



Strategic Analysis in Designing Career Systems in Islamic Banks: An Approach to Improving Employee Performance and Satisfaction.

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ABSTRACT

This research aims to increase awareness in each individual and provide an understanding in order to achieve satisfaction for each individual. By providing a comprehensive understanding in terms of their interests, potential and abilities. Because with this understanding, it will make it easier for each individual in the process of preparing themselves for the level of career placement that will be chosen. Not to forget, an important task of human resource management is how the process of utilizing these human resources so that they want to work optimally for the achievement of organizational goals. The research method used is qualitative research using case study techniques through interviews with sources and direct observation. Qualitative method is a research procedure that produces descriptive data in the form of written or spoken words from the intended source. In qualitative research, a researcher must speak directly and observe several employees and interact to study the behavior and physical and mental characteristics of the person under study.

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Introduction

Employees are the main asset of the company and have an important role as planners and performers of various activities in an organization. They have thoughts, feelings, desires, status, and educational backgrounds that are brought into a company's organizational environment. And they are different from other company resources such as money, machinery, and other materials that can be fully managed by the leadership to support the achievement of company goals (Fatihaturasyidah et al., 2023; Ramadhina et al., 2023). A person's career moves from a combination of skills or skills with values, especially work values that a person has (Lubis & Adhitya, 2024). Not all employees have a clear and well-organized career plan in mind, which is also the case with companies (Sonia Wanda Mafriza & Armansyah, 2023). Therefore, it is possible for employees to protest to the company about their unclear career future. Ignorance of career boundaries with all the rules adds to the problem of dissatisfaction for these employees. If this is allowed to happen over time, there will be an uncomfortable

work atmosphere and can affect the performance of employees and the company.

To achieve company goals, employees need to be given encouragement in the form of rewards and opportunities to develop their careers through promotions in accordance with employee competence. One of the strategies that must be implemented by management is to make career design and development for all employees as long as they work in the company ([Hutabarat et al., 2023](#)). For most employees, career certainty is very important because they will know the highest position that can be achieved throughout the formal working age, so they are motivated and continue to try to improve their abilities and loyalty to the company ([Solihah, 2023](#)). The process of career design can not only be used to forecast job vacancies but also to identify potential candidates from within the company and the training they need to carry out the job ([Mira et al., 2023](#)). Likewise, a company can not only use periodic employee appraisals to make salary decisions, but also to identify the development needs of individual employees and to ensure that these needs are met. In other words, all career design activities can be used to fulfil both company and individual needs in such a way that both parties benefit ([Ambara & Antarajaya, 2022](#)). The company benefits from the increased performance of more dedicated employees, and the employee also benefits from a more challenging career design process.

Career design is the process of a person's efforts to achieve their career goals, which includes the process of identification, planning and ongoing implementation. Employees who pursue career development will continue to seek opportunities to improve their skills related to their work, will explore role options, and pursue the career trajectory they want to obtain ([Nisa, 2022](#)). Workplaces in career development have found that this can be an important strategy and incentive for prospective employees ([Fatimah Sikdewa & Hermawan, 2022](#)). The employees do not see a path to career advancement, they tend to resign and will look for new opportunities in new companies that can provide learning for them about the discussion of designing a more detailed career system for the skills of each employee.

The process of designing this career system has an important function for both employees and companies. This coaching function is usually the direct responsibility of company leaders, and if implemented properly it will be able to arouse work passion and provide job satisfaction among employees which in turn will also benefit the company ([Prasetyo & Eviyanti, 2024](#)). As a coach, managers are responsible for developing the knowledge and skills of their subordinates so that subordinates become more capable and skilled, more highly qualified, and are expected to one day be able to replace the manager's position and assist in the development of the company. For employees and companies, a career system can provide the following benefits:

1. For Employees:
 - a. Develop the potential abilities and skills
 - b. Knowing the employee's career development path in the organization
 - c. Receive training in accordance with the direction of the career development

2. For the Company:
 - a. Controlling the turnover rate (turn over rat)
 - b. Assisting the implementation of the regeneration programme
 - c. Knowing and anticipating the desires and talents of the workforce
 - d. Knowing from the beginning the labour force that is less/less skilled, as well as the labour force that is unproductive, so that immediate action can be taken.

