

**A STUDY OF RETAINING MILLENNIAL EMPLOYEES
OF PT. BFI FINANCE INDONESIA TBK, BRANCH MANADO**

*SEBUAH STUDI MEMPERTAHANKAN KARYAWAN MILENIAL
DI PT. BFI FINANCE INDONESIA TBK, CABANG MANADO*

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Abstract: Millennial bad characteristics when they enter into world of work such as they do not want to work under pressure, like to shifting work, feel disappointed if opportunity of career development is not available and etc. This is become the problem of company in order to retain the millennial employee to stay work in company. This research aims to know how the company strategy to retaining the millennial employees of PT. BFI Finance Indonesia Tbk, Branch Manado. This research used qualitative method with purposive sampling technique. The sample is uses 20 millennial employees as informant. The data collected by doing in-depth interview. The result shows that from 6 indicators of company strategies only 3 indicators that become the most influential of retaining the millennial employees of PT. BFI Finance Indonesia Tbk, Branch Manado which are work environment, career development and team relationship. The company should maintaining these all indicators so the millennial employees feel loyal to working in the company therefore it can help to reduce the company turnover rate.

Keywords: *human resource, retaining millennial employees*

Abstrak: Karakter buruk milenial saat mereka masuk dalam dunia pekerjaan yaitu mereka tidak ingin bekerja dibawah tekanan, suka berganti pekerjaan, merasa sedih ketika kesempatan perkembangan karir kerja tidak tersedia, dll. Ini menjadi masalah perusahaan dalam mempertahankan karyawan milenial untuk tetap bekerja di perusahaan. Tujuan dari penelitian ini yaitu untuk mengetahui bagaimana strategi perusahaan dalam mempertahankan karyawan milenial di PT. BFI Finance Indonesia Tbk, Cabang Manado. Penelitian ini menggunakan metode kualitatif dengan teknik sampel purposive. Sampel ini menggunakan 20 karyawan milenial sebagai informan. Pengumpulan data dilakukan dengan cara wawancara mendalam. Hasil yang didapatkan menunjukkan bahwa dari 6 indikator strategi perusahaan hanya ada 3 indikator yang menjadi paling mempengaruhi PT. BFI Finance Indonesia Tbk, Cabang Manado dalam mempertahankan karyawan milenial yaitu lingkungan kerja, perkembangan karir dan hubungan kerjasama tim. Perusahaan harus tetap mempertahankan semua indikator ini sehingga karyawan milenial bisa merasa setia bekerja di perusahaan dan untuk itu dapat membantu mengurangi tingkat pergantian kerja di perusahaan.

Kata Kunci: *sumber daya manusia, mempertahankan karyawan milenial*

INTRODUCTION

Research Background

The organization or a company to reach the goal it must has good strategies in order to can survive in competition era and if the company doesn't have a good strategy to be able to compete then it will have many problems that the company will face in order to maintain the company. One of the problems is about the competition of talent sustainability, because the competition is not just about the product but is about the talent too. The talent sustainability in this case is the people who have talent or passion to work well for achieve company's objective.

Table 1. Number of Worker based on Age in Indonesia in 2018

Age	Amount
15 – 19	4,535,840
20 - 24	12,193,700
25 – 29	14,734,238
30 – 34	15,020,799
35 – 39	15,487,246
40 – 44	15,146,393
45 – 49	13,885,716
50 – 54	11,678,285
55 – 59	8,915,449
60 +	12,407,284
Total	124,004,950

Source: Data Processed, 2019

The data above shows that the largest number of workers in Indonesia based on age groups is the average age is dominant by young people or the younger generation. The result above shows that the number of workers who move to the younger generation is increasing while the number of workers who are getting older the level of workers is fluctuating so the average number of workers in Indonesia is the younger generation or commonly known as Gen Y or commonly called the Millennial. Millennial generation is generation born among 1980 – 2000. This generation was born in an emerging world of technology therefore they are very quickly adapting to the use of technology flexible in work and have a lot of skills. Due to the millennial characteristics then the millennial have big opportunity actually to work in one of the companies that match with their passion. Beside the good side of the millennial characteristics, there are some weaknesses of millennial characteristics when they enter into world of work which are they do not want to work under pressure, like to shifting work, feel disappointed when career development opportunity is not available and etc. Therefore these are become one of the problems that a company face in order to retain the millennial employees to feel loyal and satisfy in working.

