

CAREER MANAGEMENT STRATEGY FOR POSITION SUCCESSION IN PT SMPD PRODUCTION UNIT

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ABSTRACT

In the competitive cement industry landscape, PT SMPD faces significant challenges in ensuring competent successors for key positions. This research proposes a comprehensive career management strategy to address this issue, focusing on leadership development and succession planning, competency management, cultural transformation, and strategic alignment. Using a qualitative methodology, data was collected through interviews, observations, and document analyses over three months at PT SMPD. The findings indicated considerable gaps in recruitment, competency development, and leadership training. The proposed strategy includes a 24-month phased implementation plan starting with succession planning and leadership development, followed by competency assessment, performance management, and HR technology integration. The strategy emphasised strong executive support, dedicated cross-functional teams, effective communication, and prioritising data and analysis. The results show that a structured approach to career management can significantly improve leadership pathways, employee engagement, and organisational performance. By implementing this strategy, PT SMPD can develop a future-ready workforce, achieve strategic goals, and emerge as an industry leader in career management practices.

KEYWORDS

career management, leadership development, succession planning, competency management, HR strategy



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INTRODUCTION

In today's dynamic and highly competitive business environment, effective career management has become an essential element of strategic human resource management, playing a critical role in driving individual success and organisational growth (Nami Nasution et al., 2018). This comprehensive approach empowers employees to strategically navigate their career paths, develop the necessary skills, and achieve their professional goals through an ongoing process of self-assessment, goal setting, skill enhancement, and lifelong learning (Safavi & Karatepe, 2018). This not only enables employees to manage their careers efficiently, but also highlights the importance of career management in improving employee performance and retention. Research has shown that comprehensive talent management strategies, including career management, significantly impact employee adaptability, performance, and loyalty, thereby reducing employee turnover and increasing organisational resilience (Waheed & Halim Zaim, 2015).

Career development, as an important aspect of career management, involves personal and professional growth within an organisational context (Gibran & Ramadani, 2021). It focuses on advancing an individual's career through targeted learning, skill enhancement and practical experience. This focus on personal advancement is embedded in the broader scope of career management, which aligns these development efforts with the strategic goals of the organisation (Al Rinadra et al., 2023). Training, mentoring and experiential learning are designed to foster individuals' competencies, preparing them for future challenges while ensuring alignment with organisational goals (Kamna & Ilkhanizadeh, 2022). The link between career development and employee performance is strong, with evidence suggesting that targeted career development initiatives can significantly improve employee outcomes (Aburumman et al., 2020).

Formulating a career development plan requires a strategic framework that aligns individual growth trajectories with the strategic needs of the organisation (Ikechukwu et al., 2016). This process begins with an analysis of the organisation's strategic goals and the competencies needed to achieve those goals (Marta Widian Sari et al., 2022). Engaging in dialogue with employees to find out their professional aspirations and barriers is critical to understanding their development needs and identifying targeted interventions (Patrick & Kumar, 2011). Assessing each employee's potential and readiness for higher responsibilities is critical. Not all individuals are ready or inclined towards leadership roles at the same time, requiring a customised approach to each employee's career development (Dos Santos, 2019). Development initiatives should be comprehensive, including formal education, online courses, and experiential learning opportunities such as extended assignments, mentoring relationships, and job shadowing (Shung-King et al., 2018).

In the context of PT SMPD, a comprehensive analysis is needed to address the recent decline in cement and clinker production. This decline indicates internal inefficiencies and external market pressures, so a multifaceted strategic approach is needed to improve operational performance and competitiveness. Figures 1 and 2 illustrate the decline in clinker and cement production, underscoring the need for strategic intervention. PT SMPD must address the condition of its human resources,

particularly the lack of new recruits and the competency and knowledge gaps among its workers. In addition, companies must improve employee engagement, which has shown low scores in recent surveys.

