ANALYSIS OF THE CAREER ADAPTABILITY OF EMPLOYEES AT THE BENGKULU CITY EDUCATION AND TRAINING PERSONNEL AGENCY

Putri Aprianti, Suparman, Kahar Hakim
Universitas Bengkulu, Indonesia
Email : Paprianti1@gmail.com, Suparmanrisma97@gmail.Com, drs.kahar.msi@gmail.com

Abstract
This research was conducted with the aim of examining more deeply the career adaptability of employees and human resource development at BKPP Bengkulu City. Where there are still employees of the BKPP of Bengkulu City who do not have awareness in carrying out their duties and there are still employees of the BKPP of Bengkulu City whose level of education and position is not appropriate. This study uses qualitative research methods and is analyzed using Sarvickas Theory, Mark L which explains four dimensions in aspects of employee career adaptability including attention, control, curiosity and confidence. In addition, researchers also look at the development of human resources through training, promotion and employee mutation. Determination of informants in this study using purposive sampling techniques. Data collection techniques in this study were carried out by observation, interviews, literature studies and documentation. The results obtained from this study show that there are still employees of the BKPP of Bengkulu City whose level of education and position are not appropriate, in addition to the four aspects of career adaptability it can also be concluded that BKPP employees of Bengkulu City still do not have full awareness of career development as employees.

Keywords: Adaptation; Career; Employee; Qualitative

INTRODUCTION
The development of the national and international strategic environment faced today and in the future is a change in the paradigm of government, renewal of institutional systems, increasing the competence of human resources in governance that leads to the implementation of good governance, so that human resources are needed who are able to work together and are able to provide environmental conditions that make employees comfortable working, so that they
will be able to create a working group that solid and have a high work ethic, which in the end will shape the attitude and behavior of employees in accordance with the vision and mission of the organization to achieve its goals (Sethi & de Oliveira, 2015; Yowani et al., 2007). The organization consists of various elements, one of which is Human Resources (HR). Like other elements of the organization, human resources must be managed properly (DeCenzo et al., 2016). HR is a very important element in an organization. Every organization always strives to have quality human resources, because without quality human resources an organization will not run well. Between HR and the organization must have a relationship that needs each other, the organization needs qualified employees, while employees need. HR is one of the main assets in an organization, which can make an invaluable contribution in the strategy of achieving organizational goals. Therefore, employees who are unable to adjust to new demands (knowledge and expertise), then he will make an optimal contribution to the organization in order to respond to various ever-changing demands in the organization for future employee careers.

Capable, capable, and skilled employees do not guarantee good work productivity if work morale and discipline are low (Bakhshi et al., 2017). They can only be said to be useful and support the realization of organizational goals if they have a high desire to create achievements. Therefore, employees who are less capable, incompetent, and unskilled will result in work cannot be completed on time. Thus, the efficiency of organizational implementation depends on the management and utilization of people, which is why every manager must be able to work effectively with people, and must be able to solve various problems related to human resource management.

Career adaptability is a characteristic that indicates flexibility or desire to fulfill career tasks, career transitions, and deal with career trauma with the right steps (Savickas, 2013). Every employee wants to increase the position of rank and position (career path) in a job. When workers who are old or close to retirement age and have been working for a long time, they will be more experienced adjusting in a field of their work, but do not get a promotion for promotion, while workers who are young and tend to still lack experience and knowledge of their work. Career adaptability indicates the application of knowledge, skills, and renewable technology in supporting careers.

The Education and Training Personnel Agency (BKPP) of Bengkulu City, is one of the regional apparatuses that has the main task and function of carrying out the preparation and implementation of specific regional policies in the field of regional personnel. In accordance with the Bengkulu Mayor Regulation No.57 of 2016 dated December 30, 2016 concerning Job Descriptions, Functions and Work Procedures of the Regional Technical Institution of Bengkulu City, the Bengkulu City Education and Training Personnel Agency has the main task of carrying
out the preparation and implementation of regional policies in the field of Education and Training Personnel. BKPP Bengkulu City is a supporting element of Regional Government led by the Head of the Agency who is domiciled under and responsible to the Mayor of Bengkulu through the Regional Secretary of Bengkulu City. In carrying out its duties, BKPP assists the Mayor in the implementation of local government in the field of regional personnel management. The number of employees at the Bengkulu City Education and Training Personnel Agency is 61 people consisting of 46 civil servants and 15 PTT people.

