

Development Opportunities, Support and Organizational Commitment: Career Success as a Mediator for Millennial Corporate Workers

Andrew Marcelo Alessandro Senewe, Aryana Satrya
Universitas Indonesia
Email: andrew.marcelo@ui.ac.id, aryana@ui.ac.id

ABSTRACT

Millennial workers, who make up a significant portion of Jakarta's corporate workforce, increasingly prioritize career success, growth, and support in their work. This research explores the impact of Perceived Opportunities for Competency Development (POCD) and Organizational Support for Career Development (OSCD) on Organizational Commitment (OC), with Subjective Career Success (SCS) acting as a mediating variable. Using a quantitative explanatory approach, data were collected from Millennial corporate employees in Jakarta with at least three years of work experience who have experienced some form of subjective career success. Structural Equation Modelling (SEM) was employed to examine the relationships among the variables. The findings indicate OSCD and SCS have a significant and positive impact on the organizational commitment of Millennial Corporate Workers in Jakarta, while POCD was found to have the opposite effect. However, SCS acts as a partial mediator for OSCD and OC and also exhibits a competitive mediation effect on the relationship between POCD and OC. These findings provide critical implications for organizations in developing effective HR strategies to retain Millennial talent, optimize career development programs, and enhance organizational commitment through strategic career support mechanisms.

KEYWORDS

Corporate, Millennial, Organizational Commitment, Subjective Career Success



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International

INTRODUCTION

The Population of Indonesia at this moment are dominated by two generations, the two generations being Generation Z and Generation Y also known as Millennials. According to a census of the Indonesian population in 2020, there are as much as 71,5 million of people classified as Generation Z and a total of 69.6 million of people classified as Generation Y or Millennials (Badan Pusat Statistik, 2020). Even though Gen Z are labelled as the “new boss in town” by Forbes with global Gen Z population now making up 16.8% of the workforces and over a third of newly hired employees and the oldest Gen Z population turning 27 this year which means they might be already reach managerial levels (Matuson, 2025), not all of people classified as Generation Z have reached the sufficient age to meet the criteria of working age, however the people classified as Generation Y or Millennials have all reached their productive age (IDN Research Institute, 2024) and none of them have reached the age limit of employment or retirement age yet. Along with that the corporate workers classified as Generation Y should now have sufficient amount of working years to have experience career successes.

While Generation Z are said to be “Digital Natives” (Matuson, 2025), they utilize technology the most for very different reasons compared to Generation Y or Millennials. Unlike Gen Z who utilizes technology for social media and entertainment, Millennials uses it mostly for task related processes and activities (Grous, 2022). In the current landscape of the world where communication technology is standing in the forefront (Deloitte, 2019) it is

imperative that companies make sure to pay attention to this part of their workforce as the new workforce thrives on the freedom companies give to experiment and innovate, take risks and take on assignments that are challenging using the latest technologies, and through upskilling in order to stay competitive (Kakada & Krishnan, 2022). Companies may feel as if they are already paying enough attention to their Millennial workforce, however a survey by Deloitte proves otherwise as companies perceived “sole focus on Business” has been the subject of their Millennial workforce’s criticism.

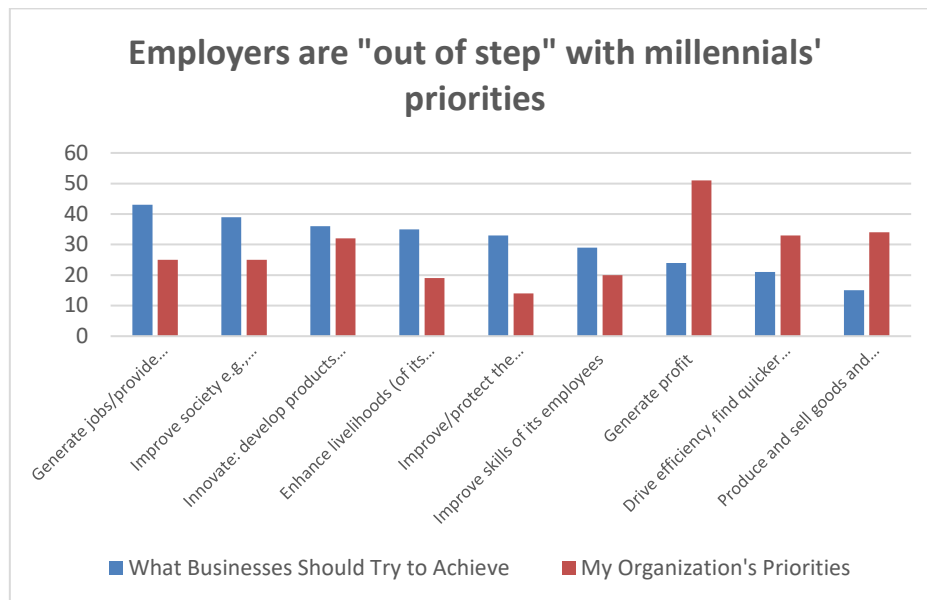


Figure 1. Percentage of Millennials' View
(Source: 2018 Deloitte Millennial Survey)

The importance of figuring out the best HR strategy for Millennials is critical, as Millennials are said to be valuable human resources that possess extraordinary potential (Deloitte, 2019). Along with that unlike how the older generation view them, are not “lazy and entitled”, in fact Millennials value their work and jobs more than the older generation does (Naftulin, 2020). To Millennials, their work is more than just a way to earn money as the older generation sees it, it is a way to make them feel fulfilled and satisfied, it is the centre of their identity which explains why they are very careful when selecting a job that’s best for them. (Naftulin, 2020). In fact Indonesian Millennials views being successful as the second most important aspect of life, and the opportunities for career growth along with to improve their skills and to develop professionally are critical to Millennials, even surpassing the need for networking with colleagues and supervisors, and surpassing the need for financial and health benefits (IDN Research Institute, 2024).

