

## **PERSPECTIVE OF THEORY WORK OF ADJUSTMENT AND ITS IMPLEMENTATION IN CAREER GUIDANCE AND COUNSELING**

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### **Abstract**

*Each individual has different abilities and skills and the work environment also has various differences. The more appropriate the existing requirements of the individual with the demands of the existing requirements in the work environment, the higher the satisfaction obtained. A person will work happily and joyfully if what he does is in accordance with his circumstances, abilities and interests. On the other hand, if a person works not in accordance with what is in him, it can be ascertained that he will be less enthusiastic at work, less happy, and less diligent. To lead to that. For this reason, career guidance is needed, career guidance can be done using the theory work of adjustment approach. The theory work of adjustment includes a class of theories known as P ( parson ) and E ( environment ) theories as well as the subject of adjustment between P and E interactions.*

**Keywords**– Theory work of adjustment; Career Guidance and Counseling; Perspective

## **1. Introduction**

The essential nature of a human being is that apart from being an individual being as well as being a social being, during his life humans interact with their environment, to be able to interact properly wherever humans are, it is necessary to adapt. Basically, self-adjustment involves the individual with his environment. Self-adjustment is a process that involves mental and behavioral responses that cause the individual to try to cope with needs, tensions, frustrations, and inner conflicts and harmonize demands. this mind with the demands imposed on it by the world in which it lives (Semun, 2006).

Nursucianti (2014) explains that self-adjustment is very influential on a person's condition, one of which is in the work environment. The work environment according to Alex S. Nitisemito (1998) is everything that is around the workers and affects them in carrying out the tasks assigned. This means that workers will be able to complete their tasks well supported by a good work environment.

According to (Sedarmayanti, 2011) the work environment is divided into two, namely: first, the physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly and the non-physical work environment is all circumstances that occur related to the work environment. with work relationships, both relationships with superiors and relationships with fellow coworkers, or relationships with subordinates. Comfort in the work environment will certainly have an impact on increasing motivation and generating employee job satisfaction.

Each individual has different abilities and skills and the work environment also has various differences. The more appropriate the existing requirements of the individual with the demands of the existing requirements in the work environment, the higher the satisfaction obtained. Adjustment in work is not only limited to the work done, but also with the work environment, superiors and subordinates as well as with coworkers . Individuals in work always need adjustment. Experts develop various theories regarding work adjustment in

accordance with their respective studies, including those developed by Rene Dawis and Lofquis. (Ibrahim & Khairani, 2012).

Career Guidance is an aid in preparing oneself to face the world of work in selecting a particular job or position (profession) and equipping oneself to be ready to assume that position and in adapting to the demands of the job field that has been entered. (Wingkel 2013) . Bimo in (Afdal et al, 2019) Career is important in one's life; Therefore, in the field of Counseling, counselors must be aware that various problems related to career planning affect development, because students are potential workers in determining the development of the nation.

Sometimes problems arise, namely the new work environment is not in accordance with one's abilities. Walgito (2010) explains that a person will work happily and joyfully if what he does is in accordance with his circumstances, abilities and interests. On the other hand, if a person works not in accordance with what is in him, it can be ascertained that he will be less enthusiastic at work, less happy, and less diligent. To lead to that. For this reason , career guidance is needed, career guidance can be done using the work of adjustment theory approach.

## **2. Method**

This article discusses the view of the work of adjustment theory regarding the work environment and its application in career guidance and counseling. Type i method i this research is i study analysis library ( literature i research i ) article i This i will describe i analysis of relevant scientific journals i with selected discussion. According to (Melfianora, 2019) other terms from literature review are theoretical studies, literature reviews, or literature studies. This method is a research method that emphasizes the aspect of in-depth understanding of an activity, namely by describing or describing and presenting data from the results of an in-depth analysis of pre-existing theories and facts.

