



# Who Should Leave Who Should Stay

A Strategy of Preventing Gen Y Employees Turnover

**Dr. Zahara Tussoleha Rony**





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## PREFACE

Today, turnover has become a phenomenon that happens nearly all the time at companies or offices. Starting and leaving a job happen because of some reasons. Among those reasons are (1) work situations and conditions, of which the workplace is considered as 'not interesting' anymore for a person's career development; (2) less challenging fields of work. There is not enough space to boost employees' creativity and innovation, so they 'get bored' with their work and work rhythm; (3) less egalitarian collegiality, rigid bureaucracy without giving any space to build a more equal interaction and balanced productivity and individual standing owned by an employee; (4) less clear expectations of career development due to short career path, even obstruct the possibility of a person to gain top positions in an institution or a company; (5) flat incentive, where the meritocracy principals are worn by the 'greediness' to obtain big profits, without being well-concerned of the distribution of financial rewards to those who are meritorious in getting profit for a company or an institution; (6) the availability of improving employees' capacity in the institution which may assure that each skill may be improved, and every new knowledge may be introduced to employees. Therefore, knowledge and skills can be improved to guarantee the so-called 'life-long competency', a competency which can 'guarantee' a person to be able to survive in life for as long as one lives.

Those are some of so many reasons of why starting and leaving a job has become an unpreventable phenomenon in the world of work. It does not happen only in private institutions such as companies, but also, lately, in government institutions, which bureaucracy is considered as 'more assured' for a person's career. The question is, why does this starting-and-leaving-job thing become interesting for our labor force? Of course the question did not come up by itself.

The question has emerged as our societies are getting more rational, due to our societies' increasing education levels, the

existence of Gen Y, and a more open access to information. Openness has developed into a consequence a person faces because of the information explosion that invades almost every aspect of life. The information explosion provides the societies with a variety of options with countable and considerable tastes and consequences.

The condition explained above 'forces' a person to get used to 'calculative- rational' way of thinking to decide one's own future. Employees will compare one job to another job, although they are at the same level. All aspects of a job get similarities and dissimilarities comparisons' accordingly allow people to make decisions: which one is better to guarantee their future, either from career point of view or from assurance of a better incentive and pay point of view.

Now, turnover turns into a normal and common phenomenon. However, the normality and commonness are still a problem for an institution or a company. They are facing this 'chaotic' situation because the leaving and coming of employees give an implication toward investment and performance. From investment side, an institution will undergo 'a big loss', besides that it has spent a big cost to educate employees to a certain level of expertise and skills, an expertise required to support the productivity of the company, it is 'running out of time' as well to resupply experts to replace the leaving employees. This kind of dynamic makes a lot of tense in the institution, which eventually will influence the company's performance, the continuity and the competitiveness of an institution.

Generally, the practice of employee turnover, or employee going in and out of a company, attracts two groups of employees. First, starting and leaving a job is loved by a group of people who are dissatisfied working at an institution because their capacities cannot be optimally empowered by the management of the company. This group of employees are imagining of a more demanding job, a more challenging job, a job that needs creativity



and is more innovative, and a job that gives more opportunities and is more open to career development. This group contains of people who get bored easily with regularity. They think regularity would shackle their expertise and skills and does not give enough space for creativity and innovation. Regularity becomes a scary 'ghost' for their career future and for the security of their future. That is why this group member let themselves more open, interact with diverse expertise and skills. They, frequently, are disturbed by transdisciplinary perspective. They do not want to become static, to stop with limited knowledge, understanding, and skills.

Secondly, a group of people who uncomfortably work at that company due to their expertise and skills which are not so suitable with the jobs they have. Usually, they get bored easily for they feel that they lose in the competition of getting a position, either they lose due to lack of expertise or due to lack of skills. The second group usually is dominated by those who work at lower level, who lack expertise and skills.

Both groups reflect the change of perspective of our labor force who is filled up by a new generation (Gen Y), a generation familiar with social media and actively use it. They interact continuously with various information, compare an information about a job to another similar information. They construct their own imagination by imagining the suitability of one job to their expertise and skills. They build imagination to 'want to become' employees suitable with their talents, interests, and attentions. They do 'self-engineering' to what they want. They do some efforts in order that what they imagine will happen in their workplace, or at least their workplace provides enough space to accommodate what they imagine. That is where their 'loyalty' as employees is, so they like it working there, engaged with their jobs. They will be loyal and will not go in and out of a company easily since there is a mutual commitment between them and the institution or the company where they work at.

This book in your hand is an illustration that serves to help you understand why there is a tendency among employees to go in and out of a company. This book reveals a variety of information about the reasons used by employees to do turnover. Also this book describes what interaction in a company is like, which implicitly can drive people to do the action of going in and out of a company.

This book is indeed not without some weaknesses, for it is constructed from a dissertation transformed into a more popular form. This kind of construction leaves a little bit of problem because the theoretical explanations are not revealed in a more complete and vivid way. As a result, we are asked to reconstruct the relation between the theoretical explanations and the case facts. Nevertheless, regardless of all that, this book has managed to give information about the importance of giving attention to turnover that a company frequently faces, so we can learn to tighten the wide disparity between expertise, skills, and expectations, and the kind of job that an employee will pursue.

