

THE INFLUENCE OF CAREER DEVELOPMENT PROGRAM DESIGN AND EVALUATION ON EMPLOYEE SATISFACTION OF TOURISM EDUCATIONAL INSTITUTIONS AT SMK NEGERI 3 TABANAN

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Abstract:

This research examines the satisfaction and career development level of employees of tourism education institutions at SMK Negeri 3 Tabanan. The population in this study were all employees of tourism education institutions at SMK Negeri 3 Tabanan. Quantitative research produces data in various numbers and can generally be analyzed using descriptive or inferential statistics. Several of these variables were then translated into several indicators, which became the basis for statements in the questionnaire, which were later distributed and answered by 32 research respondents. The evaluation of career development programs has a positive and significant effect on the job satisfaction of tourism education employees at SMK Negeri 3 Tabanan. Data analysis shows that the t-count value is 3.734, while the t- table is 1.69. Thus, there is a partial and significant positive influence between the evaluation of career development programs on the job satisfaction of employees of tourism education institutions at SMK Negeri 3 Tabanan. Career development programs and evaluation of career development programs have a positive and significant effect on the job satisfaction of employees of tourism education institutions at SMK Negeri 3 Tabanan. The results of the F test showed that the Fcount value is 13.787 while the Ftable is 3.33. Thus, there is a simultaneous influence between career development program design and career development program evaluation on the job satisfaction of employees of tourism education institutions at SMK Negeri 3 Tabanan.

Keywords: Design, Evaluation, Career Development, Career, Employee Satisfaction.

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INTRODUCTION

HR (Human Resources) development is one way to create excellence in tourism education institutions at SMK Negeri 3 Tabanan to face the world of job competition. Employees can enjoy a level of job satisfaction in their work. They will prioritize their work over others in carrying out their duties and commit to achieving goals to positively impact career development and employee satisfaction at the SMK Negeri 3 Tabanan tourism education institution. Program design and evaluation changes greatly influence how people think about someone in an educational institution and indirectly view their career or development (Haris et al., 2023).

Management, which values HR (Human Resources), will always encourage its employees to develop their careers by providing the basic concept that they must always focus on providing and creating jobs for themselves in the ever-changing future. The school employs the same employees to support all activities of the tourism education institution at SMK Negeri 3 Tabanan, so it can be said that the employees have a fairly heavy workload.

Table 1. Number of Employees at Tourism Education Institutions at SMK Negeri 3 Tabanan Based on Status and Period of Work in 2023

Status	Years of service				Respondent
	≤ 5	6 – 10	11 – 16	≥ 16	
Permanent employee	2	3	1	11	17

Contract employees	7	3	4	1	15
TOTAL	9	6	5	12	32

Source: Personnel at SMK Negeri 3 Tabanan, 2023

The number of employees at the tourism education institution at SMK Negeri 3 Tabanan is 32 people. 9 employees have worked for less than 5 years, consisting of 2 permanent and 7 contract employees. Six employees have worked for 6-10 years, consisting of 3 contract and three permanent employees. 5 employees have worked for 11-16 years, consisting of 1 permanent employee and 4 contract employees and 12 employees who have worked for more than ≥ 16 years, consisting of 1 contract employee and 11 permanent employees. So from this data, it can be said that permanent employees over 16 years old are the highest number of employees compared to other permanent employees. Meanwhile, the following data regarding contract employees shows that most have worked for less than 5 years, amounting to 7 people.

This condition creates dissatisfaction among employees, which is visible in the decline in employee morale because employees do not know where their career development will lead. Therefore, school principals must realize the importance of creating employee job satisfaction, which can be obtained through career development programs. The solution that can be taken by the tourism education institution at SMK Negeri 3 Tabanan is to design and evaluate an effective career development program and overall employee performance. It is essential to maintain the survival of educational institutions and win the increasingly active job competition in the field of tourism education school services in Bali.