Based on observations from the results of pre-research seen from the table above, it can be seen that there is a discrepancy in the level of education, especially in terms of duties and positions. Even though this is important considering a person’s educational background is often a benchmark in carrying out their duties and responsibilities in carrying out their obligations. This is interesting because there are still employees who occupy positions that are not in accordance with the education they take. In addition, in self-control, there are still employees who have not been disciplined, have not diligent, and do not have high responsibility. Similarly, employee curiosity is still lacking because employees do not want to know about their work and career opportunities from the work they do and employee confidence is still lacking because employees are still less looking for information in pursuing careers and anticipating problems that will occur.

The problem that occurs at the Bengkulu City Education and Training Agency is that employees have not fully realized the purpose of employee development. This can be seen from the existence of employees who have low quality education and the lack of compatibility of the type of work with the skills possessed by employees as well as errors in the placement and distribution of employees in each work unit that are not balanced and the presence of employees who do not participate in employee development programs, namely through education and training that has been provided by the office. This can lead to a decrease in the number of outstanding employees. As a government agency that processes employee data must have good enough expertise in fulfilling its obligations, it is very necessary to improve skills and expertise for employees to carry out their duties properly.

Based on the description above, the author is interested in conducting research on Employee Career Adaptability entitled "Analysis of Employee Career Adaptability of the Bengkulu City Education and Training Agency".

The purpose of a study is that what is done can lead to the target and get the expected results. The purpose of this study in general is to get an overview and explanation of the career adaptability of employees of the Education and Training Personnel Agency of Bengkulu City. While the specific objectives in this study, are To get an overview and explanation of the career
adaptability of employees of the Bengkulu City Education and Training Personnel Agency seen from attention, control, curiosity and self-confidence.

METHODS

In this study, researchers used qualitative research methods. Based on the approach and type of data used, this research is included in qualitative research so that it will produce descriptive data in the form of words (Hammarberg et al., 2016). Qualitative research method is a process of research and understanding based on methodology that investigates a social phenomenon and human problem, in this approach the researcher makes a complex picture, examines words, reports detailed the views of informants, and conducts studies on natural situations. Bog and Taylor suggest that qualitative research is a research procedure that produces descriptive data in the form of written words and messages from people and observed behavior. This study aims to dig deeper into how the career adaptability of employees of the Bengkulu City Education and Training Personnel Agency either individually or in groups.

Directly and see for themselves how the career adaptability of employees of the Bengkulu City Education and Training Personnel Agency either individually or in groups. Researchers will collect data and analyze the data that has been collected, therefore this research is included in qualitative type research and will look at several dimensions of career adaptability both internally and externally at the Bengkulu City Education and Training Personnel Agency.

In this study, researchers determined research informants based on purposive sampling techniques. This technique is commonly used in qualitative research. Purposive sampling techniques are carried out intentionally based on predetermined criteria. This technique is used with certain considerations such as the informant is considered to know best about what the researcher expects, or it could be that the informant is the ruler so that it will make it easier for researchers to explore the object / social situation to be studied (Sugiyono, 2013).

In this study there are two types of data collection techniques that researchers use, namely primary data and secondary data. Primary data is the main data in the study, while secondary data is additional data in the research.

RESULTS AND DISCUSSION

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<tr>
<th>Research Focus</th>
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<th>Research Findings</th>
<th>Indication</th>
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<td>Career adaptability of</td>
<td>Attention</td>
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Table 1

