

Proposing Career Path Management Strategies to Address Employee Career Stuckness: A Case Study at PT Perta Samtan Gas

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Abstract

PT Perta Samtan Gas (PSGas) is a mature joint venture gas processing company within Indonesia's state-owned energy ecosystem, governed by a Shareholders' Agreement (SHA) that requires consensus between both parties' Boards of Directors for all strategic decisions. This study employed a mixed-methods sequential explanatory design that integrated a structured questionnaire administered to 126 direct-hire employees (90.6% of the 139-employee population, exceeding the planned minimum sample of 105), analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0, and in-depth interviews with eleven key informants representing five organizational levels, analyzed through open, axial, and selective thematic coding. The findings confirmed that career stuckness was prevalent, with an overall Career Stuckness (CS) mean score of 4.13 (categorized as high) and 61.1% of employees having remained unpromoted for more than five years. The PLS-SEM analysis revealed that Organizational Structure (ORS) had a positive effect on Career Stuckness ($\beta = +0.592$, $p < 0.001$), while Governance of Career System (GCS) had a negative effect on Career Stuckness ($\beta = -0.343$, $p < 0.001$), with a combined explanatory power of $R^2 = 0.595$. The qualitative analysis identified three root causes: SHA governance constraints, the rigidity of the Pertamina Group system, and Indonesian-Korean cultural differences among shareholders. Based on these findings, this study proposed an Integrated Career Path Management Framework using the McKinsey 7S Alignment Model, organized into three implementation phases: short-term (Staff, Style, Skills), medium-term (Systems, Structure), and long-term (Strategy, Shared Values). The framework was designed to operate within existing SHA governance constraints and aimed to reduce Career Stuckness from 4.13 to below 3.67 (medium category) through simultaneous improvements in governance mechanisms and career development infrastructure.

INTRODUCTION

The global gas industry faces dual pressures arising from declining production from mature assets, commodity price volatility, increasing operating costs, and accelerating decarbonization demands that influence investor preferences and capital expenditure priorities. Global natural gas demand reached approximately 4.122 billion cubic meters in 2024, driven

by increased consumption in Asia and North America, as well as the continued role of natural gas as a backbone for power generation and liquefied natural gas (LNG) infrastructure development (IEA, 2025). Indonesia faces the challenge of balancing energy security, economic growth, and emission reduction commitments, with the national energy mix gradually shifting from dependence on coal and natural gas toward cleaner energy sources (Aditya et al., 2025; Handayani & Maharani, 2025; Rajamony et al., 2026; Safrina, 2024; Veza et al., 2025; Wahyuni, 2022; Yudiartono et al., 2023).

Within this context, PT Perta Samtan Gas (PSGas) occupies a strategic position in Indonesia's energy supply chain. Established on 7 May 2008 as a joint venture between PT Pertamina Gas—a subsidiary of PT Pertamina (Persero)—with a 66% ownership share and Samtan Co. Ltd. of South Korea with a 34% ownership share, PSGas has been commercially operational since 2013. The company manages two main facilities: an Extraction Plant in North Prabumulih and a Fractionation Plant in Sungai Gerong, South Sumatra, which are connected through an 86.9-kilometer pipeline. Since its establishment, PSGas has processed natural gas containing C3++ components into value-added liquefied petroleum gas (LPG) and natural gas liquids (NGL), supporting Indonesia's kerosene-to-LPG conversion program and strengthening national energy security.

Entering its 17th year of operation, PSGas faces challenges commonly experienced by mature organizations (Prestidge, 2022; van der Lee et al., 2025). Feed gas intake declined from 203 MMSCFD in 2018 to 174 MMSCFD in 2023. Production volume, net profit margins, and operational efficiency have declined, while operating costs have increased (Ngo & Trinh, 2025; Nworie & Nwoye, 2023; Suzan & Lumbantobing, 2023). However, beyond these operational and financial challenges, PSGas faces a more fundamental organizational issue: systematic career stuckness among its direct-hire employees.

