

ANALYSIS OF EMPLOYEE CAREER PLANNING AS A HR RETENTION STRATEGY IN PKSPT PP PATI SARI ACEH TAMIANG DISTRICT

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Abstract: Employee retention refers to various policies and practices that direct employees to stay in the company for a longer period of time. Every company invests time and money in developing new employees so that they are ready to work and can match existing employees. Therefore, losing employees means losing knowledge, capital, expertise, and experience. This study aims to analyze employee career planning as a human resource retention strategy in PKSPT PP Pati Sari, Aceh Tamiang Regency. The research method uses a descriptive qualitative approach with data collection techniques through interviews, observations, and documentation studies. The results of the study show that employee career planning at PKSPT PP Pati Sari has been running but is not optimal. Good career planning is proven to increase employee retention through the creation of job satisfaction and higher organizational commitment. This study recommends the preparation of a more structured career planning system, improvement of competency development programs, and periodic evaluation of the implementation of the career system to support an effective HR retention strategy.

INTRODUCTION

Human resources are an important role in achieving the goals of a company, where these human resources have the ability to develop in determining the company's success for the long term (Wakhyuni et al., 2021). One of the main challenges faced by companies is how to retain potential employees so that they do not move to other companies. The success of a company is highly dependent on the performance of its employees where every employee has a role in the life of the company (Wakhyuni & Efendi, 2017). High employee turnover rates can have various negative impacts on companies, including high recruitment and training costs, decreased productivity, and loss of knowledge and

expertise that employees have.

PKS PT PP Pati Sari, located in Aceh Tamiang Regency, is one of the companies engaged in the palm oil processing industry. As a company operating in the agro-industry sector, the existence of competent and experienced human resources is a key factor in maintaining the sustainability of the company's operations. However, based on the preliminary data obtained, the company faces challenges in terms of employee retention, especially at the middle and upper levels who have special expertise in palm oil processing.

Career planning and development is one of the important strategies in HR management that can be used to improve employee retention. Maintaining employee retention in the long term, especially the best employees is a challenge for every company and organization (Wijaya et. al., 2021) in (Prajodi & Amalya, 2024). According to (Massie et al., 2015) career planning can be defined as a process that a person uses to choose career goals and career paths to achieve these goals. As a process that aims to match an individual's career goals and abilities with the opportunity to fill them systematically. Through career planning, employees can have a clear picture of their career development path in the company, which in turn can increase motivation and commitment to the organization.

In addition, competition in the increasingly competitive palm oil industry in the Aceh Tamiang region has led to a high demand for experienced workers. This gives employees more options to move to other companies that offer more promising career paths. This situation further emphasizes the importance of career planning as a human resource retention strategy at PKS PT PP Pati Sari.

Based on the description above, the researcher is interested in conducting a research entitled "Analysis of Employee Career Planning as a Human Resource Retention Strategy at PKS PT PP Pati Sari, Aceh Tamiang Regency" to study more deeply about these problems and provide solutions that can be implemented by companies.

RESEARCH METHODS

This study uses a qualitative approach with a descriptive type of research. The qualitative approach was chosen because the researcher wanted to gain a deep understanding of the implementation of career planning and human resource retention

strategies at PKS PT. PP. Pati Sari. Descriptive research is used to systematically describe the facts and characteristics of the research object precisely. The method used in this study is a case study, where the researcher conducts an in-depth exploration of the career planning program in the company. Case studies allow researchers to collect detailed and comprehensive data on career planning practices and their impact on employee retention. The population in this study is all employees of PKS PT. PP. Pati Sari which totals around 104 people. The data used in this study consists of primary and secondary data. Primary data is obtained directly from the field through in-depth interviews with informants, direct observation of career planning and development activities in the company. Meanwhile, secondary data is collected through documentation studies of various company documents such as personnel data and other documents relevant to the research.

