

ANALYSIS OF EMPLOYEE CAREER PLANING AT PT ABC

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Abstract

This study aims to comprehensively understand employee career planning at PT ABC. The specific objectives are: 1) To analyze the stages of career planning implementation, 2) To identify the methods used to establish career planning aspects, and 3) To describe the corrective actions taken by PT ABC to address challenges in employee career planning. This research employs a qualitative approach with a narrative analysis method. The sampling technique used is purposive sampling, selecting informants with in-depth knowledge based on specific criteria. Data is collected through observation, interviews, and documentation (primary data), as well as literature reviews from books, previous studies, and relevant scientific articles (secondary data). The data analysis involves stages of collection, reduction, presentation, verification, and conclusion drawing. The findings reveal that PT ABC implements career planning through annual evaluations and development programs. However, obstacles such as employees' lack of engagement, primarily caused by schedule conflicts with work deadlines, hinder its effectiveness. To address these issues, PT ABC raises awareness about the importance of career development and adjusts schedules to encourage participation. Overall, while PT ABC's career planning program has shown progress, improvements are still needed, particularly in time management, to ensure greater employee involvement and effectiveness in achieving career development goals.

Keyword: Planning; Career; Employee; Career Development

1. Introduction

In general, companies always have expectations that the goals they have set can be achieved. There are many factors that influence a company's success, one of which is human resources. Human resources encompass integrated skills derived from individuals' thinking abilities and physical strength, which are also influenced by factors such as their background and environment. Individual performance is further driven by motivation to fulfill their needs and desires. Companies continuously strive to have productive employees in order to maintain and strengthen their position in business competition. Therefore, the presence of high-quality human resources becomes a crucial element for companies to achieve success.

To achieve such success, companies rely heavily on superior and highly competitive human resources. One way to support employee career development is through career planning. Career planning is a process in which individuals utilize their abilities and potential to determine a career path aligned with the goals they aim to achieve. This topic is significant across various business sectors, both in private and government-owned companies, as well as in developed and developing countries. In the career planning process, individuals gain a better understanding of their personal potential, which includes skills, interests, knowledge, motivation, and other characteristics that form the foundation for choosing a career path. This process is then followed by determining the necessary steps to achieve the desired career.

Based on direct observations conducted at PT ABC, it shows that the company consistently provides support and adequate resources for employee career development. This is reinforced by the statement of the human capital manager in a brief interview, who mentioned that the company continuously strives to encourage employees to take advantage of various training and workshops held annually, as well as providing access to online learning platforms to support the development of their competencies and skills. The results of the preliminary research show that out of the total 33 respondents sampled, 57.6% answered "Agree," 30.3% answered "Neutral," and 12.1% answered "Disagree." The results of this preliminary study are presented by the author in the form of Figure 1.1 as follows.

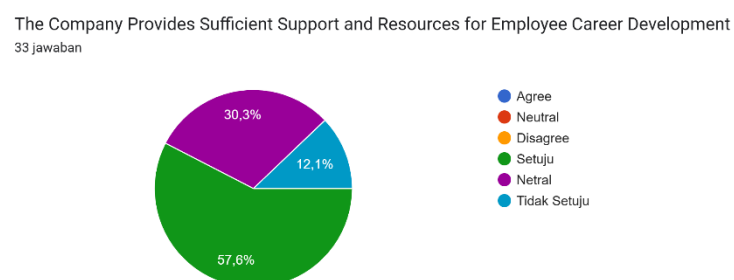


Figure 1.1 : Results of Preliminary Research on Career Planning System

Source: Data processed by the researcher

A preliminary study was also conducted to determine whether employees at this company have sufficient access to development training programs to enhance their skills and careers. The results of the preliminary research show that out of the total 33 respondents sampled, 60.6% answered "Agree," 30.3% answered "Neutral," and 9.1% answered "Disagree". The results of this preliminary study are presented by the author in the form of Figure 1.2 as follows.