The Shareholders' Agreement (SHA) governing PSGas requires consensus between both parties' Boards of Directors for strategic decisions, including promotions, position allocation, and organizational restructuring. This arrangement has resulted in a dual career-track system: one track consists of shareholder-assigned positions (Board of Directors and General Manager levels) with clearer succession pathways connected to the parent companies, while the other applies to direct-hire employees with limited upward mobility opportunities. Data indicate that 77.8% of strategic positions are occupied through shareholder assignments, while only 22.2% are filled through internal promotions (Akter, 2025; Appleton, 2024; Gregoric et al., 2024; Zhang et al., 2022). No Board of Directors or General Manager positions have been filled through internal recruitment, and 61.1% of direct-hire employees have not received promotions for more than five years.

Employee turnover remained relatively low between 2020 and 2024, ranging from 1.34% to 1.39%, with an average of approximately two employees leaving annually. Although low turnover is generally associated with organizational stability, in the case of PSGas, this stability conceals a deeper challenge: the organization retains employees physically while gradually experiencing declining psychological engagement and career development momentum. This "frozen" organizational condition represents a strategic risk to long-term organizational performance, leadership continuity, and talent sustainability.

The urgency of this research is driven by the need for PSGas to address career stuckness as a strategic talent management issue. Without appropriate intervention, prolonged career

stagnation may result in employee disengagement, reduced productivity, and eventual talent attrition. The novelty of this research lies in integrating quantitative PLS-SEM analysis with qualitative thematic analysis to identify the underlying causes of career stuckness and applying the McKinsey 7S Alignment Model to formulate governance-aware career path management strategies that operate within existing SHA constraints. This study contributes to career management literature by providing empirical evidence from a governance-constrained joint venture context and offering practical guidance for organizations experiencing similar challenges.

This study addressed three research questions. First, what was the current condition of employee career stuckness at PSGas? Second, how did organizational structure and governance of the career system relate to career stuckness? Third, how should career path management strategies be formulated to address career stuckness within existing SHA governance constraints? By examining these questions empirically through a mixed-methods approach, this study contributes to career management literature on governance-constrained organizations and provides an actionable framework for practitioners facing similar joint venture governance challenges.

METHOD

This study employed a mixed-methods sequential explanatory design using PT Perta Samtan Gas as a single case study. Quantitative data were collected first to examine the statistical relationships among the three constructs, followed by qualitative data collection to explain, contextualize, and enrich the quantitative findings. The unit of analysis consisted of direct-hire employees, specifically those who were not appointed through shareholder assignment mechanisms and therefore experienced structural limitations in career advancement.

The quantitative component used a structured questionnaire with a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), distributed to 126 direct-hire employees (90.6% of the 139-person direct-hire population), exceeding the planned minimum sample size of 105 respondents. Three constructs were measured: Organizational Structure (ORS), consisting of 14 items assessing formalization, centralization, and structural complexity; Governance of Career System (GCS), consisting of 9 items assessing career governance quality; and Career Stuckness (CS), consisting of 6 items assessing hierarchical stuckness and job content stuckness. Mean score categorization was divided into three levels: Low (1.00–2.33), Medium (2.33–3.67), and High (3.67–5.00).

Quantitative data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0. The outer model evaluation assessed convergent validity (outer loadings ≥ 0.70 and AVE > 0.50), discriminant validity (HTMT < 0.90), and construct reliability (Cronbach's Alpha ≥ 0.70 and Composite Reliability ≥ 0.70). The inner model evaluation examined explanatory power (R^2), predictive relevance (Q^2), and path coefficients, with significance testing conducted through bootstrapping using 5,000 subsamples ($t > 1.96$, $p < 0.05$).

