

THE EMPLOYEE ENGAGEMENT OF MILLENNIAL EMPLOYEES

Dewi Tamara^{1*}, Chevin Gultom², Tumpal L.M. Sianipar³, Kastanya A Kathryn Lee⁴

^{*1, 2, 3, 4}Magister Manajemen BINUS Business School, Universitas Bina Nusantara, Jl. Hang Lekir I No. 6, Senayan, Kebayoran Baru, Jakarta Selatan, DKI Jakarta, Indonesia

***Corresponding Author:-**

Abstract:-

Millennials have an important role in the growth of the company nowadays and in the future where the workforce will be majority by the millennial generation. Employee engagement has become a potential factor for organizational performance. Many leaders or practitioners of human resource management still using the old method and have poorly understanding on how to engage their millennials which lead them to many difficulties in managing millennial which results in organizations failing to keep them working within the desired time period and also failed to engage them for their best contribution to the company. The purpose of this case study is to understand the strategies and methods used by a company located in Jakarta, the largest metropolitan city in Indonesia, in order to engage its millennial employees to get more contribution of organizational productivity. This case study uses triangulation which is a multimethod approach when collecting and analyzing data, to ensure the correctness of data or information obtained from a variety of different perspectives. In this study data was obtained from interviews, online data searches through the internet regarding the company and 2018 quarterly reports from the HR Department. The findings revealed that the HR Department used specific strategies for career growth opportunities, good communication between superiors and subordinates, pleasant work environment, positive image of the company in the community. The results obtained are very beneficial to the organization growth and company's success.

Keywords: - Millennial, job satisfaction, employee engagement

INTRODUCTION

Indonesia is predicted to become the third fastest growing rate of labor in the world in 2020, with a population around 262 million, where 60% of it will live in the city (Hay Group, 2013). With half of the population are under 30 years old, Indonesia has important assets for economic growth, which is the young generation, dynamic and huge number of labor (Ratanjee & Emond, 2013). The young generation is known with Gen Y or millennial generation. Millennial Generation will be the biggest workforce in Indonesia. Based on BPS (The Indonesian Central Bureau of Statistics) data in 2016 showing that from the total number of 160 Million workforces in Indonesia, around 40% or 62,5 millionare millennial generation. Behind all the potential of human resources, companies in Indonesia faces some challenge to manage the human resources, especially the millennial generations with the rise of millennial that entering the work life, the understanding of employee engagement is crucial. The phenomena of employee engagement methods in a millennial generation should be traced because that is an important thing for an organization. Employee engagement in millennial generation is needed to gain competitive advantage or to increase company relevance in the industry.

Studies and researches have also shown the positive relationship between the employee engagement and company's success. Previous research has focused more on individual engagement, these days more practitioners and academics tend to agree that employee engagement have a positive results in a business perspective (Gallup, 2013). More organizations tends to agree that there is a connection between employee engagement and organizational performance; an analysis done by Harter, Schmidt, & Hayes (2002) confirms this meaningful connection for business.

RESEARCH BACKGROUND

Millennials are individual that born in between 1980 and 1999 (Thompson & Gregory, 2012). In the year of 1998 millennials start entering the workplace. Percentage of the millennials will keep increasing to 25% from the workforce (Murphy, 2012). Millennials employee engagement is one of the tricky challenges faced by many companies these days. There is a lot of problems that link with employee engagement of millennials. From what Cran said (2010:9), millennials are an unloyal generation to the company. The average millennials changing job twenty times throughout life and that thing is very different from the traditionalist generation. The traditionalist generation will stick with the company until they are retiring. The Gen X changing job five to ten times (Cran, 2010). Research from Gibson et al. (2009) also showing that millennials have a low loyalty to the company. This thing means that they are a generation that likes to move from work and easily get bored if there is no fast career development that available.

To engage the millennials generation we need a new strategy, considering that Gen X and Baby Boomer are more loyal to the generation and the dominated the workforce for a long time (Thompson & Gregory, 2012). Employee engagement has become one of an interesting discussion topic among HR practitioner and Leaders in this globalized era, will the same method can still be an effective way to engage employee to contribute more of organizational productivity. The lost of millennials means the loss ability and millennial skills that cause the loss of innovation and personal funding (Murphy, 2012). Generally, millennial wouldn't stop in one place for the whole of their career life (Vasquez, 2014). The business leader might have to change their management style, the amount of compensation and other benefits to ensure this generation will be staying in one organization (Yang, Wan & Fu, 2012).

Because of the thing above, we need further research to understand the method and effect of millennial generation in the changes of organizational behavior and find out what is their reason the millennials want to change from the workplace to another workplace. We are hoping that this understanding and the research of this company practice can provide us more insight on how the company engage millennials, explore millennials inclination for the better shape of the company's culture and organization and known its impact to the company's growth that we believe can be useful for the business leaders or HR practitioners.

Purpose of the Research

This research is intended for:

1. Studying what is the important aspects for millennials to feel engage in a company.
2. Knowing the effect and the importance of millennial employee engagement for company.
3. Knowing HR strategies engaging millennials employee to maximizing their contribution as identified in point one.

