

Human Resource Management Strategy the Role of Managers and Career Development

HR Management
Strategy

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ABSTRACT

The process of career development enables employees to identify their career goals within the context of human resource management strategies. Furthermore, the role of the manager is an important aspect to consider. The objective of this study is to ascertain the role of managers at PT XYZ in the career development of its employees. The research method employed was that of qualitative research using a case study model. This approach entails an in-depth and detailed investigation of a specific subject within a defined context, involving a single research subject, document, or event. The findings of this study indicate that PT XYZ's resource management has facilitated the career development of its employees through the implementation of continuous training programs, accompanied by a systematic evaluation process to ensure the efficacy of these programs in aligning with the needs of employee career development. Additionally, the role of the manager in the context of human resource management at PT XYZ has been identified as a crucial factor in this process. Furthermore, the organization has demonstrated its commitment to employee career advancement through the implementation of a promotion structure, which has been duly approved by the board of directors.

Keywords: Manager, Career, Development, Human Resources

ABSTRAK

Proses pengembangan karir memungkinkan karyawan untuk mengidentifikasi tujuan karir mereka dalam konteks strategi manajemen sumber daya manusia. Selain itu, peran manajer merupakan aspek penting untuk dipertimbangkan. Tujuan dari penelitian ini adalah untuk mengetahui peran manajer di PT XYZ dalam pengembangan karir karyawannya. Metode penelitian yang digunakan adalah penelitian kualitatif dengan model studi kasus. Pendekatan ini memerlukan penyelidikan mendalam dan terperinci terhadap subjek tertentu dalam konteks

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tertentu, yang melibatkan subjek penelitian, dokumen, atau peristiwa tunggal. Temuan penelitian ini menunjukkan bahwa PT Selain itu, peran manajer dalam konteks manajemen sumber daya manusia di PT XYZ telah diidentifikasi sebagai faktor penting dalam proses ini. Selain itu, organisasi telah menunjukkan komitmennya terhadap kemajuan karir karyawan melalui penerapan struktur promosi yang telah disetujui oleh dewan direksi.

Kata kunci: Manajer, Karir, Pengembangan, Sumber Daya Manusia

INTRODUCTION

The field of human resource management plays a pivotal role in the effective management of human resources, and has consistently been identified as a key factor in the achievement of organizational goals (Sinambela, 2021). In practice, the management of people is not as straightforward as the management of inanimate objects. There are numerous dimensions, issues, and considerations that must be taken into account in the management of people. Therefore, banking activities always prioritize optimal management, which encompasses aspects related to people, wealth, and sales activities (Aji, 2022). Maarif & Kartika (2021) posit that in order to streamline career development within the organization, managers must now support the future development of their employees, and possess the requisite skills to train and guide according to existing needs. (Maarif & Kartika, 2021). Consequently, employees are obliged to assume responsibility for managing their own careers despite lacking managerial support. In the contemporary era, numerous organizations prioritize career programs aimed at reshaping attitudes towards the essence of professional growth (Widyanti, 2021). This perspective prompts employees to perceive a greater degree of accountability for their personal development. Line managers are expected to play a pivotal role in facilitating cultural change through effective communication with their employees and providing realistic feedback on future opportunities (Sutrisno, 2019).

As stated by Sutrisno (2019), to this point, the success of implementing a career development program at the organizational level has depended on the efforts and commitment of line management. With many companies transferring HR duties to line managers, an ever-growing corpus of corporate literature within the organization refers to line managers as the starting point for addressing various career development issues. However, to date, the support of these issues by line managers remains a major question and a rhetorical one. A further area of concern is whether the degree of management support for career development will have an impact on employee career satisfaction (Aburumman et al., 2020). The capacity of managers to influence the results of voluntary career development programmes, where employees can engage with resources such as learning centres, personal development planning, workshops, and career development guidance, is also worthy of examination. Employees represent one of the most crucial production factors in a company, and their maintenance is contingent upon activities that facilitate their growth as a highly capable workforce. Furthermore, employees serve as a pivotal determinant of the company's internal dynamics, as they constitute a valuable and irreplaceable asset, particularly in terms of their expertise and motivation (Lobo et al., 2023).

Organization may be defined as a system that connects resources with an aim to enable the achievement of certain objectives. Organizations are social and technological devices consisting of both human and physical factors. The application of technology enables humans to perform functions or tasks that result in the achievement of rationally determined goals (Maarif & Kartika, 2021). Organizational design represents the initial stage in the process of identifying and recruiting a workforce. This is a core responsibility for human resource management, which is tasked with assigning specific roles and responsibilities to employees in order to achieve the overall organizational goals and objectives (Sutrisno, 2019). An organization is a system that connects resources in order to enable the achievement of certain goals or objectives.