PT. BFI Finance Indonesia Tbk, Manado Branch is one of the companies in Manado that have a lot of millennial employees and this company dominated by millennial generation which total 162 millennial employees. Due to a lot of millennial employees then the company have to know how to retain well their millennial employees due of bad characteristics of millennial in the work life. If the millennial employee have felt loyal to their work in this company then this is become the advantage for company because it help to reduce the company turnover rate but the fact is the turnover rate in this company in 2018 the turnover rate is fluctuating which mean almost every month there are several millennial employees resigned from the company.

From the explanation above, what actually motivates the millennial employees to stay worked in this company, what the reason that makes they survive to work in this company. Have they felt comfortable and engaged with their job and how the company strategies in order to retaining their millennial employees to stay worked with them.

Research Objective

The research objectives are to be achieved is to identify the strategy of retaining the millennial employees of PT. BFI Finance Indonesia Tbk, Branch Manado.

THEORETICAL REVIEW

Human Resource Management

According to Armstrong and Stephen (2014:25), Human resource management is a comprehensive and coherent approach to the employment and development of people. HRM involves all the management decision and actions that affect the nature of relationship between the organization and employees-its human resources and it encompasses the development of all the aspects of an organizational context so that they will encourage and even direct managerial behavior with regard to people.

Employee Retention

According to Samuel and Chipunza (2009), the main purpose of retention/retaining is to prevent the loss of competent employees from the organization as this could have adverse effect on productivity and service delivery.

Millennial Generation

According to Barford and Hester (2011), Millennial is called Generation Y begins from 1980 and ends in 2000 the age among 19 – 39 years old and these people are considered as the youngest to enter in the workforce organizations. According to Omar (2016), this generation was born in an emerging world of technology, and these figures represent the self-reported common use of all forms of social media and communication including television, cell phone use, Internet use, computer tablets, laptops, music, text messages, video games and social programs.

Retaining the Millennial Employees

According to Thompson (2011) research would suggest that flexibility for millennial can be met through flexi-time polices, even as simple as home working. Kuitalahti and Viitala (2015) suggested that HRM practitioners should allow flexible timeframes for given tasks and employment contracts and allow remote working outside the office in a mobile manner.

Previous Research

Melnychuk (2016), the result of the research is there are nine major themes emerged from the findings: social responsibility, organizational structure/bureaucracy, opportunities, nature of work, leadership, people and relationships, work life balance, commitment, and security.

Berthelsen (2008), the result shows the low company loyalty, work-life balance, gen Y needing support and feedback. The companies must play a proactive role in working with employees to understand them not reactive.

Costa, Pellegrini and St.Germain (2018), the result was found that skill development, compensation, opportunities for upward mobility, and mentorship were important factors in the motivation of millennial. The research is identified opportunities for further study and the companies need to adapt their retention strategies and organizational structure in order to retain millennial.

Conceptual Framework

This part discuss about the conceptual framework from the variable of this study.

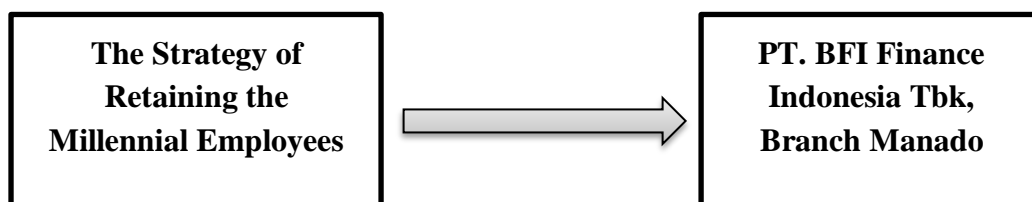


Figure 1. Conceptual Framework
Source: *Data Analysis Method*, 2019

RESEARCH METHOD

Research Approach

This research uses exploratory qualitative method. Qualitative data are data in the form of words as generated from the broad answers to question in interviews, or from responses to open-ended questions in a questionnaire, or through observation, or from already available information gathered from various sources such as the Internet. Exploratory study is undertaken when not much is known about the situation at hand, or no information is available on how similar problems or research issues have been solved in the past (Sekaran and Bougie, 2013:40).