Based on the data from image 1 where the perceived priorities of organizations was to gain profit, sample of this research which is Millennial corporate workers in Jakarta. A corporation is described as an organization that utilize their resources to benefit their stakeholders through wealth creation (Zhu, Qiu, & Xiao, 2022), which is of course achieved through generating profit. Ownership of corporations may vary, with insider ownership, family ownership, institutional ownership, business group ownership and state ownership to name a few (Boyd & Solarino, 2016). Research can conclude that corporate employees are the

individuals employed in these organizations. The three categories of firms that could capture the entirety of corporate workers in Jakarta would be employees of State-Owned Enterprises, Domestic Firms and Foreign Firms. Lu, Siu, Au, & Leung (2009), identified all three categories as the three ownership structures that can capture the career experience of corporate employees, arguing that there was differing experiences for employees in those firms (Lu, Siu, Au, & Leung, 2009).

Recent data from the Jakarta Statistics Office (2024) shows that approximately 2.3 million Millennials work in these three corporate sectors, with turnover rates averaging 23% annually in domestic firms, 18% in foreign firms, and 15% in state-owned enterprises. A survey by PwC Indonesia (2023) revealed that 67% of Millennial employees in Jakarta express dissatisfaction with current career development opportunities, with 54% actively considering job changes within the next 12 months.

The research suggested that these differing experiences came from the structures which resulted in SOE employees having limited autonomy compared to private domestic firms as well as foreign firms which may come in the form of Joint Ventures, Domestic Firm employees having higher levels of occupational stress which may be caused by less job security among the three categories, and Foreign Firm employees having the highest psychological well-being, with moderate stress levels which may be due to the balance of performance demanded by the firm and the supportive approach implemented by foreign firms (Lu, Siu, Au, & Leung, 2009). This may explain why another previous research found that employees of foreign firms generally feels higher levels of career satisfaction due to the supportive environments and development opportunities (Ho, Hoang, Seet, Jones, & Pham, 2022).

This research contributes novelty by not only examining Millennials in general, but specifically focusing on the differences in career experiences of Millennials across three types of companies (SOE, Domestic, Foreign) in Jakarta, which remains understudied in Indonesian literature.

This study aims to analyze how Perceived Opportunities for Competency Development (POCD) and Organizational Support for Career Development (OSCD) influence Organizational Commitment (OC) among Millennial corporate workers in Jakarta, with Subjective Career Success (SCS) as a mediating variable. The benefits of this research include providing empirical evidence for HR practitioners to develop effective retention strategies for Millennial employees, offering insights for organizational leaders to optimize career development programs, and contributing to academic literature on generational differences in workplace behavior within the Indonesian context.

METHOD

This study employed a quantitative explanatory approach using Structural Equation Modeling (SEM) to examine relationships between variables. The population consisted of Millennial corporate employees (born 1981-1996) working in Jakarta with minimum three years of work experience. Using purposive sampling technique, data were collected from 400 respondents across State-Owned Enterprises (121 respondents, 30%), Domestic Firms (183 respondents, 46%), and Foreign Firms (96 respondents, 24%). Data collection was conducted in Jakarta from March to June 2025 using validated questionnaires. Analysis was performed using LISREL 8.80 for Covariance-Based SEM to test the hypothesized relationships.

The justification for using Organizational Commitment instead of Organizational Citizenship Behavior, lies in its constructs and what it observes. Organizational Citizenship Behavior focused on the beneficial behaviors of employees in which they reciprocate equally beneficial efforts by the organization (Merucio, 2015). While both variables may be centred around the act of reciprocating with overlapping dimensions, as both are centred around the grand theory of Social Exchange Theory. Differing from Organizational Citizenship Behavior which focuses on extra-role behaviors or voluntarily engaging in extra work for the benefit of the organization (Merucio, 2015), Organizational Commitment focuses not only in the extra work behaviors included in the Involvement which was one of three things focused on by Cook & Wall (1980), it also focuses on the identification and loyalty of the employees (Moon & Choi, 2017), it focuses on the emotional attachment as well as formal attachment of employees towards their organizations (Wu & Liu, 2022). In observing the phenomenon as the surveys suggested revolving around Millennial corporate employee willingness to switch employers, the variable Organizational Commitment would be ideal to observe this phenomenon.

The justification for using Perceived Opportunities for Competency Development instead of Career Management Behavior, also lies in its construct and the reality it observes. Moon & Choi (2018), defined Career Management Behavior as the effort and individual put in, in order to help them achieve career goals, specifically participation in activities or programs that will help their improvement in terms of careers (Moon & Choi, 2017). Perceived Opportunities for Competency Development on the other hand is a construct that observes the support and organization provide, through provision of opportunities to develop new competencies and utilize these competencies (Vos, Hauw, Beatrice, & Heijden, 2011). Recent surveys from consulting firms found that Indonesian employees are indeed very willing to participate and are anticipating the opportunities and support for development, however, 51%-57% of employees seem to have not been provided these support and opportunities. These facts would indicate that observing the Perceived Opportunities for Competency Development would help understand this phenomenon and better explain its implication on the Organizational Commitment of Millennial Corporate employees in Jakarta.

