



The Important Role of Career Planning and Development In Human Resource Development (Study of Literature)

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Abstract: Career planning and development is a planning process that allows employees to identify career goals and paths leading to these goals or objectives. Career planning and development programs provide opportunities for employees to explore their interests, desires and career choices within the company, because through this process employees can look for ways to improve themselves in order to develop their skills and abilities to achieve targeted positions. For this reason, management must seriously pay attention to and treat employees by respecting their potential and achievements. Use of direction and process paths and career development in accordance with the needs and interests of employees and the company towards mutual benefit. The process and career development must be able to provide assurance to employees that is more transparent and guaranteed and can grow and develop all employees' abilities, intellect, insight, motivation and dedication to the job position they hold. Through this process and career development, efforts can be made to guide employees towards "the right in the right place".

Keywords: Planning, Development, Career.

INTRODUCTION

From an employee's point of view, position is a very important thing because everyone wants a position that suits their wishes and wants the highest possible position according to their abilities. A higher position usually results in a higher salary, greater responsibility, and better knowledge, therefore, when someone enters the world of work, that person may ask whether their career goals will be achieved in the organization where they work. If someone sees that their career goals cannot be achieved in the relevant organization, that person may not have high morale or be motivated to work or will even leave the organization (Hariandja, 2005).

According to Handoko (1992), the term career is used to indicate a role or status for each individual, where the term has three meanings, namely: 1. Career as a vertical development (promotion) or horizontal development (transfer) to positions that are more according to responsibility or cross the hierarchy of an employee's work relationship during working life 2. Career as a job indicator that forms a systematic pattern of progress and clarifies career paths 3. Career as a series of work activities that a person holds during working life.

Career planning and development is a planning process that allows employees to identify career goals and paths leading to these goals or objectives. Career planning and development programs provide opportunities for employees to explore their interests, desires and career choices within the company, because through this process employees can look for ways to improve themselves in order to develop their skills and abilities to achieve targeted positions (Martoyo, 1992).

The literature study method is a series of activities relating to methods of collecting library data, reading and taking notes, and managing research materials (Zed, 2008:3).

METHODS

This research uses qualitative data sourced from scientific articles. This data was taken from a review of previous research to examine the important role of career planning and development in human resource management.

LITERATURE REVIEW

DISCUSSION CAREER PLANNING

Planning is the process of defining organizational goals, creating strategies to achieve those goals, and developing plans for organizational work activities. Planning is the most important process of all management functions because without planning, organizing, directing and controlling cannot run smoothly.

A career is a sequence of job-related positions that a person occupies throughout his life. People pursue careers to fulfill deep individual needs. At any one time, identifying with one entrepreneur can be enough to satisfy some of these needs. Today, the boundaries between an individual's career as viewed by the organization and the career as viewed by the individual are becoming increasingly important.

Career planning is a plan regarding the possibilities for a member of an organization as an individual to be able to pursue the process of promotion to rank and position in accordance with the requirements and abilities.

In principle, career planning is an individual responsibility because individual employees know more about various matters related to their needs, but because the organization has an interest, the organization must be involved in it so that it can be achieved effectively both from the employee's and the organization's point of view. Furthermore, several advantages of organizational involvement in employee career planning, in this case the Human Resources Department are (William and Keith, 1993):

1. Aligning employee capabilities with the strategy Aligning the strategy with the availability of internal employees, that is, as we know, a strategy requires the availability of employees to implement it, both in number and quality. Helping employee career planning is nothing more than directing it to make it easier for employees to achieve their career goals which will be needed in carrying out the strategy. As we know, a strategy requires role behavior that requires certain competencies from employees.
2. Increase the internal supply of employees. At certain times there will be employees who retire, die, or resign voluntarily or through dismissal. Career planning will prepare employees to fill these vacancies.
3. Prepare for international placements. For organizations that have branches in various countries with various important positions that must be filled, career planning can help prepare employees and more appropriate placements.
4. Enabling employees to work with employees from different backgrounds. By assisting employees in career planning, it means that the organization will make employees

aware and educate about the existence of organizations that have workers who have various backgrounds and organizational expectations.

