

A high-angle, close-up photograph of a person's hands typing on a silver laptop keyboard. The laptop is placed on a rustic wooden table. To the right of the laptop, a black smartphone lies vertically. The person's left hand is on the trackpad, and their right hand is on the keyboard. A black smartwatch is visible on the person's left wrist. The background is slightly blurred, showing more of the wooden table and the person's dark hair.

Millennials in Industry 4.0: A Gift or a Threat to Indonesian Human Resources?

A wave of young people aged 18-37 years have begun to occupy important positions in the workforce. Some of their leaders from older generations have begun to complain about the attitudes of the millennial generation when they have to work with them. They are somewhat negatively considered as not being the same as the previous generations.

How to bridge this?

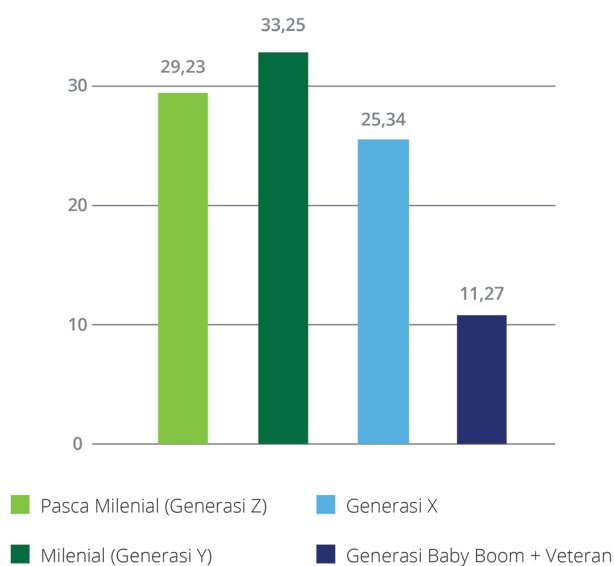
The 2015 World Economic Forum predicted that Indonesia will rank as the 8th largest world economy by 2020. This statement has been supported by Standard Chartered Bank, which has forecasted the same thing, while Goldman Sachs predicts that Indonesia will become the world's number seven economic power after China, the United States, India, Brazil, Mexico and Russia. These predictions have not been made casually. One of the drivers of economic strength is the rise of e-commerce, which is believed to be a source of future economic power. In 2015 47.9% of the Indonesian population, or as many as 93.4 million people, used the internet. This number is predicted to increase to 140 million users by 2020. Meanwhile, based on 2017 data from katadata.co.id, it is estimated that mobile phone usage represents 142% of the total population of 262 million people, assuming that one person uses two to three cell phone cards.

Inevitably, this predicted economic strength is increasingly driven by young people, ranging from internet usage to businesses that are starting to employ and even be led by young people. The majority of internet users are millennials who were born when internet technology had started to become known. A survey conducted by the IDN Research Institute in collaboration with the Alvara Research Center in 12 major cities in Indonesia, entitled the Indonesia Millennium Report 2019, shows that some 94.4% of the millennial generation of Indonesia are connected to the internet; in fact, most of them have become addicted to and even dependent on the internet. How about jobs? The business sector has begun to be dominated by young people from the millennial generation. How do their characteristics affect the today's workforce? How do companies need to see and prepare them to build the future of the Indonesian economy?

Millennial Generation, Tech Savvy but less Patient?

The number of millennials, or the generation born between 1981-2000, according to Susenas (National Socio-Economic Survey) in 2017, was recorded at 88 million people, which represented 33.75 percent of Indonesia's then population, as quoted in the Thematic Gender Statistics Book: Profile of Millennial Generation published by the Ministry of Women's Empowerment and Child Protection in conjunction with the Central Agency of Statistics (BPS) in 2018. This number is expected to continue to rise.

Population Composition by Generation (percent), 2017



Compared to other generations, currently the proportion of millennials in Indonesia is the largest (33.75%), followed by generation Z (29.23%) and generation X (25.74%), while the baby boomer generation and veterans comprise the smallest group (11.27%), as seen in the chart above. The number of millennials that has increasingly dominated the demographic mix is both a challenge and an opportunity for the Indonesian nation both now and in the future. The key to managing the millennials lies in these key words, that they will determine Indonesia's future. For this reason, all parties, including the government and business leaders, must begin to prepare themselves for millennials as their workforce. PT. Astra International, Tbk., a multinational company engaged, among others, in the automotive sector, as mentioned in the Indonesian Millennium Report 2019, reveals that currently millennials account for 70 percent of the company's 250 thousand employees; this reality encourages them to change the way they do business: by making adjustments toward the millennials.

The millennial generation is unique compared to previous generations, for example in terms of their expertise in technology. If Generation X (born 1961-1980) is a generation that greatly enjoys television and media outlets, the millennial generation is more interested in digital marketing and also digital shows, which include video- or internet-based advertising. This is in line with the views expressed by Dicky Kartikoyono, Director of Human Resources at Bank Indonesia, who said that the Millennials are generally tech savvy. "In general, they are a generation that does not experience difficult conditions, but they are sensitive to changes in technology or gadgets," said Dicky. According to him, this makes them different from Generation X and Baby Boomers, some of whom experienced the war era. Millennials are highly exposed to technology, even experiencing various revolutions in technology, starting with computers, information, and then the internet. "All these (conditions) shape them with an easy life; to understand them we need to see that they have been shaped by such conditions. They never think too long, the way they deal with problems is also different from the demands of their parents, their educational process is also different," Dicky said commenting about the Millennial generation.