The qualitative component involved semi-structured in-depth interviews with eleven key informants (INF-01 to INF-11) representing five organizational levels: field operators (INF-01, INF-02, INF-03), supervisors (INF-04, INF-05), HRGS management (INF-06, INF-

09), operations management (INF-07, INF-08), and executive-level representatives (INF-10, INF-11). The interviews were audio-recorded, transcribed, and analyzed through three stages of thematic coding: open coding to identify initial phenomena, axial coding to organize related codes into sub-themes, and selective coding to integrate sub-themes into core explanatory themes. Data triangulation among questionnaire results, interview findings, and internal HR promotion data involving 137 employees was applied throughout the analysis process.

RESULTS AND DISCUSSION

Qualitative Analysis: Career Stuckness Conditions at PSGas

Thematic analysis across eleven informants confirmed that career stuckness at PSGas is a systemic organizational condition produced by the interaction of structural constraints, governance failures, and operational practices. Three core selective themes were identified, directly corresponding to the CS construct dimensions.

Limited Promotion Opportunities (CS1–CS2): Promotions are vacancy-driven and governance-constrained rather than performance-driven and merit-based. All promotion proposals must secure consensus from both Indonesian and Korean shareholders through the BOD, and disagreement from either party halts the process. INF-07 (Manager Operations) stated: "Promotions can only happen when positions become vacant, through resignation or retirement." INF-06 (Assistant Manager HRGS) documented a 2024 case in which a fully prepared promotion proposal with multiple career track options was rejected by one shareholder party, leaving eligible employees without advancement despite meeting all formal performance criteria. Annual promotions are subject to predetermined quotas approved by shareholders, with 61.1% of 137 direct-hire employees remaining unpromoted for over five years.

Limited Career Mobility (CS3–CS4): PSGas' location-based organizational design—with operations divided between two sites—creates functionally siloed units where cross-location and cross-functional movement is structurally complex. INF-10 (GM Operations) confirmed: "The company is indeed designed to run operations... not to develop." Talent hoarding compounds structural limitations, as managers retain high-performing team members to preserve operational continuity, creating informal barriers to employee mobility even where formal pathways theoretically exist.

Limited Role Development (CS5–CS6): Employees' roles remain largely static over extended tenures, with training programs addressing immediate operational requirements rather than systematic career progression. INF-04 (Supervisor) stated: "From 2019 until now, there has been no training given related to my actual function. I learned everything on my own through self-directed effort." Extended acting assignments at higher levels occur without corresponding formal promotions, reinforcing perceptions of career stuckness.

Cross-level integration revealed that career stuckness themes emerge consistently across all organizational levels, with the executive perspective (INF-10, INF-11) confirming that PSGas was designed for operational delivery rather than employee development—a structural disposition toward career stuckness pervading all organizational levels. Three root causes were identified: (1) SHA governance constraints requiring dual-party BOD consensus for all strategic career decisions; (2) system rigidity under Pertamina Group, where formal TKO career procedures are frequently overridden by BOD discretion, confirmed as "TKO

already exists... but sometimes it differs from the BOD decision. In practice, TKO becomes just a formality" (INF-07); and (3) Indonesian-Korean cultural differences between growth-oriented Pertamina and stability-oriented Samtan, producing systematic decision deadlocks.

Descriptive Statistics

Table 1 presents the descriptive statistics summary across all three constructs. The overall CS mean of 4.13 (High category) confirms that career stuckness is a real, measurable, and widely shared organizational condition. The ORS mean of 3.91 (High) indicates employees strongly perceive their organizational structure as rigid and centralized. The GCS mean of 3.63 (upper boundary of Medium) reflects a career governance system that is formally present but practically inadequate—rules and systems exist, but employees do not feel they are fair, transparent, or reliably applied.

