



Analysis of the influence of organizational career management and individual career management on career effectiveness health functional positions

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ABSTRACT

Managing employees is a management job that is quite complicated because it involves several practices and policies in which there must be compatibility between the organizational strategies that are expected by employees, especially in terms of employee careers. Career management carried out by an organization will create employee perceptions that the organization is committed to career development so that it will affect the effectiveness of employee careers. The purpose of this study was to analyze the effect of organizational career management and individual career management on career effectiveness in functional health positions. This research was an observational analytic study and used a cross sectional research design. The population in this research was all employees of executive positions who have the potential to occupy functional positions, totaling 40 people. The results showed that Organizational career management and individual career management for Functional Position employees at the Situbondo District Health Office are in the good category. Test results using SMART PLS show that there is a positive relationship between organizational career management and individual career management on career effectiveness in functional health positions.

Kata kunci:

manajemen Karir
Efektivitas Karir
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ABSTRAK

Mengelola pegawai merupakan pekerjaan manajemen yang cukup rumit karena melibatkan beberapa praktik dan kebijakan yang didalamnya harus tetap ada kesesuaian antara strategi organisasi yang diharapkan karyawan khususnya dalam hal karir pegawai. Manajemen karir yang dilakukan oleh suatu organisasi akan menciptakan persepsi pegawai bahwa organisasi memiliki komitmen pada pengembangan karir sehingga akan mempengaruhi efektivitas karir pegawai. Tujuan penelitian ini adalah untuk menganalisis pengaruh manajemen karir organisasional dan manajemen karir individu terhadap efektivitas karir pada jabatan fungsional kesehatan. Jenis penelitian ini yaitu analitik observasional dengan menggunakan desain penelitian cross sectional. Populasi penelitian ini yaitu seluruh pegawai jabatan pelaksana yang memiliki potensi menduduki jabatan fungsional yang berjumlah 40 orang. Hasil penelitian menunjukkan bahwa Manajemen karir organisasional dan manajemen karir individu pada pegawai Jabatan Fungsional di Dinas Kesehatan Kabupaten Situbondo berada di interpretasi kategori baik. Hasil uji dengan menggunakan SMART PLS menunjukkan bahwa terdapat hubungan yang positif antara manajemen karir organisasional dan manajemen karir individu terhadap efektivitas karir pada jabatan fungsional kesehatan.

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INTRODUCTION

Employees have a major role in every organizational activity, because employees become planners, actors and determinants of achieving organizational goals. Law No. 5 of 2014 concerning the State Civil Apparatus (ASN) states that every government agency must manage its employees by placing them in career positions according to organizational needs. The role of the organization in career planning is not only to attract applicants for external recruitment, but also how the organization plans employee relations internally in the staffing process to prepare qualified employee candidates for the future. Organizations that want to survive and succeed must pay attention to human resource development, including having to pay attention to employee career development. Attention to career development will encourage employees to further explore potential capabilities. This is realized because career development is one of the needs of employees to be able to actualize themselves towards work.

The Situbondo District Health Office, as stated in Regent Regulation Number 40 of 2016, is a Regional Apparatus Organization (OPD) with main tasks, functions and authorities in priority regional development programs in the health sector which has quite large human resources, one of which is a health functional position. The types of health functional positions currently available are 16 out of 30 health functional positions within the scope of the Ministry of Health as stated in the Regulation of the Minister of Health Number 60 of 2016. ASN data at the Situbondo District Health Office generally consists of employees with structural positions (JS) of 23 people or 27.4%, Functional Positions (JF) of 3 people or 3.57%, and Executive Positions (JP) 58 people or 69.06% (Situbondo District Health Office, 2021). The currently available health functional position data at the Situbondo District Health Office are 4 out of 6 health functional positions whose career development can be carried out at the Health Service in accordance with their duties and authorities, namely Health Administrator, Health Epidemiologist, Health Entomologist, Nutritionist, Public Health Extensionist, Occupational Health Advisor, and Sanitarian (Desmon, 2011).

Career management carried out by an organization will create employee perceptions that the organization is committed to career development which in turn will affect the effectiveness of employee careers (Suhartini, 2020). Career effectiveness in question is career achievement or success achieved by employees according to the path provided by the organization (Gibson, et al, 2014:208). The results of research conducted by (Dewi et al., 2020) states that organizational career management will encourage career effectiveness externally while individual career management and career commitment will support individual career achievements in the organization internally. Another research conducted by (Rahayuningsih, 2017) stated that the stronger the organizational involvement in managing employee careers through policies and practices, the more effective the employee's career would be.

