

Developing Employee Career Adaptability: Individual- Organizational Perspectives

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Abstract

Research in the field of employment relationships also emphasises that HR management should not stop at adopting technical HR management practices without considering the dynamics of employee aspirations and expectations. The characteristics of today's workforce are unique in that they combine a high career orientation with the need to work in a conducive work environment. Employees are no longer focused on long-term job security, but on the organisation's ability to provide career development for employees so that employee competencies and skills can always keep up with the demands of the labour market. This study aims to analyse individual and organisational factors that influence the development of career resilience.

Keywords

Career Resilience; Person Organizational Fit; Perceived Organizational Support; Value Congruence; Social Exchange Theory

INTRODUCTION

Increasingly dynamic business competition has an impact on the dynamics of the organisation as a whole. This condition also has implications for the employment relationship, which is always looking for the best formula in aligning organisational expectations and human resource expectations, which in turn requires mutual growth and development (Schalk, 2007). The organisation's goal to build superior resources and capabilities requires the right strategy in building and retaining the best people. There has been a very substantial change in the management of employment relationships. In the past, organisations focussed more on providing certainty to employees to work until retirement in the company. Employee relations in the past were also synonymous with rewards that tended to be equity-based, and incremental benefit adjustments (Chambel and Fotinha, 2009). However, this strategy is especially problematic when the company plans to expand and move massively to achieve more optimal performance and competitiveness. Rewards and benefits like this cause serious problems because employees are not motivated to build their competence in the organisation (Shippers et al, 2014). This condition causes the organisation and employees tend to move in different directions so that at a certain point, the company does not have competent human resources to run its business. This strategy is

also potentially incompatible with the demographic characteristics of the workforce, which comes with different expectations than previous generations. Whereas previous generations were more motivated by job security until retirement, the characteristics of today's workforce prioritise career resilience.

To develop a career, a person needs the ability and knowledge to respond to work challenges and constantly learn to improve personal quality, be able to adapt to environmental changes and remain focused on achieving superior performance to achieve organisational goals (Collard et al, 1996). The ability to adapt and grow in a dynamic work environment embodies career resilience that is built in a career management process that involves interactions between individuals and the work environment by involving the courage to take risks that are carried out with wise consideration and can be built by every employee (London, 1983).

The study of career resilience began to develop in the late 1990s as concluded by Bernard (1996) that everyone can develop resilience in a career by increasing optimism and opening themselves to various possibilities. The concept of career resilience is a new paradigm in the study of employment relationships. In the old paradigm, organisations provided a clear job, status as a member of the organisation and a guaranteed long-term employment relationship. In return, employees were expected to work hard, be

loyal and perform well. Using the lens of social exchange theory, this study aims to examine the influence of individual factors, namely value congruence and organisational factors, namely organisational support in shaping career resilience.

Career Resilience

In London and Mone (1987) concluded that individuals who have career resilience are able to control the situation, dare to take risks in conditions of uncertainty, tolerate confusing situations, have confidence that they are able to achieve goals, are independent, able to adapt to changes in the environment, and able to cooperate with other members of the organisation. Furthermore, Collard et al (1996) built the concept of career resilience into six characteristics including the ability to understand personal potential, oriented to provide added value in work, focused on the future, dedicating themselves to engage in the learning process, flexible and able to build a network of cooperation in the organisation.

A person's career resilience is determined by two aspects, namely personal aspects and aspects of the work environment. In the context of the work environment, career resilience is obtained through organisational support in the form of constructive feedback and opportunities to work autonomously. Career resilience is also a practical study in counselling programs in various organisations. The concept is used in the career development process so that organisations build work environments and relationships that encourage employee career resilience. Broadly speaking, organisations have adopted the career resilience model in four stages. Firstly, organisations actively translate the concept into an employee professional development policy. Second, organisations define a career counselling process to build employees' understanding of their personal values and expectations at work. Third, the organisation helps employees to identify and deal with the challenges of achieving their desired career through understanding employees' intrinsic motivations. Fourth, organisations build communities for employees so that employees can develop themselves together (Rickwood, 2002).