I believe that we should appreciate and congratulate the publishing of this book. A book written by a Doctor of Management, especially in the field of HR management, who had pursued the study of the employees going in and out of a company or an institution.

I wish that you all have a good reading.

Jakarta, November 2016



Prof. Dr. Muchlis R. Luddin, M. A  
Vice Rector I Jakarta State University

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Thank You Allah The All-Knowing, Who makes it easy for me to adapt series of facts, theories, and solutions in my dissertation that later turned into books titled **"Who Should Leave, Who Should Stay (A Strategy of Preventing Gen Y Employees Turnover)"**.

It all started from my anxiety of a question, why there is high employee turnover rate in an established and well-reputed company? The fact is that from a quite long process of qualitative research, it was found that there are four factors that cause employee turnover, namely individual internal factors, individual internal driver factors, company internal factors, and company external factors.

I dedicate this book to Human Resources (HR) activists and company leaders. This dedication aims to broaden our knowledge in understanding employees' anxieties and desires, especially Gen Y-member employees, in order to be able to develop a synergized condition of mutual trust and a commitment between employees and company.

I admit that this book still have weaknesses here and there. However, as the writer, I expect that it can pair reality with theories that will create a nonstop learning process to reconstruct as well as sharpen our perception about today's companies' needs, and that it may contribute in the science of HR management.

I dedicate this book exclusively to:

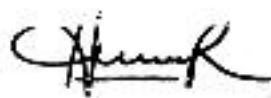
- Both my parents, my father Jamil Rony and my mother Rosalina, my family, Muhammad Taufan, and the jewels of my heart as lights to keep my spirit up to endlessly learn, AuliaRizkyta, Mutiara Fadhilah, and Nabila Wahyu Saliha.
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- Mentor: Anton Kamal.

I hope this book will be beneficial to readers and can be applied in companies.

Regards,



Dr. Zahara Tussoleha Rony

*Veranda*





**T**he dynamics and the daily activities in a television station network have made it a special company. Here, human's energy and creativity are combined and related to the limited electromagnetic spectrum of frequency. These huge activities also involve a capital intensive organization, labor intensive human resources, the use of technology, and the application of high-standard regulations. In the end, all this has made every television station a company that runs a unique business, namely creative business.

Meanwhile, the main business of every television station which is combining the exploitation of ideas process and the dynamics of technology and also huge investment triggers a tight competition between television stations. This motivates their employees to compete in making good programs to gain more portion of advertising, and demand them to work smarter and more creatively. Amid the sparkling performance of television, it feels so strong that this demand automatically result in quite high work stress level each day.

So, what are the tips and tricks this mass media company have in developing and manage reliable employees, under tight rhythm of work and high pressure?

This book summarizes the result of case studies research from the data in 2010 to 2012 about the many turnovers in a national private television company.

What does turnover mean? According to Robbins and Judge, turnover is voluntary and involuntary permanent withdrawal from an organization.<sup>1</sup>

The data that we collected in this research was quite surprising it made me wonder, why did so many employees withdraw themselves from the national private television station where my

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1 Stephen P. Robbins, Timothy A Judge, *op. cit.*, p. 28.

research took place? The company was already established and had a conducive environment.

I found facts which showed there were quite a lot of factors that made the employees decide to resign from their job. I turned my empirical experiences in finding the answers of the causes of this turnover phenomenon into a book in 2016.

Now, during the writing process of this book, I remember two years ago when I did a research in a famous television station in our country. At that time, I often passed a corridor which connected one building with another. Glass walls were on the left and the right through which I could freely look at a fountain and neatly arranged date palm trees.

The work rooms of employees were well-arranged as well with beautiful plant areas, not to mention the food court at which they gathered. They also used the cozy place to discuss work which were done in an informal atmosphere, while they enjoyed eating and drinking.

\*\*\*\*



# *The Dinamic of Employees*

*Television Company*

*Developing and Managing Human Resources*

*Achievement*

*Advertising Performance*



**I**t was around 07.30 in the morning, yet a food court in an office complex of a national private television station was already getting busy. It was a vast, cozy, clean, and mild food court. It served various kinds of foods and beverages for employees of many companies in this building, including a national private television company at which I did my research. Some of its news division employees were enjoying their breakfast there.