RESULTS AND DISCUSSION

1. Company Overview

PKS PT PP Pati Sari is an oil palm mill located in Aceh Tamiang Regency, Aceh Province. The company is engaged in processing palm oil into Crude Palm Oil (CPO) and Palm Kernel (PK), by processing Fresh Fruit Bunches (FFB) from its own plantations and from plasma farmers around its operational area. As one of the palm oil processing units in Aceh Tamiang, PKS PT PP Pati Sari contributes to the development of the palm oil industry in the region and provides jobs for the surrounding community.

2. Description of the Research Respondent

This description of respondents is a process of describing respondents based on gender, age, and education. In the study, there were 104 respondents where this result was known from the number of questionnaire distribution results.

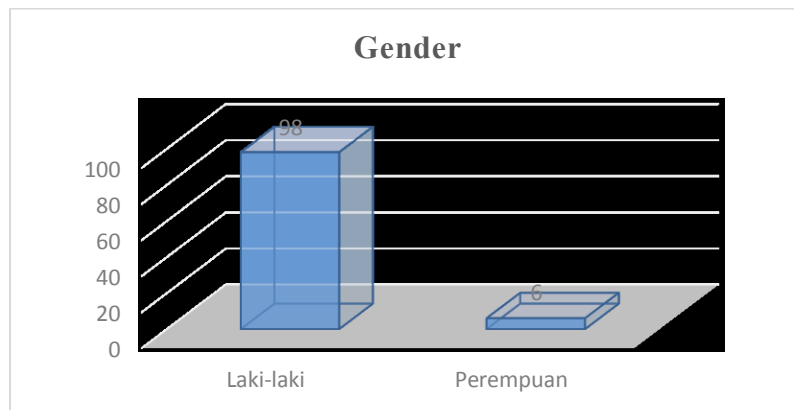


Figure 1. Respondent Characteristics by Gender
Source: Processed by the Author, 2024

Based on Figure 1., the characteristics of respondents of PKS PT PP Pati Sari, Aceh Tamiang Regency show that the majority of employees are men with a total of 98 people. Meanwhile, the number of female employees is much less, namely only 6 people. This shows that the proportion of male employees dominates significantly compared to female employees in the company. This difference is likely to reflect the employment conditions in this industrial sector which involves more male workers.

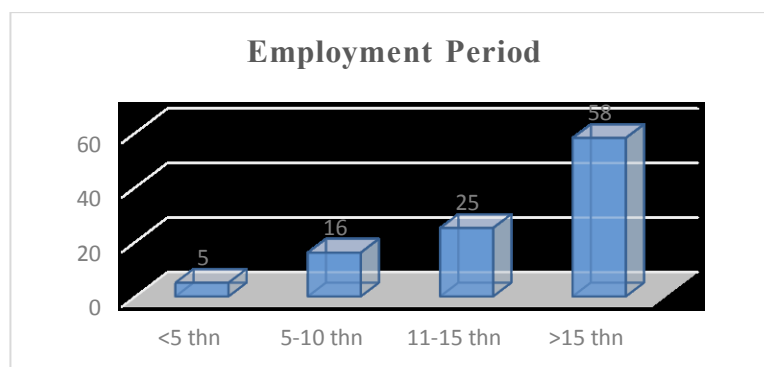


Figure 2. Characteristics of Respondents Based on Employment Period
Source: Processed by the Author, 2024

Based on data on the working period of employees of PKS PT PP Pati Sari, Aceh Tamiang Regency, it can be seen that most of the employees have a working period of more than 15 years, with a frequency of 58 people. Employees with a working period of 11-15 years totaled 25 people, while those who had a working period of between 5-10 years were 16 people. The number of employees with a working period of less than 5 years is only 5 people. This data shows that the majority of employees have a long work experience, reflecting the level of loyalty and sustainability of the workforce in the

company.

