



THE IMPACT OF COMPETENCY, ORGANIZATIONAL CAREER MANAGEMENT AND PERFORMANCE APPRAISAL TOWARDS CAREER PATH ADVANCEMENT ON MILLENNIAL HR PROFESSION WITH ASSIST FROM ORGANIZATIONAL COMMITMENT AS INTERVENING VARIABLE

Jejen Zainal Mutaqin¹, Chaerudin²

¹) Mercu Buana University, Jakarta, Indonesia, zainalintanwijaya@gmail.com

²) Mercu Buana University, Jakarta, Indonesia, chaerudin18@gmail.com

Corresponding Author: Jejen Zainal Mutaqin

Abstract: These research aims to disclosed and analyzed those influence from competency, Organizational career management and Performance appraisal towards Career path Advancement on millennial HR profession with assist of organizational commitment as intervening variable. These research population were workers / HR profession with category of millennial ages in companies around Jabodetabek with research sample was taken by random sampling as many as 218 people. Data obtained from distributed questionnaires result with analysis methods by SEM using the SmartPLS version 3.2.8 program and The results showed that those variables of competency, organizational career management, and performance appraisal had positive and significant influence against Career path advancement. Alongside with Organizational commitment variable were also positively and significant mediated of those variables towards Career path advancement.

Keywords: *Competency, organizational career management, performance appraisal, organizational commitment, career path.*

INTRODUCTION

At this current time, most of the industrial world has faced on demographic bonus from millennial generation workers. Compared to other generations, recent percentage of millennials in Indonesia has the largest number (33.75%), followed by the Z generation (29.23%), The X generation (25.74%) and the lowest one is baby boomers and veteran generation (11.27%). The number of millennials who increasingly dominated this demographic had become a challenge as well as a chance to Indonesians both now and future. The key to handling these millennials issue lies in key words, that they will determine Indonesia's future. For this reason, all parties, both government and business leaders should begin to prepare themselves to face this millennials as their workforce.

Reflected from the research which conducted by Alvara Research Center and Gallu, that every employee, including from millennial generation who works at a company, certainly wants to advance their career further. This career development is a necessity because no human

being wants to experience a setback on their life, including employee who do not want to be stagnant in one position or even step down. A professional employee usually sees career path as a target or goal in doing work. That's why, many people are compete to reach the highest position at their companies. Career path itself could be interpreted as a ladder that moves up and becomes the first step for employee to achieve success.

In addition, Gallup research in 2016 were also found that 21% of millennials change their jobs more than twice a year. Gallup were also found that 87% from millennial workers stated that self-development was very important to be instilled in the company. At the same year, Deloitte were also conducted a survey to 7,700 millennials from 29 countries showing that 40% of millennials plan to resign if the opportunity arises and 63% stated that they felt less self-development. These surveys showed a bad picture of millennials until now. The "flea" stereotype created millennials perceived as disloyal to the company, hungry for attention and appreciation also easy come and go.

By looking to these various factors which described in these research, the authors were interested to choosen career path as a research variable by considering that most of the results from surveys and researchs which conducted by research institutions stated that the biggest factor who influencing millennial workers to survive in the company is a clear career path. The author were also took a sample of millennial HR profession on this research because so many HR professions who currently working in companies are from millennial generation. Millennial HR profession cannot be underestimated, these HR profession has an important role to build company identity because company identity has built from employee who were selected, recruited and managed by HR. However how come the company will be able to run well if its HR did not have a good commitment towards company. Therefore, the authors chosed these millennial HR profession as the research object.

As supporting of these pre-research, the authors conducted pre-survey by distributed its questionnaires via google form through whatsapp group application which consists of millennial HR professions.

