

## Building the right employee value proposition to retain millennial talents: A case study at a national bank in Indonesia



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### ABSTRACT

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Bank ABC are dominated by the millennial generation, which makes up 65% of all employees. During the 2020-2022 period, there was an increase in the number of employees who resigned, most of whom were the millennial generation and had good performance. Meanwhile, in the next 3-5 years the millennial generation is projected to occupy strategic positions. Therefore, this study aims to develop employee value proposition (EVP) development strategy in the context of millennial talent employees' retention. The research was conducted through a survey using Pawar and Charak's EVP Priority Model dimension guide, equipped with additional dimensions obtained from interviews with millennial employees with high potential and performance. The survey was filled by 366 millennial talent employees. The survey results were processed and analysed using the Importance Performance Analysis (IPA) method. Results related to priority EVP attributes for development (quadrant 1 IPA results) were obtained, namely: Career development, performance appraisal, workload, work-life balance, technological innovation, annual leave and performance-based remuneration. Based on the findings obtained, a model has been built which consists of three priority areas for EVP development, namely Leader's Future Development, Design of Organization, and Remuneration for Human Capital Sustainability (abbreviated to LDR – Leadership Development Remuneration Model), with four strategic program designs consisting of: (1) performance assessments that prioritize the principle of fairness, (2) acceleration of levels digital-based career and competency development, (3) workload analysis and job design that supports the future of work, and (4) development of competitive compensation with equitable principles.

**Contribution/ Originality:** This research contributes to enriching current knowledge and practices related to talent management because it was conducted empirically on a group of employees who are in the talent pools of the millennial generation at a state bank in Indonesia.

## 1. INTRODUCTION

In responding to changes and challenges to the global economy, especially with the emergence of the Covid-19 pandemic which has an impact on all economic sectors and developments in digitalization, in 2020 Bank ABC formulated the vision "Becoming the Leading Digital ABC Bank that Makes a Real Contribution to the National Economy and the Best Among Emerging Countries Markets for Advanced Indonesia" In order to support the realization of this vision, seven organizational missions have been formulated which have targets on monetary policy effectiveness, macroprudential policy synergy with OJK (Otoritas Jasa Keuangan or Financial Services

Authority), synergy with the government for digital economic and financial development, Bank ABC policy mix synergy and fiscal policy, financial market deepening, development of sharia economics and finance as well as strengthening organizations, human resources and governance. The transformation program was also proclaimed as a concrete form of overseeing the realization of the organization's vision and mission which includes policy transformation, digital transformation, organizational transformation, and human resource transformation. The transformation of human resources (HR) is a critical program considering that human resources are the driving force for the realization of the other three transformations. Carrying out the principle of fulfilling quality over quantity human resources, Bank ABC determines the quality of human resources that are able to run digital-based business processes and have global competitiveness (world class human capital). HR management in a programmed, scheduled and transparent manner starting from the Planning, Fulfilment, Development and Maintenance functions is implemented to create highly motivated, optimally contributing, productive HR as well as having a long-term relationship (long-term employment) with the organization.

At present, the millennial generation has dominated the demographic composition of HR at Bank ABC, which is 64.87% of all employees, total of 5,298 people. However, in the 2020-2022 period, there is an increasing trend of resigning employees, consisting of 16 employees in 2020, 42 employees in 2021 and 41 employees in 2022 so that a total of 99 people over a period of 3 years. Even though in terms of percentage it is still small compared to the total number of Bank ABC employees, namely 5,298 people, however, 78.8% of the employees who resigned were millennial employees who in the next 3-5 years will occupy strategic positions at Bank ABC. In addition, most of the millennial employees who resigned were recorded as having good performance, of which 67% had performance achievements in the above target category, 32% had performance achievements in the meet target category, and 1% had performance achievements in the below target category as in Figure 1.

