

Abstract

Employees' career and organization, in which they work, are closely related. Many organizations state that their employees turn out to be their most important assets manifested in how organizations treat their employees, at all hierarchical level. One common problem that has to be faced by almost organizations is the decreasing of employees' job performance and job attitude due to effects of career plateau. Career plateau refers to the condition in employee's career life where the opportunities of additional hierarchical promotion is very low. There are two main effects of career plateau to employees: loss of productivity and loss of self-esteem. Thus, there will be some costs for both individuals and organizations because of career plateau.

Tremblay and Roger (1993) offered two dimensions of career plateau: objective and subjective career plateaus. They also proposed two kinds of determinants: individual-familial and organizational factors. Individual-familial factors consist of 11 variables, and organizational factors involve 3 variables, which in the present study one variable, i.e. span of control, was excluded due to consideration of relevancy.

This study explored the relationship between the determinants of career plateau, i.e. individual-familial and organizational factors, and two dimensions of career plateau, i.e. objective career and subjective career plateaus. It also evaluated the relative importance of each variable of individuals-familial factors and organizational factors contributing career plateau. Most of instrument were adopted from Tremblay and Roger's study (1993), except those, which measure locus of control and commitment to work. The respondents of this study involved employees of PT Telkom Regional Division IV that based in Semarang, Yogyakarta, and Solo. A convenience sampling method was used to obtain the sample of respondents. Data were analyzed by Pearson Correlation to identify the relationship between career plateau and its predictors. A multivariate regression analysis was used then to evaluate whether there were certain variables, which significantly contribute career plateau. For subjective career plateau, a discriminant analysis was used further to analyze which variables that significantly distinguished between plateaued employees and non-plateaued employees.

Findings indicated that among 13 variables, there were only 2 variables consistently contributing both objective and subjective career plateaus. Those variables were education and supervisory status.

Keyword: Objective and Subjective Career Plateaus, Individual-Familial factors, Organizational factors

Abstraksi

Karir pegawai dan perusahaan tempat mereka bekerja saling berkaitan erat satu sama lain. Perusahaan sering menyatakan bahwa pegawai adalah asset yang paling berharga, yang tercermin sebagaimana perusahaan mengelola karir pegawainya di setiap tingkatan. Masalah yang sering timbul berkenaan dengan hal tersebut adalah menurunnya kinerja dan perilaku pegawai karena akibat dari 'career plateau'. *Career Plateau* adalah suatu kondisi dalam perjalanan karir seseorang dimana peluang untuk mendapatkan promosi ke tingkat yang lebih tinggi menjadi sangat kecil. Dua efek dari career plateau adalah hilangnya produktivitas dan kebanggaan diri dari pegawai, sehingga akan merugikan kedua belah pihak, baik perusahaan ataupun pegawai itu sendiri.

Tremblay dan Roger (1993) menawarkan dua dimensi *career plateau*: *objective career plateau* dan *subjective career plateau*, dan dua jenis penyebab career plateau tersebut: factor-faktor individu-keluarga dan factor-faktor organisasi. Faktor-faktor individu-keluarga terdiri dari 11 variabel dan factor-faktor organisasi terdiri dari 3 variabel, yang dalam penelitian ini, satu variabel, yaitu rentang kendali tidak digunakan, karena pertimbangan ketidakrelevanan.

Penelitian ini bertujuan untuk menyelidiki hubungan antara penyebab *career plateau* dan *career plateau* itu sendiri. Tujuan lain adalah untuk menguji variabel-variabel mana saja yang berkontribusi penting dalam *career plateau*, baik *objective* maupun *subjective*. Sebagian besar instrumen penelitian ini diadopsi dari penelitian sebelumnya (Tremblay dan Roger, 1993), kecuali dalam pengukuran *locus of control* dan *commitment to work*. Responden penelitian ini adalah pegawai PT Telkom Divisi regional IV yang berkantor di Semarang, Yogyakarta, dan Solo. Metode *convenience sampling* digunakan untuk menentukan sample dari responden. Analisa data menggunakan Korelasi Pearson untuk mengidentifikasi hubungan antara career plateau dan penyebab-penyebabnya. Analisa regresi berganda selanjutnya digunakan untuk menguji apakah terdapat variabel-variabel tertentu yang secara kuat menyebabkan career plateau. Untuk *subjective career plateau*, analisa diskriminan dilakukan untuk melihat variabel mana saja yang membedakan secara kuat antara pegawai yang mengalami career plateau dan yang tidak.

Hasil penelitian menunjukkan bahwa diantara 13 variabel, hanya dua yang secara konsisten menyebabkan baik *objective career plateau* maupun *subjective career plateau*. Variabel-variabel tersebut adalah tingkat pendidikan dan status manajerial.

Kata kunci: *Objective* dan *Subjective Career Plateau*, Faktor-faktor Individu-Keluarga, Faktor-faktor Organisasi