

Talent Management Implementation for Millennials as an Effort to Achieve Sustainable Organizational Performance

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ABSTRACT

This study aims to find out the implementation of talent management at Payzett which is dominated by Millennials, assess its effectiveness based on its contribution to the sustainability of organizational performance, and seek the improvement company can do to achieve organizational performance sustainability through talent management toward Millennials. This research is qualitative research conducted at Payzett, a fintech company in Jakarta, Indonesia. There were 14 key informants got involved in this research who are department heads in the company. This research shows that the implementation of talent management at Payzett has not optimally implemented. There are some improvements needed in order to readjust talent management strategy that can meet the needs of millennials in order to increase individual performance and make positive impact on organizational performance sustainability.

Keywords: Generational Transition, Industry 4.0, Millennials Generation, Sustainable Organization Performance, Talent Management

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INTRODUCTION

The existence of the industrial revolution from time to time with various important events in it led to character differences of each generation. The difference in these characters is clearly showed in Gentilucci and Brescia (2017) research. It was explained that there were 3 groups of generations, so-called Baby Boomers (1946 - 1964), Generation X (1965 - 1981), and Millennials (1982 - 2000). In each generation there are significant differences related to work ethics, work values, work-life balance, career development, and what each generation sought in the work environment, especially between the Baby Boomer generation, Generation X, and Millennials.

At the moment, Millennials is the largest population based on generation in Indonesia. According to the data from Central Statistics Agency (BPS, 2020), the percentage of millennials in Indonesia is 25.87%. This percentage has exceeded its predecessor generation so-called Baby Boomer Generation (11.56 %) and Generation X (21.88%). Furthermore, when we classified by age, Millennials is in a productive age that is starting to dominate the employment. On the other hand, the composition of Baby Boomer Generation and Generation X is decreasing as they enter retirement age.

The transition from the baby boomer generation and generation x to the millennial generation triggers new challenges for employer. As Madistriyatno and Hadiwijaya (2020) found that although the company always develops human resources, there are still many obstacles and problems, such as many millennial employees who resigned, employee performance tends to decrease, do not understand and cannot do their responsibilities in accordance with the directions from their superiors. The Kronos Incorporated Survey (2019) found that there are problems faced by individuals from this generation. They are a lack of self-confidence to enter the world of work, expectation to work longer at the company, a tendency to worry about their ability to succeed in the world of work, and lack of motivation, and low self-esteem. According to Bennett (2020), experts describe millennials as a generation with disruptive self-interests. Though some laud the cohort as tolerant, open-minded, and ambitious, millennials are more often accused of being impatient, disengaged, narcissistic, distrustful, and anxious.

Over the time, millennials will increasingly dominate the workforce. Despite the growing negative stereotypes has caused concern for most of employers, however, the generational transition is a necessity that must be faced. This challenge becomes an indication for the company to explore millennial's character and their needs. This action was taken as an effort to strategize the right way in order to optimize individual performance of millennials and achieve the sustainability of organizational performance.

The ability to continue and maintain optimal performance in the long term is the goal of every organization. Individual performance is one of the important factors that affect the sustainability of organizational performance. This statement is in accordance with the opinion of Simanjuntak in Sinaga et al (2020), that based on its structure, the performance of an organization is influenced by three main factors, those are; organizational support, management ability and effectiveness, and the performance of everyone in the organization (individual performance). Individual performance itself relies on how talent management implemented. Therefore, if the company wants to achieve sustainability of organizational performance, one strategy that needs to be developed is a talent management strategy. As Rukunga and Nzulwa (2018), also Almaaitah et al (2020) found in their research that talent management has a positive impact on organizational performance. In addition, other literacy states that Human Resources (HR) is one of the internal factors that is the main key to the company's business success (Rahmawati 2019).

In order to optimize the result of talent management implementation, company needs to ensure that the implementation of talent management can accommodate the needs of employees. Therefore, it is important for companies to explore the character and needs of the majority in the company. Payzett Company is a financial technology company where the majority group comes from millennial generation, which is 90% of the total employees. By looking at the urgency of the implementation of talent management to achieve sustainability of organizational performance, through this study the authors want to know the implementation of talent management in Payzett which is dominated by Millennials, assess its effectiveness based on its contribution to the sustainability of organizational performance, and seek the improvement company can do to achieve organizational performance sustainability through talent management toward Millennials.