The application of career development theory in organisations does not only rely on individual independence in building a career. Byster (1998) concluded that although individuals are the main architects in building

their careers, they also need help to find personal values and expectations in work. Organisations also need to provide support so that employees can meet changes in the organisation. Supporting this was said by Kerka (1993) who argued that clear and real information about the job is a major component that can encourage employees to be more resilient at work.

London (1983) built the dimensions of career resilience into three domains, namely self-management ability, risk-taking courage and connectedness. The ability to manage oneself is divided into sub domains, namely the ability to respect oneself, the ability to work autonomously, adaptability, self-control, desire for achievement, initiative, creativity, personal work standards and orientation towards progress. Furthermore, the courage to take risks is divided into sub domains including the ability to tolerate uncertainty. The connectedness component includes the ability to establish relationships for career development and the need to be accepted by colleagues and leaders.

King and King (1997) explain the construct of career resilience into seven aspects, namely not giving up easily in the face of difficult situations, persevering in pursuing career goals, being able to control the situation, remaining responsible for completing work in uncertain conditions, taking risks, being responsible for personal career planning, not taking actions that are only aimed at attracting the attention of leaders.

The concept of career resilience evolves as the business environment changes. The processes, patterns and technologies adopted by organisations give rise to new perspectives on the concept of career (Bridges, 1995; Cascio, 1995; Kotter, 1995). In addition, increasingly flat organisational structures and designs and the tendency of organisations to delegate work that is not core business pose new challenges and opportunities for employees in developing careers (Hammer and Champy, 1994; Meyer 1996; Handy, 1998). This change has an impact on human resource management so that organisations need to focus more on identifying intellectual and learning needs within the organisation (Kiechel, 1993; Birchall and Lyons, 1995). Based on the above understanding of change, Fourie and Vuuren (1998) elaborated the concept of career resilience into three dimensions: self-belief, independence and willingness to accept change.

Changes in the business environment have motivated Bryant's (1996) thoughts on the need for organisations to focus on efforts to build employee career resilience. Organisations need to direct positive employee behaviour so that employees can be optimistic and able to interact with the work environment quickly and efficiently. This opinion confirms the opinion of change expert Conner (1992) who concluded that resilient individuals are more able to optimise their capabilities to assimilate with new working conditions.

Perceived Organizational Support

Organisational support is a condition built by the organisation to encourage work effectiveness. In the context of managing talented employees, organisational support is shown by appreciating employee achievements in the form of incentives and benefits (Huselid, 1995). Benefits can take the form of bonuses, special services, access to important information or health insurance provided by the organisation. Organisational support indicates the readiness of the organisation to reward employees' efforts in carrying out work effectively (Eisenberger et al (1986). A literature review conducted by Aube et al (2007) concluded that organisational support can be seen in the form of fair compensation. Promotion and salary are signals that the organisation values achievement, skill development and self-actualisation (Shuck et al, 2011).

Organisations need to have a system of tangible and intangible benefits as a form of appreciation to employees for the contributions they have made. For this reason, organisations need to understand and facilitate motivational aspects that can lead employees to always play an active role in achieving organisational goals. Organisational efforts to provide financial benefits are not always successful (Cosack, et.al. 2001). When organisations rely solely on financial rewards to retain employees, the intrinsic motivational aspects of these rewards will be lost until eventually at a certain level, no matter how many tangible financial benefits are provided, it does not affect employees to stay in the organisation (Deci et al, 1999). Non-financial benefits in retaining employees can be achieved by making employees valuable, connected and involved in the organisation, providing opportunities for personal and professional development and facilitating continuous learning (Singer and Godrich, 2006).

