

Development Analysis at XYZ Company

Albert Einstein Pardede¹, Christian Wiradendi Wolor², Marsofiyanti³

¹Digital Office Administration Student, Universitas Negeri Jakarta, Indonesia

²Digital Office Administration Lecturer, Universitas Negeri Jakarta, Indonesia

³Digital Office Administration Lecturer, Universitas Negeri Jakarta, Indonesia

Abstract

Career development is the approach used in human resource management focusing on developing the competencies and motivations of personnel towards creating higher job satisfaction. Using an empirical case, this work looks at a case analysis of career development programs run at XYZ Company, which is a private enterprise working within the beauty sector. Data are drawn from observation methods, structured interviews with informants, and reviews from available literature using a qualitative perspective. The findings show that the career development programs at XYZ Company are designed to enhance the competencies of the employees through workshops, mentoring sessions, and periodic performance reviews. Though these have been effective in motivating the employees and providing them with clear career pathways, there are still challenges. The success factor identified is basically the motivation and awareness of the individual employee, supported by leadership roles that provide guidance and opportunities. However, barriers include limited self-awareness among employees, inadequate workplace inclusivity, and insufficient transparency in performance evaluations. The study highlights the positive impact of these programs on employee satisfaction and retention. However, to optimize outcomes, it recommends improving transparency in appraisal systems, offering tailored training programs, and enhancing mentoring initiatives. These adjustments are expected to empower employees, address individual career needs, and foster a more engaging and productive workplace environment. The study confirms the relevance of formalized and inclusive career development processes for the implementation of the linkage between employees' growth and organizational objectives.

Keyword: xyz company; career; development; employee

1. Introduction

Human resources are generally understood to be one of the most important assets for an organization. The capabilities and performance of the employees or staff determine the success or failure of a company, as individuals work to reach their personal and financial goals simultaneously as companies work toward their broader goals, such as profitability and long-term sustainability. However, in the pursuit of these goals, organizations must not lose sight of the importance of investing in the well-being and professional growth of their employees. Developing human potential is not just about fulfilling operational needs, but about creating an environment that fosters employee growth, satisfaction, and loyalty, which in turn enhances overall organizational performance (Anggriawan et al., 2020).

A key factor in promoting employee development is career advancement. Career development programs enable employees to improve their skills, expand their knowledge, and gain a deeper understanding of their roles within the organization. When employees' careers are nurtured, they not only assume greater responsibilities but also gain a sense of ownership and satisfaction in their work. Job satisfaction has been consistently linked to better performance and greater contributions to the company (Munir et al., 2022). It means that strategies of effective career development support personal growth, which means success for all employees of the organization.

Career development is the systematic process in which the skill and potentials within employees are identified and then enhanced. Creating opportunities by promoting individuals to advance and progress in their careers can involve several methods such as through training, mentorship, performance evaluation, and many other forms. As Munir and others observe, a good work environment and social relationships within the organization, combined with trust in the company's concern for its employees, tend to be valued more than financial rewards. When employees perceive that their organization values their career growth, they are more likely to be loyal and motivated, hence decreasing turnover and increasing job satisfaction.

XYZ Company, being in the beauty industry, has initiated a career development program for skill enhancement and improvement in overall performance. However, such programs are not effectively being implemented, as revealed through the responses of the employees. The interviews with some employees reflected that performance appraisal was not transparent and fair. Some employees felt their contributions were not recognized while others felt discrepancies in assessment of performance. These might be an indication that career development systems at XYZ need refinement in order to increase the potential of the application of the employee's expectations and that of the company. These are supplemented by a preparatory survey conducted to help in assessing the perceptions of XYZ Company employees about the career development programs. The survey asked if employees perceived such programs to help improve their skills and if the company provided them with adequate opportunities for career growth. A mixed response was seen from the survey, as a large number of employees remained skeptical about the outcomes of career development programs. Though some employees recognized that career development helped in improving their skills, others found that the prospects for growth within the company were not satisfactory (Khairunnisa et al., 2023).

The research study is based on previously conducted studies, including the study by Khairunnisa et al., 2023, related to career development in education. It showed that the ways through which continuous education could be assured include mentoring and evaluation of employee performance. On the other hand, the current study focuses on how such a career development study will ensure employee satisfaction and enhance the working performance and staying capacity in a company like XYZ. The reason understanding the success factors of career development programs in this context is important is that companies in the corporate sector face different challenges compared to educational institutions.

Against this background, the present study investigates the relationship between career development and job satisfaction at XYZ Company, considering both factors that determine the success of career development programs and the problems that employees face in their career development. The research is also expected to reveal more about how career development influences professional growth and job satisfaction among employees and what stands in the way of making these types of programs effective.

