

## The Effect Of Proactive Personality And Organizational Support For Career Development On Career Satisfaction

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### Abstract

*Employee Career satisfaction is an important element that needs to be managed by the organization. This study aims to find evidence of the important role of mediating Career Management Behavior in the role of Organizational Support for Career Development and Proactive Personalities towards Career satisfaction. This type of research is quantitative research. The population used in this study were all employees of PT Barito Putera who got 44 people. This study uses census techniques in sampling. While the analysis technique is used is partial least square (PLS) with the help of SmartPLS3 software. The results of this study indicate that Career Management Behavior can mediate the effect of Proactive personality and Organizational Support for Career Development on Career satisfaction.*

**Keywords :** *Proactive Personality, Organizational Support For Career Development, Career Management Behaviors , Career Satisfaction.*

### Abstrak

Kepuasan karir karyawan merupakan salah satu elemen penting yang perlu dikelola oleh organisasi. Penelitian ini bertujuan untuk menemukan bukti empiris adanya peran mediasi *Career Management Behaviors* pada pengaruh *Organizational Support For Career Development* dan *Proactive personality* terhadap *Career satisfaction*. Jenis penelitian ini merupakan penelitian kuantitatif. Populasi dalam penelitian ini adalah seluruh karyawan PT Barito Putera yang berjumlah 44 orang. Penelitian ini menggunakan teknik sensus dalam pengambilan sampel. Sedangkan teknik analisis yang digunakan adalah *partial least square* (PLS) dengan bantuan software SmartPLS3. Hasil dari penelitian ini menunjukkan bahwa *Career Management Behaviors* dapat memediasi pengaruh *Proactive personality* dan *Organizational Support For Career Development* terhadap *Career satisfaction*.

**Kata Kunci :** *Proactive Personality, Organizational Support For Career Development, Career Management Behaviors, Career Satisfaction*

## INTRODUCTION

The satisfaction that is owned by employees towards career achievement while working, becomes something important to be managed by the organization. Remembering career satisfaction is one of the factors that influence organizational success. In addition, *Career Satisfaction* can also influence employee decisions in determining their attitude to continue working in the organization or opting out. *Career Satisfaction* is the degree to which an employee expresses a positive orientation to his career (McKevitt, Carbery, & Lyons, 2017). *Career Satisfaction* refers to individual reactions to ongoing career experiences (Jiang, Wang, & Lin, 2016). According to Judge (1995) individuals who are dissatisfied with various things at work, they might not consider surviving. Employees will tend to look for other jobs that match their skills, where the job can fulfill their desired goals. If the employee chooses to leave the organization, then this not only makes the organization lose potential human resources, but also makes the organization have to pay the cost of

recruiting new employees, which is higher than the cost of developing employees.

The forestry industry is one of the potential industries in Indonesia, so it requires quality human resources. An ever-changing environment makes organizations are required to continue to innovate that is not only focused on business benefits, but also on employee development. Employees must be ensured to have competencies that continue to develop. One way organizations face challenges is to support employees to develop their careers and increase their career satisfaction (Barnett & Bradley, 2007). So organizations need to prepare employee career development strategies. This strategy is a form of organizational support for employees to work effectively. Organizations can adopt various strategies to increase employee career satisfaction, as well as increase the ability of organizations to attract and retain employees (Barnett & Bradley, 2007). A form of support from the organization can be in the form of various activities aimed at developing a career. As stated by Orpen (1994) that *Organizational Support For Career Development* is a variety of policies and practices made by the organization with the aim of increasing the

career effectiveness of employees. *Organizational Support For Career Development* (OSCD) is also called *Organizational Career Management* or *Organizational Sponsorship* (Barnett & Bradley, 2007).

In addition to the support provided by the organization, employees also need to have a proactive attitude to develop the organization. Organizations that need a flexible workforce with competent and talented employees to adapt to a changing environment (Martínez-León, Olmedo-Cifuentes, & Ramón-Llorens, 2018). Employees need to have the initiative to have a plan in their career development, because with this employee can achieve the career success they expect and ultimately not only cause satisfaction in themselves but also increased performance in the organization. This behavior is called "*Career Management Behaviors*", "*Career-Enhancing Strategies*" (Nabi, 2003) atau "*context-specific proactive behaviours*" (Crant, 2000). *Career Management Behavior* is an action taken by each individual to achieve their career goals (Barnett & Bradley, 2007).