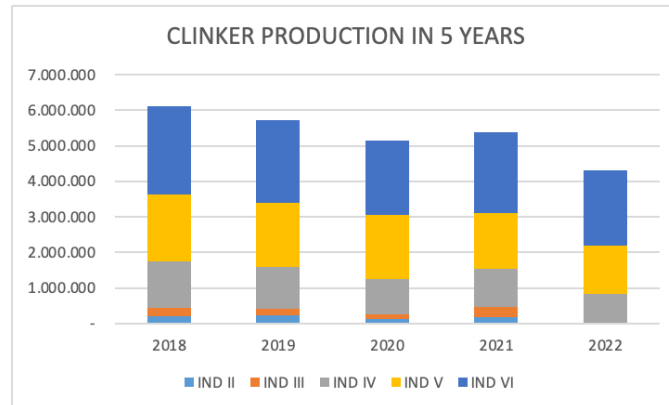


Figure 1. Decline of Clinker Production in PT SMPD

This research aims to propose a career management strategy to ensure ready successor candidates for each position in PT SMPD and to develop a detailed implementation plan for this strategy. This research will investigate PT SMPD's current career development strategy and propose a comprehensive career management plan tailored to the specific needs of the company. By aligning individual aspirations with organisational goals, career management will foster a mutually beneficial dynamic, increasing overall workforce satisfaction and productivity (Long & Perumal, 2014). This strategic alignment is fundamental to cultivating a motivated and aligned workforce, which contributes to an organisation's competitive advantage (Antoniou, 2010).

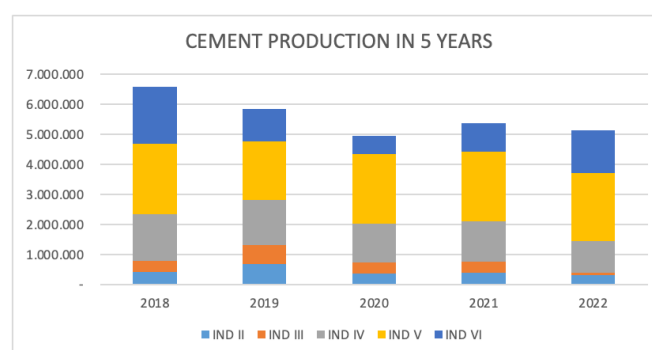


Figure 2. Decline of Cement Production in PT SMPD

In addition, this study has several limitations, including data accessibility and confidentiality, which may limit the depth of analysis. The unique characteristics of PT SMPD may limit the generalisability of the findings to other contexts. The temporal scope of the study may not capture the long-term effects of career management strategies. Participant engagement and bias may affect the quality of

qualitative data. Resource limitations may affect the scope of data collection and the analytical methods used. Recognising these limitations, this study aims to provide a balanced understanding of the scope, potential impact, and areas for future research in effective career management practices at PT SMPD.

Literature Review

Maslow's Needs Theory

Maslow's Hierarchy of Needs is a motivational theory that proposes that humans are driven to meet their needs in a hierarchical order: physiological, safety, love and belonging, esteem, and self-actualisation (Osemeke & Adegboyega, 2017; Alderfer, 1989). This theory suggests that each level must be fulfilled before moving on to the next, thus creating a foundation for happiness and satisfaction (Novita Wahyu Setyawati et al., 2022). Effective career management can help organisations to meet these needs, creating a work environment that encourages personal growth and achievement (Gyansah & Kiende, 2014). For PT SMPD, this means developing programmes that not only offer promotion and training, but also support psychological and social needs, such as recognition, skills development, and work-life balance. By integrating Maslow's theory, SMPD can increase employee motivation, job satisfaction and engagement, which in turn can improve performance and achieve organisational goals (Blustein et al., 2005; Parkinson et al., 2009).

McGregor's Theory X and Y

McGregor's Theory X and Theory Y, developed in the 1960s by Douglas McGregor, present two contrasting views on workforce motivation and management style, which significantly impact organisational behaviour and leadership (A. Arslan & Staub, 2013). Theory X put forward a pessimistic view, stating that employees are inherently lazy, lack ambition, resist change, and are motivated primarily by security and pain avoidance (Chartered Management Institute, 2015). This theory advocates authoritarian management with strict supervision and extrinsic rewards (Olanipekun & Olanipekun, 2022). In contrast, Theory Y offers an optimistic view, stating that work is natural and people will direct and control themselves when committed to a goal (Warner Burke, 2011). Theory Y managers promote a participative style, encouraging teamwork, creativity and intrinsic motivation (Lawter & Kopelman, 2015). McGregor argues that Theory Y managers are more likely to unleash employee potential, leading to higher satisfaction and performance (Bojadziev et al., 2016). These theories underscore the impact of managerial beliefs on organisational culture and employee engagement (Kopelman et al., 2012).