This view regarding the familiarity of Millennials with technology is supported by Wisudho Harsanto, a Human Resources practitioner with a focus on operations, transformation/change management and corporate culture development, who now serves as Managing Director of Puri Bunda Hospital in Bali. He also agrees with the view that Millennials tend to be accustomed to being spoiled by technology that improves human life, thus forming their characters as people who tend not to have any long-term plans. According to him, philosophically technology is a human obsession to respond to people's laziness. "So, this is man-made ingenuity," he said. He gave the example of a television remote control as an object

that eliminates the need for people to get up to approach the television set to change channels and so on. "Just like online motorcycle taxis (ojek) that today can be ordered by just using an application on a mobile phone, people can cause the motorbike taxis to move in contrast to the old practice of having to go to the ojek base; thus, today, thanks to technology, the ojek comes to their house to deliver goods or people," Wisudho explained.

However, he completely disagrees with the view that distinguishes between Millennials and previous generations in black and white terms. "(This view) tends to be oversimplified," he said. According to him, besides the fact that the gap between generations cannot be easily identified, also (there is) a generational delay between Generation X and Generation Y of around 10 years in Indonesia compared to developed countries. "Even in terms of technology adoption, it is not the same between developed countries and developing countries, as well as the one between western and eastern parts of Indonesia," he said. He suggest to carefully defining the characteristic differences among millenials.

Simply, this tech saviness is the thing that allows them - for example - to always see information on the internet or social media before deciding to buy something. For this generation what the internet or social media says is very important to them. The views or opinions of other people on social media are very decisive, ranging from deciding whether to purchase goods or to other things that are more serious in life. The ease of accessing information and various other facilities makes millennial life relatively more comfortable than that of previous generations.

Then, how do millennial characteristics relate to work? According to Pambudi Sunarsihanto, Chairperson of the Human Resources Management Association (PMSM), millennials have attention spans that are shorter than the previous generation. Of course, this makes their communication style and way of life different, therefore it is not surprising that they also expect faster self-development, they also want to change positions and careers faster, compared to the previous generations. A similar view is stated in a report released by Gallup in 2016, titled: "How Millennials Want to Work and Live", that there are four main characteristics of millennials, one is having no attachment both to their work and to the brands of goods they buy; as many as six out of ten Millennials say that they are looking for job openings. This even results in losses of up to hundreds of billions of US dollars annually due to loss of productivity in the United States. Second, millennials are connected to each other thanks to internet connections so that they have a global perspective reflected in their daily interactions. Third, their perspectives are also unlimited so that they have a different approach in many ways, including work matters. They want to be free from workplace rules and company management performance standards. Uniquely, the



Dicky Kartikoyono
Director of Human Resources, Bank Indonesia

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Gallup report states that millennial employees who feel their supervisors can be invited to discuss things outside of work matters usually can stay in one workplace for more than one year. The fourth main characteristic is that they believe life and work must have meaning. As many as 87% of millennials say that growth in workplaces and careers is very important in work, and they want to have goals and feel that their role is an important part of the company.

Millennial Staff Identified with High Employee Turnover?

Some companies complain about the high turnover rate in their respective offices, which certainly makes the Human Resources department confused about this. Bank Indonesia is one of the state institutions that has so far enjoyed a turnover rate for long-term employees at close to zero (0). Dicky said, "All this time, employee turnover has occurred only if someone is sick, or has been sanctioned, or has got married. Because, as a central bank institution, the business cycle is the understanding of the business cycle as a whole, ranging from functions as regulator to roles in the global arena by promoting the country's position, which is impossible to understand (if not learnt) over the long term, and also our value proposition makes staff turnover close to zero." But that does not mean that institutions like the central bank are not vigilant.

Millennial is indeed synonymous with high employee turnover rates. "The average industry turnover rate is above 10% now," according to Novi Triputra, Director of Human Resources of PT. Deloitte Konsultan Indonesia. He added that such a rate has also been experienced in start-up companies, which are thought to be companies whose work environment is sought after by millennials. This is

corroborated by the opinion of Pambudi Sunarsihanto, who emphasizes that millennials are a generation that likes freedom, fast pace, instantaneity, and to be digitally focused. "When they join a company and they do not necessarily get what they expect, they can be frustrated when confronting it. In addition, millennials have dreams of becoming entrepreneurs who need various skills such as marketing, human resources and other skills; so, they all want to learn to prepare themselves to become entrepreneurs. They also want flexibility. "Working in one place for a year sometimes already seems a very long time for them," Pambudi said, affirming his view. adding that, "They have a very important character for the requirement of workers in the future, but their attention span is also shorter, and therefore they want to change positions and careers more quickly too."

Wisudho believes the assumed interest in changing jobs among millennials is something normal. More than 20 years of experience in the field of human resources has given him a deep appreciation of the world of millennials. He explained the variety of ways he has tried to keep millennial employees. In terms of the provision of benefits, which has been one of the company's strategies to retain employees, Wisudho has experience when offering a housing program for employees along with a car ownership plan (CoP), with 5 years installments for the car and 15 years installments for the house. The reaction of millennials was surprising, because they openly said, "Do you think I will be here that long? I don't think I will work here for more than two years." The seemingly non-serious reaction was taken seriously by Wisudho, who at the time served as Director of Human Resources. "It is a symptom, it is the underlying motive, their subconscious self says, "how come I will be tied up?", Wisudho said, recounting

his experience. If generation X would have seen the housing program as a gift, the millennial generation sees it differently. He called the phenomenon of change in generations as a generational tsunami. "It's a generational tsunami, it should not be obstructed; we simply act as a surfer, just follow the waves, but we have to survive," he said. Novi confirmed this, saying that "Their (millennial) tendency is to want to work fast, want to quickly get feedback, they also want their work to be challenging, boredom sets in faster with them than the previous generations." It's a challenge, even though in practice things are not always like that," Novi said.

