The Effect of Leadership, Competency and Talents Management to Career Development Through Employees Performance of BPJS Health of Regional Division II

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Abstract

This study was aimed to determine and analyze the influence between Leadership, Competence, and Talent Management on Career Development BPJS Health Division II Regional Performance as a variable Mediation. The population of this study were all leaders in BPJS Health Division II with the level of manager and assistant manager who totaled 121 people. The sample in this research is 99 people obtained by disproportionate stratified random sampling method. The instrument used for data collection is by ordinal scale model questionnaire. To test the hypothesis used descriptive analysis and PLS analysis.The result of data analysis shows that (1) the leadership has a significant positive effect on career development, (2) the competence has a significant positive effect on career development, (3) the competence has a significant negative effect on career development, (4) talent management has no significant positive effect on the development (5) leadership has a negative effect on insignificant to career development, (6) competence has no significant positive effect on leadership performance, (7) talent management has significant negative effect on leadership performance, (8) leadership performance is not a mediation variable between leadership career development, (9) leadership performance is not a mediating variable between competence on career development, (10) and leadership performance is not a mediating variable between talent management towards career development.

Keywords: Leadership, Competence, Talent Management, Performance, and Career Development.

Introduction

In running the organization, particularly in the area of Health BPJS Region Division II (Division - II), managed by580 human resources ready to provide the best for member of BPJS. To manage the 580 Human resources, BPJS Health has set out a work of human resources based on the structure of his organization, and in any organizational structure has been designated 122 where consisting of one-person General Manager(GM), 16 Manager (M) and 105 Assistant Manager (AM) which is given the authority and responsibility to manage the human resources for the realization of reliable, superior and reliable organizational performance, through human resources that are also reliable, superior and reliable.

To get superior human resources and perform well, the organization as a whole must be able to manage performance, develop human resources, and create systems that can improve organizational effectiveness. In addition, organizations are required to be able to make high-performance employees as the most important asset. To assessment employee performance BPJS Health has set performance evaluation through the application of appraisal multi-rater (rating 360) is called the Performance Management System Based on Competence (PMSBC), which also included an assessment of the performance of leaders who started from

the level of AM, M and GM. PMSBC is a reference for career development for employees including the performance of the leadership in the working area of BPJS Health Division II is divided into the following categories :

• Superior Performance Points $(\geq 5, 6)$

• Very Achievement
  Performance

• Performance Points $(4, 6 - 5.5)$

• Good Performance
  Performance Points $(3, 6 - 4.5)$

• Less Achievement
  performance

• Performance Points $(2 , 6 - 3.5)$

• High Performance Less Performance (KSKB) Performance Points $(1, 6 - 2.5)$

• Not Performing (TB) Points $(\leq 1, 5)$

Referring to the division of the Work category results, it is known that the work of the leadership of BPJS in Regional Division II is still not optimal. This is seen in the achievement of employee performance for Superior Performance is still not achieved. From 122 existing leaders, the new work achieves excellent performance results as much as 23, 77 % of total employees in Division II Regional BPJS Health or as many as 29 leadership. Leadership performance is still on average achievement of Good Work Performance as much as 72, 95 % or 89 leadership. Besides that there are also 4or by 3, 28% have less performance results Performer, it is a challenge that must be resolved by management BPJS particularly in Regional Division II, because it will not affect either the performance of the organization as a whole BPJS.

Career development is expected to be one of the important keys for employees and management in realizing the effectiveness of individual employees and organizations in achieving its objectives, including realizing a reliable, superior and professionally trusted human resources. Organization will utilize and empower excellence competence and performance of employees to achieve strategic objectives by providing opportunities and facilitate employees to develop their career (Syamsul and Kartika: 2012). In doing career development for employees BPJS Health, identifying to employees who have talents that meet the criteria that have been set. Process talent identification seen from Asterix HCIS result that is *Compliance Competency Index (CCI)* index and Work Results index where each index is obtained from:

a. Index of Work Results (performance); based on employee performance appraisal of component of PMSBC (Performance Based Competency Based Employee Management System) that is:
   -Work output, weight 50%;
   -Competence (basic, behavioral and technical), weight 30%;
   -Commitment (implementation of organizational culture), weight 20%;
   -Additional Duty, weight 5%; and
   -Critical incident, weight 5%.

