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Which Individual or Organization is Responsible For Career Planning? (Literature Review)

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Abstract: Career is important in the life of employees, and humans have the desire to continue to develop and advance. Therefore, there is a need for clear career planning in order to align the interests of individuals and organisations. Career planning is divided into two, namely individual career planning and organisational career planning. It is still debatable who is responsible for career planning, individuals or organisations. This research is a qualitative research with a literature study approach. The literature used in this research are national and international scientific books and articles. The purpose of this research is to find out who is responsible for career planning. It was found that good career planning will identify strengths and weaknesses as well as abilities that must be fulfilled to face the future. With career planning will provide a career path that can be travelled by employees. Career planning should be made realistically not just a career goal. The result of the research is that individuals have responsibility in their careers, because individuals know exactly what their interests and talents are. However, the organisation must facilitate individuals to develop in their careers.

Keyword: Career, Career Planning, Individual Career Planning, Organisational Career Planning.

INTRODUCTION

A person's career determines their existence. Humans have a natural desire to progress in life. Career growth is one of the achievements that people dream of. Society's work became more focused on factors other than profit as science and technology advanced. According to Iswari, Afdal, Miftahul, and Johandri (2019), along with advances in science and technology, people choose jobs based on their interests, talents, and desires to fulfill their basic needs and aspirations for self-actualization.

Every human being has a tendency to occupy a position that he thinks is good and profitable for him. Thus, employees always fight tooth and nail to maintain or occupy the desired position. Some employees consider a good career to be one that occupies the best position too.

Career is a person's position that a person has had for many years (Dessler, 2020). Career is something that is very urgent in an individual's life (Sari, 2018). Career is a series

of promotions or transfers to positions requiring greater responsibility or better positions within or across the hierarchy of work relationships throughout a person's professional life (Pio, 2017). Therefore, the importance of a career for a person requires good preparation so that the individual will not experience significant difficulties. This means that individuals can make good plans for career development.

The plan prepared will become a goal to be achieved. With clear or definite goals, an employee will focus on continuing to develop himself. So that these personnel will always try with all their might and take advantage of every available opportunity to realize their goals. When employees do not have clear career goals, it will result in uncertainty about their future. If you feel uncertainty then an employee will become demotivated which results in a decrease in performance which can be detrimental to themselves and the organization. Therefore, it is necessary to have thorough career planning to determine what goals you want to achieve. Career planning is not only about achieving the desired goals but also mitigation actions that can be taken if the planning does not go smoothly.

According to Dessler (2020), career planning is a series of activities during work that contribute to the exploration, formation, success and satisfaction of a person's career. It can be interpreted that career planning will help employees to know their strengths and weaknesses so that employees can equip themselves to face future challenges. Having a career plan will encourage employees to look for jobs that are of their strengths so that they can help realize career success. The success achieved will provide satisfaction with the achievements that have been achieved.

Success is not a coincidence but success is a combination of tailored plans with initiative (Atkinson, 2015). Widiyanti (2018) stated that managers and employees form contingency plans to be able to pursue careers in conditions that continue to develop and are uncertain. It can be interpreted that good planning will encourage individuals to improve their competencies and skills so that they can increase the productivity of the employees concerned. And the increased work productivity of employees means that the organization that supports it will also benefit.

Meanwhile, Armstrong (2014) believes that career planning involves the career path that a person takes to advance their career in an organization. Having career planning will increase positive contributions to employees, thereby having a positive effect on organizational development.

Career planning is a process of in-depth reflection, which a person must go through to become aware of skills, interests, knowledge, motivation and other human characteristics, requires information about opportunities and options, identifies career-related goals, and establishes action plans to achieve goals. (Masturina, 2018). Career planning has two points of view, namely individual career planning and organizational career planning (Nurmasari, 2015).

Between individuals and organizations is a series of interrelated puzzles to support career and organizational continuity. Therefore, it is very important to know who is responsible for employee career planning for career success. Is it the individual or organization that has responsibility for career planning.