Employees in this company have sufficient access to training and development programs to enhance their skills and careers.
33 jawaban

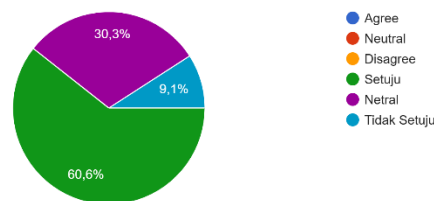


Figure 1.2 : Results of Preliminary Research on Career Planning System

Source: Data processed by the researcher

Various previous studies have examined the topic of employee career planning. However, each researcher has different characteristics, both in terms of novelty and refinement. For example, a study conducted by Widyanti et al. (2021) titled "Improving Employee Job Satisfaction Through Individual Career Planning" used a quantitative method to evaluate the impact of individual career planning on job satisfaction levels. The results of this study showed that individual career planning positively and significantly affects employee job satisfaction in a university setting. Academic staff who plan their careers well tend to be more productive and feel more satisfied with their work. This is due to the clear career path from lecturer to professor. Thus, it can be concluded that individual career planning contributes to increasing job satisfaction for both academic and non-academic staff.

The difference between this study and that conducted by Widyanti et al. (2021) lies in the focus and methodology used. This research examines employee career planning at ABC Company using a qualitative approach. Data was collected through observation, interviews, and documentation techniques, with the aim of complementing the previous research. Based on the explanations and issues mentioned above, the author intends to conduct research on employee career planning at the company with the title "Analysis of Employee Career Planning at ABC Company."

2. Literature Review

2.1 Definition of Career Planning

Etymologically, the term "career" comes from the Dutch word *carriere*, which means development or progress in one's work. Meanwhile, according to the Indonesian Dictionary (KBBI), career is defined as growth and improvement in various aspects of life, such as work, position, and others. A career can be defined as a series of work activities that occur continuously,

involving choices from various opportunities that arise due to the interaction between individuals, organizations, and their social environment.

2.2 Career Planning Objectives

According to Rivai (2018), as quoted by Suarha et al. (2023), career planning for employees has various objectives, including the following:

1. Providing direction and strategy to employees
2. Developing employees who are ready for promotion
3. Screening employee potential
4. Fulfilling employees' needs and satisfaction
5. Reducing employee turnover
6. Creating new career opportunities

2.3 Aspects of Career Planning

According to Super (Sharf, 1992:156 in Nisa), career planning involves two main components, knowledge and attitude. In addition, Dilliard (Widianti, 2022) states that career planning includes three important aspects, namely:

- Knowledge
- Attitude
- Skills

2.4 Stages of Career Planning

According to GreatNusa (2023), there are several important steps in career planning, including:

- Self-Evaluation
- Research on Potential Careers
- Career Identification
- Career Goal Setting

3. Material and Method

PT ABC is a regional government-owned company focused on public rail-based transportation. Established in 2008, the company manages a modern mass transportation system that serves the community in the metropolitan area and its surroundings. PT ABC was chosen as the subject of this research due to its strategic role in the rail-based public transportation sector, which requires the management of competent and competitive human resources. This study aims to analyze career planning to support employee development and the company's sustainability.

1. Primary Data

a. Interview

Creswell (2014) in (Ardiansyah et al., 2023) explains that interviews are a method of collecting data through direct communication between the researcher and participants, aiming to understand their experiences and perspectives on the phenomenon. Interviews can be structured, semi-structured, or unstructured based on the level of pre-defined framework.

b. Observation

Widoyoko (2014) in (Ardiansyah et al., 2023) states that observation involves regularly noting elements of a phenomenon in the research subject. It can be done in natural settings or controlled environments. This method allows researchers to monitor social interactions and actions related to the phenomenon being studied (Biklen, 2017 in (Ardiansyah et al., 2023)).

c. Documentation

Documentation involves collecting information from written materials like records, reports, and official documents. This method helps researchers understand the historical context, policies, and events related to the phenomenon being studied (Creswell, 2014 in (Ardiansyah et al., 2023)). It is a qualitative method to grasp subjects' perspectives through written materials or documents directly produced by them.

2. Secondary Data

In this study, the author uses secondary data by conducting a literature review of previous research and related journals. This literature study is carried out to obtain information on theories, methods, and concepts relevant to the issue, so that the data obtained can serve as a guide in finding solutions to the problem.

3.1 Design Study

The research titled "ANALYSIS OF EMPLOYEE CAREER PLANNING AT PT ABC" uses a qualitative research type with a case study approach. According to John W. Creswell, 1998 in (Fiantika et al., 2022), case study research is a method where the researcher explores a specific phenomenon (case) in the context of a certain time and activities (such as programs, events, processes, institutions, or social groups) and collects detailed and in-depth data using various information-gathering procedures over a defined period. Furthermore, in selecting the case to be studied, the researcher can evaluate various aspects, including different perspectives on the issues, processes, or events, or choose between common cases, easily accessible cases, or unusual cases (Assyakurrohim et al., 2023).

