

## ABSTRACT

PT Telekomindo Primakarya is one of the national private companies engaged in the construction of telecommunications services in Indonesia. PT Telekomindo Primakarya has stood since 1996 with business activities that include the central building of telecommunications, fiber optic telecommunications network as well as copper and development of BTS (Base Transceiver Station).

Based on the results of employee satisfaction surveys on career patterns in PT Telekomindo Primakarya using ESI (Employee Satisfaction Index), it is known that the variable "The suitability of placing employees in a position with job requirements and the competence they had", has the lowest ESI that is 64.063% and also the highest gap between the level of satisfaction and the level of interest, that is 0.813. The survey results are in accordance with the existing problems in PT Telekomindo Primakarya that is obscurity of competency requirements in all positions, inexpediency in placing employees, small opportunities for employees to get promotion, which resulted in employee's dissatisfaction. Therefore, in an effort to improve employee satisfaction, a career path based competency is designed to fix the problem in PT Telekomindo Primakarya.

The design of career path based competency begins with a discussion with Management Support Manager to determine the company's core competencies based on the vision, mission, values and company strategy that are adjusted to the competency model of Spencer & Spencer. The next step is to determine specific competencies which consist of two types of competency; there are Technical Competency and Behavioral Competency. Specific competency is determined for each position in PT Telekomindo Primakarya using Competency Requirement Questionnaire (CRQ). After that, determine the minimum level of core competency based on the results of the questionnaire result where the answers based on considering the job description and job specification of each position. Last step is design career path based competency in PT Telekomindo Primakarya based upon the minimum level of core competencies and the specific competencies of each position, and career movement rules that apply in the company.

From the results of research conducted, concluded that the core competencies for all positions in PT Telekomindo Primakarya consists of 10 competencies, namely Achievement Orientation (ACH), Concern for Order, Quality and Accuracy (CO), Information Seeking (INF), Customer Service Orientation (CSO), Relationship Building (RB), Teamwork and Cooperation (TW), the Organizational Commitment (OC), Technical/Professional/Managerial Expertise (EXP), Flexibility (FLX), and Self Confident (SCF). While the specific competencies for each position varies according to the job description and job specification. In addition, career path based competency is designed based on the total value of the minimum level of core competency and career movement rules.

Keywords: Career Path, Competency