METHOD

This research uses a literature review methodology combined with qualitative techniques. Literature review or literature study is another general term for literature study research. According to Zed (2008), literature study research includes collecting, reading, analyzing and recording literature data. Sugiyono (2012) further said that literature study research is research carried out through collecting literature related to the conditions and situations to be studied. The collected material is then used as information to discuss a

situation. Books, scientific magazines, research papers, copies of regulatory documents, scientific articles, and other types of literature can all be used as sources of information.

Career planning carried out by individuals and organizations will help achieve career success and achieve organizational goals effectively. Therefore, the aim of this research is to discuss career planning from an individual and organizational perspective to find out who should prepare the career plan. Books, research papers, and scientific publications related to career planning theory are the literature sources used in this research.

RESULTS AND DISCUSSION

Career

An employee's career is something they must be aware of and pursue continuously and stagnant career positions must be avoided (Pio, 2017). A stagnant position for employees will result in a decrease in work performance and productivity. Therefore, management needs to take employee potential and achievements seriously and treat them with respect. This means that management has a big responsibility when transferring or placing employees so that stagnant positions can be avoided.

Career according to Dessler (2020) is "The jobs that a person has held over a long period of time." A job that someone has had for a long period of time. During the work period, of course there will be experience and knowledge gained during work so that the employee can know what to do. If employees or employees increase their own abilities regarding their career prospects in the life of the organization where this individual serves, as stated by Dessler (2020), especially in determining certainty in determining promotions with several questions below, namely;

1. Is seniority or competence the rule? which means is the promotion applied based on seniority (length of time the employee has served/worked) or competency? This is still a matter of discussion and debate, whether seniors should get promotions first? Even though there are juniors who have the competence for this position. However, does management dare to make that decision?
2. How should we measure competence? And if you use competency, how do you measure it? The method used in measurement must be appropriate to the organization so that an appropriate assessment can be obtained so that it can help the organization in making decisions regarding employee management that will be implemented. This assessment will provide performance results from employees so that they can be used as evaluation material.
3. Is the process formal or informal? Then what is the measurement process that results in a promotion for individuals who serve? Formally during a meeting, for example, or informally, such as during a coffee break or at lunch? Of course, these two approaches have their respective advantages and disadvantages so management must be wise in using them.
4. Vertical, horizontal, or other? The promotion category in question moves upwards, is equal but requires greater responsibility, or something else? Every employee definitely wants a vertical promotion, but management can provide understanding or map employees who can receive horizontal or other promotions by taking a good approach to employees.

Marwansyah (2016) revealed several things that every individual must ensure in pursuing a career so that employees will achieve satisfaction because they have achieved their desires, including;

1. Career path is a sustainable model that shapes a person's professional life. The career path in question is a ladder that every employee must go through if they want a promotion to a desired position;

2. Career goals, namely apart from the positions a person wants to achieve in the future, this also functions as a benchmark along a person's career path. This benchmark can give the organization an idea of whether the employee's career path is still in line with its goals or has deviated so that it can provide input to the employee concerned;
3. Career planning, which is a process that an employee can use to choose a career path and career goals that they can implement. Having a career path and career goals that have been set by an employee will give the employee its own consequences to continue to fill himself in order to achieve what has been set;
4. Organizational career planning means that apart from paying attention to individual career planning, every employee is also required to know about career planning in the organization where they work. At this moment, management is required to be able to combine the individual career plans that employees have made in accordance with the organization's vision. By providing information about organizational career planning, employees will be encouraged to adapt to the organization's vision and mission;
5. Career development, namely personal development activities carried out by each individual to be able to realize his career plans. In career development, this is a crucial moment for employees because this can influence the employee to stay or leave the company. When career development feels stuck, it will result in employees leaving the company.