There is a wide range of meanings in explaining the concept of organisational support. Smith et al, (1983) interpreted organisational support as a form of favourable working conditions that aim to meet the needs of affiliation and the need for employees to feel accepted and approved of their actions in carrying out their duties. Furthermore, Rhoades and Esienberger (2002) concluded that recognition and decision-making opportunities are important components in describing forms of organisational support. Frederich et al (2000) asserted that organisational support seeks to meet the emotional needs of employees in carrying out work such as effective communication. Organisational support is also reflected by opportunities for employees to be involved in decision-making (Conger and Kanugo, 2000). In his research, Ahmed (2011) concluded that the opportunity to participate in decision-making is perceived by employees as an organisational reward for applying their knowledge. Schalkwyk and Rothman (2011) stated that role clarity and participation in decision-making are forms of organisational support so that employees find comfort at work.

Muse and Stamper (2007) argue that organisational support is divided into two types, namely work-based organisational support and relationship-based organisational support. Work-based organisational support is concerned with relational aspects. This opinion refers to two approaches, namely economic exchange relationships and social exchange relationships. In the economic exchange relationship perspective, organisational support is related to tangible aspects such as the provision of bonuses and short-term incentives in accordance with employee performance. In the social exchange relationship perspective, organisational support is related to the emotional aspects of employees such as communication.

Value Congruence

The study of value congruence was developed from the concept of person-organisation fit (Cennamo and Gardner, 2008). The fit between employee and organisation involves internal aspects of the employee including values, personality, abilities and needs and organisational aspects including climate, culture and work demands (Astakhova et al, 2014). These aspects of fit play an important role in the process of recruitment, selection

and retention of employees. Vivela et al (2008) mentioned that the fit between employees and organisations can be divided into two types: supplementary and complementary. Supplementary aspects are inherent to the basic characteristics of the object of fit including culture, climate, work values, norms and goals (Amos and Weathington, 2008). Complementary aspects are developmental to the basic characteristics and are required to fulfil the demands of business competition. Congruence between employees and the organisation is a driver for employees to behave in the organisation. In addition, congruence is one aspect that motivates employees to behave consistently in meeting organisational expectations. In the context of organisational change, work values are the main aspect on which employees base their assessment of the value congruence between the organisation and their personal values (Gahan and Abeysekara, 2009). Vivela et al (2008) asserted that value congruence is the perception of employees in assessing the congruence between personal preferences and organisational systems or structures. The findings of Hirschfeld and Field (2000) concluded that work values in organisations shape employee self-identity. Employees who work in organisations that prioritise superior work values show positive work attitudes, job satisfaction and low turnover rates. Organisational work values are a system that can create a culture, parameters and ethical standards for employee work behaviour. The findings of Edwards and Cabel (2009) who examined the effect of value congruence on employee attitudes concluded that work values that promote openness and trust affect employee satisfaction and commitment. Peters and Waterman's (1982) research on top-performing companies in America concluded that organisations have seven core work values, namely, superior work quality, innovation, employees as valuable assets, the importance of attention to detail in the execution process, communication, profit orientation and thorough work. These values were then used by Amos and Weathington (2008) in testing the effect of value congruence on employee job satisfaction. The results showed that value congruence between individuals and organisations affects job satisfaction, cognitive satisfaction and organisational satisfaction. Value congruence between employees and organisations can be seen from various aspects. Westerman and Cyr (2004)

explained that creativity-oriented employees perceive innovation culture as a form of congruence between personal values and organisational values. Kalleberg's (2008) study examined the fit between personal values and organisational values. The results of the study stated that there were differences between employees' preferences for the values applied by the organisation. This difference is based on geographical conditions, skills and qualifications of the workforce and workload and work family conflict. The study concluded that the mismatch of values between employees and the organisation has an impact on work-family conflict and work-overloaded. This finding is confirmed by the results of research by Jung et al (2010) which proves that the compatibility between individual values and the value of business ethics owned by the organisation has an effect on low employee turnover.

The Impact of Perceived Organizational Support on Career Resilience

Research conducted by Smith et al (2008) proved that decision-making opportunities affect employees' ability to add value to the organisation. In line with these findings, the study of Hui et al (2014) provides findings regarding the positive influence of organisational support on employee optimism and adaptability. These two findings are also confirmed by Sihag and Sarikwal's (2015) research on companies engaged in information technology involving 420 IT professionals. Using the regression method, the results of this study prove the influence of organisational support on employee resilience.

