



Career Development Of The Millennial Generation

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Abstract. *With its human resources potential, companies in Indonesia have a challenge managing human resources, especially the millennial generation. Increasing corporate growth and development in Indonesia has a positive impact on society with increased employment opportunities, which will reduce the unemployment rate. One of the efforts to retain employees is that the company should pay attention to the career development of each employee, especially for millennial generation employees who have good performance. There are some issues in the process of career development in the company that are the subject of research, such as the millennial generation employee who cannot develop his career at the company where he works, while the employees feel they have done their job well. Research methods in this research are e-learning methods and interviews, as well as providing questionnaires to research subjects. The research subject in this study is a millennial generation employee at Bank Rakyat Indonesia (BRI). Learning is both a strategy and a solution for an organization or company, as well as for an individual, to adapt and take effective action to create a competitive advantage.*

Keyword: *Careers, Human Resource Management, Millennials*

Abstrak. *Dengan potensi sumber daya manusia yang dimiliki, perusahaan di Indonesia mempunyai tantangan dalam mengelola sumber daya manusia khususnya generasi milenial. Meningkatnya pertumbuhan dan perkembangan perusahaan di Indonesia memberikan dampak positif bagi masyarakat dengan meningkatnya kesempatan kerja sehingga akan mengurangi tingkat pengangguran. Salah satu upaya untuk mempertahankan karyawan adalah perusahaan harus memperhatikan pengembangan karir setiap karyawannya, terutama bagi karyawan generasi milenial yang memiliki kinerja baik. Terdapat beberapa permasalahan dalam proses pengembangan karir di perusahaan yang menjadi bahan penelitian, seperti karyawan generasi milenial yang tidak dapat mengembangkan karirnya di perusahaan tempatnya bekerja, sedangkan karyawan merasa telah melakukan tugasnya dengan baik. Metode penelitian dalam penelitian ini adalah metode e-learning dan wawancara, serta pemberian angket kepada subjek penelitian. Subjek penelitian dalam penelitian ini adalah pegawai generasi milenial di Bank Rakyat Indonesia (BRI). Pembelajaran merupakan strategi sekaligus solusi bagi suatu organisasi atau perusahaan, serta bagi individu, untuk beradaptasi dan mengambil tindakan efektif untuk menciptakan keunggulan kompetitif.*

Kata Kunci: *Karir, Manajemen Sumber Daya Manusia, Milenial*

1. INTRODUCTION

We will confront a variety of challenges in this generation and the one to follow, one of which is the challenge of finding employment, which must of course align with our preferences. We can start to feel this issue because the evidence shows that job growth is outpacing population increase in terms of both quantity and rate. Therefore, scientific and technical advancements don't always result in profits, but might also result in losses. One drawback of reducing, or at least

reducing the quantity of, jobs is that the work that was once performed by people but has since been replaced by machines or other equipment because it is more efficient and quicker to manufacture items. It is comparable to a man who has a job but feels that it is not appropriate for his skills or field. As a result, it is typical for someone to feel unqualified to carry out the task that has been assigned to him.

Since young people today need to prepare themselves more maturely, by understanding themselves, the environment, and must be able to adapt to the developments of the times, especially with the world of work, it is imperative that this type of problem be addressed as soon as possible and at the very least reduced by following career guidance to plan for the future. Every human resource, especially the millennial generation, begins their employment with the intention of working until they reach retirement age, which indicates that they are interested in pursuing a career inside the organisation.

2. LITERATURE REVIEW

1) Management

The Latin word "manus," which meaning "to control by hand" or "gain result," is said to be the origin of the English term "management." The term "management" may also have its roots in the Italian word "maneggiare," which means "to control." The French word "manège," which derives from the English term "the art of controlling horses," also has Italian roots. The term "maisonement"—the art of performing and regulating—was later acquired by the French from the English (Saepudin 2023).

2) Human Resource

A company's attempts to manage its human resources generally include human resource management. These resources are used to further the previously established objectives of the company. In a business, MSDM focuses on actions that recruit, manage, and direct human resources towards the company's objectives. The Human Resource Division (HR) is being introduced as one of the company's initiatives to apply SDM Management.