Furthermore, Career Management Behavior as well as Perceived Opportunities for Development are aimed at observing efforts for development. Career Management Behavior measures the effort put in by the employees to increase their employability internal and external to the organization. However, Career Management Behavior can be problematic with less perceived support or backing from the organization (Gazit, Zaidman, & Dijk, 2021). This perception also leads to feelings of insecurity and disengagement in their Career Management Behavior efforts. Another reason why CMB can be an issue is if the individual perceives themselves as the only party responsible for their Career Management without organizational backing which would result in reduced organizational commitment (Jung & Takeuchi, 2018). On the other hand, a higher Perceived Opportunities for Competency Development has been found to be positively impacts the internal as well as external employability of employees (Bozionelos, Veronica, & Lee, 2020), enhance their engagements in terms of participations in development programs (Caesens, Marique, Dorothée, & Florence, 2015), enhances proactive behaviors in seeking development opportunities as well as enhance their job satisfaction (Teow, Au, & Ahmed, 2024).

Corporate employees are individuals working for Corporations. Corporations itself was described as organizations that allocates their resource to gain benefits in for example in the form of profits to build wealth for their stakeholders (Zhu, Qiu, & Xiao, 2022), these stakeholders may come in the form of institutional investors, the family or the group who owns the corporation, and the state who owns the corporation if it is classified as a State-Owned Company (Boyd & Solarino, 2016). The sample used for this research were provided the option to choose which kind of firm their employers are classified as, State-Owned Enterprise, Foreign Firm, and Domestic Firm. The researcher believes this classification can comprehensively cover the entirety of Millennial corporate workers in Jakarta, as well as shed light on the potential differences between these types of firms (Lu, Siu, Au, & Leung, 2009). Lu, Siu, Au, & Leung (2009), in their research also classified their sample into these categories and in doing so found differences in the employees' organizational and work experience.

The total sample used in this research amounts to 400 responses from Millennial Corporate workers in Jakarta. The researcher initially received 437 responses however due to a number of invalid responses, responses from respondents not fitting the determined criteria, as well as outliers which were identified by utilizing Microsoft Excel and SPSS 29, the total responses that the researcher used stands at 400 responses. The responses came from various industries, age groups within the Generation Y classification, and hierarchal positions to name a few. The sample used consisted of 206 Female respondents as well as 194 Male respondents.

This research will be observing latent variables such as Perceived Opportunities for Competency Development, Organizational Support for Career Development and Subjective Career Success. Relationships of the three variables will be analyzed using the Covariance Based SEM software (LISREL 8.80). Unlike PLS-SEM which would be ideal for a more exploratory approach due to its "soft-modelling" and less restrictive nature, CB-SEM is ideal for an explanatory approach, this is due to the requirement for a strong theoretical foundation (Hair Jr, Black, Babin, & Anderson, 2019). CB-SEM also relies on multivariate normality which would be assumed by normal distribution of data observed by CB-SEM. In testing the hypotheses of this research, utilizing CB-SEM method would be beneficial especially through conducting Confirmatory Factor Analysis, which ensures that the constructs and its relationship with each indicator are both valid and reliable. CFA also tests the model fit, where CB-SEM provides three indices in measuring the model fit; absolute fit, parsimony fit and incremental fit to measure the structural and measurement models, comparing the model to the null model where the measured constructs are not correlated as well as the simplicity of the model (Hair Jr, Black, Babin, & Anderson, 2019). Hair Jr (2019), suggested that in conducting CFA, a composite reliability (CR) score of 0.7 would suggest that the construct is reliable, and that a Standard Loading Factor of 0.7 would be ideal and valid, however it was also argued that for research observing a larger sample, a significantly lower SLF would still be considered valid as long as it adheres to the required minimum number of samples.

RESULT AND DISCUSSION

The sample was given three options where they can signal what their employers are categorized as, Domestic Firms, Foreign Capital Firms, and State-Owned Enterprises (SOE). The questionnaire recorded 400 responses, 121 respondents are working for State-Owned Enterprises, 183 respondents are working for domestic firms and 96 respondents are working

for Foreign Firms. Foreign firm’s employee made up for 24% of the total respondents, State-Owned Enterprise employees recorded 30% of the total responses, while the most responses came from domestic firm’s employee group with 46%.

Figure 1. Respondent Firm Classification Demography

Firm Classification	Frequency	Percentage
SOE	121	30%
Domestic Firms	183	46%
Foreign Firms	96	24%
Total	400	100%

(Source: formulated by the researcher, 2025)

Table 2. Organizational Commitment Anova Test Result

Category		OC		Levene's Test for Homogeneity		Anova	
		N	Mean	Levene	Sig	F	Sig
Age	21-30 years old	151	5.727	0.667	0.514	0.882	0.415
	31-40 years old	189	5.7519				
	41-50 years old	60	5.8407				
Highest Level of Education	Diploma (D1/D2/D3)	77	5.8153	4.596	0.004	1.017	0.385
	Bachelor's Degree	241	5.7211				
	Master's Degree	66	5.7761				
	Doctoral Degree	77	5.9097				
Position in the Company	Staff/Employee	152	5.7595	2.763	0.042	1.102	0.348
	First Line Manager	142	5.7754				
	Second Line Manager	82	5.6748				
	Top Level Manager	24	5.8935				
Industry	Construction & Infrastructure	39	5.8205	1.06	0.39	5.769	<.001
	Manufacture & Heavy Industry	55	5.8626				
	Oil, Gas & Energy	40	5.9861				
	Banking & Finance	67	5.7479				
	Real Estate & Property	38	5.9094				
	Technology & Digital	60	5.6037				
	Telecommunication	46	5.7705				
	Transportation & Logistics	28	5.7698				
	Others	27	5.2058				
Company Status	SOE	121	5.75482	0.056	0.946	0.018	0.982
	Foreign Firms	96	5.76505				
	Domestic Firms	183	5.75167				