LITERATURE REVIEW

Generation Theory

Generation Theory was first put forward by Karl Mannheim in his essay entitled "The Problem of Generations" in 1923. Furthermore, various experts began to develop theories about this generation. Karl Mannheim defines that generation is a group of individuals who have an age range and have

experience following important events that occurred in history. Kupperschmidt's (Putra, 2016) defines that generation is a distinct group of individuals who share birth years, age, location in history and momentous life events at critical developmental stages of their life.

Different generations with important events during their lives caused the differences in generation characters (Putra, 2016). These differences also appear in attitudes and values they have in the work environment. Gentilucci & Brescia (2017) classify the differences in the work environment between Baby Boomers (born in 1946 – 1964), Generation X (born in 1965 – 1981), and Millennials (born in 1982 – 2000) as follows:

Table 1: Differences in Attitudes and Values Based on Generations in the Work Environment

Birth Years	1946 - 1964	1965 - 1981	1982 - 2000
Cohort Size ⁱⁱⁱ	75.5 Million	65.7 Million	79.4 Million
Work Ethic	<ul style="list-style-type: none"> • Driven • Ambitious • Invented the 50-60 hour work week • Strive to do one's very best 	<ul style="list-style-type: none"> • Balanced • Work smarter not harder • Self-reliant • Project oriented • Want structure and direction 	<ul style="list-style-type: none"> • Idealistic vs. realistic • Flexibility and control most important • Want to have a say • Work anywhere, anytime
Work Values	<ul style="list-style-type: none"> • Pay and benefits are most important • Loyalty • Respect • Formal roles • Competition • Face time at work • Play by the rules 	<ul style="list-style-type: none"> • Pay and benefits are important but balanced with a desire for personal growth • Adaptability • Loyalty, to a point • Resent being in Boomers' shadow • Independent • Self-starters • Diversity 	<ul style="list-style-type: none"> • Workplace culture is more important than pay and benefits • Multitasking • Meaningful work • Collaboration • Tolerance • Goal-oriented • Tech-savvy • Entrepreneurial
Work – Life Balance	<ul style="list-style-type: none"> • Imbalance between work and family • Live to work • We can have it all 	<ul style="list-style-type: none"> • Seek balance between work and family • No more latch-key kids • Work to live • Maybe we can't have it all 	<ul style="list-style-type: none"> • Life is short – have fun • Emphasis on self-fulfillment rather than work • We know we can't have it all
Career Advancement	<ul style="list-style-type: none"> • Ambitious • Follow corporate path • Ladder climbers • Strive for the corner office • Long-term commitment to a single employer 	<ul style="list-style-type: none"> • Focus on results, not on time spent on the job • Will follow corporate path but are willing to deviate to meet goals • Committed to employers but will change for advancement opportunities 	<ul style="list-style-type: none"> • Recognition for my work is more important than a title • Create own path for career • Now! • Short-term commitments to multiple employers
What They Seek in a Workplace	<ul style="list-style-type: none"> • Flat organizations • Democratic • Semi-formal • Equal opportunity • Friendly 	<ul style="list-style-type: none"> • Functional organizations • Efficiency • Fast paced and flexible • Informal • Access to technology 	<ul style="list-style-type: none"> • Google-like • Fun, flexible, positive • Want continuous feedback • Highly creative and entrepreneurial

Source : (Gentilucci & Brescia, 2017)

Talent Management

Dessler (2016) defines talent management as a goal-oriented and integrated planning process, recruiting, developing, managing, and compensating employees. According to Sareen & Mishra (2016) talent management can be defined as the process of recruiting, training, managing, developing, appraising, and maintaining the organization's most valuable resource, so-called people. Meanwhile, according to Pella & Inayati in Kusuma (2017) talent management is the process of managing and utilizing existing talent within the organization to provide certainty of talent availability in accordance with organizational needs, both aspects of the organization's core competencies and aspects of future leadership. There are four indicators in talent management, namely talent attraction, talent retention, learning and development, and career management (Aina & Atan, 2020).

Organizational Performance Sustainability

Sustainable organizational performance is the ability to improve investment and managerial policies and strategies to ensure future profitability, social welfare, and environmental responsibility (Pantelic et al, 2016). Meanwhile, according to Bankir et al in Aina & Atan (2020) an organizational performance is considered sustainable when executives are able to plan strategies that aim to increase market share, talent, and stakeholder profits, while reducing costs and employee turnover. In addition, an organization can be said to be sustainable if it is able to maintain its existence from external threats and internal changes.

