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The article is published with Open Access at: <http://e-journal.unipma.ac.id/index.php/capital/index>**THE ROLE OF HRD MANAGEMENT IN EMPLOYEE CAREER DEVELOPMENT (CASE STUDY OF PT. SURYA TOTO INDONESIA, TBK. TANGERANG)****Masruri¹**, Universitas Islam Syech-Yusuf Tangerang, masruri@unis.ac.id

Abstract: *The purpose of writing this work is to describe the role of HRD management in employee career development (Case Study of PT. Surya Toto Indonesia, Tbk. Tangerang). The preparation of the work uses a qualitative approach to explore the effectiveness of HRD management in employee career development, using data analysis techniques Miles and Huberman who revealed the importance of corporate investment in human resource development. The findings show that systematic HRD practices contribute significantly to the individual growth of employees and the overall success of the organization. This research underlines that a structured approach in HRD management facilitates sustainable career development for employees, strengthening their capacities Overall. The result of this work is that PT Surya Toto Indonesia has implemented an HRD strategy to support the professional growth of its employees, with training and development programs tailored to the company's needs. An effective performance appraisal system provides critical feedback for employee growth. Through promotions and position rotation, employees are given the opportunity to develop skills and prepare themselves for greater responsibilities. The company also prioritizes employee welfare with health insurance and pension programs. By investing in employee development, PT. Surya Toto Indonesia creates a balance between organizational goals and employee satisfaction, supporting long-term success.*

Keywords: *Employee Career Development; HRD Management; PT. Surya Toto Indonesia*

Abstrak: Tujuan penulisan karya ini adalah untuk mendeskripsikan peran manajemen HRD dalam pengembangan karir karyawan (Studi Kasus PT. Surya Toto Indonesia, Tbk. Tangerang). Penyusunan pekerjaan menggunakan pendekatan kualitatif untuk menggali efektivitas pengelolaan HRD dalam pengembangan karir karyawan, dengan menggunakan teknik analisis data Miles dan Huberman yang mengungkapkan pentingnya investasi perusahaan dalam pengembangan sumber daya manusia. Temuan menunjukkan bahwa praktik HRD yang sistematis memberikan kontribusi signifikan terhadap pertumbuhan individu karyawan dan keberhasilan organisasi secara keseluruhan. Penelitian ini menggarisbawahi bahwa pendekatan terstruktur dalam manajemen HRD memfasilitasi pengembangan karir berkelanjutan bagi karyawan, memperkuat kapasitas mereka secara keseluruhan. Hasil dari pekerjaan tersebut adalah PT Surya Toto Indonesia telah menerapkan strategi HRD untuk mendukung pertumbuhan profesional karyawannya, dengan program pelatihan dan pengembangan yang disesuaikan dengan kebutuhan perusahaan. Sistem penilaian kinerja yang efektif memberikan umpan balik penting untuk pertumbuhan karyawan. Melalui promosi dan rotasi jabatan, karyawan diberikan kesempatan untuk mengembangkan keterampilan dan mempersiapkan diri untuk tanggung jawab yang lebih besar. Perusahaan juga memprioritaskan kesejahteraan karyawan dengan asuransi kesehatan dan program pensiun. Dengan berinvestasi pada pengembangan karyawan, PT. Surya Toto Indonesia menciptakan keseimbangan antara tujuan organisasi dan kepuasan karyawan, mendukung kesuksesan jangka panjang.

Kata Kunci: Pengembangan Karir Karyawan; HRD Management; PT. Surya Toto Indonesia

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INTRODUCTION

HRD (Human Resource Development) management plays a crucial role in employee career development through a series of programs and initiatives designed to improve individual competencies, skills and capabilities, thereby opening wider career opportunities and improving work performance (Rosiadi et al., 2018). This includes the implementation of professional training and development, mentoring, coaching, as well as systematic career planning, aimed at ensuring employees can follow the latest developments in their fields and are ready to face new challenges. By identifying employee career potential and aspirations, HR management works to match organizational needs with individual career goals, encouraging the growth of mutualism between employees and the company. This not only increases job satisfaction and employee loyalty but also helps organizations in retaining valuable talent, ensuring business continuity, and increasing competitiveness in the market.

