

Managing Careers

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The Basics of Career Management

➤ *Career*

- The occupational positions a person has had over many years.

➤ *Career management*

- The process for enabling employees to better understand and develop their career skills and interests, and to use these skills and interests more effectively.

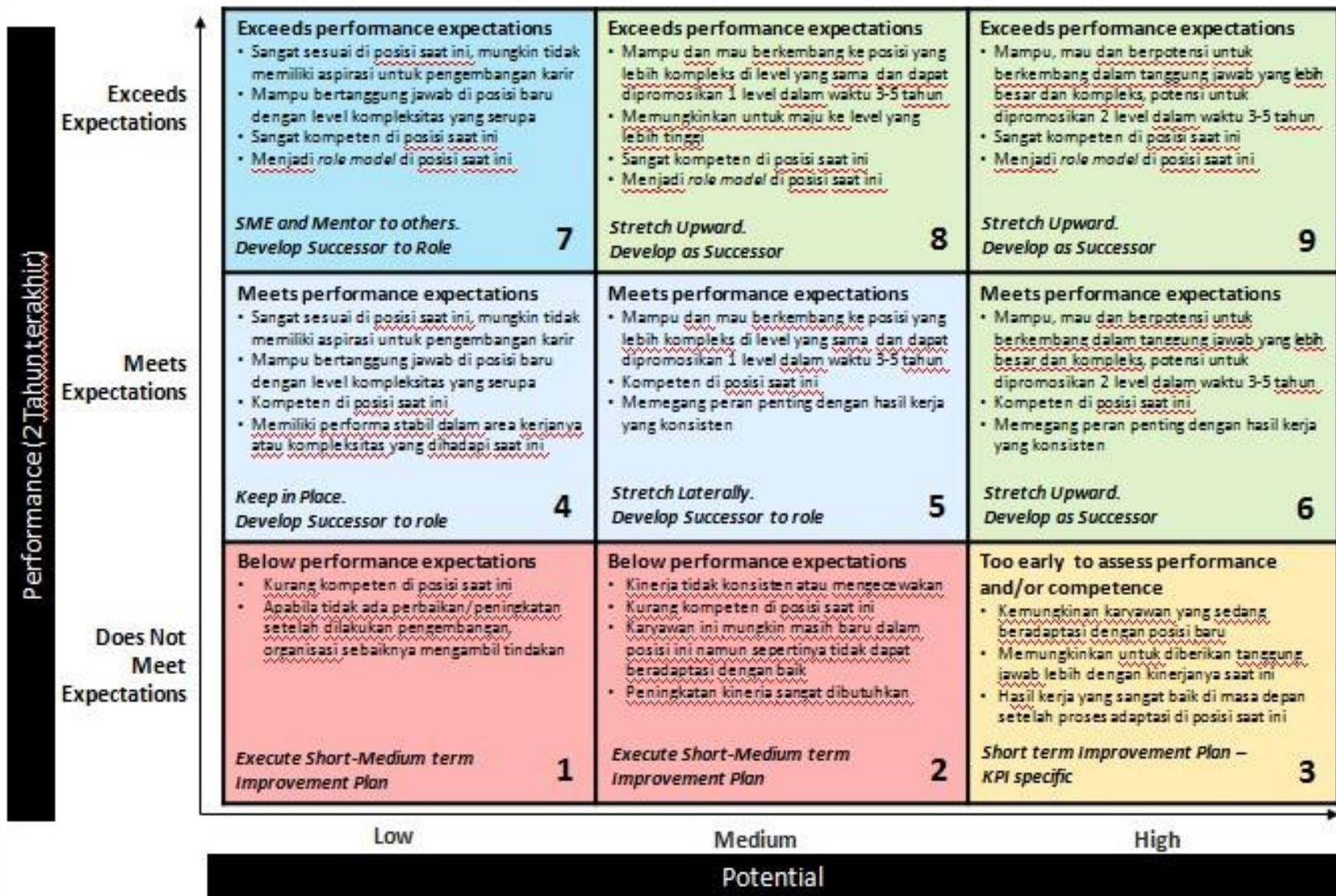
➤ *Career development*

- The lifelong series of activities that contribute to a person's career exploration, establishment, success, and fulfillment.

Nine Block Matrix



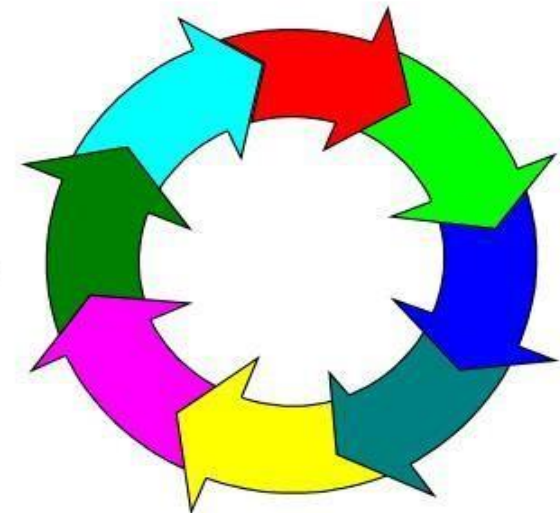
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What is a Career?