This research will analyze the processes involved in career development at XYZ Company, focusing on how career development initiatives influence employee satisfaction and the factors that contribute to their success. Additionally, it will explore the challenges that employees face in advancing their careers within the company and identify areas where improvements can be made to ensure a more effective career development program. It is against this background that the study aims to contribute significantly to the literature by helping XYZ Company understand how best to develop its career development programs and thereby create a motivated, satisfied, and productive workforce.

2. Literature Review

2.1 Career Development

Career development is an imperative variable in fostering individual and organizational growth. According to Anggriawan, career development is a proactive and systematic approach whereby an organization and its employees jointly direct efforts toward improving skills, knowledge, and professional development. The essence of career development, therefore, lies in making preparations for future roles within the company through strategies that maximize one's potential, aligning individual aspirations with organizational needs. This creates a symbiotic relationship wherein both parties benefit, generating a more productive and contented workforce.

As such, career paths, which are further elaborated on by (Nursaumi et al., 2022) ,are an important part of the individual's professional life in an organization. Career paths are structured and systematic frameworks that map out the probable progressions between different roles within an organization, allowing employees to visualize their future trajectory. Clearly spell out the opportunities for advancement, and employees will be motivated to develop and grow, knowing how their careers will evolve in concert with organizational goals. This transparency not only pays dividends in managing career expectations but also conveys a sense of purpose and direction.

Career development is a key driver of employee satisfaction and organizational success. According to Amirudin, the well-structured career development program enhances the professionalism of employees significantly (Amirudin, 2024). Employees will be in an environment that can continuously improve their capability and contribute more to achieving

organizational objectives. The career development program can also offer diversified experiences to employees, making every moment of their career meaningful by nurturing professional and personal growth. Furthermore, through career development, organizations assure employees of their concern for the welfare of their workers, which attracts and retains some of the best talents.

Moreover, career development focus supports employees in their quest to navigate the modern workplace with its many complexities. With industries constantly changing and new technologies cropping up, continuous skill upgrades are becoming more important. Career development programs keep employees relevant, help them adjust to new roles, and acquire the competencies needed to thrive in a dynamic work environment. For organizations, the benefits are just as important. A developed and constantly changing workforce can drive innovation, productivity, and long-term strategic goals. Companies that invest in career development will most likely have increased employee loyalty, reduced turnover rates, and a stronger employer brand, all contributing to their competitive advantage in the market.

2.2 Stages of Career Development

Career development is a broad process that involves many stages, which all combine to ensure that career progression programs are well implemented. Octastefani identifies six key stages (Octastefani, n.d.), that an organization should consider:

1. **Preparing:** This involves forecasting the future needs of the organization and any resulting career opportunities. This ensures that management and employees alike are aware of the skills that will be required in the future.
2. **Profiling:** Through this, organizations perform employee performance profiling and audit human resources for further improvements and career path selection.
3. **Targeting:** In this process, employees are given information regarding the available vacancy and their requirements. It aids them in preparing to move upwards accordingly.
4. **Strategy Formulation:** This approach involves mentorship and guidance in order to enable employees to overcome obstacles and plan careers more effectively.
5. **Implementation:** Training programs and development activities are implemented to provide employees with the skills they need to pursue their career goals.
6. **Maintenance:** Organizations offer equitable remuneration, rewards, and periodic evaluations to maintain motivation and ensure continued professional growth. These stages demonstrate that career development is a structured and collaborative process that prepares employees to meet the increasing demands of their jobs while supporting the goals of the organization.

2.3 Factors Influencing Career Development

Career development programs are successful only based on internal and external factors. Jumawan and Mora have highlighted five crucial elements that affect career development (Jumawan & Mora, 2018):

1. **Education:** Workers who have a better educational background can perform better in higher job positions.
2. **Training:** Proper training in a particular field improves the competency of workers to work in a changed job environment.
3. **Rotation/Mutations:** Rotating employees in different roles allows them to have diverse experiences and wider knowledge of the organization.

4. Selection: A nonbiased and fair selection process is followed wherein the employee gets placed in a role that best suits his skills and career aspirations.
5. Placement: Good job placement makes employees feel valued, increasing their engagement, thus giving them higher job satisfaction.

Each of them plays a very important role in the outcomes of a career development program. Organizations that invest in employee education and training can create a far more competent workforce. On the other hand, selection and placement, if done transparently, build up an atmosphere of mutual trust and fairness, consequently improving the general morale among employees. A proper understanding of these concepts, stages, and influencing factors allows organizations to design and implement career development programs that will help them achieve their strategic objectives while guaranteeing employee satisfaction and retention. This comprehensive approach is critical in the development of a motivated and competent workforce able to navigate the complexities of the modern workplace.