In Indonesia, one of the problems faced in employee career development is the imbalance between supply and demand for labor and industry needs (Ginting, 2021). Even though there are many graduates every year, many of them do not yet have skills that match the demands of the job market (Firmansyah et al., 2022; Mukminin & Purwanti, 2021). In addition, access to training and career development is often limited, especially in areas outside large cities. This causes a gap between workforce capabilities and industry needs, as well as difficulties for employees in obtaining career development opportunities that suit their potential and interests.

Gomez, (1997); Wilson, (2001) Human Resource Development (HRD) plays a crucial role in organizational success by developing individual, group and organizational capabilities through integrating training, organizational development and career development (Bhagya, 2020; Handayani, 2019; Irmawati, 2015). HRD aims to increase efficiency and prepare organizational members for current and future tasks with structured learning activities, ensuring a match between individual and organizational needs (Hakim, 2019; Hutabarat & Asnur, 2022; Wardhana & Zainarti, 2022). However, Subjective performance assessments and high standards can have a negative impact on employee work satisfaction and productivity (Handayani, 2019; Yarah, 2021).

In the midst of the hustle and bustle of the competitive manufacturing industry in Tangerang, PT. Surya Toto Indonesia, Tbk. stands out as a company that not only focuses on achieving production targets, but also on developing the careers of its employees. This site observation visit revealed how the company's HR Management department plays a crucial role in designing and implementing various training and development programs. From intensive workshops to mentoring sessions, each initiative is designed to ensure that employees not only develop in technical skills, but also in leadership and managerial competencies. Employees at PT. Surya Toto Indonesia is given the opportunity to grow and advance through internal promotions or job rotation, encouraging them to take on new challenges and increasing work motivation. This supportive work environment, combined with strong HR policies, creates an ecosystem where every employee feels valued and motivated to reach their full potential, while making a significant contribution to the company's success.

Several works, such as Munir et al., (2022), state that employee job satisfaction is influenced partially or simultaneously by compensation and career development (Munir et al., 2022). Hanim, (2022) that Perumda BPR Bank Gresik helps employee career development through continuous training and internal promotions, but does not carry out transfers for fear of disrupting employee performance (Hanim, 2022). Maulyan, (2019) states that training for employees plays an important role in improving the quality of Human Resources (HR) and providing opportunities for employee career development (Maulyan, 2019). Andi and Wiguna, (2022) that the role of human resource management in employee career development at PT. Atlas Resources Tbk, South Jakarta, in accordance with the functions of each division and department, which supports employee career planning for maximum self-development and achievement of organizational goals (Andi & Wiguna, 2022). Manu et al., (2022) that career development, HR planning, and work motivation have a positive and significant impact on employee performance, with work motivation acting as a mediator between career development and employee performance and job satisfaction as a mediator between HR planning and employee performance (Manu et al., 2022)

Even though PT. Surya Toto Indonesia, Tbk. has demonstrated strong dedication to employee career development through various HRD programs and initiatives, there are still several areas that can be improved or improved. One of them is access to training and career development, especially for employees in areas outside big cities. Efforts to provide more extensive and affordable training can help close the gap between workforce capabilities and industry needs. Additionally, more objective and systematic performance evaluations may be necessary to ensure that the feedback provided to employees truly supports their growth and

development. By identifying and addressing this gap, PT. Surya Toto Indonesia can further increase the effectiveness of its HRD strategy in supporting employee career growth and achieving overall company goals. The purpose of writing this work is to describe the role of HRD management in developing employees' careers (Case Study of PT. Surya Toto Indonesia, Tbk. Tangerang).

RESEARCH METHOD

The research method used in the case study *The Role of HRD Management in Employee Career Development at PT. Surya Toto Indonesia, Tbk. Tangerang* is a qualitative method. This approach was chosen to gain an in-depth understanding of how HRD management influences employee career development in the company context. The main data sources used include interviews, observation, and document analysis. Semi-structured interviews were conducted with HR managers, employees, and other managers to gain direct insight into HR practices and career development in the company. Participatory observation was also carried out to gain a deeper understanding of the interactions between HRD management and employees in the daily work context.