### **3. Result and Discussion**

#### ***Basic Concepts of Theory Work of Adjustment***

Theory Work Adjustment (TWA) was developed at the University of Minnesota Center for Industrial Relations by Dawis, Lofquist, and Weiss in 1968 (Vanvoorshi & Protivnak, 2012). In this theory, it is stated that individuals strive to achieve an optimal balance between personality characteristics and the personality of the work environment (Ricards, 2012).

Leung in (Athanasou, 2008) suggests that work adjustment theory is a theory of career development to relate individual differences in job-choice behavior that adapts to environmental correspondence, this theory sees career choice as a process of development and adjustment between: Person (P) individuals who seek adjustment with work environment, Environment (E) is the environment in which a person works. The relationship between the two can be described by a harmonious relationship between the individual and his environment, the suitability of the individual and his environment, and vice versa, and the complementary relationship between the individual and his environment.

Brown (2005:4) suggests that work adjustment theory belongs to a class of theories known as P ( person ) and E ( environment ) theories. This theory is to find out P as an individual or worker/employee while E is the work environment and/or organization, the subject of the suitability between the two, and the interactions that occur between P and E. Job adjustment theory asserts that job satisfaction and job adjustment do not depend much on the P variable. or variable E, but on certain combinations of variables P and E (TWA calls the combination PE correspondence). (Bayl-Smith & Griffin, 2017).

The following are some of the main points in the work adjustment theory (TWA) (Eggerth, 2008; Strauser, Wong, & O'Sullivan, 2011), including:

- a. Work is conceptualized as the interaction between the individual and the work environment.
- b. The work environment requires that certain tasks be performed, and individuals bring skills to perform those tasks.

- c. Instead, individuals need compensation for work performance and certain favorable conditions, such as a safe and comfortable place to work.
- d. The environment and the individual must continue to meet each other's requirements for interaction to be sustained. The extent to which the requirements of both are met can be called correspondence.
- e. Work adjustment is the process of achieving and maintaining correspondence. Job adjustment is indicated by individual satisfaction with the work environment, and by individual satisfaction with the work environment - by individual satisfaction.

According to Sofyan (2005), self-adjustment is a person's ability to live and get along fairly with his environment, so that a person feels satisfied with himself and his environment. According to Julianto (2009) basically self-adjustment has two aspects, namely personal adjustment and social adjustment as follows:

- a. Personal adjustment. Personal adjustment is the individual's ability to accept himself so as to achieve a harmonious relationship between who he is and his work environment. He is fully aware of who he is, what his strengths and weaknesses are and acts objectively according to his condition. Personal success is characterized by the absence of hatred, no running away from reality or responsibility, no disappointment in his condition. His mental life is characterized by the absence of shock or anxiety that accompanies guilt, dissatisfaction, anxiety, lack of feelings and complaints about the fate he experiences.
- b. Social adjustment. Every individual lives in society, where there is a process of mutual influence on one another . From this process emerges a cultural pattern of behavior in accordance with a number of rules, customary laws, and values that they obey, in order to achieve adaptation to the problems of everyday life.

In the world of work, there are two things that cannot be separated, namely employees and companies. Someone who can adjust himself to his job if there is

job satisfaction. For this reason, it is imperative for companies to recognize what factors can make employees satisfied working in the company.

Satisfaction is the key word in job adjustment. Satisfaction is important for individuals/workers in various aspects such as salary for duties during work, attendance and risk of delays in assignments, loyalty to work, morality and work productivity. While the satisfaction of how or the way the individual looks at work. In achieving job satisfaction many things need to be considered such as achievements, personality, values, interests of the workers.

According to Kreitner and Kinicki (2001) there are five factors that can affect the emergence of job satisfaction, namely as follows.