Based on the results of initial observations made by researchers at the Situbondo District Health Office, it shows that career planning for employees in functional positions has been carried out by agencies, where in 2018 there were 14 formations available for health functional positions at the Health Service, consisting of 4 extension positions public health, 2 epidemiologist positions, 1 entomologist position, 6 health administrator positions and 1 occupational health supervisor. In addition to fulfilling the requirements for

functional positions, the Health Office has facilitated 10 executive position employees to attend functional position training. Data on the general staffing sub-section informs that from 2018 to 2021, only 3 civil servants occupy functional positions out of 32 employees who have opportunities for career development with functional position formations. This shows that the fulfillment of functional position formations from 2018 to 2021 is not much different so that it can be seen that the career effectiveness of health functional positions is still low. These conditions indicate that career patterns and career development for health functional positions are still not going well.

METHODS

Participant characteristics and research design

The Inclusion criteria in this study were a) status as a (PNS) Civil Servant b) Have a minimum education S1 Health c) has not held a functional position in the health sector d) have or have never attended education and training for functional positions. This research was an observational analytic study and used a cross sectional research design

Sampling procedures

The population of this study were all employees of executive positions who had the potential to occupy functional positions based on a minimum education level of S-1 at the Situbondo District Health Office, totaling 40 people. The sampling technique is saturated sampling.

Measures and covariates

Researchers collect data using a list of questions related to the object under study, giving one by one to respondents to get the data results. The list of questions is compiled on the googleform platform. The results of filling out the questionnaire which will become research data are recorded and stored automatically on the researcher's Google form link. The data is then processed and analyzed by researchers. Then the data is analyzed to determine the effect between variables using path analysis with multiple linear regression models.

Data analysis

Univariate analysis was performed to describe statistical data. Bivariate analysis is used to determine the effect of variables. Meanwhile, multivariate analysis was conducted to determine the direction of influence between variables. The approach taken when analyzing research is the Partial Least Square SEM (SEM PLS) using SMART PLS software.

RESULTS AND DISCUSSION

Characteristics of Respondents

Respondents in this study were civil servants (PNS) with executor positions at the Situbondo District Health Office who had an educational background in the health sector. Respondents in this study can be categorized into several

characteristics of respondents, namely based on age, gender, final education, position and years of service.

Table 1.
Distribution and Frequency of Respondent Characteristics

Variabel	Frequency	Percentage (%)
Age		
< 25 years	0	0
25 – 35 years	1	2,6
36 – 45 years	28	71,8
46 – 55 years	10	25,6
Gender		
Male	13	33,3
Female	26	66,7
Education		
Junior High School	0	0
Senior High School	0	0
Diploma/Bachelor Degree	25	64,1
Master Degree/Doctoral	14	35,9
Length of Work		
< 5 years	1	2,6
5– 10 years	1	2,6
10– 20 years	25	64,1
> 20 years	12	30,7

Based on table 1 above, it can be seen that most of the respondents in this study were aged between 35 and 45 years, the most gender was female with the most education, namely S1. The majority of respondents have worked between 10 and 20 years.

Organizational Career Management

Employee evaluation of organizational management in managing employee careers through policies and practices to improve employee career effectiveness. There are three components assessed from Organizational Career management, namely career planning in HR management, career opportunities, and career support. The research results from organizational career management can be shown in table 2 below:

Table 2. Description of the Organizational Career Management Assessment

Component	Score	Average
Career Planning in HR Management Plan		
Plans and procedures in the recruitment process	169	4,34
Plans and procedures in the selection process	147	3,76
Plans and procedures in the evaluation process	152	3,89
Opportunity in career		
There are career opportunities for employees of functional positions	143	3,67
Career opportunities are always provided by the Agency for competent employees	134	3,43
There is an accurate data/information system	150	3,84
Career support		
There is support for employees	133	3,41
There is motivation given by the institution	124	3,18
There are supporting facilities/facilities and work systems	146	3,74
Average	144	3,69

Based on table 2 above, it can be seen that the assessment of organizational career management is measured by three indicators. Based on the results of the study, it can be shown that on average most respondents answered agree with a percentage of 50%, while the few respondents answered disagree with a percentage of 14%. The results of the organizational career management assessment show that the average rating is 3.69, which means that organizational career management is in the good category.