Table 1. Descriptive Statistics Summary (n = 126)

Construct / Item	Mean (Category)
Organizational Structure (ORS) – Overall	3.91 (High)
ORS4 – Performance standards governed by formal authority	4.44 (Highest)
ORS9 – Activity monitoring by management	3.60 (Lowest ORS)
Governance of Career System (GCS) – Overall	3.63 (Medium)
GCS9 – Work enrichment	3.90 (Highest GCS)
GCS1 – Job security clarity	3.36 (Lowest GCS)
GCS2 – Performance-based rewards	3.37
GCS3 – Career development opportunities	3.43
Career Stuckness (CS) – Overall	4.13 (High)
CS3 – Limited career mobility	4.31 (Highest CS)
CS6 – Lack of skill development	4.21
CS4 – Few lateral options	4.19
CS1 – Limited promotion opportunities	4.18
CS5 – Limited role development	3.87 (Lowest CS)

PLS-SEM Measurement Model Evaluation

Convergent validity was confirmed with all outer loadings meeting the ≥ 0.70 threshold (range: 0.701–0.930) and AVE exceeding 0.50 for all constructs: ORS = 0.551, GCS = 0.604, CS = 0.758. The CS construct recorded the highest AVE of 0.758, confirming particularly strong and consistent measurement of career stuckness.

Discriminant validity was assessed using the Heterotrait-Monotrait Ratio (HTMT). All HTMT values fell well below the 0.90 threshold: ORS–GCS = 0.327, ORS–CS = 0.724, GCS–CS = 0.557, confirming the three constructs are genuinely distinct. The remarkably low ORS–

GCS HTMT of 0.327 confirms that employees experience organizational structure and career governance as two distinctly different aspects of their work environment.

Construct reliability was confirmed with Cronbach's Alpha values of ORS = 0.938, GCS = 0.918, CS = 0.936, and Composite Reliability (ρ_c) values of ORS = 0.945, GCS = 0.932, CS = 0.949—all substantially exceeding the 0.70 threshold, confirming that the research instruments are highly reliable and employees responded consistently across items within each construct.

Table 2. Measurement Model Evaluation Summary

Construct	AVE Loadings Range Cronbach α CR	Discriminant Validity (HTMT)
ORS (n=14 items)	0.551 0.701–0.783 0.938 0.945	ORS–GCS = 0.327 ✓
GCS (n=9 items)	0.604 0.715–0.825 0.918 0.932	ORS–CS = 0.724 ✓
CS (n=6 items)	0.758 0.790–0.930 0.936 0.949	GCS–CS = 0.557 ✓
Threshold	AVE > 0.50 ≥ 0.70 ≥ 0.70 ≥ 0.70	HTMT < 0.90

Structural Model Evaluation and Hypothesis Testing

The structural model demonstrated moderate-to-strong explanatory power with $R^2 = 0.595$ for Career Stuckness, indicating that ORS and GCS together explain 59.5% of the variance in employee career stuckness. The predictive relevance $Q^2 = 0.566$ (> 0) confirms the model's predictive capability. The remaining 40.5% reflects other factors outside this study's scope—including individual personality, leadership style, and external labor market conditions—consistent with the acknowledged research limitations.

Table 3. Hypothesis Testing Results (Bootstrapping, 5,000 subsamples)

Hypothesis	β	t-value	p-value	R^2	Decision
H1: ORS $\rightarrow$ CS (+)	+0.592	7.975	0.000	0.595	Supported
H2: GCS $\rightarrow$ CS (–)	–0.343	5.205	0.000		Supported

H1 is supported: Organizational Structure (ORS) has a strong positive and significant effect on Career Stuckness ($\beta = +0.592$, $t = 7.975$, $p < 0.001$). This is the strongest effect in the model, confirming structural rigidity as the primary driver of career stuckness. The more rigid, formalized, and hierarchically constrained the organizational structure—particularly through SHA-mandated position allocation, centralized BOD decision-making, and structural complexity, the greater the career stuckness experienced by direct-hire employees. This finding is consistent with organizational structure theory identifying hierarchical constraints as primary career opportunity limiters (Lundmark et al., 2022; Oliveros-Sepúlveda et al., 2025) and validates the qualitative evidence documenting how structural rigidity, SHA-mandated position allocation, and centralized decision-making collectively restrict promotion opportunities, career mobility, and role development.