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The planning process allows Human Resources to ascertain career goals and career paths that lead to these goals. Consequently, through development activities, Human Resources can identify methods to enhance their abilities and determine their career goals. Nevertheless, in the contemporary era, numerous Human Resource development activities are individualized, including exemplary work performance. With the backing of management, the Human Resources department assists in developing career planning for the benefit of employees and companies (Ratna, 2022). Career planning represents a system that is unlikely to guarantee the development of one's career in the absence of an individual response. Nevertheless, career planning represents an improvement over the status quo, providing employees with opportunities that can be leveraged when they are interested (Wahyudi, 2022). The event that employees fail to respond to career development initiatives, the pace of career development will be slowed, potentially impeding the ability of the Human Resources Department to fill vacant positions within the company (Sihotang, 2020).

The role of managers is pivotal in determining the viability and advancement of the organization. Managers are the linchpin in making pivotal decisions, orchestrating company resources, and maintaining alignment with organizational visions and missions (Rosyafah & Pudjowati, 2024). Effectively-functioning managers facilitate character formation and development in employees and guide resource management strategies (Boon et al., 2018). The role of the human resources manager in maintaining or enhancing the health of a commercial enterprise is strategic. In addition, the monitoring of employee performance is within their remit to ensure the continued competitiveness of the company. Consequently, the contribution of the HR manager to the development and implementation of business strategies, and their involvement in the management of human resources, represents an indispensable function. In this context, PT XYZ employs an appropriate HR management strategy to facilitate the advancement of their employees, thereby enhancing the company's overall efficiency within a global business context.

METHODS

The methodology used in this research is a qualitative method with a case study approach, which requires in-depth and careful investigation of a particular context. This research focuses on case studies of organizational history, examining the origins and evolution of an organization as described (Gunawan, 2022). In this context, the research subject is PT XYZ, a company located in the city of Yogyakarta, Indonesia. This case study examines the role of managers and human resource management strategies in employee career development, with a focus on planning, development and implementation. This research pays special attention to how managers at PT XYZ plan, develop and implement human resource management strategies to support employee career development. Through in-depth analysis of documents, interviews and observations, this study seeks to understand the internal dynamics of organizations and the factors that influence the success of human resource management strategies. This research not only provides a historical overview of PT XYZ but also offers insight into best practices in human resource management that can be applied in an organizational context.



Figure 1. Qualitative Research Method

RESULTS

The findings of the research conducted with the HRD division indicate that training, promotion, and mutation are significant factors in the development of employee careers at PT XYZ. Furthermore, PT XYZ provides training for all employees with the objective of developing knowledge and insights, as well as the competencies required by the company for organizational development. The training is structured and conducted over an extended period. It is continuous and evaluated throughout to ensure optimal effectiveness in employee career development. In alignment with the findings of Dewi & Rahmawati's research (2020), it can be posited that training has a positive and significant impact on career development. By maintaining a commitment to providing training for employees, it is possible to enhance their work skills, which in turn facilitates career advancement. Training and career development represent crucial avenues for assisting employees in attaining their optimal performance. Human resources are a fundamental asset for organizations, as they are instrumental in decision-making processes and play a pivotal role in the effective functioning of the organization. Cashmere posits that employees who receive adequate training and a clear career path will exhibit enhanced performance. Simamora further asserts that training employees to keep pace with technological advancements will facilitate the acquisition of skills necessary for promotion or career advancement (Dewi & Rahmawati, 2020).

The continued motivation of employees is essential for the effective functioning of an organization. One way to foster motivation is to provide opportunities for promotion, both within the existing job structure and in terms of increased remuneration. Such opportunities can create a comfortable and productive atmosphere and work environment. Promotions at PT XYZ are conducted in accordance with the requirements of the existing organizational structure. Yunita et al. (2023) asserts, to ensure employee satisfaction and productivity, companies must provide various forms of support and encouragement. One such method is the objective and fair conduct of promotion activities. To maintain optimal operational efficiency, it is crucial for companies to effectively manage their resources. The role of the individual in this regard is of paramount importance, as they are the primary conduit through which workers deliver their best performance. Targeted promotions help employees feel important and valued, which in turn leads to enhanced performance and increased loyalty to the company. This is achieved by placing employees in the optimal positions according to their talents and abilities. This facilitates employee growth and development of their careers, which in turn produces superior work (Yunita et al., 2023). Promotion processes are designed to motivate employees to perform better and behave in accordance with the expectations of their employer. However, in many cases, the decisions made regarding promotions are not always equitable, as those who desire promotion must attend training and workshops in order to enhance their skills and experience in the workplace.