Career Planning

According to Park et al. (2021) Individuals should aspirationally seek specific professional goals and devote learning resources to doing so, and businesses should offer important support systems as part of the career planning process. (e.g. counseling services; training and development; and career development opportunities). So, as an individual you must have high curiosity about your future in the company. However, the company must also provide the information that employees need. Apart from that, the company must be able to provide counseling services. This counseling will have a positive impact on employees and the company. With counseling, what training and development can be determined or determined is appropriate.

Meanwhile, according to Armstrong (2014), one aspect of career planning is determining the career path that individuals can take to advance their careers within the company. It gathers all the information from company needs assessments, performance and potential assessments, and management succession plans and translates them into specific career development plans as well as a more comprehensive framework for management training, career counseling, and mentoring. Through targeted career planning, it will motivate personnel to be enthusiastic about developing their personal potential and they will try to eliminate existing gaps by participating in education and training.

Through career planning, a person will assess his abilities and interests, consider other career opportunities, set career goals, and plan practical development activities strategically (Pio, 2017). Meanwhile, according to Mandriasih and Iqbal (2019), career planning is an activity carried out by individuals to understand and try to control their own professional life. It is understandable that if individual career planning is carried out well and successfully, employees will know what they want and certain action steps will lead to the desired conditions. So the management just needs to match the availability of employees with the promotional opportunities that exist in the organization.

According to Dessler (2020) there are several dimensions and indicators in employee career planning, including:

1. Skills, interests, values and knowledge consisting of employee desires/willingness, employee values, employee interests, employee abilities;

2. Information obtained regarding career opportunities and choices within and outside the organization, including career opportunities within the organization;
3. Determine career goals such as achieving long-term goals, achieving medium-term goals and achieving short-term goals; And
4. Determine an action plan including developing a career plan and career goals.

The two main components of career planning are individual and organizational career planning are the main components (Pio, 2017)

Individual Career Planning

Nurmasari (2015) shows that individual career planning focuses on the individual, including exercises and diagnostic processes to help individuals 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 anchor.
2. Evaluate the labor market to determine the types of opportunities available inside and outside the organization.
3. Set career goals based on self-assessment.
4. Match opportunities with needs, goals and develop a career strategy.
5. Career transition planning.

Meanwhile, according to Adiputra (2015), personal career planning includes stages, specifically as follows:

1. Individuals must recognize talent. Career planning can start with an analysis of talents or innate abilities that have not yet been developed and possessed. Through this analysis, individuals will become aware of their mental and physical strengths and weaknesses, so that this understanding can become the basis for improvement.
2. Individuals need to pay attention to interests. The desires you want to achieve need to be taken into account when planning your career. People who can identify careers that interest them tend to make thorough career plans.
3. Individuals need to pay attention to values. Individuals will feel satisfied if the career they pursue is consistent with the values they adhere to. Therefore, individuals must determine what values they hold regarding the specific career they will choose.
4. Individuals need to pay attention to their personality. The match between personality and chosen career is an important factor in career planning. This compatibility is important because personality can be the difference between the success achieved in a particular career by one individual and another.
5. Individuals need to pay attention to career opportunities. Not all career opportunities match your potential. Individuals should inquire about potential jobs based on their abilities. In career planning, each individual can adapt and develop career opportunities that suit their abilities.
6. Individuals need to pay attention to career appearance. A person's personal appearance must be consistent with his or her professional behavior and expectations. An understanding of professional standards or criteria will help individuals keep their jobs.
7. Individuals need to pay attention to their lifestyle. Successful career planning depends on how well a person integrates their lifestyle with the career options available to them.

To achieve targeted career goals, each personnel must have a clear individual career plan to motivate the personnel to achieve what has been set. For organizations, this will be profitable, because they have a lot of resources so they can find the right people for the right positions.

