

Career Development Analysis of Employees at PT Perusahaan Gas Negara, Tbk

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Abstract

This research was conducted at PT Perusahaan Gas Negara, Tbk with the aim of knowing the factors that affect career development. Researchers need to explore employees' perceptions of the development opportunities that companies have provided, the extent to which their expectations are met, and whether training programs are appropriate for individual needs. Data for this study were obtained through several methods, namely literature study, observation, interviews, and documentation. This research analysis was prepared using descriptive qualitative analysis methods to provide a comprehensive picture of the career development of employees of PT Perusahaan Gas Negara, Tbk. This descriptive method is used to describe systematically, factually, and accurately the existing conditions regarding the facts investigated. Therefore, this research is expected to be used as a reference in developing theories related to employee career development factors in a company and as a learning vehicle, especially in improving employee career development in a company.

Keyword: Career Development; Employee Perceptions; Factors Influencing Career Development

Introduction

Every company will try to achieve its goals, namely in the form of getting optimal profits and maintaining the business that is run so that it can run in the long term. Human resources are assets of change that have an important role in running a company. The good or bad quality of human resources owned by a company depends on how the company manages and manages its human resources. One of the first steps in producing qualified and dedicated human resources for the company is to provide a comprehensive and sustainable career development program for employees. Career development is crucial because it not only has an impact on individuals, but also proves that the company is ready to face the changes and challenges that will come. The importance of career development for the company's progress according to (Saefullah, 2022) in (Tirtono et al., 2023), namely career development programs can increase the motivation of employees to achieve more and make maximum contributions to the company. The achievement of successful career development will produce satisfied and satisfactory human resources for the organization.

According to Siagian in (Bahri & Nisa, 2017) career development is the personal changes that a person makes to achieve a career plan. Meanwhile, according to Widodo in (Muslimin et al., 2023) Career development is a series of activities throughout life that contribute to the exploration, consolidation, success and fulfillment of one's career. In addition, according to Stone in (Bahri & Nisa, 2017) Career development in a company is stated to be good based on several aspects including education, work experience, work achievement, work skills, work productivity, and employee training. Based on the description above, it can be concluded that employee career development is one of the important elements that cannot be ignored by every company, therefore a company needs to pay attention to the needs of employees to be able to optimize themselves and contribute more to a company. Employees who are satisfied with what they get from the company will contribute more and will continue to improve their work performance. Therefore, companies need to carry out high coaching, awareness, and progress to improve employee career development. In the 2022 Employee Engagement Survey conducted by PT Perusahaan Gas Negara with a total of 507 respondents, there are several question items to get a total employee engagement score. There are seven key dimensions that are parameters in the 2022 Employee Engagement Survey, namely: (1) Organizational Aspects; (2) Work aspect; (3) Career Development Aspects; (4) Leadership aspect; (5) Work Environment Aspects; (6) Aspects of Wages and Remuneration; and (7) Corporate Culture Aspects. The following is a diagram of the results of the 2022 Employee Engagement Survey, which is as follows:

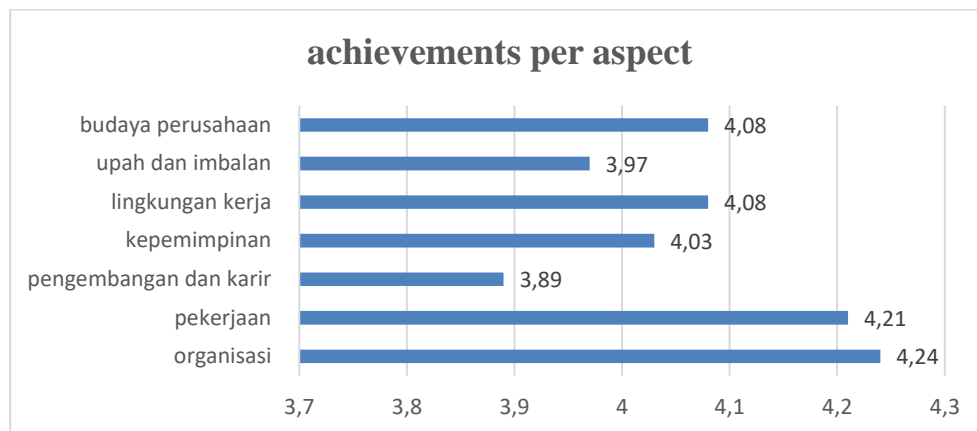


Figure 1. 1 Employee Engagement Survey 2022 Results Diagram

(Data obtained from the Company: 2024)