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<th>Research Observation Findings</th>
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<th>Research Findings</th>
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<tr>
<td>BKPP employees in Bengkulu City</td>
<td>because employees have not prepared themselves for the future development of their work and do not have a far-sighted vision in carrying out tasks.</td>
<td>Employees tend not to have self-control because there are still employees who are not disciplined, have not been diligent in carrying out their duties, and do not have high responsibility</td>
<td>long-term future career vision and mission</td>
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<tr>
<td>Self-control</td>
<td>Discipline, responsibility, diligence in carrying out duties</td>
<td>Employees tend not to have curiosity about work and career opportunities for themselves</td>
<td>Late apples Default a task Less responsibility for work</td>
<td></td>
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<tr>
<td>Curiosity</td>
<td>Possibilities gained from employment and career opportunities</td>
<td>Employees tend not to be confident because employees are still not looking for information in pursuing careers and overcoming problems that will occur</td>
<td>Don't care about the work environment Not expecting about a career in work</td>
<td></td>
</tr>
<tr>
<td>Self-confidence</td>
<td>Finding information for his career Pursuing his career Anticipate obstacles</td>
<td>Employees tend not to be confident because employees are still not looking for information in pursuing careers and overcoming problems that will occur</td>
<td>Not sure if you can grow Not trying to face challenges</td>
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Source: Processed Researchers 2023

Employee Career Development

1. Education and Training

Career Development of the State Civil Apparatus can be seen from the existence of education and training, promotion, and mutation, this is intended so that someone can advance and develop so that they can improve the skills and abilities of the State Civil Apparatus and provide opportunities for the State Civil Apparatus to move from one position to another desired position (Iskamto, 2022). Based on the results of interviews conducted by
researchers that there are still employees who are not included in leadership training, even though they have occupied positions for one year. In addition, there are still civil servants who occupy positions that are not in accordance with the education they receive. This makes education and training especially important for the development of employee acryls with good goals in the future.

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<th>Table 2</th>
<th>Echelon IV and Echelon III Officials of BKPP Bengkulu City</th>
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<td>Haven’t Done Training</td>
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<tr>
<td>No</td>
<td>Eselon</td>
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<td>1</td>
<td>Eselon III</td>
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<td>2</td>
<td>Eselon IV</td>
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</tbody>
</table>

Source: BKPP Bengkulu City, 2023

The table above shows that there are still Echelon III and Echelon IV officials who have not carried out training, Echelon III and IV officials should have attended PIM training before occupying the Echelon position.

**Promotion**

Career development through promotion is the transfer of the State Civil Apparatus from one position to another that has a higher status and responsibility, however, promotion is not always followed by a salary increase. The salary is usually fixed, but in general the increase in power and responsibility of a person increases as well as the remuneration in the form of money he receives. This then resulted in employees at the BKPP of Bengkulu City mostly resigning to positions and not attaching importance to promotion. This is in line with the results of interviews that researchers have actually conducted when starting the study.

**Employee Transfer / Employee Mutation**

Transfer is the transfer from one place of work to another without a change in job class or not required qualifications of ability or proficiency higher than now. Employee mutations are usually carried out within the scope of the government, including employees of the BKPP of Bengkulu City. Career development by mutation is a change in position or position carried out at ASN at BKPP Bengkulu City is recognized in order to refresh and to develop and expand employee work experience.

The results showed that the career adaptability of BKPP employees in Bengkulu City tends to be relatively low. This is because the attention of BKPP Bengkulu City employees tends not to have attention because employees have not prepared themselves for the future development of their work and do not have a far-sighted vision in carrying out their duties, control over Bengkulu City BKPP employees tends to be uncontrolled because there are still
employees who are not disciplined, have not been diligent in carrying out their duties, and do not have high responsibility, The curiosity of BKPP Bengkulu City employees tends to be low because employees do not have curiosity about their work and career opportunities for themselves, and the confidence of BKPP Bengkulu City employees is still low because employees still lack information in pursuing careers and overcoming problems that will occur.

Therefore, employees of the BKPP of Bengkulu City should be able to further increase his attention in preparing himself for career development, must have a clear vision of the future, be more disciplined, more diligent, increase a sense of responsibility for his work, be able to continue to seek information about career opportunities in carrying out work and prepare to overcome problems that occur in carrying out work. Savickas & Porfeli, (2012) explain that the importance of career adaptability is the strength of individual self-regulation or one's self-capacity used to solve unfamiliar, complex and unclear problems contained in job tasks, work transitions, and traumas arising from work. The career development process is a formal approach that the organisation takes to ensure that people with the right qualifications and experience are available in times of need. So that career development can be said to be a condition that shows an increase in one's status in the organization in the career path that has been set in the organization concerned. Career adaptability is also a psychosocial factor of the individual. The psychosocial factors of the individual can be parental background, mental abilities, education, skills, personality, maturity and opportunities. Career adaptability is the transactional ability of individuals with their environment. This makes career adaptability an individual capital derived from the accumulation of competencies and knowledge sourced from education and experience (Savickas & Porfeli, 2012).