The implementation of organizational policies will inevitably necessitate adjustments to align with the evolving needs of the organization. The process of employee turnover or mutations must be executed in a fair and transparent manner, taking into account the

existing capabilities and competencies of the human resources. Likewise, PT XYZ employs a system of patterns and policies that aligns with the requirements of the organization. In regard to employee mutations, the company has a policy of not conducting such mutations due to several considerations. The system utilized during the employee recruitment process is one that hires individuals according to their respective expertise. It is acknowledged that such mutations could potentially have a negative impact on an employee's performance as they would need to adjust and relearn. This could result in a disruption to their performance, and as such, this system of mutations is not implemented. The results of this study align with those of Rustandi and Merdiana, who found that mutations have a negative and insignificant impact on employee career development (Rustandi & Merdiana, 2020). Conversely, Rakhman and Alfani's research demonstrated a significant correlation between job mutations and employee career advancement. A change in an employee's job, which can take the form of moving from a position with the same salary and responsibilities to another position of the same or more senior level (Waloyo & Kurniawati, 2022).

The results of the research indicate that the human resource management of PT XYZ facilitates the career development of its employees through training. In 2016, the human resource management of PT XYZ conducted 17 training sessions that enhanced the skills of employees. The training is ongoing and is evaluated throughout the process to ensure its effectiveness in employee career development. Training topics include legal, banking, and other certifications that contribute to employee development. In accordance with the principle of continuous training for employees, the development of employee careers is a key objective. According to Widyanti (2021), the career development of an individual within a formal work organization can be conceptualized as comprising three distinct stages: Early career. It is within an organization's power to assist its new employees in career development. This can be achieved by conducting orientation and mentoring practices that effectively provide work challenges and responsibilities, as well as offering constructive performance feedback. In addition, companies should encourage their employees to participate in self-assessment training and assist them in determining realistic and flexible career paths and formulating career plans.

Mid-career. During this period, numerous individuals experience transitions or changes within their careers, which can eventually result in what some refer to as a mid-career crisis. At this stage, individuals engage in a comprehensive review of their achievements with the goal of establishing a clear pathway towards achieving personal career and life goals in the future. During late career, most employees must cope with the phenomenon of mid-career obsolescence or a period of stability, which can have negative effects on one's career. To adjust to a successful late career, individuals should maintain a positive attitude, think ahead, and receive social support from colleagues and their spouses. Late-career employees should engage in long-term financial planning, find time to enjoy themselves with their spouses, and plan well for their retirement. (Widyanti, 2021).

It is impossible to separate the processes of career planning and development from the influence exerted by management in an organization. In an organization, these processes are overseen by the human resources department, which is responsible for a range of activities related to the attraction, development, and departure of employees (Sawaneh & Kamara, 2019). Career management, as a continuous process, entails preparing, implementing, and overseeing individual career plans, as well as those aligned with the organizational career paths. The findings of the study indicate that to facilitate the development of their employees' careers, the human resources department of PT XYZ implements training and promotions for their personnel. In alignment with corporate strategy, a comprehensive and effective human resources plan translates strategic goals and objectives into the requisite staffing levels and competencies. In meeting these staffing needs, the human resources department employs placement decisions, training and development initiatives, and career planning assistance to fill the

organization's future staffing needs, both domestically and globally, through internal talent acquisition. As organizations undergo downsizing, the scope for career advancement is constrained (Walker & Kutsyuruba, 2020).

The human resources department is in a unique position to assist employees in identifying potential career development opportunities, ranging from lateral transfers to specialized task forces. Such efforts can provide reassurance to employees who remain with the organization that they have a future career within the company. Since those who remain are typically considered the most productive employees in the organization, it is important to motivate these individuals. The involvement of human resources in career planning is becoming increasingly prominent due to the benefits it offers. As noted by Huzain (2021), the involvement of the human resources department can provide several benefits Huzain (2021), namely as follows: First, aligning strategy with the organization's internal needs. The human resources department can prepare them to anticipate vacancies identified in the human resources plan, thereby ensuring a more optimal talent mix in line with the company's strategic goals. Second, develop employees who can be promoted.