5. Reduce job turnover. Paying attention to career planning can increase employee loyalty to the organization as a result of the possibility of occupying the desired position.
6. Channel potential employees. Career planning will motivate employees to maintain and increase their potential because they have specific career goals. This is not only to prepare employees to fill vacant positions in the future, but can also encourage better work performance among employees currently serving.
7. Encourage to improve abilities. Career planning will of course motivate employees to develop further.
8. Reduce staff buildup. With career planning that allows someone to move up in position, it will reduce the accumulation of existing potential employees,
9. Satisfying employee needs. The opportunity to achieve a higher career is one of the factors that influences a person's job satisfaction, not least because of the opportunity to be promoted to a higher position with a higher income.
10. Reduce or eliminate discrimination. Career planning will implicitly provide equal opportunities for all employees to occupy existing positions in the organization. This is clear because all employees will know all the career paths that can be taken, know the requirements needed to achieve a position, and get help for career planning.

A person's career success is influenced by the following things:

1. Formal education;
2. Work experience;
3. Superior's attitude;
4. Work performance;
5. Job weight;
6. Position vacancies; And
7. Work productivity.

No matter how difficult it is to pursue a career, career planning is necessary for employees so that they are always ready to make the best use of existing opportunities. People who are successful and perform well in their assignments to an organization or company usually pay great attention to career planning issues.

Basically, career planning consists of 2 (two) main elements, namely:

1. Individual Career Planning (Individual Career Planning)

Individual career planning focuses on the individual and includes diagnostic exercises and procedures to help the individual determine "who I am" in terms of potential and abilities.

Individual career planning includes:

1. Self-assessment to determine strengths, weaknesses, goals, aspirations, preferences, needs, or career horizon (career anchor)
2. Labor market assessment to determine the types of opportunities available both inside and outside the organization
3. Setting career goals based on self-evaluation
4. Matching opportunities to needs and goals and developing career strategies
5. Career transition planning.

2. Organizational Career Planning (Organizational Career Planning)

Organizational career planning integrates human resource needs and a number of career activities with more emphasis on career levels or paths. The objectives of the organizational career planning program are:

1. More effective development of available talented personnel.

2. Self-assessment opportunities for employees to think about traditional career paths or new career paths.
3. More efficient development of human resources within and between divisions and/or geographic locations
4. Satisfaction of employees' personal development needs
5. Improved performance through on-the-job training experiences provided by vertical and horizontal career moves
6. Increase employee loyalty and motivation which can lead to reduced employee turnover
7. A method for determining training and development needs.

A wise opinion says that the direction of our lives is determined by three important decisions we have made. First, the decision to have a field of education that we will pursue. Second, the decision to choose our life partner and third, the decision to choose a career (in the narrow sense often interpreted as choosing a field of work).

Before being decided, these three things need to be planned beforehand to choose what is best and what should be done. Specifically in this discussion the issue of Career Planning will be discussed. Planning a career well will determine us in achieving career goals that meet our expectations and contribute to life success.

So actually career planning has a broader dimension than career development. Career planning is closely related to the employee's own long-term planning which is not limited to a particular organization. Career development is limited by the needs and interests of the organization. It is very possible for a person's career planning to exceed the career development that the organization can carry out. Ideally, career planning is in line with career development. However, it cannot be denied that sometimes these two things contradict each other. In this condition, when career development is not in line with career planning, the individual has the right to make a decision whether to "stay" in the organization or "exit."

Several HR experts stated the importance of career planning, as follows:

1. According to Mondy, through career planning, each individual evaluates his or her own abilities and interests, considers alternative career opportunities, sets career goals, and plans practical development activities. The main focus in career planning should be a match between personal goals and the opportunities that are realistically available.
2. Basically, career planning consists of two main elements, namely individual career planning and organizational career planning. Individual and organizational career planning cannot be separated. An employee whose individual career plans cannot be fulfilled within the organization will sooner or later leave the company. Therefore, organizations also need to create career plans for their employees so that the organization can develop and employees can fulfill their career development.