This research used the case study which is PT. BFI Finance Indonesia Tbk, Branch Manado.

Social Situations

The social situations of this research are the millennial employees at PT. BFI Finance Indonesia Tbk, Branch Manado.

Sample

This research uses 20 informants as millennial employee.

Sampling Technique

This study used purposive sampling as the technique sampling.

Data Collection Method

The data collection method collected by two types. First is primary data, it was collected through in-depth interview and observation. Second is secondary data, it was taken from books, articles and internet.

Operational Definition of Research Variables

Table 2. Definition of Research Variable

Variables	Definition	Indicator
Retaining Millennial Employees	To retain the millennial employee, the company needs to ensure their employees are engaged and satisfied at work to millennial employee.	<ul style="list-style-type: none"> - Organizational structure - Wages - Leadership style - Work environment - Career development - Team relationship

Source: Data Processed, 2019

RESULT AND DISCUSSION

Result

Informant 1

Informant 1 is worked in the company for 3 years. He said that prefers the previous organizational structure compared to current structure, if possible the wage can be added up to 4 million, he felt comfortable with his leader caused his leader is assertive and know how to getting closer to his employee. The work environment between fellow coworkers and leader are helping each other, supporting facilities and company implemented program called smart casual for employee. In this company he got appreciation with got more bonuses when target accomplished and got training and development. Team relationship is always helps each other and understands each other.

Informant 2

The current organizational structure is more structured, if possible the wages he earned was good enough for him and his leader now is suitable with his expectations because he has given good examples to employees. The work environment is that fellow colleagues and leaders support each other, understand each other and

supporting facilities. In this company he got appreciation with got promotion from staff to officers, got training and development conventionally and via E-learning applications from companies in order to work better and the team relationship always helps each other when facing difficulties at work.

Informant 3

Informant 3 is worked in this company for 2 years 6 months. He said the current organizational structure is more specific and well-structured, if possible his wages can be added up. His leader is always caring and leaders who are not typically bossy. Work environment with fellow employees and leaders supports each other, good facilities and the company always holds events on certain days. He got appreciation by always getting good training and development for career paths. His teams always sharing together, get to know each other, the teamwork relationship is like family.

Informant 4

Informant 4 is one of millennial employees. He said that the organizational structure is suits and comfortable for him and if possible his wages can be added up. His leader now is comfortable for him caused his leader wants to learn together with his staff and work environment among coworkers and the leaders who supports each other, care each other and there is supporting facilities. He got appreciation by getting bonuses when target can be achieved and getting training and development and among team they always help each other and trust each other.

Informant 5

Informant 5 is one of millennial employees. She said that the organization structure of the company is good and the wages she earned was quite worthy for her. Her leader doesn't feel suitable for her and the work environment is coworkers and leader who supporting each other, supporting facilities and there is program by company called smart casual. She got appreciation by always getting training and development like socialization aims to career development at work and the team that always help each other so the teamwork can be achieved.

Informant 6

Informant 6 is one of millennial employees. The company' organizational structure is suitable and suits to his hope and the wages he earned was quite worthy even just UMP. His leader is quite comfortable because his leader is always understanding to his staff condition, the work environment between employees and leader who support each other, work that is not monotonous. He got appreciation by providing training and development from company that are useful for career and the team who help each other, care for each other and are like family.

Informant 7

Informant 7 is one of millennial employees. The organizational structure of the company is suitable to his work and the wages he earned from company is quite appropriate. His leader is appropriate because he can be a good role model, work environment between employees and leaders are support each other, work wasn't rigid and there is smart casual program released by the company. He got appreciation by company by always given training and development and the teams have mutual cooperation and always support each other.

Informant 8

Informant 8 is one of millennial employees. The company organizational structure is suitable to him. His leader is assertive and not typically bossy, by fellow employees and leaders are support each other. He got appreciation by company by always given training and development and the teams that have good cooperation.