A beautiful reporter with dimples named Zela, who resembled a young artist Laudya Chintya Bella, slurped her warm coffee delightfully. "I haven't slept yet because I'd been covering a

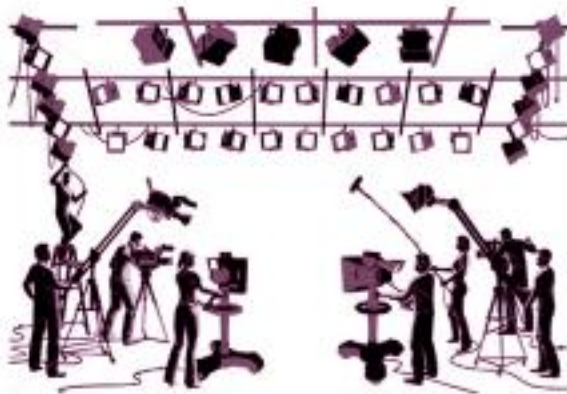
market fire in South Jakarta and reviewed it for this morning news," said Zela. With that warm coffee, she tried to keep her energy up and stay awake to work all night, for it would not only drain her physical energy, but also demand her journalistic cleverness.

On a table at the very end, Shinta from the creative team complained. "The informant had just said that he couldn't make it to the on-air talk show shoot (a celebrity interview live program). He was sick, and we don't have much time. Who's going to replace him?" She asked her friend in front of her, although she didn't really expect an answer. The girl turned on her pad and immediately made a phone call after finding another informant's number.

Both factual stories are common ones, experienced by workers in a television company. They were demanded to continuously explore ideas and make them real into programs, day and night, and they must always be in prime physical condition.



The rhythm of work under deadline pressures amid tight competition among television companies motivated them to gain creative and brilliant ideas - in today's term yang sedang hits or 'The one that is becoming a hit' - to be processed and performed as leading programs.



The television business is very much different with other businesses. The main difference is that it does not stick to office hours. In this kind of creative industry, there is no such thing as fixed office hours (workers

coming to the office at nine in the morning and going home at 5 in the afternoon, or nine to five as it is usually called). Our partners in a television company go home between 08.30 PM, 10.30 PM, and 12.00 AM, and the next morning they must come to the office at around 09.00 AM.

Even when they only had a short time to meet deadline, the employees in news and production divisions may not go home. They had to spend the night at the office or a place where an event was being held.

Nuke was a producer who loved mountain climbing, she often did it when she was taking a leave, and while doing her hobby, she found ideas to create an adventure-related program. "Even when I'm on vacation, I think about the programs. Looks like they become the breath of my life. Working in a television field means involving our body and soul," Nuke laughed.

That is a story behind the news division and production division, the core divisions of a television company. And what is the story behind the supporting divisions? The rhythm of work



of the Human Resource Development (HRD) Division and the finance division followed that of the core divisions. Bunga, the HRD manager, revealed, "We don't have normal office hours or 'nine to five'. When we work over eight hours a day, it's not counted as overtime." As a supporting division, we have to follow the rhythm of work of the main divisions, whether we want it or not. And we see the super busy and hectic hours of HRD division when it's time for recruiting and training employees," she continued.

She explained an incredibly busy work back in 2007, when they were recruiting thousands of employees as a preparation for the launching of a new television station. This recruitment required extra energy and time, yet they must finish it quickly and accurately. This massive recruitment was done to fulfill the need of human resources with sufficient competencies in producing programs, the main product of the television industry.

During the recruitment, Bunga was very busy and had to meet deadline in a short time. "The HRD division's task was to select and sort all the applicants in order to obtain hundreds of reliable employees in line with their talents and interests. Before it was done, the HRD division team had designed the recruitment system. Sometimes we had to go home at 11 at night and the next morning we must come to the office as usual to meet deadline," explained Bunga, surrounded by pillar-piles of applicants' CVs.

The HRD division's next task was to train and develop human resources, including to manage career management, compensations, and awards for employees. "You can imagine how busy we were at that time. In only a short time, we had to manage thousands of human resources along with thousands of problems," she uttered.

Working in a fast rhythm was what another supporting division constantly experienced, the finance division. "Sometimes

we have to go home late at night too to support the work of the news division or the production division. For example, making a production means high expenses and we have to manage a lot of financial reports to meet the demand of a good administration," Wina said, the finance manager.

In making a program, the finance division had to write down a lot of expenses from various team works. For example, they wrote down and recapitulated expenses for stage decorations, fees for guest stars and presenters, costumes, make up, catering, lighting, and so on.

That was only for one program. What about the many programs in a day, in a month, and even in a year? "We at the finance division work like journalists and creative teams who have to meet the targets under tight deadlines every day," Wina chuckled.

## Television Company

We may call a television company a unique one. Why? Because it is related to limited electromagnetic spectrum of frequency, capital intensive and labor intensive organization, the use of technology and regulation. Electromagnetic spectrum of frequency is a limited natural source for it is filled by electromagnetic waves that travel through the air and outer space without a man-made conductive medium and it is unmakeable or unrecyclable by human. Electromagnetic spectrum is the heart of private television broadcast institutions. It is used as a conductive medium to transmit television broadcast programs.<sup>2</sup>

A television company needs a specific location. This sophisticated technology-supported business also requires strong infrastructure, thus it needs reliable human resources as well. Moreover, television business is also capital intensive

<sup>2</sup> <http://pengetahuankulias.blogspot.co.id/>, accessed on August 25<sup>th</sup>, 2016

since it requires huge investment, and it is labor intensive for it involves a large number of human resources with diverse skills and competencies. Plus, it is technology and knowledge intensive because there is sophisticated and expensive electronic equipment in it as well as the need of various fast-growing disciplines.