Overall, PT Perusahaan Gas Negara (PGN) showed an extraordinary improvement, especially in the organizational aspect with a score of 4.24 which showed excellence in organizational structure and management. In addition, the work and leadership aspects also recorded high achievements with scores of 4.21 and 4.03, respectively, which reflected the strong quality of work and leadership at PGN. Then, there are opportunities for improvements in wages and rewards (3.97) and also company culture (4.08). However, for the development and career aspects (3.89) in the diagram show the lowest value among other aspects. The following are details of the survey items in terms of development and career aspects that have been carried out by the company :

No.	Question	2019	2020	2021	2022
1.	I get the opportunity to be creative in getting work done	4,17	4,07	4,13	4,11
2.	I had the opportunity to obtain training to improve competence	3,93	3,96	3,95	3,96
3.	I get the opportunity to advance and develop in my work..	4,02	3,99	4,02	4,04
4.	I am satisfied with the career opportunities that exist in the organization	3,64	3,65	3,65	3,68
5.	Promotion occurs to the employees who deserve it the most.	3,60	3,65	3,59	3,64
	Average Score	3,87	3,86	3,87	3,89

Table 1. 1 Career Development Aspects

(Data obtained from the Company: 2024)

Based on the results of the survey that has been conducted by the company, it can be seen that the survey item about employee promotion is the lowest value every year. The promotion process in the workplace is one of the critical aspects in employee career development. Promotion applied by the company's management has a significant role in the life of every employee. In fact, every individual considers promotion as a

dream and a target to look forward to (Sungkono, 2017). In an organization, promotion-related decision-making is often based on performance assessments, skills, and dedication. Promotions are given to employees by considering significant achievements and consistent contributions in carrying out their duties. Therefore, employees who succeed in achieving promotions are considered the most deserving individuals to receive them. Although the company has tried to provide good career development opportunities, based on the 2022 Employee Engagement Survey Result Diagram related to career development, it still shows the lowest points. For this reason, the researcher also briefly interviewed one of the workers about it. From the results of the interviews, it is said that workers reveal that although companies have provided great opportunities for career development, there are still some obstacles that make the participation rate in these programs low. One of the factors that causes the participation rate in career development programs in companies is still low because most employees feel comfortable with their current work environment, so they are not willing to take promotions or career development opportunities offered. Although companies have provided great opportunities for career development, employees' unwillingness to step out of their comfort zone is a major obstacle that must be overcome.

Based on the background of the problems that have been described, the researcher considers it important to have a Career Development Analysis for Employees of PT Perusahaan Gas Negara, Tbk. This analysis process includes tracing factors that affect career development. Researchers need to explore employees' perceptions of the development opportunities that have been provided by the company, the extent to which their expectations are met, and whether the training programs are in line with individual needs. The analysis must also involve understanding the employee's perception of the career promotion system, the transparency of the process, and its impact on employee motivation and engagement. Thus, the results of this analysis will provide a comprehensive picture of job satisfaction among PGN employees, as well as provide a basis for recommendations for improvements or policy changes that can improve their welfare and productivity.

2. Literature Review

2.1 Career Development

Career development is a process to increase an individual's potential and progress in the context of their professional career (Muslimin et al., 2023). Then, according to Mangkunegara in (Yolinza, 2023), career development is a person's process to achieve a personal career plan. An employee needs a process for self-improvement in achieving a better career to achieve the maximum target to achieve the desired career. In addition, according to (Cedaryana et al., 2018) Career development is a process that is not only limited to meeting the needs of the organization, but also becomes an integral part of the individual's efforts to achieve personal satisfaction and overall self-development. From this definition, it can be said that career development is a series of jobs or positions that a person runs which includes the work done, the responsibilities carried, and the level of success achieved by a person.