Proactive employees are motivated to connect people to develop and translate ideas into actions (J. Yang, Gong, & Huo, 2011). Employees will tend to make changes to develop themselves by adjusting the various demands that they must meet. *Proactive Personality* is a personality of employees who take the initiative to improve the current situation or create new things (Crant, 2000) Employees can intentionally and directly change the flow of their circumstances, including the social environment in which they are located (Kraimer, Seibert, & Grant, 1999). The purpose of this change is to identify opportunities that exist and resolve problems that arise in the organization, so employees can achieve the changes they want to achieve. As stated by Trifiletti, Capozza, Pasin, & Falvo (2009) that individuals who proactively identify, solve problems, look for new opportunities, act and persevere until they achieve a change.

Employees with *Proactive Personalities* actively seek, identify, create and influence their work situations, and this supports success in a career without limits (Yang & Chau, 2016). Kraimer (1999) explained that in terms of career success, the tendency to

shape one's work environment raises a number of benefits to employees, employees who exercise control over their work situation are more likely to understand the possibilities in their environment and anticipate changes. According to Lent & Brown (2006) environmental support with specific goals such as organizational support for employee career development, as well as material support resources provided to support the main goals of an employee will make it possible to increase employee satisfaction.

The mediating role of *Career Management Behavior* is explained in the Social Cognitive Career Theory (SCCT) where career development provided for employees can influence employee interest in developing themselves. The Social Cognitive Career Theory explains three interrelated aspects of career development, namely: (a) career and growing interests, (b) choices relevant to the chosen career, and (c) the results of performance that have been achieved. When employees get the opportunity and support to develop their careers, such as when getting a job that makes their skills development for the future, employees will tend to try to get involved in

projects in the organization. Didukung oleh Sturges et al., (2002) explained that in career management behaviors employees tend to try to be involved in large corporate projects.

In previous studies, research conducted by Barnett & Bradley (2007) conducted with a research sample of public sector employees participating in internal and cross-agency career development programs as well as graduate business students, showing OSCD and CMB positively related to *Career Satisfaction*. However, career management behaviors do not mediate the relationship between *Organizational Support For Career Development* and *Career Management Behaviors*. Whereas the Proactive personality variable has a positive effect on Career satisfaction, besides that *Career Management Behaviors* mediate the relationship between *Proactive Personality* and *Career Satisfaction*. Furthermore, research conducted by Sturges et al., (2002) the sample in this study were graduates in the first ten years of their careers. This study shows that there is no influence between *Organizational Career Management* on career self-management. In research conducted by Yang & Chau (2016) with a sample of employee research at large

manufacturing companies in China, the research shows that Proactive personality has a positive effect on *Career Satisfaction*.

This research is focused on the subjective assessment of career satisfaction from employees of PT Barito Putera. PT Barito Putera, located in the city of Palangkaraya, Central Kalimantan, is part of the Hasnur Group which is engaged in forestry. PT Barito Putera has fulfilled timber legality verification standards and declared "Passed" Timber Legality Verification so that it gets SVLK with no. 09 / A-SERT-VLK / Kpts / I / 2013. The output of this sector of wood and the whole can be absorbed by the market well because it has excellent quality. In carrying out its production activities, Hasnur Group pays attention to the natural balance between those that grow and those that are cut down in order to keep the forest sustainable so that it can still be utilized by future generations as reported by <http://www.hasnurgroup.com/> in 2019.

This company has a variety of activities that show improvement in the organization of company development, and facilitate the company to have a proactive personality.