b. *Competency Compliance Index (CCI)* ; suitability index competence obtained through calculation of the ratio of the number of individual competencies with the number of competencies of individual positions model

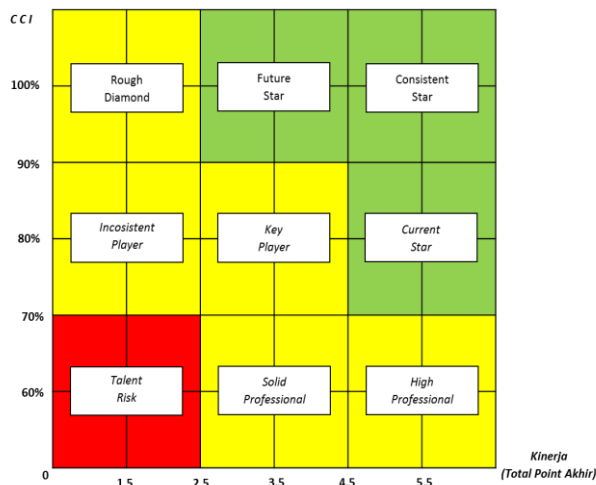From the results of the next employee talent identification grouped in the following talent diagram:

Figure 1. Talent Diagram

Based on the provisions of talent management BPJS Health employee then, from the total leadership that is considered known that there are as many as 28 leaders who enter into the "talent *pool* ", grouped as employees who will prioritize the development of his career especially at the level of Assistant Manager, Manager and General Manager? Ebut ter s *talent pool* is divided into the following three groups, namely:

1. *Consistent Star (Cos) as many as 9 employees.*
2. *Future Star (Fuss) as many as 8 employees.*
3. *Current Star (Cus) as many as 11 employees.*

No	Unit Kerja	Jumlah Pimpinan	Talent Pool					Assesment		Promosi
			CUS	FUS	COS	Jumlah	%	Jumlah	(%)	
1	Kantor Divre	7	1	-	-	1	14.29%	-	0%	-
2	KC Pekanbaru	11	3	-	2	5	45.45%	1	20%	-
3	KC Dumai	11	1	1	-	2	18.18%	1	50%	-
4	KC Tembilahan	9	-	-	-	-	0.00%	-	0%	-
5	KC Batam	10	-	2	3	5	50.00%	1	20%	-
6	KC Tanjung Pinang	11	-	1	-	1	9.09%	-	0%	-
7	KC Padang	11	2	-	1	3	27.27%	1	33%	-
8	KC Bukittinggi	11	-	2	1	3	27.27%	-	0%	-
9	KC Solok	10	2	1	-	3	30.00%	-	0%	-
10	KC Payakumbuh	10	-	-	1	1	10.00%	1	100%	-
11	KC Jambi	11	2	1	1	4	36.36%	2	50%	-
12	KC Muara Bungo	10	-	-	-	-	0.00%	-	0%	-
	JUMLAH	122	11	8	9	28	22.95%	7	25.00%	0

Table 1. Talent Pool Employee of BPJS Health Division II Regional 2016

Furthermore, as a step in the management of employee performance from the amount of 28 employees who enter into the *talent pool,* the management BPJS health Selection of employees to develop career / promotion as a token of appreciation to presentation that has been achieved by these employees based on the results of talent management employees, so that career development for employees BPJS health running in accordance with the existing system in a fair and accountable. The number of *talent pools* in Regional Division II is 22.95% or as many as 28 leaders.

Table 1, shows the percentage of leaders who are promoted to the career path next, despite the number of employees which enters career development totaling 7 people or 25% out of a total of 28 employees who enter the *talent pool* but even so there has not been a successful leader promotion to the next level of position, both from the Assistant Manager level and from the Manager level. This indicates a problem that must be followed up immediately in the evaluation of performance appraisal or perhaps even up to the *assessment* process conducted at the Head Office. The most important thing in the process of performance appraisal and *assessment* of employees who will be developed career, that each assessment indicator has been set by the management BPJS Health, and implemented as objective as possible, so there is no difference in perception in the assessment either from the side of the Regional Division II or from the Head Office, so that indeed the employees or leaders who really deserve to be continued to the process of *assessment* in the Head Office, to then develop his career. It should also be supported by the Head Office in particular in *its assessment* process that

must be done professionally so as to obtain high quality talents for the development of his career.