2.2 Benefits of Career Development

The benefits obtained for organizations or companies by developing the careers of their employees according to (Wahibur Rokhman, 2011) include: Improving the

organization's ability to acquire and retain qualified employees; Ensuring the availability of the required experts; Increase employee motivation; Maintaining the regeneration process so that it runs well. Meanwhile, according to (Ambar, 2003) the benefits of career development include: Developing employee achievements; Prevent employees who ask to quit to change jobs by increasing employee loyalty; As a vehicle to motivate employees to develop their talents and abilities; Reduce subjectivity in promotion; Providing certainty for the future; As an effort to support the organization to obtain capable and skilled personnel in carrying out their duties. Based on this description, an organization or company must make a career development as a business strategy in increasingly fierce business competition.

2.3 Scope of Career Planning

Career planning is a part that helps determine the organizational dynamics of human resource management. Therefore, an employee who wants to develop his career must make his own individual career plan so that his career is not swayed by other people's plans which of course will not provide much benefit to the individual (Islami, 2013). The overall scope of career planning includes a series of steps that involve self-evaluation, goal setting, and the creation of an Action plan that includes an in-depth understanding of the interests, values, skills, knowledge and career opportunities available. Through a systematic and proactive approach to career planning, individuals can maximize their potential and achieve sustainable success in their careers.

2.4 Factors Affecting Career Development

Career development is a journey that involves various factors that are interrelated and affect a person's success in the world of work. The rapid development of the times encourages every individual to understand the factors that can be used as a reference for their career development. The researcher concluded that there are several important factors in career development, including:

a. Education

Education is a factor that has an important role in career development. Through education, employees can gain new skills, knowledge, and a deeper understanding of their field of work, this is in line with the opinion of (Rahman, 2022) who said that education is a learning process to continue to develop individual potential in the form of learning about self-control, personality, intelligence, and necessary skills.

b. Training

Training is an environmental forum for employees, where they will get lessons in matters related to duties and responsibilities such as behavior, knowledge, abilities and skills as well as attitudes relevant to work (Seri Rezki Fauziah, 2019). Through training, employees can acquire the technical skills necessary to carry out their jobs effectively and efficiently. Every organization or company must conduct a job training program to improve the ability of employees to complete their tasks effectively and accurately through appropriate training (Nursyahputri & Saragih, 2019).

c. Job Performance

Job performance is one of the key factors that play an important role in a person's career development. This is because if someone has consistent and extraordinary work performance, it can open up new opportunities, improve reputation, and provide personal satisfaction. Byars and Rue Sutrisno in (Jumianto & Pristiyono,

2022) explain that work achievement is the level of a person's ability to perform tasks in their field. This definition also means that the value of a person's ability to meet the standards in his or her job is important.

d. Work Experience

Work experience is one of the most important factors in a person's career development according to Sastrohadiwiryo in (Aprianto, 2019). Work experience can be said to be the level of mastery and skills that a person has in his or her job. This can be measured based on the length of service and from the level of knowledge and skills possessed by the employee according to Siagan Dalam (Pangestuti, 2019). (Supeni & Sujana, 2021) also argues that work experience is a measure of how long employees have spent understanding and successfully completing job responsibilities.

e. Promotion

Promotion is a change in assignment from a job with a lower level to another job with a higher level than the original position of an organization, according to Nurjaman in (Gea, 2019). Promotion is a form of career development program that is expected by employees because they can get positions with higher positions. Generally, promotions will also be followed by higher duties and responsibilities, but all will be proportional to the income and facilities obtained. The implementation of promotions must certainly pay attention to requirements such as work experience, education level, loyalty, and some of them. If an employee has high work performance, it will certainly allow the employee to get the opportunity to be promoted to a higher position or job in the coming period, Ardana in (Pangestuti, 2019).

3. Material and Method

This research design uses qualitative research with a descriptive case study approach. A descriptive case study is a researcher's strategy in which researchers carefully and carefully examine an event, activity, process, or group of individuals.