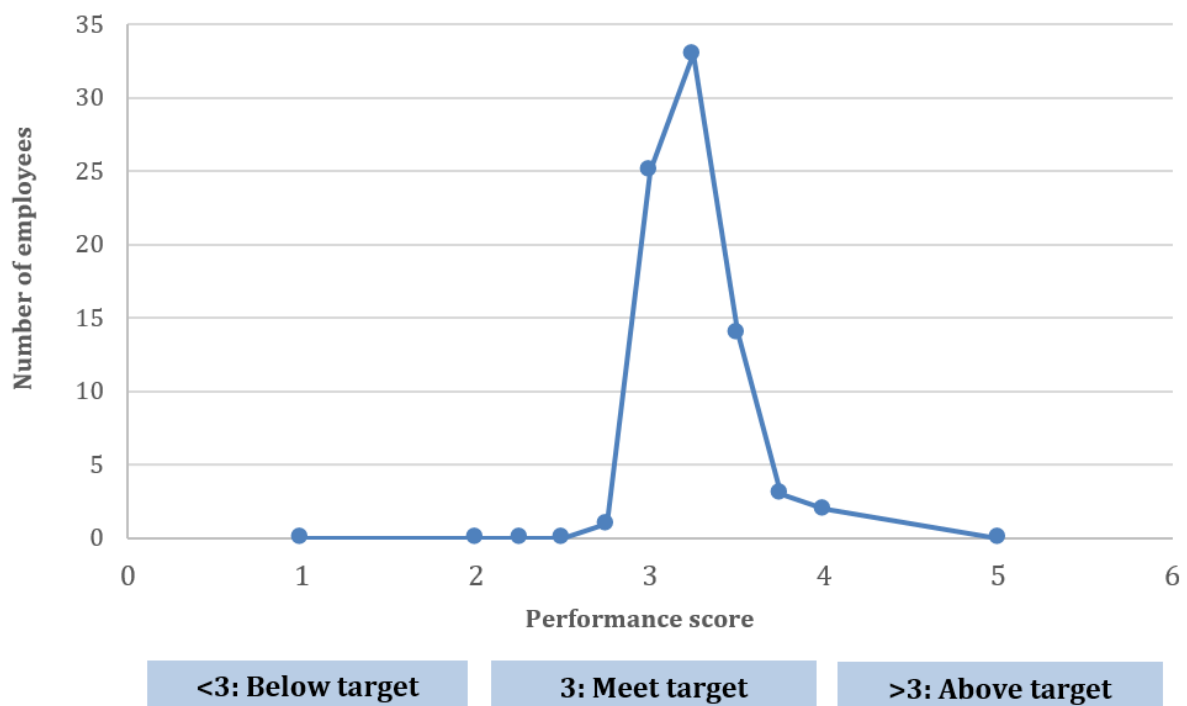


Figure 1. Performance value of bank ABC millennial employees who resigned in the 2020-2022.

Thus, it can be said that the majority of employees who resign are employees who have made a good contribution to the organization and have the potential to have a good career in the future. The number of employees who resign will affect the high turnover rate, so that in the end if it is not managed well, it will affect the

effectiveness of the organization because losing talented or experienced employees also means increasing costs for the organization because it has to recruit new human resources (Özkan, 2022).

Based on the problem formulation above, this research was conducted with the objectives of: (1) identifying the Employee Value Proposition (EVP) which is considered important by talented millennial employees from Bank ABC and supports the vision, mission and strategic programs of Bank ABC, and (2) designing a strategy development of the EVP.