According to Simanjuntak in Sinaga et al (2020), based on its structure, the performance of an organization is influenced by three main factors, which are:

1. Organizational support, consists of compatible organizational structure, the usage of technology to support employees work, and the work environment or atmosphere.
2. Ability and effectiveness of management, including planning, organizing, providing human resources and good supervision.
3. The performance of everyone in the organization, including healthy individual competencies, organizational support and management support

METHOD

This study uses a positivist qualitative research paradigm that will capture phenomena within the dimensions of the concepts that are the focus of the study. The research design uses a qualitative approach with a case study method. The sampling technique used was purposive sampling. While the data collection techniques using interviews, observation, and documentation with the main research instrument is the author herself. In testing the instrument, triangulation of data sources and method triangulation were carried out. The validity of the data is done by testing credibility and dependability.

RESULT AND DISCUSSION

Organizational Performance Sustainability

In measuring the sustainability of organizational performance, the author uses measurement indicators from Lyria in Aina & Atan (2020) which have been adjusted to qualitative research as follows:

1. Has the company's talent management improved the company's competitiveness?
2. Has the company's employee retention strategy led to an increase in sales?
3. Does Talent Management in the organization result in an increase in employee productivity?
4. Do you think that the company's recruitment rules have contributed to raising the standard of employee morale?
5. Do you think that formal corporate succession planning has contributed to a high return on investment?

Based on the FGD (Forum Group Discussion) conducted by discussing the indicators stated above, it can be concluded that talent management at Payzett has not given any positive impact on the sustainability of organizational performance. Regarding to the question of the company's competitiveness, according to Head of Finance, Accounting, and Tax, the company still requires competent, especially in product development. Following is a quote from the Head of Finance, Accounting, and Tax:

“In my opinion, talent management has not contributed to improving the company's competitiveness. Still need to add more competent employees, especially in product development. So it's the responsibility of recruiter to hires qualified employees to be able to give their best contribution to the development of the company “

This opinion is supported by the Compliance Manager, Internal Audit Manager, and Head of Business Development. The Head of IT added to the statement by saying that there was the need of training or mentoring for employees in order to hone competencies.

Responding to questions related to the impact of retention on increasing sales, according to the Compliance Manager, the sales team is considered not to have done optimally and is advised to create incentive schemes and appreciation such as promotions for employees who perform well. This was also supported and agreed by other informants. The following is an excerpt from the Compliance Manager's conversation:

“It hasn't caused an increase in sales. Usually, for sales, incentives or bonuses must be held. Currently there is no visible increase in sales due to retention”

In addition, employee productivity is also considered not optimal by the Head of Finance, Accounting, and Tax as follows:

“In my opinion, productivity is still not optimal. Through retention, it should be able to affect productivity, related to how to increase employee motivation.”

In contrast to the Head of Business Development who assesses that the sales team has tried their best, but is constrained by the number of teams that are considered minimal, as follows:

“In sales, the employees are productive, but the problem is the lack of manpower, so that there are limitations in their work, they cannot focus on their main task of selling. For example, if a merchant needs technical support, the sales team must also handle it.”

On the other hand, according to Compliance Manager and Head of IT, productivity has been very good. The following is an excerpt from the Head of IT:

“In here, the team-work is good, so productivity can also be maintained. However, IT team productivity is too forced, the burden exceeds the capability in terms of workforce quantity”

In terms of motivation and work attitude, all informants agreed that the psychological test should be selective to prevent employees with negative work attitudes from being employed in the company. And about career management, all informants agree that there has been no formal implementation in the company so it must be implemented immediately.

Talking about company performance, it means talking about performance of each component in an organization. In other words, synergy that is generated by performance between management, employees, and other should consistently support overall performance. As one of the factors that support organizational performance, company should put attention to individual performance. Individual performance itself relies on the implementation of organizational talent management. This is in-line with the opinion of Heinen & O'Neill in Aina & Atan (2020) that talent management is considered as the best way to build a company's competitive advantage in the long term. It is understood that talent management is one that has a vital role in determining how the company will be in the future. The implementation must also be re-adjusted so that it is right on target with the needs of the younger generation. This is as the response of the generational transition with characters that have significant differences compared to their predecessor and how they dominate workforce at the moment. As stated by Mohamad Soleh (2019) that if a company wants to develop the potential of employees from the millennial generation, then the company culture is expected to be able to adapt to the needs of this generation. For this reason, it is necessary to review in-depth how the implementation of talent management is currently running at Payzett.

Talent Attraction

Regarding talent attractions, the interview results shows that in general the preparation and selection process was quite good. The problems are the number of workers with required competencies, especially at the senior level which is considered to be lacking which was stated by Head of IT below:

"The process is quite good. The number of employees at the senior level only needs to be added so that someone can guide and manage the team"

The Lead of Internal Audit at Payzett added that the other problem is at the psychotest that needs to be optimized. The statement is as we can see below:

"I think the recruitment process here is very good. The process is very complete from the process of requesting employees to hiring. Then there is background checking to see how the quality of employees in the company is. That's really good. I think we need to improved our psychological test because some of the employees we have recruited have poor work attitudes."

