The Effect of Career Developmentin The Millennial Generation

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ABSTRACT

This study explains employee engagement for millennial employees. It identifies a career development that supports millennial employees, particularly in the DKI Jakarta area, to achieve better employee engagement, and the phenomenon of job-hopping reduces generation millennials. The subject of the investigation is employees of the millennial generation in the DKI Jakarta, with 407 questionnaire participants. The primary data of this study were obtained from questionnaires completed by several respondents. In addition, the data is processed using path analysis to analyze the relationship pattern between variables. This research uses a cross-sectional design. Data are collected only at one point in time, making it difficult to assess long-term causal relationships. Results showed that career development has a positive impact on employee engagement. Companies need to develop professional development programs tailored to the aspirations and work styles of this generation to increase effectiveness. Future longitudinal research may provide further insight into changing dynamics over time. Data collected via questionnaires may contain respondent bias due to their self-reported nature. Additional data collection methods, such as interviews or observations, may help reduce this bias. This research sheds light on the job-hopping phenomenon among millennial employees in Jakarta, the economic and business center of Indonesia. It makes a special contribution to the limited literature on the work behavior of millennials in major Southeast Asian cities. This research provides new insights into how career development and employee engagement can work together to reduce job hopping, thereby providing additional value to companies seeking to retain their employees.

Keywords: *Career Development; Employee Engagement; Job-Hopping; Millennial Generation; Millennial Employees*

INTRODUCTION

Employees are individuals who work in a company or organization and whose role is to help the company achieve its goals through a defined vision and mission and receive compensation in the form of company-promised compensation (Arsal, 2023). Like normal people, employees get bored and tired of doing work that tends to be repetitive. Therefore, an indicator is needed to measure the value of employee engagement in the organization (Devendhiran & Wesley, 2017; Gaur, 2020). In this case, a phenomenon occurs among millennial employees. It is said that the millennial generation is a generation of fleas that frequently change their work style and lifestyle (Suka et al., 2021). Although this generation is believed to have a recognized level of creativity and innovation, HRD also believes that the millennial generation is a generation that gives up easily. This generation can easily decide to change jobs if they feel uncomfortable with their work and are also very selective about finding and performing their work (Filatrovi, 2021).

IDN Times surveyed 211 people to find out what they think about job-hopping. 65.9 percent of female and 34.1 percent of male respondents. This survey was followed by the 21-25 year age group, which was dominated by men (47 percent). Then followed by the age group of 26-30 years (26.5%), the age group over 30 years (23.7%), and the age group of 15-20 years (2.8%). Talking about job hopping will talk about how long an employee has worked in a company. The most extended working period is more than 3 years (30.8 percent), with the shortest working period being 6-12 months (41.2 percent). The results of a survey conducted by IDN Times showed that 30.4 percent of respondents said they moved twice, 29.1 percent moved more than 3 times, 24.3 percent moved once, and 16.2% said they moved three times (Deti et al., 2023).

The Job-hopping phenomenon harms the affected companies. Employee turnover from a company not only increases the cost of recruiting new employees but also reduces knowledge capital and the company's reputation. Conversely, employees who remain in the company will also have the intention of moving jobs that are different from the entry of employees to fill the positions left behind so that the workload of the surviving employees increases to replace the jobs of employees who leave the job (Noeary et al., 2020; Perdhana et al., 2019).

Based on this discussion, it is considered that millennial generation employees are impatient, so they are reluctant to take part in the Career Development process that usually occurs in the workplace and often move between workplaces with a relatively short working period so that their careers in the company will be difficult to develop (Walden et al., 2017; Wiradendi Wolor, 2020).