Company Background

The startup company that we studied is established in 2015 and working as budget accommodation service provider standardize by online and today become the fastest startup progress in the industry. The vision of this company is to create an ecosystem for the travellers, to help them find budget accommodation with the promise of high-quality service. Like any other startup companies with internet technology base, this company also provide a platform in the form of application to make an online reservation. Starting operational in Indonesia with 28 people and having significant business growth with accompanied by employee growth that becomes 140 people in the first quartal of 2018. This company is chosen to become object research because the significant achievement that is ten times in the last three years and about 90% of the employee are millennial generations. At the same time success to lower employee turnover to 4,48% from 38%. The mapping of the employee is related to our main research idea which is to know more about the relationship between work satisfaction and effective employee engagement method use for the millennial employees in the company for the past 3 years.

LITERATURE REVIEW

This qualitative study case research involving retention strategy exploration used by company leader towards millennial employee from literature review within professional journals, academic journals and other resources about the importance of millennials employee engagement.

Our literature includes these topics: millennial engagement method, the cause of change, engagement challenges, work satisfaction, organization commitment, advantages, the balance between work and life, motivation and stress management, education and skills, strategy and retention method, and framework and theories.

Millennial

Millennials are individuals that born between the year of 1980 and 1999 (Thompson & Gregory, 2012). This generation is having higher self-confidence and has been supported in many research, this confidence came from their self-esteem and optimism (Guha, 2010; Kowske, Rasch, & Wiley, 2010). Millennials generation is known as achievement focus. They have the desire to not only doing it well but to be excellent and beyond every purpose and aspiration (Kaifi et al., 2012; Kowske et al., 2010). This thing directed them to find a new thing to learn. Hauw and Vos (2010) found out that the millennials generation is willing to do an extra effort to help an organization to success. Not only focusing on the achievement, but millennials feel like obligated in their action.

Millennials generation enjoys using technology and becomes depending on it in the earlier years from any other generations. Estimated that there will be more millennials that take over the workforce, integrated technology will be inside the work process (Kaifi et al., 2012).

Millennials generation likely choosing leaders that have a caring side more than any other qualities. They also choose their leaders to become their inspiration and imagination. Overall, millennials chose to have a more interpersonal relationship with their management and their caring leader (Andert, 2011). Millennials prefer flexible work environment. Kaifi et al (2012) found that millennials more likely choose organization culture with fewer rules and regulations. With high self-confidence, they think that they need fewer rules to drive their decision. For millennials generation, their self-confidence is not express through how they work but also how they see their self.

Millennials also having a higher hope in the advance of their career. Hauw and Vos (2010) found that because of their self-esteem and their excessive needs, makes them tend to look for another career opportunity in an organization. They believe that this could be used to motivate and move the millennial generation. Proposing the chance to develop the organization could engage their millennial talent because the opportunity to develop is important to the millennials, training session and development could become engagement tools and precious motivation.

Hauw and Vos (2010) also discover that accompaniment and training are valued by millennials generation. These things are needed to fill their needs in skill development and new marketing power but also creating work satisfaction and higher productivity.

Myers and Sadaghiani (2010) believe that wiser millennials will realize their coworkers and will try to show their true values. One thing that really differentiates this generation is the preference in a valuable job rather than a well-paid job. Meanwhile salary is still important in showing success, job that have value and enjoyment is high valuable than financial advantage (Hauw & Vos, 2010). Millennials put higher social awareness in the social responsibility and prefer a job that socially responsible. This could be the reason behind retention, but millennials prefer meaningful job and challenging and have the potency to develop their career (Hauw & Vos 2010).

Job satisfaction

Feeling that a person has for his work is often referred to as Job Satisfaction (Robbins, 2005). In other words, it is the attitude of employees towards work. Employees who understand their needs to be fulfilled have higher job satisfaction. Job satisfaction is one of the most important factors in organizational behavior, and higher job satisfaction increases the likelihood of employees holding positive attitudes towards work and becoming committed to the organization they work for (Sarwar & Abugre, 2013). Job Satisfaction focuses on three components of organizational behavior: which is cognitive, affective, and behavior and is widely used to determine overall satisfaction in human resource management (Hoffman-Miller, 2013).

Motivating employees and keeping them feels satisfied are some of the ways that managers and organizations to retain employees and provide the best service (DiPietro et al., 2014). Employee motivation or rewards come in various forms such as improving working conditions, providing opportunities for growth, and recognizing employee achievement or rewards, however, using intrinsic motivators such as giving employees a sense of ownership and acknowledgment when they work over time, making them excited about their work. Such as, job enrichment, empowerment employee and sharing power help some employees feel motivated in the workplace (Honore, 2009; DiPietro et al., 2014).

Job satisfaction is a popular research topic and the concept has developed with works by many practitioners and researchers. Based on many studies, work stress, fatigue and job dissatisfaction are common problems in Western society,

mostly. Because organizations can only grow and mature through their views, attitudes, opinions and productivity of human resources, the amount of research dedicated to employee satisfaction has jumped rapidly (Witt & Beokermen, 1991; Jenkins, 1993; Judge & Watanabe, 1993). According to Judge & Church (2000), job satisfaction is the most widely researched subject in the industry or organizational history of psychology. As stated by Singh & Sinha (2013).