Like training given to employees, this training not only contains specific training provided in each division that is appropriate to their work, but each division has also the opportunity to get training from outside the organization or externally. For contract employees, each employee also has the same opportunity to attend training or outreach. All PT Barito Putera employees have the opportunity to attend training during working hours. For certain training, every employee participating in the training not only gets training which only requires one training, but also gets training with a certificate of competition (for example, one year). All employees have the opportunity to attend additional training provided by the organization. At the end of the year every time at work the employee gets a special value at this training meeting. How to make companies motivated to make proactive to create changes in the organization for the better, and find opportunities for self and organizational progress.

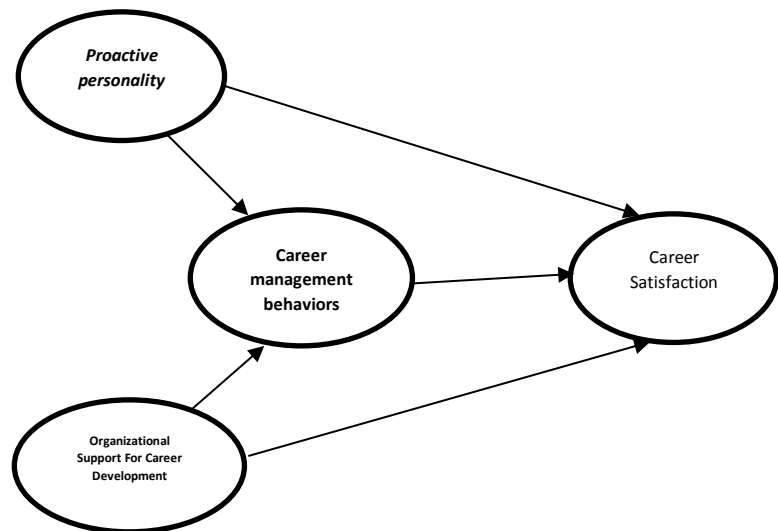
Based on the statement Seibert & Kraimer (2001) explained that career success was defined as a positive outcome felt psychologically by the employee and related

to the work that was accumulated as a result of the employee's work experience. Every employee of PT Barito Putera has the same opportunity to get a development program that supports career advancement and organizational skills. Researchers want to know the subjectively assessment of employees about their satisfaction with a career based on this. In this subjective assessed success, an employee makes a comparison of himself in two ways, the first self-referent subjective success, that is, employees compare their careers with their own personal standards and aspirations, then the second other-referent subjective success, namely an individual comparing his career with social standards, for example with a group, person, or social norm Abele, Spurk, & Volmer (2011). In this study, the method used is self-referent subjective success. That is, employees of PT Barito Putera judge their careers based on comparisons with their own standards.

Then based on the background above, the formulation of the problem in this study are:

1. Does *Proactive Personality* affect *Career Satisfaction*?

2. Does *Career Management Behavior* mediate the relationship between *Proactive Personality* and *Career Satisfaction*?
3. *Organizational Support For Career Development* affect *Career Satisfaction*?
4. Does *Career Management Behavior* mediate the relationship between *Organizational Support For Career Development* and *Career Satisfaction*?



## RESEARCH METHODS

This research uses quantitative, where quantitative research is structured research and quantifies data to be generalized with a certain statistical form (Malhotra, 1996). Population according to sugiyono (2014) can be defined as a generalization area consisting of objects or subjects that have certain quantities and characteristics determined by

researchers to be studied and then draw conclusions. Meanwhile, according to Arikunto (2010) the population is the whole subject of research. The population in this study were all employees of PT Barito Putera in the city of Palangkaraya, Central Kalimantan, amounting to 44 people. While the sampling technique used in the study uses the census method, which uses all members of the population as a sample. Data collection techniques used in this study using primary data. In this study, a preliminary survey was conducted to observe the conditions and phenomena that exist in the company and become the basis of making questionnaires. After that, the questionnaire was distributed to 44 employees using a Likert scale of 1 to 5. Scale 1 illustrates Strongly Disagree (STS) and 5 describes Highly Agree (SS). While the analysis technique used is Partial Least Square (PLS) with the help of SmartPLS3 software. PLS is a variance-based structural equation analysis technique that can simultaneously test measurement models as well as structural model testing (Jogiyanto, 2011: 57). The normality test of the data aims to examine whether the data is normally distributed or not (Ghozali, 2016:

27). By knowing the data is normally distributed or not, then the next test tool can be determined to test the hypotheses.

