Career Engagement On The Talent Of Women Leaders In Millennial Generation

Paramita Purwanto[1], Fendy Suhariadi[2], Praptini Yulianti[3]

[1]*Doctoral Program of Human Resources Development, Airlangga University, Surabaya, Indonesia*
[2]*Faculty of Psychology, Airlangga University, Surabaya, Indonesia*
[3]*Faculty of Economics, Airlangga University, Surabaya, Indonesia*
Email : paramita.purwanto-2020@pasca.unair.ac.id

ABSTRACT

Purpose - The issue of engagement in employees has always been an interesting and strategic thing to discuss, especially millennial generation as the largest segment of workers in the world of work today. Based on many studies on engagement, Millenials is considered to tend to be less engage than previous generations, where this is a challenge for many companies in the world in HR management. Employee engagement is important for the company because it will affect employee performance and performance will ultimately support company's success. PT XYZ as a state-owned company in Indonesia engaged in electricity has a work area location and coverage career rotation locations that are spread and very wide throughout the remote parts of Indonesia. This makes it a challenge in managing rotation of career locations while overseeing career engagement for employees, especially women. This study aims specifically to find out how the engagement of women leader talent to the company's career system through the talent management system (Career Engagement), especially for women leader talent on millennial generation at PT XYZ.

Design/methodology/approach – The research is carried out by using the qualitative method through a structured interview process with open ended questions for 10 respondents of the millennial generation segment especially women leaders talent that represent all strata position level at PT XYZ
Findings - Based on the results of interviews and coding processes and also descriptive analysis of interview, it was found that the higher structural position level, the higher career engagement level than the level of under it (to career development opportunities). In addition, the influential thing or support system on career engagement of millennial women leaders talent can be categorized into three categorizations, namely individual factors, organizational factors, and work factors. Of the three factors, the one that contributes the most significantly to the talents of women leaders at PT XYZ is the Individual factor in the form of support from spouses (husbands). Meanwhile, other influencing factors are Individual in the form of personal encouragement, organizational factors (career opportunities, sense of fairness, supervision of superiors, and work team support) and work factors (job enrichment and conducive work environment).

Research Limitation/Implication - This career engagement research was conducted on an organization with specific career journey characteristics and based on talent management system designed and implemented by internal administration of PT XYZ Company.

Originality / value – Research with the theme of career engagement is still relatively small compared to the topic of general engagement studied, namely the theme of work engagement or job engagement. Based on the review of journal articles, research on the topic of career engagement specifics was first

carried out in 2011, and until now the number of Journal articles with the research topic is still around 22 titles. In addition, there has not been found a journal article that specifically examines career engagement with research subjects on women leaders and with segments in the millennial generation.

Keyword - Career Engagement, Talent Management, Talent Leaders Women, Millennials,

INTRODUCTION

Talent management is currently a strategic topic or issue that is widely discussed in the human resorces (HR) field in various companies around the world and also including in Indonesia. Boudreau & Ramsad (2004) mentioned that the trend in various companies is that there is a shortage of competent human resources, many organizational downsizing and HR expansion, demographic movement of human resources (internal and between countries), and globalization as the cause of the emergence of priority needs for talent management. LBA Consulting Group (in Berger, 2004), conducted important research on the factors that most contribute to the creation and maintenance of excellence and showed that there are 6 (six) conditions related to the HR field that must be met to be able to support the sustainability of the organization or the company, namely organizational culture (corporate core value) that is performance-oriented, low employee entry and exit rates (turnover), especially in the potential   HR/talent segment, high employee satisfaction, a quality HR regeneration system (talent management), a reciprocity system   and effective HR development, as well as a competency-based performance   selection and evaluation process.

Currently, human resources or talent workers in companies in various countries are dominated by millennial generation, and based on data from the Indonesian Central Statistics Agency (2021), the majority of the worker segment in Indonesia is also dominated by the millennial generation, which is 40% of the entire labor population work. Based on a study from Gallup (2020) on Generation Y or millennials, it was found that as many as 21% of millennial talents change workplaces within a period of time; less than a year, as well as this number is three times larger than that of the previous generation. Gallup also suggested that unlike previous generations, millennial talents are less interested in longterm employment and millennials kill long-term employment. Dale Carnegie (2016), conducted research on employee engagement among millennials in Indonesia, the results are only 25 percent involved, or it can be stated that only one in four employees engage in an organization. This indicates and shows that the challenges in managing millennial talent HR today are related to engagement issues. Employee engagement is important for the company because it will affect the success of the company (Maderendika, 2018). Maderendika added that in general, employees who have strong engagement will appear enthusiastic and work seriously not only because of income (renumeration), but also because they want to provide something for the company, so that employees tend to be able to work better and gives better work results. Organizations with a high level of employee engagement will be more productive and more profitable than organizations with a low level of employee engagement (Mehta et al, 2013).