Ridho Utama (Edo, 27 years) is one example of a millennial generation individual who often changes jobs. Graduating from the University of California, San Diego, United States, with a degree in Media Studies, he has worked in five different companies over the past four years, two of them in the United States, two companies in Jakarta and his current job in Bali. "I belong to the millennial category who likes to jump from work to work," he confirmed. He feels freedom and flexibility are what he is looking for. He admitted that every time he came to a job interview, he also said that he was always open to new opportunities. "To assess the actual situation, six months for me are enough to assess the company's culture, whether it is suitable or not. If it doesn't match, I start looking for other opportunities," he elaborated.

Darwin Boy Xsander (27 years) provides an example of another millennial's work experience. After graduating five years ago from the London School of Public Relations (LSPR), he is currently working in his fourth job. The

longest employment he has taken was with an advertising company, where he worked for 1 year and 9 months, whereas in other jobs he stayed for an average of six months to one year. He is also looking for challenges from every job he takes. "After working for some time, I felt that I was not developing, so I just chose to resign," he said.

In contrast with the experiences of millennials and the views of Human Resources leaders in several leading institutions, the results of a limited survey conducted by Deloitte Indonesia reveal that those who want to work for only one year in one company are relatively small in number, i.e. 5%, compared to 40.8% of millennial respondents who said that their ideal timeframe for working in one place was 3-5 years, and 20% who stated that the ideal time period would be between 1-2 years for working in one workplace.

Bank Indonesia also realizes that turnover among millennials is very high. But as a central bank, Bank Indonesia cannot be like other banks. "So, we must maintain the positions," Dicky said. He does not turn a blind eye to the "threat" that high turnover may also be encountered by his institution, due to certain characteristics of the largely millennial workforce. The institution addresses this condition by trying to reflect on the background of the millennials' lives, what they aspire to and what they expect from their jobs. With the help of management consultants, Bank Indonesia has found the right key, which is to provide space for creativity; it is hoped that, with this space, they will grow beyond expectations.



Wisudho Harsanto

Human Resources Practitioner with a focus on operations, transformation/change management and corporate culture development, who now serves as Managing Director of Puri Bunda Hospital in Bali.

Millennials are no longer able to be kept in the workplace by providing amenities that the previous generations would accept, it has shifted to be fridge benefit facility.

Millennial Characteristics Very Strong

Millennials are human resources with extraordinary potential that are very much needed at this time, where communications technology is at the forefront. Two characteristics that are quite prominent from them are interconnectedness and a sense that they should not be limited. The availability of the internet, wi-fi, laptops and smartphones allows them to be interconnected and to have a global perspective. In addition, they also have different approaches to communications. For example, they want to be free from workplace rules and management performance standards. They also hope that leaders can adjust to them, including how to communicate at work. Employees who feel they can discuss with their superiors about things that are not related to work generally stay longer in the job than those whose employers only discuss work matters.

"They are connected to one another and they are digital; it is just that their attention span is also faster, and then their communication style and way of life are also different from other generations," Pambudi said, expressing his views on millennials as employees. He also sees the potential for conflict between millennials and older generations. Wisudho supports that notion. His experience as head of the human resources department in several well-known multinational companies has allowed him to make a number of observations of the millennial workforce. He does not deny the notion that millennials are unruly workers and they move in and out of jobs quite quickly, but he tries not to view it as a generational gap issue.

He claimed to have tried various ways of dealing with millennial workers. For example, he once adopted the leadership approach of Generation X or Baby Boomers, who used to give orders and control, so everything was orderly. They did not like things that were irregular or unplanned; but this did not prove to be successful. In the end, he concluded, "We are in a time of generation mix in the work place. That's a fact. I personally consider it as something that has to happen, it does not need to be avoided or seen negatively. It's a neutral condition, we just need to do something to deal with it," said the observer of human resources issues who is also the Managing Director of a prominent hospital and who now resides in Denpasar. Although he does not really agree with the millennial definition, which he thinks is often oversimplified, he acknowledges that generally millennials are difficult to organize. However, he sees this as very challenging. "The toughest challenge in working together with millennials is that they are creative, analytical, collaborative and courageous," he said.

What the millennials themselves say has also strengthened the assumptions about their characteristics. Edo, who presently works in a start-up company that supplies sustainable living products, said that he likes freedom in working, both in terms of time and work atmosphere. "I don't want to be limited, I want a flexible working atmosphere, not having to be at the office from 9 to 5. It can be replaced with work outside the office, and the work should be based on outcomes rather than being routine but not productive." He also dislikes hierarchy and prefers to work in a collaborative atmosphere, not hierarchy. "I don't want to be treated as a manager who does not know anything, no.. no..." he said, telling of his hopes of being respected in an egalitarian workplace. "I like working in a collaborative, not authoritarian, and non-hierarchical office environment. A workplace that allows me to develop both personally and professionally, of course also with consideration of salary and being in a good location. I like cities where the creative industries are developing, with many start-ups, and digital nomads, such as Bali and Bangkok," said Edo, who now works in Bali.

Darwin, who also states that work flexibility is the thing he is looking for, of course, besides trust from the company. "With trust, I have more freedom to do things, and feel more flexible if I want to work at home or wherever it doesn't matter. The important thing is to be easily contacted," said the young man who has had experience working in several different roles, ranging from an advertising agency, an event organizer, a five-star hotel and a restaurant, and who is now working on social media marketing and communication in a company that sells equipment to support the needs of mothers and babies. He feels that internet connections, gadgets, laptops and other communication tools have been able to accelerate communication access, so as not to reduce connectivity with each other. Darwin thus emphasizes the importance of trust in millennials.

Such a description above can also be seen in the results of a limited millennium survey held some time ago (see box "Results of the Deloitte Indonesia Millennium Survey 2019: Working for Reasons of Status). As many as 52% of millennial employees want flexibility in their working hours. They hope the company provides the facility of flexibility during working hours. In addition, professional development is also important for millennials, as many as 70% of them expect the company to also facilitate employees to learn new things, and 59% of millennial employees hope to have ease of communication, including the use of applications that support communication at work.