If the data is normally distributed, then the hypotheses are tested using the one sample t test and paired samples t test. However, if the data is not normally distributed, then the hypotheses testing employs one sample Wilcoxon test and Wilcoxon paired samples test.

## **RESULTS AND DISCUSSION**

The number of respondents in this study was 44 employees of PT Barito Putera. Of the 44 questionnaires distributed directly to employees, all submitted questionnaires can be completed processing.

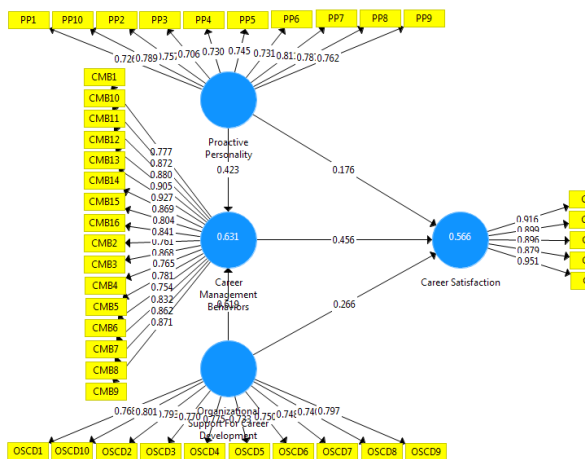
1. Partial Least Square Analysis. In this study to test the research, hypotheses used Partial Least Square (PLS) analysis with the SmartPLS 3 program will describe the results of measurements (external models) and structural models (internal models).
2. Measurement Model (Outer Model). In the measurement model (external model) tests of convergent validity, discriminant

validity and reliability construct are tested. The results of each test are below.

**Convergent Validity**

Convergent Validity is validity related to the principle that indicators of a variable must be highly correlated. To test convergent validity, factor loading (outer loading) values are used. An indicator is said to meet convergent validity if it has a factor loading value greater than 0.7.

*Career Satisfaction* have a factor loading value greater than 0.7, so it is concluded that the indicators measuring the research variables have met the convergent validity. Convergent validity testing is also done by looking at the average variance extracted (AVE) value. A construct (variable) is said to meet convergent validity if it has an AVE value greater than 0.5. The following is the AVE value of each study variable :



Variable	AVE
PP	0,570
OSCD	0,589
CMB	0,701
CS	0,825

**Table 1. Value of AVE**

**Figure 1. Value of Outer Loading, Koefisien Path and R-Square**

From the results of data processing shows that all indicators on the variable *Proactive Personality, Organizational Support For Career Development, Career Management Behaviors And*

It can be seen that the *Proactive Personality Variable, Organizational Support For Career Development, Career Management Behaviors And Career Satisfaction* have an AVE value greater than 0.5, so it is concluded that the variables used in the study have met convergent validity.



### Discriminant Validity

Discriminant validity is validity related to the principle that indicators of different variables must not be highly correlated. To test discriminant validity, the cross-loading value is used. An indicator is said to meet discriminant validity if it has the largest cross-loading value on the variable it forms compared to other variables. Here are the cross-loading values for each indicator:

Indicator	Variable			
	PP	OSCD	CMB	CS
PP1	<b>0,726</b>	0,092	0,299	0,380
PP2	<b>0,757</b>	0,070	0,300	0,283
PP3	<b>0,706</b>	0,079	0,279	0,326
PP4	<b>0,730</b>	0,163	0,311	0,291
PP5	<b>0,745</b>	0,173	0,463	0,410
PP6	<b>0,731</b>	0,053	0,432	0,377
PP7	<b>0,811</b>	0,063	0,421	0,304
PP8	<b>0,787</b>	0,082	0,454	0,360
PP9	<b>0,762</b>	0,164	0,453	0,311
PP10	<b>0,789</b>	0,002	0,247	0,183
OSCD1	0,053	<b>0,768</b>	0,479	0,442
OSCD2	0,039	<b>0,793</b>	0,443	0,404
OSCD3	0,090	<b>0,770</b>	0,569	0,492
OSCD4	0,086	<b>0,775</b>	0,437	0,406
OSCD5	0,073	<b>0,733</b>	0,514	0,435
OSCD6	0,079	<b>0,750</b>	0,598	0,511
OSCD7	0,144	<b>0,748</b>	0,531	0,478
OSCD8	0,202	<b>0,740</b>	0,505	0,460
OSCD9	0,120	<b>0,797</b>	0,510	0,453
OSCD10	0,111	<b>0,801</b>	0,545	0,467