Organizations face significant challenges to retain millennial generation employees. Research shows that, once these people are hired, they will not last long in that position, so organizations need to find innovative solutions to maintaining the millennial generation employee group (Plessis et al, 2015). Many companies strive to increase engagement, through the efforts

of the organization or company to retain talent (talent retention). According to recent research from the Global Supply Chain Institute-University of Tennessee (in Forbes, 2021), 91 percent of CEOs identify the need to change their strategies to attract and recruit talent, although 61 percent claim they haven't taken the first step to do so. Where it was also discovered by the Global Supply Chain Institute-University of Tennessee (in Forbes, 2021) that the main challenge with talent management is the strategy to recruit, train, and maintain a driving force that strong as well as the role that technology plays with a productive workforce. Pricewaterhouse Coopers (2008) states that talent retention (the company's efforts to retain talent employees) and talent availability (potential talent readiness for leadership regeneration) are two things that are being as-great concern to various organizations in the Asian region.

Talent management is defined by LockWood (2006) as an integrated strategy or system designed to increase workplace productivity by developing better processes for attracting, developing, retaining, and leveraging people with skills and talents necessary to meet current and future business needs. Bhatnagar (2008) argued that talent management is a top priority for organizations or companies in different countries today, and it is also mentioned that in the implementation of the talent management program every organization or company must realize that there is no standard stage or system that can be applied and suitable for all type of organization, because each has a different purpose, vision, mission and corporate culture (core values). The existing differences will certainly have a significant effect on the strategy and talent management system run in the organization.

Based on statistics and referring to generational segmentation, data was obtained that most of PT XYZ employees are Millennial or Y generations (born in 1981 - 1995) which is 62% of the total population. In line with the strategic issue of HR management in various companies in various countries, PT XYZ as one of Indonesia's SOEs has considerable challenges in managing human resources with the number of employees relatively large and placement locations are spread throughout Indonesia, so PT XYZ implements a talent management system through the talent pool program which consists of 4 stages of the process consist of :

a. Identify talented candidates
b. Talent selection
c. Talent development
d. Talent retention

The implementation of the PT XYZ talent management system is an effort to ensure the sustainability of human resources in the organization both from the capacity and capability as well as the potential and competence of employees to support the organization's performance to achieve objectives and maintaining the business continuity of the organization. This is in line with one of the Priority Programs of the Indonesian Ministry of SOEs to be implemented in all SOE companies in Indonesia, namely focusing on talent development through the process of educating and training the workforce, developing human resources quality for Indonesia, professionalizing governance and HR selection, as well as providing career opportunities for women talents and millennial generation to have a career at the structural level in top management (BUMN.go.id, 2021).

In evaluating the HR management process, PT XYZ annually measures employee engagement or Employee Engagement Survey (EES) on 12 dimensions as follows:

Table. 2.1. Employee Engagement Survey Dimension Source: Company Documents (2021)

Employee Engagement Survey Dimensions

1. Company Policy	5. Leadership & Supervision	9. Performance Management
2. Work Condition	6. Career Management	10. Training & Development
3. Organization Culture	7. Compensation of Benefit	11. Recognition
4. Brand Reputation	8. Teamwork & Relationship	12. Meaningful Work

Based on the 2021 Employee Engagement Survey at PT XYZ, the survey results generally show in the engage category, but specifically the career management dimension is one of the 3 (three) dimensions with the lowest value ranking. The results of qualitative data (preliminary) on the Career Management Dimension show that there are perceptions (cognition) and feelings (affection) of employees who tend to be negative or lack of interest in structural career opportunities provided by the company as part of implementation of talent management system, it is proven by avoidance behavior by trying not to bring out their potential so that there is no need to undergo a career mutation out of the unit, showing problems related to career engagement of employees in the company. Based on the exit interview process conducted on woman employees who apply for resignation from the company and talent mapping interviews for woman employees, there are indications related to readiness for a career. The woman employee experienced a career dilemma, namely confusion of having to choose and prioritize between a career and—motherhood and wifehood, so that manifested in the form of the employee's efforts to submit resignation from the position or make every effort as much as possible to avoid more career opportunities broadly given from the organization to talents including woman talents as structural leaders. Referring to the description above, there is a gap between the company's efforts to increase career opportunities for millennial women talents through the implementation of a talent management system in organizations, with related phenomena based on preliminary (secondary) data. This is the reason behind the research with the main question, "How is career engagement in millennial women

leader talent in PT XYZ?".