Organizational Career Planning

According to Aziza, organizational career planning is career planning carried out by organizations to develop the careers of employees and meet organizational needs. 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 career paths
3. traditional or new career paths.
4. More efficient development of human resources within and between divisions and/or geographic locations.
5. Satisfaction of employees' personal development needs.
6. Improved performance through on-the-job training experiences provided by vertical and horizontal career moves.
7. Increase employee loyalty and motivation which can lead to reduced employee turnover.
8. A method for determining training and development needs.

The involvement of an organization's personnel officers in managing human resources in career planning is increasingly emerging because of its benefits. According to Simamora (2004) The benefits of involving the human resources department are:

1. Prioritize strategy and employee needs in business. By supporting employees' career planning, the Human Resources Department can assist them in anticipating and mitigating risks identified in Human Resources research, thereby producing higher quality results from the various resources needed to strengthen business strategies.
2. Train staff members who will be promoted. Career planning helps in creating an internal candidate pool for promotions to cover vacancies caused by resignations, retirements, and business expansion.
3. Encourage work placements abroad. Career planning is used by multinational companies, and employees from various backgrounds are provided with information about the organization's goals for their personal development.
4. Assist in discussions about employee diversity. Employees from diverse backgrounds learn about the organization's expectations for their growth and development when they receive career planning assistance.
5. Reduced staff turnover rate. Increased organizational loyalty and lower personnel turnover rates can result from a greater focus on individual career development.
6. Pave the way for employee potential. Because they have set professional goals, people involved in career planning are encouraged to use more of their potential. This helps employees perform better in their current roles as well as prepares them for future openings.
7. Increase your own development. Employee growth and development is encouraged through career plans and goals.
8. Minimize the buildup of the number of employees. By providing knowledge about employee abilities to managers, staff members, and the human resources department through career planning, selfish supervisors can be prevented from keeping valuable personnel for themselves.
9. Fulfill staff requests. Immediate satisfaction of individual self-esteem demands, including success and recognition, can be achieved through reducing employee backlogs and increasing prospects for advancement.

Career Planning Analysis of Individual or Organizational Responsibilities

The concept of career management is important for academics and practitioners involved in this field (Smith et al, 2016). It is critical for individuals and organizations to take

responsibility for career planning and management in order to thrive and adapt in today's dynamic professional landscape. Individuals and organizations both play a role in career planning (Wesarat et al, 2014). Individuals are responsible for taking charge of their own career planning, which involves self-assessment, setting goals, exploring career options, and making informed decisions. Organizations, on the other hand, have a responsibility to provide resources and support for career development. This includes creating a supportive work environment, offering training and development opportunities, and providing guidance and feedback to employees. By working together, individuals and organizations can create a collaborative approach to career planning that benefits both parties (Veetil & Mehairbi, 2015). There is still a big question in our minds, who should be responsible for career planning to achieve career success, the individual or the organization?

Table 1. Relevant Research 1

Title	Who drive an officer’s career, the individual or his institution? The case of Frenchs officers.
Author	Gabriel Morin dan Veronique Chanut
Publication Year	2020
Journal’s Name	International Review of Administrative Sciences
Problem	The transformation of public management encourages military organizations to immediately adopt civilian management that focuses on individuals. On the other hand, military organizations have unique characteristics compared to private organizations. However, the pendulum movement in military institutions is towards individualism. This encourages researchers to expand the question of who is actually responsible for their careers, individuals or institutions.
Methods	This research is qualitative research with a constructivist paradigm approach. Data was obtained using semi-structured interviews and data processing using Nvivo qualitative data software.
Results	In this research, it was found that there are three levels of leadership consisting of: (1) Young Leader, who must have a high level of curiosity. After training, the officer will find an environment that is more complex than what was received during training so that curiosity will provide the experience and knowledge that will be needed as equipment for an officer; (2) Intermediate Leader, must be easy to adapt as an intermediary. In this position the officer will find expertise as an operations officer and joint staff so that quick adaptation is the key to success; (3) Senior Leaders must have innovation for the progress of the organization. At this point senior officers will merge between departments and will need to offer more solutions than before.
Conclusion	The formation of a leader's career is more driven by individuals than by institutions that have a structured progressive framework that can be used as a marker of military institutional identity. However, institutions must be able to provide managerial recommendations related to the need to develop human resources, during various stages of their career paths to support the capacity of the military institution's vision of future soldiers.