The object of research here is the millennial generation in DKI Jakarta because, as the capital city of the Republic of Indonesia, DKI Jakarta is also the center of the economy and business. It has made DKI Jakarta a magnet for residents outside Jakarta to try their luck by finding work in the capital city. Apart from functioning as the center of the government of the Republic of Indonesia, DKI Jakarta is also the main focus point in terms of economy and business. For this reason, DKI Jakarta is a city with charm for residents outside its area who want to improve their quality of life by finding work in the capital city. The interest of people from outside the area in migrating to Jakarta is based on the perception that job opportunities there are more abundant than in their area of origin (Jawahir Gustav Rizal, 2020).
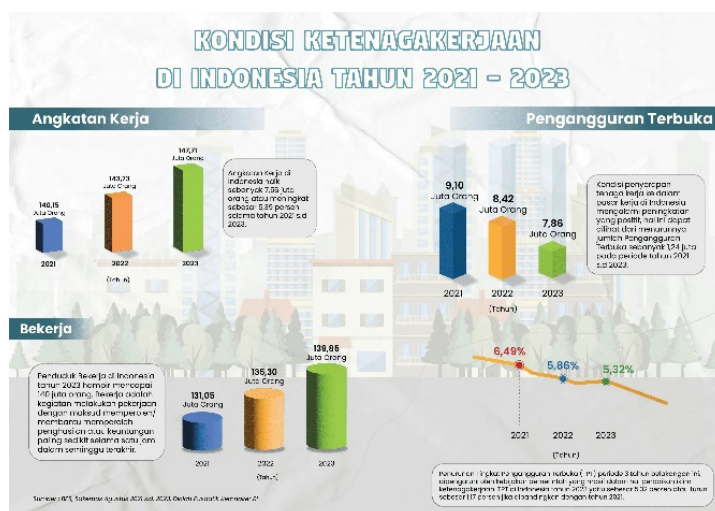

Figure 1. Employment Conditions in Indonesia
Source: https://satudata.kemnaker.go.id/infografik/59

The labor force is the population aged 15 years and above who is economically active, such as the working population, or who has a job but is temporarily unemployed and unemployed. Based on this definition, the labor force in Indonesia will increase by 7.56 million people or around 5.39 percent during the period 2021-2023, indicating that the availability of labor in Indonesia is increasing. Based on their activities, the labor force includes the working population and the openly unemployed. In 2023, the number of employed people will reach 140 million people. This number increased by around 8.8 million people or around 6.71 percent during the period 2021-2023.

Based on Lancaster & Stillman's research, generation Y is the millennial or millennial generation. Millennials, or Generation Y, were born in or after the 1980s and entered the world of work in the 2000s. Generation Y is a generation characterized by technology and the internet. Millennials are considered more highly educated than previous generations; they can use information and communication technology (ICT) competently and are easily accustomed to the virtual world and social media. In the workplace, the age difference between Generation Y

and previous generations can be an obstacle, whether they are still employees or related between leaders and employees. These obstacles can be in the form of differences in communication, mindset, and tendency to use gadgets or devices in their daily activities, which will be a challenge that needs to be faced in a real and airy manner (Hidayatullah et al., 2018). Research (Wolor et al., 2021) said effective leadership styles when dealing with Millennial employees, considering five current leadership theories in the context of workforce change. A combination of these five leadership styles is required to meet the characteristics of millennials that are different from previous generations in the name of a civilized, innovative leadership approach.

Generation Y's motivation to work can come from external and internal motivational factors (Safeer et al., 2023). External motivation is a type of motivation that comes from factors outside the individual or their environment. Examples are compensation or salary, opportunities to gain new knowledge, career advancement opportunities, work not directly related to the study program, incentives, awards, and recognition from others. In addition, there are also other external motivation factors such as work location, work environment, failure to be accepted elsewhere, low levels of work pressure, and opportunities to gain experience. On the other hand, internal motivation is a type of motivation that is influenced by psychological processes that occur in the individual (Fatmasari & Supriyatna, 2019).

In the context of millennial employees, support from the organization will motivate millennial generation employees to carry out their work with enthusiasm, dedication/loyalty, and absorb knowledge effectively (Arsal, 2023; Houssein et al., 2020).

Career Development includes several types of activities and processes that facilitate the enhancement of different aspects related to a career. *Career Development* is a process that parallels an individual's career life cycle. According to Brown, career development helps individuals move forward and grow by learning, adapting, and shifting from one area to another. Several factors influence the Career Development process, such as the workplace environment for employees of the organization and employee satisfaction through work. Career planning, career management, skills, and mindset are various types of processes or fields included in Career Development (Houssein et al., 2021).