LITERATURE REVIEW

Career Engagement
According to Hall (2004), based on the changing nature of careers over the past three decades, people are increasingly responsible for the success of their career management. This development has increased the need to be engaged in proactive career behaviors for objective and subjective career success (Thomas et al (2010) cited in Hirschi et al (2014)). The definition of employee engagement was first proposed by Kahn (1990) by defining employee engagement as the self-utilization of members of an organization for their job roles, where in engagement, individuals work and express themselves physically, cognitively, and emotionally. Harter et al (2002) state that engagement is an individual's engagement and satisfaction and enthusiasm for work. Whereas Mehta & Mehta (2013), states that employee engagement is related to the emotional, cognitive, and physical aspects of the work and how these factors are integrated.

Macey and Schneider in Schaufeli (2012), define engagement as a condition that is desirable to have organizational goals, and connotes engagement, commitment, passion, enthusiasm, focused effort, and energy. Macey and Schneider added that the Comprehensive framework for understanding engagement with work includes 3 things:

1. A positive view of life and work, or the involvement of traits (e.g. awareness, positive influence of traits, proactive personality)
2. Feelings of energy and absorption (e.g., satisfaction, involvement,

empowerment)

3. Extra role behavior or "behavioral engagement" (e.g. organizational citizenship behavior, personal initiative, role expansion).

Truss et al (2006) in Armstrong (2014) add that engagement is a positive feeling of work, energetic, committed and fully dedicated. Armstrong (2014) stated that the employee engagement model involves 3 things, namely commitment, organizational citizenship and motivation.

Specifically, Hirschi et al (2014) define career engagement as the extent to which the level of involvement of individuals in different career management behaviors. In arnold & jackson's (1997) career literature in Hirschi et al (2014), it is emphasized that individuals need to become increasingly independent in their career management, implying a whole process proactively shaping one's work experience. Neault and Pickerell (2011) find career engagement as an individual's attempt to find meaningful work that fully engages their skills, where the concept of career engagement details the relationship between personal capacity and the complexity of the challenges faced. Based on several references, in this study the context taken is career engagement in talent management, with the definition of the extent to which individual involvement is cognitionally and emotionally, excited and committed in following and carrying out career management that has been compiled by the company through implementation of a talent management system.

Factors Affecting Career Engagement

Kahn (1990) stated that there are 3 psychological conditions related to engagement or disengagement in the workplace, namely meaningfulness, security, and psychological existence. In other words, employees will be more involved in the workplace or company in situations that offer more psychological meaningfulness and psychological safety, and when they are more recognized psychologically. According to Maslach et al (2001), the six areas of life at work that cause employees to feel burned out and engagement——workload, control, appreciation and recognition, community and social support, perceived justice, and values embraced. Although the theoretical and practical importance of career engagement has been demonstrated, the underlying factors that promote career engagement have not been clearly established (Hirschi, 2014). Sun (2019) in his scientific article conducted a literature review of employee engagement and stated that there are 3 framework theories that can be used to explain the diversity of employee engagement, namely:

1. Need-satisfaction framework
2. Job demands-resources model
3. Social exchange theory

Sun (2019) added in his study that the factors that affect Employee Engagement are divided into 3 categories, namely:

o Organizational factors (style management, job reward, support, sense of fairness etc.)

o Job Factor (work environment, task / job characteristic etc.)

o Individual Factors (physical energies, self-consciousness etc.)

Sun (2019) inventorying and categorizing the causes/ antecedents of employee engagement as follows:

Table 1. Antecendent of Employee Engagement Source : Li Sun (2019)

Authors	Antecedents	Categories
Kahn (1990)	task characteristics, role characteristics, work interaction	job factors

	group and inter-group dynamics, management style and process, organizational norms	organizational factors
	physical energies, emotional energies, insecurity, outside life	individual factors
Harter et al. (2002)	work environment,	job factors
	direct supervisor, senior management team, colleagues	organizational factors
May et al. (2004)	job enrichment	job factor
	work role fit, rewarding co-worker, supportive supervisor	organizational factors
	self-consciousness	individual factor

Schaufeli & Bakker (2004), Bakker & Demerouti (2008) Xanopoulou et al. (2009)	available job resources	organizational factor
Zhang & Can (2005)	support, sense of fairness, interpersonal consumption, and conflict	organizational factors
Langelaan et al. (2006)	neuroticism,extraversion and mobility	individual factors
Bakker et al.(2006)	Resilience	individual factors
Salanova et Schaufeli (2008)	job control, job participation, job feedback, job rewards, job security, supervisor support	organizational factors
Xanthopoulou (2009)	self-efficacy,self-esteem,and optimism	individual factors

In research conducted by Statnicke et al.(2019) related to career engagement across generations (generation x and generation y or millennials) in the field of Communication and Information Technology (ICT / Information & Communication Technology) in Lithuania, it was found that generation X career engagement in the ICT sector is higher than that of generation Y/millennials, and is influenced by various socio-demographic and other factors. In addition, the career model dimensions (authentic, balance and challenge) and need, are more clearly expressed in generation X than in generation Y/millennials, so that there are statistically significant differences identified in the career engagement of generation X and Y/millennials as well as dimensions of balance and challenges on the model individual careers.