The Importance of Corporate Social Mission for Millennials

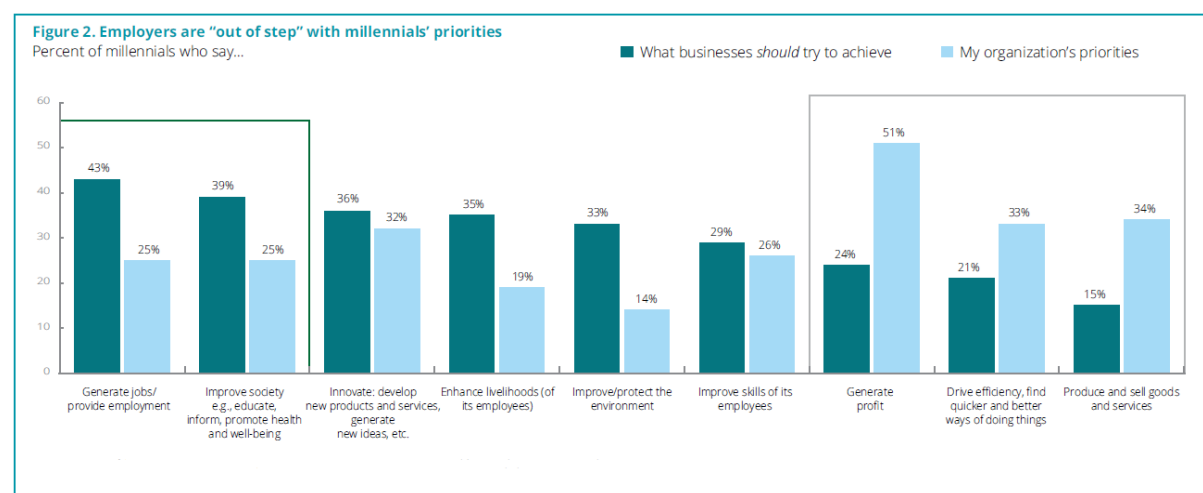
Millennials often get bad marks from older generations. Pambudi Sunarsihanto expressed his opinion about the millennial generation who like freedom, want everything to be fast, instant and everything digital. In an article on BBC.com, it was revealed that millennials tend to be considered lazy, happy with instant excitement, easily bored, to the point of being seen as job hoppers in terms of employment. However, in a survey conducted by Deloitte in 2017 with 8,000 millennial respondents around the world, it was found that the tendency to be 'job hoppers' had declined somewhat. Those who lived in developed countries were reluctant to move offices in less than two years. This finding differed from the results of a similar survey conducted in the previous year, which showed a stronger job-hopping tendency. Laura Gardiner, analyst from the Resolution Foundation, addressed this trend with her opinion that the reduced trend of changing jobs among millennials was attributable to economic factors. Sluggish global economic conditions has made job security a factor that was no longer as comfortable as before, so that millennials that have been known as job hoppers previously now want to stay in their current jobs.

Having a sole focus on business has been a subject of criticism among millennials against the business sector. In fact, millennials hope that the business undertaken by the company they work for will also participate in making changes toward a better world, according to Deloitte's 2018 Millennial Survey. In a chart presented in the 2018 Deloitte Millennial Survey report below, it can be seen that companies achieved a lower percentage on issues related to social missions, such as providing jobs for the community, improving community quality and employee welfare, as well as protecting the environment, compared

to the expectations of millennials.

For Edo, the social mission of the company where he works is important for him. The office of his workplace currently provides 40% of its profit for positive changes in the world through social programs. "Working with a company that gives back to society and becomes part of the changes, however small, gives its own satisfaction to me," said Edo, which is Ridho's nickname. Although at the beginning of his career he felt that social work and professional work were different, and he had never worked in a company that had a special social mission, in his current work, Darwin feels a connection with a social mission, namely giving counseling to mothers about the importance of breastfeeding and also conveying messages regarding the use of tools suitable for the condition of breastfeeding mothers. With this social function in his work, he feels more satisfied because he can carry out the fundamental role of humans to help each other.

Pambudi Sunarsihanto, a Human Resources expert and current Chair of the Human Resources Management Association agrees with Edo's and Darwin's views. According to him, millennials hope that the company they work for has a clear vision, and they know what they are doing and feel part of that big vision. The goal of making money and profits in the long run is the normal ideal of a company. But the question is, what does the company do besides pursuing this goal? How does the company do it? Pambudi offers some clarification, "Does the company do good deeds? Or does it have a vision for the development of the nation? Does the company, aside from doing business, also pay attention to and contribute to the environment and its community? What is the vision of the company? This becomes very important for millennials; they are looking for this purpose. So, just like



Sumber: 2018 Deloitte Millennial Survey

a stonemason installing stones, they don't want to just do their jobs as artisans, but they want to tell their friends that they are building 'a large cathedral'. They have a personal social vision and they want to unite their personal vision with that of the company," said Pambudi, explaining in detail the background of why the company's social mission becomes important for millennials. In line with this opinion, in the Millennial survey with limited respondents conducted by Deloitte Indonesia in March 2019, 26% of respondents considered that it is important to millennials that the business objectives of the companies they work with have some connection to social issues.

In a survey conducted by Deloitte Global in 2018, it was revealed that young workers had a conviction that business had to consider the interests of stakeholders, besides, of course, seeking profits. However, in the graph above we can see that most (75%) millennials agree that companies only focus solely on their agenda and pay less attention to the community, and only less than one third (21%) disagree with this view. They also see that the company's ambitions are only to make profits (62%). The company's priorities for workers, society and the environment lead the millennials to have limited loyalty to the company. Millennials show that perceptions toward business entities have been increasingly declining. They question the business motivation and ethics, diversity and flexibility in the workplace. Apart from that, good income and positive culture are attractive for millennial workers. These facts indicate that millennials have certain ideals in their work (and life); this further clarifies the findings of the Gallup report above.