3. Material and Method

The method should provide detailed information to allow the experiments to be repeated by others. In sum, this section provides all the methodological details that other researchers need to duplicate your work in the future. Please specify the research design, samples, research instruments, procedures, and data analysis in brief.

3.1 Design Study

The study used a qualitative approach with a case study design to explore the implementation and effectiveness of career development programs in XYZ Company. The qualitative approach was selected because it allows an in-depth examination of the experiences and perceptions of participants, thereby offering insights into the contextual factors that influence career development (Rukin, 2019). This design of the case study was specifically appropriate for understanding the exact processes at XYZ Company, located at Hypefast HQ 3.0 Graha Binakarsa, Jakarta. The research was conducted over one month, from October to November 2024, during which data were collected through interviews, observations, and document analysis.

Participants were selected using purposive sampling, a non-probability sampling technique that ensures individuals are chosen based on their relevance to the research objectives (Firmansyah & Dede, 2022). Four employees from different divisions; Human Resources, Business Development, Administration, and Digital Marketing were selected. These participants were directly involved in or had substantial experience with the company's career development programs, representing diverse perspectives.

Three main instruments were used to collect data. The first was a semi-structured interview guide designed to elicit detailed insights into employees' perceptions of career development programs, their effectiveness, and the challenges faced (Fadhallah, 2021). Interviews, lasting 30 to 45 minutes, were recorded with participants' consent to ensure accuracy. The second instrument was an observation checklist, which documented real-time activities related to career development, such as training sessions, mentorship programs, and performance appraisals (Hotimah, 2022). The third tool was document analysis, through which company policies and performance evaluation records are studied to triangulate results obtained through interviews and observation (Melinda & Zainil, 2020).

3.2 Data Analysis

The data was studied by adopting an interactive model developed by Miles and Huberman, containing four significant phases (Wijaya, 2020). The first of the phases is the activity of collecting data systematically: interview observations, reviews of documents. In the second stage, data reduction consisted of organizing and coding the raw data to focus on those themes and patterns that were seen as most relevant to career development processes and outcomes. Data display was the third stage, in which the summarized data were given a narrative description, a tabular, and a chart form to facilitate interpretation. Conclusions were finally drawn and verified for validity and reliability using methods of triangulation (Nurfatimah et al., 2022)

Triangulation involved comparing and cross-checking information gathered from interviews, observations, and document analysis to identify consistent themes and address any discrepancies. Such an intense analytical process provided a detailed insight into the career development practices of XYZ Company, highlighting areas of success and improvement. This approach employed in the study offers a framework that can be replicated to examine career development programs in similar organizational contexts.

4. Result

The research disclosed critical findings in regard to career development programs enacted and adopted at XYZ Company. With the interviews, observations, and documents that had been analyzed, some dominating themes emerged to shed light on the present status concerning the practice of career development within the organization. Majority of employees showed mix perceptions towards the effectiveness of career development programs. While some participants indeed recognized the programs to have influenced their skills and career growth, others felt that there was a need for improvement in areas such as transparency in performance appraisals and inclusiveness in providing opportunities for development. According to one participant from the Human Resources division, the company periodically organizes training sessions and mentorship programs, which have helped to improve employee competencies. In contrast, the participant pointed out that the selection criteria for such programs are sometimes not clearly communicated, which raises concerns about fairness and accessibility.

Table 1. Participant Data

No	Participant	Length of Work	Unit
1.	Participant A	3 Tahun	Human Resource
2.	Participant B	2 Tahun	Bussines Development
3.	Participant C	5 Tahun	Admin
4.	Participant D	1 Tahun	Digital Marketer

Observations during the study revealed that the company has put in place some structured career development initiatives, including regular performance reviews, job rotations, and mentorship opportunities. However, challenges such as inconsistent feedback mechanisms and limited employee involvement in career planning decisions were evident. Document analysis supported these findings, since there was a lack of detailed guidelines on how the career

development programs are designed and evaluated. The results from the survey data showed that 33.3% of the employees felt indifferent to the development of their skills through career development programs, while 28.6% felt dissatisfied with the given opportunities.

Despite these very challenges, the company has made laudatory efforts in terms of supporting employee growth. For instance, participants mentioned that through mentorship programs, it was possible to understand their roles and career trajectories better. However, this call for increased transparency, inclusivity, and aligning organizational objectives with individuals' aspirations was a sentiment echoed throughout all data sources.