RESEARCH METHODS

Research Subjects

In this study, the subjects were determined specifically by certain criteria, which are employees of PT XYZ, a female gender, being in the age segment of millennial generation (i.e., births above 1980 to the year 1995), married and currently occupying structural positions or as leaders in the company from the basic supervisor level to the upper management level.

Selection of Respondents or Informants

Respondents were taken randomly referring to the criteria of the research subjects mentioned above, with representation in all segments of the structural position level or leadership at PT XYZ with the following details:

Table 2. Research Responden_Informan Data

Informant	Structural Level/Leader	Age	Status	Education	Distance Conditions with the couple
Informant 1	Top Management	41 y.o	Married, 3 Children	Post graduate	Long Distance Relation (LDR)
Informant 2	Middle Management	39 y.o	Married, 3 Children	Bachelor	LDR
Informant 3	Middle Management	39 y.o	Married, 1 Child	Postgraduate	Non-LDR
Informant 4	Basic Management	38 y.o	Married, 1 Child	Bachelor	Non-LDR
Informant 5	Basic Management	39 y.o	Married, 1 Child	Postgraduate	LDR
Informant 6	Basic Management	37 y.o	Married, 0 Children	Postgraduate	Non-LDR
Informant 7	Senior Supervisor	34 y.o	Married, 1 Child	Diploma	LDR
Informant 8	Senior Supervisor	33 y.o	Married, 0 Children	Diploma	Non-LDR
Informant 9	Junior Supervisor	30 y.o	Married, 2 Children	Diploma	LDR
Informant 10	Junior Supervisor	31 y.o	Married 3 Children	Diploma	Non-LDR

Information Mining Topics/Research Questions

Before conducting the interview process, researchers compiled interview points on the main research question "How is the career engagement of millennial generation female leaders' talents at PT XYZ? "

Information Mining Process

Data collection or research information is carried out using a structured interview method by providing semi-ended questions referring to 4 core questions, namely:

1. The perception of talents towards the talent management system, especially about career management, which has been implemented by the company
2. Experience when running a structural career in the company, including the biggest challenge in running a structural career
3. The main support system that supports

them in their careers

4. Readiness for higher and wider future career opportunities for the range of placement areas

The interview is carried out personally or one on one with informants, with the duration of the interview process for each informant approximately 1 hour – 1.5 hours.

After the interview process is completed, data analysis is carried out through descriptive analysis, namely by describing and interpreting the data from each aspect under study, as well as conducting a coding process to get conclusions from qualitative data.

RESULTS AND DISCUSSIONS

Based on a descriptive analysis of the research results obtained through a structured and in-depth interview process with 10 informants or respondents, the results can be described as follows:

1. Perceptions of the Company's Talent Management System (Career Management):

Based on the results of the interview, the informants mentioned that the policies and rules on talent management system implemented by the company are currently good (70% or 7 out of 10 people), among others, with the existence of the company's talent management system that has been implemented since in 2014 it was quite organized and open, there was a large career exposure for all employees, there were quite a lot of training and self-development opportunities, there was a talent pool system in the company, while 30% (3 out of 10 informants) assessed the implementation of the talent management system at a rather high level less or enough with input recommendations on the need for improvement including the certainty of a career period in a certain location, a more systematic career journey, committee appraisal commitment in appointing talents in accordance with talent pool mapping process and expectation of allowance from

the company to be prioritized career placement locations for female talents are considered by the factor of proximity of the location to the family.

2. Experiences and Challenges in Running a Structural Career in the Company

The informants explained that in carrying out their structural careers in the company, all of them (100%) felt quite enjoyed in carrying out roles in leadership or structural positions ranging from the basic supervisor level to upper management, especially with the currently getting bigger and more career open for female employees, they consider this is an excellent opportunity for female talents to be able to actualize themselves in their jobs, especially careers.   This is indicated by several positive statement responses from informants as follows:

> " My passion is work, so that whatever task is given I am very ready to run, and I am used to working 24 hours on call even on holidays .....(Informant 1) ".
> "My position as a female structural (leader) is quite advantageous because of the kind of privilege that I get by placing not in remote/far-flung areas....(Informant 2) ".