Regarding talent attraction, the result of interview shows that in general the recruitment and selection process is quite good. Weaknesses are in the number of manpower with the required competencies, especially at the senior level which is considered lacking and the psychotest stage that needs to be maximized as stated by the following Head of IT:

"The process is quite good. The number of employees at the senior level only needs to be added so that someone can guide and manage the team"

Another response, according to the Head of Partnership when discussing about recruitment, was that the company had employed incompetent employees several times. In addition, according to the Technical Writer Manager, recruitment fulfilment is considered to take a long time. This opinion was then been asked to HR & GA Manager who confirmed the existence of the problem. The following is the statement of HR & GA Managers:

"The recruitment process is good where the process has followed the proper recruitment flow. Regarding work attitude, it is true that there are some employees who have problems, because many young employees get important positions. They are entrusted with certain positions because they are considered for their knowledge and hard skills. However, in terms of soft skills, it turns out to be immature or not ready, so they often encounter problems. The fulfilment of human resources is indeed constrained due to the lack of availability of applicants with the required competencies, especially IT team."

In response to the statement, recently, employers are indeed facing various challenges in talent attraction. According to a survey conducted by Michael Page in the Talent Trends 2022 Great X Report, the top 5 talent recruitment challenges in 2022 are; finding job applicants who match the company culture, competition for job applicants, meeting salary expectations, skills needed are not available, and lack of job applicants. In the midst of the talent war phenomenon that is currently happening, and in particular by looking at the limited availability of job applicants needed at the Payzett company, the company needs to fix the strategy so that the company has its own attraction for job seekers by determining the right EVP (Employee Value Proposition). Related to this, employers must know what value proposition can attract talent. According to Soleh (2019), the factors that attract millennials in choosing a company based on the order are; 1) Pride in the organization; that is the desire of millennials to be able to work in an organization they can be proud of, with strong leadership, challenging strategies and a supportive culture; 2) A respected supervisor; desire of millennials to have supervisors who support them and are respected by workers; 3) Fair Compensation & Benefits; desire of millennials for jobs with fair compensation. In addition to competitive salary values, an attractive and fair compensation package for employees will make them work even harder. 4) Affiliation; harmonious relationships that are created well will strengthen millennial relationships and will make them more comfortable and work optimally in the company; 5) Spiritual meaning at work; Millennials will choose jobs that are in line with their spiritual values and meaningful to them. This will make them more productive and work better 5) Hi-Technology; Millennials will prefer jobs that interact a lot with the latest technology in terms of development

Besides the difficulty in accommodating the needs of talent, the selection process also needs to be optimized to ensure that the employees hired are in accordance with the company's needs. One of the selection stages is a psychological test. As stated by Simoma in Kurnia & Santoso (2018) that personality is one of the selection criteria besides the education, work experience, and physical condition. It means that this criterion is as important as other processes and cannot be considered small or even ignored. The importance of analyzing work attitude through psychotest is in line with the opinions of Edison, Anwar, and Komariyah (2016) about competency which is an individual's ability to carry out a job correctly and has advantages regarding matters related to knowledge (Knowledge), skills (skills), and attitudes (attitudes). Based on that opinion, it is clear that attitude is one of the criteria for a person to be considered as a competent or vice versa. So expert employee with enough skill and knowledge is not enough if it is not equipped with a good work attitude.

Talent Retention

To do retention, companies need to know the needs and employee's preferences in order to make changes that lead to employee satisfaction. From the results of the interviews, it can be concluded that the practice of retention strategy at Payzett is not effective enough. Therefore, companies need to take action, especially regarding to determining salary standards, lack of manpower that leads to workloads increase and cause work stress for employees, career management that has not been developed, as well as attractive benefit program options.

Regarding to salary determination, from the interview results, it was found that some respondents considered the salary given to be relatively small, some considered the salary given by the company to be average, and a few employees considered the salary given to them is reasonable. The following is a quote from the Head of IT when asked for his opinion on salary:

"The rules on salary is very bad. Especially during a pandemic. There should be no deductions in transport allowances because employees work from home as the direction of the government and companies, not because employees don't want to work from the office. I also represent the voices of other employees. The salary standard is also low. This can make employees easily hijacked by other companies."