Herzberg's Two Factor Theory

Frederick Herzberg's Two-Factor Theory, also known as Motivation-Hygiene Theory, explores employee motivation and job satisfaction through a dualistic approach that distinguishes between factors that cause job satisfaction (Motivators) and factors that prevent dissatisfaction (Hygiene factors) (Arthi Velmurugan & Gomathi Sankar, 2017). Hygiene factors, which are external to the job, focus on

working conditions and include elements such as fair pay, clear company policies, good working conditions, and job security. These factors prevent dissatisfaction but do not necessarily increase job satisfaction (Stello, 2014; Hur, 2018). In contrast, Motivators are intrinsic to the job and directly contribute to job satisfaction and motivation. These include recognition, achievement, opportunities for growth, and the intrinsic meaningfulness of work (Kwasi & George, 2000; Bevins, 2018). Despite criticisms regarding its focus on white-collar professions and cultural applicability, Herzberg's theory remains useful for improving employee satisfaction and motivation (Vijayakumar & Saxena, 2015; Yusoff et al., 2013). By addressing hygiene and motivation factors, organisations can encourage a more engaged, satisfied and productive workforce (Alshmemri et al., 2017; Alfayad Aburumman et al., 2017). Implementing these principles at PT SMPD can improve career management practices, ensuring clear job descriptions, fair evaluations, opportunities for achievement, and continuous professional development, thereby improving overall company performance.

Job Satisfaction Theory and Organizational Commitment

Job satisfaction and organisational commitment are fundamental constructs that influence employee engagement, retention, and overall organisational health. Job satisfaction refers to the satisfaction and fulfilment employees get from their jobs, while organisational commitment is the psychological bond and loyalty employees feel towards their organisation (Alshmemri et al., 2017). Job satisfaction is shaped by factors such as the nature of work, work environment, interpersonal relationships, recognition, compensation, and opportunities for growth (Stello, 2014; Hur, 2018). Organisational commitment, conceptualised by Meyer et al. (1993), includes affective commitment (emotional attachment), continuance commitment (perceived cost of leaving), and normative commitment (sense of duty) (Jaros, 1997). High job satisfaction often leads to stronger organisational commitment, underscoring the importance of HR practices that enhance both (Ko et al., 1997). Strategies such as providing meaningful work, fostering a positive environment, offering competitive compensation, and creating clear career development paths can increase both job satisfaction and commitment (Hackett et al., 1994). High levels of both can result in lower employee turnover, higher job performance, and greater organisational citizenship behaviour, which contribute to long-term organisational success (Herscovitch & Meyer, 2002; Stinglhamber et al., 2002). Understanding and managing these constructs is critical for organisational leaders to foster a committed and productive workforce (Lee et al., 2001).

Human Resource Management

Human Resource Management (HRM) is an important strategic process in organisations, which focuses on managing and developing their most valuable asset: people (Majumder et al., 2023). Encompassing functions such as employment law, employee relations, learning and development, and performance and reward management, HRM aligns HR practices with organisational goals to effectively recruit, retain, and develop talent (Saini, 2011). Although criticised for not having a strong theoretical foundation, extensive research shows the significant impact

HRM has on employee turnover, productivity, and overall financial performance (Schuler et al., 2002). Integrating HRM with occupational health initiatives further promotes employee well-being, improving productivity and performance (Bakker & Demerouti, 2007; Strohmeier, 2020). The dynamic and constantly evolving nature of HRM emphasises the need to stay in tune with emerging trends and adopt innovative strategies to meet the challenges of modern organisations (Thomas, 1988). As such, HRM serves as the foundation for nurturing and utilising human capital, which supports sustainable success and competitiveness in today's business environment.

Career Development Enhances Company Performance

Investing in career development will provide many benefits, which are critical to improving company performance and fostering a competitive and efficient workforce. By providing professional development opportunities to employees, companies can create an attractive work environment that can improve performance, morale and retention (Kuron et al., 2016; Novita Wahyu Setyawati et al., 2022). Learning and skill acquisition increase employees' confidence and motivation, enabling them to tackle new challenges and improve overall productivity (Muawanah et al., 2020). When employees expand their capabilities, they introduce innovative ideas and solutions, fostering a culture of continuous learning and collaboration (Betz, 1982; Merchant, 1992). Effective career development programmes align employee aspirations with organisational goals, contributing to a high-performance culture characterised by increased profitability and retention rates (Noe, 1996; Antoniu, 2010).