Method

One of the methods we use is qualitative method. The informant in this research is the Head of the Branch Office of Bank Jateng Syariah UIN Raden Mas Said Surakarta. According to scientific experts ([Sugiyono, 2021](#)) qualitative research is research that is required to understand phenomena about what is experienced by research subjects such as behaviour, perceptions, motivations, actions and others holistically and by means of descriptions in the form of words and language, in a special natural context by utilizing various natural methods. Meanwhile, qualitative research according to is a naturalistic inquiry process that seeks a deep understanding of social phenomena in a natural way. The analysis in this study uses descriptive analysis, which describes and describes the focus of the main study of research on perceptions related to the process of career design. This research provides answers to analyse the views of various scientists, scholars, and experts who have competence in the field of study related to legal risk. The aim is to present the information in a clearer and more understandable way. In this case, the deductive method of analysis is used to draw conclusions from the general concepts identified into more specific conclusions. In this study, we used data collection techniques with interview techniques.

There are 2 data collection techniques used in this study:

1. Primary data, is a source of data obtained directly from the object of research through interviews with the Head of the Central Java Syariah Bank Office UIN Raden Mas Said Surakarta.
2. Secondary Data, is data collected by others including previous studies, which come from books, articles, scientific journals, previous research and internet sites related to the problems studied.

Findings

Designing a Career System at Bank Jateng Syariah KCP UIN Raden Mas Said Surakarta

"For career design in the HR department, there are already paths for employee careers, even the entry itself has its own division. For the division itself, from the beginning of the career there are Dharma Internships, then Contract Employees, and Permanent Employees. In Permanent Employees there will be more careers such as ODB, ODB is an Officer Development Program, a kind of job training that prepares prospective leaders, there is physical training, material, but more emphasis on character building. There is another path that is completely from zero, and there is an experience path like those who have experience in other banks.

When entering ODB, they are prepared as leaders because the test is also difficult, the selection is difficult, even the on-the-job training is up to 2 years. But his career is faster than other employees if he can carry out his duties well and according to the provisions of the company”.

From the above statement, it can be concluded that career planning is a thoughtful process when a person has an understanding of the skills, knowledge, motivation, and other characteristics of a person ([Devi & Tarigan, 2022](#)). According to ([Indrajaya et al., 2022](#)) defines career planning as the process that individual employees go through to identify and take steps to achieve their career goals.

“The one who designs the career system at Bank Jateng Syariah is from the centre, namely the Human Capital section. The branch only proposes, for example Human Capital at the centre assigns employees to one of the branch offices but later if they are already in the branch they can shift but also with a letter of request (recommendation) from the branch leader, because the branch leader is considered to understand more about what happens in the field.’ From the above statement, it can be concluded that the design of the career system itself has been regulated by the Human Capital section which plays a very important role in career design at Bank Jateng Syariah. Human Capital has the main authority in determining the placement of employees to branch offices, the decision is based on company needs and regional considerations”.

For example, if after the initial placement in a branch office the employee wants to transfer to another branch office, it requires a letter of recommendation from the branch head and then the branch head will determine because the branch head understands the conditions in the field better. After that, the branch leader will confirm with the relevant Human Capital department. According to ([Lega et al., 2022](#)) human capital can actually help decision makers to focus on human development in order to improve the quality of the organization.

“Because everything will not last forever. Those who are leaders will retire, those who are directors also have their time, everything has its time. When there is no career design, there is no regeneration. The term is this, when there are directors and their subordinates are not prepared if they are retired, the directors will be empty, so we have to take them from outside first, it can also hamper performance in the company.”