Value for the Organization

1. Ensures needed talent will be available.
2. Improves the organization's ability to attract and retain talented employees.
3. Ensures that minorities and women get opportunities for growth and development.
4. Reduces employee frustration.
5. Enhances cultural diversity.
6. Promotes organizational goodwill.



What is a Career?

- **Definition**

- Pattern of work-related experiences that span the course of a person's life.
- Reflects any work, paid or unpaid.
- Broad definition helpful in today's work environment where employees and organizations have diverse needs.



What is a Career?

Value for the Individual

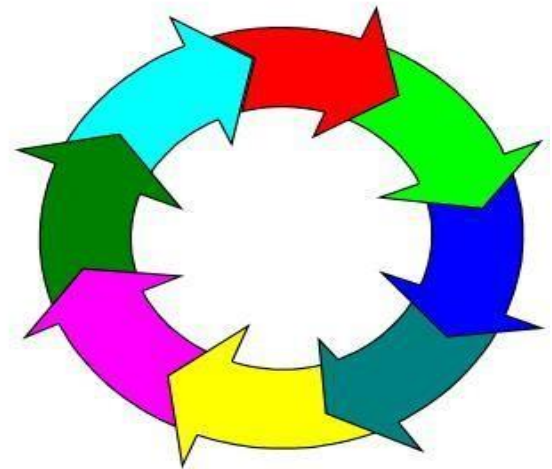
- Individuals' **external** career success is measured by criteria such as:
 - progression up the hierarchy, type of occupation, long-term commitment, and income.
- **Internal** career success is measured by the meaningfulness of one's work and achievement of personal life goals.



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What is a Career?

- **Career Development** versus **Employee Development**

- *Career development* looks at the long-term career effectiveness and success of organizational personnel.
- *Employee training and development* focuses on performance in the immediate or intermediate time frames.



What is a Career?

Individual versus Organizational Perspective

- *Organizational career planning* –
Developing career ladders, tracking careers, providing opportunities for development.
- *Individual career development* –
Helping employees identify their goals and steps to achieve them.



Definition



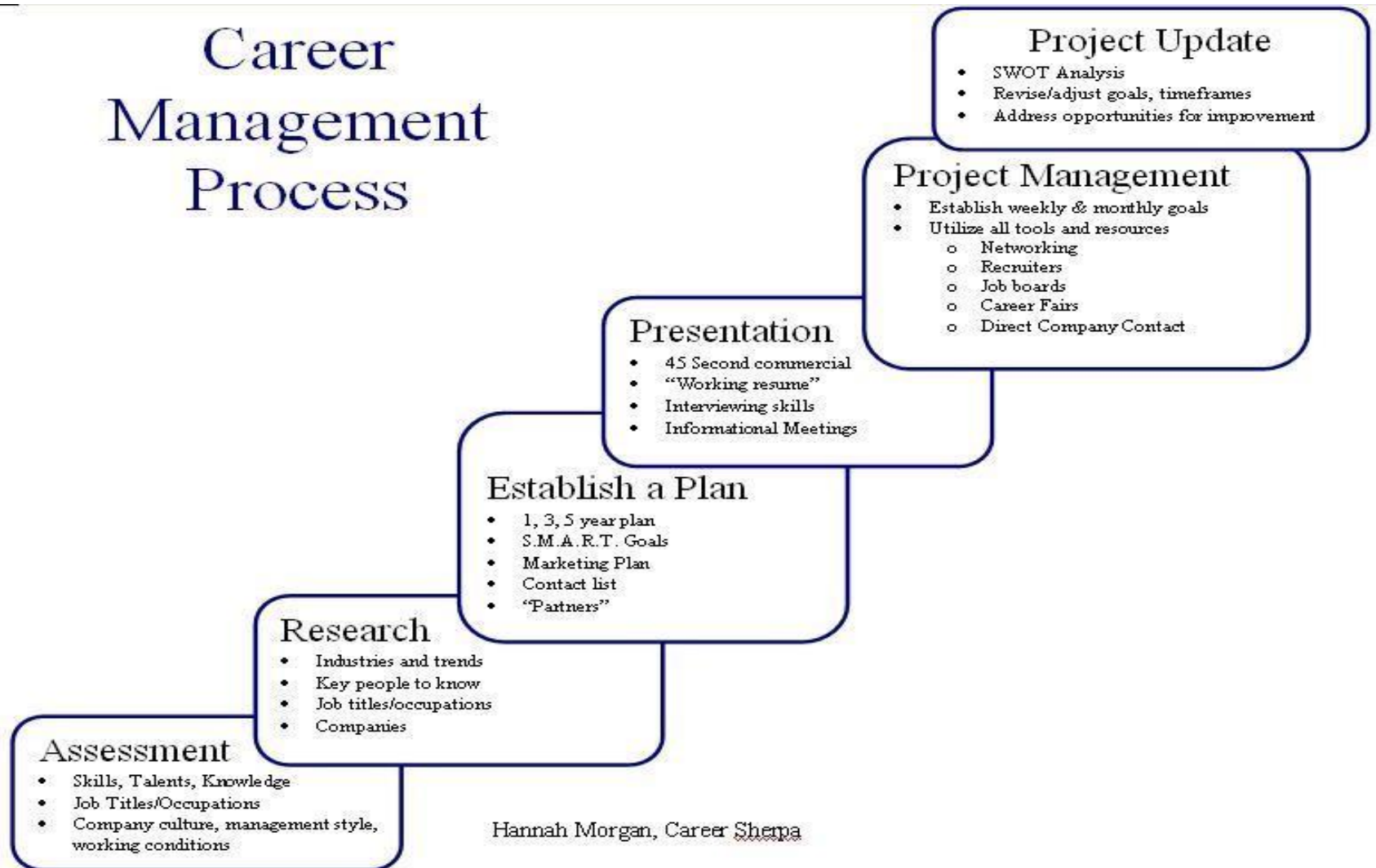
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- *The occupational positions a person has had over many years.*
- Cara yang mewujudkan pencapaian dan perolehan wewenang/kekuasaan melalui suatu proses waktu (Liu et al., 2015).
- Hasil kerja dan psikologi positif yang terakumulasi yang dihasilkan pengalaman kerja seseorang (Ganiron, 2013)