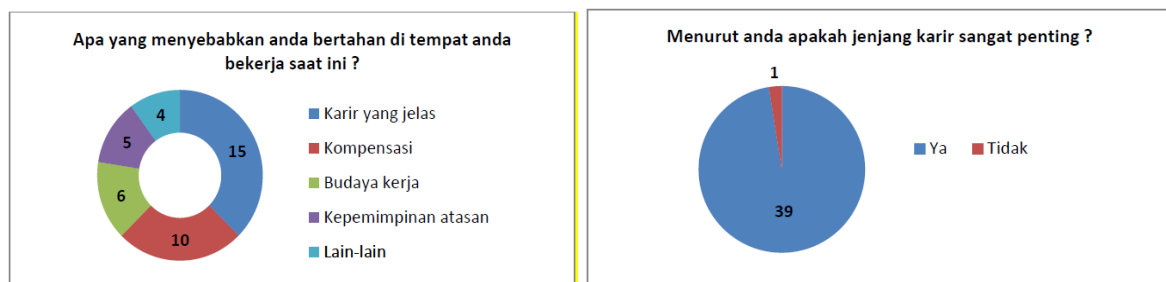


Figure 1. Pre-Survey Research Results

Based on these prior research whom conducted by Gallup and Delloite Indonesia and supported by pre-survey results, its assumed that millennial workers will have a high organizational commitment if the company that they work in has a clear career path system. A clear career pathway system is not the only way for millennials to be able to pursue a career at that company, there were also various factors which influenced their career advancement in fulfilling its career paths at the company where they work in.

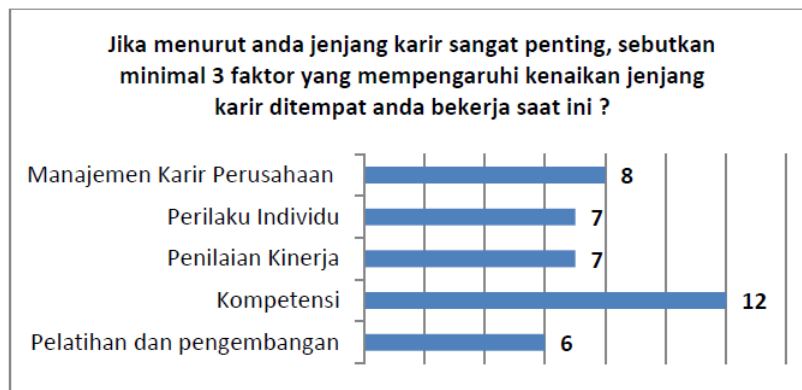


Figure 2. Pre-Survey Research Results

Based on these pre-survey result, it was found that two factors were equally strong that were chosen by respondents, which is performance appraisal and individual behavior, but the researcher decided to take a performance appraisal variable that need to investigated. Based on this description above, the authors were interested to carried out research with title **"The Impact of Competency, Organizational Career Management and Performance Appraisal towards Career Path Advancement on Millennial HR Profession with assist from Organizational Commitment as Intervening Variable"**.

LITERATURE REVIEW

Competency

According to Dessler (2015: 70) competency is a characteristic of someone who could presented which includes knowledge, skills, and behaviors that could produce performance and achievement. According to Law No. 13 of 2003 which concern about Manpower tells that work competency is the ability to work of each individual that includes aspects of knowledge, skills, and work attitudes according to standards applied. Furthermore, Dessler were (2015:70) explained that to fulfill these competency element, the employee have to met these following elements: 1) Knowledge; 2) Skill; and 3) Attitude.

Carrer Path

This career path was defined as a series of positions that must be passed to reach a certain level of position in company. Cascio (2015:395) stated that career paths represent a series of coherent positions that can be occupied, derived from analysis for what personnel did in association. According to Mathis & Jackson (2016), the aspects from person's career development which is; 1) Educational background; 2) Training; and 3) Work experience.

Organizational Career Management

Career management not only lies in employee interest, but there were also organizational involved in it. In this case organizational career management is very important in which planned by company. According to Mathis and Jackson (2016:343) career plan which centered in organization that focuses on work and identifies career paths that provide logical progress on

people in each jobs at organization. This means that there needs to be understanding from individual in following the path or career path which created by organization in order to move forward in organization unit. Furthermore, Mathis and Jackson (2016:343) explained that the dimensions of Organizational Career Management such as: 1) Career Management Policy; 2) Career Development; and 3) Career Information.

Performance Appraisal

According to Dessler (2015:310) performance appraisal is employee's performance evaluation, both past or current performance, as standard for those employee's performance . Meanwhile, according to Mathis and Jackson, (2016:352), performance appraisal is the process of evaluating how well employee when doing their job compared to a set of standards, and then tell this information to employee. Furthermore, Mathis and Jackson (2016:352) were explained that the dimensions from performance appraisal consist of: 1) Relevance; 2) Sensitivity; 3) Reliability; 4) Acceptability; and 5) Practical.