Career adaptability is strongly related to the role and context of the individual so that factors of cultural conditions and the context in which the individual is placed influence the adaptation of the individual. In determining an individual's career is also influenced by individual psychosocial factors. The psychosocial factors of the individual can be parental background, mental abilities, education, skills, personality, maturity and opportunities. Career adaptability is used by individuals to be able to choose the right course of action in the face of changes in the work environment, work transitions and trauma to work. Individual adaptability can help individuals face new demands in the world of work and diverse work environments. Career adaptability can also assist individuals in reflecting on their primary goals in the organization they now occupy (Savickas, 2013).

Individuals who are unable to adapt to the world of work or the newly known work environment can experience difficulties in individual aspects as well as their relationship to work. Career planning focuses on individuals/employees, while career management focuses on
organizations. The benefit of career planning for employees is that each individual/employee can understand and identify the desired career goals. Meanwhile, the benefit for organizations is being able to communicate career opportunities to employees and obtain a better match between employee aspirations and organizational opportunities. Human resource development aims to produce a logically related and comprehensive framework to develop an environment where employees are encouraged to learn and develop. As a test of the validity of the data, researchers also look for and obtain some data, both data based on the results of interviews with informants, field observations or documentation or images provided by informants directly to researchers. Researchers have also compared findings from several data obtained from different sources but often have little in common. For example, in the observations of researchers when several times saw that employees of the BKPP Bengkulu City still have a high sense of responsibility for their work, often neglect work and tend not to have the desire to have a better position and career. In addition, another reason that researchers found is that there are still employees whose career paths and positions are not in accordance with the level of education and / or education they have received before. So that self-confidence in employees is still fairly low.

Career adaptability consists of concern, control, curiosity, and confidence factors and personality traits consist of extraversion, agreeableness, openness to experience, conscientiousness and neuroticism. In research from Dursun & Tokay Argon, (2017) it was found that career adaptability showed differences according to their personality traits. These differences were identified between the positive and negative personality traits of the five-factor personality traits. The levels of confidence, control, curiosity and concern in individuals who are extroverted, pleasant, responsible, and progressive are higher than individuals who are introverted, unpleasant, irresponsible, and conservative. The results of research by Coetzee & Harry, (2014) give the idea that the importance of developing emotional intelligence to strengthen career adaptability. Parmentier et al., (2019) research supports that emotional intelligence predicts career adaptability, which is consistent with the career construction model from (Savickas, 2005). This relationship is considered unidirectional, because neither the inverse causality nor the reciprocal causality model improves model fit, providing additional support for the causal relationship between emotional intelligence and career adaptability. In addition, it can also be seen from the results of Sharma et al., (2017) show that intrinsic and extrinsic values can predict career adaptability. Factors such as creativity, prestige, independence, relationship with superiors, relationships with associates, income, welfare benefits and other extrinsic factors are considered important factors when choosing a job. The results of Ye, (2015) research also reported a positive correlation between work value and career adaptability, and from the results of the study intrinsic values were found to be more influential in predicting career adaptability compared to extrinsic values.
CONCLUSION

Based on the results of this study and discussion, it can be concluded that the career adaptability of BKPP employees in Bengkulu City is still low. The attention of BKPP employees in Bengkulu City has not been paid attention because employees have not prepared themselves for the future development of their work and do not have a far-sighted vision in carrying out their duties. Control over employees of the BKPP in Bengkulu City has not been controlled because there are still employees who have not been disciplined, have not been diligent in carrying out their duties, and do not have high responsibility. The curiosity of BKPP employees in Bengkulu City has not been curious because employees do not want to know about their work and career opportunities for themselves. Confident employees of BKPP Bengkulu City are not yet confident because employees still lack information in pursuing careers and overcoming problems that will occur.

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