Support for the relationship model of organisational support to employee behaviour is also evident in a study conducted by Norman et al (2008) which concluded that the opportunity to make decisions on complex problems affects employee resilience. Liu's (2013) research on the effect of organisational support on employee attitudes and behaviour concluded that the higher the organisational support, the higher the level of self-efficacy and resilience of employees.

King (2003) concluded that employee resilience is built through support resources in the organisation. Furthermore, the results of research by Rhoades and Eisenberger (2002) concluded that organisational support affects employee resilience. In research on organisational social support, appreciating employees' work can encourage employees to

help colleagues and maintain a positive image of the organisation. Furthermore, Netuveli's (2008) research concluded that employees who receive support from the organisation are more resilient than employees who do not receive support from the organisation.

The Impact of Value Congruence on Career Resilience

Values have the power to influence, motivate and guide individual behaviour (Verplanken and Holland, 2002). Values are also a reflection of the basic needs of individuals who are able to bridge between emotional and rational aspects (Williams and Van Hout, 2009). In an organisational context, values are the most stable and powerful forces that influence organisational success (Klijnen et.al, 2009). In line with that, Leiter (2008) argues that value congruence between individuals and employees is a strength for employees in facing job challenges.

Research by Brown and Trevino (2006) concluded that congruence in ethical values, especially integrity, affects employee resilience. In a review of workplace generation, Twenge and Campell (2007) concluded that value congruence in terms of creativity affects employees' adaptive behaviour in the face of a competitive business environment. Furthermore, Bisset's (2014) research proved that value congruence contributes to employee resilience. Previously, Comb's (2010) research concluded that the existence of value congruence between employees and organisations affects employees' ability to build interpersonal relationships and work together in teams.

METHODS

The research method used in this research is Ferdinand (2005) asserts that a sample size that is too large causes difficulty in obtaining a measure of model fit. According to (Ghozali, 2011), the minimum sample size in using structural equation models is 100 units. Meanwhile, according to Ferdinand (2005), the determination of the sample size is guided by the criteria (1) Between 100 and 200 units when using maximum likelihood estimation; (2) Between 5 and 10 times the number of parameters estimated; and (3) Between 5 and 10 times the number of indicators of all latent variables. Based on the development of hypotheses and empirical models, this study uses a structural equation model so that it

requires testing using a Structural Equation Model (SEM).

The validity and reliability of the instrument has been tested on data from 279 respondents to determine the level of validity and reliability of the questionnaire. corrected item-total correlation value there are no items (indicators) with a value below 0.164 Using α 5% and df (2189), the r value is 0.164. Thus all statement items can be declared valid. The reliability test is seen in the Cronbach's alpha value of each variable. All five variables in the questionnaire have Cronbach's alpha above 0.70. Cronbach's alpha value above 0.70 means that the questionnaire instrument is reliable. Thus the questionnaire is feasible to use to collect actual field research data and the resulting data is valid and reliable data.

A total of 441 sets of questionnaires were distributed. All questionnaires were returned but there were questionnaires that were not filled in at all (blank). Based on the explanation from the banking staff, being unavailable and busy were the main reasons for the returned but unfilled questionnaires. A total of 279 questionnaires were collected back with a return rate of 65.76%.

RESULTS AND DISCUSSION

A total of 441 sets of questionnaires were distributed, 279 questionnaires were returned. Furthermore, the data tabulation process was carried out and it was found that 162 data were incomplete. Thus the remaining data in the SPSS tabulation are 279 respondents. The requirement that the research model can apply to a wide sample or population is that, in data collection, it should be able to obtain good data or samples. In an effort to obtain good data, the data that has been collected is pre-analysed with the help of SPSS including missing values due to errors (data entry) and or outlier data. If there is missing data, it is checked again on the questionnaire whether there is really no value or there is a data entry error.