Organizational Commitment

Meyer and Allen (2013) said that commitment could be mean as a strong individual acceptance towards goals and values on organization and individuals strive and work also have a strong desire to remain close at organization. Whereas Luthans (2016) stated that organizational commitment is a strong desire to remain as a member of a certain organization, the desire to strive according to the wishes of the organization and certain beliefs as well as the acceptance of organizational values and goals. Furthermore, Meyer and Allen (2013) defined that there are three dimensions of organizational commitment on person, such as: 1) affective commitment; 2) Continuous commitment; and 3) normative commitment.

Hypothesis

Based on the background of problem and its theoretical basis which described previously, the hypothesis that could be drawn in this research were as in belows: 1) Competency had impact on Organizational Commitment; 2) Organizational Career Management had impact on Organizational Commitment; 3) Performance Appraisal had influence over Organizational Commitment; 4) Organizational Commitment had influence over Career Path advancement; 5) Competency had influence towards career path advancement ; 6) Performance Appraisal had impact to career path advancement 7) Organizational Commitment significantly mediated those influence from Competency towards Career Path advancement 8) Organizational Commitment significantly mediated those impact of Organizational Career Management towards Career Path Advancement; and 9) Organizational Commitment significantly mediated Performance Appraisal on Career Path advancement.

RESEARCH METHODS

This research is quantitative research type used primary data in form of surveys. This research was designed to created an understanding, explained and analyzed the correlation between independent variable and the dependent variable. The independent variables in this research was Competency, Organizational Career Management and Performance Appraisal while dependent variable in this research was Organizational Commitment and Career Path

advancement to Millennial HR Profession. The population used in this research was Jabodetabek HR profession which classified on millennial ages category, which is person who was born between 1981-2000 according to the standards set by SUSENAS (National Socio-Economic Survey). In this research, the number of indicator items was 42 question items used to measured was 5 variables, so the number of respondents used was 42 statement items multiplied by 5 equal to 210 respondents. The data analysis method in this research was SEM with assist from SmartPLS version 3.2.8 program.

RESULT AND DISCUSSION

Outer Model Measurement

Based on these validity test results by convergent validity test, it can be seen that all indicators of competency, organizational career management, performance appraisal, organizational commitment and career path had loading factor value of > 0.7 , so it can be concluded that all indicators in research variables were declared valid to used as model and not removed from those model.