HR offers businesses a wide range of services including corporate knowledge, people management, administrative support, training, building, tools, supervision, and legal counsel. The accomplishment of the organization's goals by the business depends on these activities

performed by the human resource division. The human resources department also has duties in the growth of the business in addition to some of the roles listed above. This is accomplished by introducing a corporate culture to the whole workforce of the business. Additionally, this section is in charge of empowering staff members to maximise their productivity inside the organisation.

It is clear from earlier discussions that human resource management contributes significantly to a corporation. SDM makes it simple to manage all tasks involving human resources components. It is not something apart from the MSDM's primary purpose that facilitates management.

- a) Performance Evaluation: Those who work in the SDM division have responsibility for a series of construction and supervision of the workforce. This facilitates the company in evaluating employees or potential employees selected.
- b) Compensation: Another function of the SDM division is to regulate the salary of employees in the company. It is a form of reward given by the company for the performance of employees. Wage management has a significant impact on the organization's working climate.
- c) Training and Development: The next function of MSDM is to establish a training centre for the entire human resources element in the company. It aims to make employees work with the maximum. In addition, SDM is also responsible for providing solutions to the obstacles experienced by employees to maximize employee performance.

3) Employment Development

A career is a continuous series of work activities and a set of behaviours and attitudes related to work experience or activity over time in a person's life. A career is a circumstance that might denote an advancement in a person's employment status inside an organisation in accordance with the position that organisation has designated for them. A person's career is represented by the position(s), set of positions(s), and jobs(s) they have held during the course of their careers.

A career plan also considers a person's potential to pursue a promotion or a position in accordance with the requirements and qualifications of the post for which they are applying. These days, organisations are becoming more involved in career planning. Because there are

so many applicants in an organisation right now, there are many individuals with advanced degrees who are interested in many positions.

A career, in the opinion of the experts Saepudin & Kushendar (2023), is a collection of jobs a person has held over the course of their life that are connected to their line of work. Susniwati (2022) asserts that a career can be viewed from various angles: According to one viewpoint, a person's career was the progression of the jobs they held throughout their lives. It's a career with clear goals. From a different angle, a career refers to a person's sense of purpose in their professional lives. Additionally, a career is defined by Yusuf & Saepudin (2023) as every job or position that an individual holds or holds during their working life.

3. RESEARCH METHOD

Quantitative approach using surveying techniques. In this study, which examines phenomena and their interactions scientifically, quantitative investigations are used. Quantitative research is frequently conducted on elite samples drawn from existing populations. A precise formula is set to determine the sample size. (saepudin, 2023) defines quantitative research as research that use quantitative data, which includes both numerical and non-numerical data. Quantitative research is utilised to evaluate hypotheses in order to accept either a relationship or a distinctive of two or more variables, according to (anggraini & yana, 2022). Sugiyono (2019:23) in (service & customer, 2021) claims that quantitative research is a research method based on the positivist philosophy, used to examine on a specific population or sample, data collection using research instruments, data analysis is quantitative or statistical, with the intention of verifying the hypothesis already established.

Sugiyono (2019) in (irmawartini, 2017) claims that survey approaches are utilised to acquire data from specific locations that are natural (not simulated), but researchers treat the data they gather. Surveys are used to collect data and report on huge populations using relatively small samples, according to (fitriah & others, 2018).

Research on population and population permanent employees of bri who have access to an e-learning system with up to 48 employees are the study's samples. In this study, the sample size is decided to be 48 employees who match the criteria, even though the sampling procedure uses the census/saturated samplings method, which determines samples by taking the total number of existing populations. Considering 48 eligible individuals, there are a total of 48

questionnaires distributed. Out of the study's results, the questionnaire returned 46 questionnaires, 2 of which were blank, and 3 of which weren't entirely filled out. Consequently, a maximum of 40 questionnaires can be used in the questionnaires.