According to Pambudi Sunarsihanto, the millennial generation does not think only about money. They are looking more for something cool to be proud of.

In the 2018 Millennium Deloitte Global report above, it is even stated that these young people want the leaders of companies where they work to be more aggressive in making fairly visible impacts with their business, and at the same time they want the organizations and their employees to be ready to face changes caused by industry 4.0. Even, according to the report, they hope the leaders will have a stronger influence than government or religious leaders. Three quarters of the millennials see businesses around the world as paying attention to their own agenda and have no commitment to improve the world. Almost half of the millennials in each field (or up to 50%) say that the business world does not have any ambitions except making money.

The results of this millennial survey, which has been held every year in seven years in a row by Deloitte, show that business success should be measured not only in terms of financial performance. Even though they are not anti-profit and are aware that profit is very important and a priority, they believe that companies should have a target for a broader goal of balance, namely: making a strong influence on society and the environment, making ideas, products, and services that are innovative, creating jobs, career development and improving human living standards, as well as encouraging inclusiveness and diversity in the workplace.

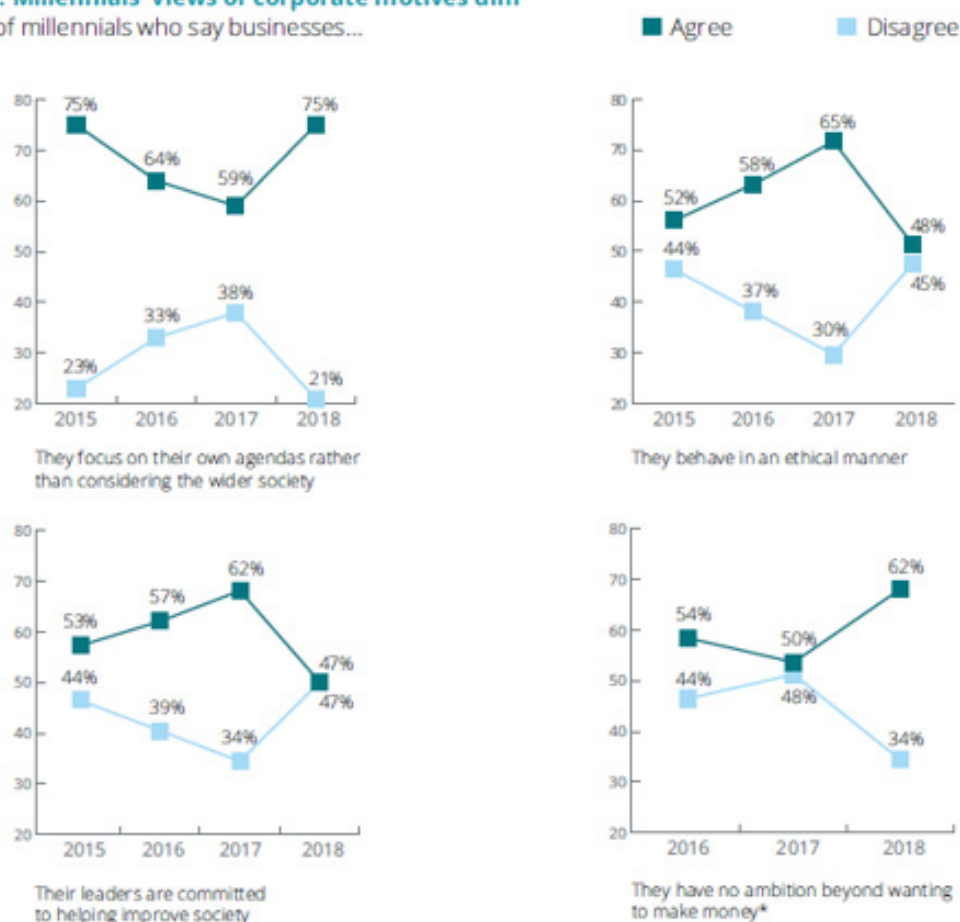


Pambudi Sunarsihanto

Chairman, Indonesian Society of Human Resources (PMSM)

“Millennials have a very important character for the requirement of workers in the future, but their attention span is also shorter, and therefore they want to change positions and careers more quickly too.”

Figure 1. Millennials' views of corporate motives dim
Percent of millennials who say businesses...



Q12. Thinking about businesses around the world, would you agree or disagree that, on balance, the following statements describe their current behavior?

Base: All millennials 10,455

*"They have no ambition beyond wanting to make money" not asked in 2015

Choices of Corporate Strategy to Face a Millennial Workforce

Flexibility is key in dealing with a millennial workforce. Companies, according to Pambudi, must be able to respond to the millennials who want flexibility in working. Not only providing time and space and allowing them to be flexible, Pambudi also reminds us that millennials have dreams of becoming entrepreneurs who need various skills such as marketing, human resources and so on. Programs rotating employees in areas that encourage them to master such skills can be offered to millennial workers. This is intended to extend their learning curve. "If they feel they have learned a lot in one company, they will stay in one workplace for quite a long time," said Pambudi. The approach which, according to him, can keep millennials as human resources in one workplace, is abbreviated as VOICE, namely a clear vision and allowing millennials to feel part of that big vision, with opportunities or chances to develop careers, incentives, both financial and non-financial, cool community, and finally the science of entrepreneurship. On the other hand, companies must also prepare themselves by changing the concept of human resources, from individual, competency-based focus to organizational capacity. In this context, all

processes and procedures must be converted into SOPs (Standard Operational Procedures) and documented. This is necessary so that companies no longer depend on individuals, hence, succession plans must be prepared for key positions.