3.1 Design Study

The design of this study uses qualitative research with a descriptive case study approach. According to (Mustika, 2019) case study research is a research approach that explores a phenomenon in its context using data from various sources. This study uses a descriptive study, where the method will then be carried out to find out about the problems that are the theme of the research, and the data from the survey will then be subjected to a qualitative approach in the form of a descriptive form that will explain and answer the problem formulation of this research.

3.2 Data Sources and Research Samples

In this qualitative research, the sample or participant selection technique uses a non-probability sampling method with a purposive sampling method. Non-probability sampling according to (Sugiyono, 2018) is a sampling technique that does not provide equal opportunities or opportunities for each member of the population to be selected as a sample. The unit of analysis in this study is employees at PT Perusahaan Gas Negara, Tbk where the researcher will take several samples of employees based on the PRL or positions they already have differently to find out employee satisfaction in each individual. The researcher chose to interview 5 informants because it was in accordance with the purposive sampling method.

3.3 Data Collection Techniques

Data collection techniques are a strategic step in conducting research, because the main purpose of research is to obtain data. The data collection process can be carried out in the following ways:

a. Literature Studies

Literature study is a method of data collection techniques using books as reference materials in research. The literature study used by the researcher is in the form of searching for the data needed by literature, references, papers, the internet, and part of it so that the researcher obtains written data from the results of examining answers related to the researcher's problem.

b. Interview

The types of interviews in qualitative research according to Fontana in Sarosa (2017) can be classified based on how formal and structured the interviews are, including structured interviews, unstructured interviews, and semi-structured interviews. In this study, the type of interview used is semi-structured. In interviews with participants, the researcher asked about things related to things that participants knew about the analysis of employee career development in the company.

c. Observation

The data collection technique through observation is carried out directly. Direct observation is data collection that is carried out directly without using special tools (Warif, 2019). The observation activities carried out by the researcher are direct observations because the researcher has carried out preliminary study activities before. The researcher made direct observations or observations on the career development process activities at PT Perusahaan Gas Negara, Tbk.

d. Documentation

In short, documentation is the selection or collection of evidence and information. Documentation is written evidence related to the data in the research conducted (Warif, 2019). According to (Nurmansyah & Yuliani, 2021) this documentation technique is used by researchers as ontological evidence in the form of taking images that are in accordance with the object being studied. In this study, the researcher took documentation as evidence of having conducted interviews with employees at PT Perusahaan Negara, Tbk regarding the analysis of career development that has been running in the company.

3.3 Data Validity Techniques

In qualitative research, data validity tests are carried out so that the data and information obtained can be properly accounted for. The validity test of the data uses the triangulation method. The triangulation method is divided into three triangulations, including:

a. Source Triangulation

Source triangulation means testing data from various sources of informants to be taken.

b. Triangulation Techniques

Triangulation Technique means collecting different data to obtain data through the same data source. According to Sugiyono in (Mariyani, 2020) by

conducting observations, interviews, and documentation to obtain the same data source simultaneously.

c. Triangulation Time

Time triangulation means testing data that is carried out through checking by conducting interviews, observations or other techniques at different times or situations.

In this study, the researcher uses triangulation techniques for data collection and source triangulation. Triangulation of data collection techniques is carried out by comparing the results of observations and interviews that the researcher has conducted. Meanwhile, source triangulation is carried out by checking the information obtained by the researcher through interviews with several sources/informants. The researcher asked questions related to the topic discussed. The researcher also applies triangulation by comparing observation data, interview data with a related document, such as reviewing related journals.

3.4 Data Analysis Techniques

The data analysis used by the researcher is the data analysis of the Miles Huberman model which includes data reduction, data display, conclusion drawing and verification (Sugiyono, 2015). The steps of data analysis can be described with the following scheme:

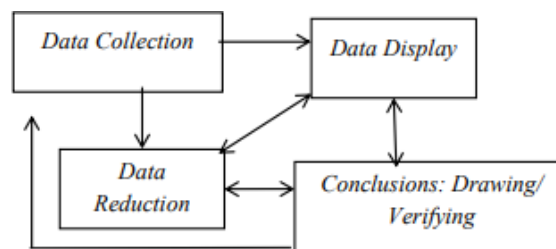


Figure 3. 1 Data Analysis of the Miles and Huberman Model (Sugiyono, 2015)

Source: Data from the Internet

Data Reduction (Sugiyono 2015) said that data reduction is a process of selection, focusing, simplification, and abstraction of data that is still rough obtained in the field. Data reduction is part of data analysis with a form of analysis that sharpens, classifies, directs, discards unnecessary data, and organizes data so that final conclusions can be drawn and verified.