In addition, analysis of internal company documents such as HRD policies, training records, and performance evaluations was also carried out to obtain additional information about the HRD practices that had been implemented. The data analysis technique follows the approach proposed by Milif and Huberman. The collected data was organized and coded to identify patterns, themes, and categories that emerged from the data. Then, interpretation of the data was carried out to identify the main findings and relationships between themes. Verification is carried out by ensuring conformity between findings and primary data. The results of the analysis are presented in a clear and systematic narrative form, clarifying the role of HRD management in employee career development at PT. Surya Toto Indonesia. Relevant implications and recommendations are also presented based on research findings. Thus, this study provides a comprehensive understanding of how HRD practices can influence employee career development in the context of manufacturing companies in Indonesia.

RESULTS AND DISCUSSIONS

Employee Career Development Through HR Management

Gomez (1997) stated that the role of Human resource development (HRD) is vital and crucial in determining the success of an organization (Bhagya, 2020; Irmawati, 2015). This opinion is supported by Tanaja and Srimulyani (1995) who emphasize that among all existing resources, humans are the most valuable asset and have the greatest contribution to achieving

organizational success. Meanwhile, subjective performance assessments and standards that are too high can result in self-satisfaction in employees, which in the end can have a negative impact on their work productivity (Handayani, 2019).

Wilson (2001) explains that Human resource development (HRD) or human resources is a process that integrates training and career development to improve the capabilities of individuals, groups and entire organizations (Hakim, 2019) Human resource development (HRD) combines training, organizational and career development efforts to increase efficiency both at the individual level and the organization as a whole (Hutabarat & Asnur, 2022; Wardhana & Zainarti, 2022). This approach aims to develop essential competencies that enable organizational members to carry out their current and future duties through structured learning activities. Human resource development (HRD) is used in groups to initiate and manage change, as well as ensuring the match between individual needs and organizational needs (Yarah, 2021).

Davis (2010) states that the main goal of Human resource development (HRD) is to improve individual performance, which in turn makes a direct contribution to achieving organizational performance goals (Palahudin, 2021). The aim of Human Resources Development is to improve the quality of employees, in line with the aim of making staff members more competent (Suryani & Rindaningsih, 2023). The aim of Human resource development (HRD) is to provide the necessary guidance in order to improve and develop the knowledge, skills and abilities that employees already possess (Madiistriyatno & Tunnufus, 2024; Rizqi, 2019; Sagala & Sos, 2018; Suprihanto & Putri, 2021; Winata, 2022). The aim of this development and training initiative is to improve employee skills in carrying out their duties (Mendrofa et al., 2023; Mukhirto et al., 2022).

According to Rumawas, (2018) Human Resource Management (HRM) involves formal systems designed within an organization to ensure the effective and efficient use of human talent to achieve organizational goals (Rumawas, 2018). Whether it's a large company with 10,000 employees or a small non-profit organization with 10 employees, a proper compensation system is still necessary. HRM activities generally include organizational design, recruitment, reward systems, performance management, employee and organizational development, and communications and public relations.

According to Flippo, Human Resource Management is also referred to as personnel management, which includes planning, organizing, directing and terminating employment relations, as well as developing compensation, integration, maintenance and termination of employment relations with human resources in order to achieve individual, organizational and organizational goals. society (Ichsan et al., 2021; Samsuni, 2023). According to

Sastrohadiwiryo, Human Resource Management has been replaced by workforce management, which involves utilization, coaching, knowledge, regulation and development of workforce elements. Both good and bad employees are utilized to achieve maximum results and effectiveness in accordance with the needs of the organization (Sastrohadiwiryo & Syuhada, 2021). HRD management has a major role in forming and improving the performance of an organization by managing and optimizing the potential and contribution of team members effectively and efficiently (Harahap et al., n.d.). Nawawi (2011) emphasized the importance of human resource management (HR), stating that organizations cannot operate without HR. Humans are considered the driving force behind managing other production factors such as capital, raw materials and equipment to achieve organizational goals (Hardina & Vikaliana, 2020).