Employee engagement and turnover rate are very related, the higher engagement the turnover rate will be less. It means that when employees are not engaged with their work, it leads to a higher turnover rate (Emma, 2015:41). Therefore, a lack of job satisfaction leads to higher turnover rates (Mullins, 2013). Employees with higher job satisfaction, tend not to think about leaving the organization, and tend not to leave permanently (Bandura & Lyons, 2014).

Employee Engagement

Employee engagement is defined as a positive outlook on life, an idea of the unity of work relationships characterized by passion, dedication, and appreciation (Schaufeli et al., 2002). According to Kahn, 1990 (in Saks, 2006) employee engagement is the effort of organizational members to tie themselves according to their roles at work. The employee will involve and express themselves physically, cognitively, and emotionally while working in the company where they work. Robinson et al. (2004) define employee engagement as "a positive attitude held by employees towards the organization and its value." An employee involved is aware of the business context, and works with co-workers to improve performance in work for the benefit of the organization. Wellins and Concelman (2004) suggest that "Employee involvement is an illusory power that motivates employees to a higher level of performance. This coveted energy is a mixture of "commitment, loyalty, productivity, and ownership." They further added that it included, "employees' feelings and attitudes towards their work and organization."

Employee turnover

Employee turnover is considered a common thing but it is important that the problem for any business is not only in Jakarta but in an international scenario. It is generally believed that employee turnover problems result from employee dissatisfaction in their workplace (Taylor, 2008). Thus he emphasizes more that, the causes of employee turnover are generally related to salaries, work allowances and others. Pilbeam & Corbridge (2002) also emphasize that there are unstoppable factors or forces that lead to employee turnover because they exist in many organizations and these forces increase turnover rates and cases such as working conditions, salary levels, time factors, working relationships, attitudes toward work, etc. However, Taylor (2008) strongly expressed his optimism that there is a potential strategy that can be applied to the organization if it is implemented correctly so that it can reduce the adverse effects of changing employee turnover.

Employee Engagement Impacts for Company

McCuiston & DeLucenay (2010), business massive changes happen as the global economic challenge occurred. Some researchers studied and ascertained employee engagement are matters for organizational performance and employee itself. Devi (2017), employee involvement can be used as a strategic tool to improve several functions and business objectives. Alagaraja dan Shuck (2015), expressing that engagement can be realized through the company's ability to control the interests of individuals, teams, between groups and organizations in balance. Markos and Sridevi (2010), organizational performance in terms of productivity, profitability, employee retention, security and customer loyalty is better with more and more employees involved. Cooper-Thomas, Paterson, Stadler, and Saks (2014), measuring the level of expectations and achievements on a regular basis can improve employee cooperation

Mishra, Boynton, & Mishra (2014), employee involvement will continue to challenge many companies due to the complexity that must unite several important parts of the organization. The same tone also mentioned by some researchers such as Cooper Thomas et al., (2014); Vandenabeele (2014); Ahmetoglu, Harding, Akhtar, & Chamorro-Premuzic (2015); Carter (2015) Escalation of customer satisfaction, profits, and productivity employees are positively influenced by employee engagement experience in a company. Society for Human Resource Management [SHRM], 2014. Compared to organizations that do not prioritize employee involvement, organizations that have a rapid development are organizations that have high and spread employee involvement.

RESEARCH METHODS

This research is using qualitative study case to research the strategy and method that is right to motivate and engage millennial employee within a period of time needed by a company. Study case qualitative research method with non-probability sampling is enough to questioning a few senior leaders of business organizations that work with millennial in Jakarta, largest metropolitan city in Indonesia. Some theories about millennials showing factors that affect employee turnover, strategy, and method that can be used by the leaders to lower the resignation from millennials. This research involving an effort to decide which strategy to improve employee retention. Study case qualitative design is suitable for this research because of this method involving the effort of understanding the relationship between phenomena, processes, and experience within the sample (Gioia, Corley, & Hamilton, 2013). The purpose of this Study Case is to explore real live events with deep questions to the leader of human resource to understanding the real strategy that used and prove working to lower the millennials employee turnover from that company from 38% in 2016 to 4, 48% in the quartal one year in 2018 or in less than one and half year.

This research is triangulated in that it combines several methods to improve the measurement of validity and strengthens the credibility of research findings by comparing them with different approaches, this study uses qualitative methods to get a better understanding of the questions that have been formulated, in qualitative research this researcher uses methods of interviews, observation, surveys and online data. The data taken in this study is in the form of job satisfaction surveys, in the survey about work passion and self-evaluation, compensation and benefits

Data source

The data collected came from all employees of PT. XYZ, which amounted to 140 people. In this study researchers used a non-probability sampling method, used purposive sampling for sampling in this study. According to Uma Sekaran & Roger Bougie (2016:248) purposive sampling is "sampling techniques that are limited to certain types of people who can provide the desired information, either because they are the only ones who have it, or they are in accordance with several criteria set by researcher". Samples taken on condition that they have a service period of more than one year in this company, out of a total of 140 employees from all divisions in the company, with the requirements we have set as many as 75 employees or about 65% of the total population that meets the requirements being the sample for this study, the reason for taking the sample was because the sample was the most suitable for meeting the needs of this study