(Source: formulated by the researcher using SPSS 25)

The last group comparison was based on the classifications of their employers, in this case between employees of SOEs, Domestic Firms, and Foreign Firms. Levene’s significance test result of this group was found to be 0.946, indicating homogeneity in the sample. The result for the Anova test however showed a score of 0.982, this indicates that there are no significant difference in the way employees working for firms classified between the three categories view Organizational Commitment. Based on the means however, Foreign Firms recorded the highest amount with 5.765.

The second Anova test was conducted to observe the difference of how the respondents, which were classified between groups to compare, view the independent variable of Perceived Opportunities for Competency Development. The test consisted of observation using the Levene's Test for Homogeneity of Variances and the Anova significance scores, where significance scores of >0.05 would mean that there are no significant differences between the groups, and scores of <0.05 would mean that there is at least one group with a differing view on the variable of POCD. The result of the Anova test is as shown in the table below.

Table 3. Perceived Opportunities for Competency Development Anova Test Result

		POCD					
Category		N	Mean	Levene's Test for Homogeneity		Anova	
				Levene	Sig	F	Sig
Age	21-30 years old	151	5.49007	3.175	0.043	2.409	0.091
	31-40 years old	189	5.5582				
	41-50 years old	60	5.66806				
Highest Level of Education	Diploma (D1/D2/D3)	77	5.54762	0.344	0.794	0.901	0.44
	Bachelor's Degree	241	5.53527				
	Master's Degree	66	5.63258				
	Doctoral Degree	77	5.41667				
Position in the Company	Staff/Employee	152	5.50713	0.188	0.905	1.786	0.149
	First Line Manager	142	5.63263				
	Second Line Manager	82	5.49797				
	Top Level Manager	24	5.49306				
Industry	Construction & Infrastructure	39	5.57692	1.58	0.129	1.195	0.301
	Manufacture & Heavy Industry	55	5.55303				
	Oil, Gas & Energy	40	5.65208				
	Banking & Finance	67	5.54229				
	Real Estate & Property	38	5.67982				
	Technology & Digital	60	5.42917				
	Telecommunication	46	5.5942				
	Transportation & Logistics	28	5.52976				
Company Status	Others	27	5.38889				
	SOE	121	5.54477	2.27	0.105	0.03	0.97
	Foreign Firms	96	5.5408				
	Domestic Firms	183	5.55601				

(Source: formulated by the researcher using SPSS 25)

The first test was conducted to compare the views based on the age groups of the respondents. Respondents' view of POCD was found to be 0.043, which suggests that the data are not of equal variance. The Anova test however, generated a score of 0.091, this indicates that the comparison of views on POCD based on the respondents' age groups shows no

significant difference, as it surpassed the 0.05 threshold for significance difference assumptions. Between the groups however, the age group of 41-50 years old recorded the highest mean with 5.668.

The second test was conducted to compare respondents' view on Perceived Opportunities for Competency Development, based on their highest level of education. The respondents were classified into 4 groups based on their responses. The group that recorded the highest mean was found to be corporate employees holding master's degrees with 5.63258. Based on the Levene's Test, the test resulted in a 0.794 significance score, indicating homogenous data. The result for the Anova test for this group showed a significance score of 0.44, indicating that there are no significant difference in how employees between the 4 age groups view Perceived Opportunities for Competency Development.

The third test observing this variable, aimed to observe the difference in views based on the respondents' hierarchal positions in their respective organizations, consisting of 4 different groups. The highest mean for this comparison was generated by First Line Manager group with 5.63263. The Levene's Test resulted in a significance score of 0.905, indicating that the data was homogenous, surpassing the 0.05 homogeneity threshold. The Anova test for this comparison, resulted in a score of 0.149. The result indicates that there are no significant difference in the perception of POCD between the 4 different groups of respondents.

The fourth test in observing views regarding POCD was conducted to compare the views based on the different industries the respondents work in. The respondents were classified between 11 different groups based on the industries where their employers operate in. The group recording the highest mean score was found to be employees from Real Estate & Property firms with 5.67982. The Levene's Test resulted in a significance score of 0.129, while the Anova Test resulted in a significance score of 0.301. These results indicate that there are no significant differences between the different groups of employees, as well as assuming the data homogeneity.

The last test for this variable was aimed at comparing the views of POCD based on the classifications of the respondents' employer. Divided into 3 groups based on their responses, it was found that Domestic Firm employees having the highest mean score with 5.55601. The Levene's Test result for this comparison resulted in a significance score of 0.105, while the Anova test resulted in a significance score of 0.97. These results indicate no significant difference in the perception of POCD between the 3 different groups of employees based on their employer's status or classification.

The third Anova test was conducted to observe the different perceptions regarding Organizational Support for Career Development (OSCD). Levene's Test for Homogeneity as well as Anova Tests were conducted to compare responses based on different categories including age, highest level of education, position in the company, industry, as well as firm classification. The results will have to adhere to the criteria or >0.05 to be assumed as homogenous for Levene's test, as well as >0.05 for it to be considered not having significant difference in the Anova test. The result can be seen in the table below.

