



ANALYSIS OF EMPLOYEE CAREER DEVELOPMENT AT LPP TVRI SOUTHEAST SULAWESI

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<p>Info Article</p> <p>Received : 11 Mei 2025</p> <p>Revised : 26 Juni 2025</p> <p>Accepted : 12 Juli 2025</p> <p>Publication : 30 Juli 2025</p>	<p>Abstract: <i>This study aims to analyze and understand the career development of employees at LPP TVRI Southeast Sulawesi. The data used was obtained from interviews and analyzed descriptively. The number of informants in this study was four. The results of the study indicate that the career development of employees at LPP TVRI Southeast Sulawesi: (1) is supported by good organizational policies, where all employees have equal opportunities; (2) work performance is the primary indicator in career development and advancement; (3) educational background is an important reference in career advancement; (4) employee training is conducted openly and regularly; (5) work experience reflects the level of knowledge and skill mastery, measured by years of service and expertise possessed; (6) long-term loyalty and dedication are important considerations in career development; and (7) cooperation among employees and between management and employees is essential to create a work environment aligned with the organization's vision and mission.</i></p>
<p>Keywords: Career Development, Employee Performance, Training and Education Loyalty, LPP TVRI Employees</p> <p>Kata Kunci: Pengembangan Karir, Kinerja Pegawai, Pelatihan dan Pendidikan Loyalitas, Pegawai LPP TVRI</p>	<p>Abstrak: Penelitian ini bertujuan untuk menganalisis dan mengetahui pengembangan karir pegawai LPP TVRI Sulawesi Tenggara. Data yang digunakan berasal dari wawancara dan dianalisis secara deskriptif. Jumlah informan dalam penelitian ini sebanyak 4 orang. Hasil penelitian menunjukkan bahwa pengembangan karir pegawai LPP TVRI Sulawesi Tenggara: (1) didukung oleh kebijakan organisasi yang baik, di mana seluruh pegawai memiliki peluang yang terbuka; (2) prestasi kerja menjadi indikator utama dalam pembinaan dan pengembangan karir; (3) latar belakang pendidikan menjadi salah satu acuan penting dalam peningkatan karir; (4) pelatihan pegawai dilakukan secara terbuka dan rutin; (5) pengalaman kerja mencerminkan tingkat penguasaan pengetahuan dan keterampilan, yang diukur dari masa kerja serta keahlian yang dimiliki; (6) loyalitas dan dedikasi jangka panjang menjadi pertimbangan penting dalam pengembangan karir; dan (7) kerja sama antarpegawai maupun antara pimpinan dan pegawai sangat diperlukan untuk menciptakan lingkungan kerja yang sejalan dalam visi dan misi.</p>
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INTRODUCTION

Entering the 21st century is marked by the emergence of a new era known as globalization. Globalization is often associated with the rise of a new ideology, namely neoliberalism, market power, decentralization of professionalism, and the increasing importance of competence in shaping the future of organizational life. The world has become increasingly narrow and borderless, interactions now transcend national boundaries, global trade has become more competitive, customer demands are higher, product life cycles are shorter, and product innovation is increasingly emphasized.

In line with these realities, the challenges in human resource management are becoming more complex. The demand for preparing high-quality human resources with strong competencies is urgent and crucial. Therefore, building a solid foundation as the basis of human resource management is necessary, particularly in preparing leadership that aligns with the organization's field and real needs. According to Torang (2013:165), management is process-oriented, which means that management requires human resources, knowledge, and skills to ensure activities are more effective and produce actions that lead to success. Therefore, the success of an organization is determined by how it plans and implements activities to utilize human resources, which in turn will improve organizational performance.

Employees are the central factor driving an organization. The facilities and infrastructure owned by an organization are dynamic, thus requiring employees with high work quality. Concretely, high-performing employees bring benefits and progress to the organization, while underperforming employees can be detrimental. Every organization must realize that its future existence largely depends on employee performance. Without the support of employees with high work quality, an organization will face setbacks. To achieve organizational goals, one crucial factor is employee work performance, as it ensures the continuity of the organization's objectives.