CMB1	0,379	0,512	<b>0,777</b>	0,682
CMB2	0,270	0,551	<b>0,761</b>	0,581
CMB3	0,376	0,626	<b>0,868</b>	0,654
CMB4	0,339	0,516	<b>0,765</b>	0,677
CMB5	0,243	0,498	<b>0,781</b>	0,504
CMB6	0,189	0,552	<b>0,754</b>	0,479
CMB7	0,421	0,674	<b>0,832</b>	0,667
CMB8	0,510	0,531	<b>0,862</b>	0,576
CMB9	0,522	0,638	<b>0,871</b>	0,704
CMB10	0,599	0,541	<b>0,872</b>	0,592
CMB11	0,508	0,512	<b>0,880</b>	0,528
CMB12	0,450	0,608	<b>0,905</b>	0,563
CMB13	0,434	0,636	<b>0,927</b>	0,582
CMB14	0,499	0,488	<b>0,869</b>	0,522
CMB15	0,477	0,562	<b>0,804</b>	0,653
CMB16	0,431	0,546	<b>0,841</b>	0,659
CS1	0,391	0,612	0,704	<b>0,916</b>
CS2	0,425	0,508	0,595	<b>0,899</b>
CS3	0,429	0,543	0,616	<b>0,896</b>
CS4	0,373	0,552	0,695	<b>0,879</b>
CS5	0,386	0,484	0,667	<b>0,951</b>

**Table 2. Value of Cross Loading**

It can be seen that each indicator on the variable *Proactive Personality, Organizational Support For Career Development, Career Management Behaviors And Career Satisfaction* has the greatest cross-loading value on the variable it forms compared to other variables. Thus it can be concluded that the indicators used in the study have met discriminant validity.

### Reliability Construct

Reliability shows the level of consistency and stability of indicators in measuring research variables. To test the reliability construct, composite reliability values are used. A variable is said to fulfill the reliability construct if it has a composite reliability value greater than 0.7 and a Cronbach alpha value greater than 0.7. Here are the composite reliability and Cronbach alpha values of each study variable:

Variabel	Composite Reliability	Cronbach Alpha
<i>PP</i>	0,930	0,930
<i>OSCD</i>	0,935	0,935
<i>CMB</i>	0,974	0,974
<i>CS</i>	0,959	0,959

**Table 3. Value of Composite Reliability & Cronbach Alpha**

Variables *Proactive Personality, Organizational Support For Career Development, Career Management Behaviors And Career Satisfaction* have a composite reliability value greater than 0.7 and a Cronbach alpha value greater than 0.7, so that each research variable has fulfilled the reliability construct.

### Structural Model (Inner Model)

In the structural model (inner model) R-Square, Q-Square, and hypothesis testing will be explained.

#### a. R-Square

R-Square shows how much the variability of exogenous variables can explain the variability of endogenous variables. Following is the resulting R-Square value:

Variabel	R-Square
<i>CMB</i>	0,631
<i>CS</i>	0,566

**Table 4. Value of R-Square**

R-Square value for *Career Management Behaviors* of 0.631 means that the variability of *Career Management Behavior* in PT Barito Putera employees can be explained by the variability of *Proactive Personality And Organizational Support For Career Development* by 63.1%, the remaining 36.9% is explained by other variables in outside the model. R-Square value for *Career Satisfaction* of 0.566 means that the variability of

*Career Satisfaction* in employees of PT Barito Putera can be explained by the variability of *Proactive Personality*, *Organizational Support For Career Development* and *Career Management Behaviors* by 56.6%, the remaining 43.4% is explained by variables others outside the model.