Wisudho agrees with this. Based on his experience while leading the Human Resources department, millennials are no longer able to be kept in the workplace by providing amenities that the previous generations would accept. Facilities for millennial employees with acceptable experience constitute what is called the a la carte benefits, although not as flexible as a la carte in the real sense. In this program, millennial employees are asked to make choices from several options. For example, for a car facility, they may use a company car, or may purchase a car on credit through the CoP (usually in the name of the company) with a financing scheme of 20% from the office, and 80% from the employee's own pocket (with a loan in his/her own name). Employees actually like such an option, because if they move to another company, they could look for a new company that is willing to pay the remaining installments.

"This also means that the provision of a car facility can no longer function as a tool to retain them in the workplace; it has shifted to become a fringe benefit of a facility," Wisudho said. It is no longer used for retention as with the previous generation of workers. That is more or less already felt. Setting the benefit program is a way to overcome problems around generation mix. The company only needs to calculate the total management cost. If the total cost is the same, employees can choose from the available options. Nevertheless, the administrative preparation for the program is very heavy. What is clear, according to him, is that the effort to retain millennials to work in one company can be said to be difficult. "If their DNA is to hop, how can they be asked to lie down?" he said, referring back to the characteristics of the millennial generation that prioritize freedom and flexibility. Answering this, he suggests the adoption of a people supply pipeline approach. "So, if some existing employees leave, there are already people waiting to enter, because, indeed, if it is naturally like that, it is difficult to resist," he said.

As a state institution with close to zero turnover, Bank Indonesia does not feel it is acceptable to just sit idly by, and hope that the millennials will stay with the value proposition they offer. In Dicky's hands, the Human Resources department at the central bank has also been improving itself. Today, in facing the dynamics of the existing challenges, Bank Indonesia has directed its employees, some of whom become mid-level or high-level specialists in accordance with their respective job clusters, rather than generalists as before, which have turned out to be high-cost because their previous specific skills, which generated from costly years of trainings can be irrelevant to the present job position. Since their inception in this institution they have been directed according to a clear career path to have strong competency branding. The next stage is that they are directed to become semi-generalists by strengthening aspects of leadership. Another path is to direct those who are interested in the path of specialist researchers. Especially for millennials, there have been special handling initiatives organized over the last five or six years.

In line with the encouragement of the Governor of Bank Indonesia, Perry Warjiyo, to often talk to the millennials and capture their aspirations, including conducting surveys, and with the support of consultants, BI has made a road map that shows the management direction within the BI environment for millennials in the future. One result is to make four change management programs, namely (first) BI Prestasi (BI Achievement), by making short-term projects where concrete results can be seen directly, so that feedback can be given quickly. The second program is BI Digital, by adopting work patterns and an environment based on IT infrastructure that is more suitable for millennials because of its flexibility; this program, among others, allows people to work remotely in



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The Millennial's tendency is to want to work fast, want to quickly get feedback, they also want their work to be challenging, boredom sets in faster with them than the previous generations.

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Novi Triputra
Human Resources Director Deloitte Indonesia

the future on the condition that the work results are quite clear. There is also BI Religi (BI Religion), a program that invites employees to hone their religiosity side to support demanding work assignments. The 4th program is BI Inovasi (BI Innovation); this program rewards employees who succeed in generating innovation in terms of work processes and policies. Awards can be a financial sum, or they can take the form of training or visit to innovative workplaces, such as Silicon Valley, Google, Samsung and others. This program encourages employees to look for breakthroughs in their work. "Frankly, we learn from a variety of approaches, both new and old. First, the working atmosphere must not be rigid, without leaders that are overly stern and the absence of dialogue. They must be happy, relaxed but productive. So, it is certain that one of the criteria for leaders' assessment presently is how they are close to millennial employees. In fact, one of the most challenging matters is how the satker (work unit) leaders are accepted by millennials. If we are considered rigid and overly stern, we may not get any credit during our performance appraisal, because most of the driving force and their ranks are millennials," Dicky said, giving detailed elaboration. In addition to making programs and shaping the work environment to suit the millennials, Bank Indonesia has also created a value proposition that appeals to the millennial employees, such as official housing that is suitable to the millennial environment and remuneration packages that are in accordance with their

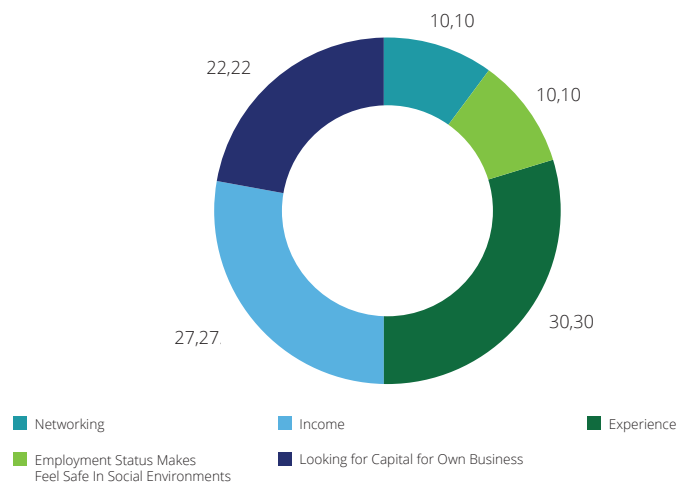
characters, namely in consideration of their flexibility.