Cherrington (1995: 11) details the functions of human resource management as follows (Saniyah & Kurniawati, 2022):

- a. Recruitment/Employment: This function includes planning, recruiting, and selecting human resources. Managers are responsible for anticipating HR needs, while the HR department plays an important role in gathering information about the composition and skills of the workforce. HR departments screen applicants through interviews, tests, and background checks, especially with changes to employment laws.
- b. Performance Evaluation: Both the HR department and managers are responsible for evaluating employee performance. The HR department develops effective performance evaluation forms and ensures their implementation throughout the organization.
- c. Compensation: Effective coordination between the HR department and managers is important in compensation management. Managers handle salary increases, while the HR department develops fair and competitive salary structures and ensures compliance with applicable laws.
- d. Training and Development: The HR department helps managers become effective trainers, designing training programs for new and existing employees, and evaluating the effectiveness of those programs.
- e. Employee Relations: In companies that have unions, the HR department plays a role in negotiating and managing relations with the union. In companies that do not have unions, the HR department ensures good relations with employees.
- f. Safety and Health: Every company is required to have a safety program to reduce accidents and promote employee health. The HR department is responsible for safety training, identification of hazardous conditions, and accident reporting.
- g. Personnel Research: The HR department analyzes individual and organizational problems to make appropriate changes and improve company effectiveness. They collect data on employee absenteeism, job satisfaction, and recruiting procedures to evaluate the need for new policies.

The Role of HRD Management in Employee Career Development (Case Study of PT. Surya Toto Indonesia, Tbk. Tangerang)

Employee career development is a vital aspect of the growth and sustainability of a company. Human Resource Management (HRD) plays an important role in identifying and developing employee potential to ensure that employees and the organization can grow together. This study aims to explore the role of HRD management at PT. Surya Toto Indonesia, Tbk. in Tangerang in developing the careers of its employees. PT. Surya Toto Indonesia, Tbk., which is located on Jalan Raya Serpong, Km.8, Tangerang, Banten, is a company operating in the sanitation and bathroom equipment industry, known for its high quality products that have become part of the lives of Indonesian people.

Within the operational scope of PT. Surya Toto Indonesia, Tbk., which is located in the industrial heart of Tangerang, Human Resources Management (HRD) has played a strategic role in supporting and developing the careers of every individual who contributes to the company's success. This initiative taken by the HRD department reflects the commitment of PT. Surya Toto Indonesia prioritizes their most valuable asset: their employees. One of the main pillars in this company's employee career development strategy is a comprehensive training and development program. PT. Surya Toto Indonesia, Tbk. consistently holds various training sessions designed to improve employee competency, which goes hand in hand with company needs and changing dynamics in the industry. This training program not only emphasizes improving technical skills, but also strengthens managerial and leadership aspects, ensuring that every employee has the opportunity to grow and develop in their career.

In addition, PT. Surya Toto Indonesia also implements an effective and structured performance assessment system. Through regular evaluations, the company has succeeded in identifying employee potential and competencies, which then become the basis for planning and adjusting their career paths. These performance appraisals not only help in recognizing individual achievements but also determine further development needs, ensuring employees receive the guidance necessary to reach their full potential. Furthermore, opportunities for promotion and position rotation are an integral part of the work environment at PT. Surya Toto Indonesia. This initiative allows employees to gain diverse work experience and prepares them to take on greater responsibilities within the company. By providing a clear career path and opportunities for advancement, PT. Surya Toto Indonesia shows commitment to supporting the professional growth of its employees.

Last, but not least, attention to employee welfare is a priority for PT. Surya Toto Indonesia. Through various programs, such as health insurance and pension programs,

companies try to increase employee satisfaction and loyalty. This is proof that PT. Surya Toto Indonesia not only focuses on career development but also ensures that employees feel valued and supported in all aspects of their lives.