### b. Q-Square

Furthermore, the value of Q-Square will be calculated. Q-Square value has the same meaning as the coefficient of determination (R-Square) in the regression analysis, the higher the Q-Square, the model can be said to be more fit with the data. The results of calculating the Q-Square value are as follows :

$$Q\text{-Square} = 1 - [(1 - R\text{-Square}_1) \times (1 - R\text{-Square}_2)] = 1 - [(1 - 0,631) \times (1 - 0,566)] = 0,840$$

From the calculation results obtained a Q-Square value of 0.840, meaning that the amount of variability (diversity) of research data that can be explained by the

research model is 84%, while the remaining 16% is explained by other variables outside the model. Based on these results, the model in this study can be said to have had good goodness of fit.

### Hypothesis test

Hypothesis testing is done by looking at the t-statistics and the probability value (p-value) generated by the structural model (inner model). It is said that there is a significant effect if t-statistics is greater than 1.96 and the probability value (p-value) is smaller than 0.05 (= 5%). Here are the results of testing the hypothesis:

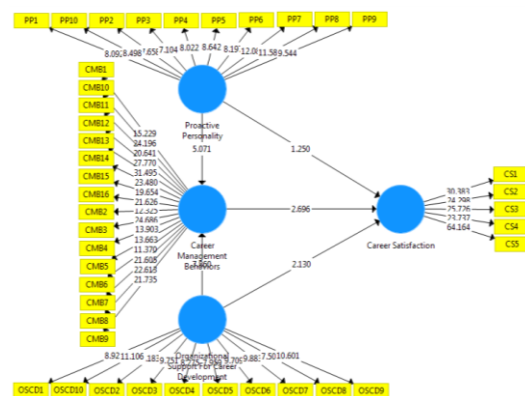


Figure 2. Value of t-statistics

Causality Relations	Koefisien Path	t-statistics	p-value	Ket
PP → CMB	0,423	5,071	0,000	Sig
OS CD → CMB	0,619	7,860	0,000	Sig
CM B → CS	0,456	2,696	0,007	Sig
PP → CS	0,176	1,250	0,212	Not Sig
OS CD → CS	0,266	2,130	0,034	Sig

**Table 5. Hypothesis Testing Direct Effects**

From Table 5 it can be explained as follows:

1. The effect of *Proactive Personality* variables on *Career Management Behavior* produces a t-statistic of 5.071 greater than
2. 1.96 and a p-value of 0,000 less than 0.05, with a path coefficient of 0.423. These results indicate that there is a significant positive difference between *Proactive Personality* towards *Career Management Behavior* in PT. Barito Putera employees. This result means that the higher the *Proactive Personality*, the signs will

increase the *Career Management Behavior* of the employees of PT Barito Putera.

3. The influence of *Organizational Support Variables For Career Development* on *Career Management Behavior* produces a t-statistic of 7.860 greater than 1.96 and a p-value of 0,000 less than 0.05, with a path coefficient of 0.619. These results indicate that there is a significant positive effect between *Organizational Support For Career Development* on *Career Management Behavior* in employees of PT Barito Putera. This result means that *Organizational Support For Career Development* that is increasingly high will improve *Career Management Behavior* significantly for employees of PT Barito Putera.
4. The effect of *Career Management Behavior* variables on *Career*

*Satisfaction* produces a t-statistic of 2.696 greater than 1.96 and a p-value of 0.007 smaller than 0.05, with a path coefficient of 0.456. These results indicate that there are significant positive differences between *Career Management Behaviors* and *Career Satisfaction* among employees of PT Barito Putera. This result means that *Career Management Behavior* which is getting higher, will significantly increase *Career Satisfaction* in the employees of PT Barito Putera.