In general, the use of *Pool Talent* system and *Talent* Diagram on BPJS Health is now effective and efficient in identifying employee ation to be developed. But on the way, the use of talent identification system through *Pool Talent* in the working area of BPSJ Health of Regional Division II is considered not maximized to develop employee career and face several obstacles in its application. Concerning the phenomenon, the Matalia (2012) study shows that leadership has an effect on career development and employee job satisfaction. This is in accordance with the theory put forward by Robbins and Coulter (2007), which explains that a manager (leader) is instrumental in the development of an individual's career in an organization. Leaders can provide feedback to subordinates so that employees are motivated to work more leverage to develop his career.

In his theory Ryllat in the Supreme (2009), explains that the competencies provide benefits to employees, especially those associated with the development of his career. In addition, the competence affecting career development through work performance has an indirect and significant influence (Soraya and Utomo: 2014).Sneeze (2008) explains that talent management has the greatest impact on organizations that include performance, leadership development, manpower planning or to identify talent differences among employees and recruitment. The results of Irmawaty and Hamdani (2016) also stated that there is an influence of talent management on employee career development. His research finds that talent management has a significant and positive influence on career development.

Besides also referring to the theory described by Rivai (2013) one of the important factors affecting career development is *Job Performance,* which is the most important component for employee career development. In one of his research Rawashdeh (2013) explained that the performance of employees have a significant positive influence on career development programs. The study found that to support performance in the banking sector in Jordan it is necessary to create a career development program for employees as measured by the performance of these employees. The purpose of this study is to analyze the direct and indirect effects of the variables leadership, competencies, and management talent to the Developing career through Employee performance BPJS.
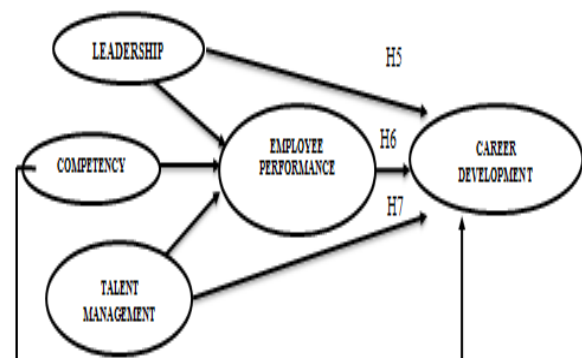

Figure 2. Research Thinking Framework

Hypotesis proposed in this research is as follows to prove that:
1. H1 : Leadership has a direct effect on Career Development.
2. H2 : Competence has a direct effect On Career Development.
3. H3 : Employee Performance has A direct effect on Career development .
4. H4 : Talent Management has a direct effect on Career Development.
5. H5 : Leadership directly

influences Employee Performance.

6. H6 : Competence has a direct effect on Employee Performance.
7. H7 : Talent Management has a direct effect on Employee Performance.
8. H8 : Leadership Affects Career Development through Employee Performance Mediation.
9. H9 : Competence has an effect on to Career Development through Performance Employee mediation.
10. H10: Talent Management influences Career Development through Employee Performance mediation.

Methodology

The research began in November 2017. The research was conducted in BPJS Health Division II Region which oversees 11 Branch Offices spread in 4 Provinces namely Riau Province, Riau Islands, West Sumatera and Jambi. The research method used is descriptive analysis. The type of data used is primary and secondary data. Primary data relate to perceptions or opinions of respondents about the variables studied and those related to the characteristics of the respondents. Primary data is a source of research data obtained directly from respondents either through questionnaires or direct interviews. Sources of data in the form of opinions and perceptions of leaders who become respondents. Secondary data is data obtained indirectly or through intermediate media. Secondary data used in this research is performance report, list of talent pool and career development leadership BPJS Health Division II Region 2016. Other supporting data is obtained through the search site http://www.google.co.id .