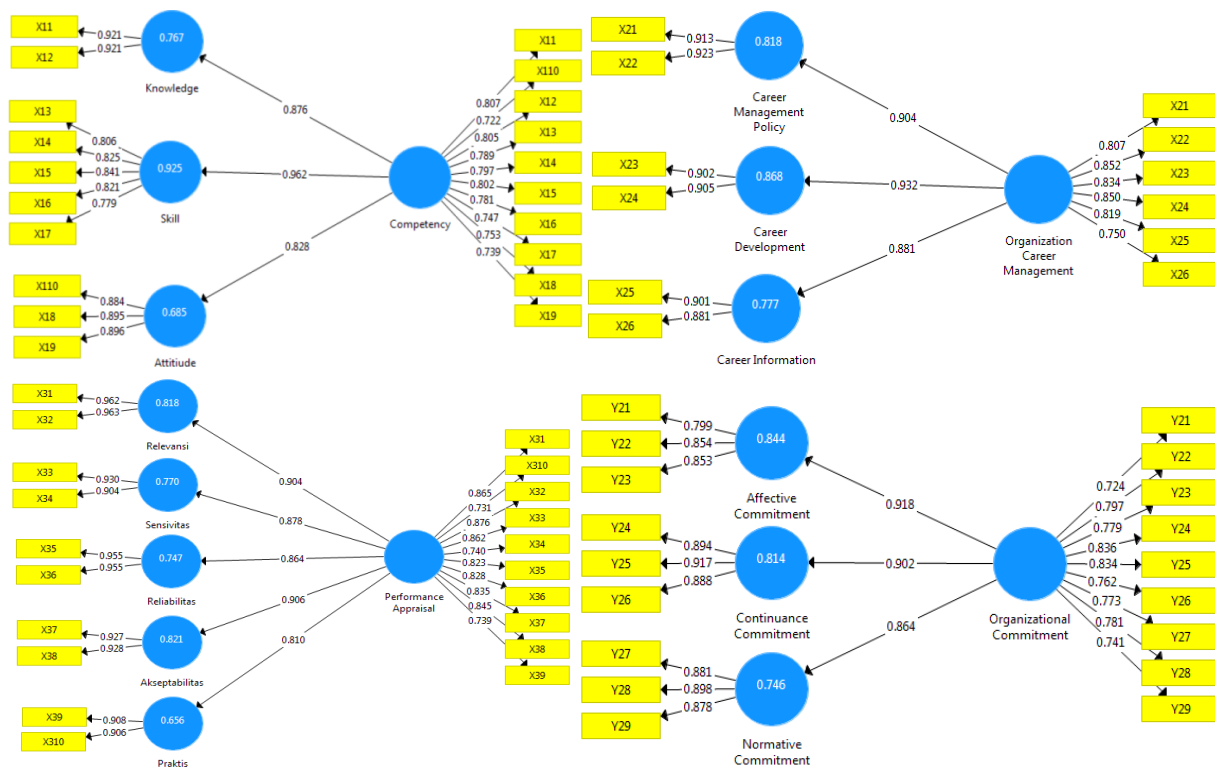


Figure 3. The Research Results of Validity Test

Based on these reliability test result, all latent variable values had composite reliability > 0.6 and Cronbach's alpha > 0.6 . Which means that these constructs has good reliability or those questionnaire used as a tool in this research has been reliable or consistent.

Table 1. Reliability Test Results

Variable	Composite Reliability	Cronbach' Alpha	Result
Competency	0.937	0.926	Reliable
Organizational Career Management	0.924	0.901	Reliable
Performance Appraisal	0.952	0.944	Reliable
Organizational Commitment	0.934	0.920	Reliable
Career Path	0.940	0.926	Reliable

Inner Model Measurement

The calculations result by SmartPLS bootstrapping, it contained that the path coefficient results was shown in Table 2 below.

Table 2. Hypothesis Test Results (Direct Impact)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>Competency -> Organizational Commitment</i>	0.334	0.340	0.072	4.652	0.000
<i>Organizational Career Management -> Organizational Commitment</i>	0.202	0.195	0.070	2.869	0.004
<i>Performance Appraisal -> Organizational Commitment</i>	0.162	0.163	0.046	3.494	0.001
<i>Organizational Commitment -> Career Path</i>	0.315	0.309	0.053	5.938	0.000
<i>Competency -> Career Path</i>	0.467	0.469	0.055	8.553	0.000
<i>Performance Appraisal -> Career Path</i>	0.333	0.328	0.051	6.564	0.000

Based on calculation results from direct impact , it could be interpreted as this follows:

- 1) Competency had an impact amount of 0.334 towards Organizational Commitment with T-Statistic value was 4.652 and P-Values was 0.000.
- 2) Organizational Career Management had influence amount 0.202 towards Organizational Commitment with T-Statistic value was 2.869 and P-Values was 0.004.
- 3) Performance Appraisal had impact around of 0.333 towards Organizational Commitment with T-Statistic value of 6.564 and P-Values of 0.000.
- 4) Organizational Commitment had impact amount of 0.315 towards Career Path with T-Statistic value was 5.938 and P-Values was 0.000.
- 5) Competency had impact amount of 0.467 towards Career Path with T-Statistic value was 8.553 and P-Values was 0.000.
- 6) Performance Appraisal had influence amount of 0.162 over Organizational Commitment with T-Statistic value was 3.494 and P-Values was 0.001.

Table 3. Hypothesis Test Results (Indirect Influence)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>Competency -> Organizational Commitment -> Career Path</i>	0.105	0.105	0.028	3.822	0.000
<i>Organizational Career Management -> Organizational Commitment -> Career Path</i>	0.064	0.061	0.026	2.433	0.015
<i>Performance Appraisal -> Organizational Commitment -> Career Path</i>	0.105	0.101	0.024	4.407	0.000

According to calculation results from the indirect impact obtained, it could be interpreted as follows:

- 1) Organizational Commitment was mediated those influence from Competency on Organizational Commitment with amount of 0.105, T-Statistic value was 3,822 and P-Values was 0,000.
- 2) Organizational Commitment was mediated those impact from Organizational Career Management towards Organizational Commitment with amount of 0.064, T-Statistic value was 2.433 and P-Values was 0.015.
- 3) Organizational Commitment was mediated those impact of Performance Appraisal Management towards Organizational Commitment with amount of 0.105, T-Statistic value was 4.407 and P-Values was 0.000.

Evaluation of R^2 , Goodness of Fit Index, and Predictive Relevance (Q^2)

According to test results, the R^2 value for Organizational Commitment variable was 0.605 and 0.728 for Career Path variable. Those R^2 value was illustrated those level of determination from exogenous variables (Competency, Performance Appraisal and Organizational Career Management) towards endogenous variables was quite high.