H2 is supported: Governance of Career System (GCS) has a significant negative effect on Career Stuckness ($\beta = -0.343$, $t = 5.205$, $p < 0.001$). More effective and transparent career governance reduces career stuckness. This finding carries critical strategic implications: meaningful career stuckness reductions are achievable through governance-level interventions including transparent promotion systems, merit-based evaluation, and systematic development programs even within the existing structural constraints imposed by the JV governance architecture. Every one-unit improvement in GCS governance quality produces a 0.343-unit reduction in career stuckness, creating the strategic window for the proposed career path management interventions.

Integration of Qualitative and Quantitative Findings

Triangulated evidence across three independent sources converges on a single conclusion: career stuckness at PSGas is systemic, structural, and governance-driven. The qualitative themes of limited promotion, limited mobility, and limited role development directly correspond to the quantitative finding that ORS ($\beta = +0.592$) is the strongest driver. The qualitative identification of opaque promotion processes, TKO-BOD decoupling, and insufficient development programs directly explains why GCS ($\beta = -0.343$) negatively affects career stuckness. The internal HR promotion data showing 61.1% of 137 direct-hire employees unpromoted for over five years independently corroborates both quantitative and qualitative streams.

Career stuckness at PSGas is not an individual problem but a self-reinforcing system where structural rigidity limits position availability, governance opacity undermines trust in advancement mechanisms, and operational priorities suppress investment in career development. While the stronger ORS effect ($\beta = +0.592$) reflects deeply embedded structural constraints of the JV governance architecture that cannot be resolved through internal HR management alone, the significant GCS effect ($\beta = -0.343$) provides the critical strategic insight: career stuckness can be meaningfully reduced through governance-level interventions even without fundamental structural change.

Proposed Integrated Career Path Management Framework

Gap Analysis: Root Causes Across McKinsey 7S Elements

Gap analysis across the McKinsey 7S elements identified current states, desired states, and gaps for all seven organizational dimensions. Three primary systemic obstacles were identified as root causes. First, SHA Governance Constraints (Root Cause 1): the joint venture mechanism requires dual-party BOD consensus for all strategic career decisions, producing systematic decision delays, deadlocks, and unpredictability beyond internal HR management control. Second, Pertamina Group System Rigidity (Root Cause 2): integration with Pertamina Group corporate systems imposes bureaucratic procedures reducing PSGas' flexibility in managing careers independently, with formal TKO career systems frequently overridden by BOD discretion. Third, Indonesian-Korean Cultural Differences (Root Cause 3): divergent organizational philosophies between growth-oriented Pertamina and stability-oriented Samtan produce systematic misalignment in career-related decision-making, affecting particularly promotion fairness (GCS4) and policy consistency (GCS5).

The 7S diagnostic reveals career stuckness is produced by misalignment across all seven elements simultaneously. Structure is rigid, location-based, and non-scalable with SHA-mandated position allocation. Systems are undermined by BOD discretion decoupled from

written TKO procedures (GCS1 = 3.36, GCS2 = 3.37—the two lowest GCS scores). Strategy lacks explicit career development intent (GCS3 = 3.43—the lowest GCS score overall). Shared Values reflect divergent Pertamina-Santan philosophies producing governance unpredictability. Style exhibits talent-hoarding tendencies making career improvements personality-dependent. Staff shows 126 direct-hire employees with high organizational readiness but severe structural constraints (CS mean = 4.13, 61.1% stuck > 5 years). Skills demonstrate a development-utilization gap where employees improve competencies but cannot leverage them for career advancement due to absence of a competency-to-promotion linkage system (CS6 = 4.21, GCS8 = 3.65).