Career development initiatives, such as mentoring, job shadowing, cross-functional assignments, and leadership training, prepare employees for different roles and challenges, increasing their efficiency and productivity (Gyansah & Kiende, 2014). These programmes also help attract and retain top talent, reduce employee turnover, and preserve institutional knowledge (De Vos & Cambré, 2017). By fostering a high-performance culture through continuous learning and development, companies encourage innovation and adaptability, ensuring they remain relevant and competitive. In essence, investing in career development will uplift the entire organisation, making it more agile, innovative and capable of achieving its long-term goals (Subrahmanyam & Henari, 2023).

Conceptual Framework

The career management framework (Figure 3), which is based on the motivational theories of Maslow, Herzberg, and McGregor, provides a comprehensive approach to guide individuals in their career path by addressing hierarchical needs, hygiene, and motivational factors, and adapting management approaches for different motivational profiles. Maslow's hierarchy of needs provides the foundation, addressing basic needs to self-actualisation through stages such as Career Analysis, Career Strategy, Career Planning, and Job Execution, ensuring the fulfilment of essential needs, social and esteem needs, and self-actualisation. Herzberg's two-factor theory distinguishes between hygiene factors that prevent dissatisfaction and motivational factors that promote satisfaction,

which are integrated into the framework by assessing labour market conditions, company policies, and salary levels during Career Analysis and optimising motivational factors in Career Strategy and Career Planning. McGregor's Theory X and Y are accommodated by providing structured guidance for Theory X individuals and fostering intrinsic motivation for Theory Y individuals through guidance and coaching during Career Support.

Figure 3 illustrates this multilevel approach, which integrates personal introspection with strategic professional development, from initial Career Analysis to actionable Career Planning and ongoing Career Support. This comprehensive framework aligns individual goals with organisational goals, creating clear pathways for career advancement and maximising the potential of the organisation's talent (Paradnikè et al., 2016; Hooley et al., 2013; Bagdadli & Gianecchini, 2019; Hirschi et al., 2022; Sanders et al., 2022; Bacar et al., 2021).



Figure 3. Career Management Framework

PT SMPD faces the challenge of optimising workforce efficiency amidst industry-wide cost reduction pressures. To address this, an in-depth situation analysis through tools such as Focus Group Discussion (FGD) and strategic management concepts such as Porter's Five Forces and Value Chain Analysis is required. Identifying talent management deficiencies, PT SMPD had to prioritise the issues using Analytic Hierarchy Process (AHP) to balance cost management with competent workforce development, to ensure future competitiveness. This integrative approach highlights the importance of continuous improvement and strategic human resource management, positioning PT SMPD to effectively meet future market challenges.

RESEARCH METHOD

This research uses qualitative methodology to comprehensively understand social phenomena from the perspective of the individuals involved, specifically focusing on career management at PT SMPD. Data collection methods included interviews, observation, and document analysis conducted over three months, from

March 2024 to May 2024, at PT SMPD. Interviews were conducted with 6-8 participants selected based on certain criteria such as position, tenure, and operational unit, using a detailed interview guide to ensure depth and relevance. Interview questions can be seen in Table 1.

Table 1. Interview Question

Criteria / Theme	Sub-Criteria / Sub-Theme	Item Question or Tools
Career Analysis	Assessment	What are the current criteria for assessing potential successors?
	Market Problems	What market challenges affect succession planning?
	Competitive Analysis	How do we manage career progression and succession internally?
	Win-loss analysis	Review of past succession successes and failures
Career Strategy	Market & Employer Definition	How do market conditions define our employment strategy?
	Scenario Strategy	What scenarios must be planned for succession management?
	Personal Brand Roadmap	How can personal branding aid in succession readiness?
	Portfolio	Analysis of candidate portfolios for succession readiness
Career Planning	Career Management Plan	How to design a career plan that includes succession planning?
	Salary Data	Analyze current salary structures for positions in the succession chain
	Performance	How does performance impact succession planning?
	Career Job & Requirement	What are the essential requirements for key succession roles?
Job Execution	Needs Assessment	What are the immediate needs for successful job execution?
	90-day plan	What does the first 90 days for a successor look like?
	Job Requirement	Detail the job requirements for all positions in the succession plan
	Job Training	Observe training sessions to identify gaps in readiness
	Toolkit	Review toolkits given to successors for preparation
	Status Report	Regular review of succession planning status reports
Career Support	Mentor	How does mentoring support succession planning?
	Coach	What role do coaches play in preparing candidates?
	Coworkers & Managers	How do coworkers and managers support a successor?
	Friends & Family	What external support do potential successors rely on?