Data display in (Sugiyono 2015) explains that the purpose of data presentation is that data and information obtained from the field are entered into a matrix, then the data is presented according to the data obtained in field research, so that researchers will be able to master the data and not make mistakes in analyzing data and drawing conclusions.

The third stage is after the researcher compiles the data in order, then the researcher processes the data, so that if there is data that is not in accordance with the needs of the research, the researcher can edit the data so that the data is in accordance with the needs of the research, the editing of the data is to correct the data if there is an

error in the data collection, the error in the data will be corrected or completed by re-collecting data or by inserting data that is considered to be lacking.

Conclusion, Drawing/ Verifying: After displaying the data, the next stage is the conclusion drawn. (Sugiyono 2015) stated that drawing conclusions is an effort to find or understand the meaning, regularity, pattern, clarity, and causal flow or the proportion of the conclusion drawn must be immediately verified by looking at and questioning again while looking at the notes in order to obtain a more precise understanding.

4. Result

To find out how far the analysis of the career development of PT Perusahaan Gas Negara employees goes, the researcher conducted interviews with several employees. The characteristics of the participants are as follows:

No.	Participant	Age	Gender	Length of work	Sub-Division
1.	Participant A	37	Female	14	<i>Performance and Reward Management</i>
2.	Participant B	39	Female	16	<i>Organization Management</i>
3.	Participant C	29	Female	5	<i>Leadership and Corporate Culture</i>
4.	Participant D	28	Male	5	<i>Learning and Knowledge Management</i>
5.	Participant E	33	Female	11	<i>Performance and Reward Management</i>

Source : Data processed by Researcher (2024)

a. Career development factors at PT Perusahaan Gas Negara, Tbk

1) Participants' Perception of Training Factors

Participants revealed that the training factor is one of the factors related to the career development of employees at PT Perusahaan Gas Negara, Tbk. Based on the observation results, the training has been provided by the company and has been adjusted to the needs of workers. In the interview, the participants revealed that training is one of the factors that supports employee career development. Participants also revealed that the training provided was appropriate to help support the careers of their employees. Based on the results of interviews by participants, it can be concluded that the training provided by the company has contributed significantly to the development of employee knowledge and skills. Employees also feel that the training provided has helped them improve their competence according to the needs of the position and support productivity in daily work. Although training is recognized as an important component of career

development, there is a view that training alone is not enough without individual initiative and practical opportunities on the job.

2) Participants' Perception of Education Factors

Participants revealed that the education factor is one of the factors related to the career development of employees at PT Perusahaan Gas Negara, Tbk. Based on the results of observations, education has been provided by the company for employees who want to continue their education through several programs. In the interview, the participants also revealed that education is one of the factors that support employee career development. The company has also provided opportunities for employees to continue their education with the programs that have been provided. Based on the results of interviews, it can be concluded that the company has provided significant support for continuing education for employees through various programs and facilities. The company offers scholarships and opportunities to continue education without having to leave work, such as self-managed programs and self-funded scholarships. In addition, the company also supports employees who want to take part in the LPDP program and continue their studies abroad. This support reflects the company's commitment to improving the intellect and competence of employees through further education.

3) Participants' Perception of Work Performance Factors

Participants revealed that the work performance factor is one of the factors related to the career development of employees at PT Perusahaan Gas Negara, Tbk. In the interview, the participant revealed that work performance is one of the factors that supports the career development of employees. Based on the results of interviews by participants, it can be concluded that the work performance of employees in the company is directly proportional to the education and training they follow, as well as consistent daily performance. The career development of employees in the company is greatly influenced by work performance measured through performance assessments, participants in training, and the completion of given project tasks. The existing assessment system allows employees with good performance to be promoted. In addition, work performance is also measured based on the improvement of individual competence and the ability to achieve better results than before.