It is a way to improve the skills and knowledge that individuals should possess. Individuals should look to improve certain skills to perform certain jobs or tasks. *Development* is a term that reflects change and growth in structure and function (Kitana & Karam, 2019). A person's career needs to be carried out to expand their personality in the world of work, which will determine the course of the career (Fatmasari & Supriyatna, 2019). An individual starts his career selection based on his talents and abilities. So, an individual must have clear and directed goals throughout his career planning so that the results follow his interests and talents (Alfitrah & Taufik, 2021).

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Career Development impacts employee performance and motivation, which is the main element that affects employee performance. In addition, incentives are also important in motivating employees to work in the company daily. Motivation and Career Development will affect employee performance because they will increase and develop productivity. In this case, motivation and career development greatly influence an employee's success (Subrahmanyam & Henari, 2023). Research (Houssein et. al, 2020), several things can affect or directly relate to retaining employees, namely:

- Career growth
- Training and Development

Employee Engagement is one of the important factors that help an organization succeed. Because Employee

Engagement increases employee productivity, leading to better organizational performance, work attitudes such as job satisfaction, organizational support, job characteristics, organizational commitment, job involvement, and employee engagement are different but closely related. Kahn defines *engagement* as the relationship between employees and their work and the utilization of employees in the company. Engagement means employees express themselves physically, cognitively, emotionally, and mentally towards the organization or company. Work provides a platform to express themselves, and employees use their physical and mental abilities to achieve these goals (Hurtienne et al., 2022). Schaufeli describes engagement as "a positive, satisfying, work-related state of mind characterized by passion, dedication, and absorption." Saks extended Schaufeli's engagement model and proposed a meaningful distinction between work and organizational engagement (Sahni, 2021)there has been minimal research on this subject for millennial workforce. To bridge the research gap, the present study intends to examine employee engagement among millennial workforce of Saudi Arabia. In addition, the mediation effect of employee engagement on the relationship between antecedents; job characteristics, job satisfaction, and consequences; organizational commitment and intentions to quit is explored with social exchange theory (SET.

Employees who report high levels of engagement are successful with higher levels of customer satisfaction and are more productive through a meta-analysis exploring the relationship between employee engagement and business outcomes such as customer satisfaction, productivity, and profits (Saks & Gruman, 2014)there have been dozens of studies published on employee engagement as well as several meta-analyses. However, there continue to be concerns about the meaning, measurement, and theory of employee engagement. In this article, we review these concerns as well as research in an attempt to determine what we have learned about employee engagement. We then offer a theory of employee engagement that reconciles and integrates Kahn's (.

According to research by (Sahni, 2021; Saks & Gruman, 2014)there has been minimal research on this subject for millennial workforce. To bridge the research gap, the present study intends to examine employee engagement among millennial workforce of Saudi Arabia. In addition, the mediation effect of employee engagement on the relationship between antecedents; job characteristics, job satisfaction, and consequences; organizational commitment and intentions to quit is explored with social exchange theory (SET, there are several indicators to measure Employee Engagement:
- Job Engagement
- Organizational Commitment

According to Rouse, Job Hopping can be defined as working for a short period in various positions or companies without staying long in one particular job or company (Sianturi & Prabawani, 2020). Dougherty's opinion defines Job Hopping as the tendency of employees to move frequently from one company or workplace to another rather than changing job roles. Khatri explains Job Hopping as the behavior of employees who migrate from one job to another without having clear development goals and rational reasons. Job Hopping is the behavior of employees who switch from one job to another without having clear development goals and rational reasons (Pandey, 2019).

When employees do Job Hopping, the impact is very detrimental to the company that is left behind. In addition to increasing recruitment costs to find new employees, employee departure also means losing knowledge capital (in the form of individual employees) and company reputation (Lake et al., 2018)two distinct motives for job-hopping were proposed. The escape motive describes frequently changing jobs to escape disliked work environments, whereas the advancement motive describes frequently changing jobs as a means of career advancement. A self-report measure of job-hopping motives was developed and validated using responses from 221 students and 1,528 adults. Factor analysis showed that the motives are distinct but moderately related. The escape motive was associated with negative reactivity (impulsivity, negative affect. Conversely, employees who still stay in the company will also have the intention to move, which is not balanced by the influx of employees to fill the vacant positions so that the workload of the surviving employees increases to replace the work of employees who leave the job (Tambe & Hitt, 2014).