Table 2. Relevant Research 2

Title	Joint Responsibility for Career
Author	Omar Jaber Aburumman, Khatijah Omar and Belal Barhem.
Publication Year	2021
Journal’s Name	Employee Responsibilities and Rights Journal
Problem	The sense of responsibility for career lies with the organization and the individual in determining the career decisions to be taken. A sense of responsibility is the best factor for successful career development. Career success will continue to develop when individuals and organizations together have a variety of responsibilities that are relevant to career progress. With a sense of responsibility that is made into a system, it will achieve the goal of combining career management and career planning

	activities. This can provide benefits to organizations and individuals regarding their career path. However, until now, there is still a gap between organizations and individuals regarding the sense of responsibility carried out by each.
Methods	This research is quantitative research. To obtain the data by conducting a survey questionnaire to collect the data. In processing the data using the PLS-SEM method. The population used in this study was 116 hospitals, including public hospitals, private hospitals and also military hospitals. The hospital details consist of 34 public hospitals, 66 private hospitals and at least 16 military hospitals in the jurisdiction of Jordan.
Results	This research found that there are three determining factors that underlie the concept of a sense of shared responsibility for work, including: (1) The extent to which the organization and employees are involved in work related to shared responsibility for career; (2) the extent to which a sense of shared responsibility contributes to the achievement of employee career development and self-development, and (3) the extent to which shared responsibility influences the success of employees and the organization together. Employees believe that they have a good career in an organization that offers shared responsibility for career activities. In the workplace, shared responsibility shows an employee's abilities, can enhance an employee's career, help develop professional bonds with colleagues and demonstrate organizational leadership. Employees are an important part of the job.
Conclusion	The results of this research support the idea of shared responsibility in a career. Individuals and organizations are expected to be able to manage and plan careers together, because this has an impact on achieving a high level of career success. In addition, this research reinforces the idea that employees who work in organizations with shared responsibility activities for their careers are more successful than those who work in organizations without shared responsibility activities. Because career management programs are aimed at involved individuals helping with managing and planning their careers to achieve their goals. Employees who participatively manage and plan their careers are believed to be more successful and feel more positive about their careers than those who are not actively involved. Hence, the importance of career management. However, it can be said with confidence that to achieve a high level of career success, individuals must participate in various decisions and obligations related to management and shared career plans.

Table 3. Relevant Research 3

Title	Career Planning Indicators of Succesfull TVET Entrepreneurs.
Author	Natsha Dora Muridan, Mohammad Sattar Rasul, Ruhizan Mohamad Yasin, Ahmad Rosli Mohd Nor, Rose Amnah Abd. Rauf, and Nur Atiqah Jalaludin.
Publication Year	2023
Journal's Name	Journal Sustainability
Problem	Proactive career behavior and focus on work values oriented towards organizational change. Having a career in entrepreneurship is one way to earn a high income, but it has been found that the absence of career planning is closely related to low income, poor work environment, lack of health facilities, low life expectancy and the risk of becoming unemployed. Meanwhile, the lack of exposure to career information causes graduates to experience difficulties in determining their future career paths. Emotional intelligence indirectly influences the determination of their career goals. If your career choice does not match your potential, then the possibility of a short-term job change will be very large. So career planning is needed to achieve a better future.
Methods	This research is quantitative research by conducting questionnaires to experts without face-to-face contact. Data processing uses a modification of the Delphi technique. The data collection procedure using the modified Delphi method to obtain entrepreneurial career