Furthermore, a television company is under multi-regulation spectrum since there are many regulations related to execution terms and broadcast ethics. In running its business, this national private television company divided its divisions into two groups. The first group or the core divisions consists of news department, production department, program department, sales and marketing department. The second group is the supporting divisions, among others are finance department, human resource & general service department, production facilities department, and broadcast operation department.

The group division turned out to refer to television companies in general, as said by Pringle P.K, Starr M.F, and Mc Cavitt W.E, that as a business institute, a television company has two role groups. First, the groups of the departments which come under the 'commercial broadcast stations' category, among others are sales department, program department, news department, and engineering department. Secondly, the group of the supporting departments, some of them are business department, promotion and marketing department, traffic department, continuity department, human resources department, and finance department.<sup>3</sup>

The diverse departments in this television company definitely need a lot of human resources. They were projected to the primary goal, which was creating high-rated leading programs to attract as many advertisings as possible. These high-tariff advertisings

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3 Pringle P.K., et. al. "Electronic Media Management" 3rd Ed (London: Fokal Press, 1995), pp. 24-25.

are the biggest income for a television business institution and so they become the soul of a television company.

Richard L. Daft said that employees are a very important element of an organization because they hold economic value. Employees are also a figure of combination of knowledge, experiences, skills, and abilities. So, the management should give attention to them as valuable human resources by investing in prioritizing, finding, hiring, motivating, training, and developing them, to attain the performance that is suitable with the company's need, and maintain the potential human resources.<sup>4</sup> And what about human resources at this television company?

## Developing and Managing Human Resources

At the television company where the research took place, the recruitment system was good and well-organized. The Human Resources Division (HRD) did the recruitment referring to a competency model.

A competency model is an important series for the leading performance of one or a group of jobs. This competency model offers a map that helps someone understand the best way to gain success at work or understand a way to handle a certain job (LOMA's Competency Dictionary, 1998).

With a competency model, a company can set the standard of knowledge, skill, and working ability of someone in certain fields which is used either when recruiting future employees or when selecting until arranging things needed for employees promotion.

Competency was defined by Palan (2007:5-6) as a description of behavior. In detail, the description refers to characteristics that

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<sup>4</sup> Richard L. Daft, *Era Baru Manajemen: New Era of Management* (Jakarta: Salemba Empat, 2010), pp. 94-100.



base behavior which describes motives, personal characteristics, self-concept, values, knowledge, or skills. All of them are only carried by or owned by superior performers at workplace.

In other words, competency is basically a dimension of abilities, skills, and attitude that are demanded from a person to be able to meet the position's demand in general and may be considered as terms to make a person able to do one's job professionally.

Based on measurement of competency, it may be identified what competencies needed to be developed within each employee to increase his or her performance. In essence, competency is used to plan, help, and develop behavior, and improve one's performance so it is more directional and right on target in line with what is needed.

Ideally, every company has three types of competencies, namely the core competencies, the role competencies, and the functional competencies. The core competencies are an integrated group of series of skills and technology which are a learning accumulation, which give benefit for the success of competing on a business (Prahalad and Hamel, 1990). Particularly, competencies of a company are a combination of resources that lead in the competition throughout the corporate strategies.



Model Competencies

The core competencies are competencies derived from an organization's strategic aspects, namely vision, mission, and company values and strategies direction that subsequently will reflect the uniqueness of the company or organization. These

are the foundation for the organization to win the competition with similar organizations. The core competencies are also seen in each individual's behavior in the organization which become terms of employment of the organization.

The core competencies of this television company consist of seven dimensions. Firstly, integrity or honesty, consistency, showing commitment according to social norms, ethics, and the organization values and rules. Secondly, achievement orientation, which is orienting oneself to work well or to exceed an achievement standard in the form of self-achievement improvement ('improvement'); an objective measure ('result orientation'); competitive achievements at work ('competitiveness'); and challenging targets. Thirdly, flexibility, which is the ability to adapt and work effectively in different situations with various individuals and groups. Fourthly, continuous learning, which is actively learning and developing to achieve targets or goals and continually improving performance. Fifthly, creativity, which is applying new or different techniques, making solutions or new products to bring about better performance. Sixthly, teamwork, which is building and developing cooperation with other people, becomes a part of a group to achieve goals together. Lastly, customer focus, which is offering the best service to either internal or external customers as the main focus of actions that are done.

The core competencies of this company were a harmonic combination of diverse resources and skills which differed from other television companies and it was a collective learning results in the company. The presence of the core competencies of this company enabled the human resources managers to run the recruitments, trainings, promotions, and work assessments.

The second type of competency is the role competencies, the ones that are merely demanded on holders of managerial works. The role competencies are derived from job descriptions and the



top management's expectation of a leadership role in the company.