Observations were non-participant and conducted in various departments to gain first-hand insights into day-to-day operations and interactions. Document analysis involved systematic examination of HR policies, performance evaluations, training materials, organisation charts, and employee feedback surveys. The data collected through these methods were then transcribed, collated, and analysed using thematic analysis. This process involved data familiarisation, coding, theme development, interpretation, and reporting of results. Data familiarisation requires the researcher to review and read the data thoroughly and repeatedly to gain a comprehensive understanding of its content and context. Followed by coding involves categorising and labelling segments of data based on their meaning and relevance. Themes were then developed by identifying recurring patterns within the coded data. The interpretation step explored the relationships between themes and compared the findings with existing theories. Finally, the research results are reported in narrative form, supported by visual representations and direct quotes.

RESULT AND DISCUSSION

This section outlines and reviews findings from the implementation of the career management strategy at PT Semen Padang (PT SMPD), focusing on how the strategy was integrated into day-to-day operations and long-term planning, impacting on individual career development and organisational effectiveness. Using data collected through interviews, observation, and document analysis, this analysis evaluates the success of the proposed interventions in addressing gaps in career development, leadership succession, and employee engagement. The discussion extends to the influence of these strategies on organisational culture and employee morale, which significantly affect productivity and retention. By assessing the alignment of career management practices with PT SMPD's strategic objectives, this section provides a comprehensive view of the outcomes and sustainability of these practices. In addition, it also discusses the challenges and limitations faced during implementation, highlighting achievements and potential areas for improvement. These findings contribute valuable insights in nurturing a resilient and dynamic workforce capable of navigating the ever-evolving industry landscape.

Thematic Analysis

PT SMPD faces significant challenges in career management due to the lack of an employee recruitment and development system. The Senior Manager Human Capital Operations noted, "There is a significant generation gap due to the absence of Management Trainee (MT) recruitment for ten years, from 2013 to 2023." This gap impacts the availability of adequate candidates to fill leadership positions, which are mostly filled by employees with technical or operational backgrounds. In addition, the discontinuation of leadership development programmes such as TLDP and OLDP since 2019 has left few opportunities for employees to develop in line with promotions. Performance appraisals show that most employees are below the required standard for transition between bands, highlighting the need for a stronger coaching culture and updated training programmes.

Based on this, insights from the Senior Manager of Human Resource Planning and Development revealed, "There is a competency gap between the skills available and those required for various positions, which is exacerbated by the cessation of the post-2019 leadership development programme." Irregular recruitment of management trainees since 2013 has led to staffing challenges, with current personnel undergoing promotion, transfer, or retirement without adequate replacements. The gap between theoretical HR policies and practical implementation is evident, with succession planning often sidelined by directors. A reactive approach to HR actions resulted in a mismatch between employee skills and organisational needs.

The Senior Manager of Corporate Performance Analysis stressed the need for structured succession planning that includes both technical and behavioural competencies. "The significant decline in production over the past three years is partly due to the lack of new recruits, creating a significant generation gap," they said. The research highlights the critical need for a more comprehensive approach to talent assessment and development, ensuring employees are prepared for future roles through proactive training programmes. The misalignment between aspects of HR such as talent readiness and broader company goals points to the need for HR to revisit certain programmes to close the talent readiness gap.

An interview with a Senior Quality Control Manager revealed shortcomings in HR placement practices, which do not adequately map employees' skills or knowledge, leading to inappropriate job placements. "Promotions and placements often rely more on seniority than actual skills and competencies," they said. HR's lack of involvement in managing and supporting employees beyond basic administrative functions extends to career management across different units, with significant differences in how career paths are managed. The need for a more dynamic and responsive HR strategy that is better aligned with operational needs was emphasised.

Expanding on these issues, the Product Quality Assurance Manager highlighted the generation gap caused by discontinuity in management training programmes. "The last session was held in 2013 and only resumed in 2023 for a limited number of participants," they explained. This resulted in existing positions being filled by personnel who did not have the required training, thus negatively impacting organisational readiness. The lack of an effective mentoring and coaching system, coupled with an emphasis on meeting immediate operational targets, left employees feeling unsupported in their career development.