One effort expected to improve employee work performance is through employee development programs. Employee development is an effort to enhance employees' technical, theoretical, conceptual, and moral abilities according to job requirements through education and training, promotion, and job transfers. One form of employee development is career development. According to Siagian (2017:215), career development involves personal changes made by an individual to achieve a career plan. Handoko (2008:123) states that career development encompasses all the jobs or positions

held by an individual throughout their working life. Widodo (2015:53) adds that career development is a series of lifelong activities that contribute to the exploration, establishment, success, and fulfillment of one's career. Therefore, organizations need to develop employees' careers properly to maintain productivity, motivate employees to always perform their best, and prevent job frustration that can lead to a decline in organizational performance.

Based on preliminary research through interviews at LPP TVRI Southeast Sulawesi, career development can be carried out through two pathways: through training and education (diklat) and through non-training pathways such as promotion to higher positions. Several requirements must be met, as assessed by Baperjakat (Position and Rank Advisory Board), to hold positions such as Station Head, Sub-Section Head of Administration, Coordinator, and Sub-Coordinator at LPP TVRI Southeast Sulawesi, including: rank, grade, work performance, loyalty, creativity, and innovations that contribute to the progress of TVRI.

All employees at LPP TVRI Southeast Sulawesi have equal opportunities to pursue career development through training and education. The stages to participate in training include having served in their role for at least one year, demonstrating loyalty, having a strong sense of responsibility, and showing good work achievements. Training programs previously conducted at LPP TVRI Southeast Sulawesi include reporter, cameraman, audio, lighting, Studio Operational Techniques (TOS), maintenance, program director, and technical director (TD).

The number of participants in career development programs is regulated by LPP TVRI Central Office since the training costs are fully covered by the central office and require significant funding per person. Therefore, LPP TVRI Southeast Sulawesi does not have full authority to determine the participants. Currently, LPP TVRI Southeast Sulawesi is focusing on developing its employees' skills in the digital field. Overall, employees already possess skills that support their tasks, such as Local Area Network (LAN), internet usage, computer operations, budget planning, and financial application operations. However, employees' proficiency in English remains low. This is an important issue because most broadcasting equipment uses English, and English is an essential communication tool in today's global competition.

Another problem in career development at LPP TVRI Southeast Sulawesi relates to employment status, where job promotions are only available to civil servants (PNS)

and government employees with work agreements (P3K/PBPNS). As a result, other employees who do not yet hold these statuses face challenges in achieving promotions. As a public broadcasting institution, TVRI faces both internal and external challenges to compete globally while playing its role as a unifying national media. Therefore, employees at LPP TVRI Southeast Sulawesi are required to have opportunities for growth and development, which will impact employee performance quality and support the organization's sustainability. Based on these considerations, the author is interested in examining "An Analysis of Employee Career Development at LPP TVRI Southeast Sulawesi."

METHOD

This research is a descriptive study employing a qualitative research approach. Sukmadinata (2005:60) explains that qualitative research is conducted to describe and analyze phenomena, events, social activities, attitudes, beliefs, perspectives, and thoughts of individuals or groups. This study was carried out at LPP TVRI Southeast Sulawesi, located at Jl. Jend. Ahmad Yani No. 17, Bende Sub-district, Kadia District, Kendari City, Southeast Sulawesi Province.

Data collection was conducted through observation, interviews, and documentation. The researcher carried out direct observations by visiting the research site to observe actual conditions related to the research problem, aiming to obtain objective, real, and accountable phenomena. Interviews were conducted through direct face-to-face interactions between the interviewer and the informants to obtain relevant information. Documentation was used to collect data recorded by the organization that is relevant and supports this research.

According to Moleong (2006:132), informants are individuals who provide information about the situation and conditions of the research setting. The informants in this research are divided into two categories. The key informants are individuals who have in-depth knowledge of the information and data needed for this research, including the Station Head and the Head of the Administration Subdivision. These key informants were chosen because they have a better understanding of the career development activities at LPP TVRI Southeast Sulawesi. The supporting informants are individuals who can provide additional information to complement the study, namely the Technical Coordinator and a Cameraman.