The third type is the functional competencies, the specific ones for certain job family so as to distinguish one job family from another. The functional competencies consist of hard skills and soft skills. Hard skills are the mastery of knowledge, technology, and technical skills related to a job. Behavior competency is a complement of hard skills. Soft skills are someone's skills in interacting with others and with himself/herself. The attributes of behavior competency include values that are embraced, motivations, behavior, habits, characters, and attitude. This type of competency is a part of someone's intellectual intelligences and often made as terms to gain certain position or job.

These competency models are references for human resources manager to recruit employees. Now, what about the recruitments, the trainings, and the human resources empowerment?

This company had performed either small or big recruitments, either small in numbers regularly or big in numbers temporarily. Massive recruitment had been done to obtain fresh graduate employees with a minimum of associate degree. In 2007, in preparing the launching of a new television station, this company invited thousands of fresh bachelor degree graduates in Jakarta, and only hundreds were accepted. Then in 2008 and 2009, they re-invited thousands of people to fill hundreds of positions. These hundreds of fresh bachelor degree graduates were placed in each of these divisions: the production division, the programming division, the news division, the transmission division, the sales and marketing division, the human resources division, and the finance division.

During the recruitment, the top management sometimes directly interviewed the candidates. One-door system of recruitment really was applied in this company, so there would not be people who are 'entrusted' to this company. Everybody purely passed the tests so

potential human resources would be gained. This tactic resulted in good quality of human resources in this company.

In order to obtain human resources who would really be suitable for the positions, the HRD division used the recruitment technic, which was combining the system of the Talent-Based Human Resources Management (TBHRM) and the Competency-Based Human Resource Management (CBHRM).

The TBHRM system focused more on passion aspect. Every job must be suitable to everyone's passion and characters. According to Peter Cappelli, TBHRM means that a job concept is the one that should adapt to someone.<sup>5</sup> The TBHRM is a process a company uses to anticipate and fulfil the need of human resources, to find the right person with the right skills and in the right position.

Just like what happened to Cahaya, an employee having different educational background from her work. "I am a fresh graduate, majoring in accounting, but I like covering news, it's full of challenges. I feel like my passion is here so I applied for the position of television journalist. Thank God they accepted me," said Cahaya, with eyes sparkled.

And what about the CBHRM system? Moeheriono said that the CBHRM is an approach pattern in building a management system of reliable human resources by making use of competency as the central point, that is managing the relation of human resources' employment optimally, starting from recruitments, selections, and the placing of individual trainings' needs, employee career plans, job promotions, and sanctions and awards, all done based on the mastery of competencies<sup>6</sup>, so the implementation of the recruitment process based on the CBHRM also stresses on the competency that candidates possess.

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5 Peter Cappelli, *Talent on Demand: Metode Baru Mendapatkan SDM Bertalenta* (Jakarta: PPM, 2009), p. 1.

6 Moeheriono, *Pengukuran Kinerja Berbasis Kompetensi* (Indonesia: Galia, 2009), p. 48

Dessy was an employee whose competencies were suitable to her formal education background. "I went to faculty of communication, majoring in journalism. I'd been a magazine journalist for three years. To gain more knowledge, experience, and salary, I applied for the position of journalist in this television station. Thank God, time flies, it's been a year since I worked here and it's been fun here."

After going through a series of tests and being placed, the candidates would undergo the on-the-job training (OJT). It was an organized process to improve skills and knowledge, and to develop work ethics.

Bintang, a production division employee explained, "The on-the-job training in this company is a positive thing, while I have no experience in television production. For about six months I had been escorted, guided, monitored, and evaluated by seniors while I was working. I also got an in-house training once a week. For me, it's the right means to learn. Now I can do everything all by myself, thanks to my seniors who kindly shared their knowledge."

Experienced candidates could work immediately without intensive supervision. For human resources who had worked for more than a year and had already been permanent employees, this television station held the employee development and training at least once a week during a year. One employee got at least one training during a year.

As for employees at the head of division, head of section, and manager levels, the management held the development with training, mentoring, and coaching. It was meant to improve conceptual skills, decision making skills, and to broaden human relations, so employees at this level were expected to have the ability to influence people at the company in facing changes.<sup>7</sup>

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7 Richard L.Daft, *op. cit.*, p. 287.

Similar to other successful companies, here, empowerment by applying enlargement, enrichment, and assignment was also done.

Enlargement is the quantitative addition of workloads to employees. The purpose is to make employees not feel monotony at work, to increase flexibility at work, and no training needed. For example, Agnes, the head of production division, was formally asked by the company to help with a national event in the era of Susilo Bambang Yudhoyono's leadership. "I feel happy and proud of becoming the representative of this company. At that time, I was the head of project in that national event," Agnes explained.

Meanwhile, enrichment is the qualitative addition of workloads. The purpose is to make employees more responsible, to gain autonomy and control of their work, and to motivate employees to work harder. Boy, a lighting supervisor, was given a task in the company's anniversary event. "I feel happy and proud to be a part of this company's anniversary event. Usually, I only coordinate 20 people on the lighting team for a routine event. Now I have to coordinate 40 people on the lighting team. What a cool and challenging task," said Boy enthusiastically.

