



## AN EFFECTIVE PROMOTION STRATEGY FOR MANAGERS IN ERA DISRUPTION: (A CASE STUDY IN ONE OF THE PRIVATE CONSTRUCTION COMPANY IN INDONESIA )

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### *Author's Biography*



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## Research Highlights

The era of disruption requires companies to have creativity in managing human resources including having a job promotion strategy. Job promotion provides opportunities for employees to develop and have a higher career level. Job promotion provides an opportunity to get the best candidates, therefore the management of human resources seeks to sharpen the strategy of the promotion system based on the principles of justice, objectivity, and reliability. These activities can be observed and assessed so as to facilitate the promotion process. The researcher interviewed prospective managers, mentors, human resources managers, division heads, and directly to an observation on job shadowing activities while secondary data was obtained from human resources manager in the form of assignment values, prospective manager's performance from mentors, supplemented by data from direct supervisors.

## Research Objectives

The Promotional problems that have not been effective have also been experienced by construction companies that have established 38 years. The promotion in that one of private company construction was done very minimal and not well standardized, the promotion system that had been carried out in previous years left rumors of injustice. In 2017, management reformed the strategy and promoted as many as 18 employees at the same time to occupy new positions. There was being done because the company plans to have subsidiaries and develop new businesses from construction to penetrate the property business This paper describes a job shadowing activity of prospective managers that aims to assess the character, competence, and potential of employees. Besides that this study explains the stages of promotion that have been carried out by prospective managers

## Methodology

The study uses a qualitative type of case studies. A method that explains a phenomenon that is happening in one of the private construction companies in Indonesia in the 2016-2018 period. The sampling method chosen was purposive sampling. 18 informants interviewed were candidates who were promoted in number. Primary data obtained from interviews, observations, e-mail interviews and focus group discussions was a group dynamics activity helping to make the collected data deeper and richer through social interaction between informants .While secondary data is taken from data collected from the Human Resources Manager, leaders, mentors, coaches, consultants, some experts are involved in the focus group discussion. Hence, data coding was applied for qualitative data analysis and thematic analysis was used with the text being divided into small units (phrase, sentence, or paragraph), each unit is assigned a label, and then each unit being grouped into codes (Creswell & Clark, 2011) The codes were then examined for patterns and organized into central themes across the individual cases and, to protect participants information, pseudonyms were used.

## Results

There are five themes are empowerment, job promotion, job shadowing, coaching, mentoring, that appeared when conducting interviews. The promotion is designed effectively because the promotion stages were delivered in detail. The promotion is an empowerment carried out by management through the promotion process increased their commitment to the





company. The job shadowing processes are conducted 8 months. Informants getting an experience of their role in particular work area. They learned a lot about managerial skills, deepened hard skills competencies and learned time management well. The period of shadowing learned to know each character's fellow managers well and try to have sustainable initiatives, and it's very useful for them to make a good collaboration and coordination in the future. (Cho & Gao, 2009). The coaching program carried out by the director provided their motivation. Even formal coaching activities felt should be held regularly even though they have finished their pre-service term. Informants consider mentoring and coaching to be one of the right tools for their development and empowerment because it is an effective way of helping improve competency. They also acknowledge the position award accompanied by compensation is empowerment that spurs a high level of enthusiasm and motivation (Rolfe, 2010).

## Findings

The employee is a valuable asset of the organization. The promotion is important. Promotion means giving trust empowerment. The promotional model in construction companies is quite effective in encouraging them to take initiatives so that it will increase employee performance. Job shadowing is at the heart of activities that shape behavior while increasing knowledge and skills, Job shadowing enables employees and organizations to measure the strength and limitations of their competencies, thus job shadowing becomes an alternative stage of effective promotion systems in construction organizations.

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