Individual Career Management

The plans and tactics set by the employee will encourage the employee to achieve the personal targets he has set for his career. This can encourage employee performance to be more productive and effective in carrying out their duties because there is motivation within them. The following are the results of individual management assessments:

Table 3. Description of Individual Career Management Assessment

Component	Score	Average
Career Goals		
Preparation of Career Goals	132	3,38
Increased consideration of new jobs	152	3,89
Career strategy		
Plans and strategies in achieving a career	143	3,67
Strengths and weaknesses possessed	161	4,12
Career ability		
Ability to achieve career	147	3,77
Career path considerations	139	3,56
Component	Score	Average
Take advantage of career opportunities		
Agency/leadership support	138	3,58
Be active in career opportunities	137	3,51
Close relationship with influential people	131	3,35
Average	142	3,65

Career Effectiveness

Career effectiveness in question is career achievement or success achieved by employees according to the path provided by the organization. Career effectiveness assessment consists of four indicators, namely work performance, career attitudes, career adaptability, and career identity. Following are the results of the career effectiveness assessment:

Table 4. Description of Career Effectiveness Assessment

Component	Score	Average
Work performance		
Earned income	144	3,69
Work performance that is easier to achieve	142	3,64
Faster promotion and promotion	138	3,53
Career Attitude		
Work according to expertise and competence	152	3,89
Commitment and professionalism in work	158	4,05
Good relationship with leadership	168	4,31
Career Adaptability		
Increased knowledge and ability	164	4,21

Development of ideas and creativity	149	3,82
Capacity building according to career path	149	3,82
Career Identity		
Promotion for promotion	149	3,82
Career opportunities through work achievements	149	3,82
Average	151	3,87

Analysis Results *Partial Least Square* (PLS)

Loading Factor (Outer Loading)

Table 5. Initial Model Loading Factor measurement results

Variable	Loading Factor
Organizational Career Management	
Plans and procedures in the recruitment process	0,718
Plans and procedures in the selection process	0,848
Plans and procedures in the evaluation process	0,883
There are career opportunities for employees of functional positions	0,768
Career opportunities are always provided by the Agency for competent employees	0,903
There is an accurate data/information system	0,044
There is support for employees	0,840
There is motivation given by the institution	0,851
There are supporting facilities/facilities and work systems	0,623
Individual career management	
Preparation of Career Goals	0,853
Variable	
Loading Factor	
Increased consideration of new jobs	0,886
Plans and strategies in achieving a career	0,852
Strengths and weaknesses possessed	0,948
Ability to achieve career	-0,115
Career path considerations	0,838
Agency/leadership support	0,944
Be active in career opportunities	0,906
Close relationship with influential people	0,956
Career Effectiveness	
Earned income	0,705
Work performance that is easier to achieve	0,585
Faster promotion and promotion	0,687
Work according to expertise and competence	-0,175
Commitment and professionalism in work	0,789
Good relationship with leadership	0,718
Increased knowledge and ability	0,733
Development of ideas and creativity	0,872
Capacity building according to career path	0,865

From the table of outer loading values above it can be seen that all items or indicators of outer loading values are > 0.7 (marked in green which means > 0.7 which means they are valid. So based on the validity of outer loading it is stated

Composite Reliability dan AVE (Average Variance Extracted)

Table 7. Composite Reliability Value

Variabel	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Career Effectiveness (Y)	0.891	0.911	0.564
Individual Career Management (X2)	0.972	0.976	0.817
Organizational Career Management (X1)	0.923	0.937	0.655

that some indicators are < 0.7, the limit value outer loading > 0.5 is still acceptable as long as the validity and reliability of the construct meet the requirements, then based on the outer loading validity it is stated that several items or indicators are not valid according to Convergent validity, for example in constructs X1.6, X2.4, Y1.4 then the next step delete items < 0.6, so it needs to be re-analyzed by removing invalid items.