Table 4. Organizational Support for Career Development Anova Test Result

		OSCD					
Category		N	Mean	Levene's Test for Homogeneity		Anova	
				Levene	Sig	F	Sig
Age	21-30 years old	151	5.65894	0.651	0.522	0.578	0.562
	31-40 years old	189	5.68413				
	41-50 years old	60	5.74833				
Highest Level of Education	Diploma (D1/D2/D3)	77	5.7013	0.39	0.761	0.379	0.768
	Bachelor's Degree	241	5.67801				
	Master's Degree	66	5.71667				
	Doctoral Degree	77	5.5625				
Position in the Company	Staff/Employee	152	5.68487	1.527	0.207	0.416	0.741
	First Line Manager	142	5.71338				
	Second Line Manager	82	5.62927				
	Top Level Manager	24	5.69583				
Industry	Construction & Infrastructure	39	5.62051	2.25	0.23	3.553	<0.001
	Manufacture & Heavy Industry	55	5.75091				
	Oil, Gas & Energy	40	5.855				
	Banking & Finance	67	5.7194				
	Real Estate & Property	38	5.86579				
	Technology & Digital	60	5.57667				
	Telecommunication	46	5.70217				
	Transportation & Logistics	28	5.65714				
Company Status	Others	27	5.28148				
	SOE	121	5.69174	3.827	0.023	0.025	0.975
	Foreign Firms	96	5.675				
	Domestic Firms	183	5.68415				

(Source: formulated by the researcher *using SPSS 25*)

Based on the results shown in the table above, the first test which was comparing perceptions of OSCD based on the age groups, showed that the age group 41-50 years old had the highest mean score with 5.74833. The Levene's Test showed a significance score of 0.522, indicating homogeneity. The Anova test generated a significance score of 0.562, this result indicates that based on the different age groups, there are no significant difference in how the respondents view OSCD, as both tests resulted in a significance score that surpasses the criteria of >0.05 for homogeneity and to be considered significantly different.

The second test was comparing how the respondents differ in their perceptions of OSCD based on their highest level of education, consisting of 4 different groups. It was found that the group with the highest mean score was employees holding a Master's Degree with 5.71667. The result of the Levene's Test for Homogeneity, recorded a significance score of 0.761, this result surpasses the threshold of >0.05 and therefore should be considered

homogenous. The Anova test was conducted and resulted in a significance score of 0.768, this result also surpassed the criteria of >0.05 , and indicates that based on the 4 different groups of respondents, there were found to be no significant difference between their perception of OSCD.

The third test was aimed at finding the differing perceptions of employees regarding the variable of OSCD based on their positions in their respective organizations. Respondents were put into 4 different categories, based on their responses in the questionnaire. This test found that the group consisted of First Line Managers to have the highest mean score of 5.71338. The Levene's test generated a significance score of 0.207, by surpassing the criteria of >0.05 the result shows that the data was homogenous. As for the Anova test, it resulted in a significance score of 0.741, indicating that there are no significant difference in how the different groups perceive OSCD.

The fourth test was conducted by comparing the different industries where the respondents work in. The respondents were classified into 11 different categories based on what industry their employers operate in. This test found that the employees from Real Estate & Property firms to have the highest mean score with 5.86579. The Levene's test resulted in a significance score of 0.23, again surpassing the threshold of 0.05 to be considered homogenous. The Anova test however, resulted in a significance score of <0.001 , which indicates that at least one group was found to have significant difference in their perception of the variable OSCD.

The last test for this variable was conducted to compare views on OSCD based on the employees' organization's classification. The 3 groups consisted of domestic firms, foreign firms, and state-owned enterprises (SOEs). Between the three groups it was found that employees of SOEs had the highest mean score with 5.69. The result of the Levene's test for this comparison showed a significance score of 0.023, this indicates that the data cannot be assumed as homogenous. The Anova test, however, resulted in a significance score of 0.975, this result indicates that there are no significant difference in how the respondents view OSCD based on their employers' classifications.

The last variable to be tested is the mediating variable of Subjective Career Success. In observing the difference, or lack thereof regarding the views of respondents on SCS based on the different groups. The test will observe groups based on ages, highest level of education, positions in the company, industries in which they work in, as well as firm status perceptions of SCS. Levene's Test result scoring >0.05 will assume homogeneity, and Anova test result scoring <0.05 indicates that there are differences in how the groups perceives SCS. The results of these tests can be seen in the table below.

Table 5. Subjective Career Success Anova Test Result

		SCS					
Category		N	Mean	Levene's Test for Homogeneity		Anova	
				Levene	Sig	F	Sig
Age	21-30 years old	151	5.58278	2.877	0.057	1.007	0.366
	31-40 years old	189	5.56841				
	41-50 years old	60	5.67302				

Development Opportunities, Support and Organizational Commitment: Career Success as a Mediator for Millennial Corporate Workers