Data analysis

The data analysis technique used in this study is triangulation analysis. This model has four components of analysis, namely: data collection, data reduction, data presentation, and conclusion drawing. The steps of data analysis according to Miles and Huberman (1992:1519), are as follows:

1. Data collection, namely collecting data at the location of the study by conducting observations, interviews, and documentation by determining the data collection strategy that is deemed appropriate and for determine the focus and depth of data in the next data collection process.
2. Data reduction, namely as a process of selection, focusing, abstracting, transformation of crude data in the field directly, and forwarded at the time of data collection, thus data reduction begins since the researcher focuses on the research area.
3. Presentation of data, namely a series of information organizations that allow research to be carried out. Presentation of data is obtained by various types, networks, activities or tables.
4. Drawing conclusions, in data collection, researchers must understand and be responsive to something that is directly examined in the field by arranging patterns of direction and cause and effect.

FINDINGS

We conducted three semi-structured interviews with seniors from the human resources department of the company that we researched to explore overall research on the strategies the company can do in motivating and implementing employee engagement strategy so that they can show their full potential for the company within a period of time targeted by the company. Triangulation is done to increase the validity of interview data on millennium employee retention strategies through journal articles and company documents. Semi-structured interviews are scheduled and conducted at different locations and are not done in the office to get a more relaxed situation so that they are expected to get good open information that can answer case study questions. General system theory focuses on a variety of strategies that converge as a whole system to ensure companies can engage millennial employees (Montgomery & Oladapo, 2014).

The findings of this main theme indicate the importance of business leaders can use the right strategies to engage millennial. The millennials wants the opportunity to have a career in growth and want to increase their knowledge and skills to achieve this goal (Kucherov & Zamulin, 2016). Millennial generation can feel valued when communicated effectively (Ozcelik, 2015). Mirvis (2012) found that three out of four millennial generations wanted it to work for employers who had a positive impact on society. The culture of an organization must be maintained by leadership (Nolan, 2015). Leaders can provide open feedback and develop the Millennials by studying and improving their performance (Thompson & Gregory, 2012). Targeted training such as creating learning experiences around employees, increasing training time, and ensuring employee mentors are consistent.

The head of human resources shares the value of the company with us and he believes that the key to the greatest success is human resources. That is why they agree that this survey will help them get good insight to plan improvements to their next project. The results will also be present for their top management as statistical evidence to support their suggestions and plans.

Starting from non-formal conversations with one of the company employees that we studied, followed by the acquisition of online data about the company, we were interested in learning about the strategies the company carried out in retaining employees who were mostly millennials. The case Study continued when we managed to invite the collaboration of HRD in the company, interviewed and obtained the HRD Q1 2018 report which included the results of the employee job satisfaction survey which we then collected to become reference material that could mutually reinforce the data or strategy information obtained from the interview.

This company succeeded in reducing the turnover rate of their employees throughout 2015 from 28 employees to 140 people with a turnover rate of 38% in 2015 to only 4.8% in the first quarter of 2018 (see appendix 2, tables 2 and 3). However, we also encountered a number of things from the observations that we could add as input to the company, that

even in this company the salary was stated to have met the income standard for the work in the open market (appendix 2, table 6) but this millennial is not the most important thing that made them survive in the company. A proud positive image in the midst of family, friends and the environment is one important thing that can also provide one of the reasons millennials choose to stay in the company. Working in a company that has an impact that can be felt in an environment that is considered important for millennials includes through their involvement in social events held by the company.

Through the results of interviews with the HR Director at the company and comparisons with online data, the company's report data in the quarter period is in this case the HRD Q1 2018 report. In the work environment the company carries out several businesses and activities to instill some values that are considered important and has a positive influence in the effort to engage millennial employees in the company.

Millennials want leaders who value their ideas, listen, and involve them in decision making process (Aruna & Anitha, 2015). Respect between fellow colleagues, from the results of the employee satisfaction survey in the Q1 HRD report, employees provide satisfaction rates of up to 90% (appendix 2 - table 6. Overall employee satisfaction) ranks first in the table. The Director of HRD further describes the meaning of mutual respect between fellow colleagues in the company. The company understands that by treating everyone with mutual and sincere respect is something that is desired by all people, both superiors and subordinates and fellow employees. Respect in this company also means that mutual trust that everyone has the potential and ability that is good and can be mutually useful if one respects each other. In accordance with the millennial character in this company, they show that they are satisfied with the work environment that treats them with dignity and respect.

The strategy undertaken by this company to foster mutual respect among fellow coworkers is to build road map and Target together without feeling that one is more important than the other, especially feeling the most understanding, so success becomes part of the whole team. The company encourages employees to treat other employees regardless of their position with manners.

Include all colleagues in meetings, discussions, training and events. Although not everyone can participate in any activity, don't marginalize, exclude or leave one person out. Provide equal opportunities for employees to participate in committees, small groups, or development teams.