	planning involves three rounds. This research involved 10 high-income entrepreneurs from graduate school as participants who had an income of RM 5000 and above per month. The criteria for experts are those who have experience related to the problem being studied, are able to contribute views and ideas and are able to evaluate and make decisions to reach consensus.
Results	<p>There are 5 career planning indicators, including: (1) Focus in Career Planning; (2) Objectives in Career Planning; (3) Self-efficacy in Career Planning; (4) Catalytic Factors in Career Planning; and (5) Career Planning Approach.</p> <p>In addition, this research found that individuals who want to pursue entrepreneurship must have self-ability in career planning in order to optimize career plans that suit their personality and believe that the planned career suits their talents. A career that is planned with the values they believe in, they will really know their strengths and weaknesses and are confident they can carry out the job well.</p>
Conclusion	<p>The institution must emphasize the focus on the goals to be achieved. Institutions must prioritize career planning for their employees. Career goal setting must be realistic and can be modified according to the situation to optimize a career plan that suits the individual's personality, beliefs and abilities. The implications of this research will help graduates gain awareness that one must have a good career plan. This indicator is very important because a person's career starts from plans that come from various sources and a person's life journey. Various individual profiles will also produce several potential employees with various competencies who can be relied on to answer future challenges. Therefore, institutions must review elements of their employee career planning for improvement and as a guide to encourage more employees to be involved in organizational goals.</p>

A person must be able to assess what skills they have and what interests they want to pursue, to be able to think about other job options, set career goals, and organize experience and learning directly through career planning. The main goal of a career planner is to relate possibilities to individual ambitions in a practical way. Promotion opportunities should not be the main focus of career planning but should be realistic. Achieving psychological success that does not necessarily require promotion should ultimately be a priority in career planning.

The goal of career planning is to match employee needs, skills, and goals with the organization's current and future possibilities and challenges. Another way to put it is that career planning programs are created to increase a business's chances of matching the right individual with the right job at the right time. Thus, the goal of a career planning program is to align personality, interests, preferences, and job rewards with the knowledge, skills, and needs of the job.

People are motivated to plan their careers due to the intense competition in today's workplace. However, modern workers want autonomy in their work and side hustle pursuits. Additionally, the definition of success has expanded to include not only income and prestige but also individual achievement and achieving one's full potential. Workers are also becoming more conscious of achieving a balance between their personal life, family and free time activities.

Equality in employment opportunities and efficient use of resources are prerequisites for good career management, both of which are essential for organizations. Employees who see their abilities misused, wasted, or leading to disappointment and dissatisfaction are undoubtedly a waste of organizational resources, even though people are the organization's most valuable asset. Initially, the focus of equal employment opportunity was on recruitment and selection. However, opportunities to get equal promotions are currently increasingly shifting towards those who have competence and knowledge.

CONCLUSION

Dessler (2020) stated that the theory discussing career development is very closely related to career planning and career management. Career planning consists of two components, namely individual and organizational career planning. Where these two things are like two sides of a coin that cannot be separated. Having good career planning will align the goals that the individual and the organization want to achieve simultaneously so that it is mutually beneficial for the organization and the individual.

On the one hand, career planning is an individual responsibility. This is in line with what Dessler (2020) and Nurmasasri (2015) stated that career planning is basically a personal responsibility because each employee knows more about various issues related to their needs. After knowing what the personnel's strengths and weaknesses are, the individual actively determines what must be done to patch up the shortcomings so that they remain competitive in their career development. Having good career planning will benefit individuals because they gain clarity about their career path and motivate employees to excel in fulfilling their job satisfaction (Mandriasih and Iqbal, 2019).

On the other hand, planning needs to be determined by the organization because of the attachment or similarity of goals to be achieved between the company and employees. With the involvement of the organization in developing clear career development and planning, the organization has prepared a career path that can be achieved by each individual. Thus, the organization will benefit from the large number of employees flocking to improve their abilities in pursuing their dreams in the future. Thus, career planning makes a positive contribution to the development and sustainability of an organization.

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