Table 6. Initial Model Loading Factor measurement results

Variabel	Loading Factor
Organizational Career Management	
Plans and procedures in the recruitment process	0,711
Plans and procedures in the selection process	0,848
Plans and procedures in the evaluation process	0,882
There are career opportunities for employees of functional positions	0,773
Career opportunities are always provided by the Agency for competent employees	0,906
There is support for employ	0,835
There is motivation given by the institution	0,858
There are supporting facilities/facilities and work systems	0,620
Individual Management	
Preparation of Career Goals	0,859
Increased consideration of new jobs	0,882
Plans and strategies in achieving a career	0,860
Strengths and weaknesses possessed	0,950
Career path considerations	0,828
Agency/leadership support	0,944
Be active in career opportunities	0,913
Close relationship with influential people	0,964
Variable	
Loading Factor	
Career Effectiveness	
Earned income	0,711
Work performance that is easier to achieve	0,598
Faster promotion and promotion	0,686
Commitment and professionalism in work	0,796
Good relationship with leadership	0,718
Increased knowledge and ability	0,731
Development of ideas and creativity	0,862
Capacity building according to career path	0,866

Table shows that outer loading values above, it can be seen that all items or indicators for outer loading values are > 0.7 (marked in green which means > 0.7 which means they are valid. Outer loading value limits > 0.5 are still acceptable as long as they are valid and construct reliability meets the requirements, so based on outer loading validity it is stated that all indicators are valid by convergent validity

Table 7 shows the Composite Reliability values for all constructs are above the value of 0.60. Thus it can be concluded that all constructs have good reliability.

VIF (Variance Inflation Factor)

Tabel 7. VIF value

Efektivitas Karir (Y)	
Career Effectiveness (Y)	
Individual Career Management (X2)	1.566
Organizational Career Management (X1)	1.566

The table above shows that there are no indicators whose Outer Model VIF values are >5 and even >10. So if there is a VIF value > 10 then there is a multicollinearity problem in the outer model level.

Cross Loading

The cross loading value of each construct is evaluated to ensure that the construct's correlation with measurement indicators is greater than the other constructs. Below is the cross loading table:

Tabel 8. Cross Loading Value

	Career Effectiveness (Y)	Individual Career Management (X2)	Organizational Career Management (X1)
X1.1	0.454	0.107	0.711
X1.2	0.728	0.735	0.848
X1.3	0.549	0.678	0.882
X1.4	0.545	0.276	0.773
X1.5	0.686	0.615	0.906
X1.7	0.544	0.653	0.835
X1.8	0.618	0.594	0.858
X1.9	0.482	0.006	0.620
X2.1	0.668	0.859	0.714
X2.10	0.447	0.882	0.342
X2.2	0.455	0.860	0.471
X2.3	0.604	0.950	0.567
X2.5	0.827	0.828	0.572
X2.6	0.651	0.944	0.591
X2.7	0.633	0.913	0.518
X2.8	0.572	0.964	0.501
X2.9	0.543	0.923	0.486
Y1.1	0.711	0.202	0.376
Y1.2	0.598	0.167	0.396
Y1.3	0.686	0.918	0.646
Y1.5	0.796	0.448	0.549
Y1.6	0.718	0.389	0.497
Y1.7	0.731	0.425	0.581
Y1.8	0.862	0.542	0.527
Y1.9	0.866	0.562	0.605

From the table above it can be seen that all the loading indicators for the construct > cross loading.

Evaluasi Model Struktural

R – Square

Table 9. R² Value

	R Square	R Square Adjusted
Career Effectiveness (Y)	0.625	0.604

individual management and career effectiveness of 62.5%, the remaining 27.5% is explained by other latent variables that are not hypothesized in the study. Because the value of R² is 0.625, the influence of the independent variable X on Y is strong.

Table 11. Q² value

	SSO	SSE	Q² (=1-SSE/SSO)
Career Effectiveness (Y)	312.000	227.103	0.272
Individual Career Management (X2)	351.000	351.000	
Organizational Career Management (X1)	312.000	312.000	

F – Square

Table 10. F² value

Career Effectiveness (Y)	
Career Effectiveness (Y)	
Individual Career Management (X2)	0.267
Organizational Career Management (X1)	0.402

Based on the table of f-Square values above, X1 and X2 on Y have a large effect size, while the X2 variable on Y has a small or negligible effect size.

Predictive Relevance or Q-Square (Q²)

Prediction relevance is to assess whether the predictions obtained are relevant or not. The following is the result of the calculation in PLS using Q²:

Based on the calculation results above, it is known that the prediction of Y is relevant or accurate because the Q

Square value is > 0.05 .