Informant 9

Informant 9 is one of millennial employees. The organizational structure in the company is well structured, his wages is sufficient even just UMP and his leader is friendly person. The facilities are already supportive and company holds events on certain days. The appreciation is obtained by having received certificate, money and benefits when target achieved. His team who cares and helps each other and already like family.

Informant 10

Informant 10 is one of millennial employees. Organizational structure is suitable and comfortable. The current leader is kind and cares to his employees. Coworkers and leaders are support each other. In this company he appointed as permanent employee from previous contract employee and his team work is always put aside their own ego.

Informant 11

Informant 11 is one of millennial employees The organizational structure is suitable to her and in company her wages provided is quite appropriate. Her leader is a good person and in company the work is not rigid and monotonous. She got more bonuses when target achieved. Her team that help and care each other so teamwork will easier to do.

Informant 12

Informant 12 is one of millennial employees. The organizational structure is very structured. The wages she got was enough for her. Her leader is assertive and kind. Fellow co-workers and leaders are support each other and there is supporting facilities. She got training and development conventionally and via E-learning applications from company. By always familiarizing ourselves and caring each other therefore teamwork is definitely easier to feel.

Informant 13

Informant 13 is one of millennial employees. The organizational structure is very suitable for her. Her leader always gives a good example. The work systems are not monotonous and there supportive facilities. She got training and development either directly and via E-learning applications from company. Her teams always help each other.

Informant 14

Informant 14 is one of millennial employees. The organizational structure is well structured. If possible the wages can be added up and his leader is assertive and has good attitude. Fellow co-workers and leaders always support understand each other, the appreciation obtained is given bonus target achieved and teams always help each other.

Informant 15

Informant 15 is one of millennial employees. The organizational structure is well structured. Her leader can embrace the employees and work environment that is not rigid. She got more bonuses when target achieved. Her team always helps each other and cares for each other.

Informant 16

Informant 16 is one of millennial employees. He prefers the previous organizational structure and the wages his obtained now is quite enough. His current leader is doesn't feel suitable, fellow employees support each other and got training and development both directly and via E-learning applications. His team felt like family.

Informant 17

Informant 17 is one of millennial employees. The organizational structure is well organized. His leader is responsible and the typically not bossy. Fellow employees and leaders are support each other. He got bonuses when target achieved and his team is care and understands each other.

Informant 18

Informant 18 is one of millennial employees. The organizational structure is well structured. His wages obtained is decent enough. His leader is give good examples to employees. The work that is not rigid and monotonous. He got appreciation with can be appointed as permanent employee. His team is always helps each other.

Informant 19

Informant 19 is one of millennial employees The organizational structure is suitable for her. Her leader is assertive. The company facilities are very supportive and she got training and development that very helpful for her in work. Her team is helps each other, cares for each other and who are like family.

Informant 20

Informant 20 is one of millennial employees. The organizational structure is well structured. The wages obtained now is decent enough for him, the leader who is typically not bossy and work that is not monotonous and rigid. He got more bonuses when target achieved. His team always put aside personal interest and helps each other.

Discussion**Organizational Structure**

The best organizational structure for any organization depends on many factors including the work it does, its size in terms of employees, revenue, the geographic dispersion of its facilities, and the range of its businesses (Lewis, 2006). Based on the interview result, all of the informant almost have the similarity or almost have the same opinion when the researcher asked the questions. Most of informants which are 18 informants gives positive comment about the organizational structure in PT. BFI Finance Indonesia Tbk, Branch Manado, they said that they feel comfort and suitable with their hopes towards current organizational structure which mean the organization is well structured so the work become easily and there is good coordination between each unit also the work can be done more focused meanwhile only 2 informants who feel uncomfortable and inappropriate with current organizational structure. They said that the current organizational structure is too long so the coordination path is further away which mean it will produce a lot of thoughts be arise so it can affect to the work for later it feel more difficult.

Wages

Based on the interview result, most of the informants almost have the similarity opinion when the researcher asked the questions. There are 14 informants gives positive comments about wages, they said that they feel satisfied to the wages even they just get wages based on UMP it caused by beside they get wages they also get bonus, incentive and benefits from company and all of that are quite enough for them to use the money by themself to fulfill their needs and wants and the important reason because they still single or unmarried. Meanwhile there are 6 informants who feel unsatisfied with the wages. They said they have so much job responsibility toward the customers.