The company also encourages co-workers to express opinions, listen to what others say before expressing their personal point of view, not cutting other conversations is also a form of respect for fellow colleagues. Appreciate employees for using ideas or solutions suggested by them. Do not insult them for any ideas produced small or large. Putting aphorisms through each company communication media to remind and instill these values.

HRD consultation room is specially designed to impress modern and flexible, not rigid so that it can be a good place to discuss, exchange ideas with this company hopes the HRD team can carry out its functions not only to resolve employee problems but also to manage a careful human resource management strategy. How to see individual strengths and potentials and make strength in the team.

Treat everyone together regardless of their race, religion, gender, size, age or country of origin. Implement policies and procedures consistently, so that people feel treated fairly and equally. Treating people differently can be harassment or an unfriendly work environment.

A lively and pleasant work environment, this has the same satisfaction level of 90% with respect to each other above (see appendix 2, Table 7). Some unique strategies are carried out by HR to make the work atmosphere more lively and fun amidst the work and target given by the company. The HRD team sees and feels the power of enthusiasm and heart that is happy to have a positive impact on employees in achieving the targets given by the company.

The strategy carried out in this company is to invite all employees from each position to participate in unique activities such as using costumes with unique themes at certain times without interfering with work time and this has proven to have its own colour and warm the rigid and patterned work atmosphere. We can see the positive response from those who like this activities on their social media such as Instagram.

As mentioned in the literature section, one of the characteristics of millennial is the generation that is highly dependent on technology, requires supporting technology facilities and standards so that it can support the success of achieving these millennial employees, to gain satisfaction in work which can eventually lead to retention rates employee.

Another matter was also conveyed by the director of HRD, that every activity, event, game must have a message to be conveyed to employees according to the vision directed by the company leader so that each employee can understand and move together and achieve the desired success of the company. One costume event at the company requires new employees to walk on the space provided and introduce themselves, this is intended to build self-confidence and shorten the time of the process of approach or introduction to other team members so that the collaboration process can run faster, in accordance with the vision from the company to have millennial employees who are dynamic and confident.

The human resources department not only carries out the role of managing the rights and obligations of employees, but also they are involved in the company's business strategies, showing that human resources are one of the most important assets to drive the company's business. Placement in the part of the work that is in accordance with the ability of the employee provides an opportunity for the company to maximize potential that will greatly benefit the company. In this activity, the company also observes the behavior and potential development potential of the employee if there is an opportunity in the future.

Recommendation

Another thing that can be improved is the improvement of training programs to improve the ability of millennial employees who have the nature of wanting to continue to grow and achieve certain career positions, so that these employees can continue motivated to continue working for the company. As far as this case study is carried out there is no data or information found specifically explaining the training program within the company.

Of the 32 results of an online review in 2018 on the glass door page, almost all participating employees said that this company was a comfortable place to work and recommended it as a pleasant workplace. But there are also some complaints about the lack of clarity in the organizational structure as the organization grows rapidly. So that it has an impact on employee satisfaction regarding the expectations of career development in the company.

CONCLUSION

The company success in engaging millennial employees is positively related to employee job satisfaction. In this case, the millennium as the majority employees are satisfied in the corporate environment, individual satisfaction factors, communication between superiors and subordinates, Salaries & Benefits and a positive image of the company in the midst of family, friends or other environments that are considered important for the millennials. The employee satisfaction survey can be used as a tool to continuously measure and maintain the condition of the work environment in order to be well maintained before causing greater problems in the future and also optimized the potential lies on millennial generation that can boost up the business itself by focusing on the people development and monitoring the job satisfaction properly, openness and a harmonious relationship with the human resources department are also decisive steps to obtain results that can truly represent the actual field conditions so that the right decisions or strategies can be taken.

The right strategy is needed in engaging millennial employees, the company can manage the appropriate resources to solve employee problems and avoid investment that is wrong and not on target. The strategy used must also be carried out at the right time, if it is not it will be reduced or not useful at all and even cause losses to the company.

