

# The Impact of Career Development on Employee Job Satisfaction at PT Finex Bisnis Solution Futures in the Finance Division

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## ABSTRACT

This study aims to analyze the effect of career development on employee job satisfaction at PT Finex Bisnis Solution Futures, focusing on the Finance Division. The research employs a literature-based qualitative approach by reviewing relevant theories, empirical findings, and case studies related to human resource management, career growth, and employee motivation. The study emphasizes that career development, which includes structured training programs, mentoring, fair promotion systems, and career counseling, significantly enhances job satisfaction and organizational commitment. Employees who perceive their organizations as supportive and fair in career advancement tend to show greater engagement, loyalty, and motivation. Furthermore, organizational support, leadership involvement, and transparent communication act as mediating factors that strengthen the relationship between career development and satisfaction. The findings underscore that career development should be viewed not only as a reward mechanism but also as a strategic investment in long-term human capital sustainability. In the context of financial service companies like PT Finex Bisnis Solution Futures, career development contributes to operational efficiency, retention, and overall performance. The implications of this study highlight the necessity for organizations to implement equitable and continuous development programs aligned with employees' aspirations and the company's strategic objectives.

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## INTRODUCTION

In an era of rapid technological advancement, global competition, and dynamic business environments, the role of human resources has become increasingly vital in determining organizational success. Human capital is the driving force behind productivity, creativity, and innovation, and therefore must be managed effectively through strategic human resource management (HRM) practices. Among the various dimensions of HRM, career development represents one of the most essential strategies for improving both individual and organizational performance.(Fiala dkk., 2020)

Career development refers to a planned and systematic process that helps employees acquire the knowledge, skills, and experiences necessary to advance their careers. It encompasses a wide range of

organizational practices, including formal training programs, performance evaluations, mentoring, and succession planning. A well-designed career development program serves not only to enhance employee competencies but also to foster motivation, engagement, and job satisfaction. According to Mondy and Noe (2016), career development enables employees to align personal ambitions with organizational objectives, thereby creating a sense of shared purpose between the employee and the company.(M dkk., 2024)

Job satisfaction, as defined by Locke (1976), is a positive emotional state resulting from the appraisal of one's job experiences. It reflects how employees feel about their roles, responsibilities, and work environment. High job satisfaction is associated with positive attitudes, reduced turnover, improved performance, and greater organizational loyalty. Conversely, dissatisfaction can lead to decreased productivity, absenteeism, and workplace conflict.(Ayuningtyas, 2023)

PT Finex Bisnis Solution Futures, operating in the financial services and futures trading sector, relies heavily on the performance of its Finance Division. This division is responsible for managing corporate finances, ensuring compliance with financial regulations, preparing reports, and supporting strategic decision-making. Consequently, the company recognizes that fostering employee satisfaction through career development initiatives is essential to achieving operational excellence and long-term growth.(Halisa, 2020)

However, the implementation of career development in a modern corporate environment presents challenges. Employees often have diverse expectations and career goals, which may not always align with organizational strategies. Issues such as unclear promotion paths, limited managerial support, or unequal access to development opportunities can lead to dissatisfaction. Therefore, understanding how career development affects job satisfaction provides valuable insight for organizations aiming to retain talent and improve performance.(Septiana dkk., 2023)

This study seeks to explore the influence of career development on employee job satisfaction within PT Finex Bisnis Solution Futures. The findings are expected to contribute theoretically to HRM literature and practically to the improvement of corporate policies related to human capital development.(Burhanuddin, 2024)

## METHOD

This study employs a literature review approach to examine the relationship between career development and employee job satisfaction. Rather than collecting primary data, the research relies on a comprehensive review of previous studies, academic journals, textbooks, and organizational reports related to human resource management. The use of a literature review method allows the researcher to synthesize theoretical perspectives and empirical evidence into a cohesive analytical framework.(Hadi & Afandi, 2021)

The research process began with the collection of relevant scholarly materials from databases such as ResearchGate, ScienceDirect, and Google Scholar, covering publications between 2020 and 2025. The materials were selected based on their relevance to key variables: career development, job satisfaction, and organizational behavior. Each study was analyzed for its methodology, context, and findings to ensure a balanced representation of perspectives across both public and private sector organizations.

The data were then examined using a thematic analysis approach to identify recurring themes, such as the impact of training and promotion opportunities on job satisfaction, the role of organizational support, and the moderating effect of fairness and leadership communication. Through this method, patterns were identified and interpreted in the context of PT Finex Bisnis Solution Futures' operational structure.