METHODS

This research uses a quantitative type of research. Quantitative research approach as proposed by Sugiyono (2018). Research is based on the philosophy of positivism, which is to research specific populations or samples, collect data using research instruments, and analyze quantitative or statistical data to illustrate what has been determined (Sari et al., 2023). This research aims to reveal factual data about conditions, even phenomena, variables, and the atmosphere of the situation that occurred while the research was running. The independent variable is the variable that influences or is the cause of the change or emergence of the dependent (dependent) variable. In this research, the independent variables are as follows:

- 1) some of the independent variables X1 are career development designs, and the independent variables X2 are career development evaluations.
- 2) The dependent variable (Y) is employee satisfaction; the dependent variable is employee satisfaction with the career development program at the SMK Negeri 3 Tabanan tourism education institution.

The data collection methods used in this research are to provide information as needed to explain the problems studied: 1) questionnaire, 2) observation, 3) literature study and 4) interviews. The classic assumption test whose results meet the assumptions will give the Best Linear Unbiased Estimator (BLUE) results. On the other hand, if the assumption test does not meet the assumption criteria, the tested regression model will give the meaning of bias and become difficult to interpret to find forecasts and estimates so that classical assumption testing will be carried out.

RESULT AND DISCUSSION

Tabulated Questionnaire Results for Gender and Educational Level Variables. It is known that all statement items used to measure employee satisfaction are valid and suitable for use as research instruments. Research data was obtained from a questionnaire distributed to 32 respondents; male respondents were more numerous than female respondents at 56.3%. If we look at the age level, it shows that the tourism education institution SMK Negeri 3 Tabanan employees are mostly aged 26-34

years, 34.4%. Based on the characteristics of education level, it is known that 40.6% of the tourism education institution SMK Negeri 3 Tabanan employees have a bachelor's degree.

Description of Career Development Program Design Variables. Assessment of the career development program design variable, measured using ten indicators, shows that the average value of the career development program design variable is 3.86, which means that the respondents' perception of the career development program design is good. The highest to lowest average scores are position rotation and education, respectively, 4.0; the lowest score is on the guidance indicator by providing career counseling. This means the average value of the career development program evaluation variable is 3.60. This illustrates that the evaluation of the career development program is good. The respondents' highest to lowest average score was career performance (3.66), and the lowest was the career adaptation indicator (3.56).

Description of Employee Job Satisfaction Variables. Respondents' perceptions of employee job satisfaction had an average value of 3.61. The highest to lowest average value of respondents is as follows: Pay (Satisfaction with Salary) (3.78), and the lowest is Promotion (Satisfaction with Promotion) (3, 50).

The influence of career development program design on job satisfaction of employees of tourism education institutions at SMK Negeri 3 Tabanan. From several theories that have been put forward, it can be said that in implementing a career development program design, two preparation processes can be carried out, namely: First, preparing for the implementation of career development from the institutional side, which includes the career planning stage (HR career planning, test development psychological, work or job assessment), career direction stage (career counseling, career information services, career simulation) and career development stage (mentor system, training, job rotation, scholarships or service ties). Secondly, prepare the implementation of career development from the employee side, which includes attitudes or behavior, namely always being an acceptable person, following the rules that have been set, and becoming an expert, apart from being theoretical but also practical by always carrying out the learning process, and thinking positively by preparing yourself. To face the surprises that will occur in the future. Research conducted by Komalasari (2016) proves that the design of career development programs partially affects tourism education institutions at SMK Negeri 3 Tabanan.

Based on the t-test analysis, it can be seen that the t-count value is 4.029, while the t-table is 1.69, so the t-count is in the H_0 rejection area, meaning H_0 is rejected, then H_a is accepted. In the statement, educational institutions carry out job assessments to see the potential for employee career development in a certain period so that educational institutions can place employees in appropriate positions. 68.8 percent of SMK Negeri 3 Tabanan employees responded affirmatively, meaning that employees rated the work assessment well work.