From the above statement, it can be concluded that individual and organizational career planning cannot be separated and isolated. According to ([Jaya et al., 2023](#)) an individual whose individual career plans cannot be fulfilled in the organization, sooner or later the individual will leave the company. Therefore, organizations need to assist employees in career planning so that both can meet each other's needs.

‘For the employees themselves, employees also need development, cook until they retire just stuck their careers there.’

From the above statement, it can be concluded that the stages of career development according to (Fitri et al., 2022) are as follows:

- a. Early career. This is the first stage in which an individual enters an organization. During the getting-in phase, the employee attempts to gain a realistic picture of the organization and searches for a job that best suits his or her skills, experience, preferences and interests.
- b. Mid-Career. This is a stage where individuals will experience a transition or change in their career. In the mid-career stage, individuals review their achievements up to that point, and the possibilities for achieving personal career and life goals in the future.
- c. Late Career. A turning point in productivity or decline and early retirement may follow a mid-career crisis.

“So, if there are new employees such as Dharma Apprenticeship, the position is in the Teller and only 2 years of work. Then the contract employee has become a Bank Jateng employee but is also still on contract, if the contract expires, it will usually be recommended from his assessment during the contract to become a permanent employee. The permanent employee must also be from below, the term executor later if he can go up to the head of the cash office, later he will take the test again if he can pass it later becomes the head of the section, after the head of the section he passes to become the main branch leader, well after that it can be recommended at the head office.”

From the above statement, it can be concluded that the career system design process has been arranged in a structured manner, from the beginning of the career there is a dharma apprenticeship which is usually placed in the teller position and only lasts 2 years. If you want to go to a permanent employee, the performance assessment during the period of being a contract employee is very calculated. Permanent employees also have the opportunity to move up to higher positions. (Darni & Mursyida, 2022) defines career as the progress of individual work actions and behaviors and related thoughts, ethics, and objectives throughout an individual's life.

“It is true that work performance is related to the career system, but in our place, work performance will be related to the performance appraisal system if it is good, he can take the next test, the initial requirement for administration is usually from a minimum performance appraisal of B, if the performance appraisal is bad, it cannot. But that's just administration so it doesn't guarantee whether you pass or not. It goes back to the individual when taking the test, if they can pass, they can move up, if they don't pass, they can't move up. Work performance is very influential but only for administrative requirements, for the determination, it is based on the test.” From the above statement, it can be concluded that performance is the real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the company (Dahlia et al., 2023). Performance appraisal is a method used to assess an employee's work performance whether it reaches the work targets assigned to him.



“For mentoring, the senior has provided information, given direction, but actually we have prepared several trainings to support the abilities of employees. This mentoring is not formal, but more personal, like a student with a lecturer.”

From the above statement it can be concluded that with a combination of informal mentoring and formal training, Bank Jateng Syariah ensures that employees get support from both personal and professional development, which will help employees grow and develop in the work environment. According to ([Abdul khaliq, 2023](#)) Coaching aims to monitor performance, encourage positive behavior, provide direction in order to achieve the expected performance.

“For promotions and transfers we are more about providing information on employee unavailability, and test information, so that if someone is interested, they can immediately prepare themselves.”

From the above statement it can be concluded that Bank Jateng Syariah emphasizes the transparency aspect in promotion and transfer opportunities, while providing opportunities for interested employees to prepare themselves better.

“There is training every year, from human capital every year planning for training too. In sharia, all employees must at least know the basic education of Islamic banking and have a certificate. If the employee must have at least a bachelor's degree, but for Dharma Apprenticeship, the minimum is Vocational High School / Senior High School. So, all new employees have basic banking training, actually it is only theory but the practice is more directly to the field (branch office).”