Leaders of this company also performed the employee development by doing the total cycle development, cross-company assignment, and career development acceleration for future leaders who were considered as competent, they would be given higher position. As an example, Lestari, Budi, and Rita, they had been future leaders before leading at higher position. They had been assigned to be leaders in the subsidiary company temporarily and one day they would hold the position permanently.



## Achievement

The company granted awards to employees who made an achievement in the form of financial or non-financial return, given to them for all their service to the company. Financial compensations included salary, bonus, allowance, commission, vacation, paid leave, and so forth. Non-financial compensations included interesting task, responsibility, opportunity, recognition, and conducive work environment.

**BEST EMPLOYEE**



Non-financial award given to employees were in the form of trust to manage big shows like state occasions, or non-routine work projects. Kurnia, a producer, said, "Even though it was hard and difficult, we were happy and proud that the company trusted us to manage big shows. It made us more confidence to hold harder jobs."

There was also an award of a combination of both financial and non-financial awards, namely the 'Employee of the Year' award, a non-financial award given to an employee with achievements. This was considered as a very special award, because before being crowned as 'Employee of the Year', they were called to come up on stage in front of thousands of people to receive a placard and a certificate. Financially, the company gives millions of rupiahs. Agustina was an employee who received the award. "I work as good as possible with nothing to lose. I'm glad, of course, and proud they called my name, standing on luxurious stage with lights on me and the director shook my hand, the audience gave an applause, and I received millions of rupiahs," She said with eyes sparkled. She had not expected that because she had only been working for two years and already received millions of rupiahs.

What about the promotion system? Sarah, a producer at the production division said, "It's not a problem to get promoted here. Quite ideal."

Normally, the promotion process started directly from the superiors. They called the candidates and told them about that, and then the HRD division invited them to take some assessments held by an institution outside the company.

The candidates would do a behavioral event interview, an intelligence test, a personal test, an aptitude test, an interest test, an achievement test, and a presentation. They also had to undergo an in-tray process and a simulation practice in line with the promoted position during a specified time.

Besides a conducive, dynamic, and cultured environment, the top owner of the national private television company where the research took place was a nice and proud person.

They had received awards for a few times, such as Indonesian Marketing Champion 2013 and crowned as Tokoh Muda Media Televisi or Young Figure of Television Media from the Republic of Indonesia's State Ministry of Youth and Sports and Australian Alumni Award 2008.

The production leader, sales and marketing leader, and finance leader, they were called 'The Three Musketeers' (the name of a movie based on Alexandre Dumas' novel), a movie about three knights who are solid in doing their job and they have a motto "All for one, One for All". The three of them had brought success to the company as a national private television station.

The company also achieved some awards from 2010 to 2012, Some of them were the Anugerah Peduli Pendidikan Kementerian Pendidikan Nasional (The Ministry of National



Education's Educational Care Award) 2010, Program Anak Terbaik (Best Children Program) 2011 KPI Award, Liputan Tentang Buruh Kategori Televisi Terbaik (Best Labor Coverage in Television Category) from AJI & Friederich Stiftung Germany, and ILO, Liputan Perbatasan Kalimantan-Malaysia (Borneo-Malaysia Border Coverage) achieved Adinegoro Award, CNN Television Journalist Award, Dompot Dhuafa Award for Program TV Paling Inspiratif (Most Inspiring TV Program), The Ministry of National Education's Educational Care Award for Technology Media, and a lot more.

All the big names, owners of this company had made the company proud and created plenty of works and provided vacancies for thousands of workers at that time and this company became more well-known at that time (2010-2012).

Another predominant thing was that it was easy to find peer coworkers and so it became one of the company's advantage. Employees would work enthusiastically if they had felt the warmth in what theoretically is called camaraderie (or fellowship) in their working environment. A warm camaraderie means cooperative relationship between coworkers, sense of belonging to community, and strong mutual sense of belonging between colleagues. (Kourdi, 2009: 161)

Nikita, a production division employee was unwilling to resign because the company had a nice working environment. "I love working here because I have peer coworkers and they are cool. I have three best friends, all are in the production department, and we go on vacation together besides working together. I never think of leaving them, so I don't want to leave this company." These dimensions were like magnets for job seekers to be a part of the company. Next is a description of the total number of employees in this television company.

The total number of employees in this television company was 1,543 in 2010, 1,676 in 2011, and 1,663 in 2012. Most of them were the Generation Y (Gen Y) who had been born between 1982 and 2000, or 20 to 30 years old at that time. The last data recorded that in 2012, the Gen Y employees were approximately 69% of the whole employees.

The term 'Gen Y' is also known as NetGen, Google Generation, Digital Natives, Millennials (Balda & Mora, 2011, Evans 2011, Cekada, 2012). (Cahill and Sedrak, 2012) classified Gen Y as a generation who were born between 1982 and 2000.