Through initiatives and strategies implemented by HRD management, PT. Surya Toto Indonesia, Tbk. has proven itself as a company that focuses not only on business growth, but also on the development and well-being of its employees. This creates a positive work environment where employees feel motivated to grow with the company, building a successful and fulfilling career at PT. Surya Toto Indonesia.

From the field data, PT. Surya Toto Indonesia, Tbk. is a company located in the middle of busy industry in Tangerang. In the midst of the hustle and bustle of industrial activity, Human Resources Management (HRD) in this company plays a very important role in maintaining and developing the careers of its employees. They have embraced a variety of strategic initiatives designed to not only enhance individual capabilities, but also ensure the sustainability and success of the company as a whole.

The main initiative carried out by HRD is a comprehensive training and development program. This program is not only held regularly, but is also adapted to the company's needs and the ever-changing industry dynamics. Various training sessions are held to improve employee competence in various aspects, both technical and managerial. This is in line with HRD's vision to ensure that every employee has the opportunity to grow and develop in their career.

Apart from training programs, PT. Surya Toto Indonesia also implements an effective performance appraisal system. Through regular evaluations, the performance of each employee is assessed and their potential is identified. The results of this assessment are not only the basis for planning an employee's career path, but also for determining further development needs. In doing so, HRD ensures that each individual gets the guidance and support they need to reach their full potential.

Not only that, PT. Surya Toto Indonesia also provides promotion and position rotation opportunities for its employees. This not only provides diverse work experiences for employees, but also prepares them to take on greater responsibilities within the company. By providing a clear career path and opportunities for advancement, PT. Surya Toto Indonesia shows its commitment to supporting the professional growth of its employees. Apart from focusing on career development, attention to employee welfare is also a priority for PT. Surya Toto Indonesia. The company provides various programs, such as health insurance and retirement programs, to increase employee satisfaction and loyalty. This reflects PT's commitment. Surya

Toto Indonesia to not only be a productive workplace, but also a place where employees feel valued and supported in all aspects of their lives.

From a theoretical point of view, Gomez's (1997) opinion about the important role of HRD in organizational success is very relevant. HRD is not only responsible for employee development, but also contributes to the overall performance of the company. Wilson's (2001) theory about HRD as an integrated process of training and career development to improve individual and organizational capabilities also reflects the practices carried out by PT. Surya Toto Indonesia. Likewise with the performance appraisal concept explained by Davis (2010), which emphasizes the importance of the relationship between improving individual performance and achieving organizational performance goals. PT. Surya Toto Indonesia has succeeded in translating this concept into practice by using a structured performance assessment system.

Furthermore, promotion opportunities and position rotation implemented by PT. Surya Toto Indonesia is in line with Sastrohadiwiryo's views on the importance of diverse work experience in employee career development. By providing this opportunity, companies not only reward employees who perform well, but also prepare them for greater responsibilities in the future. Regarding employee welfare theory, this concept is reflected in PT practice. Surya Toto Indonesia provides various welfare programs for its employees. This is in line with the understanding that employees who feel appreciated and supported will be more motivated and productive in their work.

CONCLUSION

PT. Surya Toto Indonesia, Tbk. has implemented various HRD strategies to support and develop its employees, reflecting the company's commitment to individual professional growth. Customized training and development programs emphasize competency enhancement, in line with company needs and industry changes. An effective performance appraisal system ensures that every employee gets useful feedback for their growth. Through promotions and position rotation, employees are given the opportunity to develop skills and prepare themselves for greater responsibilities. Employee welfare is also a priority, with health insurance and pension programs demonstrating the company's concern for its employees' lives outside of work. These HRD practices not only improve company performance but also promote a supportive and motivating work environment. By applying relevant HRD theory in practice, PT. Surya Toto Indonesia has succeeded in creating a balance between achieving organizational goals and employee satisfaction. This initiative proves that investing in employee development is key to a company's long-term success and sustainability. In conclusion, PT. Surya Toto Indonesia's

approach to human resource management not only increases individual capabilities but also makes a significant contribution to organizational success.

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