3.2 Data Analysis

According to Miles and Huberman (2014) in (Saputra et al., 2020), the qualitative data analysis technique consists of four stages: data collection, data reduction, data presentation, and verification and conclusion drawing.

1. **Data Collection** According to Sugiyono (2013) in (Fiantika et al., 2022), data collection techniques are the most crucial step in research, as the main focus of the research is to obtain data. The data collection conducted by the author involves gathering data obtained from interviews with several employees at PT ABC.
2. **Data Reduction** The data reduction process involves identifying and categorizing data obtained from observations, interviews, and documentation to process it into more

significant information. The results of this data reduction process assist the researcher in providing a clearer picture, making subsequent data collection easier, and facilitating the search for information when needed.

3. **Data Presentation** Miles and Huberman (2014) in (Saputra et al., 2020) state that in qualitative research, narrative text is the most commonly used form to communicate data. By presenting data, the author will better understand the ongoing situation, which can help plan the next steps based on the understanding gained.
4. **Verification and Conclusion Drawing** The next stage in qualitative data analysis, according to Miles and Huberman (2014) in (Saputra et al., 2020), is to make provisional conclusions and verify them. The initial conclusions proposed are provisional and may be revised if strong evidence is found during the subsequent data collection stages.

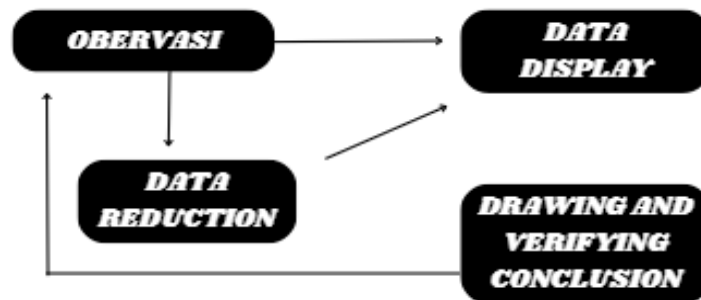


Figure 3.2 Data Analysis Components
Source: Data processed by the researcher

3.3 Data Validity Techniques

In qualitative research, accountability in data collection is required through triangulation techniques. Data triangulation is a method for verifying data from various sources, using different approaches, and collecting data at different times. In this study, the author obtained data from observations, interviews, and documentation with the aim of ensuring that the data collected is accurate and suitable to support the research. The data triangulation technique used by the author is technique triangulation.

4. Result and Discussion

4.1 Data Description

This study uses a qualitative approach, aiming to describe, illustrate, analyze, and summarize the events or phenomena being studied. Data collection techniques are carried out through observation, interviews, and documentation. Descriptive analysis techniques are used to provide a comprehensive and in-depth picture of the phenomena being studied. The researcher conducted interviews and observations at the PT ABC office. In this study, the informants consist of employees from the Human Capital Team working at PT ABC.

NO	PARTICIPANT	GENDER	LENGTH OF SERVICE
1	Participant A	Male	5 Years
2	Participant B	Male	2 Years
3	Participant C	Female	1 Years
4	Participant D	Female	1 Years

Figure 4.1 Participant Data

Source: Data processed by the researcher

4.2 Data Result

A. Aspects of Career Planning at PT ABC

When planning a career, an individual must consider various aspects that serve as key indicators, especially when researching and identifying the desired career path. According to Winkel (in Duntari, 2018), effective planning requires consideration of all the goals to be achieved, both in the short-term and long-term. Meanwhile, Parsons (in Duntari, 2018) defines career planning as a series of steps that must be taken before choosing a career. The three main aspects involved are self-understanding, knowledge of available job types, and the ability to connect oneself to the workforce through proper thinking processes.

