

# IMPLEMENTATION OF CAREER DEVELOPMENT ASSESSMENT HUMAN RESOURCES IN REGIONAL OFFICE BUSINESS TELECOMMUNICATIONS NORTH JAKARTA

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## Abstract

*The purpose of this study are (1) Analyze the implementation assesmen of career development of human resources in the office of yhe telecommunications Business area north Jakarta (2) to analyze the factors inhibiting the development of human resources career in Telecommuications Business area office North Jakarta This research was conducted at the regional Office of the Telecommunications Business North Jakarta, with a form of research is qualitative research, while the source of the data in this study was obtained from interviews with informants selection technique purposive sampling key informants and informant believed to support the career development assesmen system know the area office Telecommunications business north Jajarta, namely human resource Manager, Assisten Manager,Oficer2, and interviews with informant support executing the task, the rest is additional data from documents and other data obtained through observation, in –depth interviews and documentation while data analysis through data presentation and and with draw al conclusion, research made include preparation data collection, data analysis and rept preparation The researcher conclusion implementation Assessment Career Development in Business Region Office of Telecommunications has b een run in accordance with the rules of assessment unit Individuals and already implemented existence (1) Environment in habiting factor is a constraint in the field of work that needs to be held cooperation binmding with local Government parties should approach subordinates (2) Behavior sosializaton program character assessment (3) Education and Training need to approach and socialization (4) Development career an requirement that must be met.*

**Keywords:** *Developmen Career, Human Resource, Education and Training.*

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## INTRODUCTION

Regional Office of Telecommunications Enterprises of North Jakarta has several central service units including the Central Telecommunications at TanjungPriok, Central Telecommunications at Cilincing, Central Telecommunications at Marunda, Central Telecommunications at ManggaBesar, Central Telecommunications at ManggaDua, Central Telecommunications at Cedeng, Central Telecommunications at Kota, Central Telecommunications at Pluit, Central Telecommunications at Kemayoran, Central Telecommunications at Sunter. Regional Office of Telecommunications Enterprises of West and Jakarta Division of communication that have jobdesk as North Jakarta Telecommunication Services unit have targets imposed from marketing products after sale products and keep the loyalty of customers and prospective customers as the spearhead of service and sales are in direct contact with users of telecommunications services.

Human Resources Business Development Office in North Jakarta area as the development of Human Resources (HR) have different backgrounds and age with the amount labor of 286employees with pre-college educational background of 145 people (50.7%), Diploma 65 people (22.7 %), Bachelor Degree 69 (24%), and Postgraduate 7 (2.4%). In Human Resources management PT. Telecommunications made up Human Capital Master Plan. Preparation of Human Capital Master Plan is based on the analysis of the needs and demands accurate, measured by using the reference data, especially data ratioproductivity of company.

The information in the Telecommunications Human Capital Master Plan consists of a projection of the number of Human Capital is calculated based business portfolio during the next five

years. Projected composition of Human Capital in detail with reference to the composition, education, age, and occupation, employment plans that contain annual human resources plan. The goal is to help project the Human Capital needs that concern in aspects of quantity, competency, allocation, career development and measure the productivity of Human Capital.

Human resources management strategy emphasizes the aspects of harmonization, number, Human resources competencies. Employee allocation plan is made up by deadline the fourth quarter a year and is valid for next one year. Employee allocation plan contains a variety of information that is promotion, transfer, assignment status timed and not timed, and mutations in and out of employees.

Human resources competency development based on Competency Based Human Resources Management as the competence of human resources development strategy that mentioned in the Human Capital Plan that appropriated to the dynamics of the company's business.

Based on first observations indicate Career Development Assessment is not transparent, the development of quality employees who programmed the company in the form of a learning task was less interested the employees, because if they want allow higher education, at the first step should be at their own cost. Human resources very important issue in an organization Telecommunication Company, so that individual assessment of employees is an integral is a part of management of career development.

Based on Human resources issues that mentioned above, the formulation of research problems is directed to (1) how the implementation process of assessing the career development of human resources in the Regional Office of Telecommunications Enterprises of North Jakarta (2) What is the obstacle factor in the assessment of the career development of human resources Regional Office of Telecommunications Enterprises of North Jakarta.