Regarding to this matter, HR & GA Manager responded that at the offering stage, the company always asks prospective employees to submit their latest salary slip. The salary slip will then be used as the basis for the company to calculate the percentage of increment that will be offered to the candidate. Company's salary scale and structure is also be the basis for the company to determine the salary. In company's salary scale and structure policy, the remuneration is determined based on seniority level and position. She continued that the company also conducts salary benchmarking before providing a salary offer so that the salary offered by the company should be common or in average for start-up companies that are still developing.

Talking about company's salary structure and scale indeed cannot be compared to well-established companies or unicorn start-ups because each company has different financial capabilities and their own salary standard. Referring to the Minister of Manpower Regulation No. 1 of 2017 Article 4 Paragraph (4) it is written that the determination of salary is subject to the company's policy based on the company's ability and considering provincial minimum wage. So the benchmark of salary standards should be reflected from equal companies.

In determining salary, the company also pays attention to the experience, education, and competence of employees before determining the salary so that fresh graduates will certainly get a different salary from experienced employees. However, based on information from HR&GA Manager, the percentage of annual salary increases in the past 3 years is indeed relatively small. The pandemic affected the determination of the amount of salary increases and there was a deduction for transportation allowance to the employees who worked from home which was a non-fixed allowance at that time. However, the company has now adjusted the rules where the transportation allowance has become a fixed allowance. This is actually a positive value that the Payzett company has where many companies are laying off employees and only pay small part of their salary during the pandemic (Sari et al, 2021).

Regarding annual leave, in general, respondents considered it good because the annual leave could be used without having to wait for a continuous 12-months working period as written in the Law of the Republic Indonesia No. 11 of 2020. Regarding this matter, it was confirmed with the HR & GA Manager who responded as follows:

“Annual leave adjustment is very good because only in three months of work, employees are entitled to the annual leave. Unused leave in the current year can still be used until June of the following year.”

Based on the results of the interview, the author added a reference from the Payzett Company Regulation which states that employees get annual leave rights after 3 months of work or after passing the probation period. In addition, if the annual leave balance is not used in the current year, employees are still given the opportunity to use it until the end of June the following year. Regarding the implementation of annual leave, there is a special note for joint leave where the Compliance Manager provides input that collective leave should not deduct the balance of annual leave. When referring to the Circular Letter of the Minister of Manpower of the Republic of Indonesia Number M/3/HK.04/IV/2022 regarding the Implementation of Joint Leave, it is informed that joint leave is part of the annual leave so that its implementation is in accordance with regulations. Regarding whether joint leave deducts annual leave or will be given as a benefit for employees, it is subject to company policy. Suggestions from these employees can be an option for companies to increase employee satisfaction. However, from all comments on leave, the Head of Financial Partnership gave different comments about leave as follows:

“Annual leave is very bad because when I was on leave, I was still contacted for work”

Referring to the Law of the Republic Indonesia no. 11 of 2020 Article 79 Paragraph (1), stated that employers are required to provide day off and leave time, in other words, employees are entitled to the leave they have. Then in Article 79 Paragraph (4) it is stated that the implementation of annual leave is regulated in a work agreement, company regulations, or collective work agreement. In this case, Payzett Company has made an annual leave implementation policy in the company regulations. There is a regulation stated that when annual leave was taken, it should not interfere company's operations. As an anticipation of this problem, work handovers should be completed properly and thoroughly before the leave is taken so that employees can use their annual leave smoothly.

As an attempt to retain the employee, Payzett also provides benefits such as BPJS Kesehatan (The Healthcare and Social Security Agency), BPJS Ketenagakerjaan (Employment Social Security Program), Health Insurance both inpatient and outpatient, including covering medical and dental care, eyeglasses, pregnancy consultation, child immunization, and childbirth with 100% coverage value based on annual balance of each level position. This implementation is confirmed by various documents regulating employee benefits and direct interviews with HR & GA Managers who respond as follows:

“Very good, 100% medical coverage for employees and children and wife/husband based on annual balance determined based on position level. Can cover glasses too, medical and dental care, childbirth, pregnancy consultation, and child immunization. There is coverage for hospitalization too.”

In general, the benefits provided are considered good. However, there is a different opinion from Compliance Manager who considers that the balance of medical coverage is still not enough because

the employee's balance is combined with the family's balance. Another suggestion is to add a DPLK (Financial Institution Pension Fund), Laptop Ownership Program, Employee Loan, bonuses, and an increase in the percentage increase in salary.