As a generation who grow up in quick-changing societies and hold advanced technology like the internet and mobile phones, they do not only expect change, but also want it. They need a chance to grow and develop inside and outside the organization. When it is not fulfilled, they will undoubtedly look for other places that will accept them.

Those young people (Gen Y)-dominated employees made friends not only at work. They were a group that were accustomed to do some activities together after work, such as watching movies and hanging out, drinking and eating. This friendship made them share knowledge, help each other, work together, and interact in a cozy atmosphere. Friendship could also be seen in teamwork. Strong teamwork would strengthen the sense of togetherness as well as develop high altruism amid individuals. According to Colquitt, LePine, Wesson, altruism is the characteristic of loving to help others.

The fact is that in this national private television company, when one felt difficulty in doing one's job, or even when one could not come to the office, automatically there would be coworker in the same team who would replace and help him or her doing his or her jobs. Each employee felt this teamwork and it emerged

comfort. The experience of teamwork gave a good impression because everyone in the team knew their job descriptions well, they were always ready to help without wasting every single time to wait. Lina, a production division employee said that she felt the teamwork here was exceptionally pleasant, because whenever a team member had a disadvantage in a certain field, the other members would support each other to conceal it. "I admit, all the staff have solid integrity and they help each other, so an individual work is a teamwork, and vice versa, a teamwork is an individual work. We help each other, whether individually or as a team," Lina explained.

This is in line with the theory by Stephen P. Robbins and Timothy A. Judge, that a work team is a group of which individual efforts create a higher performance and a positive synergy through coordinated efforts.<sup>8</sup> Lina described the power of teamwork succeeded to develop performance and create a positive synergy through coordinated efforts. Employees' performance was seen not only from their perfect ability to work, but also their ability to control and manage themselves, and their ability to build communicative relationship with others.

Some conclusions of this research results were that with a solid team, employees were more open in communicating and sharing their knowledge. The impact of cooperating and building a good team was proved to result in the form of awards and it became a victory for the team that the company goal was achieved. Sara, a production division employee uttered, "We gained a lot of awards, such as CNN Award in 2012, Adinegoro 2013, and KPID Awards from the Ministry of National Education for several times." Among these awards, Sara stated, "These awards are based on teamwork. It is no use if I work well but the team don't, so we rely on each other."

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<sup>8</sup> Stephen P. Robbin, Timothy A. Judge, *op cit.*, p. 406.

Another interesting thing found in this research was that the company owner set a cost leadership strategy. This strategy stressed on the effort to produce programs with an efficient cost, for instance, making a television program that was cost-efficient and worth to sell, and even would gain many advertising spots.

The company owner challenged the management and employees to sell advertising spots exceeding the general standard. The owner set a target of Rp 2,210 trillion per year for the selling of advertising. Indeed the target was extremely high, but achievable, and that achievement was made because the employees possessed the ability and the commitment set by the company. In 2010-2012, the company gained the biggest profit that beat other private television stations since this company had succeeded in creating some leading programs viewers loved.

There were a lot of important aspects that supported the company to succeed, such as the employees' competencies, work culture, solid teams, cohesive top leaders, monitoring by the company owner, feedback, and effective motivations. The company owner run weekly meeting with the management and the heads of divisions and departments. The aim was to pump up the employees' motivation and to evaluate their work as well as give new directions.

*This company was full of targets, the owner set a high target and put trust in the employees that they could achieve it. A head of sales and marketing department complained to the company owner. "Sir, it seems difficult to achieve this advertising target. ..." Calmly the company owner told him (her), "You can do it. Just do it, you can do it!" This situation reminds us of a story that brings out the 'Pygmalion effect' theory. It is a theory in psychology that made use of positive perception and expectation to increase performance. It shows that what we think or expect may happen, often will become true.<sup>9</sup>*

<sup>9</sup> Jie Chang, A case study of the "Pygmalion Effect". Teacher expectation and student achievement. International Education Studies Vol. 4 No. 1, February 2011.



Who is Pygmalion? Pygmalion is a genius Greek sculptor who makes a statue of a woman. He is extraordinarily good at sculpting that the statue he sculpts looked alive. One day, he sculpts a female statue perfectly it made him fall in love with it. And so he makes his way to the temple of goddess Aphrodite and prayed, "O Aphrodite, give me a wife, a perfect woman just like my statue!" Aphrodite listens, and because the sculptor's prayer was so strong, she accepts it. At home, Pygmalion kisses the female statue he has made. He can feel the warmth of the statue's body. Then he knows that goddess Aphrodite has answered his prayer.

The Pygmalion story brings out the phenomenon of someone's strong hope may fantastically come true, called the 'Pygmalion Effect'. Naturally, humans will react concretely or abstractly to their environments. This also happened at work. Employees tended to react to their leaders' expectations, such as when they were expected to work exceeding the general standard. These situation and condition made them not easily complain, rather they would immediately find a solution to motivate themselves to reach the targets and challenges exceeding the general standard, as a leader of this company uttered.

