

PERSEPSI PROSES PENGEMBANGAN KARIR KARYAWAN LEVEL SUPERVISOR DI PERUSAHAAN X

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ABSTRAK

Dalam konteks persaingan di era global, pengembangan karier menjadi salah satu aspek yang penting untuk organisasi yang sedang berubah. Sumberdaya manusia termasuk salah satu sumberdaya yang paling penting dan dominan dalam mengantar perusahaan mencapai tujuan. Tersedianya modal, peralatan (mesin) dan komponen-komponen lainnya tanpa didukung oleh kualitas sumberdaya manusia yang memadai, maka sulit mencapai target perusahaan. Pengembangan sumber daya manusia yang terencana dan berkelanjutan karenanya merupakan kebutuhan yang mutlak terutama untuk masa depan organisasi.

Penelitian ini dilakukan di perusahaan X yang bergerak di bidang distribusi *consumer goods*, dan untuk fokus penelitiannya maka dipilih level supervisor pada divisi sales. Penelitian ini memakai pendekatan kualitatif, dalam artian latar tempat dan waktu penelitian yang bersifat alamiah dan menyuguhkan kebenaran atau fakta lapangan dari perspektif subyek penelitian (*emic*).

Berdasarkan analisis hasil penelitian, bahwa (1) Kondisi pengembangan karier karyawan level supervisor yang ada di lingkungan perusahaan X belum mencapai titik ideal seperti diamanatkan dokumen perusahaan; (2) Proses pengembangan karier di perusahaan X untuk level supervisor pada divisi sales mengikuti tahapan-tahapan: *assessment*, *intervention* dan hasil/*result*. Adapun untuk kriteria penilaian kinerja karyawan berdasarkan pada KPI, target penjualan dan kompetensi. Jalur pengembangan karier karyawan setelah diadakan evaluasi memiliki 3 (tiga) alternatif kemungkinan, yakni: promosi, mutasi/rotasi, dan demosi.

Saran perbaikan bagi perusahaan adalah: (1) Bagian kepegawaian perusahaan X perlu menyusun rencana pengembangan karier yang sistematis dan komprehensif; (2) Pelaksanaan peraturan berkaitan dengan pengembangan karier hendaknya bersifat obyektif dan transparan. Hal ini dilakukan untuk meningkatkan motivasi karyawan untuk mengembangkan kariernya demi tercapainya tujuan perusahaan.

Kata kunci: Pengembangan Karier, Manajemen SDM.

**PERCEPTION OF CAREER DEVELOPMENT EMPLOYEES AT
SUPERVISOR LEVEL IN DIVISION SALES IN THE COMPANY X**

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ABSTRACT

In the context of global competition era, career development is an important aspect for the organization that is being changed. Human resources is one of the most important resource and dominant in the company to achieve its objectives. Availability of capital, equipment (machinery) and other components if not supported by adequate human resources quality, it will be difficult to achieve company goals. Therefore, sustainable and planned of the development of human resources is an absolute prerequisite for the organization's future.

This research was conducted at Company X engaged in the distribution of consumer goods, and the focus of this research is supervisor level at the sales division. This study used a qualitative approach, which means setting the place and time of the research that is natural and present the truth or the facts from the perspective of the research subjects (emic).

The results showed that (1) The development of career employees at the supervisory level at the Company X has not reached the ideal point as mandated corporate documents; (2) The process of career development in the Company X at supervisor level following stages: assessment, intervention and outcome / result; (3) Criteria for performance appraisal in company X based on KPI, sales targets and competence. (4) Employee career development path after an evaluation has three alternate possibilities: promotion, transfer / rotation, and demotion.

Suggested improvements for the company is: (1) The personnel at the Company X needs to formulate a systematic and comprehensive career development; (2) Implementation of rules relating to career development should be objective and transparent. It aims to increase the motivation of employees to the advancement of career development for the achievement of corporate objectives.

Key words: Career Development, Human Resource Management.