To retain employees, companies also need to pay special attention to work culture, work environment, and employee engagement. From the results of the interviews, it can be concluded that good relations between individuals in the company have been created. The company is described as having work-family culture and good work environment, flexible, fun, supportive, and energetic, a spirit driven by the dominance of the younger generation of employees as mentioned by the VP of IT as follows:

"This I say is a company that is Vibrant Culture & very supportive. The employees are young and passionate."

However, the Work From Home (WFH) policy gives little effect on performance output. This is because there are departments that become unresponsive, thus hindering the work of other teams.

"When WFH is implemented, there are departments that are not responsive, it hindering our work."

In addition, the existence of the WFH policy makes the need of engagement activities is increasing to maintain employee bonding. One suggestions mentioned by the informant is to hold outing activities. Based on information obtained from HR & GA Manager, outings and other offline event are very rare during the Covid-19 pandemic. Most events are held online. What has been held regularly is townhall meeting. In these activities, each department leader provides updated report on what we have and will aim to achieve the company's vision. In that event there are also opportunity to introducing new employees, celebrating employee birthdays and games.

Recently, retention, especially for millennial employees, are topics that are often raised. Employee retention is very important considering the character of millennials who have a low tendency of loyalty and how the negative impact is caused by high labor turnover (LTO). According to Lussier in Harvida & Wijaya (2020), the higher the LTO level, the higher the expenditure incurred. This is due to the increased costs required if you have to go through the recruitment, selection, and training processes for employees. Not only in terms of costs, high LTO will also affect the work motivation of other employees and operational delays due to the adaptation process of new employees or lack of employees.

Based on the Talent Trends 2022 Great X Report by Michael Page, LTO itself is currently a big challenge for many companies, especially in the last 2 years, where a wave of massive resignations was experienced by most companies, including in Indonesia, which was triggered by the Covid-19 pandemic. With the Covid-19 Pandemic, work life merges with personal life, employees have more time to re-evaluate what are the driving factors that can produce quality work and employees want what they do to have a purpose.

From the data obtained at the Payzett company, one of the problems that arise in the company is the high LTO. LTO at Payzett company has indeed decreased over the last 3 years. However, from the latest data, the LTO Rate is still relatively high at 36.17% where based on statistical data from Gallup

in Iskandar & Rahadi (2021) the ideal LTO Rate is 10% per year although in the end it can differ depending on the type of industry.

According to Achmad Zaky, the founder and CEO of Bukalapak in Soleh (2019), 99% of the employees working at his company are millennials. However, the company did not encounter any problems in managing its employees. It is proven that most employees can show loyalty to the company. At the company, he does not apply a patent formula in technical work because the younger generation has a character that does not want to be limited (flexible). Employees are given the freedom to work in their own way from anywhere (work from anywhere). Employees are also given interesting benefit packages, including free lunch and dinner packages. Regarding retention, there are several efforts that can be made including employee motivation, training, career paths, salaries and benefits, as well as compensation and benefits. Everything is expected to lead to employee satisfaction.

From all retention strategies implemented at Payzett, it can be concluded that these strategies are not effective enough to make employees last longer in the company. So it is necessary to explore the factors that cause turnover at Payzett. If we look at the data obtained from the exit interview reports conducted in the last 3 months, the main reason most employees resign is the offer from other companies with new challenges as many as 38%, and better benefits, which is 38%. As many as 13% said they were dissatisfied with career management in the company, and each of 6% for reasons of incompatibility with leadership and personal reasons. From these main reasons, there are other additional factors that make employees resign, those are the unclear vision of the company and the condition of the company's financial capabilities by 19% and the decrease in motivation to stay longer because of the fact that many employees are resigned as many as 6% employees.

Referring to Nasution's opinion in Harvida and Wijaya (2020), turnover can be contagious, it can trigger other employee to quit the job. Again, according to Shaw et al in Harvida and Wijaya (2020), states that organizations with high turnover rates for various reasons tend to make their old employees leave the organization as well. This is more influencing when employees who leave the organization achieve success in their new jobs. Based on that opinion, it is reasonable if there are Payzett employees who experience a decrease in motivation to work longer at Payzett company in conditions of a high LTO rate and end up by looking for other opportunities. Besides, if we refer to Talent Trends 2022 Great X Report by Michael Page regarding the 5 main reasons for planned resignation in 2022, the main reason for resigning at Payzett is considered to be in line with the reasons in the report, those are to change careers / roles / industry (85%), looking for career advancement / promotion (52%), dissatisfied with current wage / salary (36%), unhappy with company strategy / direction (22%), and does not fit into company culture (15%). Despite all these reasons, most of respondent in that research remains not compromising their personal well-being and happiness. From the results of the study, as many as 68% of respondents are even willing to take other job offers even with lower salaries and forget about promotions or salary increases for the sake of work-life balance and overall well-being, and happiness. For reasons of corporate culture, Payzett finds no issues because it has been built positively. The work system is also considered flexible enough to create a work-life balance.