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Individual Career Management (X2) -> Career Effectiveness (Y)	0.396	0.395	0.148	2.673	0.008
Organizational Career Management (X1) -> Organizational Career (Y)	0.486	0.498	0.127	3.835	0.000

The Relationship between Organizational Career Management and Individual Career Management on Career Effectiveness

The results of this study indicate that organizational career management which consists of 3 components (career planning, career opportunities and career support) has a significant effect on performance effectiveness in a positive direction, this can be seen from the T-statistic value of 3,835 (> 1.96) or can be seen from the p value which is worth 0.000 (< 0.05). The direction of the relationship between organizational management and performance effectiveness is positive and the magnitude of the effect is 0.486.

Surges et al (2002) considers that organizational career management is very important for organizational survival. In fact, this organizational career management according to Sturges can support the fulfillment of the psychological contract expected by employees. In addition, according to Thite (dalam Cline dan Kisamore, 2008) organizations that carry out organizational career management will know better and be able to help employees to achieve and implement the strategies that are being pursued by the organization. According to Orpen (2000) that the better organizational career management will increase employee career success. The results of the study show that organizational career management is in the Good category. This means that organizational career management at the Situbondo District Health Office is included in the Good category. Thus the organizational career management that has been carried out by the agency is running well and is able to help employees to determine careers according to their expertise and education. So that employees will be assisted and directed to achieve their career goals and agencies are also able to compete in the global market with quality employees who excel. The results of this study are in accordance with Orpen (2000) which states that, the organizational career management referred to in this study is the management of the Situbondo District Health Office in managing employee careers through policies and practices to increase the effectiveness of employee careers. This is in line with research conducted by Edi Pringadi (2008) regarding the influence of organizational career management, individual career management on the effectiveness of employee careers at PT Pertamina, it is stated that the better and more effective the organizational career management, the higher the employee career effectiveness. Organizational career management contributes to employee career growth and can improve employee qualifications for career opportunities in organizations, especially the Situbondo District Health Office.

The results of this study are further strengthened by previous research conducted by Ita Shinta (2020) with the title influence of organizational career management and individual career management on employee career effectiveness states that the influence of organizational career management on employee career effectiveness is

4.44% which simultaneously has a significant effect between organizational career management on employee career effectiveness.

The results of this study indicate that individual career management which consists of 4 components (career goals, career strategy, career skills, and utilization of career opportunities) has a significant effect on performance effectiveness in a positive direction, this can be seen from the T-statistic value of 2,673 (> 1.96) or can be seen from the p value which is worth 0.008 (< 0.05). The direction of the relationship between organizational management on performance effectiveness is positive and the magnitude of the effect is 0.396.

According to Orpen (2000) Individual career management is the process of controlling and planning a person's career by identifying career-related goals in the form of strengths, weaknesses and taking useful steps to achieve the expected career goals. Self-career management is carried out through seeking information about a person's self, networking processes, and winning awards in order to complement success at work (Sturges et al, 2002). The results of the study indicate that there is a relationship between individual career management and employee career effectiveness at the Situbondo District Health Office which is expressed by the theory above which states that individual career management influences employee career effectiveness. This shows that individual career management that is carried out well will be able to determine employee career effectiveness. From the discussion above, individual career management is in the good category, meaning that individual career management at the Situbondo District Health Office is included in the Good category interpretation. Individual career management has been carried out by each employee to improve skills and open up career opportunities in achieving career goals. So that employees continue to set targets for themselves and try to continue to be able to achieve the targets that have been given by the company. The results of this study are in accordance with Pringadi (2008) which states that individual career management is a personal or individual effort to achieve a career provided by the organization.

LIMITATION OF THE STUDY

The drawback of this research is that there is no previous research related to the effect of organizational career management and individual career management on the career effectiveness of functional health positions, thus making it a little difficult to find references about functional health positions.

CONCLUSIONS AND SUGGESTIONS

The conclusion of this study is that there is a positive relationship between organizational career management and individual career management on career effectiveness at the Situbondo District Health Office

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ETHICAL CONSIDERATIONS

This research has received ethical approval from the Health Research Ethics Commission (KEPK), Faculty of Dentistry, University of Jember with No :1975/UN25.8/KEPK/DL/2023.

Conflict of Interest Statement

The author declares that there is no potential conflict of interest concerning the authorship and publication of this article

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