Career planning facilitates the development of an internal supply of promotable workers, thereby addressing vacancies caused by retirements, resignations, and company growth. Third, facilitating international placements. Career planning is a valuable tool for global organizations, as it allows employees from diverse backgrounds to gain insight into the organization's expectations for their growth and development. Fourth, facilitate the management of workforce diversity. When supported by career planning, employees with diverse backgrounds gain insight into the organization's expectations for their growth and development. Fifth, reduce employee turnover rates. Greater attention and concern for individual careers can result in stronger organizational loyalty and reduced employee turnover. Sixth, facilitate the development of employee capabilities. Career planning allows employees to direct their potential to a greater extent because they have established career goals. This not only prepares employees for future vacancies but also improves the performance of employees in their current roles. Seven, deepen personal growth. Career plans and goals motivate employees to pursue personal growth and development. Eight, reduce employee reductions. Career Planning facilitates awareness of employee qualifications among employees, managers, and Human Resources, thus preventing self-interested managers from retaining key employees for their own self-interest. Nine, meet employee needs.

Related to employee mutation interviews with human resource management, PT XYZ does not conduct such interviews for its employees. The rationale behind this decision is that the placement of employees who are already suitable for their roles would be negatively impacted by mutating. With less employee turnover and expanded growth opportunities, individual self-esteem needs, such as recognition and achievement, can be satisfied more immediately. Career management and human resource management functions in organizations include two things. Organizational career management the concept of a career should not be regarded as a simple transferable entitlement for each employee. Rather, it should be the responsibility of the organization to manage careers effectively in order to ensure the optimal allocation of human resources and capital. The process of developing career paths within a company can be defined as organizational career planning. The implementation of an organizational career planning program should be considered only if the objectives it achieves align with the organizational goals. The objectives of organizational career planning can be summarized as follows: The more effective development of available talent; The provision of self-assessment opportunities for employees to consider traditional or new career paths; The more efficient development of human resources within and between divisions and geographic locations; The fulfillment of employees' personal development needs; Improved performance through on-the-job training experiences provided by vertical and horizontal career moves; Increased employee

loyalty and motivation, which will result in a reduction in employee turnover; A method of determining training and development needs.

The initial stage of effective career planning at the individual level requires an understanding of one's own characteristics and abilities. One must confront a number of issues before one's career goals and direction can be defined. These include determining one's desired level of work effort, identifying the most important aspects of one's life, and considering the trade-offs between work and family or vacation. These and other questions must be addressed before one can realistically define one's career goals and direction. The primary motivations for individuals to plan their careers are to enhance their earning potential, safeguard their employment status, and retain the capacity to navigate an ever-evolving labor market. From the organization's standpoint, encouraging individual career management is an effective strategy. The development and promotion of employees from within the company, Mitigate the shortage of promotable talent, Demonstrate interest in employees, Enhance productivity, Decrease the rate of employee turnover, Finally, the program should facilitate managers' ability to provide individualized attention to their subordinates and Develop a positive recruitment image.

Company policies play an important role in influencing employee career development, determining whether such advancement opportunities are available within the company, whether career growth is accessible to everyone without any discrimination, and whether clear patterns can be observed in individual career growth (Iis et al., 2022). within the company. The level of education achieved is an important factor in implementing career growth strategies (Wondirad et al., 2020). Employees with higher educational qualifications will demonstrate a different set of skills, competencies and career trajectories compared to those with lower levels of education. A higher level of education allows employees to have deeper knowledge and broader skills than their less educated colleagues. As a result, they are more likely to anticipate promotions, which will elevate their careers above those of their peers. It is reasonable to say that a workforce with higher education will demonstrate a greater capacity for critical thinking regarding the company's future development. The training given to employees also often encourages employees to work harder. This is because employees who are aware of their duties and responsibilities will try to achieve a higher level of work morale. As technology continues to develop, it is increasingly important for employers to provide training to their employees to ensure that they are able to keep up with the latest developments (Johnson et al., 2020).

Furthermore, work experience plays an integral role in determining an individual's eligibility for advancement within an organization. Work experience is defined as the level of proficiency attained by a professional within his or her field, which is typically gauged by the length of service and the degree to which he or she possesses the requisite knowledge and skillsets (Somers et al., 2019). An experienced employee is characterized by consistent and smooth movements, regular and rhythmic movements, a higher degree of responsiveness to challenging situations, and a calm and composed demeanor. Loyalty to the organization is defined as an employee's desire to remain employed by the same organization for an extended period. It must be acknowledged that organizational loyalty can place an individual in a quandary. On the one hand, it is imperative for an individual to demonstrate their loyalty to the organization in order to secure opportunities for a stable career. However, on the other hand, it is challenging for an individual to decline an offer from another organization, particularly if they believe that the offer will provide them with greater opportunities to work more effectively and thus more firmly satisfy their various needs. Such a dilemma is further compounded when the individual in question is engaged in a profession where the work achievements are readily apparent to other organisations.

