception of Career Management	0.371	0.380	0.075	4,976	0.000
Perceptions of Career Management -> Career Success	0.272	0.278	0.080	3,380	0.001

## Discussion

### Competence influences career success

To be successful in career development, employees are required to have the competencies set by the company's work standards. Employees who have competence will have knowledge and skills that enhance abilities which will ultimately result in good performance. Work ability is an input in a process that produces output, namely work efficiency. Competence is a skill, expertise possessed by employees in completing every existing job. Competence is the basis that gives encouragement to someone to do something (work). Competence shows rationality in work,

### Competence influences the perception of career management

Competence *junior engineers* and junior process engineer for national oil and gas companies influencing career management, meaning mastery of knowledge about a topic

and how to apply it in a task makes it easier for companies to design career management that is able to produce efficient performance on that task. This competence can be generally applicable to the entire organization and applied to all staff or applied to a group of similar positions or related positions where the characteristics of the work are almost the same even though the levels are different or can also cover a position such as manager, scientist, professional staff, sales staff.

### **Competence influences career adaptability**

Competence *junior engineers* and junior process engineer for national oil and gas companies affecting career adaptability, meaning in terms of learning, a good and accurate competency data base system is needed, so that on this basis it will be possible to plan, implement, and evaluate learning properly and truly based on competence, with good competence, employees will be faster in adapt to a new career environment. In addition to increasing coaching needed to improve technical quality (competence), it is also necessary to increase coaching that leads to changes in the mental quality of human resources. Changes in mental attitude are carried out by fixing mindsets, exemplary sustainability and the enforcement of reward & punishment and other regulations.

### **Career management perceptions influence career success**

*Junior engineers* and a junior process engineer for a national oil and gas company experience good organizational career management in national oil and gas company where the company has plans and procedures in the employee recruitment process, plans and procedures in the employee selection process, plans and procedures in the employee evaluation process, plans and procedures in the process of providing employee benefits, provides career opportunities for employees, tries to encourage employees to have a career, facilitates employees which have the potential to advance, provide support for employees to have a career, provide accurate and comprehensive data for employees currently working, provide accurate and comprehensive data for employees to work in the future.

### **Career adaptability has a positive effect on career success**

Career adaptability contributes to employee career success and improves employee qualifications for future career opportunities in the organization. Thus career adaptability is needed so that careers can be achieved effectively in achieving organizational goals. Thus, the better the career adaptability, the higher the employee's career success. From the perspective of the individual himself, the individual does not yet have management in achieving a certain career so that it is likely to hinder employee careers, even though the company provides a good career plan or path, career success will not be achieved if the individual as an employee is unable to adapt in career achievement.

## **CONCLUSION**

There are five hypotheses proposed in this study. The conclusions of the five hypotheses are as follows:

1. Hypothesis 1a is accepted, the results of this study indicate that good competence of junior engineers and a junior process engineer for a national oil and gas company will increase his career success, so high competence will increase career success. junior engineers and a junior process engineer for a national oil and gas company who have good competence will be more successful in pursuing a career in a national oil and gas company.
2. Hypothesis 1b is accepted, the results of this study indicate that good competence of junior engineers and a junior process engineer for a national oil and gas company will increase the perception of his career management, so high competence will improve career management. junior engineers and a junior process engineer for a national oil and gas company who have good competence will have a good perception regarding career management in a national oil and gas company.
3. Hypothesis 1c is accepted, the results of this study indicate that good competence of junior engineers and a junior process engineer for a national oil and gas company will increase the adaptability of his career, so high competence will increase career adaptability. junior engineers and a junior process engineer for a national oil and gas company who have good competence will be more adaptable in pursuing a career in a national oil and gas company.
4. Hypothesis 2 is accepted, the results of this study indicate that good career management perceptions of junior engineers and a junior process engineer for a national oil and gas company will increase his career success, so perceptions of high career management will increase career success. junior engineers and a junior process engineer for a national oil and gas company who have a good perception related to career management will be more successful in pursuing a career in a national oil and gas company.
5. Hypothesis 3 is accepted, the results of this study indicate that good career adaptability of junior engineers and a junior process engineer for a national oil and gas company will increase his career success, so high career adaptability will increase career success. Junior engineers and a junior process engineer for a national oil and gas company who are well adapted will be more successful in pursuing a career in a national oil and gas company.

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