According to (Lake et al., 2018; Pandey, 2019; Sianturi & Prabawani, 2020), some indicators are used as benchmarks for Job Hopping, including:
- A person moves from one company to another in less than 2 years.
- The emergence of boredom with his job within 2 years of doing his job.
- A person has a feeling of certainty about leaving his job within 2 years.
- Decreased attraction to the work he is currently doing.

H_1: Job Hopping has a direct effect through Career Development
H_2: Employment Engagement has a direct effect through Career Development

H_3: Job Hopping has a direct effect through Employee Engagement
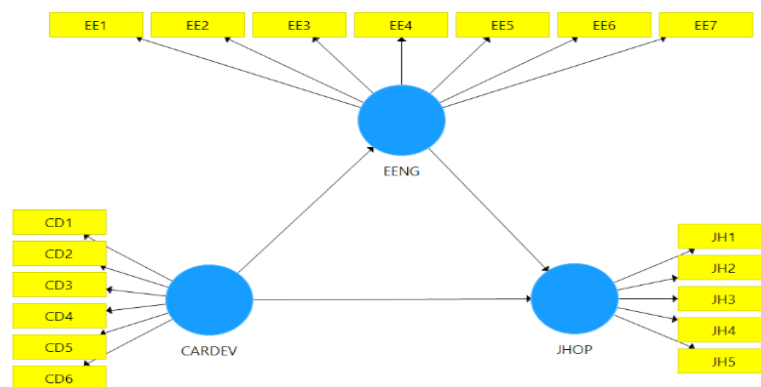H_4: Job Hopping has a direct effect through Career Development mediated by Employee Engagement

Figure 2. Research Model

METHODS

The data in this study were obtained in DKI Jakarta, and the object of research is the millennial generation. In this study, the authors chose to use an associative research design, namely research used to find out and look for relationships between one variable and another, whether with symmetrical, causal, or interactive relationships.

The research on the effect of career development on employee engagement of the millennial generation in DKI Jakarta is included in the type of applied research, which discusses the effect of career development on employee engagement. This research was conducted to determine whether Career Development affects Employee Engagement, what causes Job Hopping in the millennial generation, and what impact Career Development and Employee Engagement have.

In this study, the population used is all employees working in the DKI Jakarta province. The sample used in this study is Generation Y employees, or the generational group known as the millennial generation, who work in DKI Jakarta. Using data from BPS DKI Jakarta from the results of the millennial generation population census in DKI Jakarta province, the population of the Millennial generation in DKI Jakarta is 2,828,858. Based on the 95% confidence level, the sample error rate is 5%, the total sample size will be used using the Slovin formula, and a total of 400 respondents will be obtained.

Furthermore, the data is processed using Path Analysis. Path analysis is used to be able to analyze patterns of relationships between variables to determine the direct or indirect effect of independent (exogenous) variables on the dependent (endogenous) variable (Hao et al., 2020; Himmah & Kaestria, 2022) Discrete Mathematics and Linear Algebra and Matrix, on learning outcomes of Expert Systems with Artificial Intelligence as an intervening variable. This study is explanatory research conducted at the Study Program of Informatics Engineering, STMIK Palangkaraya. The sample used is the 2017 and 2018 batch of students who have taken and passed the MD, AL, KB, and SP courses, as many as 94 people. The data were analyzed using student learning outcomes in the four courses. The data were then selected and analyzed descriptively, the assumption of path analysis (normality, multicollinearity, and heteroscedasticity. Path analysis or path analysis is a standardized regression coefficient, which is calculated from a database set in a standard number (Z) score (Kusmawan et al., 2021).

Figure 1 displays the research model. JHOP (Job Hopping) is an endogenous variable that is affected by the two constructs of CARDEV (Career Development) and EENG (Employee Engagement) as a mediating effect. Five items or indicators measured JHOP. As exogenous variables, CARDEV was described as six indicators. Moreover, EENG as a mediating variable was measured by seven indicators.

The data were analyzed using SEM-PLS with SmartPLS version 3.2.9 tool. Three phases of the testing process were conducted: external model testing, internal model testing, and hypothesis testing. The variable operationalization to measure each variable was adopted from various previous studies.