Reference

- [1].Ahmetoglu, G., Harding, X., Akhtar, R., & Chamorro-Premuzic, T. (2015). Predictors of Creative Achievement: Assessing the Impact of Entrepreneurial Potential, Perfectionism, and Employee Engagement. *Creativity Research Journal*, 27, 198– 205. doi:10.1080/10400419.2015.1030293.
- [2].Alagaraja, M. and Shuck, B. (2015) Exploring Organizational Alignment-Employee Engagement Linkages and Impact on Individual Performance: A Conceptual Model. *Human Resource Development Review*. doi: 10.1177/1534484314549455.
- [3].Andert, D. (2011). Alternating Leadership as a Proactive Organizational Intervention: Addressing the Needs of the Baby Boomers, Generation Xers and Millennials. *Journal of Leadership, Accountability & Ethics*, 8(4), 67-83.
- [4].Aruna, M., & Anitha, J. (2015). Employee retention enablers: Generation Y employees. *SCMS Journal of Indian Management*, 12(3), 94-103.
- [5].Bandura, R. P., & Lyons, P. R. (2014). The Art and Science of Job Satisfaction: Much of It Comes Down to Decent Management Practice. *Human Resource Management International Digest*; Bradford, 22(7), 32–35.
- [6].Carter, B. (2015). 4 Dramatic Shifts in the Workplace that Will Positively Affect Employee Engagement [Blog post]. Retrieved from <http://blog.accessdevelopment.com/4dramatic-shifts-in-the-workplace-that-will-positively-affect-employee-engagement>.
- [7].Cooper-Thomas, H. D., Paterson, N. L., Stadler, M. J., & Saks, A. M. (2014). The Relative Importance of Proactive Behaviours and Outcomes for Predicting Newcomer Learning, Well-being, and Work Engagement. *Journal of Vocational Behavior*, 84, 318-331. doi:10.1016/j.jvb.2014.02.007.
- [8].Cran, C. (2010). 101 Ways to Make Generations X, Y and Zoomers Happy at Work. Vancouver: Synthesis at Work Inc.
- [9]. Devi, S. (2017). Impact of Employee Engagement on Organizational Performance: A Study of Select Private Sector. IMS Business School Presents Doctoral Colloquium – 2017.
- [10].DiPietro, Sheryl F. Kline & Thais Nierop (2014). Motivation and Satisfaction of Lodging Employees: An Exploratory Study of Aruba. *Journal of Human Resources in Hospitality & Tourism*, 13:3, 253-276.
- [11].Gioia, D. A., Corley, K. G., & Hamilton, A. L. (2013). Seeking Qualitative Rigor in Inductive Research: Notes on the Gioia methodology. *Organizational Research Methods*, 16(1), 15-31.
- [12].Gibson, J. W., Greenwood, R. A., & Murphy, Jr, E. F. (2009). Generational Differences In The Workplace: Personal Values, Behaviours and Popular Beliefs. *Journal of Diversity Management*, 4(3). doi: 10.19030/jdm.v4i3.4959.

- [13]. Guha, A. (2010). Motivators and Hygiene Factors of Generation X and Generation Y-the Test of Two Factor Theory. Vilakshan: The XIMB Journal of Management, 7(2), 121-132.
- [14]. Hauw, S., & Vos, A. (2010). Millennials' Career Perspective and Psychological Contract Expectations: Does the Recession Lead to Lowered Expectations? *Journal of Business & Psychology*, 25(2), 293-302.
- [15]. Hay Group. 2013. Managing Across Generations in Indonesia. Viewed 3 November 2018<<http://www.slideshare.net/nidthia/hay-group-mindingthegapfeb2013>>
- [16]. 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*, 87, 268–279.
- [17]. Honore, J. (2009). Employee motivation. Consortium Journal of Hospitality & Tourism Josan, I. J. (2013). Human Capital and Organizational Effectiveness Manager.
- [18]. Judge, T.A. & Church, A.H. (2000). Job Satisfaction Research and practice. In C.L. Cooper and E.A. Locke (Eds). *Industrial and organizational psychology: Linking theory with practice*.
- [19]. Kaifi, B. A., Nafei, W. A., Khanfar, N. M., & Kaifi, M. M. (2012). A multi-generational Workforce: Managing and Understanding Millennials. *International Journal of Business & Management*, 7(24), 88-93.
- [20]. Kowske, B., Rasch, R., & Wiley, J. (2010). Millennials' (lack of) Attitude Problem: An Empirical Examination of Generational Effects on Work Attitudes. *Journal of Business & Psychology*, 25(2), 265-279.
- [21]. Kucherov, D. & Zamulin, A. (2016). Employer Branding Practices for Young Talents in IT Companies (Russian experience). *Human Resources Development International*, 19(2), 178-188.
- [22]. Markos, S., & Sridevi, M.S. (2010) Employee Engagement: The Key to Improving Performance. *International Journal of Business and Management*, 5, 89-96.
- [23]. McCuiston, V. E. & DeLucenay, A. (2010). Organization Development Quality Improvement Process: Progress Energy's Continuous Business Excellence Initiative. *Journal of Business Case Studies*, 6, 7–18. doi:10.19030/jbcs.v6i6.255
- [24]. Miles, M. B. & Huberman, A. M. (1992). *Qualitative Data Analysis: A Sourcebook of New Methods*. Jakarta: UI PRESS.
- [25]. Mirvis, P. H. (2012). Employee Engagement and CSR: Transactional, Relational, and Developmental Approaches.
- [26]. Mishra, K., Boynton, L., & Mishra, A. (2014). Driving Employee Engagement: The Expanded Role of Internal Communications. *International Journal of Business Communication*, 51(2), 183-202.
- [27]. Montgomery, E. G., & Oladapo, V. (2014). Talent Management Vulnerability in Global Healthcare Value Chains: A General Systems Theory Perspective. *Journal of Business Studies Quarterly*, 5,173-189.
- [28]. MP Singh & Sinha J. (2013). Job Satisfaction in Organizational Executives International. *Journal of Scientific and Research Publications*, Volume 3, Issue 4, April 2013 1 ISSN 2250-3153
- [29]. Mullins, L. J. (2013). *Management And Organisational Behaviour* (5th Ed.). London: Financial Times, Prentice Hall.
- [30]. Murphy, W. (2012). Reverse Mentoring at Work: Fostering Cross-generational Learning and Developing Millennial Leaders. *Human Resource Management*, 51, 549-574.
- [31]. Myers, K., & Sadaghiani, K. (2010). Millennials in the Workplace: A Communication Perspective on Millennials' Organizational Relationships and Performance. *Journal of Business & Psychology*, 25(2), 225-238.
- [32]. Ozelcik, G. (2015). Engagement and Retention of the Millennial Generation in the Workplace through Internal Branding. *International Journal of Business and Management*, 10(3).
- [33]. Pilbeam, S. & Corbridge, M. (2002). *People Resourcing: HRM in Practice* (2nd Ed.). UK: Financial Times, Prentice Hall.
- [34]. Ratanjee, V & Emond, L. 2013. "Why Indonesia Must Engage Younger Workers", Gallup Business Journal, December 2013. Viewed 3 November 2018, <<http://www.gallup.com/businessjournal/166280/why-indonesia-engage-youngerworkers.aspx>>
- [35]. Robbins, S. P. (2005). *Essentials of organizational behavior* (8th Ed.). Upper Saddle River, NJ: Pearson/Prentice Hall.
- [36]. Robinson D., Perryman S., & Hayday S. (2004). *The Drivers of Employee Engagement Report 408*, Institute for Employment Studies, UK. Retrieve from<http://www.employment-studies.co.uk/system/files/resources/files/408.pdf>
- [37]. Saks, Alan M. 2006. "Employee Engagement: Antecedents and Consequences". *Journal of Managerial Psychology*, Vol. 21. No.7. pp. 600-619. Emerald Insight.
- [38]. Sarwar, S. & Abugre, J. (2013) the Influence of Rewards and Job Satisfaction on Employees in the Service Industry. *The Business and Management Review*, 3, 23-32.
- [39]. Schaufeli, W. B., Marisa S., Vincente G. R., Arnold B. Bakker (2002). The Measurement of Engagement and Burnout: A Two Sample Confirmation Factor Analytic Approach. *Journal of Happiness Studies* 3:71-92, 2002.
- [40]. Sekaran, U. & Bougie, R. (2016). *Research Methods for Business* (7th Ed.). Sussex, UK: John Wiley & Sons.
- [41]. Taylor, S. (2008). Staff Turnover and Retention. In S. Taylor, *People Resourcing* (p. Chapter 17). London: Chartered Institute of Personnel & Development.
- [42]. Thompson, C., & Gregory, J. B. (2012). Managing Millennials: A Framework for Improving Attraction, Motivation, and Retention. *The Psychologist-Manager Journal*, 15, 237246. doi:10.1080/10887156.2012.730444
- [43]. Vandenabeele, W. (2014). Explaining Public Service Motivation: The Role of Leadership and Basic Needs Satisfaction. *Review of Public Personnel Administration*, 34, 153–173. doi:10.1177/0734371x14521458