The biggest challenge for informants is not working, but all of them (100%) state how to balance between the role of a structural leader in the office and holding responsibility for the management of the family including the child. As a career woman, of course, these two roles become two contrasting needs at the same time, and sometimes make dilemmas as well as challenges for career women to harmonize these two things. The statement that arises from the existence of a dilemma and how they should struggle to harmonize the two contrasting roles, is shown in several responses as follows:

> "The thing that makes it enough in a career is to be separated and away

from family, but because it is my choice and I also get support from my family (husband), then I have to focus on optimizing in my career to balance my self-in optimality by leaving my family. Where I was helped by a very supportive husband..... (Informant 2)".

" The career challenge for me is how to be able to divide roles between work and household because in my job, I have to be ready to serve 24 hours/7 days a week. Luckily I have a very understanding husband and in-laws who relieve me up by helping to take care of the children when I am busy or need to work overtime to complete tasks until the morning... (Informant 4)".

" Throughout the 17-year marriage, almost 15 years I had moved to different cities (Long Distance relationship) with my husband, and I had the principle and agreement that childcare was the main control in me, so wherever I was mutated the children always went along with me. This has been a consequence, and I have always instilled in all children that all fight together and nothing is sacrificed, where the mother has a career and the child can go to school but stay close to the mother.....(Informant 1)".

3. Supporting factors/Support system in a career

Referring to the informant's answers about things that make informants feel engaged in the career they are currently in and also the opportunity to water ahead, the researcher recaps the answers and categorizes them based on the details below:

Table 3. Causes (Antecendent) of Career Engagement and Categorization

Response	Informant		Categories Causes career engagement
	Sum	%	
Career opportunities are more open to Woman	9	90.00	Organizational Factors
Sense of fairness regarding job title projections	7	70.00	Organizational Factors
Personal Willingness (Optimism)	8	80.00	Individual Factors
Supervisory Supervision (Mentoring, Coaching)	7	70.00	Organizational Factors
Conducive Workplace/ environmental acceptance	6	60.00	Job Factors
Supportive Work Team	7	70.00	Organizational Factors
Job Enrichment (training, job assignment, talent development program)	7	70.00	Job Factors
Family Support (Husband) - Outside Life	10	100.00	Individual Factors

Based on the recap of the table above, it can be stated that informants have the opinion that current career opportunities through the talent management system to woman talents are more open (90%), but it is felt that there is still a potential tendency for certain position projections to be prioritized for man over women (sense of fairness 70%). Here are some statements from information related to the sense of fairness, which relates to

certain nature of work that is more specific / type of work so that it is prioritized on male talent.

> " I had experienced 3-times fit proper but failed, and from the process the tendency to fill the job position was finally prioritized male talent, where I was also asked about my readiness to work 24 hours and if often overtime until the morning, as well as being in the field a lot.....(Informant 4)".

> "The talent management system in the company is currently very good, which provides opportunities to all generations not based on seniority. But once I participated in the selection for a structural position, after finishing I had heard comments about the potential for this position to be filled by male related to the challenges of heavy work with a lot of being in the field and many dealing with external parties such as dealing with NGOs, dealing with complaints from the community etc.... (Informant 7) ".

> " In my opinion, career discrimination for female does not really exist, but sometimes for certain special positions such as Service Unit Manager, sometimes prefer male talent. This is more due to the big responsibilities and challenges and rough terrain, which is suitable for male talents related to the type of work..... (Informant 8) ".

As for the other 4 factors such as personal encouragement (personal willingness, optimism), supervisory support, job enrichment, and work team are considered to contribute good support to the career engagement talent of millennial woman leaders, by showing the percentage of informant responses is in the range of values of 70 – 80%.

Especially for conducive workplace factors or environmental acceptance is perceived as the least relative percentage as contributing to the career engagement of informants (60%). This is mostly due to the condition of these women millennial talents   when occupying their structural positions having to lead their staff who are partly over or more senior than their age, so that at the beginning there is a slight rejection or barrier from work environment, but with a fairly intense approach and good adaptation, so that they are able to overcome these problems. The following are statements from informants regarding the assessment of the acceptance of the environment or workplace.

> "I initially entered PT XYZ, the whole team was silenced because I was appointed as the first manager who came from outside the division, but I still tried to approach them intensely through active eating together, joining team activities, finally I was accepted..... (Informant 3)".

> " At the beginning of moving to the head office and occupying a structural position, there was resistance by the team that was more senior, and it turned out that the senior staff was fitproper with me but lost and became a member of my team. I understand why the senior staff felt unhappy with him, and then tried to approach until the current state of the relationship melted/softened..... (Informant 6) ".