Based on the results of empirical data analysis, it can be said that the value of career resilience has a mean value of 7.01 and is classified as high. Based on data analysis, it can be said that the value of respondents' organisational support has a mean value of 7.24 and is classified as high. From the empirical data analysis, it can be said that value congruence has a mean value of 7.15 and is in the high classification.

The authentic career resilience confirmatory analysis model has also achieved other model

goodness of fit (GoF) indices, such as GFI (0.981), AGFI (0.944) meeting the cut-off value (CoV), which is ≥ 0.90 . TLI (0.977), CFI (0.966) also met the CoV ≥ 0.95 . The CoV value of the CMIN/DF index is ≤ 2.0 , while the model produces a CMIN/DF value of 2.705. The RMSEA index of the model had a value of 0.000, thus fulfilling the requirement of being between CoV ≤ 0.08 and ≥ 0.03 .

The fit of the organisational support (DO) model was also supported by other good goodness of fit (GoF) indices of the model. The organisational support (DO) model has fit indices including GFI (0.998), AGFI (0.989) which have met the CoV, which is ≥ 0.90 . The TLI index of (1.000) and CFI (1.014) can also meet the CoV ≥ 0.95 . Likewise, the CMIN/DF index of the model, with a value of 0.414, has met the CoV ≤ 2.0 limit. Based on the analysis results, the RMSEA index of the model has a value of 0.000, so it can be said that it has not met the CoV requirements with a value that is between ≥ 0.03 RMSEA index ≤ 0.08 .

This fit value (KN) suitability model is also supported by other model goodness of fit (GoF) indices that are also good. The value conformity model (KN) has fit indices including GFI (0.995), AGFI (0.973) has fulfilled CoV, which is ≥ 0.90 . The TLI index of (1.00) and CFI (1.00) can also meet the CoV ≥ 0.95 . Likewise, the CMIN/DF index of the model, with a value of 0.989 has met the CoV ≤ 2.0 limitation. Based on the analysis results, the RMSEA index of the model has a value of 0.000, so it can be said that it does not meet the CoV requirements with a value that is between ≥ 0.03 RMSEA index ≤ 0.08 .

The regression results of the effect of DO on COI in table 4.46 have a C.R of 1.381 and a probability of 0.016. Thus, there is sufficient evidence to statistically negate H0 and accept the alternative hypothesis (Ha) which states that there is an influence of the perceived organizational support on the career resilience. Organisational support is a condition built by the organisation to encourage work effectiveness. In the context of managing talented employees, organisational support is shown by appreciating employee achievement in the form of incentives and benefits (Huselid, 1995). Employee resilience is built through resource support in the organisation (King, 2003). In other words, the higher the organisational support, the higher the level of employee resilience.

The regression results of the effect of value congruence on career resilience has a C.R of

3.239 and a probability value of 0.001 Thus there is enough statistical evidence to negate H0, so the alternative hypothesis (Ha) which states that there is an effect of value congruence on authentic career resilience can be accepted. So it can be concluded that value congruence affects authentic career resilience and is significant at 0.05.

The results of this dissertation research prove that value congruence has a positive effect on authentic career resilience. The findings of this dissertation research reinforce the opinions of Brown and Trevini (2006); Leiter (2008); Brown and Trevino (2006); Twenge and Campbell (2007) and Bisset (2014) who found that value congruence affects employee resilience and is a strength for employees in facing job challenges.

CONCLUSION

Organisational support in the form of effective communication will shape employees' ability to build dynamic cooperation on an ongoing basis. Organisational support also encourages employees to master the ability to integrate strategic roles that include technical skills and managerial skills. Appropriate feedback and achievement rewards will increase employee efforts in adding value to the progress of the organisation.

Employees who perceive value congruence in terms of work quality and creativity will be able to develop the ability to integrate strategic roles and be actively involved in coordinating in response to increasingly dynamic work demands. Employees' beliefs about value congruence, especially in terms of work quality and creativity, will actively take actions aimed at achieving work efficiency and effectiveness. Value congruence that prioritises togetherness and information disclosure encourages employees to work together and be motivated to continue to be involved in efforts to build a solid work team.

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