5. Discussion

These findings point out that well-structured career development programs are highly essential in driving employee satisfaction and organizational success. According to prior studies, effective career development can help build employee competencies, motivation, and retention levels (Syahputra & Tanjung, 2020). At XYZ Company, though there was evidence of attempts to provide training, mentoring, and job rotation, several areas of improvement were identified.

One major issue was the perceived lack of transparency in performance evaluations and program selection criteria. Employees expressed concerns that unclear criteria for participation in training and development programs created perceptions of favoritism and inequity. These findings align with Jumawan and Mora (2018), who emphasized the importance of transparent processes in fostering trust and engagement among employees. The approach may involve the development and institutionalization of uniform criteria for eligibility for programs and performance appraisals, as well as their effective dissemination to all employees.

Another important issue identified was the limited participation of employees in career planning and decision-making. Employees stressed the need for a collaborative approach in which their aspirations and goals would be considered in the formulation of career development initiatives. This is in line with the framework by Octastefani (n.d.), which stresses employee involvement in career strategizing and implementation. In this regard, XYZ Company could develop more focused programs that integrate organizational objectives with individual goals by incorporating employee feedback and preferences, hence making the programs more effective and satisfying to employees.

The study also showed inconsistencies in the feedback mechanisms. While regular performance reviews are conducted, employees reported that feedback was often vague and lacked actionable recommendations for improvement. According to Nurfajriani et al. (2024), effective feedback is a critical component of successful career development, as it provides employees with clear guidance on how to advance their skills and achieve their career goals. Implementing a more structured feedback process with specific, measurable, and timely recommendations could address this gap.

Despite these challenges, the study also highlighted positive aspects of XYZ Company's career development efforts. Mentorship programs were particularly valued by employees, who noted that these initiatives provided them with valuable guidance and support. As noted by Paulus (2019), mentorship can play a crucial role in helping employees navigate their career paths and develop the skills needed for future roles. Strengthening and expanding these programs could further enhance their impact.

While XYZ Company has taken commendable measures to encourage career development, addressing the listed challenges is still paramount in terms of maximizing those programs. Improvement in transparency will be better enhanced by promoting employee participation and providing relevant feedback mechanisms for an all-encompassing career development regime. In this way, not only the employees, but also the organization will move toward long-term success, since a well-motivated and skilled manpower is decisive in this process.

6. Conclusion, Implication, and Recommendation

This paper has elaborated on the process of implementing career development programs in XYZ Company, including both the strong and weak points of these programs. The findings show that while the company has been doing a commendable job in ensuring that its employees grow professionally through initiatives such as training, mentorship, and performance evaluation, much is still left unaddressed. These are the most critical issues: lack of transparency in program selection criteria, inconsistent feedback mechanisms, and limited employee involvement in career planning. These gaps have created mixed perceptions among employees, with some expressing satisfaction with the opportunities provided, while others reported dissatisfaction or neutrality regarding the programs' impact on their career trajectories.

These findings have profound implications, both for the organization and the broader field of human resource management. For XYZ Company, these challenges are very important to be met for improving employee satisfaction, motivation, and retention. Transparency in processes and clarity in communication are necessary to build trust and equity in the workplace. Involving employees more actively in the design and implementation of career development initiatives can create programs that better align with their aspirations while meeting organizational objectives. Such enhancements would increase the effectiveness of these programs and develop a more involved and committed workforce, contributing to the competitive advantage of the company. For the broader field, this study underscores the importance of adopting a holistic approach to career development, one that balances organizational needs with employee aspirations. Transparent guidelines, collaborative planning, and actionable feedback mechanisms are critical components of successful programs. These findings align with prior research, reinforcing the notion that well-designed career development initiatives can significantly enhance employee performance and organizational outcomes.

Based on these conclusions, several recommendations are proposed. First, XYZ Company should establish clear and standardized criteria regarding program participation and then communicate these guidelines to employees. This would address any perceptions of unfairness that are felt by some and ensure a more level playing field for access to development opportunities. Second, the company should give much more structure to a feedback system that provides specific, measurable, and actionable recommendations. This process should be constantly reviewed and refined to enable employees to understand their performance and what they are doing to achieve their career goals. Third, employee involvement in career planning should be emphasized more. This would involve setting goals together and developing plans of action that take into consideration the strengths and aspirations of each individual. Finally, XYZ Company should build on its existing strengths, such as mentorship programs, by expanding their reach and making sure that all employees consistently receive support.

By addressing these recommendations, XYZ Company is in a position to establish a sound and inclusive career development system that would benefit not only the employees but also the culture and performance of the organization as a whole. This will provide a useful example for other organizations to learn from in their efforts toward improvement in career development practices in an increasingly competitive business environment.

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