> " First served as supervisor, leading subordinates who had been some of the former superiors. It takes a very effort to cooperate with senior staff so that the working atmosphere is conducive. Sometimes the work is a bit difficult because the capabilities of the senior staff are less skilled, so

it needs a heavier division of labor for young employees. But that relates to the assessment for younger employees being better, and all of them can accept..... (Informant 10)".

The very interesting thing in the research is that millennial female leaders feel that they can buy in their careers (career engage), because of the family support factor, especially couples (husbands) which makes them feel calm, safe and comfortable and run a more focused on career and optimal (100% or 10 out of 10 individuals). It was explained that with the support of their husbands/partners, the women talents felt more stable to carry out their roles in their careers. The following is the informant's statement regarding the amount of support and role of the husband towards career engagement.

" Husbands are very supportive and do not demand to have to go to the family affairs, already understand because the same career in the same company, the important thing is not to forget the obligations. The support allowed me to feel calm and focused on working (Informant 7) ".

" My husband has never been cranky or protested against work, and the children are very familiar with his mother's busy life, so that my current career is not too burdened....(Informant 9) ".

" My husband is so supportive to me that I feel comfortable having a quiet career even though we are far apart from each other.... (Informant 5) ".

Even when asked to rank for support or the role of the support system that makes them engage with their careers, all of them answer that spouse/husband support is the main contribution, so that they can feel comfortable in carrying out a career in their current position and future career projections.

4. Perception of Higher and Wider Future Career Opportunities for The Range of Placement Areas

Referring to the informant's answer to this question point, it can be categorized as the level of career engagement in general and based on the level of position as follows:

Table 4 Categories Career Engagement

Categories Response/ Answers	Informant		Categories Career Engagement
	Sum	%	
Ready to take part in higher career assignments and wherever placement location	6	60.00	Engage
• Ready for higher career assignments, but expectations can be located in a specific work area • Ready to serve a higher career but hope to be close to family	3	30.00	Engage, with personal requirements
Still ready to pursue a career in the current position, but if it is to be assigned/promoted out of the current territory further away, it chooses to step down to become functional.	1	10.00	Less Engage (note: personal reasons, 10 years of marriage, have no children and are in the process of IVF , need a location close to the couple).

Table 5 Grouping Career Engagement by Position Level

Structural Position Level	Career Engagement			
	Engage	Engage, with personal requirements	Less Engage	Total
Top Management	1	-	-	1
Middle Management	2	-	-	2
Basic Management	2	1	-	3
Senior Supervisor	1	-	1	2
Junior Supervisor	-	2	-	2
Total	6	3	1	10
Percentage	**60%**	**30%**	**10%**	**100%**

Discussion & Conclusion

According to Worman (2006) in Maxwell (2010), engagement is associated with the age of employees, it is stated that younger employees, such as generation Y, tend to engage less than older employees. The characteristics attributed to generation Y according to Maxwell et al (2010) indicate that the most important for this generation of employees are personal career development. Maxwell et al (2010) add that with the input of generation Y employees concentrating on the individual in 'personal' egocentricity, it can be argued that this generation, more than the previous generation, is self-centered and tends to self-serving. Generation Y exhibits a series of characteristics that collectively make their point of view about their careers quite striking (Terjesen et al,2007) in Maxwell et al (2010).

A study by ICEDR (Cifolelli, 2016) of millennial women in their 30s provided informational data on what millennial women value in the workplace. Cifolelli (2016) stated that millennial talent is expected to be 75% of the workforce by 2025 and women are expected to account for more than half of the total number of millennial talents, so it is very important for organizations to understand these demographics, including knowing what is needed to attract, develop, and retain millennial woman talent. One of the main objectives of the ICEDR study was to study the main reasons woman talent in their early 30s left their organization (resigned). Cifolelli (2016) added that the general perception relates to the problem of retention for woman millennial talent in their 30s is mainly related to family demands and the need for work/life balance; on the contrary, the problem of retention for male employees is related to compensation. However, based on the results of the ICEDR study, this is a wrong perception, and in more detail Ciffolelli (2016) mentions the results of the ICEDR study which maps the main reasons why woman and man millennial talents submit resignations from the organization as shown in the following table.

Table 6 Top 5 Reasons For Individual Talents to Resign from Source Organizations: Ciffolelli (2016)

Top 5 Reasons Individuals in Their 30s Leave an Organization	
Woman	**Man**

1 – 65%	I found a job elsewhere that pays more.	1 – 65%	There are not enough opportunities for learning and development for me here.
2 – 62%	There are not enough opportunities for learning and development for me here.	2 – 56%	I found a job elsewhere that pays more.
3 – 56%	The work here is not as interesting and meaningful as I would like.	3 – 50%	The work here is not as interesting and meaningful as I would like.
4 – 56%	There is not a fair balance between how hard I work and the compensation I receive.	4 – 44%	There is not a fair balance between how hard I work and the compensation I receive.
5 – 54%	We are starting a family. I would like to spend more time with them.	5 – 41%	I do not fit in well with the team.