$R^2 = 0.605$ (Organizational Commitment) with F count = 109,450.

$R^2 = 0.728$ (Career Path) with F count = 191,210.

These calculation results from the Goodness of Fit Index (GoF) shows value of 0.378. Based on these results, it could be concluded that those combined performance of the measurement model (outer model) and structural model (inner model) as a whole was quite good because Goodness of Fit Index (GoF) value was more than 0.36 (large scale GoF).

According to estimation results, predictive relevance (Q^2) shows value of 0.893. From this research model, endogenous latent variables had predictive relevance (Q^2) value which greater than 0 (zero) so these exogenous latent variables as explanatory variables were able to

predict the endogenous variables or in other words proved that this model was considered to have good predictive relevance.

Correlation between Dimensions examination

Matrix correlation between the dependent and independent dimensions has used to determined which dimension who has strongest influence towards each others.

Table 4. Matrix of Inter-Dimensional Correlation

Variabel	Dimensi	Organizational Commitment (Y1)			Career Path (Y2)		
		Y ₁₁	Y ₁₂	Y ₁₃	Y ₂₁	Y ₂₂	Y ₂₃
Competency (X ₁)	X ₁₁	0.636	0.582	0.607	0.718	0.685	0.774
	X ₁₂	0.625	0.556	0.604	0.699	0.653	0.730
	X ₁₃	0.575	0.514	0.507	0.575	0.588	0.623
Organizational Career Management(X ₂)	X ₂₁	0.574	0.561	0.545	0.607	0.646	0.653
	X ₂₂	0.519	0.490	0.501	0.576	0.611	0.598
	X ₂₃	0.603	0.530	0.581	0.614	0.667	0.715
Performance Appraisal(X ₃)	X ₃₁	0.672	0.600	0.566	0.587	0.625	0.680
	X ₃₂	0.591	0.548	0.454	0.454	0.479	0.568
	X ₃₃	0.459	0.550	0.402	0.471	0.481	0.582
	X ₃₄	0.531	0.545	0.440	0.512	0.533	0.572
	X ₃₅	0.519	0.546	0.422	0.549	0.552	0.625
Organizational Commitment (Y1)	Y ₁₁				0.614	0.699	0.655
	Y ₁₂				0.540	0.599	0.590
	Y ₁₃				0.604	0.709	0.668

According to inter-dimensional correlation test in Table 4, it shows that correlation between the dimensions of independent variables and dependent dimensions had moderate to strong relationship, there had no sign of low relationship.

Discussion

Competency had positive and significant influence towards Organizational Commitment. These results were in line with research conducted by Setiadi, et al. (2016) who found that competency had positive effect on organizational commitment. from this correlation matrix, it is known that Knowledge Dimension from Competency Variable to Affective Commitment Dimension from Organizational Commitment variable had strongest relationship. If its related to theory from Allen and Meyer, which said that knowledge is the information that someone could earned from educational process or experienced by someone over a subject neither Information and facts which situation or subject were observed, analyzed and studied become something that memorized in someone's memory and used as a source of solving a problem in future. Someone who has good knowledge will be able to form strong personal characteristics so it will be more likely have long last in organization which also affects to someone work

experience. This dimension of Attitude from competency variable against the Normative Commitment dimension on organization commitment variable had relationship with the lowest value. Attitude is a characteristic that exists on individual person. Attitude had close relationship with organizational commitment, therefore attitude often used as organization's consideration in career management process for its employees.

Organizational Career Management had positive and significant impact on Organizational Commitment. This were in line with research whom conducted by Dialoke, et al. (2017) where results of this research shows that good career development would increase employee commitment to organization. From this correlation matrix, it is known that Career Information dimension in Organizational Career Management variable towards Affective Commitment dimension from Organizational Commitment variable had highest relationship with the highest value. A well-socialized organizational career management will be very beneficial for individuals in their career planning or individual career management. These dissemination of clear and transparent career information will motivate someone to meet the criteria that required by management in every required position criteria. These Career Development dimension in Organizational Career Management variable towards Continuance Commitment dimension in Organizational Commitment variable has the lowest or weakest one. The purpose from career development is effective development of existing talents, as well as satisfaction with specific development needs of employee. Beside that career development also aims to improve the overall performance on organization, increase employee loyalty and motivation and help to find out the future training needs. Therefore, a good career development management in the company will greatly determine the quality of employee themselves.