The Finish Mill Mechanical Maintenance Manager discussed gaps in recruitment programmes and leadership development, particularly in the production unit. "The last recruitment of management trainees took place in 2013, with a considerable time lag until 2023, resulting in a generational gap in the workforce," they said. Promotion practices often rely on seniority and proximity to upper management, which can obscure the competencies actually required for the role. The influence of direct supervisors on career progression and HR's lack of role in managing career paths were also highlighted as significant issues.

The Raw Material Quality Assurance Analyst pointed out competency gaps and biased promotion practices. "The current promotion process is based on formal

appraisals, but often lacks preparation before promotion," they said. The lack of proactive development initiatives from HR to prepare individuals for promotion and the informal nature of career development discussions were noted as areas for improvement. The misalignment between HR strategy and operational needs underscored the need for a strategic overhaul.

Finally, Indarung IV electricians highlighted the generation gap and inadequate training programmes. "The last major recruitment was made in 2013, with a gap until 2023 where only five Management Trainees were recruited," they said. This has created a significant competency gap among promoted employees. The absence of proactive development initiatives from HR and the lack of open communication regarding career progression criteria were emphasised. Employees feel unsupported in their career development, with limited guidance and mentorship available to navigate their career path. Overall, these interviews underlined the urgent need for PT SMPD to revamp its HR strategy. Focusing on continuous professional development, transparent promotion criteria, and proactive career management are critical to bridging competency gaps and supporting sustainable career growth for employees. Addressing these issues will be crucial in developing a more effective and dynamic HR management system that is aligned with the company's strategic objectives and operational needs.

Root Cause Analysis

A root cause analysis of the HR and management issues at PT SMPD revealed several critical themes that need to be addressed for effective organisational development. The Recruitment Gap theme highlighted the significant time lag between major recruitment events, with the last one occurring in 2013 and only resuming in 2023, leading to a considerable generation gap. This gap results from ineffective recruitment planning and a lack of ongoing training programmes, leaving organisations unprepared for new leadership roles. As a result, this recruitment gap directly correlates with the Competency Gap, where assessment scores consistently fail to meet targets as employees are promoted without adequate preparation, which is further compounded by the discontinuation of key leadership training programmes such as OLDP and TLDP.

The lack of leadership development is evident, with the discontinuation of key training programmes since 2020, creating a void in the professional growth of potential leaders. This gap in leadership training underscores the urgent need for a revitalised approach to developing a strong pipeline of skilled leaders. In addition, promotion practices within organisations also reflect a broader problem, where promotions are often based on seniority and perceived trust, rather than merit. This leads to biased practices and a lack of clear and communicated criteria. The absence of structured career management forces employees to rely on informal discussions without clear guidance, thus highlighting the need for a more supportive approach to career development.

Training and Development opportunities are also limited, focusing primarily on technical skills and neglecting important soft skills and managerial competencies. Decreased knowledge sharing initiatives and the absence of ongoing development feedback suggest that current training efforts are insufficient to meet

the broader development needs of employees. Poor HR communication exacerbates this problem, with significant gaps in conveying information about career progression and required competencies, leaving employees feeling unsupported and unclear about their career path.

In addition, frequent promotion delays also contribute to employee frustration, with inefficiencies in the promotion process and a lack of structured timelines leading to unfairness. This has a negative impact on employee morale and trust, making it difficult to retain a motivated workforce. Stagnation in Employee Development results from a lack of training, mentoring, and clear career paths, underscoring the need for HR's proactive career management strategy. Finally, there is a significant misalignment between HR strategy and operational needs, leading to promotion and development measures that are not aligned with strategic HR management. This reflects an overall ineffective HR strategy and insufficient integration with operational objectives.

Addressing these root causes - ineffective recruitment strategies, inadequate competency development, insufficient leadership training, biased promotion practices, lack of career path transparency, limited training opportunities, poor HR communication, frequent promotion delays, stagnant employee development, and misalignment between HR strategy and operational needs - will be critical to developing a more effective and supportive HR management system. Such systems need to be aligned with PT SMPD's strategic objectives and employee development needs, to ensure a cohesive and sustainable approach to organisational growth and employee satisfaction.