The Effect of Career Development Program Evaluation on Job Satisfaction of Tourism Education Institution Employees at SMK Negeri 3 Tabanan. From several theories that have been put forward, it can be said that career development program evaluation is an assessment of the success or failure of the program that has been implemented, which can be measured by the effectiveness of employee careers through employee attitudes, behavior and loyalty. Research conducted by Gyll (2021) proves that the evaluation of career development programs partially affects the job satisfaction of employees of tourism education institutions at SMK Negeri 3 Tabanan.

Data analysis shows that the t-count value is 3.734, while the t-table is 1.69, so the t-count is in the H_0 rejection area, meaning H_0 is rejected, then H_a is accepted. This means there is a partial and significant positive influence of the evaluation of career development programs on the job satisfaction of tourism education employees at SMK Negeri 3 Tabanan. The career development evaluation variable measured using 4 (four) indicators has proven valid and reliable in measuring career development evaluation. Of the four indicators used, it is known that career performance is responded to with the highest average value. This means that employees of tourism education institutions at SMK Negeri 3

Tabanan agree that a good career development evaluation is if educational institutions compensate employees to get higher career performance levels.

The influence of career development program design and career development program evaluation on job satisfaction of employees of tourism education institutions at SMK Negeri 3 Tabanan. From several theories that have been put forward, the influence of reviews and evaluations on job satisfaction is the emotional state of being pleasant or unpleasant towards work, and job satisfaction reflects a person's feelings towards their work. Job satisfaction will affect the productivity a leader hopes for, so a leader needs to understand what must be done to create employee job satisfaction. Research conducted by Ayodo (2022) proves that the design and evaluation of career development programs simultaneously influence employee satisfaction at tourism education institutions at SMK Negeri 3 Tabanan.

Based on the results of the F test, it can be seen that the Fcount value is 13.787, while the Ftable is 3.33, so the Fcount is greater than the Ftable, meaning that H_0 is rejected, then H_a is accepted. There is indeed a simultaneous influence on satisfaction between career development program design and career development program evaluation. Work of tourism education institution employees at SMK Negeri 3 Tabanan. The research results indicate that if the two independent variables, namely career development program design and career development program evaluation, are improved simultaneously, the job satisfaction of employees of tourism education institutions at SMK Negeri 3 Tabanan will increase.

CONCLUSION

Based on the discussion of the research results, it can be concluded that the influence of the design and evaluation of career development programs on employee satisfaction at tourism education institutions at SMK Negeri 3 Tabanan is as follows: 1) The design of career development programs has a partially positive and significant effect on the job satisfaction of employees at tourism education institutions in State Vocational School 3 Tabanan. Based on the test analysis, it can be seen that the count value is 4.029, while the table is 1.69, so the count is in the H_0 rejection area, meaning H_0 is rejected, then H_a is accepted. This means that the better the career development program design implemented by the SMK Negeri 3 Tabanan tourism education institution, the more job satisfaction there will be for employees. 2) Evaluation of the career development program has a partial positive and significant effect on the job satisfaction of employees of tourism education institutions at SMK Negeri 3 Tabanan. Data analysis shows that the count value is 3.734, while the table is 1.69, so the count is in the H_0 rejection area, meaning H_0 is rejected, then H_a is accepted. This means that the better the evaluation of the career development program implemented by the SMK Negeri 3 Tabanan tourism education institution, the more employee job satisfaction will increase. 3) Career development programs and evaluation of career development programs simultaneously have a positive and significant effect on the job satisfaction of employees of tourism education institutions at SMK Negeri 3 Tabanan. Based on the results of the F test, it can be seen that the Fcount value is 13.787, while the Ftable is 3.33, so the Fcount is greater than the Ftable, meaning that H_0 is rejected, then H_a is accepted. This means that the better the design and evaluation of the career development program implemented by the SMK Negeri 3 Tabanan tourism education institution, the more employee job satisfaction will increase.

The research results indicate that as the career development program becomes more apparent and its evaluation is measurable, the job satisfaction of employees of tourism education institutions at SMK Negeri 3 Tabanan increases.

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