For this study the population is all leaders of Manager Assistant level and Manager either structural officer or functional officer residing in working area of BPJS Health Division II Region which amounts to 121 people spread over 4 Province as working area that is Riau Province, Riau Islands Province, Province West Sumatera and Jambi Province, with a total of 12 work units consisting of 1 Regional Division II Office, and 11 Branch Offices in each Province. For the sample of this study, according to its definition according to Sugiono (2015) the sample is part of the number of characteristics possessed by a population. The sampling technique in this study is using disproportionate stratified random sampling method; this technique is taken because the population has strata but less proportional, especially in the population of Managers who are fewer than the Assistant Manager population. To determine the number of samples to be taken from the existing population, in this study used the formula of Isaac and Michael in Sugiyono (2015), with the following formula:

$$ s = \frac{\lambda^2 . N . P . Q}{d^2(N-1) + \lambda^2 . P . Q} $$

Information:
s = Number of samples; N = Population
$\lambda 2$ = Chi Squares, with dk = 1, error rate of 1%, 5% and 10%; d = 0, 05 ; P = Q = 0.5

From the calculation of the number of samples of Isaac and Michael, it is found that from the total sample of 121 populations after calculation and grouping based on the calculation of the results of the sample calculation, the total sample to be studied is as many as 99 people consisting of 16 Managers and 83 Assistant Managers sample. In this study, for sample size 1 is the same number of samples for the number of population according to the *disproportionate*

stratified random sampling technique. So the determination of the sample size for managers of 1 population is not using Isaac and Michael's formula in determining the number of samples, but for assistant manager using the formula Isaac and Michael in the determination of the sample.

The method used to collect primary data in this study is a survey method using a questionnaire that is using a list of statements relating to the problem under study. The questionnaire used is based on the indicators of the variables of leadership, competence, and career development. The data collection is done by hand-deliver questionnaires to the company that became the object of research with respondents to the questionnaire indicate that the target of the study. If possible researchers conduct interviews with the company so as to convince the company about the seriousness of this research. In addition, with this research method can reduce the possibility of questionnaires answered by inappropriate respondents. In addition, by utilizing the application google form and other social media applications that will be used as an alternative for interviews and filling questionnaires to the respondents.

Each respondent is asked to select one of the answers in the questionnaire corresponding to his or her perception among the alternative answers provided. Questions in the questionnaire were made using Likert scale ranging from 1 to 5 to get the answer ranges strongly agree until the answer strongly disagrees with ticking ($\sqrt{}$) or cross mark ($\times$) on the selected column. Questionnaires with this form more interesting respondents because of the ease in giving answers and also the time used to answer will be shorter. Secondary data collection methods used in this study is a documentary method that

collects and analyzes written documents, pictures, or electronics. Documentary method is chosen because the data collected in the form of secondary data in the form of annual personnel report BPJS Health in the work area of Regional Division II in 2016 which contains the results of employee performance and talent pool employees and reports and other information closely related to this study, which serve as the subject this research. From these reports, data processing was performed to elicit the results of the analysis of these reports to support the results of this study and as a comparison with the primary data taken from the respondents of this study.

To analyze the data in this study, the analysis of descriptive analysis is done on the data collected from respondents' answers. From the answers obtained then will be tabulated and processed to get the results of the analysis. Data analysis is intended to present a picture of research data obtained. To describe the condition of respondents' answers from each variable then used descriptive data analysis. Data is processed using WarpPLS 5.0. The results of data analysis then used as a basis for discussion. From the results of these discussions it can be drawn conclusions that can answer and prove the hypothesis in this study.