SCOPE OF CAREER PLANNING

The scope of career planning includes the following:

1. Planning for employee positions or ranks. There is a harmonious pyramid of ranks in accordance with the principle of span of control in an organization/company because the higher the rank, the more limited the number of personnel occupying that rank. Planning for employee positions or ranks needs to pay attention to factors including: the nature of the tasks, the workload and responsibilities carried by the official concerned.
2. Planning organizational / company goals. The goals of the organization, from the top level to the echelons below, will determine the career paths of the members of the organization concerned. This is where your intellectual abilities and leadership personality will be tested, to be able to pursue this career.

It is very important to formulate organizational goals so that each member of the organization has a clearly directed goal. From the objectives of the organization it will be possible to determine:

1. The size of the organization's mission
2. The severity of the work tasks
3. Job specifications that need to be formulated
4. Types of job groups that need to be organized
5. Quantity and quality of personnel required. A person's career path will support the interests and/or goals of the organization/company that have been prepared.

STEPS OF CAREER PLANNING

The process or steps that will be taken to develop a career plan consist of the following:

1. Assess yourself. The main thing in starting career planning is to ask or understand yourself. Recognize opportunities, opportunities, constraints, choices, consequences, skills, talents and values related to career opportunities.
2. Setting career goals. After people can assess their strengths and weaknesses, and after gaining knowledge about the direction of job opportunities, career goals can be identified and then formed.
3. Prepare plans. These plans may be made from various designs of activities to achieve career goals.
4. Implementing Plans. To implement a plan, a supportive organizational climate is usually required. This means that top level management must invite all levels of management to help their subordinates in improving their careers.

CONSIDERATIONS IN CAREER PLANNING

To plan your career well, there are several important factors that need to be considered, namely:

1. Motivation is closely related to the goals you want to achieve. Goals that are realistic but at the same time challenging will create motivation to achieve them. Goals that are very grandiose without paying attention to their reasonableness can weaken motivation and even lead to despair considering the difficulty of achieving them and feeling impossible. So to build motivation in career planning, make career goals that are both challenging and realistic.
2. Competency covers all aspects of knowledge, skills and attitudes that must be possessed. If you want to pursue a career in a certain field, say marketing, you have to increase your knowledge about marketing, improve your marketing skills and act like a marketer.
3. The success of achieving career planning is also determined by the network we have. The extent to which other people know us, the extent to which other people know our abilities. Networking will also open access, providing opportunities for us to further improve our career achievements. Of course, this must still be based on motivation and competence.
4. Opportunity is a relatively "uncontrollable" factor, beyond our control. However, we are required to be careful in seeing it, it is often said that opportunities rarely repeat themselves twice. Once obtained, we must be careful in seeing it and immediately catch it if it is in line with the career plans that have been made.
5. Next is consistency and flexibility. The author deliberately put these two things together, remembering that on the one hand these things are actually inseparable from each other, but on the other hand we also have to be observant of when to remain consistent and when to be flexible. According to the author, we must remain consistent when it comes to our basic values in planning a career. Values are principles and must be upheld consistently. Apart from that, for long-term goals we also have to be consistent. However, we can be flexible if it is more technical, operational and "temporary" or short term. When it comes to competency, you must be consistent with the "core competency" you have, but can be more flexible for "functional competency" or "specific competency."

INFORMATION AND COUNSELING ON CAREER PLANNING

In career planning matters, generally organizational members or employees do not really know the provisions, requirements, levels or career direction within the organization. In cases like this, it is absolutely essential that there is complete information or explanation about career planning for members of the organization or employees. This is where the personnel department of each organization must play an active role in providing information and guidance (counseling) to subordinates who need:

- a. Career Information: Having complete information/explanations about career planning for organization members or employees makes it easier for organization members to know the provisions, requirements, career levels or directions in the organization. Providing career information can be done through lectures, briefing speeches, circulars, workshops, seminars, social meetings, and so on.
- b. Career Counseling: after career planning information is provided, the follow-up action that must be taken is to provide guidance or counseling assistance to members so that they are appropriate in setting career goals according to their interests, talents and abilities. According to T. Hani Handoko, career counselors need to realize that career is part of a person's life plan so that the career plan set should be an integral part of his life plan. So there is a need for career guidance for personal assessment in an organization. This personal assessment includes a person's interests, talents, abilities, motivation, enthusiasm, skills and morals. When providing career information, it is very important for counselors to provide an overview of the work environment and possible changes that may occur, which may affect their future careers.