		SCS						
Category		N	Mean	Levene's Test for Homogeneity		Anova		
				Levene	Sig	F	Sig	
Highest Level of Education	Diploma (D1/D2/D3)	77	5.55288	3.303	0.02	0.759	0.518	
	Bachelor's Degree	241	5.61925					
	Master's Degree	66	5.54618					
	Doctoral Degree	77	5.49702					
Position in the Company	Staff/Employee	152	5.58929	1.129	0.337	0.361	0.781	
	First Line Manager	142	5.61569					
	Second Line Manager	82	5.54297					
	Top Level Manager	24	5.59524					
Industry	Construction & Infrastructure	39	5.61661	1.44	0.178	3.021	0.003	
	Manufacture & Heavy Industry	55	5.68398					
	Oil, Gas & Energy	40	5.64167					
	Banking & Finance	67	5.63397					
	Real Estate & Property	38	5.69298					
	Technology & Digital	60	5.45317					
	Telecommunication	46	5.64803					
	Transportation & Logistics	28	5.58503					
Company Status	Others	27	5.2328					
	SOE	121	5.61551	0.942	0.391	0.293	0.746	
	Foreign Firms	96	5.56349					
	Domestic Firms	183	5.586					

(Source: formulated by the researcher using SPSS 25)

The first test was conducted on the age groups. This test was aimed to observe the differing views of SCS based on the age groups of the respondents. The result showed that the age group of 41-50 years old to have the highest mean score with 5.673. The Levene's test of Homogeneity generated a significance score of 0.057, slightly surpassing the threshold of 0.05, therefore assumes homogeneity of the data. The Anova test for this comparison resulted in a significance score of 0.366, this would indicate that there were found to be no significant difference in perceptions of SCS between the different age groups.

The second test aimed to observe differences in perceptions of SCS based on the respondents' highest level of education. This test classified respondents into 4 different categories based on their responses regarding their education. Between the 4 groups, the group holding bachelor degrees seemed to have the highest mean score with 5.61925. The result of the Levene's test showed a significance score of 0.02, which indicates that the data cannot be assumed as homogenous. The Anova test however, resulted in a significance score of 0.518, which indicates that there are no significant differences in vies of SCS based on the respondents' highest level of education.

The third test aimed to observe the differing views of SCS based on the respondents' hierarchical positions in their respective organizations, where the employees were categorized into 4 groups. The group with the highest mean score when it comes to SCS was found to be the First Line Managers with 5.61569. The result for the Levene's Test showed a significance score of 0.337, surpassing the homogeneity criteria of >0.05 . The Anova test resulted in a significance score of 0.781, this indicates that the perceptions regarding SCS to have no significant difference between the different groups.

The fourth test was conducted in order to find the difference in views between the respondents based on the industries in which their employers operate in. The respondents were categorized into 11 groups, all based on their responses. The group that was found to have the highest mean score was employees working in Real Estate & Property firms with 5.69298. As for the Levene's Test, it generated a significance score of 0.178, assuming homogeneity as it surpasses the threshold of 0.05. The Anova test however, resulted in a significance score of 0.003, which indicates that at least one group was found to have a significant difference in how they perceive Subjective Career Success.

The last test aimed to observe the differing perceptions of SCS based on the classifications of the respondents' employers. Between the three groups, it was found that employees of State-Owned Enterprises to have the highest mean score with 5.61551. The Levene's test resulted in a significance score of 0.391, assuming homogeneity of the data as it is well above the 0.05 criteria for homogeneity. The Anova test for this variable based on this group comparison was found to be 0.764, indicating that there are no differing perceptions that were significant between the groups.

These constructs are important in observing the phenomenon that is happening worldwide as well as locally in Indonesia. The talent for war worries that Mercer identified through its survey, where they found that Upskilling as well as reskilling as the number 1 driver in productivity and as the key to avoid the consequences of this talent-for war worry. Paired with the fact that PwC found that the Indonesian workforce which is consisted mainly of Millennial employees will quit their jobs in the next 12 months if another employer with better progression and development opportunities ask for their services, as well as the majority of workers feel they haven't been given sufficient opportunities and support to develop internally, the topic of organizational commitment is rapidly becoming and even more important subject in ensuring the talent stays in the organization. According to another research, major players in the US finance and banking industry has developed a strategy to attract and retain Millennial employees, that aims to satisfy their evolving priorities one that differs from the previous generation, this shows the importance of making sure the support and opportunities for development are present as well as maximized within the organization. That is why the news that Indonesian employees feel they aren't being provided the support and opportunities should be worrying for managers.

Based on this research, Organizational Commitment in the form of how proud employees are in revealing their employers can be enhanced by providing employees career mobility opportunities that will help them gain a form of career success for example fulfillment in their personal life, as well as providing a mentor to aid their career development efforts. The findings suggest that the item OCM9, regarding provision of a mentor to employees in helping them develop their careers significantly and positively affects the Organizational Commitment of

employees specifically in how proud they are in revealing to others where they work which is represented through item OC1. This indicates that when employees are being supported in their career development by being provided a mentor, their organizational commitment will be enhanced, as they will be prouder in telling others who their employers are. Another example would be through the items of OCM10 which suggests the employee has been introduced to people at work who are prepared to help develop their career, would positively impact their Organizational Commitment specifically through the item of OC2 where they would not consider leaving, as their current employers have shown that they are ready to help the employee to progress their career internal to the organization. Furthermore, through the item of OCM10 when they feel that their immediate supervisor has introduced them to people at work who are ready to help them develop their careers, they may reciprocate the management's initial effort by going out of their way to help the organization as item OC3 suggested.