Data Analysis

The results of this study explained that the leadership of BPJS Health Regional Division II in general has characteristics corresponding to the pattern of transformational leadership. This can be seen from the value of the largest average proportion is in the proportion of Strongly Agree and Agree, with the proportion of 96.97%, so that this condition is appropriate BPJS Health Division II, sure the performance of the organization because it has leaders who are reliable, superior and trusted. The largest proportion of these leadership

indicators is an indicator that states that leaders are able to become role models in BPJS Health Regional Division II with a proportion of 68, 69 %. Although generally in accordance with the pattern of transformational leadership, but the results of questionnaires of this leadership variable, there is still a proportion of 3.03% is neutral or does not provide answers / opinions, so that the value of transformational leadership in BPJS Health Division II still need to be improved by the leader its implementation becomes perfect 100%. The lowest proportion of indicators is in the empathy of the leader and the intellectual stimulation by the leader to the employee, with a proportion of 56.57%. This explains that even if the leader already has empathy but must be able to give more empathy to the employee through a real empathetic attitude to the employee, not just for sympathy.

It is also known that the leadership of BPJS Health Regional Division II in general has excellent competence in carrying out its duties, either as a people manager or job manager. This can be seen from the value of the largest average proportion is in the proportion Strongly Agree and Agree with a proportion of 95.96%. So with the competence of leaders in BPJS Health Division II Regional able to achieve the best performance for the organization. The largest proportion of this competency indicator indicator is that the leader in BPJS Health Regional Division II is characterized as a good and professional leader, with the value of the proportion of leadership characteristics of 63.64%. Although the general has been competent, but from the questionnaire of this leadership variable, there is still a neutral or non-responding 4,04% proportion, so that although it is competent but still not reaching 100% perfect figure in line with the expectation of BPJS Health Division II. The lowest

proportion of indicators is in the leader's skill indicator in the occupation of the task field at the job with a proportion of 48.48%. This explains that leaders must be more skilled when working and provide the best solution for any problems that occur.

It is also known that the leadership of BPJS Health Regional Division II in general still does not have much talent pool to continue his career to the next level of office. Because of a total of 99 new leaders 23 leaders who entered the talent pool to develop a career that consists of 10 Current Star (CUS), 6 Future Star (FUS), and 7 Consistent Star (COS). There are still 76 other leaders who must be maximized to get into the talent pool to be included in the development of his career, and compete with other Regional Divisions throughout Indonesia. According to this research also known that the leadership of BPJS Health Division II General in general has a good performance. These results are obtained from the results of the performance of 99 respondents with the highest score on the scale of score 3.6 - 4.5 that entered into the category of Good Performance a number of 72 leaders. Scale score 4.6 - 5.5 obtained a number of 23 leaders and into the category of High Performance Performance. Furthermore, the score scale of 2.6 - 3.5 obtained a number of 4 people and lead into the category of Undercover Performance. While for the category of Superior Performance, Performance Very Less Outstanding, and Not Perform was not obtained from the leadership of BPJS Health Division II Regional. These results indicate that in general the leadership of BPJS Health of Regional Division II has achieved a good performance, but still can be upgraded to a higher category, and there are still 4 leaders who need to improve their

performance in order to get better in the future.

In addition, it is also known that the career development leader in BPJS Health Regional Division II in general has been going very well in. This can be seen from the value of the largest average proportion is in the proportion Strongly Agree and Agree, with a proportion of 89.18%. So through the career development is expected to be able to maintain the leader to remain in BPJS Health until his retirement arrived, of course with the best work performance for the organization and even the leadership itself. The largest proportion of indicators indicating that leaders in the BPJS Health Regional Division II provided widespread opportunities for subordinates to develop their careers, with a proportion of 58.59 %. Although in general the career development of employees has been good, but from the results of this career development variables questionnaire, there is still a proportion of 9.09% are neutral or do not give answers / opinions, and 0.02% who do not agree with the course of career development in BPJS Health Division II Regional. So it indicates that career development still has not reached 100% perfect figure and not in accordance with the expectations of BPJS Health Division II Regional. The lowest proportion of indicators is in the development of PMSBC with a proportion of 26.26%. This explains that the implementation of PMSBC as a media of performance measurement and management of talent and career of employees still have to be improved. This condition supports the phenomenon that occurred during the implementation of this PMSBC. So BPJS Health Division II should be able to find solutions to the main obstacles that because the implementation of PMSBC has not run optimally, so as not to cause doubts and anxiety for the leadership and employees in the work that

will ultimately disrupt the stability of BPJS Health itself.