Based on interviews with informants at PT ABC, several aspects are used as references in employee career planning, including performance, which is measured based on the achievement of Key Performance Indicators (KPIs). Every employee is required to meet the KPI targets set at the beginning of their employment. The Human Capital team then evaluates the achievement of these KPIs and directs employees who meet the criteria to participate in career planning programs. Employee discipline is also an important factor in supporting career planning at PT ABC. Rivai (2011) in Khaeruman et al. (2021) states that work discipline is a means of interaction between managers and employees, which can increase employee awareness to comply with company regulations. Employees with poor discipline will not be able to participate in career planning programs, so it is important for the company to foster a preventive discipline attitude that can inspire employees to work with high discipline (Putri & Sukirno, 2020). Based on the statements and theories explained above, it can be concluded that the aspects that serve as benchmarks for employee career planning at PT ABC include achieving each employee's KPI and the level of employee discipline.

B. Career Planning Process for Employees at PT ABC

Based on interviews with sources at PT ABC, the career planning process is carried out according to the aspects assessed by the Human Capital department. Employees who demonstrate good performance in KPIs and discipline are directed to participate in the company's annual career development program. In this program, employees will be guided to conduct self-assessments to identify their strengths and areas for improvement in order to advance in their chosen career path. Next, employees are encouraged to research their career options. This research can be done using online resources, interviewing individuals working in the desired field, or participating in internships or part-time jobs. Through this process,

employees gain a clearer understanding of their desired career, including the tasks and responsibilities involved (GreatNusa, 2023).

PT ABC holds an annual career development program that all employees, especially those seeking career advancement, must attend. The first step in the career planning process is to evaluate personal abilities and interests while considering available career opportunities. Career planning also includes setting personal career goals and designing a self-development plan. The initial stage of career planning involves developing decision-making skills (Helmi et al., 2022).

C. Obstacles and Solutions in Career Planning at PT ABC

In career planning, it is essential to consider various key aspects, especially in research and identifying the desired career paths. According to Winkel (in Duntari, 2018), effective planning requires consideration of all goals to be achieved, both in the short and long term. Meanwhile, Parsons (in Duntari, 2018) defines career planning as a series of steps to be taken before selecting a career. Three main aspects involved are self-understanding, knowledge about available job types, and the ability to connect oneself with the workforce through appropriate thinking processes.

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5. Closing

5.1 Conclusion

Based on the results of the research and discussions in the previous chapter, the following conclusions can be drawn based on the analysis conducted by the researcher :

Here are the conclusions of the research conducted :

1. The aspects that determine career planning for employees at PT ABC include key performance indicators (KPI), discipline level, and commitment to participating in the career development programs organized by the company.
2. The career planning process at PT ABC starts with setting KPIs (Key Performance Indicators) for each employee from the beginning of their employment. Through monitoring these KPIs, the Human Capital division at PT ABC can evaluate whether employees have met their targets. If the targets are met, employees will be directed to participate in career development programs, which include training related to the desired or recommended position by Human Capital. Furthermore, discipline in following company regulations is also considered in the continuation of career development. If these two aspects are met, employees may be promoted to higher positions.

3. A lack of awareness among employees to seriously participate in the career planning program has been one of the challenges faced by PT ABC. Therefore, PT ABC actively educates employees about the importance of career planning. The Human Capital team also makes efforts to adjust the schedule of career development programs so that they do not interfere with employees' main tasks.

5.2 Implication

Based on the research results, the theoretical and practical implications are as follows :

1. Theoretical Implications

The findings of this research support previous studies conducted by (Reskiputri & Fatmawati, 2022) and (Setyawati, 2021). This study found that employees must first identify themselves before determining their career planning. This research can also be used to develop or test new theories related to career management.

2. Practical Implications

The results of this study serve as information that can be applied by the company and its employees to support the career planning process, enhance personal skills, and achieve a level of personal quality that aligns with the chosen career path.

5.3 Research Limitations

Based on the researcher's experience, the researcher acknowledges several limitations that occurred during the study, and this research needs to be improved with further studies as supporting data. The limitations include :

1. This research was conducted using only a qualitative approach to examine career planning at PT ABC and did not include research in other companies or measure the effectiveness of the implemented career planning.
2. The study was conducted within a relatively short period, and the limited time constrained the researcher from delving deeper into the subject matter of this research.
3. The limited number of interview participants in this study prevented the researcher from exploring the issues in greater depth.

5.4 Recommendation

Based on the discussion and conclusions presented earlier, the researcher offers several recommendations as follows :

1. This study only used one variable; therefore, it is recommended that future research incorporate more than one variable to yield more diverse and comprehensive findings.
2. To obtain better results, it is recommended that future research include additional documentation and expand the number of participants involved to enhance the accuracy and validity of the findings.

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