From the above statement, it can be concluded that training is the process of teaching the skills needed by new employees to do their jobs. training is a short-term educational process that uses systematic and organized procedures where managerial employees learn conceptual and theoretical knowledge in order to achieve general goals ([Ardianto et al., 2024](#); [Joko Susanto et al., 2022](#); [Risnawati et al., 2023](#)).

“In the past, the factor was like or dislike, when he liked it, he was promoted, if he didn't like it, he would be there forever. But after the regeneration of the system because in the past the people must have been a long time, you could say the colonial generation, but now the people are all open (open minded). Well later, come back again, it's not a matter of whether you like it or not, but if you want to work, you want your achievements to go up, so you work seriously and try more in the end you will also get more.’ From the above statement it can be concluded that Bank Jateng Syariah has made changes in the performance appraisal approach, due to the regeneration of the system, making changes in the assessment from subjective factors to objective factors which are no longer based on likes and dislikes, but based on achievements as well as the efforts of the employees themselves.”

“If rotation is a shift, the level of customer service is only a shift in place and the



authorized person is the branch leader. If you move to another branch, it can usually be at your own request but can only be in one region, for example in Solo Raya. But if the branch leader is rotated from the head office and the opportunity to move further away.”

Discussion

From the above statement, it can be concluded that job rotation is an activity of moving employees from one job to another that is considered to be at the same level or parallel. The purpose of implementing this job rotation is to create or improve work efficiency and effectiveness in an organizational institution.

“What is clear from the performance, because we will assess the performance, then the assessment will be used as an administrative requirement if there is a promotion test, if the score is bad, automatically if there is a promotion test, it will be rejected, but if the score is good, you will be able to take the test. But the main determinant remains the employee's personal attitude.”

From the above statement, it can be concluded that performance appraisal and employee personal attitude are the two main interrelated factors in career planning at Bank Jateng Syariah. Both must be balanced and have a significant contribution. ([Oktaviani & Fajriah, 2023](#)) state that employee performance appraisal is one of the basic decisions for promotion or career development. The process carried out by companies in evaluating the performance of workers is often called a job performance assessment.

“From the company's point of view, career planning is clearly important, there must be a balance so that there is no domination, there must be regeneration, so that everyone has their own part, so that the organization continues to run. Employees may not always want to be stuck in the same position. So, promotions also have an impact on salary, so there is motivation to increase salary, there are those who hunt for salaries and positions, depending on the individual. What is clear is that if you want better things, you have to improve yourself. If your ability is just stuck there, one day you will definitely be replaced, for example now many jobs are replaced by technology.”

From the above statement it can be concluded that according to ([Mega Julianti et al., 2023](#); [Riska Aprilliah & Supratman, 2022](#)), career development is an employee activity that helps employees plan careers for the future in the company and the employees concerned can develop themselves to the maximum. Career planning in the banking world is not only important for the sustainability of the company, but also for employees to start adapting to the changes that continue to occur.

Conclusion

Career planning is a thoughtful process when someone has an understanding of the skills, knowledge, motivation, and other characteristics of a person. the design of the career system itself has been regulated by the Human Capital section which

plays a very important role in career design at Bank Jateng Syariah. Human Capital

has the main authority in determining the placement of employees to branch offices, the decision is based on company needs and regional considerations. the process of designing a career system has been structured, from the beginning of a career there is a dharma apprenticeship which is usually placed in the teller position and only lasts 2 years. After the internship period expires, the employee can become a contract employee. if you want to go to a permanent employee, performance appraisal during the period of being a contract employee is very calculated. Permanent employees also have the opportunity to move up to higher positions. Performance appraisal and employee personal attitude are the two main interrelated factors in career planning at Bank Jateng Syariah. Both must be balanced and have a significant contribution. Career development is an employee activity that helps employees plan for future careers in the company and the employees concerned can develop themselves to the maximum. Career planning in the banking world is not only important for the sustainability of the company, but also for employees to start adapting to the changes that continue to occur.

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