BENEFITS OF CAREER PLANNING

With career planning, an organization can:

1. Reducing employee turnover rates, where attention to individual careers in predetermined career planning will be able to increase loyalty to the company where they work, thus making it possible to reduce employee turnover rates.
2. Encouraging growth, where good career planning will be able to encourage employee morale to grow and develop. In this way employee motivation can be maintained.
3. Meet the organization's needs for human resources in the future.
4. Provide organizations and individuals with better information regarding potential career paths within an organization.
5. Developing promotable employees, career planning helps build an internal supply of promotable talent to meet vacancies caused by retirement, retirement and development.
6. Providing facilities for international placement, global organizations use career planning to help identify and prepare for placement abroad.
7. Helps create a diverse workforce, when they are given career planning assistance, workers with different backgrounds can learn about the organization's expectations for their own growth and development.
8. Opening the way for potential employees, career planning gives employees the courage to step forward with their potential abilities because they have specific career goals, not just preparing workers for future vacancies.
9. Reducing redundancies, career planning causes employees, managers and human resources departments to be careful about employee qualifications, preventing self-serving managers from limiting key subordinates.
10. Assist in the implementation of approved activity plans, career planning can help group members to be ready for important positions, this preparation will help achieve approved activity plans

CAREER DEVELOPMENT

Career development includes activities to prepare an individual to progress along a planned career path. Some career development principles are as follows:

1. The job itself has a huge influence on career development.
2. The form of skill development required is determined by the specific job demands
3. Development will occur only if an individual has not acquired skills that match the job demands
4. Time spent on development can be reduced/reduced by identifying a rational sequence of individual job placements.

Implementation of career planning is career development. For this reason, career development can be defined as all of an employee's personal efforts aimed at implementing his career plan through education, training, job search and acquisition, as well as work experience.

So the starting point for career development starts from the employees themselves, where each person is responsible for the development or progress of their career. Once commitment is had, several development activities benefit employees and the organization, the HR department carries out training and development for employees.

CAREER DEVELOPMENT STAGES

In order for career development stages to be carried out effectively, career programs need to be tailored to meet the unique needs of individuals at various stages of their lives and careers.

1. Early Career, the formation stage, is a stage that emphasizes attention to guaranteeing the fulfillment of needs in the early years of work. Obstacles in an early career include:
 - a. Frustration and dissatisfaction caused by expectations that do not match
 - b. The presence of incompetent supervisors
 - c. Intensiveness towards the political aspects of the organization
 - d. Failure to monitor the internal and external environment
 - e. Ignoring the actual criteria for evaluating the performance of newly appointed employees/just starting their careers
 - f. Tensions between younger and older professionals and managers resulting from differences in experience, needs and interests
 - g. Uncertainty regarding the limits of loyalty required by the organization.
 - h. Anxiety about integrity, commitment, and dependencies.
2. Mid Career, the middle career stage often includes new experiences, such as special assignments, higher transfers and promotions, offers from other organizations, opportunities for visibility at higher levels of the organization, and the formation of one's value to the organization.
3. Late Career, providing training to successors, reducing workload, or delegating the main tasks of the late career period to remain productive and prepare oneself for retirement.