Training and Development

The implementation of training and development at Payzett has not been implemented optimally. This was told by all informants that there was no formal training and development implementation. Regarding these report, HR & GA Manager responded:

“Training and development have not been implemented well enough. There is no training and development program that has been run formally following the proper stages. So far, training is given only when there is a request from the leader. For skill development, at the end of the day, many employees took the initiative to take personal training. And mostly because of the trust from management for higher positions, they are personally motivated to develop self-capacity.”

According to Mangkunegara in Supriyanto & Hutajulu (2020), training is a short-term educational process that uses systematic and organized procedures, non-managerial employees learn technical knowledge and skills for limited purposes. From the statement it is clear that the training program should go through an organized process or flow to ensure that the training really aims to fill the competency gap that prevents individuals from working optimally and seeking effective training results.

According to Dessler (2017), there are 5 steps taken in the training process. This method is called ADDIE, which stands for Analyzing training needs, Designing an overall training program, Developing courses, Implementing training, and Evaluating course effectiveness. These 5 steps are derived from the strategic objectives to be achieved by the company. With this, it is hoped that the training program is in line with the strategic objectives so that the output could increase individual performance and the company's performance to the vision that company want to achieve.

Furthermore, in attempt to develop structured training methods, companies need to consider the execution of the program in order to motivate employees to develop their capacity. Currently, various training implementation options are available, ranging from face-to-face training to modern method by using systems or applications so-called gamification method. Millennials have a character who likes flexibility and they are very familiar with technology, so the gamification method can be an option because employees are free to determine the time when to do the training. Besides, in gamification methods, there is a mission (number of trainings) that must be completed to pursue a certain score. There is also a leaderboard that can be made to monitor the scores of all employees. Employees will try to catch up so that they will not be left behind in scores. The employee with the best training score and able to complete the mission quickly will be the winner.

Career Management

Besides implementing training program, companies also need to encourage the development of employee's career and support them to achieve their full potential. With career management, this will be one way to control the intension of employee turnover. In addition, career management can trigger work and encourage the desire to develop capacity for individuals, so that they can give their best contribution to the company and become successors for the company in the future.

According to all informants, career management at Payzett has not been implemented optimally. From the results of the interview, it is known that the promotion practice is carried out only if there is a proposal from their leader, while there are leader does not really pay attention to their team career development. On the other hand, the senior level is often filled by new employees who are taken from outside, not from internal employees. The following is an interview taken from the Head of Finance, Accounting, and Tax:

"Promotions are carried out if there is a proposal from superiors so that it is not evenly distributed and the assessment of employee performance is not clearly known how to measure it"

The statement also came from the VP of IT as follows:

"Bad. Stuck level in VP, will never go up to chief level. There are no key employees either. Managerial positions are often taken from external, so there are no opportunities for internal employees."

From these comments, HR & GA Manager at Payzett responded as follows:

"Performance appraisal often seems like a formality carried out by some leaders so that persuasive steps are still needed for some of these leaders understand the goals of performance appraisal. For the current career management, it has not run formally with the rules as it should be. Still need an improvement"

According to Simamora in Widyanti (2018), career management is an organizational process of selecting, assessing, assigning, and developing employees to provide a qualified group of people to meet future needs. Over the time, with changes in attitudes and work values from the previous generation and the current generation, there is a paradigm changes in career management. Previously, in traditional career management the movement of employee's career is up or vertically, bureaucratic and hierarchical. Traditional career management demands employee loyalty to the company. This paradigm is considered irrelevant to the character of Millennials who tend to get bored easily. They prefer to create their own path. Currently, employee career development no longer moves vertically, but can also move horizontally (Sumanto: 2020). In this career development, every individual is possible to determine their own career. The statement by Noe, et al in Sumanto (2020) stated that the concept of a new career refers to so-called protean career, that is a career that changes frequently based on changes in the work environment. In a protean career, greater responsibility for career management is on employee side. However, organizations still need to take a relational approach in employee career development and try to support continuous learning.

According to Widyanti (2021) to build career management, a company needs to go through several series of processes, those are analyzing individual career needs, mapping individual careers, evaluating individual performance, and identifying business processes to achieve career goals. Meanwhile, according to Byars et al in Sumanto (2020), the career planning process begins with adjustments between individual needs and organizational needs. The next stage is the process of mentoring and evaluating employees by conducting personnel planning and career information, followed by the individual development stage through formal training and development programs. The final stage is placement on a career path. After the placement is done, there is a need for evaluation or feedback to measure his ability to occupy the position.