The Basics Of Career Management



Career Management Process



Career Management and Employee Commitment

- *Commitment-oriented career development efforts*
 - Career development programs
 - Career workshops that use vocational guidance tools (including a computerized skills assessment program and other career gap analysis tools) to help employees identify career-related skills and the development needs they possess.
 - Career-oriented appraisals
 - Provide the ideal occasion to link the employee's performance, career interests, and developmental needs into a coherent career plan.

The Basics of Career Management



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Career Planning

- *The deliberate process through which someone becomes aware of personal skills, interests, knowledge, motivations, and other characteristics; and establishes action plans to attain specific goals.*

Careers Today

- *Careers are no simple progressions of employment in one or two firms with a single profession.*
- *Employees now want to exchange performance for training, learning, and development that keep them marketable.*



- *Provide each employee with an individual budget.*
- *Offer on-site or online career centers.*
- *Encourage role reversal.*
- *Establish a “corporate campus.”*
- *Help organize “career success teams.”*
- *Provide career coaches.*
- *Provide career planning workshops*
- *Utilize computerized on- and offline career development programs*
- *Establish a dedicated facility for career development*
- *Managing Promotions*
- *Making promotion decisions*

The Employer's Role in Career Development



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- *Realistic job previews*
- *Challenging first jobs*
- *Career-oriented appraisals*
- *Job rotation*
- *Mentoring*
- *Networking and interactions*

Dimensions



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Eby dan Butss (2003) :

- *internal competitiveness*
- *perceived external competitiveness of an organization*
- *career satisfaction*

Liu et al. (2015) :

- *career satisfaction*
- *perceived organisational competitiveness*
- *perceived external organisational*

Ganiron (2013) :

- *fringe benefit → remunerasi now-pension*
- *Promotions*
- *career satisfaction*
- *job satisfaction*

Kemampuan pemecahan masalah (*problem solving*)

- Mengidentifikasi permasalahan serta menggali informasi yang relevan dengan permasalahan
- Mendefinisikan permasalahan yang akan dicari solusi
- Mengevaluasi berbagai alternatif solusi serta mengurutkannya
- Mengambil keputusan atau mengambil tindakan berdasarkan kriteria yang sudah ditetapkan
- Melihat konsekuensi atas putusan yang diambil
- Menerapkan solusi yang telah diputuskan serta memeriksa hasilnya
- Memecahkan permasalahan secara mandiri

Kemampuan mengelola diri sendiri (*self-management*)

- Bertanggungjawab terhadap tindakan yang diambil
- Membuat rencana kerja secara sistematis
- Melaksanakan rencana kerja secara konsisten
- Bersikap tenang dalam menghadapi situasi penuh tekanan
- Melakukan evaluasi diri dan mengupayakan perbaikan guna peningkatan kinerja
- Memiliki keyakinan akan kemampuan untuk menyelesaikan pekerjaan
- Mengelola berbagai sumberdaya yang dimiliki untuk menghasilkan unjuk kerja terbaik

Thank You

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