The main obstacle in the implementation of this PMSBC itself, lies in the systematic measurement of the competency value of employees in the application of PMSBC has not represented the actual competency value, only use the immeasurable statements of the statement (rating 1 / never, rating 2 / rare, rating 3 / - sometimes, rating 4 / often, 5 / very often and rating 6 / always). The statement provides a bias to its application in the field, because employees cannot provide objective judgment, using only feelings and observations in general, so in the end CCI which is also one of the performance support variables cannot be fulfilled by the employee itself.

Evaluation of Measurement Model (Outer Model)

Outer model concerning validity testing and research instrument reliability consisting of:

Convergent Validity

Based on the results of statistical processing using WarpPLS 5.00 Application found all indicators meet the requirements of score loading in the range $0.40 < Loading < 0.70$ as shown in the Appendix Table 1 . From score indicator on Table 1 it is found that the score of latent variable and P- value obtained is meets the requirement so that, this research model can fulfill the convergent validity.

Discriminate validity

Output Correlations among latent variables describes the measurement of reflective indicators based on cross loading with latent variables. It can be seen that all the indicators of cross-loading values have met the discriminate validity requirements.

Composite Reliability

Latent   *variable*
coefficients shows that the value of R-square for variable Y2 is 0.611 which
means that the contribution of X1, X2, X3
and Y1 to Y2 is 61.10% and the rest of
38.90% model of this study and error. The
value of composite reliability is used to
determine the reliability of research
instruments with a value> 0.70 as a
condition of reliability. Based on the
above output, it can be seen that the
composite reliability of all variables has a
value> 0.70, so it can be stated all the
variables in this study has qualify
reliability. *The   Average   Variance
Extracted (AVE) value is* used for the
evaluation of convergent validity, where
the criterion should be> 0.50. Based on
the above output can be known AVE
entirely above> 0.50, so it can be declared
all   the   variables   are   eligible
for convergent validity. *Full co linearity
VIF* is a result of full cholinearity testing
that   includes   vertical   and   lateral
multicollinearity. Linear co   lineanity is
the collinierity between latent variables of
predictors with criterion and can be used
to test the common method of bias. The
criterion for a Full collinearity test is must
be <3.3. Based on the attachment of Table
3 it is seen that the VIFs for each variable
are below 3.3 (<3.3), so the model is free
of vertical collinearity problems, and the
common method of bias. *Q-square is* used
for the assessment of predictive validity
that can be negative and value greater
than   zero. Based   on   the   output
on attachment Table 3 it can be seen that
the estimation results show the value is
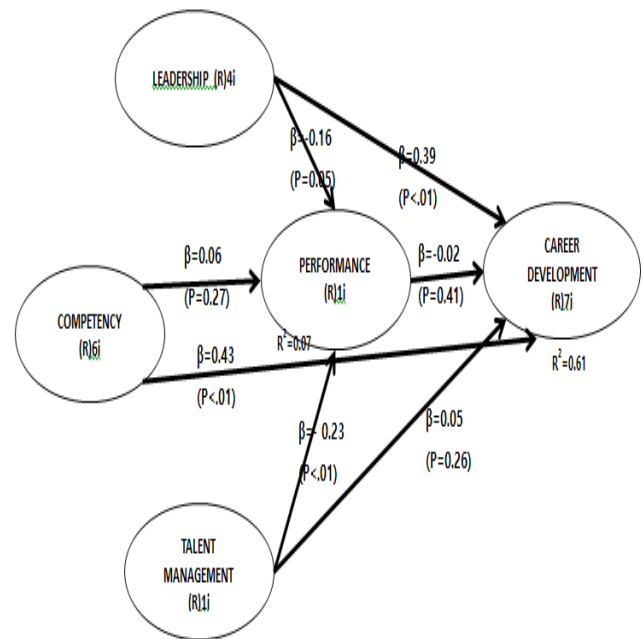greater than zero, so it is valid.

Figure 3. *Cronbach's Alpha*

Cranach's alpha coefficients for
each variable is Greater than alpha> 0.60
so that these variables can be said to be
reliable. Vertical colinierity testing can be
known   from   output   block   variance
inflation   facts. *Output   block variance
inflation factors*. Data is said to have no
vertical co linearity problem if VIF value
<3.3. Based on the attachment of Table 4
it is known that the results of the study
there are no problems of vertical co
linearity.