4. RESULT AND DISCUSSION

1) Responden Profil

Once all the data is obtained, a tool is needed to analyze to test the available data. In this study we analyze data using statistical methods, regression analysis and correlation. To clarify the relationship between variables. In this classification gender can be grouped into two groups, as listed in the following table:

Respondent Characteristics Based on Gender

Table 2. Gender

Gender	Responden	Percentagee %
Male	13	33%
Female	27	67%
Totall	40	100%

Source: Data processed in 2022

There are 27 with 67 per cent, while the rest are 13 men or 33 per cent. This indicates that the BRI employs more female employees. This age classification at BRI is grouped into three groups, as listed in the following table:

Table 3. Age

Age	Responden	Percentagee %
23-33	23	50%
34-45	13	40%
>46	4	10%
Totall	40	100%

Source: Data processed in 2023

The above table shows that the majority of respondents surveyed were 23-33 years of age, or 50%, 34-45 years, 13 or 40%, and >46 years, 4 or 13%. This suggests that BRI is more likely to employ younger employees or millennials because it is considered productive.

Analysis of the application of e-learning as a training medium and development of employees of BRI KCU Bandung To make it easier to analyze, the respondents' responses to the application are presented in the form of tables as a whole.

Table 4. Questionnaire Testing Results

No	Questi	Total	Average	Descriptionn
1	Navigationi in the system makes it easier for learners to carry out learning. For example, page continue button, return to previous page button, return to main menu button, exit button etc.	153	3.82	Baik
2	Systemm in e-learning is packaged attractively and attracts learners' interest in	172	4,3	Baik
3	There aret clarity of text and visuals (graphics). In each module, the font size is ideal, has ideal space, the text is clearly legible with an ideal background	159	3.97	Baik
4	Materi is arranged in a good sequence, packaged in the form of short, concise modules for learning flexibility.	169	3.97	Baik
5	E-Learning providing effective training activities for the training process that does not require transport costs and activity classes.	171	3.97	Baik
Total		41,2		Baik
average		41,2		

Source: Data processed, 2023

On table 4 is obtained that e-learning as a medium of training and stimulation applied in the BRI can be said well, since the average value of the overall statement is as much as 4.12 is at an interval of $3.41 \pm 4.20 = \text{Good}$. The Central Bank of Asia has implemented a human resource training and development system (HRD) for the millennial generation with the latest technology. Agus Purnomo Director BRI said the implementation of a high-tech training system became the

main basis of the BRI bank's implementation for its employees. Some methods are applied, he said, consisting of some kinds of e-learning, mobile learning, using means of games, video or even youtube.

Interpreters

E-learning is learning that is structured with the aim of using electronic or computer systems so that it is able to support the learning process of the millennial generation. E-Learning utilizes technology as a forum for teaching through online media.

Based on research results and discussion of the influence of e-learning as a training and development medium on employee performance through spreader questionnaires to BRI employee customers, the following conclusions were obtained:

- 1) This is evident from the results of questionnaire data processing, showing that the basis for consideration regarding implementation of the e-learning system all produce good criteria. This is obvious from the calculation results of the analysis of respondents' statements regarding e-Learning, the respondents' answers to each statement submitted as a whole produced very good criterion with an average of 4.12 and this means that the qualifications that are the base for implementing e-learning as a training and development medium are very good. according to the value in the interval 3,40 - 4.19.
- 2) Based on overall results regarding the performance of BRI employees are in very good criteria. This can be seen from the respondents' overall answers to each statement submitted with an average of 4.20 which is in the interval 4.20 - 5.00. This means that the factors that play a role in employee performance results are very good.

A Forbes magazine poll in the United States and Europe found that companies that have started implementing a training management system based on e-learning are saving time and money as a result of using it. In addition, e-learning is also particularly effective for mobile learning. The business now trains its millennial employees via online courses. With this content, the company can provide learning anywhere, at any time, and at any place—as long as it is supported by the existence of the Internet network, of course—and is considered to be highly profitable from a variety of perspectives (anywhere, anytime, anospace). Additionally, this content provider is highly beneficial to big businesses with numerous branches because e-learning can reach all of the branches of the business and provide training for the staff. This

eliminates the need for large businesses to bother travelling to each branch individually. Additionally, e-learning is something that many Indonesian businesses hope to use because it can help them save money on training expenses. With this e-learning technology, the corporation doesn't have to go too far to the training venue; all that is needed is an internet connection to complete the training.

5. CONCLUSION

Based on the results of research and discussion of the influence of e-learning as a training and development medium on the performance of millennial employees through the dissemination of questionnaires to the customers of BRI employees, The overall results obtained indicate that the application of e-learning as the medium of training and career development for BRI workers has gone well.

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