In carrying out the career planning process, there are several obstacles that are often encountered, such as small or no opportunity to get a promotio. This condition is usually called as a career plateau (Sumanto: 2020). The reason for this is the downsizing of the organization, the arrangement of a slope hierarchy, and the acceleration of a young age's career. In this case, the company needs to provide education for employees that career development does not always mean the changes in position vertically, but also laterally. In this case, the company can also apply a dual career ladder / dual career path. This career path can be provided for employees who want to pursue their career with a focus on skill development without the need to hold managerial functions.

In order to be able to implement career management processes smoothly, there are several things that companies need to do. According to Widyanti (2021) companies need to ensure that employees in the organization are accommodated with 5 main requirements, which are dialogue about the desired career prospects of employees, career guidance to employees, involvement of all individuals in career planning, feedback on decisions regarding employee careers, as well as a clear career planning mechanism and have formal written procedures. In this way, it is hoped that the implementation of the career management process can run well.

CONCLUSION

Based on research on the implementation of talent management in order to achieve the sustainability of organizational performance at Payzett, in general, we can draw a conclusion based on indicators of organizational performance sustainability according to Lyria in Aina and Atan (2020) that the implementation of talent management in Payzett Company has not enough contributed to achieve sustainability of the company's performance. It can be seen from the data discussed before that talent management implementation at Payzett has no positive impact on increasing the company's competitiveness and increasing employee productivity. In addition, the retention strategy is considered to has no contribution to an increase in sales, the recruitment rules have not been optimally implemented in order to increase the standard of employee behavior, and there is no formal succession planning regulated by company.

Based on the previous discussion, it is also known that the implementation of recruitment is considered not optimal because psychology test stage has not been optimally utilized to get the best talent. Besides, the time needed to fulfill the needs of employee takes a very long time due to the limitation of job applicant number. In terms of talent retention, compensation and benefits, also the lack of challenges in work are the main reasons for the high Labor Turn Over Rate (LTO). Other reasons are dissatisfaction with career management, incompatibility with leadership, unclear direction/goals of the company and the company's financial condition, as well as the influence of the high LTO of the company itself. The positive thing in talent retention effort is regarding the company culture and work environment which is considered good. Regarding employee training and development, it was found that the implementation of training was not optimally implemented, there is the lack of company support in providing training for employee. Besides, there was a lack of appreciation for employee performance. Lastly, in terms of career management, there are still no rules governing career management and have not been implemented formally with the flow how it should be.

On the other hand, millennials have low loyalty. Dissatisfaction with talent management can trigger a decrease in performance, demotivation, and a high LTO rate. Therefore, company needs to take strategic action by building good employee satisfaction and employee experience as well as creating a competitive EVP.

As the attempt to achieve sustainability of organizational performance, company needs to create strategies that can make the improvement of individual performance. One strategy that can be taken is through talent management, how to get the best employees, retain, develop, and manage the best employees in the company so that they can contribute optimally to the company. In managing

millennials, the key words to remember are employee satisfaction and employee experience. So, company needs to develop strategies specifically for this generation.

In terms of recruitment, company needs to optimally implement the entire stages of recruitment process, one of them is psychology test stage. Besides, regarding the limitations of job applicants, company can implement strategies, for example by collaborating with head hunters, outsourcers, educational institutions, creating an employee get employee incentive program, and adding a recruitment platform. In addition, company also needs to build an attractive and competitive Employee Value Proposition (EVP). By looking at millennial characters who are closed to technology and active users of social media, company can use these media to build employee branding in order to attract more of the best talent.

Regarding talent retention, company can give attractive compensation and benefit programs, such as laptop ownership programs, employee loans, hobby clubs, competitive remuneration, interesting events to increase engagement, retaining, and create employee satisfaction from the millennial generation. Of course, by considering the company financial. These programs also can be EVP that can be used to attract more talent in recruitment process.

In terms of employee training and development, company needs to formulate formal training and development rules using the ADDIE method. Regarding training and development practices, gamification can be carried out so that the training does not feel boring and can stimulate the motivation of the millennials to complete the training missions that have been prepared.

Furthermore, related to performance management, millennials like a fast process and prefer to manage their own career. For this reason, company can implement a protean career where the responsibility for development is greater on the hands of employees with support from the company to provide development. In addition, company can apply a dual career ladder for employees who have the capacity in terms of knowledge and skills but are not able or do not want to be in managerial positions.

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