4) Participants' Perception of Work Experience Factors

Participants revealed that the work experience factor is one of the factors related to employee career development at PT Perusahaan Gas Negara, Tbk. In the interview, participants revealed that work experience is one of the factors that support employee career development. Based on the results of interviews by participants, it can be concluded that extensive work experience and a strong network help improve professional image and open up opportunities for further career development. Work experience is gained through task rotation between functions which helps expand the professional network. Good networking with other stakeholders or the Pertamina Group plays an important role in building employee careers. Although there is a note that cross-SOE networking still needs

to be expanded, overall the work experience supported by the company has contributed significantly to the career development of employees.

5) Participants' Perception of Promotion Factors

Participants revealed that the job promotion factor is one of the important factors related to the career development of employees at PT Perusahaan Gas Negara, Tbk. In the interview, participants revealed that promotion is one of the factors that support employee career development. Based on the results of the interview, it can be concluded that the employees have diverse views on promotion as an indicator of career development. Most workers agree that promotion is the most important factor and a measure of success related to improvement for sustainable career development. However, there are also those who argue that career development is not solely determined by promotion. Work experience, contribution through advice, satisfaction in completing tasks, and competency development are considered equally important. If associated with the results of the Employee Engagement Survey which shows that promotion is one of the lowest factors in career development, it reflects the view that promotion is an option and not the only indicator of a person's career progress. Some employees choose not to take promotions for personal reasons, such as comfort in the current work environment or the desire not to relocate. Overall, while promotions are considered important, employees recognize that successful career development can be achieved through a variety of other means.

b. Strategies for Improving Career Development Factors

Participants revealed that the strategy implemented by PT Perusahaan Gas Negara, Tbk has been carried out to support the career development of employees. Based on the results of the interview, it can be concluded that the strategy implemented by PT Perusahaan Gas Negara, Tbk in supporting the career development of employees is quite good. The company has also conducted an Employee Engagement Survey to understand employee input and update career policies. However, not all workers can take advantage of career development opportunities equally, so greater individual initiative is needed. Management also plays an active role in motivating and supporting employees through several career development programs that have been provided. To increase participation in career development programs, several employees provided suggestions that included adding functional training, increasing talent development programs, rotating functions for a more diverse experience, harmonizing policies with the Pertamina Group, and understanding that career improvement is not only related to promotion, but also to improving individual competencies.

c. Challenges in Developing the Career of Employees of PT Perusahaan Gas Negara, Tbk

Participants revealed that there are some of the biggest challenges faced by PT Perusahaan Gas Negara, Tbk in creating career development opportunities for employees. Based on the results of the interview, it can be concluded that PT Perusahaan Gas Negara, Tbk faces several challenges in creating career development opportunities for employees, including the need to adjust to the Pertamina Group's career policies and systems, limited allocation of workers,

feelings of employees who still lack opportunities, and recruitment systems that need to be improved. To overcome these challenges, the company has implemented several efforts such as building a wider networking network, developing reward programs for employees such as innovation awards, routinely conducting competency assessments, building a collaborative work culture, increasing honesty and fairness in the assessment system, and running programs from the government and Holding well. This initiative shows that the company is committed to supporting the career development of employees despite facing various challenges.