5. The effect of *Proactive Personality* variables on *Career Satisfaction* produces a t-statistic of 1.250 smaller than 1.96 and a p-value of 0.212 greater than 0.05, with a path coefficient of 0.176. These results conclude that there is no significant positive difference between the *Proactive Personality* towards *Career*

*Satisfaction On The Employees* of PT Barito Putera. This result means that proactive personality is getting higher, does not significantly increase *Career Satisfaction* in employees of PT Barito Putera. Based on these results the H1 proposed by the proactive personality against career satisfaction is not acceptable (H1 was rejected). Barnett & Bradley (2007) which states that a compilation of proactive employees to manage careers can support satisfaction. Proactive personality cannot influence career satisfaction if it is not mediated by career management behavior, so to achieve career satisfaction needs to be considered the role of career management behavior. In addition, the facts in the field show that the *Proactive Personality* of employees is not too high so that the *Proactive Personality*

cannot significantly influence *Career Satisfaction*, this is different from previous

6. research conducted by Barnett & Bradley (2007).
7. The influence of *Organizational Support For Career Development* variables on career satisfaction produces a t-statistic of 2.130 greater than 1.96 and a p-value of 0.034 smaller than 0.05, with a path coefficient of 0.266. These results indicate that there is a significant positive effect between *Organizational Support For Career Development* on *Career Satisfaction* for employees of PT Barito Putera. This result means that *Organizational Support For Career Development* that is increasingly high will increase significantly *Career Satisfaction* in employees of PT Barito Putera. Based on these results *Organizational Support For Career Development* is

accepted towards *Career Satisfaction*, acceptable (H3 is accepted).

Causality Relations	Koefisien Path	t-statistics	p-value	Ket
PP → CMB → CS	0,193	2,280	0,023	Sig
OSCD → CS → CS	0,283	2,390	0,017	Sig

**Table 6. Hypothesis Testing for Indirect Effects**

From Table 6 it can be explained as follows:

1. The indirect effect of the *Proactive Personality* variable on *Career Satisfaction* through *Career Management Behaviors* produces at-statistics of 2.280 greater than 1.96 and a p-value of 0.023 smaller than 0.05, with the path coefficient of an indirect effect of 0.193 greater rather than the path coefficient the direct effect is only 0.176. These results conclude that *Career Management Behaviors* mediate the effect of *Proactive Personality* on *Career*

*Satisfaction* on employees of PT Barito Putera. This result means that the higher *Proactive Personality* will significantly improve *Career Management Behaviors*, which in turn will increase *Career Satisfaction* for employees of PT Barito Putera. Based on these results H2 who suspected *Career Management Behaviors* mediating the relationship between *Proactive Personality* And *Career Satisfaction* was acceptable (H2 accepted).

2. The indirect effect of *Organizational Support For Career Development* variables on *Career Satisfaction* through *Career Management Behaviors* produces at-statistics of 2.390 greater than 1.96 and a p-value of 0.017 less than 0.05, with the path coefficient of indirect influence of 0.283 is greater than the path coefficient of direct influence which is only 0.266. These results conclude

that *Career Management Behaviors* mediate the effect of *Organizational Support For Career Development* on the *Career Satisfaction* of employees of PT Barito Putera. These results mean higher *Organizational Support For Career Development*, which will significantly improve *Career Management Behaviors*, which in turn will increase *Career Satisfaction* for employees of PT Barito Putera. Based on these results, H4, which suspects *Career Management Behaviors*, mediates the relationship between *Organizational Support For Career Development* and *Career Satisfaction*, is acceptable (H4 is accepted).

## CONCLUSION

Based on the results of hypothesis testing can be concluded as follows:

There is no significant effect between *Proactive Personality* on *Career Satisfaction* of PT Barito Putera employees so that H1 is rejected.

*Career Management Behaviors* mediate the effect of Proactive personality on Career satisfaction on the employees of PT Barito Putera so that H2 is accepted.

There is a significant influence between OSCD on *Career Satisfaction* of employees of PT Barito Putera so that H3 is accepted. Career management behaviors mediate the effect of organizational support for career development on *Career Satisfaction* on employees of PT Barito Putera so that H4 is accepted.

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