Performance Appraisal had positive and significant impact towards Organizational Commitment. These results were in line with research which conducted by Kamil Hussain (2017) it shows that performance appraisal had positive and significant impact to work performance and organizational commitment. The Relevance Dimension from Performance Appraisal variable and Affective Commitment dimension from Organizational Commitment variable had strongest relationship (highest relationship value). The relevance of performance appraisal shows the conformity of performance appraisal aspects with performance standards and organizational goals, as well as conformity from performance appraisal standards with work targets. By conformity of these standards, there is no assessment that will impact to other assessment results which not objective. Assessment Performance which is not objective will affect someone performance and motivation that will have impact towards individual's sense of attachment towards organization. The reliability dimension from Performance Appraisal variable to Affective Commitment dimension on Organizational Commitment variable has the weakest one (the lowest value). Performance appraisal has said to be good if the measuring instrument used was reliable. The relationship with Affective Commitment refers to emotional relationship of each members to organization, people want to continue working to organization because they agree with the goals and values in the organization. Emotional relationships had formed in relation to employee satisfaction, a good performance appraisal will lead to feedback of employee satisfaction with organization therefore it will affect work motivation. With high

work motivation with expected that it will have an impact on the desire of employees to stay in organization and will automatically have indirect impact on their work experienced.

Organizational Commitment had positive and significant impact towards Career Path. These results were in line with research from Benny Gunawan, et al. (2016). Their research results showed that human resource competence had bigger role than commitment of police officers in career development. These research were also shows that career development of Aceh regional police officers, it is necessary to increase the competence of human resources and their commitment. The Normative Commitment dimension in Organizational Commitment variable towards Training dimension in Career Path variable had relationship with highest value. Related to career development, normative commitment will greatly help someone in achieving their career, employee would feel obliged and remain in organization. By this feeling, people would motivate themselves to develop their abilities, one of way by following training programs. By individual enthusiasm related to training, it could be used as a momentum for company to involved in these individuals organization's career management programs in order to build a talent pool. The Continuance Commitment dimension in Organizational Commitment variable towards Educational Background in the Career Path variable had lowest value relationship. Individuals with a high continuance commitment will stay in the organization, not because of emotional reasons, but because of the awareness within that individual of the huge losses that they will experienced if they leave the organization. In this matter, so the individual cannot be expected to have a strong desire to contribute towards organization. If this individual remains in the organization, then at later stage the individual would feel hopelessness and frustration which can lead to poor performance.

Competency had positive and significant impact towards Career Path. These results were in line with research which conducted by Suri Purnami (2017) whereas these results shows that career management had partial but insignificant impact over employee career success. Competence had significant impact towards employee career effectivity. effectivity level of employee career will increase if level of individual career management and competency will increased. The Knowledge Dimension from Competency Variables towards Work Experience dimension from Career Path variable had highest value relationship. Someone who has good knowledge will be able to form strong personal characteristics so it will be more likely to stay long last in organization. The longer person is in an organization, the more individual's work experience will gained. The Attitude dimension from knowledge variable against the background dimension in career path variable had lowest relationship value. For both companies and millennial employee, attitude felt was very important. Attitude, as its known, was one of factors that a company takes as consideration when making decisions regarding career of its employee. Companies should be able to create an objective and relevant assessment system related to organizational goals, especially those related to attitude of their employee in order to produce the high quality of employee. For individuals themselves, especially to those millennial generation, it is absolutely necessary to maintain a good attitude so this becomes the company's consideration in career advancement.

Performance Appraisal had positive and significant influence over career Path. These results were in line with research conducted by Rahmawati et al. (2017) which shows that the

performance appraisal variable had simultaneously dominant impact to career paths of PT. Jasa Marga (Persero) Tbk Surabaya. In measuring these correlation matrix, the Relevance dimension from Performance Appraisal variable to the Work Experience dimension from Career Path variable had high relationship value. The relevance from performance appraisal shows the conformity from performance appraisal aspects with performance standards and organizational goals, as well as conformity of performance appraisal standards with work targets. By conformity with these standards, there is no assessment that would impact the assessment results which not objective. Performance appraisal which not objective will affect someone's performance motivation which would have an impact to individual's sense of attachment to organization. With these suitability of performance appraisals with individual and organizational work targets, it is hoped that it could motivate its employee to achieve therefore it will affect to achievement to employee performance which automatically adds to person's work experienced. Meanwhile, these reliability dimension in Performance Appraisal variable towards Work Experience dimension from Career Path variable had the lowest relationship value. Performance appraisal will said to be good if the measuring instrument used was reliable. Emotional relationships were formed in relation to employee satisfaction, a good performance appraisal will lead to feedback on employee satisfaction to organization therefore it will affect their work motivation. With high work motivation it is expected that it will have an impact to employee's desire to stay in an organization which will automatically have indirect impact on their work experience.