4. Discussion

a. Career development factors at PT Perusahaan Gas Negara, Tbk

1) Training

Based on the results of interviews regarding employees' perceptions of the training provided by the company, it can be concluded that the training provided by the company in general has helped develop employee knowledge and skills. Participants also revealed that the training provided by the company has been effective for career development, especially if accompanied by relevant assignments, and it is also in line with (Nursyahputri & Saragih, 2019) which states that every organization or company must conduct a job training program to improve the ability of employees to complete their tasks effectively and accurately through appropriate training. Previous research related to the influence of training on career development conducted by Dessler in (Garaika, 2020) in his research stated that training is a process of teaching the skills needed by employees to do their jobs, where this theory argues that training has a positive impact on employee career development. In the training process, employees can improve their competencies through the development of relevant skills and knowledge. An effective training program not only provides practical knowledge about the work to be performed, but also helps employees to understand new concepts, technologies, and recent developments surrounding their organization or company. Participants also said that the training has also been adjusted to the needs of the position and is related to daily work where it greatly helps employees in increasing their work productivity and this is in line with the statement from (Hadir Sugianto et al., 2022) which said that training will produce satisfactory benefits as a result of investment in human resources, which is a crucial aspect of an organization's strategy for the future. Therefore, investing in an effective training program is a strategic step for companies to improve employee performance.

2) Education

Based on the results of interviews regarding employees' perceptions of the education provided by the company, it can be concluded that the company has provided various educational facilities that support the intellectual development of employees. In addition, education also has an important role in improving employee competence. Competence is a characteristic that underlies individuals to achieve superior performance according to Sedarmayanti in (Garaika, 2020). Improving competence requires knowledge, skills, and abilities to support the

work done. Education that is relevant to needs can improve their competence in various aspects, such as skills, knowledge, and attitudes. Participants also said that the company has also facilitated further education programs for all employees, there are several scholarship programs that are specifically for talent and the program is given to selected employees and according to the criteria given but there is also education that is open to all employees in the form of a self-managed scholarship program where every worker who wants to continue their education can propose assistance with education fees but there are several terms or conditions that must be met so that employees can take the opportunities provided by the company, the criteria in question such as having good performance, good TOEFL scores so that employees can take the opportunity to continue their education abroad, or other provisions related to the programs provided so that workers must try and study hard in order to take these opportunities or opportunities, This is also in line with the opinion of (Dewi et al., 2020) which states that a company is not only satisfied with employees who have skills, but most importantly the employee is willing to work and study hard so that it will produce maximum output for a company.

3) Work Performance

Based on the results of interviews regarding employee perceptions of work performance, the perception of employees shows that good work performance is directly proportional to career development opportunities supported by various systems and opportunities that have been provided by the company, this is in line with work performance according to Saeed in (Adnyani & Dewi, 2019) which states that work performance is important for an organization or company because it is one of the factors that source satisfaction to individuals or organizations that are directly proportional to career development. Then, this is also in line with previous research (V. W. Sari et al., 2020) related to the significant positive influence of work performance on career development. Participants revealed that work performance can be improved through various programs that have been provided by the company such as through training, projects, or certain tasks that help in the career development of employees. Good work performance will show good work results and the relationship is closely related to career development. Thus, work achievement is not only a goal, but also an important factor in a person's career journey that has a positive impact on their personal and professional development and inspires others to be able to achieve the same work achievement.

4) Work Experience

Based on the results of interviews regarding employee perceptions of work experience, participants revealed that work experience gained through the transfer of duties between job functions will certainly help build a wide network and improve work quality, this is in accordance with Siagan in (Pangestuti, 2019) where work experience can be measured based on the length of service and from the level of knowledge and skills possessed by the employee. Previous research related to the influence of work experience on career development conducted by Witya Dalam (Ayuni et al., 2022) stated that good work experience and positive professional relationships with stakeholders are very helpful in career

development.

5) Promotion

Based on the results of interviews regarding promotion factors, participants stated that promotion is not always considered the only measure in career progression, many employees develop their careers through other contributions such as making papers which are then published in international journals, being able to complete tasks well and on time, and the ability to lead a team is also part of a person's career achievements. In general, a person's benchmark in measuring success in the form of individual success to be able to move up a position or be promoted but this is a bonus that employees can get if they have good work performance and performance, this is in line with Ardana in (Pangestuti, 2019) which states that if an employee has high work performance, it will certainly allow the employee to get the opportunity to be promoted to a position or job higher in the coming period. Employees generally expect that they have access to information about various opportunities to be promoted. This access is very important, especially if the available vacancies are filled through an internal selection process that is competitive, Kasenda Dalam (Pritami et al., 2023). However, some employees prioritize stability and comfort in their current position rather than taking the promotions offered. The final decision to accept or decline a promotion is often based on the employee's personal preferences and priorities.