The data sources in this study include primary data and secondary data. Primary data refers to sources that directly provide data to the researcher (Sugiyono, 2012:225) and were obtained through interviews with key informants to collect relevant answers related to the research problem. Secondary data are sources that do not directly provide information to the data collector but consist of processed primary data presented in other forms or obtained from other parties (Sugiyono, 2012:225). Secondary data in this study include supporting data available at LPP TVRI Southeast Sulawesi, such as the company profile, number of employees, and other related information.

The data were analyzed using the steps formulated by Miles and Huberman (2014:12-14), namely data condensation, data display, and conclusion drawing and verification. Data collection involved gathering information through observation, interviews, and documentation. This process relies heavily on the integrative and interpretive skills of the researcher, as qualitative data are rarely numerical and are instead detailed and descriptive. Data reduction refers to the process of selecting, focusing, simplifying, abstracting, and transforming the raw data found in field notes or transcripts. According to Miles and Huberman (2018:18), the researcher must act selectively to determine which dimensions are most important, which relationships are most meaningful, and consequently, what information should be collected and analyzed. Focusing the data involves narrowing down the data in accordance with the research problem formulation, while abstraction refers to summarizing the core content, processes, and essential statements to ensure they remain intact. The data are then simplified and transformed through strict selection, brief summaries, or by grouping them into broader patterns.

Data presentation is done to help the researcher understand the issues and proceed to the next steps. It involves arranging and summarizing the condensed information so that conclusions can be drawn. After collecting the data, the researcher categorizes the results of observations and interviews to be presented and discussed in more detail. The presentation includes concise explanations of each informant's input as an overview of the analysis of employee career development at LPP TVRI Southeast Sulawesi. Finally, the last step is drawing conclusions from the conducted analysis and verifying them with evidence obtained in the field.

RESULTS AND DISCUSSION

The results of this study show that employees at LPP TVRI Southeast Sulawesi are given open opportunities to develop their careers. Every year, LPP TVRI Southeast Sulawesi sends its employees to training and workshops to maintain the quality of human resources. Before sending participants to the TVRI Education and Training Center (Pusdiklat) in Jakarta, the management ensures that the selected employees are ready and that their duties will not be neglected during their absence. The Station Head also implements a policy requiring employees who have completed training to prepare a report on the training outcomes as a form of accountability and performance evaluation after acquiring new knowledge. This policy demonstrates that the organization's commitment to career development is clear and consistent with the understanding that quality human resources are a key factor in enabling LPP TVRI Southeast Sulawesi to grow and fulfill its role as a Public Broadcasting Institution (LPP) that functions as an information, education, and healthy entertainment medium, a social control and unifying force, and a preserver of national culture, always oriented towards the interests of all levels of society.

Good work performance is another aspect that significantly influences employee development at LPP TVRI Southeast Sulawesi. Employees with strong performance records are prioritized for training, promotion, and rank advancement. Higher performance increases the opportunity for career progression, while poor performance makes it more difficult for employees to advance. This aligns with Law Number 43 of 1999 on Amendments to Law Number 8 of 1974 concerning the Principles of Civil Service, which mandates a personnel management system based on merit and performance. This system responds to the demand for optimal public service performance, government administration, and development, as well as the need for competitive excellence in the era of globalization, by ensuring that performance appraisals are conducted objectively based on actual results.

Educational background also plays an important role as a reference point for career development. The higher an employee's level of education, the greater the expectation for career advancement. However, a challenge that still exists across TVRI regional offices in Central Indonesia, including Bali, West Nusa Tenggara, East Nusa Tenggara, South Kalimantan, East Kalimantan, North Kalimantan, North Sulawesi, Gorontalo, Central Sulawesi, West Sulawesi, South Sulawesi, and Southeast Sulawesi, is aligning

employees' positions with their educational backgrounds. In many cases, some employees still hold positions that are not fully aligned with their academic qualifications. Therefore, educational background greatly influences the smooth progression of an employee's career, as employees with higher education levels are expected to have better insights and understanding, enabling them to absorb training material optimally.