*Evaluation of Structural Model (Inner
Model)*

Based on appendix Table 5. *Model
fit and quality indices*, it is known that the
fit and quality indices model for all
criteria are eligible. Thus the research
model can be used as an analysis. To
answer the problem formulation and
objectives in this study, it is necessary to
test the hypothesis expressed in this
study. Hypothesis testing in this study is
based on the results of primary data
processing from the questionnaire that has
been filled by the respondents of this
study, as well as the results of secondary
data processing.   The result of the data
processing in detail is explained through

the research model which has been measured its direct influence as described in figure 3.

Based on the test results as shown in Figure 3 it is known that:

1. Leadership significant positive effect on career development for 0:39.
2. Competence had a significant positive effect on career development of 0.43.
3. Employee performance negatively influenced not significant to career development amount 0.02.
4. Management talent no significant positive effect on the career development of 0:06.
5. Leadership significant negative effect on the performance of the leader of 0.05.
6. Competence have positive effect not significant to performance of leadership equal to 0, 06.
7. Management talents significant negative effect on the performance of the leadership of -0.23.
8. Indirectly through the mediating variables leadership leadership performance and no significant positive effect on career development.
9. Leadership not is a mediating variable between competences to the development of career.
10. Indirectly mediating variables talent management through leadership performance and no significant positive effect on career development.

Conclusion

Based on the research objectives and discussion that have been gained and discussed in depth in this research, it can be taken some conclusions, as follows:

1. Leadership has a positive and significant impact on career development. This means the better the leadership pattern then the better the career development for employees.
2. Competence has a significant positive effect on career development. This

means that the better the competencies of employees, especially at the level of leadership then, the greater the possibility of these employees develop his career.

3. Performance has negatively significant effect on career development. This means even though the leadership of BPJS Health Division II is performing well but it does not give a direct impact on the career development of the leadership.
4. Talent management will affect career development but is not significant. The results of this study make it clear that although talent management has been running well in the BPJS Health Division II Regional, it only has a substantial effect on the career development of leaders in the BPJS Health Region II Regional Division.
5. Leadership is negatively insignificant to performance. This means that high leadership does not affect the performance of leadership and does not significantly improve the performance of the leadership.
6. Competence has positive effect not significant to performance of leadership. This means that competence will affect but not significant to the performance of leadership. The results of this study also explained that although the competence has a positive effect on the achievement of leadership performance in BPJS Health Regional Division II, but only contributed little, not significant.
7. Talent management has a significant negative effect on leadership performance. The results showed that management of talent in BPJS Health did not affect the performance of the leadership in BPJS Health.
8. Leadership performance as leadership mediation variables have an influence on career development, but the effect is not too big.

9. Leadership performance is not a mediation variable between competences to career development. The results of this study explain that the competence and performance of BPJS Health Division II Regional based on PMSBC are two variables that complement each other

Suggestion

Things that can be suggested based on the results of research and discussion are as follows:

1. Regarding talent management, BPJS Health Organization Regional Division II needs to pay attention to employee talent mapping process to be done more objective and measurable.
2. Regarding competence, organizations need to improve the type of training to increase the knowledge of employees, in addition to the process of *fill-up the gap* that is done through education and training is more focused to fill the *gaps* needed for employees to develop future employees
3. Regarding the leadership, it is expected that BPJS Health nationally, not only in Regional Division II can determine the

but stand alone in determining career development of employees.

10. Leadership performance as a talent management mediation variable on career development, but does not give too much influence. It is assumed there are other variables that give more influence than the performance of the leader.

policy of employee leadership competency fulfillment using transformational leadership pattern in carrying out its duties and responsibilities.

4. Regarding performance, organizations should be more comprehensive in setting performance standards that serve as benchmarks of its performance assessment, by accommodating and providing an assessment of every work activity that has been implemented by employees, not just those contained in the KPI only.
5. Regarding career development, organizations should be more objective, transparent and clear in assessing the leadership and employees to be included in their employees' career development programs.

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