Seven Strategic Interventions (McKinsey 7S Alignment Model)

Based on empirical findings and 7S diagnostic mapping, seven targeted interventions are proposed. A governing principle applies to all strategies: feasibility within existing SHA governance constraints without requiring GMS-level structural approval. Table 4 presents the complete intervention framework.

Table 4. Integrated Career Path Management Strategy (McKinsey 7S Alignment Model)

Phase	7S Element	Strategic Intervention and Key Actions	Governance Required	Level
Short-Term (0–6 months)	Staff	Individual Career Development Plan (ICDP): Annual career planning sessions for all 139 direct-hire employees; mentor-mentee pairing program; high-potential talent pool identification; quarterly career progress reviews with HR and line manager	No governance approval — HR policy only	
Short-Term (0–6 months)	Style	Career Facilitator Leadership Development: Manager-as-career-facilitator training; anti-hoarding policy with HR enforcement mechanism; career facilitation KPI in manager performance evaluation; coaching and mentoring certification for managers	No governance approval — HR policy only	
Short-Term (0–6 months)	Skills	Competency-to-Career Pathway Matrix: Map competency framework to promotion eligibility criteria; formalize acting role career credit system in TKO; launch skills portfolio documentation; link training certification to promotion readiness scoring	TKO amendment (internal HR authority)	
Medium-Term (6–18 months)	Systems	Integrated TKO Career System Reform: 30-day BOD response SLA for promotion proposals; merit-based promotion scoring matrix; career transparency dashboard accessible to all employees; annual career planning calendar; 360° competency review process	BOD rule amendment required	
Medium-Term (6–18 months)	Structure	Cross-Functional Role Flexibility Framework: Cross-unit project assignment mechanism; internal secondment pool within Pertamina Group; flexible job scope expansion with manager	BOD endorsement (no GMS required)	

Phase	7S Element	Strategic Intervention and Key Actions	Governance Required	Level
		approval; cross-entity mobility guidelines and rotation calendar		
Long-Term (18–36 months)	Strategy	5-Year Human Capital Development Strategy: HC Development Strategy document endorsed by both shareholders at GMS; career development KPIs integrated into BOD performance scorecards; Annual Career Development Committee; 5-year succession planning roadmap	GMS required	endorsement
Long-Term (18–36 months)	Shared Values	Bilateral Career Development Council (BCDC): Equal Indonesian-Korean representation; Shared Career Values Charter; joint cultural alignment workshops (bilingual); Career Governance Guidelines document; annual bilateral career governance review	Bilateral agreement	shareholder

Implementation Roadmap and Expected Outcomes

The implementation roadmap follows a graduated governance escalation principle. Short-term interventions (0–6 months) targeting Staff, Style, and Skills require only internal HR policy decisions, directly activating the GCS lever ($\beta = -0.343$) and producing measurable career stuckness reductions within six months. These interventions address GCS8–GCS9 (professional development support and work enrichment) and CS5–CS6 (limited role development and skill development), the most immediately actionable career stuckness dimensions.

Medium-term interventions (6–18 months) targeting Systems (TKO Reform with 30-day BOD response SLA) and Structure (Cross-Functional Role Flexibility) require BOD endorsement but not GMS approval. TKO reform directly targets the TKO-BOD decoupling confirmed as the core governance failure addressing GCS1 = 3.36 and GCS2 = 3.37, the two lowest-scoring governance indicators. Cross-functional flexibility creates mobility pathways within the existing structural architecture, targeting CS3–CS4 (the highest-scoring stuckness dimensions). Long-term interventions (18–36 months) targeting Strategy and Shared Values require GMS-level shareholder alignment. These institutionalize career development permanently into PSGas' governance architecture, addressing the critical durability failure identified qualitatively, where historical career governance improvements reversed when supportive leadership departed.