A continually developed attitude in this television company is that when the superiors said, "You do this!" The reply should be, "Ready, Sir!" or "Ready, Ma'am!". If they were asked, "Can you do that?" they should answer, "Yes, I can!"<sup>10</sup> Hence, this attitude emerged the "Ready" culture that became a good work ethic and resulted in strong enthusiasm and fighting spirit within themselves.

Good work ethic was expected to excellently develop creativity since what this television company sold was programs. They were a product of ideas and creativity designed and applied

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10 Latif Harnoko, *Talent Management Implementation* (Jakarta: PPM, 2010), p.48

systematically. This creative spirit was tested whether they could make the programs interesting and good for the societies.

One other thing is that they were demanded to possess entrepreneurial spirit, ability to think and do efforts, and to sell their programs successfully as well as able to make efficient budget.

All the above explanation shows that this television company's employees were demanded to have resilience competency. According to Jackson (2002), resilience is the ability of an individual to positively adjust themselves to adversity. The studies by Tugade & Fredrickson (2004) also recorded that resilient individuals are optimistic, dynamic, and enthusiastic about things they find in life, open to new experiences, and have positive emotions.

Moreover, high resilient individuals will proactively and strategically develop positive emotions, think optimistically, and change their perceptions of anything that they initially thought difficult, stressful, or unenjoyable into normal, enjoyable, or challenging. Therefore, positive emotions is an essential element of psychological resilience. A person's ability to regulate diverse negative emotions into positive ones will determine his or her way to achieve resilience.

## Advertising Performance

What about the selling of advertising? The selling of advertising profit sharply increased. In 2010 it reached Rp1.122 trillion, in 2011 Rp1.710 trillion, and in 2012 it increased up to Rp2.210 trillion. The share level was gradually increased. In 2010, the share level became 10.1%, in 2011 it increased up to 11.7%, and in 2012 it reached 12.1%. It proved that public's interest to



watch this television was getting higher. Share is a percentage of a television or a program audience to the total number of audience available.<sup>11</sup>

In addition, this national private television's rating came in the sixth place in 2007 and gradually rose up to the fourth place in 2012. Rating is the percentage of a television or a program audience to the population of television owners Nielsen has set.

Up until February 2012, this television had succeeded in making internal program or in-house production as much as 88.3%. The spirit to work exceeding the standard challenges and targets had a positive effect in the form of increasing advertising profit that it had positive influence on financial performance. This profit allowed the company to divide bonus based on profit sharing.

The company calculated the bonus transparently. For example, the target set by the owner for selling advertising in 2011 was Rp1.710 trillion, while the standard target itself was Rp1.5 trillion. It turned out that the target was achieved, so there was a surplus of Rp 210 billion. Next, the Rp 210 billion would be divided into two, 50% as a bonus for the management or owner and 50% as a bonus for the employees. At that time, they received a bonus of 22 times of the employees' base salary. That kind of division made each employee incredibly motivated and moved, for it was a profit sharing-based bonus division.

The company's good financial condition and increasing profit, the bonus division for employees, conducive work environment, the owner's big name, and good example shown by the leaders, did not automatically make employees like working there. On the contrary, some even wanted to resign.

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<sup>11</sup> AGB Nielsen. "Glossary." AGB Nielsen; <http://www.Agbnielsen.Net/glossary/glosaaryQ.asp?type=alpha&jump=none#alphaR> (accessed on September 26th, 2013).

So what made the young people (Gen Y)-dominated employees at this television company resign?

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# Who Should Leave Who Should Stay

( A Strategy of Preventing Gen Y Employees Turnover )

The future of a company lies on Gen Y. This slogan has become a task for companies in facing the challenge of managing human resources, particularly members of Gen Y. Why is that?

Gen Y exist to give challenges, opportunities, and creativities for today's companies. Gen Y members have strengths that are beneficial for companies. They are highly flexible, have strong desire to learn, love discussing things, and tech-savvy. These will affect companies to get more progressive and innovative.

The research by Cran (2000: 9) said that Gen Y is not loyal to a company. On average, Gen Y members will change jobs up to twenty time in their lifetime. Pay Scale and Millenial Branding, 2014 revealed that Gen Y will not stay long in a company. The research by Gibson et. al. (2009) also showed that Gen Y members love to leave for another job and get easily bored if their career development opportunities are not provided quickly and accurately.

Indonesia will be the third country with the fastest labor growth in the world in 2020, in 2010, there were more than 80 million of Gen Y members and will increase to 90 million in 2030. It means that a third of Indonesian people are Gen Y members (Mark Plus Institute 2015).

All the explanation above is in line with my research results I turned into this book. The fact is that the challenge of managing Gen Y was experienced by one of famous private television stations. At this company, the majority of Gen Y members did turnover. The causes were work-life imbalance, office politics, and job dissatisfaction related to leaders, salary, and career development.

This company has a task to create tactics and strategies in facing the changes of work environment that is full of targets and tight business competition so it is susceptible to bring about employees' dissatisfaction. But on the other hand, this company was also succeeded in maximizing Gen Y's performance. It was proved by the company performance's rapid improvement during 2010-2012. How could this happen? You need to read this book!