- a. Need fulfillment This model means that satisfaction is determined by the level of job characteristics that provide opportunities for individuals to fulfill their needs.
- b. Discrepancies (differences) This model states that satisfaction is a result of meeting expectations. The fulfillment of expectations reflects the difference between what is expected and what the individual gets from the job. If expectations are greater than what is received, people will be dissatisfied. On the other hand, it is estimated that individuals will be satisfied if they receive benefits above expectations.
- c. Value attainment The idea of value attainment is that satisfaction is the result of the perception that work provides the fulfillment of important individual work values.
- d. Equity In this model it is intended that satisfaction is a function of how fairly individuals are treated at work. Satisfaction is the result of people's perceptions that the comparison between the results of work and the inputs is relatively more favorable than the comparison between the outputs and inputs of other jobs.
- e. Dispositional/genetic components (genetic components) some coworkers or friends seem satisfied with variations in the work environment, while others seem dissatisfied. This model is based on the belief that job satisfaction is partly a function of personal traits and

genetic factors. The model implies that individual differences only have significance for explaining job satisfaction as well as characteristics of the work environment (Wibowo, 2010).

### ***Characteristics of Theory Work of Adjustment***

According to Ibrahim and Khairani (2002) the work adjustment theory has special characteristics when compared to the type theory and trait and factor theory, the particularities are as follows:

- a. Associated with the concept of ability assessment, personality values and interests. Where this theory emphasizes the ability and value.
- b. Associated with the required knowledge and job conditions. Where this theory says ability is needed in work and reinforcement is needed by individuals to be discussed.
- c. Associated with assessing individual abilities and values, abilities are needed to work, awards are needed in positions.

### ***Strengths and Weaknesses of Work of Adjustment Theory***

The main strength of this work adjustment theory is that it clearly states the measures that have been developed to measure the various variables associated with the theory, including measures measuring needs, values and satisfaction, skills and abilities, company satisfaction, and indexes. -correspondence index (Rapley, 2013).

The advantage is that work adjustments can improve harmonious relationships between coworkers and superiors. As well as the weakness is the lack of a match between the job and the nature/potential abilities possessed, it affects job satisfaction. (Afdal, 2009).

### ***Implementation of Theory in Career Counseling***

Job adjustment theory can help individuals who have problems at work. Skilled individuals will not necessarily find jobs that match their abilities and skills. Clients Clients in work adjustment counseling such as labor relations with superiors or fellow coworkers, work boredom, inability to meet work demands, resignation. Besides that, problems that are classified as serious problems include when individuals who are skilled and have good abilities and values do not find a

work environment that is in accordance with their abilities and values. Such conditions require career counseling services. The service is intended so that students can develop their abilities and be able to make various adjustments. For its application, an instrument is needed to reveal the data needed. The instrument used in the work adjustment theory is the General Aptitude Test Battery (GATB) and to measure the value, The Minnesota Importance (MIQ) is used (Ibrahim & Khairani, 2002).

According to Munandir (1996) suggests that the purpose of guidance and counseling is to provide services that provide assistance, both individually and in groups so that they are independent and can develop optimally, in personal, social, learning and career guidance. The implications of guidance and counseling for work adjustment are as follows:

- a. The counselor needs to make some judgments, skills, and abilities, as well as the client's needs and values. This can be done by discussing in detail some aspects of the current work. Counselors provide classical guidance services on assessment career selection, skills, and abilities, as well as the needs and values of the counselee.
- b. Counselors are expected to be able to help counselees to adapt to their work and work environment.
- c. Counselors can help counselees to be able to understand the values and needs of individuals to suit the demands of their work.

#### **4. Conclusion**

Work of adjustment theory belongs to a class of theories known as P ( person ) and E ( environment ) theories. This theory is to find out P as an individual or worker/employee while E is the work environment and/or organization, the subject of the suitability between the two, and the interactions that occur between P and E. Job adjustment theory asserts that job satisfaction and job adjustment do not depend much on the P variable. or variable E, but on certain combinations of variables P and E (TWA calls the combination PE correspondence).



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