In an organizational setting, it is essential to cultivate positive relationships between superiors and subordinates, as well as between employees and colleagues. The concept of teamwork is a fundamental aspect of the modern workplace, necessitating effective

collaboration to achieve shared objectives. To foster productive teamwork, it is crucial to cultivate flexibility, mutual respect, and positive human relations, in alignment with the organization's strategic goals. The efficacy of an employee's work is contingent upon the quality of the relationship between superiors and other employees. A positive and productive relationship between these parties facilitates the ability of employees to perform their duties satisfactorily. In accordance with the concept of career development through promotion explained by Pangestuti (2019), there are several factors that can influence an employee's career development, namely as follows: First, job satisfaction, the most important factor that influences an employee's career progress is his performance in fulfilling the assigned tasks given to him. Without satisfactory work performance, it is difficult for an employee to be recommended by his superiors for consideration for promotion to a higher position in the future. Second, recognition by other parties is a process where various parties are given the authority to make promotion decisions, such as direct superiors and heads of human resources, assessing an employee's ability and work performance. Third, loyalty to the organization is a term that refers to an employee's dedication to a particular company. This can be shown by the desire to remain in the organization for a long period of time. Fourth, mentors and sponsors, mentors are individuals who provide guidance and advice to employees with the aim of facilitating their professional growth and advancement. On the other hand, sponsors are representatives of an educational institution who can facilitate opportunities for employees to develop their careers. Fifth, subordinate support: namely support provided by subordinates in the form of success in the tasks of the manager concerned. Sixth, opportunity to grow. This refers to providing employees with opportunities to improve their abilities, which can be achieved through various forms of training, educational courses and continuing education. Seventh, resignation, an employee's decision to stop working and transfer to another educational institution that offers better career advancement prospects.

With regard to the manager's role in resource management strategies in career development, these can be grouped into three main aspects. The interpersonal role of the manager is to facilitate communication and collaboration between employees and other stakeholders. The findings indicate that managers at PT XYZ effectively fulfill an interpersonal role with employees. This role encompasses serving as a conduit between individuals, encompassing both internal company matters and employees' personal relationships. Managers demonstrate proficiency in this role, fostering robust connections between employees and managers. This is crucial because positive relationships can ensure employees' performance is well-organized, contributing to company goals and advancing the company. The role of information transfer. Additionally, managers at PT XYZ play a pivotal role in the transfer of information. Information, as defined in this context, is data that has been processed and has a contextual value that enables informed decision-making. Managers are tasked with collecting, receiving, and delivering information to employees. The information provided varies depending on the specific role and department of each employee, with those in production or marketing receiving different data than other departments. This ensures that each division has access to the information pertinent to their respective roles, which in turn will contribute to the overall success of the company Panahifar (Panahifar et al., 2018).

In addition to their roles in interpersonal communication and information delivery, managers also assume an important position in the realm of decision-making (Tam et al., 2022). This primarily pertains to matters pertaining to the company's internal operations. Managers are responsible for making decisions that align with the best interests of the company, which often involves taking actions that have a direct impact on the company's daily operations. Careful consideration is crucial in this process, as the decisions made by these individuals can have a significant influence on the direction and future of the company. Therefore, the role of decision-makers in the company is a pivotal aspect that demands a high degree of skill and discernment. In summary, the

role of managers at PT XYZ encompasses a wide range of functions, including fostering positive interpersonal relationships with employees, disseminating pertinent information, and making sound decisions. These three roles are of paramount importance in maintaining the continuity and progress of the company. Managers who are adept at integrating these roles will assist the company in attaining its objectives and achieving long-term success (Stouten et al., 2018).

CONCLUSION

A review of the literature on the role of human resource management in the career development of employees at PT XYZ reveals that the company's human resource management has implemented a strategy of continuous training, with an evaluation component built into the process. This approach is designed to ensure that training is aligned with the needs of employees and facilitates their career development. Furthermore, the company offers training in various fields, including legal, banking, and others that are certified for employee development. Furthermore, PT XYZ facilitates the advancement of employee careers through promotions, commencing with the organizational structure that has been approved by the board of directors. Nevertheless, at PT XYZ, the practice of employee mutations is eschewed due to the detrimental impact such a process would have on employee performance. The role of managers is also a significant factor in the development of employee careers at PT XYZ. Their decisions have the potential to significantly influence the trajectory of the company. Therefore, it can be posited that managers play an instrumental role in PT XYZ.

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