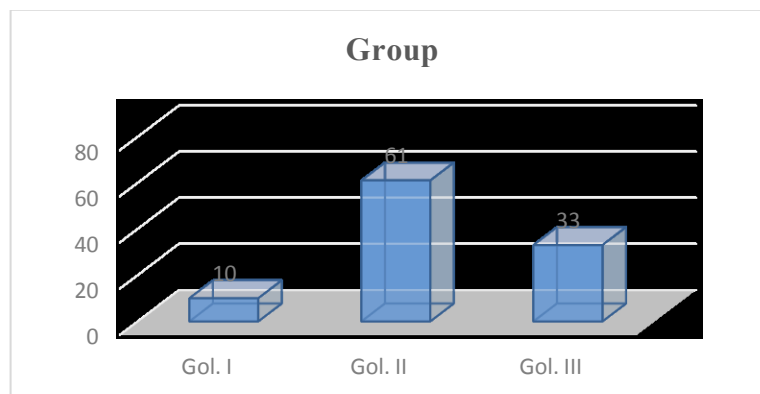


Figure 3. Characteristics of Respondents by Group

Source: Processed by the Author, 2024

Based on the data on the characteristics of respondents based on the employee group of PKS PT PP Pati Sari, Aceh Tamiang Regency, it can be seen that of the total respondents, there are 10 employees in Group I, 61 employees in Group II, and 33 employees in Group III. This shows that the majority of employees are in Group II which is the middle class in the company's personnel structure. This distribution reflects a personnel structure that is generally pyramid-shaped, where the number of employees in the middle class is more than the upper and lower classes.

3. Career Planning at PKS PT PP Pati Sari

Career planning is the process that a person uses to choose career goals and career paths by having adjusted between their abilities and interests with the opportunity to fill them (Meladona & Siswanto, 2012). The company actively conducts career path mapping for various positions, from operator to managerial level, taking into account the needs of the organization and individual development. In its implementation, the company provides competency development programs in the form of technical and managerial training that are tailored to the needs of the target position. Employees are given the opportunity to take part in job rotations and special assignments as part of their career development. A mentoring system is also implemented where senior employees guide juniors to prepare them to fill higher positions in the future.

The results of the discussion show that the implementation of career planning in this company has had a positive impact on employee motivation and loyalty. Employee

retention rates are increasing and work productivity is showing a positive trend. However, there are still several challenges such as the limited number of senior positions available and the need to adjust the development program to the development of palm oil industry technology. The company continuously evaluates and improves its career planning system to ensure its effectiveness in supporting organizational growth and employee professional development.

4. Factors Affecting Career Planning

According to (Winkel & Hastuti, 2004) in (Kasan & Ibrahim, 2022) the factors that affect a person's career planning are divided into 2 parts, namely internal factors and external factors. Internal factors that can affect career planning are as follows:

- a. Life values are ideals that are pursued by a person everywhere and anytime. Values become a guideline and handle in life and greatly determine lifestyle. Self-reflection on life values will deepen knowledge and understanding of oneself which affects the lifestyle to be developed, including the position that is planned to be achieved.
- b. Special talent is the ability to stand out in a field of cognitive effort, skill field or artistic field. Once formed, a special talent becomes a talent that makes it possible to enter a specific field of work and reach a higher level in a position. However, his special talent does not guarantee that he will do well in his chosen position.
- c. Interest is a somewhat fixed tendency in a person to feel interested in a certain field and feel happy to be involved in various activities related to that field. People who are interested but do not meet the qualification requirements in terms of intelligence level and special ability profile, can not be expected to do well.
- d. Traits are personality traits that together give a person a distinctive character such as cheerful, friendly, subtle, meticulous, open, flexible, closed, nervous, pessimistic and careless. However, what needs to be remembered is that in adolescence all traits and personality can still undergo changes.
- e. Knowledge is information that is possessed about the fields of work and about oneself. With age and life experience, normal young people will know

themselves more accurately and be more aware of the limitations that inevitably attach to them. Physical state is the physical characteristics that a person has. For certain jobs, various requirements regarding physical characteristics apply.