- [44]. Vasquez, D. (2014). Employee Retention for Economic Stabilization: A Qualitative Phenomenological Study in the Hospitality Sector. *International Journal of Management, Economics and Social Sciences (IJMESS)*, 3(1), 1-17. Taken from <http://www.ijmess.com/>
- [45]. Wellins, R. & J. Concelman. (2005). *Creating a Culture for Engagement*. Workforce Performance Solutions. Retrieved August 1, 2005 from www.WPSmag.com.
- [46]. Yang, J. T., Wan, C. S., & Fu, Y.-J. (2012). Qualitative Examination of Employee Turnover and Retention Strategies in International Tourist Hotels in Taiwan. *International Journal of Hospitality Management*, 31, 837-848.

Appendix 1

List of survey question

A. Employee Job Satisfaction – Job and Organization

Please take a few minutes to tell us about your job and how the organization assists you.

1. I feel encouraged to come up with new and better ways of doing things.
2. My work gives me a feeling personal accomplishment.
3. I have the tools and resources to do my job well.
4. On my job, I have clearly defined quality goals.
5. The company does an excellent job of keeping employees informed about matter affecting us.
6. When an internal / customer / partner is dissatisfied, I can usually correct the problem to their satisfaction.
7. I understand why it is so important for PT XYZ to value diversity (to recognize and respect the value of differences in race, gender, age, etc).
8. My job makes good use of my skills and abilities.
9. My supervisor's manager visibly demonstrates a commitment to quality.
10. Senior managers visibly demonstrate a commitment to quality.
11. I am satisfied with the information I receive from management on what is going on in my division.
12. I am satisfied with my involvement in decisions that affect my work.
13. Considering everything, I am satisfied with my job.
14. I am satisfied with the information I receive from management on what's going on in the company.
15. I am satisfied with my opportunity to get a better job in this company.
16. What suggestions do you have for the improvement of PT XYZ?
17. What 2-3 things do we need to work on to improve PT XYZ performance?
18. What other issues not included in this survey need to be addressed in this organization?