This research adopts an interpretive paradigm, emphasizing conceptual understanding rather than statistical measurement. By comparing and synthesizing multiple findings, the study seeks to develop a comprehensive narrative explaining how career development initiatives contribute to enhancing job satisfaction among employees. The qualitative approach provides depth and flexibility, allowing for a detailed exploration of employee perceptions, managerial practices, and organizational strategies related to career growth.

Ultimately, this methodological framework enables the study to produce a holistic interpretation of how career development influences job satisfaction, serving as a foundation for practical recommendations for the company's HR department and future research in the field.

## RESULTS AND DISCUSSION

The review of previous studies reveals a consistent and positive correlation between career development and job satisfaction across various organizational contexts. Employees who experience well-structured career programs report higher levels of motivation, engagement, and loyalty. At PT Finex Bisnis Solution Futures, these findings hold particular significance, as the company's Finance Division relies on skilled, motivated, and satisfied employees to maintain operational excellence.

Career development serves as a key motivational driver. Training programs, for instance, provide employees with opportunities to acquire new skills and adapt to changes in the financial sector. This not only enhances competence but also reinforces employees' sense of professional worth. Mentoring and coaching programs foster a supportive environment, where employees can seek guidance from experienced colleagues and supervisors. Such practices cultivate trust, belonging, and confidence three essential elements of job satisfaction. (Kebijakan Pengembangan Karir Sebagai Upaya Peningkatan Kepuasan Kerja SDM Proyek Konstruksi (Studi pada PT Wijaya Karya (Persero) Tbk) - ProQuest, t.t.)

Furthermore, promotion systems based on objective Key Performance Indicators (KPI) ensure fairness and transparency in career advancement. Employees are evaluated according to measurable outcomes rather than subjective judgment, which strengthens perceptions of organizational justice. When employees perceive fairness in promotion and reward systems, they are more likely to remain committed and perform optimally. (Karyaadi dkk., 2024)

Organizational support also plays a crucial moderating role. Studies by Kim (2020) and Intihan et al. (2021) demonstrate that employees who feel supported in their career growth exhibit greater psychological well-being and motivation. This support includes access to resources, constructive feedback, and acknowledgment of individual achievements. Within PT Finex Bisnis Solution Futures, managerial support is vital in reinforcing employees' belief that their development is valued and that the company invests in their success. (Anwar dkk., 2024)

Another important dimension is leadership and communication. Effective leaders provide clear guidance on career pathways and create open communication channels where employees can discuss their aspirations. Transparent discussions during performance appraisals enable employees to align personal goals with organizational objectives, reducing ambiguity and promoting engagement. (Pangestu & Wicaksari, 2025)

However, challenges persist. Some employees perceive career stagnation when opportunities for advancement are limited, while others may feel demotivated by unequal treatment. To mitigate such issues, organizations should establish long-term career roadmaps, integrate personalized development plans, and ensure inclusivity in all career-related decisions. (Mintawati, 2024)

The broader implication is that career development not only enhances satisfaction but also improves overall organizational performance. When employees feel valued and supported, they are more likely to contribute innovative ideas, maintain high productivity, and advocate for the organization externally. This aligns with Locke's (1976) theory of job satisfaction, which states that satisfaction results from the congruence between employees' expectations and their actual experiences.

In conclusion, the synthesis of literature and contextual analysis indicates that PT Finex Bisnis Solution Futures can achieve sustained organizational success through the implementation of structured, equitable, and transparent career development programs. Such initiatives create a strong foundation for employee satisfaction and retention, ultimately fostering a culture of performance excellence. (Mintawati, 2024)

## CONCLUSION

The results of this study affirm that career development has a substantial positive influence on employee job satisfaction. Career development initiatives that integrate training, mentoring, performance-based evaluation, and transparent promotion systems help foster motivation, trust, and organizational commitment. Employees who perceive that their employers invest in their growth are more likely to display loyalty, enthusiasm, and superior performance.

At PT Finex Bisnis Solution Futures, the Finance Division benefits from a career development system that combines structured performance assessments and opportunities for professional learning. This combination contributes not only to employee satisfaction but also to organizational stability and efficiency.

Furthermore, organizational fairness, leadership support, and communication transparency are critical mediating factors that enhance the success of these initiatives. The company should continue to strengthen these elements to maintain high levels of satisfaction and reduce turnover rates.

For future research, it is recommended to conduct quantitative analyses using survey or statistical methods to measure the exact degree of correlation between career development variables and job satisfaction. Such studies could provide empirical evidence to complement this qualitative analysis. In essence, career development should be regarded as an ongoing strategic commitment to nurturing human capital rather than a

mere administrative function. When employees grow, the organization grows alongside them creating a sustainable and mutually beneficial relationship.

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