Leadership Style

The most successful leaders can communicate their organization's mission and express it in ways that inspire others to attain it; however, other traits, behaviors, and skills are required for leadership. Leaders must treat others as they would like to be treated (Surji, 2015).

Based on the interview result, there are 18 millennial employees gave positive comments about leadership style. They said the leader match to their ideal leadership style and all the answer have similarity to each other which are as they said they feel comfort with their leader, kind person, assertive but had responsibility toward the employees, care, good role models, give good examples, their leader able to empowered and encouraged the employees and the typical leader who not bossy meanwhile only 2 informants said they feel uncomfortable to their leaders because they feel not match with their leader.

Work Environment

Working environments such as workspace layouts, recreation, facility, safety to millennial employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well (Barrett, 2016).

Based on the interview result, all the informants give positive comments about the work environment indicator. Most informants have similar answers. They said that they feel comfortable and happy worked in PT. BFI Finance Indonesia Tbk, Branch Manado. Coworkers and leaders who support each other, care for each other, help each other, friendly friends, understand each other, clean environment, non-rigid work environment, work that is not monotonous, supportive facilities for work also the other reason the millennial employees feel happy

because the company always holds events or competitions on certain days that are useful for employees and leaders to have a close and useful relationship.

Career Development

A career path represents employee movements through opportunities over a period of time. Although career paths are thought of as leading upward, good opportunities are also available in horizontal directions. This is normally created and shared with individual employees. Working with employees to develop career paths has aided organizations to retain key employees (Mathis and Jackson, 2011:60).

Based on the interview result, all informants almost have the similarity opinion. They said during working in BFI Company they have received several awards from company such as they received more bonuses when achieving target can be achieved, they also got appreciate by appointed as permanent employee from contract employee, some of them were awarded with certificate as best employee. All the informants said that company always implements new ideas every month to be worked so their work is not always monotonous. After the company implement the new ideas, the company directly hold training and development for all employees either old employee or new employee. The company has 2 choices of teaching systems for training and development, first the company open training class which means training with directly or conventional way, second via application which is E-Learning apps by company.

Team Relationship

Generation Y prefer working in a teamwork because they believe they can gain more knowledge from the teamwork. Many theories has agreed that in this new generation or known as Millennial, they tend to work in a team but they also prefer to do by their own which they can give idea (Kapoor and Solomon, 2011).

Based on the interview result, all the informants give positive comments about the team relationship indicator. The informants mostly said that they feel happy worked with their team even though at first there must be adaption to get to know each other's characters but as time goes by the teamwork relationship has gotten closer and now is like a family. With the collaboration of the team they can get to know the character of each other, they can shares knowledge also gained knowledge, skill in work more honed and also they can share ideas that build teamwork so the task of the team can easily to be achieved.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the result and discussion, it can conclude some points here, which are:

1. The finding of this research show that the strategies through 6 indicators which are organizational structure, wages, leadership style, work environment, career development and team relationship shows that these indicators have positive influence the retaining millennial employees in PT. BFI Finance Indonesia Tbk, Branch Manado.
2. The finding is from 6 indicators there are 3 that become the most influential indicators of retaining the millennial employees in PT. BFI Finance Indonesia Tbk, Branch Manado which are work environment, career development and team relationship.

Recommendation

This research has been conducted in order to know the company strategies to retaining the millennial employees in PT. BFI Finance Indonesia Tbk, Branch Manado. Based on the findings, the recommendations of this research are:

1. For the organization in this case PT. BFI Finance Indonesia Tbk, Branch Manado, keep maintaining these 6 indicators in order to retaining the millennial employees so it can reduce the company turnover rate.
2. For the millennial employees in PT. BFI Finance Indonesia Tbk, Branch Manado is more professional in working because it is the responsibility as an employee and develops more skills so the company will proud to have multitalented millennial employees.
3. For the University to give some knowledge for the students especially Economics and Business about retaining the millennial employees at PT. BFI Finance Indonesia Tbk, Branch Manado.

4. For the future researcher that would like to make a similar research with this research, the researcher recommends to find the other object as the case study and adding more the indicators.

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