While external factors that can affect an individual's career planning are:

- a. Society, which is the socio-cultural environment in which young people are raised. The environment is vast and has a great influence on the outlook in many things that every family holds, which in turn instills it in the children. This view includes an overview of the nobility of various types of work, the role of men and women in community life and whether or not a job is suitable for men and women.
- b. The socio-economic level of family life is the level of parental education, the high and low income of parents, the position of father and mother, the area of residence and ethnicity. Children participate in the socioeconomic status of the family. This status will also determine the possible level of school education, the number of key contacts for certain positions that are considered to be still in accordance with certain social status.
- c. Other people who live in the same house besides their own parents and siblings and the family's expectations regarding the child's future will have a great influence on the child in compiling and planning his career. Parents, parents' siblings and siblings themselves express all their expectations and communicate certain views and attitudes towards education and work planning. Young people must determine their own attitude towards these expectations and views, this will affect their career planning. If he accepts then he will get support, on the other hand, if he does not accept then he will face a difficult situation because there is no support in future planning.
- d. School education is the views and attitudes communicated to students by guidance staff and teaching staff regarding the values contained in work, the high and low social status, positions and the suitability of certain positions for boys and girls.
- e. Socializing with peers is a variety of views and variations of expectations about the future that are revealed in daily interactions. Views and hopes that are

optimistic will leave an impression in the heart that is much different from the impression that arises when listening to complaints.

5. HR Retention Strategies Through Career Planning

The company realizes that retaining quality employees is the key to the company's operational success. Structured career planning is one of the key strategies in effective employee retention efforts. This strategy not only benefits employees but also provides positive value for the sustainability of the organization. Career planning begins at the beginning of the recruitment process, where the organization must be able to align the candidate's career aspirations with the available development paths. When employees join, organizations need to map out their competencies and potential. This mapping is the basis for designing development programs that suit the needs of individuals and organizations.

The implementation of career development programs can be done through various approaches. Job rotation allows employees to gain cross-functional experience and broaden their perspective on the organization's operations. The mentoring program by senior leadership provides valuable guidance and insight into the career paths that can be taken. Professional training and certification help employees improve their technical and managerial competencies.

Transparency in the promotion and career development system is an important factor. Organizations need to clearly communicate the criteria and requirements for each career path. Periodic objective performance evaluations and constructive feedback help employees understand their areas of development. A fair rewards and recognition system also plays a role in motivating employees to continue to grow.

An individualized approach to career planning is crucial. Every employee has different aspirations and priorities. Some want a vertical career path to a leadership position, while others are more interested in developing expertise in a specific field. Organizations need to be flexible in accommodating this diversity through dual career paths – managerial paths and professional paths.

Work-life balance support is also a consideration in career planning. Policies that allow employees to manage their professional and personal responsibilities in a balanced manner will increase their loyalty. Sabbatical leave programs for further education or

self-development can be part of an exciting career development package.

The use of technology in career management is increasingly relevant in the digital era. Online learning platforms allow employees to develop themselves flexibly. An integrated HR information system helps monitor career development and identify talent pools for succession planning.

The success of retention strategies through career planning can be measured from a variety of indicators. Low turnover rates, high employee engagement, and achievement of succession planning targets are the main parameters. Employee satisfaction surveys and exit interviews also provide valuable insights for program improvement.

The successful implementation of this strategy requires the full support of top management and active collaboration between the HR department, line managers, and employees. With the right approach, career planning can be an instrument in HR retention strategies.

CONCLUSION

The employee career planning and development system at PKS PT PP Pati Sari still faces several significant challenges. To increase the effectiveness of human resource retention, companies need to implement a more comprehensive career development strategy, including improving the performance management system, developing training programs, and implementing dual career paths. Strengthening the mentoring system and reviewing remuneration policies are also needed to support employee retention in the long term. The success of this strategy will depend on management's commitment to overcoming existing obstacles and creating a work environment that supports the continuous professional development of employees.

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