The primary outcome target is reducing Career Stuckness from CS mean = 4.13 (High category) toward below 3.67 (Medium category threshold). Progressive reductions are projected across phases: Short-term interventions addressing CS5–CS6 by 0.2–0.3 points within 12 months; medium-term TKO reform reducing CS1–CS2 by 0.3–0.5 points; and long-term institutionalization sustaining all gains across leadership generations. Secondary outcomes include GCS mean improvement toward ≥ 3.67 , increased employee engagement, and sustainable talent and leadership succession across all key organizational positions.

Table 5. Expected Outcomes of Career Path Management Strategy Implementation

Timeline	Expected Outcome	Success Indicator	Measurement Method
Short-Term (0–12 months)	Transparent career path system; increased GCS8–GCS9; reduced CS5–CS6	ICDP implemented for all 139 employees; GCS8–GCS9 scores toward >3.80; manager career facilitation KPI operational	GCS8–GCS9 re-survey; ICDP completion rate (HR records)
Medium-Term (6–24 months)	Merit-based promotions; increased career mobility; CS1–CS4 reduction	TKO compliance rate >90% per SLA; CS3–CS4 scores toward <4.00; cross-functional assignments operational	CS1–CS4 re-survey at 12 & 24 months; promotion compliance rate
Long-Term (18–36 months)	Sustainable talent and leadership succession; full CPM institutionalization	5-Year HC Strategy GMS-endorsed; succession plan coverage for all key positions; BCDC operational; all 5 CPM dimensions institutionalized	GCS3 re-survey; succession plan coverage; BCDC meeting frequency

CONCLUSION

This study demonstrated that career stuckness at PT Perta Samtan Gas (PSGas) was systemic, measurable, and addressable through evidence-based interventions designed within existing governance constraints. Three research questions were addressed.

Regarding the current condition of career stuckness (RQ1), career stuckness at PSGas was found to be prevalent, with the Career Stuckness (CS) construct recording an overall mean score of 4.13 (high category). Limited career mobility (CS3 = 4.31) and insufficient skill development opportunities (CS6 = 4.21) represented the most strongly perceived dimensions. Internal HR data supported these findings, indicating that 61.1% of 137 direct-hire employees had not received promotions for more than five years, with some operators waiting 9–14 years for a single job-grade advancement. Qualitative analysis confirmed three interconnected dimensions of career stuckness: hierarchical stuckness, job content stuckness, and organizational context factors, as identified across all eleven informants representing five organizational levels.

Regarding the relationship between organizational structure, governance, and career stuckness (RQ2), two statistically significant relationships were identified with strong measurement model validity (all AVE > 0.50, all loadings $\geq$ 0.70, all HTMT < 0.90, and $R^2 = 0.595$). Organizational Structure (ORS) demonstrated a strong positive effect on Career Stuckness (CS) ($\beta = +0.592$), confirming that structural rigidity was a dominant driver, reinforced by SHA-mandated position allocation and centralized Board of Directors authority. Governance of Career System (GCS) demonstrated a significant negative effect on Career Stuckness (CS) ($\beta = -0.343$), indicating that reductions in career stuckness could be achieved through improvements in career governance even without major structural changes. The critical finding was that career stuckness was not inevitable; improvements in GCS provided an actionable pathway for addressing career stagnation within existing governance boundaries.

Regarding career path management strategy formulation (RQ3), the Integrated Career Path Management Framework based on the McKinsey 7S Alignment Model provided a comprehensive, governance-aware, and empirically grounded solution. Three root causes were identified: SHA governance constraints, Pertamina Group system rigidity, and Indonesian–

Korean cultural differences. Seven interventions were proposed to address misalignment across the seven McKinsey 7S dimensions through three progressive implementation phases. The framework was distinctive because it was grounded in quantitative PLS-SEM evidence with statistically significant effect sizes, feasible within existing SHA governance constraints, and comprehensive in addressing the five dimensions of Career Path Management.

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