Based on research from Ciffolelli (2016) mentioned above, a common thread can be drawn that between woman and man millennial talents almost have the same reason in applying for resignation which is certainly related to insufficient engagement. However, there is one specific and different one that exists only in woman talent, namely the existence of a personal reason related to point no.5, namely the need for women's talent to focus on family.

Career opportunities do not necessarily make work for working women run smoothly, where problems can occur in married career women, where this is related to the demands to fulfill their obligations in the household, on the other hand to fulfill their responsibilities to the company. Both roles have the potential to create new, more complex and complicated problems when they have to be performed simultaneously that demand equally good performance (Rahmayati, 2020).

Career opportunities as Leaders at PT XYZ as in state-owned companies in Indonesia, for female employees are increasing, with the target of women's representation at the structural top management level. This triggered more intense efforts from HR managers in the Company in meeting the expected achievement targets for increasing the representation of women in the ranks of leaders at PT XYZ,

However, in an effort to meet this target, there are challenges and obstacles faced by HR managers at PT XYZ, with phenomena related to career management in the company, especially for employees. PT XYZ's millennial woman talent, which is how their level of engagement to pursue a career in the Company is aligned with personal efforts to balance the role between work and family management. The existence of these dual roles can cause conflicts and is prone to have an impact on employee engagement, including on their career engagement. This is shown by the presence of some of the talents of millennial women leaders PT XYZ (30%) feel ready to take a higher career journey but with the requirements and expectations that they can be placed in certain locations. And the reason for placement in that particular location is because of family factors, as well as employees who are not involved for higher and broader journey assignments, which are caused by personal or family factors.

The very interesting thing in the research is that millennial woman leaders feel that they can be bounding their careers (career engage), due to the family support factor especially couples (husbands) who make them feel calm, safe and comfortable and run a more focused and steadier career to carry out their role in a career as a leader and

run a higher career journey in the future.

PT XYZ's talent management system is concluded to be organized and more open to all employees, but there is still a potential tendency for certain position projections to be prioritized for male gender over women. This is related to the nature of certain work at PT XYZ whose types of work are some of the "masculine" types, many work activities in the field, require quite a lot of time and intensity outside of working hours and challenges with many stakeholders who are escorted, so that the projection of placement in certain position in its implementation is prioritized in male talent over women. This needs to be communicated and offered to all talents and openly selected, to maintain and increase trust that career management is more transparent and fairer for all employees.

Based on the results of the recap of the career engagement category, it can be concluded that the higher the structural position level, the higher the level of career engagement than at the level below it (to career development opportunities). This is shown from the results that at the middle management and upper management levels, they are fully engaged. While at the level of basic supervisor engaged with certain requirements, while at the level of upper supervisor and basic management is a combination of engage with requirements and less Engage. This is possible because it can be influenced by the design of the career journey in the company, that for the basic supervisory and supervisor levels, the mutation projections are generally in one unit / region. For the basic management level, it is a transition phase to move towards a wider placement mutation, while the middle management and upper management levels, the turnover of placement locations is even wider, so they are used to the conditions of career challenges. In addition, it can also be caused by the career maturity of individuals who's higher the level of their position, the career period and more career

experience, will have an influence on the readiness of the talents of PT XYZ's millennial generation women leaders to the challenges of a career in higher position and work unit areas which is broader.

Limitations & recommendations for Future Research

The limitations in this study are because the research is qualitative, so the sampling is quite limited, the 10 respondents who are millennial generation woman talent leaders in an organization / company that certainly has a specific career system or talent management system. In addition, there are also conditions of very tough career challenges in the company associated with the coverage area of very large office locations throughout the country, so it is very challenging for HR managers in organizations in managing the careers of employees and of course have an impact on the level of career engagement of employee talents, especially the talents of millennial generation women leaders in carrying out careers in the company. In addition, the limitation of this research is that the sampling of this research was taken still limited to one of the state-owned institutions in Indonesia.

Research on career engagement for millennials is still very broad and open and interesting to explore in the future. For further research, it is recommended that research be carried out in a larger sample scope to strengthen the hypothesis that arises in this study related to factor factors which has an impact on career engagement in the talent of millennial generation women leaders. In addition, further research can also   be carried out on organizations / companies that not only have a large work area location in one country, but also allow it to be carried out   research on organizations / companies in countries other than Indonesia, or organizations / companies that have work location areas   between countries, so that the   dynamics of   career challenges can be seen in the company, related to the condition and level of career engagement for the talents of   woman leaders   millennial

generation in responding to career opportunities and career system in the organization.