In observing the relationship between Organizational Support for Career Development and Subjective Career Success, the items highlighted were OCM9 and SCPL2 as both items represent their constructs the best. The findings suggest that there is a significant and positive relationship between Organizational Support for Career Development. Indicating that when the organization provides their employees the necessary support for career development, the employees will be able to achieve some type of subjective career success. To be more specific, based on the items that represent both constructs the best, when employees receive support from organizations by being provided a mentor, they will be able to gain satisfaction and feel fulfilled in their personal life outside of work, which may be caused by the praises they get from others during their time outside of work as they are perceived by others as a valuable asset for their employer due to the fact that they are provided a mentor. Another example would be through the item of OCM10 which suggests, that the employee's immediate supervisor has introduced them to people who will help their career, resulting in them feeling more secure in terms of their career progression path, which then translates to less work related stress, allowing them to engaged in fulfilling activities outside of work, as well as feel satisfied with their person as they feel valued and able to positively impact their careers. Another example would be through the item of OCM7 where they have been given impartial career advice when they needed it, which may have the same effect in helping them feel more able in advancing their careers, resulting in them being satisfied with themselves, and their life outside of work.

Based on this research, in observing the relationship between Perceived Opportunities for Competency Development and Subjective Career Success, it was found that there is a significant and positive relationship, more specifically through the two items that represent both constructs the best which are POCD7 and SCPL2. The findings suggest that when employees receive opportunities to develop their competencies through horizontal career mobility they will be able to achieve some type of subjective career success more specifically feel more satisfied and fulfilled in their personal life which may be due to the less work-related stress they feel as they now feel more competent as well as feel their employability has increased. Other indicators generating higher Standard Loading Factors may also explain this relationship, for example when the organization provides new and creative training opportunities through the item POCD4, improving competencies of employees, they may feel they are becoming more and more competent at their professional roles, resulting in less work-related stress or insecurity, improving their life outside of work as item SCPL2 suggests, as

they will no longer have doubts of their competence allowing them to be fully engaged in personally fulfilling activities in their free time

Observing the relationship between Subjective Career Success and Organizational Commitment, it was also found that there is positive and significant relationship between the two constructs. The items that best represent these constructs were SCPL2 and OC1, this suggests that when employees are able to gain or accomplish some type for subjective career success, where they feel they are able to feel more satisfied and fulfilled outside of work due to some effort from the organization, they will be prouder to tell others were they work for. Another example would be through the item of SCPL2, where when they feel satisfied and fulfilled in their life outside of work with the company having contributed to that fulfillment, through the item of OC2, they would not be considering leaving the company, as they view being in a company that supports them and helps them accomplish a form of subjective career success would be ideal, increasing their loyalty. It was also found that Subjective Career Success successfully mediates both independent variables with the dependent variable of Organizational Commitment, with a partial mediation effect on the relationship between Organizational Support for Career Development and Organizational Commitment, and a competition mediation effect on the relationship between Perceived Opportunities for Competency Development and Organizational Commitment.

The partial mediation effect of Subjective Career Success on Organizational Support for Career Development and Organizational Commitment can be explained by looking at items with the highest Standard Loading Factors, where through OCM9 which suggests that when the employee has been given a mentor to help their career development, they would feel more satisfied with their life outside of work as item SCPL2 suggests, this may be cause by decrease in work-related stress allowing them to feel more secure in their employment, which translates to general satisfaction in their life, as well as the perception of themselves and others that they are seen by their organization as someone who is valuable and deserves to be given a mentor, receiving praise from others, further helping them feel more satisfied and fulfilled. This then results in how they are prouder to reveal to others on who their employers are as suggested in item OC1.

The competition mediation effect of Subjective Career Success on Perceived Opportunities for Competency Development and Organizational Commitment may be explained by looking at the highest SLF for the three variables involved. When employees through POCD7 gains opportunities for horizontal career mobility, and are able to accomplish a form of career success specifically by feeling competent and bears less work-related stress especially about being incompetent, the employees will be able to engage in fulfilling activities outside of work, as well as feel satisfied with their progress, translating to being satisfied in their personal life as a whole through the item SCPL2, when this occurs, and the opportunities does give them the feeling of internal accomplishment, they will become prouder in telling others where they work, as their employers has helped them accomplish this subjective career success. This is in contrast to the negative relationship of POCD and OC, as the employee perceives their organization to have helped them accomplish a form of subjective career success, hence a significant and positive relationship between the three variables resulting in a different and contrasting result to the negative and significant relationship between Perceived

Opportunities for Competency Development and Organizational Commitment found in this research.

A surprising finding of this research comes from the direct relationship between Perceived Opportunities and Competency Development and Organizational Commitment, which in contrast to the positive and significant relationship expected in the first hypothesis, it was found that the two constructs are related negatively and significantly. Through the items with the highest SLF, indicating that these items best represent the two variables which are POCD7 and OC1, the research findings suggest that when employees receive opportunities for development through provision of horizontal career mobility, they are less likely to feel proud in revealing to others about their employers. This may be due to these competency development opportunities making the employees feel like they are not valued and not provided a clear path as they are being moved around different functions or divisions, as well as not having an apparent benefit in the form of career success, whether subjective or objective. Based on the findings the result can also be explained by other items that also generated higher Standard Loading Factors. For example, through the item POCD4, where the organization provides new and creative training opportunities, employees through the item OC2 would sometimes consider leaving, this may be explained by the employees receiving competency development opportunities, but not benefiting them in terms of their expected successes that comes with the development, with their increased perceived employability they would consider quitting their current employment for good in search of other opportunities elsewhere. Another example would be through the item POCD4 and OC3, when the organization is providing them with new and creative opportunities, and they do not feel that these development opportunities are giving them their expected successes, they may feel that the opportunities to develop competencies as something that simply just comes with the job to help the organization, hence negatively impacting their willingness to go out of their way to help the organization. Another example would be through the item of POCD9, where the more readily available information about career opportunities internal to the organization, may impact organizational performance negatively, as when these so called opportunities are announced and the employees feel they have not benefitted from these available opportunities, they may feel like they are undervalued, hence negatively impacting their commitment as they may consider leaving the organization, or feel less interested in going out of their way to help the organization. Looking past the SLF scores, another possibility would be if they have regularly been given feedback by their supervisors as item POCD4 suggests, this may impact employees' organizational commitment, as they may also consider leaving the company, or be tempted to switch employers offering them more monetary benefits, as they may perceive these feedbacks as not having the desired effects on their accomplishment of career success.