The purpose of this study is (1) to analyze the implementation of the career development of human resources assessment at the Regional Office of Telecommunications Enterprises of North Jakarta (2) Analyze the obstacle factors the career development of human resources in the Regional Office of Telecommunications Enterprises of North Jakarta.

## **Review of Literature**

To get the results information and good understanding for this research, the concepts and theories that are used to build theoretical framework and problem solving concepts are directed at implementation, assessment, career development, competence, planning.

### **A. Implementation**

Implementation according to Nograho (2009) is a way for a policy to reach the goal. According to Ekawati (2009) Implementation include actions by individual or private and public directly on achieving goals continuously in determine a decision before. The purpose is to improve the implementation of the realization of public policy goals with the results of government activities

Taking into consideration the opinion of experts, the implementation of this research is directed to the Assessment and Development of Human Resources in the Office of the Telecommunications Business North Jakarta Area.

### **B. Assessment**

According to Ab. AzizxTusuf (2005) assessment of achievement is considered as important maintenance mechanism and very impressive to keep watch and ensure performance in line with the objective that set by the organization. Then Robert Wood & Harry Tolly (2013) argued that the assessment is to observe the behavior of the candidates that finally will used to record and assess certain aspects related to the job being offered. Taking into consideration the opinion, so the meaning of assessment in this study is a process to increase position or salary through recording periodically with outcomes indicator that reach based on the target company.

### C. Career Development

According to E. Sutrisno (2009) Human Resources Development is the process of preparing individuals to take different or higher responsibility in the organization. Another opinion by JT. Sirait (2008) the development is various activities related to increasing skills through training.

From the opinion that career development in research is directed to a process for workers to be given the trust through improved career that can empowering the individual and have a positive impact in achieving company goals.

### D. Competency

According to J.L. Gaol (2014) competence is the organization's success is determined by the quality of the people inside it, the environment changes so quickly demanded their ability to capture the phenomenon of the changing. Furthermore, the opinion B.W. Soecipto (2008) managerial competence is the ability to formulate a vision and put the company's strategy, also the ability to obtain other resources. Competence as a show of work performance of an employee who is able to understand and knows, adapted quickly to tasks that appropriate to their competence.

### E. Planning

According to J.J Sembiring (2010) labor planning can be defined as the supplying of employment for the company's needs. It means that make easier to facilitate the management provide the necessary based on labor needs of each department in achieving the company's goals. Human resources planning is decisive goals of the organization in the future.

### F. Aspect Concept

To get data more efficiently and effectively the aspects concept in this research is directed at: time of the assessment, the attitude and behavior of crew, achievement crew, competence, education, training and career planning.

## RESEARCH METHODOLOGY

This research is qualitative descriptive. According to Sugiyono (2005) Qualitative data is data that is expressed in the form of words, sentences and images. Then Bogdan and Taylor (1992) states that qualitative research is a research procedure that produces descriptive data in the form of speech or writing and behavior of the people being observed.

Informant selection technique is done by purposive sampling, which is believed to be the key informants and informant supporters have to know the system of assessment and career development in the Office of the Telecommunications Business in North Jakarta. Data was collected by in-depth interviews (In-depth Interviews), non-participant observation, and documentation.

Mechanical analysis and validity of the data was done by using explanation. This technique explains the theoretical concepts that are related to the acquired data. According to Bosrowi & Kelvin (2008) data analysis is an attempt select, sort, discard, and classify the data to answer the main research problems.

## RESULT AND DISCUSSION

From the research by conducting interviews and observations, it can get data related to time of the assessment, the attitude and behavior of crew, achievement, competence, education and training and career planning.

### A. Time of Assessment

This assessment concerns the field of the key success of individual employees by management in accordance with the daily tasks of employees. From interviews with the Chief Manager of Human Resources Development, it can get information that the assessment is done on a daily basis regarding the daily work according their each fields such as the fields of problems, how much the settlement of

problems can be handled and completed in one day and why and caused the problem happened. On other hand, the information obtained from field operators that any problems was input completed on a computer by loading the type of problems, solution time and if there is problems unresolved, it can inform to head with the following problems faced in the area.