Organizational Commitment had significantly mediated those influence between Competency and Career Path. Commitment to every employee is very important because with a employee commitment it could be more responsible to their work than an employee whose not committed. Usually employee who had commitment will work optimally so they will devote their attention, thoughts, energy and time to their work, so what they have done is always according to what is expected by the company. Employee with high commitment to company will be able to further increase their knowledge on the work field therefore it will also have an impact to career path.

Organizational Commitment was significantly mediated those influence between Organizational Career Management and Career Path. So Many company's employee who were not able to compete and even resign from their positions because of their unsupportive emotions, abilities and knowledge. The company as a place to develop employee ideas and their potential which has very important role and leading the career of its employee therefore they need to develop according to their potentials. Therefore the company was expected not only to pursue profit for its business but also to improve those skills and knowledge of their employee. The character of millennial generation who thinks that career development is the most important thing in their career path and can be used as a good opportunity by the company in keeping millennial employees wanting to stay at the company and for the millennial generation itself in order to motivate themselves to be actively involved in organizational career management process to achieve desired career goals.

Organizational Commitment significantly mediates those influence between Performance Appraisal and Career Path. A performance evaluation system which carried out objectively and

will have a positive impact towards workers or employee and the organization. The purpose of this performance evaluation was to encourage those employee performance, develop their talents and abilities, foster and strengthen a positive company culture and encourage these success of their employee. Work Performance Assessment aims to find out what the company expects from them and be able to find out the feedback on the work performance that they have done. Therefore between the company and employee there will be an emotional bond, especially related to employee satisfaction. Millennials with the character of wanting information disclosure will certainly feel this was a form of company concern to them so it is hoped that this form of attention would increase a sense of belonging to the company which in turn will affect their individual performance and career.

CONCLUSION AND SUGGESTION

Conclusion

Based on these research results and discussion, there are several conclusions that could be made as follows: 1) Competency had significant positive impact towards Organizational Commitment, with the skill dimension having the strongest influence; 2) Organizational Career Management had significant positive influence towards Organizational Commitment, with the Career Development dimension as the strongest; 3) Appraisal Performance had significant positive impact towards Organizational Commitment, with the acceptability dimension as the strongest; 4) Organizational Commitment had significant positive impact on Career Path advancement with the Affective Commitment dimension as the strongest influence; 5) Competency had significant positive influence on Career Path advancement with the Skill dimension as the strongest; 6) Performance Appraisal had significant positive impact on Career Path advancement with the acceptability dimension as the strongest influence; 7) Organizational Commitment had significant positive impact when mediated by Competency on Career Path advancement; 8) Organizational Commitment had significant positive influence when mediated by Organizational Career Management on Career Path advancement; and 9) Organizational Commitment had significant positive impact while mediated by Performance Appraisal on Career Path advancement.

Suggestion

According to analysis results from inter-dimensional correlation discussion, so there are several suggestions that can be drawn as a complement for this research result were as follows:

1) For Millennial workers, especially Millennial HR workers

- a) Improving attitudes in association and communication among others at organization, they should be more responsive to those problems that arise among employees in one division or in between divisions.
- b) Designing individual career development system, in order to focus on the career goals that need to be achieved. For example, millennial workers have to set their career targets to be achieved in organization, both in short and long term.
- c) Adding more work knowledge, work quality and speed in completing work so the performance appraisal evaluation will be according to what is expected by the company.

With good performance results, an emotional relationship will be formed to the organization therefore it will affect their work motivation and commitment to organization.

- d) Employee commitment will appear when job satisfaction arises and felt by employee. Job satisfaction appears as feedback on performance appraisal result by the company or organization, for example with a good assessment from company, of course there will be feedback in form of rewards. To earn this, the employee, especially millennial employee, should improve their competency in terms of knowledge, skills and attitude. To be able to improve this competency, millennial workers need to attend trainings or workshops which relevant to their field of work, particularly the HR profession. These days there are so many professions that require competency certification.