INDIVIDUAL AND ORGANIZATIONAL CAREER DEVELOPMENT

1. INDIVIDUAL CAREER DEVELOPMENT

There are six individual career development activities, namely as follows:

1. Job Performance. The most important activity for advancing a career is good work performance, because this underlies all other career development activities. Career progress is very dependent on achievement.
2. Exposure. Career advancement is also determined by exposure. Exposure means becoming known to the people who decide on promotions, transfers and other career opportunities. Without exposure, employees who perform well may not get the opportunity to achieve their career goals. Managers gain exposure primarily through accomplishments, written reports, oral presentations, committee work, community service, and even the length of their work hours.

3. Request Stop. If an employee sees greater career opportunities elsewhere, requesting to quit may be a way to achieve career goals. Many employees, especially professional managers, move companies as a career strategy. When this is done effectively, they usually get promotions, raises, and new experiences. requests to stop to pursue new careers and experiences. A request to quit to continue a career at another company is often called leveraging. However, if this technique is used too often it will be detrimental to the employees themselves.
4. Organizational Loyalty. In many organizations, people place career advancement on organizational loyalty. Organizational loyalty is low among new graduates (who have high expectations, so are often disappointed with their first company) and professionals (whose first loyalty is to their profession). Long-term dedication to the same company will reduce the labor turnover rate
5. Mentors and Sponsors A mentor is a person who offers informal career guidance. Employees or mentors in many companies realize that relationships between them exist and are useful for career development. If the mentor can nominate employees for career development activities, such as training programs, transfers, or promotions, then he is a sponsor. A sponsor is a person in an organization who can create career development opportunities for other people. Often the employee's sponsor is their direct supervisor.

Opportunity to grow. If employees improve their abilities, for example through training programs, taking courses or adding degrees, then they are taking advantage of opportunities to grow. This is useful for both the personnel department in developing internal human resources and for achieving employee career plans.

2. ORGANIZATIONAL CAREER DEVELOPMENT

Every figures, tables, and graphs should have a caption or title. Figures, tables, and graph should be numbered separately with Arabic numerals and place the tables title above the tables while the career development should not depend on individual efforts alone, because this is sometimes not in accordance with the interests of the organization, to enable synchronization with the interests of the organization, the part in charge of this, namely the personnel department, can regulate the career development of employees or organization member. For example, by holding training programs, career development courses and so on. In this case, it would be even better if the leadership of the organization could approve and approve the programs of the personnel department. So that in this way the management (leadership) is always "well-informed" regarding personnel career efforts in their organization. The process of developing a career path in an organization is called organizational career planning. Most organizations direct career planning programs to achieve one or more of the following goals:

- a. Developing available talent more effectively
- b. A self-assessment opportunity for employees to consider traditional or new career paths
- c. More efficient development of human resources within and between divisions and/or geographic locations
- d. Increase performance through on-the-job training experiences provided by vertical and horizontal career moves
- e. Increased employee loyalty and motivation leads to a decline in employee turnover
- f. A method of determining training and development needs.

Career Development Options

Career development itself has directions or paths and choices that will give each employee the opportunity to develop their career as long as that direction reflects their goals and abilities.

Choosing the direction you want to develop is a good opportunity for the employees themselves wherever and whenever. Career development direction or path options include:

- a. Enrichment, namely development and improvement through giving specific tasks or assignments, this is a general form of specific development, this is a general form of career development.
- b. Lateral, namely development towards the side of another job that may be more suitable to the skills and provide wider experience, new things and provide greater confidence and satisfaction.
- c. Vertical, namely upward development in positions that have greater responsibility and authority than special skills or new special skills.
- d. Relocation is a physical move to another organizational unit or to a place that can provide growth opportunities and increase the employee's desire and ability to remain in the same job.
- e. Exploration this means exploring a wider range of career options within an organizational unit to search for and collect information so that you can answer questions and make a decision about the potential career you will choose.
- f. Realignment is a downward movement which may reflect a shift or exchange of work priorities for employees to reduce risk, responsibility and stress, placing the employee's position in a more appropriate direction which also serves as a new opportunity or opportunity.

Where the process and career development developed through the pathways as above is a guide to the strengths and interests between the company and employees based on partnership values that can foster professionalism-oriented employee development.

This means that employee career development is not only in a structural direction but also develops expertise in a functional direction, thus functional positions have a role as equal partners in structural positions.