Within TVRI, the Education and Training Center, or Pusdiklat, located in Jakarta, is tasked with educating and training employees and placing them according to their areas of competence. The main goal of implementing this training program is to enhance employees' knowledge, skills, and attitudes so they can carry out both administrative and development-related tasks effectively, with a focus on service, guidance, and encouraging community participation. Through such training, employees are expected to work in a more structured and directed manner, enabling better collaboration and positive contributions to the advancement of LPP TVRI Southeast Sulawesi. This impact can be seen, for example, when TVRI Southeast Sulawesi won second place in the Gatra Kencana TVRI nationwide competition for the "Inspirasi Indonesia" program in November 2021, an event recognizing outstanding TVRI productions across various categories.

Work experience is also an essential factor. Career paths at TVRI Southeast Sulawesi are well defined, making career development measurable. Employees with consistent work experience tend to gain more expertise, which in turn enhances their skills. Employees are encouraged to learn from experiences within the organization to shape their career aspirations in line with institutional needs. Work experience reflects the level of knowledge and skills employees possess and can be measured by years of service and the depth of expertise gained. Longer work experience usually equates to broader experience and higher competence, whereas shorter tenures generally mean less experience.

Employee loyalty is crucial for the success of LPP TVRI Southeast Sulawesi. The higher the loyalty and dedication of employees to the organization, the easier it is for them to advance in their careers. Conversely, low loyalty makes career progression more difficult. Employees with long-term dedication are used as references when considering career development opportunities. For example, an informant, Mr. Sukma Hadi Pranata, A.Md, a cameraman, explained that he willingly covers tasks for colleagues who are

unable to perform their duties, even if it means working late at night or handling tasks beyond his regular responsibilities. He considers this behavior as a form of loyalty and solidarity among colleagues, which helps maintain smooth operations, enhances individual skills, and opens up greater opportunities for career advancement and other benefits within the organization.

Good interpersonal relationships and flexibility in social interactions are also vital at LPP TVRI Southeast Sulawesi. The organization continually fosters strong relationships between managers and subordinates, as well as among employees. Harmonious relationships, both horizontally and vertically, are supported by regular weekly meetings where leaders and staff share work progress, discuss challenges, and find solutions together, thereby strengthening teamwork. Good collaboration is built on flexible interactions and strong interpersonal bonds among employees. An employee will perform better if good relationships exist between supervisors and colleagues, enabling them to complete tasks effectively and contribute positively to achieving the organization's goals.

CONCLUSION

Based on the research findings and discussions presented earlier, it can be concluded that the organizational policies at LPP TVRI Southeast Sulawesi are well implemented in supporting employee career development, where all employees have equal opportunities to grow and are required to prepare training reports as a form of accountability and evaluation after attending training at the TVRI Education and Training Center. Good work performance is an important assessment aspect used as a basis for coaching and career development, including determining training needs, job promotions, and rank advancement. Educational background also plays a significant role, as it serves as a reference for career advancement; the higher an employee's educational background, the greater the potential for career growth. Training for employees at LPP TVRI Southeast Sulawesi is accessible and regularly conducted to broaden employees' knowledge and skills, so they can work in a more structured and directed manner and collaborate effectively to produce positive work outcomes that contribute to the progress of the organization. Work experience is also an important factor that shapes career development, as employees learn and develop career ideas that align with the organization's needs through the experiences they gain within the institution. Long-term

loyalty and dedication are considered essential requirements for career development at LPP TVRI Southeast Sulawesi, where higher loyalty makes it easier for employees to reach the expected career levels, while low loyalty makes career advancement more difficult. Furthermore, flexibility in building relationships and good interpersonal interactions among employees are necessary in the work environment of LPP TVRI Southeast Sulawesi. Every employee is expected to build good cooperation with colleagues and superiors, creating a work environment that is aligned in understanding, frequency, and vision, so that each employee clearly understands the desired career development direction according to their potential.

Based on these conclusions, it is recommended that the Head of the LPP TVRI Southeast Sulawesi Station continues to pay attention to career development by providing relevant training programs that support employees' performance improvement in the future. Employees of LPP TVRI Southeast Sulawesi are also expected to continuously improve their knowledge and skills after participating in training so that the knowledge gained can be applied effectively and produce positive contributions to the organization's progress. Future researchers are encouraged to further improve diligence in collecting, managing, and analyzing research data so that future research can be of higher quality and provide greater benefits for the development of science and practical application in the field.

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