REFERENCES

1. Armstrong, Michael. 2014. A handbook of Human Resources of Management Practice. Great Britain: Cambridge University Press.
2. Central Bureau of Statistics. 2021. https://www.bps.go.id
3. Berger, Lance A., & Dorothy R. Berger. 2004. The Handbook of Best Practices on Talent Management. Language transfer: Kumala Insiwi Suryo. Jakarta: PPM.
4. Bhatnagar, J. 2008. Managing capabilities for talent engagement and pipeline development. Industrial and Commercial Training,Vol. 40 No.1, pp.19-28.
5. Boudreau, J.W. and Ramstad, P.M. 2004. From Professional Business Partner to Strategic Talent Leader: What's next for human resource management, Working Paper 03-20/ CAHRS/Cornell University, Ithaca, NY.
6. Carnegie, D. 2016. Lack of Millennials Fully Involved with Companies. https:// www.dalecarnegie.id
7. Ciffolelli, K.2016. Millennial Woman. ICEDR Special Report.
8. Ciffolelli, K. 2016. Why Do Millennial Women Leave Their Jobs? It's Not What You Think. https://www.aseonline.org/News/Articles
9. Forbes. 2021. Solving Talent Management Challenges Today and For the Future. www.forbes.com
10. Gallup. 2020. How Millennials want to work and live. https://www.gallup.com
11. Hall, D.T. 2004. The protean career: A quarter-century journey. Journal of Vocational Behavior. 65(1), 1-13.
12. Harter, J.K., Schmidt, F.L., & Hayes, T.L., 2002. Business unit level relationship between employee satisfaction, Employee Engagement, and business outcomes; a meta-analysis. Journal of Applied Psychology. Vol.87, pp. 268-279.
13. Hirschi, A., & Freund, P. A. 2014. Career Engagement: Investigating Intraindividual Predictors of Weekly Fluctuations in Proactive Career Behaviors. Career Development Quarterly
14. Kahn, W.A. 1990. Psychological Conditions of Personal Engagement and Disengagement at Work. The Academy of Management Journal, Vol. 33, No. 4, pp. 692-724
15. Ministry of SOEs. 2022. https://BUMN.go.id/
16. LockWood, NR. 2006. Talent Management: Driver for Organizational Success. SHRM @Reserach Quarterly, 2-4.
17. Maderendika, 2018. Employee Engagement is the Key to a Company's Success. https://sleekr.co/blog Maslach, C., Schaufelli, W.B. and Leiter, M.P. (2001), "Job burnout", Annual Review of Psychology,Vol. 52, pp. 397-422
18. Maxwell, G.A., Ogden, S.M., & Broadbridge A. 2010. Generation Y's Career Expectations and Aspirations: E ngagement in the Hospitality Industry. Journal of Hospitality and Tourism Management, 17, 53-61.
19. Mehta, D., & Mehta, N.K. 2013. Employee Engagement: A Literature Review Economia. Seria Management.
20. Neault, R, A, & Pickerell, D.A 2011. Career Engagement Model.
21. Plessis, A.D. - Sukumaran S. 2015. The Role of HRM in Leadership Development, Talent Retention, Knowledge Management and Employee Engagement. Word

Journal of Social Sciences Vol 5 No.1.

22. PricewaterhouseCoopers. 2008. 11ᵗʰAnnual Global Survey. www.pwc.com PricewaterhouseCoopers. 2022. The female millennial: A new era of talent. www.pwc.com

23. PMSM Talent Management. 2008. Organization Development & Succession Planning in Talent Management. Jakarta.

24. Rahmayati, T.E. 2020. Multiple Role Conflicts in Career Women. Journal of The Ganesha Polytechnic Institution Medan. Vol 3. No. 1

25. Schaufeli, W.B., Salanova, M., Gonzalez-Roma, V. and Bakker, A.B. 2002. The measurement of engagement and burnout: a two-sample confirmatory factor analytic approach", Journal of Happiness Studies, Vol. 3, pp. 71-92.

26. Schaufeli, W.B. 2012. Work Engagement. What Do We Know and Where Do We Go? Work Engagement in Everyday Life, Business, and Academia. Romanian Journal of Applied Psychology, Vol. 14, No. 1.3-10

27. Statnicke, G., Savaneviciene, A., Sakys, I.,.2019. Career engagement of different generations: A case study in the information and communication technology (ICT) sector in Lithuania. New Trends and Issues Proceedings on Humanities and Social Sciences, 2019, Volume 6, Issue 2, 37-49.

28. Sun., L. 2019. Employee Engagement: A Literature Review. International Journal of Human Resource Studies, Vol. 9, No. 1