RESULTS AND DISCUSSION

Table 1 shows the results of descriptive statistics for all indicators. The mean values ranged from 1.811 (JH3) to 3.334 (EI2). All indicators have a kurtosis score from -0.347 to 0.683 and a skewness score from -0.792 to 0.788. Since the kurtosis score ranges from -7,000 to 7,000 and the skewness score ranges from -2,000 to 2,000, all indicators are said to be close to a normal distribution or not too far from a normal distribution.

Table 1. Descriptive Statistics and Normality

Item Code	Mean	Min	Max	Std Dev	Kurtosis	Skewness
CD1	3.214	1	4	0.669	-0.167	-0.427
CD2	3.182	1	4	0.698	0.083	-0.527
CD3	3.179	1	4	0.676	-0.248	-0.379
CD4	3.204	1	4	0.691	-0.347	-0.428
CD5	3.204	1	4	0.715	0.275	-0.646
CD6	3.093	1	4	0.68	0.478	-0.494
EI1	3.327	1	4	0.63	0.577	-0.627
EI2	3.334	1	4	0.62	0.683	-0.622
EI3	3.278	1	4	0.653	0.282	-0.569
EI4	3.268	1	4	0.676	0.279	-0.624
EI5	3.229	1	4	0.653	0.461	-0.539
EI6	3.076	1	4	0.778	0.626	-0.792
EI7	3.241	1	4	0.677	-0.201	-0.48
JH1	1.843	1	4	0.796	0.291	0.788
JH2	1.929	1	4	0.776	0.175	0.631
JH3	1.811	1	4	0.752	0.106	0.675
JH4	1.823	1	4	0.682	0.446	0.565
JH5	1.835	1	4	0.728	0.321	0.647

Figure 3 shows the results of SmartPLS algorithm analysis. All constructs must have factor loadings > 0.7, and the average variance extraction value (AVE) must be higher than 0.500. This means that the three constructs of the research model are valid. There are 3 (three) indicators (EE1, EE2 and EE6) that were excluded from the model because their value was below 0.7.
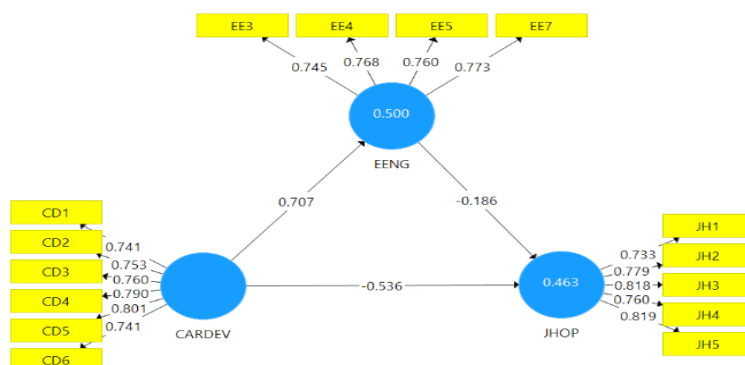

Figure 3. Result of PLS Algorithm Analysis

Table 2 shows that the demographic composition of the respondents in terms of gender is mainly males, namely 60% and females, 40%. In terms of age demographics, most of the respondents were in the age group 27-30 years, namely 38%, followed by the age group 31-34 years with 30%, and between the age groups 35-38 years and 39-42 years with 22% and 10% respectively. In terms of length of service, 29% of the employees have worked for 3-5 years, 27% for 1-3 years, 23% for 5-7 years, and the remaining 22% have worked for more than seven years.

Table 2. Respondent Demographics

	Unit	%
Gender		
Male	243	60%
Female	164	40%

Age		
27 – 30 years old	154	38%
31 – 34 years old	122	30%
35 – 38 years old	90	22%
39 – 42 years old	41	10%
Length of Employment		
1 – 3 year/s	108	27%
3 – 5 years	116	29%
5 – 7 years	94	23%
>7 years	89	22%

Table 3 shows the results of the convergent validity test with the loading factor parameter. Moreover, the results showing that all variable indicators are > 0.7 indicate that there is a strong relationship between the measurement variables and the factors, so the test is valid (Hair et al., 2020).