Role and Personnel Department in Career Development.

Career development should not only depend on individual efforts, because they are not always in accordance with the interests of the organization. For example: employees may ask to quit or move to another company. Or employees may be indifferent to their career opportunities and the organization's staffing needs. To direct career development to benefit the organization and employees, the personnel department often holds training and development programs for employees. In addition, the personnel department needs to seek management support, provide feedback to employees and build a cohesive work environment to increase employees' abilities and desires in carrying out career development. Management support. The HR department's efforts to encourage career development will have little impact without support from managers. Commitment by top management is crucial to gaining the support of other managers.

Feedback. Without feedback on their career development efforts it is difficult for employees to continue the years of preparation that are sometimes required to achieve career goals. The personnel department can provide this feedback in several ways, namely: by periodically informing employees about their work performance. To accomplish this, many personnel departments develop various evaluation procedures. When work performance is poor, this feedback allows employees to improve efforts or adjust their career development plans. Another type of feedback relates to opportunity programs. Someone who has not been promoted for a long time will feel that his career development is useless. Candidates who are unsuccessful in filling an internal job vacancy should be told why they were denied a career opportunity. This feedback has three purposes:

- a. To assure employees who are not promoted that they are still valuable and will be considered for future promotions, if they are "qualified".
- b. To clarify why they were not selected

- c. To show what career development activities should be taken.
- d. Cohesive work groups. For employees who want to achieve a career in an organization, they must feel that the organization is a satisfying environment. If they will be more focused on increasing career opportunities within the organization.

CAREER DEVELOPMENT OBJECTIVES AND SUCCESSFUL CAREER ANALYSIS

In terms of career development, there are three alternatives in organizational treatment of employees, namely:

- a. The organization needs to retain the original position for a certain period of time by providing appropriate rewards
- b. Organizations need to facilitate workers in other positions horizontally that are more relevant to increasing and improving the knowledge, skills and attitudes experienced by workers
- c. Organizations need to inform workers vertically to fill a position, which is structurally higher in position.

CAREER DEVELOPMENT RESPONSIBILITIES

In terms of responsibility, career development is divided into two approaches, namely:

1. With a Traditional Approach :
 - a. Career development planning is prepared and determined by the organization/company unilaterally.
 - b. The implementation of career development depends entirely on the organization.
 - c. Control of career development results is carried out strictly by the organization
 - d. Career development is defined and implemented through promotional activities to a higher level or position.
2. With a Modern approach
 - a. Career development must be accepted and does not just mean promotion to a higher position/position. Here, career development is motivation to progress in working within an organization
 - b. The career success referred to above means that a worker experiences progress at work, in the form of a feeling of satisfaction in one or every position/position that is trusted by the organization because it can be carried out effectively and efficiently.
 - c. Success in career development means experiencing progress at work, namely increasing knowledge and skills/expertise, so that you become more accomplished/productive as a competitive worker.
 - d. Workers must realize that achieving progress at work is their own responsibility. In other words, career development is in the hands of each worker, who requires the ability to manage themselves.

CAREER DEVELOPMENT MANAGEMENT

Every worker who plans career development needs to behave and act as follows:

- a. Choose a field of work
- b. Understand and accept the current position
- c. Planning a way out Career development management takes place in two directions:
- d. The first direction must come from workers actively planning and carrying out activities towards progress and development to create a successful career. The second direction in career development must come from the organization to help and provide opportunities for potential workers in developing their careers. Organizational assistance in career development can be in the form of the following:
 - Organizations must position workers as partners who must be fully assisted in developing their careers
 - The organization is obliged to help workers to find out the abilities and skills to carry out the work

- Organizations need to provide encouragement to workers to manage their careers in line with organizational strategy and development
- The data that the organization has for HR planning as a future decision can be matched with employee goals in career development management
- Organizations must use job assessment results data to be able to place workers appropriately for certain positions
- The relationship between individual workers' career development needs and the organization's career development needs must be in line

CAREER DEVELOPMENT PROGRAM DESIGN

The design of this career development program will help managers make creative decisions regarding employee career development. For this reason, it is necessary to differentiate into three phases in designing a career development program consisting of:

1. Planning phase

This phase is an activity to align employee design and organizational design regarding career development in the environment. The aim of this phase is to identify the strengths and weaknesses of workers in carrying out their duties, so that various efforts can be made to help workers, including:

- a. Assistance in choosing a career development path according to what is available.
- b. Correcting deficiencies or weaknesses for workers who show seriousness and need it to realize a successful career.