B. Employee Job Satisfaction—Job Passion and Self-Evaluation

1. We would like to ask you about the kinds of positive experience you have in your organization.
2. I experience personal growth such as updating skills and learning different jobs.
3. Management looks to me for suggestions and leadership.
4. Supervisors encourage me to be my best.
5. I am rewarded for the quality of my efforts.
6. The company has a positive image to my friends and family.
7. My job makes a difference in the lives of others.
8. I solve internal & customers' problems.
9. Overall, I am satisfied with my job.

2. Next, we are interested in how you believe that you perform on the job. When answering these questions, please compare yourself with an average employee in your position and rate your own productivity and quality of your work.

1. Productive time spent working on the tasks assigned to me.
2. Meeting target quotas and goals.
3. Overall productivity in getting the job done.
4. Going beyond what is expected of me to make internal / customers / partners happy.
5. I respond quickly and courteously to fulfill internal & customers' needs.
6. The overall quality of service that I provide.
7. What is it that helps you to be productive and provide quality service? Describe your explanation.
8. Do you feel like the management team here is transparent? With eyes closed, can you recite our organization's values? Describe your explanation.
9. What three words would you use to describe our culture? Describe your explanation.
10. On a scale of 1 to 10, how comfortable do you feel giving upwards feedback to your supervisor? Describe your explanation.
11. Do you feel like coworkers give each other respect here? Describe your explanation.
12. Do you believe we live authentically by our organizational values? Describe your explanation.
13. Does our executive team contribute to a positive work culture? Describe your explanation.
14. Do you have fun at work? Describe your explanation.

C. Employee Retention

1. What is your division?

2. What is your position?
3. How long have you worked at PT XYZ?
4. Overall, how satisfied are you with your position at PT XYZ?
5. Do you feel that employees are recognized as individuals?
6. How motivated are you to see the company succeed?
7. In thinking about the variety of tasks your position requires, would you say that there are too many, enough, or not enough?
8. Would you advise a friend to apply for a job at this company?
9. Have you ever observed or experienced any of the following forms of discrimination or harassment at this company?

D. Employee Compensation and Benefit

1. Overall, how satisfied are you with your Salary at PT XYZ?
2. How satisfied are you with your Benefit (Insurance, BPJS Ketenagakerjaan, Jaminan Pensiun, BPJS kesehatan and THR) at PT XYZ?
3. Any idea about compensation & benefit, to be better? Describe your explanation.

**Appendix 2
Survey Participant Table**

Survey Participants Figure

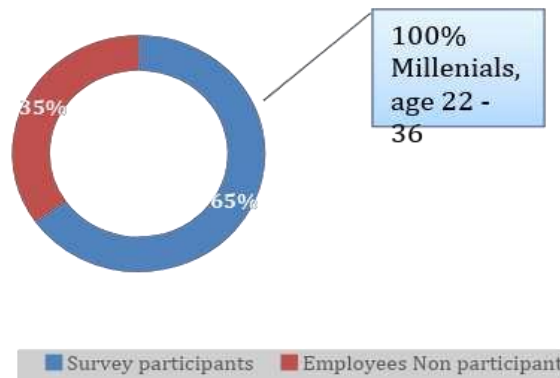


Table Number of employees for the Indonesian branch



Table of Work Environment

lively and fun place to work

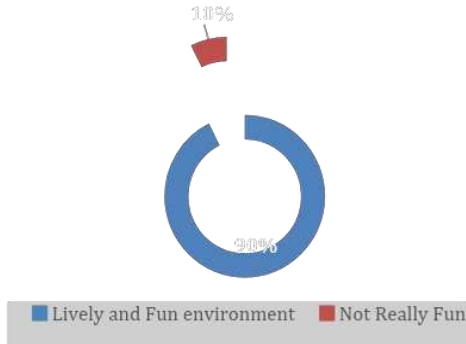
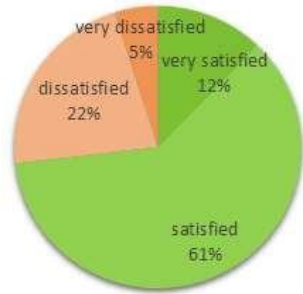


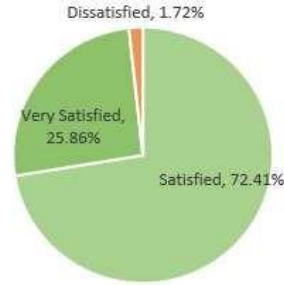
Table of salary satisfaction

SATISFACTION TOWARDS SALARY



■ very satisfied ■ satisfied ■ dissatisfied ■ very dissatisfied

SATISFACTION TOWARDS BENEFITS



■ Satisfied ■ Very Satisfied ■ Dissatisfied

Table of salary ranges

Jan – Mar 2018

B = Below Market Range, W = Within Market Range, A = Above Market Range

Dept	Heads	Manager	Supervisor	Executive
AM	W	W		W
CS	A	W	W	W
FIN	W	W		W
MAR	A	A		W
OD	A	W		W
BD	W			W
PROD				A
OPS	W	W	A	W

Source: Kelly, jobstreet, RW, payscale.com, questionnaires, interview, HR communities

Table of suggestions for improvement

AREA OF IMPROVEMENT SUGGESTIONS