Table 3. Loading Factor

	CARDEV	**EENG**	**JHOP**
CD1	0.741		
CD2	0.753		
CD3	0.760		
CD4	0.790		
CD5	0.801		
CD6	0.741		
EE3		0.745	
EE4		0.768	
EE5		0.760	
EE7		0.773	
JH1			0.733
JH2			0.779
JH3			0.818
JH4			0.760
JH5			0.819

Table 4 shows the assessment of convergent validity using the Average Variance Extracted (AVE) parameter. The results show that all latent variables are greater than 0.5, indicating that the indicators in each construct measure the respective constructs consistently and accurately (Hair et al., 2020).

Table 4. Average Variance Extracted

	Average Variance Extracted (AVE)
CD	0.585
EENG	0.580
JH	0.612

Table 5 shows the results of the discriminant validity test with cross-loading parameters, which show that the correlation value between indicator items and each latent variable is greater than the correlation of items of a latent variable with other variables. It can be concluded that these results meet the requirements for discriminant validity tests (Hair et al., 2020).

Table 6 shows the results of the Fornell-Larcker discriminant validity test. The results show that a construct has very good validity if its AVE value is greater than its squared correlation with other constructs in the model (Hair et al., 2020).

Table 5. Cross Loadings

	CARDEV	EENG	JHOP
CD1	0.741	0.524	-0.469
CD2	0.753	0.508	-0.489
CD3	0.760	0.571	-0.504
CD4	0.790	0.581	-0.533
CD5	0.801	0.550	-0.554
CD6	0.741	0.506	-0.510
EE3	0.447	0.745	-0.339
EE4	0.516	0.768	-0.446
EE5	0.581	0.760	-0.423
EE7	0.588	0.773	-0.492
JH1	-0.481	-0.388	0.733
JH2	-0.555	-0.432	0.779
JH3	-0.527	-0.487	0.818
JH4	-0.485	-0.425	0.760
JH5	-0.558	-0.474	0.819

Table 6. Fornell-Larcker

	CARDEV	EENG	JHOP
CARDEV	0.765		
EENG	0.707	**0.762**	
JHOP	-0.668	-0.565	**0.783**

Table 7 shows the results of reliability tests using Cronbach's Alpha and composite reliability parameters. The results show that all parameter values must be greater than 0.70, which proves that the measurement instrument used in this research is reliable (Hair *et al.*, 2016).

Table 7. Reliability Test

	Cronbach's Alpha	Composite Reliability
CARDEV	0.858	0.894
EENG	0.760	0.847
JHOP	0.841	0.887

Table 8 shows the results of the inner model test using the R-squared parameter, which shows that there are two adjusted R-squared values, namely the EENG variable (0.499) and the JHOP variable (0.460). Based on these results, the structural model in this research falls in the medium category. The R-squared value is considered strong when it is greater than 0.67 and moderate when it is greater than 0.33 (Chin, 2010).
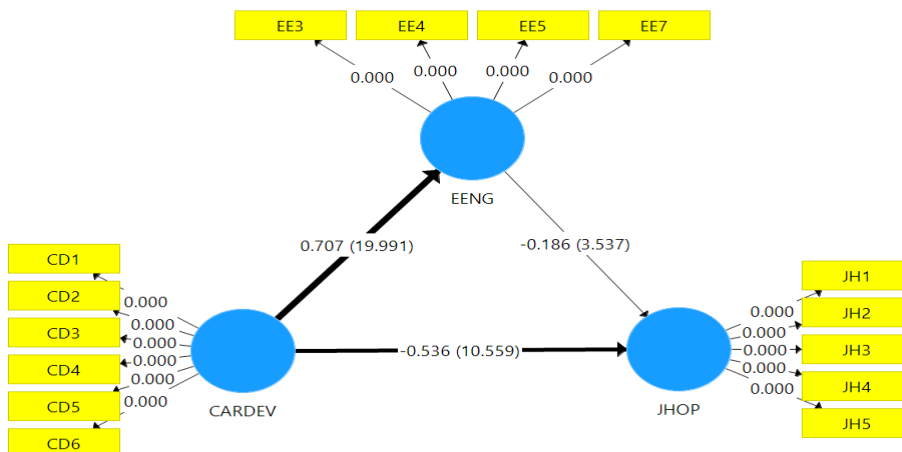