From interviews with key informants and informant supporters was obtained a description that assessment of work performance at the Jakarta Regional Office of Telecommunications had been carried out with a system that has been set.

#### B. Attitudes Assessment and Behavior of Authorities

The success of an organization is determined by the quality of human resources inside, include how they have good behavior inside and outside of the organization. From interviews showed character assessment, it can look of how they implement in daily. Effort by the organization is the spiritual formation or spiritual guidance every month. On other hand, the assessment is carried out for field operators in providing services to customers. Attitudes assessment when approve customer complaints and ways of their good manners in providing solutions to customers.

#### C. Assessment of Authorities Achievement

Assessment was done on implementing the ability to innovate and solve problems with their creativity. From interviews, it showed innovation and creativity of implementers was seen from the way they repair telephone wires. When the cable is severed, the implementer did not bring lug expensive connectors, but they can use layer of PVC cable, which is used for PVC as a substitute sleeve connectors. Results of field creativity of operators were presented in front of the management so that it can be known by all management, so it can be used as an alternative to resolve the call problems on the area.

Achievement is also can be seen from how much employees can resolve the problems in area and what problems cannot be solved by looking at the daily reports, weekly reports of operators.

#### D. Assessment of Competence

The area staff was given the opportunity to solve the problem in area and can be finish with appropriate procedures that have been established. To resolve these problems, it needs individual capacities especially based on information technology. Assessment was done on the spot or assess any steps to resolve contain in daily and weekly reports. The ability of area staff in completing tasks responsive, fast and will affect the performance of Telecommunications Companies.

#### E. Assessment of Education and Skills

Education and training is an important factor in the development of human resources in adopting science and technology. From interviews with Human resources managers showed that the placement of employees in specific positions, conducted an assessment based on the level of education, their level of skill from training they have attended. Type training certificate is it appropriate with they done. Human Resource Management provides the opportunity for employees to participate in higher education. But this opportunity is less interesting for employees, because of the cost of Formal Education such as Bachelor Degree and Postgraduates for a while dependents of employees, and after completion of education, the company will reimbursement.

#### F. Career Planning

Career planning is an attempt to prepare the human resources in facing the next challenges and opportunities with setting up employee competency both for the middle term and for the long term. From interviews with Human Resources Management it showed that to face the changing environment, so that general competence of employees were need, especially to fill specific positions. It means that all employees know and have the opportunity to be selected for specific position based on requirements.

## G. Results of Observations

From the aspect of human resource, it looked that area staff was quite energetic and quite polite in face the customers who came to the Office of Telecommunications and were met on the area. Their age are relatively young and possible to be given the opportunity to handle the job on an individual basis based on ability and their creativity.

From the environmental office layout showed spatial based on requirements to work better because it has air conditioner (AC), good radiation, and supported by enough facilities such as computer and communication tools.

From their behavior, they have a good way of communicating with other employees and customers and guests. Environment looks harmonious and supports employees to perform better.

## H. Obstacles Career Development Assessment

Policies give employees the opportunity to participate in formal higher education was less interesting for employees, because in the early stages of the employee must pay by own fee at first. Besides that, some employees have attended various training based on requirements to fill specific positions, have not been promoted.

There are elements of that objective but it is not used in determining the position such as rank of attendance the ceremony, sports, and work discipline. So that, it can be demotivated of employees.

## CLOSING

### A. Conclusion

Assessment stages of the aspect of career development from assessment time, the assessment of behavioral attitudes crew, crew performance appraisals, competency assessment, assessment of education and training, career planning assessment has been carried out properly. Although still faced some problems such as, that is not objective in assessment in placed employees in specific positions. Policy of formal education is aimed at employee development less interesting, because in the early stages should be pay by own fee at first. Office work environment often face flooded, so that less support for operational in the office.

### B. Suggest

In the human resources development needs of policy changes in education costs is especially held that employees who are given the opportunity to attend formal education higher such as Bachelor Degree and Postgraduates, preferably from the beginning has been paid by the Telecommunication Company.

Employees who are qualified for specific positions will replace, so that it can increase the spirit and motivation of employees to another. Employees who find technology in the completion of problems in the area so that patented and rewarded

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