2. Direction phase

This phase aims to help workers be able to turn their plans into reality, namely by establishing the type of career they want, and arranging the steps that must be taken to make it happen. There are two approaches that can be taken, namely:

- a. Organizing career counseling.
- b. The difference is from providing information services which include the following activities:
 - 1) Open target job reporting system.
 - 2) This briefing is carried out by providing information to all workers, especially regarding career development.
 - 3) Providing employee capability inventory information, which each worker can and may know.
 - 4) Information about career flow in the form of a chart showing possible directions and opportunities available within the organization.
 - 5) Organize a career development resource center which is a collection of materials related to job positions, etc.

3. Development phase

This phase is the time period required for the worker to fulfill the requirements that allow him to move from one position to another position that he wants. Activities that can be carried out include:

- a. Organizing a mentor system
This phase is a way of development by establishing relationships between senior and junior workers as colleagues (work friends). Senior workers act as mentors who are tasked with providing advice, modeling, assisting and arranging contacting officials to obtain information, and providing general support, in junior workers' efforts to develop their careers.
- b. Training
Training in the context of career development for workers is very broad in scope, not just held institutionally and formally in the classroom, laboratory, etc.
- c. Position rotation
Position rotation is carried out by assigning workers to share positions through a horizontal transfer process.

- d. Scholarship program/service ties
Organizations or companies in facing a business environment that can change rapidly and become increasingly competitive, at any time and in the future, require a number of workers who are able to anticipate this. This need can be addressed by providing scholarships or service ties for workers to support their efforts to improve education outside their organization.

MULTIPLE CAREERS

Avoiding dual careers requires management as follows:

- a. Implementing a flexible work schedule so that dual careers can be carried out at different times
- b. The existence of a counseling program in the family works to avoid work responsibilities by both parties which can be detrimental to the organization
- c. Organizing supervisor training to conduct counseling
- d. Establish an organizational structure that supports and facilitates the transfer of workers to avoid dual careers. Policies adopted by the organization to resolve the dual career problem:
 1. Do not employ husband and wife in the same organization
 2. If husband and wife are equally important, they can be placed in different offices
 3. Do not appoint husband and wife as supervisors to avoid sharing incentives that are not objective

CAREER DEVELOPMENT BENEFITS

Basically, career development can be beneficial for both organizations and employees.

- a. For organizations, career development can:
 1. Guarantee the availability of required talent
 2. Increase the organization's ability to obtain and retain quality employees
 3. Ensure that minority groups and women have equal opportunities to advance their careers.
 4. Reduce employee frustration
 5. Encourage cultural diversity in an organization
 6. Improve the good name of the organization.
- b. For officers/employees, career development is synonymous with success, because career development is useful for being able to:
 1. Using one's potential to the fullest.
 2. Adding challenges to work
 3. Increase autonomy
 4. Increase responsibility

CLOSING

So the author can conclude that career planning is a plan regarding the possibilities for an employee or employee of an organization as an individual to go through the process of promotion or position according to their requirements and abilities. This career is something that must be realized and continuously pursued for employees, and career stall situations must be avoided. For this reason, management must seriously pay attention to and treat employees by respecting their potential for achievement. Use of direction and process paths and career development in accordance with the needs and interests of employees and the company towards mutual benefit.

Where the process and career development must be able to provide assurance to employees that is more transparent and guaranteed and can grow and develop all abilities, intellectuals, insight, motivation and dedication of employees in the job position held. Through this process and career development, efforts can be made to guide employees towards "the right in the right place".

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