Figure 4. Full model

Table 8. R-Square

	R-Square	R Square Adjusted
EENG	0.500	0.499
JHOP	0.463	0.460

Table 9 is the result of testing the inner model using the SRMR parameter approach. The results obtained show that the SRMR parameter value in the estimated model is 0.063 < 0.08, which means that this research model is reliable (Hair et al., 2019) yet concise, overview of the considerations and metrics required for partial least squares structural equation modeling (PLS-SEM.

Table 9. Estimated Model

	Saturated Model	Estimated Model
SRMR	0.063	0.063
d_ULS	0.470	0.470
d_G	0.144	0.144
Chi-Square	329.685	329.685
NFI	0.878	0.878

Table 10 shows that out of the four hypotheses, all the hypotheses were accepted because the significance value was <0.05, which shows that the significant influence of CARDEV on EENG, CARDEV on JHOP, EENG on JHOP and the EENG variable significantly mediates the influence of CARDEV on JHOP.

Table 10. Hypothesis Test

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values
CARDEV -> JHOP	-0.668	12.626	0.000
CARDEV -> EENG	0.707	19.991	0.000
EENG -> JHOP	-0.186	3.537	0.000
CARDEV->EENG ->JHOP	-0.132	3.375	0.001

CARDEV and JHOP

These results indicate a negative influence between career development (CARDEV) and job change (JHOP). This result is consistent with the research conducted (Steenackers & Guerry, 2016). Their research shows that age has a negative relationship with the frequency of job changes, and research (Zahari & Puteh, 2023) found that intrinsic and extrinsic factors have a significant relationship with Generation Z's job change intentions.

CARDEV and EENG

As mentioned above, the results show a positive influence between career development (CARDEV) and employee engagement (EENG). These results are consistent with research findings (De Vos & Dries, 2013; Dr. Rashid Saeed, Rab Nawaz Lodhi, Filza Abbas & Fareha Dustgeer, 2013)the more they will adhere to 'traditional' models of career management (i.e. strategic, paternalistic, bounded and formalized. The results of their research examined career development as a motivational tool that engages employees to achieve the best performance in the organization (Ali et al., 2019).

CARDEV and JHOP

The results of the above analysis show that there is a negative influence between career development (CARDEV) and job change (JHOP). These findings are consistent with research (Herr, 2001) that found that career development as a description of factors and processes that influence individual career behavior and synonymous with interventions in career behavior (e.g., career development practices) is relatively new.

EENG and JHOP

The results show that there is a negative influence between employee engagement (EENG) and job turnover (JHOP). These results are consistent with (Houssein, Asma Ahmed, Jugindar Singh, 2020; Hurtienne et al., 2022). Their study shows that employee engagement and career development have an impact on retention practices. The research results show that employee engagement is considered a central factor in employee retention.

CONCLUSIONS

Based on the rsults of the research and discussion that has been described from the results of the research, the conclusions obtained from the results of the discriminant validity can be drawn:

- That job-hopping millennial generation is influenced negatively, directly, and significantly by career development (H1) with p-value less than 0.05 (0.000) and t-Statistics value more than 1.645 (12.626).

- That employee engagement is influenced positively, directly, and significantly by career development (H2) with p-value less than 0.05 (0.000) and t-Statistics value more than 1.645 (19.991).

- That job-hopping millennial generation is influenced negatively, directly, and significantly by employee engagement (H3) with p-value less than 0.05 (0.000) and t-Statistics value more than 1.645 (3.537).

- That job-hopping millennial generation is influenced negatively, indirectly moderating by employee engagement, and significantly by career development (H4) with p-value less than 0.05 (0.001)) and t-Statistics value more than 1.645 (3.375).

During this research, the references found were fewer than topics & phenomena that had been widely published. One such phenomenon is Job Hopping. This research indicates that other factors may have a more dominant influence in influencing Job Hopping behaviour in the millennial generation. Therefore, future research may consider other variables or factors influencing Job Hopping to gain a more comprehensive understanding of this phenomenon.

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