Career Mapping

Career mapping at PT SMPD aims to ensure candidate readiness for key positions and maintain optimal performance. The initial stage involves identifying current key positions and roles, starting with existing role mapping to document current roles and improve placement. As stated by the Senior Manager of Human Resource Planning and Development, "Placing people based on their expertise, based on their knowledge. Well, I see this hasn't been mapped or anything," highlighting the need for better role documentation. Future roles are also projected based on strategic objectives, to address changing market dynamics. The Senior Manager of Corporate Performance Analysis emphasised the importance of preparing for technological changes, "There are several refinery academies to accelerate the transition from the old generation with old patterns to the new generation with new patterns."

The second phase focused on developing a competency framework, starting with the identification of skills and competencies. PT SMPD defined the skills needed for each role, with the Senior Quality Control Manager noting the need for varied experience, "This person is constantly rotated so maybe in terms of work, he will get different things." A gap analysis was then conducted to assess current competencies compared to future needs, as highlighted by the Raw Material Quality Assurance Analyst, "No new training or substantial preparation measures were seen post-2016 for the upcoming leaders."

Career mapping also outlines paths for advancement, including vertical paths within departments and lateral move options. As the Senior Manager Human Capital Operations said, "HR has to prepare people if there are no new people, MT graduates, existing people have to be well prepared so that they are ready to fill the position." This emphasises the need for continuous development programmes. The Senior Quality Control Manager also pointed out, "Rotation of employees to broaden competencies and avoid boredom," underlining the benefits of diverse skills development.

Cross-functional opportunities are encouraged through inter-departmental roles and project-based assignments. The Human Resource Planning and Development Manager mentioned the lack of mapping for skill-based placements, indicating the need for better cross-functional training, "Placing people based on their expertise, based on their knowledge. Now, I see that this has not been mapped or anything like that." Project-based assignments further develop relevant skills, with the Senior Quality Control Manager emphasising, "Rotate employees to broaden competencies and avoid burnout."

Training and development programmes are designed to link specific training to career paths. The Senior Manager of Human Resources Operations emphasised the importance of preparation, "HR must prepare people if there are no new people, MT graduates, existing people must be well prepared so that they are ready to fill the position." Leadership development is also a key focus, with structured programmes for future leaders, as highlighted by the Finish Mill Mechanical Maintenance Manager, "There should be provision even if people are forced to use existing people, there should be something called OLDP, TLDP which is a leadership programme for every level."

Succession planning aims to ensure leadership continuity by identifying key roles and developing ready talent. The Senior Manager of Human Capital Operations emphasises the need for preparation, "HR must prepare people if there are no new people, MT graduates, existing people must be well prepared so that they are ready to fill the position." Developing the talent pool involves targeted training and rotational assignments to ensure readiness for key roles, as mentioned by Senior Manager Corporate Performance Analysis, "Rotate employees to broaden competencies and avoid boredom."

Integration of performance and potential ensures that performance management systems are aligned with career mapping. The Senior Manager of Quality Control highlighted the need for clear standards in performance appraisal, "HR should have a programme that ensures that for a particular job group or level, criteria are met according to technical and behavioural standards." Identifying high-potential employees and providing a development path for them is crucial, with the Raw Material Quality Assurance Analyst emphasising preparation before promotion, "New people filling positions should be given preparation before becoming supervisors."

Employee engagement and feedback focused on regular career discussions and feedback mechanisms. The Senior Manager of Human Capital Operations noted the need for continuous preparation, "HR should prepare people if there are no new people, MT graduates, existing people should be well prepared so that they

are ready to fill the position." Establishing a feedback system to incorporate input from employees is also important, with the Senior Manager of Corporate Performance Analysis expressing the need for follow-up, "There is feedback. But when the feedback is there, it seems like they don't follow up anymore." By addressing these elements through career mapping, PT SMPD aims to create a more dynamic, supportive, and effective HR management system that is aligned with strategic goals and employee development needs.

Career Management Strategy

Implementing a comprehensive career management strategy is critical for PT SMPD to address existing gaps and enhance the career development framework. The strategy aims to drive leadership development, competency management, cultural transformation, and alignment with business objectives to ensure sustainable growth and employee satisfaction.