The various choices of approach offered by experts and practitioners above might be the rationale for making a human resource (HR) strategy in the company. On the other hand, looking at millennial characteristics and their propensity to work, companies apparently should indeed have various possible approaches that are most appropriate in accordance with the character and vision of each company itself. On the other hand, also, they should have considerations for such matters as macroeconomic conditions and also the specific company conditions as well that will be very influential in making the HR strategy, besides, of course, listening to the millennials themselves in voicing matters of concern and their aspirations regarding work. In this case, it is necessary to develop open opportunities for the stakeholders to learn from each other, involving the company (HRD and users), the millennial employees, as well as non-millennial employees, to build agreement on a mutually beneficial corporate strategy. To quote Pambudi's words: prepare the best and be prepared for the worst.

Results of the 2019 Deloitte Indonesia Millennium Survey: Working for Reasons of Status?

A survey with limited respondents was conducted by Deloitte Indonesia in the period between February and March 2019 involving 100 respondents using Google Forms and a link shared via the WhatsApp messaging facility. This survey was conducted to see how millennials, or those born between 1981 and 2000 in Indonesia, view the world of employment. Broadly speaking, there are: goals and motivation to work, duration of work in one place, expectations about the workplace, places of consultation about work, and also understanding of Industry 4.0. Some reservations regarding this survey pertain to the limited number of the respondents, the lack of information about where respondents live, and also there is no segregation in more detail of the age categories of the millennial respondents, who have an age range of 20 years. The following are the results of the survey.

For 10% of the millennials, the priority in working is mostly attributable to status. They believed that the status of being employed will make them safe in the social environment. But this figure is just a few of them, as many as the percentage of millennials respondents wanted to establish networking in their work. While most of them or 30% of the respondents wanted to obtain work experiences, and 27% of them wanted to find good income.



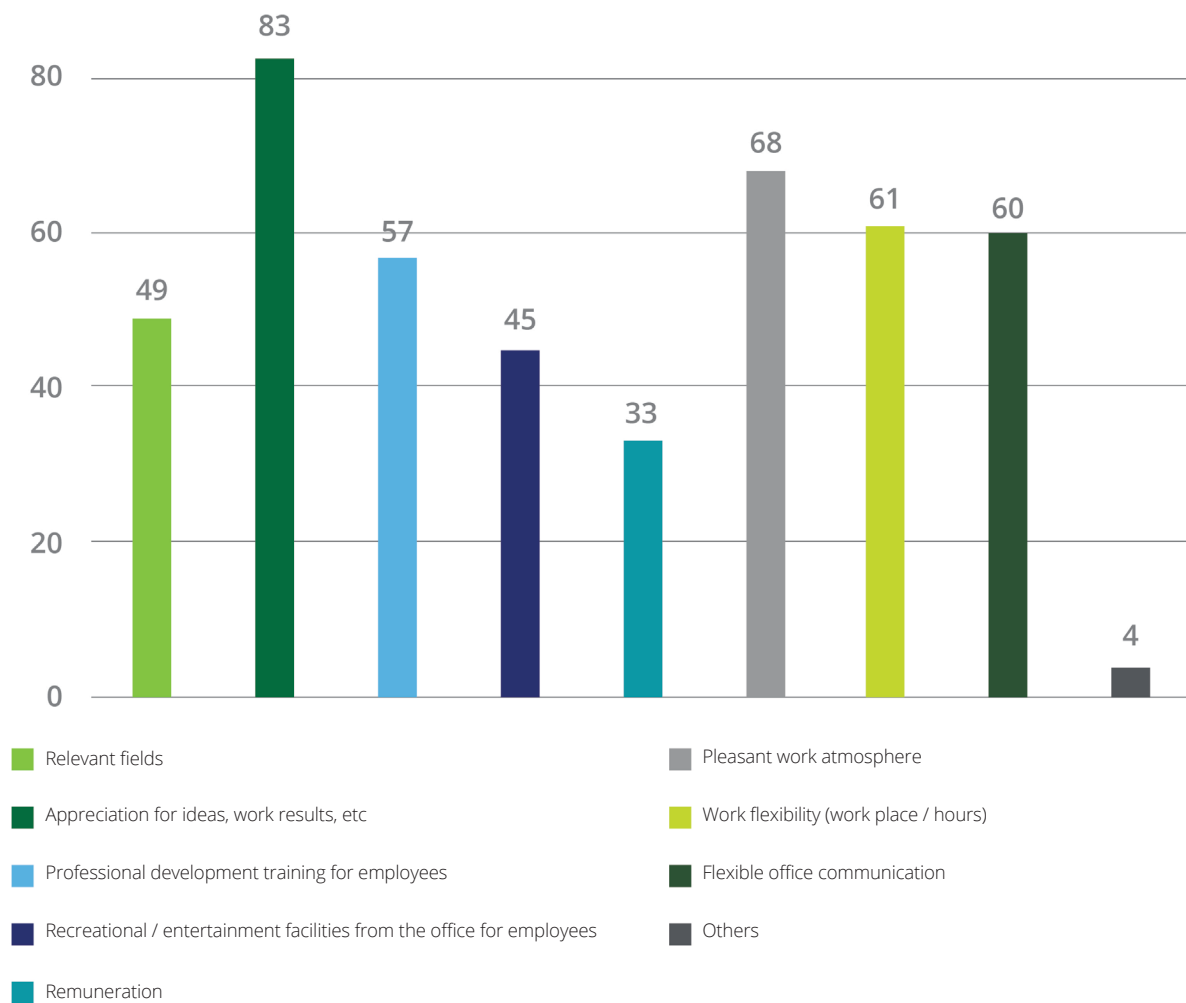
With regards to the ideal duration of time to stay in one workplace, almost half the respondents, or 49.5% of the millennials, claimed that the ideal time to work in one workplace or a company is 3-5 years. Whereas about 24% of the respondents felt the most ideal time period is between 1-2 years. Meanwhile, it is rather astonishing because this is contrary to the general opinion of millennials, as many as 15% felt they wanted to work in one workplace for more than 5 years!