2) As For the Company

- a) Companies are advised to make reward and punishment programs which support work performance and increase those employee loyalty, for example create employee of the year program where in one of these programs not only assessed work performance but also those progress in competency from employee themselves including the assessment in competency indicators which consist of knowledge, skills and attitude.
- b) Provide workshops, so the employee would have the opportunity to compare and discuss about their interests and plans with others who has similar situations also with experts who are resource persons in the workshop. Some of workshops need to focus on performance from current job but there are also need workshops with theme of career development plans and career plans.
- c) Companies are advised to add some useful information on the company or organization's website, especially related to information that could improve those employee knowledge and career development, therefore employees could open and read this information any time when needed also could assist the employee while making decision by comparing the choices that need to be taken by employees, especially in terms of motivating themselves to achieve career goals.
- d) Companies should start thinking about employee development programs. Employee development programs can use media workshops or other types of training to get everyone to discuss important issues which facing by organization and give them opportunity to contribute the ideas. Even if necessary to take action over their good ideas.
- e) If there has a vacant open, it would be the best if the first opportunity has given to internal party of the company before recruiting outside employee. That would motivate its existing employee.
- f) Companies should design the performance appraisal system which has objective and relevant to work targets and organizational goals so these assessment is not subjective. One of the efforts to avoid the subjectivity from performance appraisals is to carry out an assessment with a 360-degree feedback system.

- g) Company as organization or a community should work together, share with each other, provide mutual benefits and provide equal opportunities to organization. For example, there's need rotation in organization, all of them should give maximum contribution towards achieve those organization's goal.
- h) In order to foster a sense of ownership among employee, companies need to hold an events that involve all members in organization so it could bring togetherness. For example, family gathering events, sports competitions between employee and art events.

3) For Further Researchers

The next researcher was expected to be able to research more sources and references related to career path advancement of millennial employee, not limited only to Millennial HR profession. Future researchers were also expected to be able to go further investigate those difference in the influence of gender towards HR profession and millennial workers on career path of HR profession and millennial employee.

REFERENCES

- Cascio, Wayne F. (2013). *Managing Human Resources: Productivity, Quality of Work Life, Profits*. New York: Mcgraw and Hill.
- Dessler, Gary. (2015). *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat.
- Dialoke, I., Wabara, Adolphus. (2017). Career Development and Employee Commitment: A study of selected higher institutions in Abia State . *IOSR Journal of Business and Management*, Volume 19, Issue 2. Ver. III (Feb. 2017), PP 22-27.
- Gunawan, B., R. Lubis, M. Adam, M. Tabrani. (2016). The Effect of Human Resource Competency and Police Officers Commitment on Career Development of Aceh Regional Police Officer. *International Journal of Economics, Commerce and Management United Kingdom*, Vol. IV, Issue 8, ISSN 2348 0386.
- Hussain, K. (2017). Impact of Performance Appraisal Reactions on Affective Organizational Commitment and Work Performance . *Journal of Economic Info*, 4(3), 1-6.
- Luthans, F. (2016). *Perilaku Organisasi*. Edisi Sepuluh. PT. Andi: Yogyakarta.
- Mathis, R.L. & J.H. Jackson. (2016). *Human Resource Management: Manajemen Sumber Daya Manusia. Terjemahan Dian Angelia*. Jakarta: Salemba Empat.
- Allen and Meyer. (2013). The Measurement and Antecedents of Affective, Continuance and Normative Commitment to Organization. PT Elex Media Komputindo, Jakarta.
- Purnami, S. (2017). Faktor-faktor yang mempengaruhi karir karyawan direktorat Human Capital Management PT Telekomunikasi Indonesia, Tbk. *Jurnal ilmiah "INTEGRITAS"*, 3(1). ISSN 2443-0277.
- Rahmawati, N., Balafif, M., Istanti, E. (2017). Pengaruh penilaian kinerja, komunikasi, dan insentif terhadap jenjang karir karyawan di PT Jasa Marga Persero Tbk Surabaya. *Jurnal Manajemen Branchmark* 3(3). ISSN: 2407-8239.
- Republik Indonesia. (2003). Undang-undang No. 13 Tahun 2003 tentang Ketenagakerjaan.
- Setiadi, A., HS, W. E., & Taufiq, M. (2016). Analisis Komunikasi dan kompetensi terhadap komitmen organisasi dengan pengembangan karir sebagai variabel moderasi (studi kasus pada akademi kepolisian). *Dharma Ekonomi*.44 ISSN: 0853-5205,