The journey began with a focus on leadership development and succession planning. Recognising the urgent need for a strong leadership development strategy, PT SMPD had to revive successful programmes such as TLDP and ULDP with updates to address today's leadership challenges. "HR must prepare people if there are no new people, MT graduates, existing people must be well prepared to be ready to fill the position" (HR Operations SM). This quote emphasises the importance of structured leadership preparation. In addition, developing a structured succession planning system with clear criteria based on competence and performance, not just seniority, is also very important. "There were no new hires for management trainees from 2013 to 2023, with only five new hires in 2023, four of which are still trainees" (SM Quality Control). This highlights the critical need for ongoing leadership development and succession planning. By integrating these strategies, PT SMPD can create a resilient leadership pipeline that meets immediate needs and prepares the organisation for future challenges.

In addition, addressing competency gaps is critical through effective competency management. The first step is to conduct a comprehensive competency assessment to identify technical and soft skill gaps. "The assessment results for the past 3 years show that from band 5 to band 4, band 4 to band 3, band 3 to band 2 and so on, the average assessment results are below the requirements" (SM HR Operations). This underscores the need for targeted training programmes. Developing a culture of continuous learning using platforms such as LinkedIn Learning and internal resources is also crucial. "Placing people based on their expertise, based on their knowledge. Now, I see this has not been mapped out or anything" (HR Planning and Development SM). This emphasises the need for more targeted training. Integrating career development planning into annual performance reviews ensures employees have a clear path for their development. "Rotate employees to broaden competencies and avoid burnout" (SM Corporate Performance Analysis). This highlights the benefits of a proactive approach to employee development.

Changing the culture of the organisation is essential to support career development and proactive management. Fostering a coaching culture where mentoring by senior leaders is part of the Key Performance Indicators (KPIs) is an

important step. "Mentoring and coaching are mandatory KPIs. So, it becomes a mandatory KPI for structural officers" (SM Company Performance Analysis). Training managers to act as coaches with an emphasis on regular feedback and support for career development is also important. Effective change management initiatives, including regular communication about career management and available resources, are essential. "There were no new hires for management trainees from 2013 to 2023, with only five new hires by 2023, four of whom are still trainees" (Product Quality Assurance Manager). This highlights the need for effective communication regarding new career development programmes. Recognising and rewarding behaviours that support the new culture will reinforce the desired change.

Finally, integration and alignment ensures that all components of the Career Management Framework (CMF) are aligned with the organisation's business strategy. This involves periodically reviewing and adjusting the CMF to align it with strategic changes and business needs. "The real decision-maker in terms of staffing or succession is the board of directors, even though there is already a succession plan in place. Sometimes they still want interviews, etc." (SM Quality Control). This emphasises the importance of senior management involvement in the career management strategy. Investing in HR technology and systems to support the career management process is also very important. "HR needs systems that are useful, or in all aspects" (HR Planning and Development SM). Effective HR technology can improve efficiency and accuracy in human resource management.

By combining these strategies, PT SMPD can develop a more effective and supportive HR management system that is aligned with strategic goals and employee development needs. This comprehensive approach ensures sustainable growth, improved organisational performance, and increased employee satisfaction. Through leadership development, competency management, cultural transformation, and strategy alignment, PT SMPD can build a dynamic and resilient organisation that is ready to face future challenges.

CONCLUSION

PT SMPD faces significant challenges in ensuring competent successors for key positions. The proposed career management strategy addresses these challenges through an integrated approach that focuses on four key areas: leadership development and succession planning, competency management, cultural transformation, and strategy alignment. By reinvigorating structured leadership programmes, conducting thorough competency assessments, fostering a culture of continuous learning, and aligning HR strategies with business objectives, PT SMPD aims to build a strong leadership pipeline and support employee growth. The strategy includes a 24-month phased implementation plan that starts with succession planning and leadership development, followed by competency assessment, performance management, and integrating HR technology.

For successful implementation, strong support from the executive team is essential, along with a dedicated cross-functional team to oversee the strategy. Conducting pilot programmes in specific departments can help refine the approach

and build momentum. Effective communication and change management are essential to engage employees and reinforce the benefits of the initiative. Prioritising data and analytics will measure the effectiveness of the strategy, while fostering a learning culture encourages continuous development. Strengthening people capabilities through training and external expertise will support implementation, and the strategy should be regularly reviewed and adapted based on feedback and changing business priorities. By following these recommendations, PT SMPD can achieve its strategic goals, develop a future-ready workforce, and emerge as an industry leader in effective career management practices.

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