b. Strategies for Improving Career Development Factors

Based on the results of interviews conducted by the researcher to the participants, the strategy implemented by PT Perusahaan Gas Negara, Tbk has supported the career development of employees through various means, such as training, education, and work experience that helps in building a wide network (Networking). The company has also conducted engagement surveys to understand feedback from workers and continue to improve the career policy system. Participants also said that the role of management in motivating and supporting employees in career development has been well implemented. Management has a role in formulating policies and strategies related to human resource management in an organization, according to Busro in (Cognition et al., 2021). Then the participants also suggested several things to increase the participation rate in career development programs, including adding training such as functional project costs or providing opportunities for other workers to participate in projects according to their interests, providing more development programs, creating a career system that allows functional rotation such as in the Pertamina Group can provide diverse experiences and a broader view. And it's important to communicate to workers that career advancement isn't just about promotion, it's also about overall self-improvement.

c. Challenges in Developing the Career of Employees of PT Perusahaan Gas Negara, Tbk

Based on the results of interviews conducted by the researcher to the participants, there are several challenges faced by PT Perusahaan Gas Negara, Tbk in creating career development opportunities for employees, including the

need to improve the quality of human resources such as special skills for workers who have had a career of more than 10 years and challenges in improving their quality. Integration with the Pertamina Group is also a challenge to align new career policies and systems without harming workers, besides the limited number of workers is an obstacle in task allocation when there are those undergoing training. Participants also said that there are several efforts that companies can make in overcoming challenges related to career development, such as building a wider networking network, for example with HR in multinational companies where we can share with each other about what obstacles each company faces, from there we can be better prepared if we experience the same obstacles in the future. As well as striving for a worker assessment system that is much more honest, fair, and appropriate to workers so that the workers concerned can know what they are lacking in and strive to further improve their quality so that workers can also receive the assessments that have been set. In this case, it is in line with the theory of Gibson in (Firmansyah & Saepuloh, 2022) which states that social learning theory and social cognitive theory identify learning as a dynamic interaction between people, the environment, and behavior.

6. Conclusion, Implication, and Recommendation

a. Conclusion

Based on the results of the research and discussion, the data is drawn conclusions based on the analysis that has been carried out, which are as follows:

- 1) Training, education, work performance, work experience, and promotion are important factors in the career development of employees of PT Perusahaan Gas Negara, Tbk. Although promotion is considered the lowest factor, participants realize that promotion is an individual responsibility and is influenced by the company's criteria and work environment;
- 2) The Company has implemented various strategies to support employee career development, through training, education, as well as conducting employee engagement surveys and special training programs to develop employee competencies;
- 3) The challenges faced by PT Perusahaan Gas Negara, Tbk in career development are based on the limited number of workers, the recruitment system, and the need for special skills for experienced workers.

b. Implication

1) Theoretical Implications

The results of the research obtained support previous research conducted by (Garaika, 2020), (Kasendra et al., 2019), (V. W. Sari et al., 2020), (Ayuni et al., 2022), (Pangestuti, 2019), (Firmansyah & Saepuloh, 2022), (Dewi et al., 2020), (Cedaryana et al., 2018), (Sukmawati & Tarmizi, 2022), (P. Sari et al., 2022), (Nami Nasution et al., 2018), (Fauzi et al., 2022), and (Kumara, 2018) from the results of the study show that

education, training, work performance, work experience, and promotion factors affect career development.

2) Practical Implications

The practical implication of this study is that companies need to continuously improve support and career development programs for employees to improve their performance and motivation. This can be done by providing relevant training, strengthening work networks, and providing incentives to employees who meet their performance targets. In addition, it is important to ensure that the career development program is tailored to the company's long-term plan and provides equal opportunities for all employees to develop themselves.

c. Recommendation

In order to improve better results on research on this topic in the future, the researcher formulated recommendations for future researchers, which are as follows:

- 1) This study uses one variable, it is hoped that in future research can use more than one variable so that future research can get more varied results;
- 2) To get better results, the next research is expected to add participants outside the office (field workers).

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