When asked about what keeps millennials in their jobs, and for that question respondents were able to give more than one answer, it turns out that as many as 38% considered work and work environment to be highly determinative on the length of time they would stay in one workplace. Another reason chosen by 23% of respondents is to make their CVs attractive by not changing jobs too often, and to ease concerns in case they are suspected of being difficult in terms of blending in with coworkers. Another reason to stay in the job is the desire to master certain fields in a more in-depth manner and to attain work achievements. Meanwhile, as many as 20% stated that they stay because they have not secured their desired alternative job. This can be interpreted that they continue to try to find other jobs, while as many as 6% stay in their jobs because they are bound by contracts. However, for those who do not want to stay long enough in one workplace, their main reason is because they want to have a new atmosphere in their work, face new challenges, and also because connections with work partners, both internally and externally, have been built.

Actually, what do the millennials expect from their workplace? In this section, the respondents were able to choose more than one answer. The highest expectation delivered by most respondents, or 83% of respondents, was that an environment that supports personal growth manifests the most dominant factor. The second expectation of the respondents, chosen by 81% of the total, was for a pleasant working atmosphere, besides self-fulfillment, which was expected by 44% of respondents. Remuneration is apparently not the main factor, and it was the fourth largest factor chosen by 34% of the respondents. Meanwhile, only 26% of the respondents said that the inclusion of social attention in the business objectives of the companies where they work is important to them. Other expected factors include fair and transparent treatment from superiors, leaders who are in line with the vision, an atmosphere where mutual learning takes place, and the courage and firmness of the company in uncovering cases of scams and fraud.

If so, what can make millennials feel like working in one office? It turns out this survey question that could be answered with more than one of answer attracted very varied answers. The most common answer, or about 84% of the respondents, was that they like the appreciation of ideas and the results of work in the company. After that, a pleasant office atmosphere was the second most common choice taken by 69% of the respondents, followed by flexibility in terms of places to conduct work and working hours, as well as flexible communication (non-bureaucratic structure), favored by 62% of the respondents. In addition, the availability of various training opportunities for professional development also makes the millennial employees feel at home (57%), suitable fields (49%), and the availability of recreational/entertainment facilities in the office for employees. What is unique, in the category of factors that make millennial employees stay in their workplaces, remuneration is actually not a primary consideration among the majority of millennial employees, because only 33% of the respondents voted for that. In addition, millennials also feel that leaders who can develop their potential, and superiors or colleagues who are professional, are also reasons that can make them feel at home working in one office.

Deloitte Indonesia Survey for Millennials as Workforce 2019



Regarding employee expectations from the workplace or leadership, the millennial respondents were also allowed to give more than one answer. Millennial employees expected smooth team communication (82%), and about 70% expected the company to facilitate employees to learn new things, and 59% of employees expected ease of communications including the use of supportive applications, and 52% of the millennial employees hoped the company also facilitates flexibility in applying working hours. In addition, appreciation and use of new technology in developing team performance was also within the expectations of millennials.

In terms of consulting about their work or career paths, millennials prefer to discuss with close friends (38%), and, second, with parents (28%), as well as with co-workers (17%), and only 11% would discuss with their superiors at the office.

The respondents in this survey were also asked about Industry 4.0, which is now in sight and is often echoed on various occasions. As many as 55% gave an answer that they know about it, while the rest or 45% say they did not know the term. But when examined further, their answers were very varied, although generally showing some knowledge about Industry 4.0. In general, the answers covered in [the category of] technological answers are not confined to machine innovation. Artificial intelligence, machine automation and the progress of the internet will operate to facilitate human activities. In other words, there are some human jobs that will be replaced, but humans have a role in conceptualizing and perfecting artificial intelligence to facilitate daily work.

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Predictions has been published annually since 2001. In the latest edition, Deloitte Southeast Asia's TMT practice has once again included its "Southeast Asia perspectives" alongside with four of the global TMT predictions. Through a series of focus group discussions conducted by Deloitte Southeast Asia with 77 millennials across the three regional markets of Indonesia, Philippines and Singapore, we offer some insight into how global developments may take a different course or growth trajectory within the region due to its unique characteristics. This year's prediction theme is evolution rather than stasis. The high data speeds and low latency 5G provides could spur the evolution of mobility, health care, manufacturing, and nearly every industry that relies on connectivity. In the report, there is a discussion about eSport with big implications for media companies and advertisers. In this report predictions about 5G networks that will be launching in 2019. Please contact us if you are interested to receive a copy of this report.



Indonesia, the most populous country in Southeast Asia, has always been a core market of interest for retail business. In this fifth edition of the Deloitte Consumer Insights report, we reflect on some of the latest consumption patterns among Indonesian consumers that we identified from the results of a survey conducted in 2018. Our survey indicates that there are potential shifts in the Indonesian market as compared to previous years. A decline in personal spending has influenced products in the Basic Necessities cluster, particularly the Fresh Food and Packaged Food category. There are also signs that Chinese brands may be successfully positioning themselves across different income levels with certain Electronic Products. Please contact us if you are interested in obtaining a copy of this report.



This eHealth thought leadership paper aims to deliver an outlook and recommendations for Indonesian regulators, policy makers, academics, business owners and users about future trends in the Indonesian healthcare system. As a developing country, Indonesia continues to experiencing relatively rapid economic growth. However, rapid growth brings with it certain increasingly complex challenges. Currently, Indonesia is in the midst of several transitions; ranging from demographic, epidemiological, in information systems to technological changes. With all of these changes, stakeholders are required to review and renew existing policies and systems in order to be respond to the potential changes in macro-economic conditions which are likely to arise in the near future. Please contact us if you are interested in receiving a copy of this important report.



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