CONCLUSION

This study highlights important links between career development factors and organizational commitment among Millennial corporate workers in Jakarta. Findings show that Organizational Support for Career Development (OSCD) positively impacts both Subjective Career Success (SCS) and Organizational Commitment (OC), while Perceived Opportunities for Competency Development (POCD) unexpectedly has a negative direct effect on OC, though this relationship is mediated by SCS. Additionally, SCS partially mediates the effect of

OSCD on OC and acts as a competitive mediator between POCD and OC. These results suggest that organizations should focus on mentoring, transparent career advancement, and clearly link competency development programs to career progression to better retain Millennial talent. Future research could explore the underlying reasons behind the negative impact of POCD on OC and investigate how cultural or industry-specific factors influence these dynamics.

REFERENCES

- Badan Pusat Statistik. (2020). *Sensus penduduk 2020*. <https://sensus.bps.go.id/topik/tabular/sp2020/2>
- Bozionelos, N., Veronica, C.-H. L., & Lee, K. Y. (2020). Enhancing the sustainability of employees' careers through training: The roles of career actors' openness and of supervisor support. *Journal of Vocational Behavior*, *117*, 103323. <https://doi.org/10.1016/j.jvb.2019.103323>
- Boyd, B. K., & Solarino, A. M. (2016). Ownership of corporations: A review, synthesis, and research agenda. *Journal of Management*, *42*(5), 1282–1314. <https://doi.org/10.1177/0149206316633746>
- Caesens, G., Marique, G., Hanin, D., & Stinglhamber, F. (2015). The relationship between perceived organizational support and proactive behaviour directed towards the organization. *European Journal of Work and Organizational Psychology*, *25*(3), 398–411. <https://doi.org/10.1080/1359432X.2015.1062147>
- Cook, J., & Wall, T. (1980). New work attitude measures of trust, organizational commitment and personal need non-fulfilment. *Journal of Occupational Psychology*, *53*(1), 39–52. <https://doi.org/10.1111/j.2044-8325.1980.tb00005.x>
- Deloitte. (2019). *Millennials in Industry 4.0: A gift or a threat to Indonesian human resources?* <https://www2.deloitte.com/content/dam/Deloitte/id/Documents/about-deloitte/id-about-dip-edition-1-chapter-2-en-sep2019.pdf>
- Deloitte. (2024). *2024 Gen Z and Millennial survey*. Deloitte.
- De Vos, A., De Hauw, S., & Van der Heijden, B. I. J. M. (2011). Competency development and career success: The mediating role of employability. *Journal of Vocational Behavior*, *79*(2), 438–447. <https://doi.org/10.1016/j.jvb.2011.05.010>
- Gazit, L., Zaidman, N., & Van Dijk, D. (2021). Career self-management perceptions reflected in the psychological contract of virtual employees: A qualitative and quantitative analysis. *Career Development International*, *26*(6), 786–805. <https://doi.org/10.1108/CDI-12-2020-0334>
- Grous, A. (2022). *Empowering Generation Z and Millennials to deliver change*. London School of Economics and Political Science.
- Hair, J. F., Jr., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage.
- Heriyanto, D. (2024). *Indonesia millennial report 2024*. IDN Times. <https://cdn.idntimes.com/content-documents/indonesia-millennial-report-2024.pdf>
- Ho, N. T. T., Hoang, H. T., Seet, P. S., Jones, J., & Pham, N. T. (2022). Career satisfaction antecedents of professional accounting returnees in international workplaces: An employee experience perspective. *Employee Relations*, *44*(5), 1014–1029. <https://doi.org/10.1108/ER-06-2021-0258>

Development Opportunities, Support and Organizational Commitment: Career Success as a Mediator for Millennial Corporate Workers

- Lu, L., Siu, O., Au, W. T., & Leung, T. (2009). Managerial support and work outcomes: The mediating role of work-family facilitation. *Journal of Vocational Behavior*, 75(3), 353–363. <https://doi.org/10.1016/j.jvb.2009.05.009>
- Mercurio, Z. A. (2015). Affective commitment as a core essence of organizational commitment: An integrative literature review. *Human Resource Development Review*, 14(4), 389–414. <https://doi.org/10.1177/1534484315603612>
- Moon, H., & Choi, B. K. (2017). The impact of career management behaviors on career satisfaction and organizational commitment. *Career Development International*, 22(4), 372–391. <https://doi.org/10.1108/CDI-07-2016-0110>
- Zhu, W., Qiu, J., & Xiao, Z. (2022). Corporate ownership and firm outcomes: Evidence from emerging markets. *Journal of Business Research*, 142, 567–578. <https://doi.org/10.1016/j.jbusres.2021.12.032>