## 2. LITERATURE REVIEW AND ANALYTICAL FRAMEWORK

### 2.1. Millennial Generation Shifting

The birth of the millennial generation began with children who were born and grew up in the era of rapid technological development and digitalization or what is usually called the new civilization (millennium) including cultural changes in the time period between 1982-2000 (Howe & Strauss, 2000). Growing up in a world full of technology shapes them into individuals who are very fond of technology and are "on demand" in fulfilling life's needs (Cattermole, 2018). Because of this, millennials are often disloyal to organizations, demanding and less patient, including in matters of work and promotion, and have a casual style (Thompson & Gregory, 2012). In generation shifting where millennials will dominate the labor market by up to 75% (Mulyati, Himam, Riyono, & Suhariadi, 2019) this of course also influences the increasingly important strategy for managing talent, especially the millennial generation, to be able to contribute optimally to organizations and be willing to join for an unlimited period of time.

Millennials will be motivated and stay in an organization because of the close relationships and community at work (Kultalahti & Viitala, 2014). Millennials always want clear direction in their work, measurable targets but flexibility in the completion process. Millennials must be shown that they play a role in supporting the organization's vision and mission and other strategic goals. Millennial ideas and views can be used as much as possible to provide motivation to make contributions, including involving them in non-profit activities (Suleman & Nelson, 2011). Superiors need to have lots of discussions and explore the interests of millennial employees, as well as help them prepare for their future careers. This is one of their desires to continue to develop themselves and learn many things. Millennials also want appropriate rewards when work is completed, whether in the form of financial or non-financial rewards (Suleman & Nelson, 2011). In the world of work, being "on demand" in fulfilling life's needs influence how millennials view the expected promotion, namely a faster process, direct guidance and support from superiors, continuous or continuous honest and open feedback (Reisenwitz & Iyer, 2009). However, if millennials are asked to sacrifice their lives for work, then most of them will choose their family and friends over work because that is the happiness they want to achieve (Shaw & Fairhurst, 2008).

### 2.2. Employee Value Proposition (EVP) as a Millennial Talent Retention Strategy

It is not easy for organizations today to retain employees who have talent or talent amidst very competitive employer competition (Kotze, Mouton, Barkhuizen, & De Jager, 2020). Employee Retention is related to maintaining or encouraging employees to remain in an organization for the maximum period of time (Kossivi, Xu, & Kalgora, 2016). For this reason, it is important for organizations to attract talented employees so that they can develop their interests and potential so that they ultimately stay in an organization (Parreira, 2007). According to Boxall and Purcell (2003) awareness of understanding what is attractive to employees is vital for organizations, especially in the context of attracting and retaining talent. Organizations also need to understand employee perceptions and strategies for retaining them so that they continue to want to join the organization (Dechawatanapaisal, 2020). This also includes how to align employee perceptions with organizational expectations so that they remain in line. According to Heger (2007) an approach that can be implemented to maintain and

increase talent engagement in an organization is the Employee Value Proposition or what is called EVP. Apart from increasing engagement or retention of internal employees, EVP can also be used by organizations as a strategy to attract or attract talent from outside to join an organization (Morton, 2005). Organizations whose EVP is considered successful in attracting the labor market have three key elements, namely differentiation, credibility and sustainability (Silzer & Dowell, 2010). Paying attention to developments over time and generations, an organization needs to build an advantage over its competitors or an attraction that is packaged effectively through EVP (Charak & Zaware, 2020).

The success of an EVP can be said to be successful if the information shared can be received and understood by audiences both internal and external to the organization. This is done by communicating the values and what the organization has, including sharing the goals to be achieved within universal language that is easy to understand. If this is done well, an organization can be said to have succeeded in building a strong employer brand. Just as different products and services are created to meet the demands of different customer portfolios, an EVP must also be packaged specifically with different employee target groups in mind. The different employee targets are based on level or rank and function, of course each has different needs (Barrow & Mosley, 2005). Furthermore, conducting research on the mood or preferences of employees, as well as identifying factors that drive satisfaction or dissatisfaction are important steps to take to build internal employer branding (Edmondson, 2006; Steel, Griffeth, & Peter, 2002). Negative opinions from employees can indicate a problem that must be immediately followed up and corrected, while positive opinions can be used by the organization to expand the deepening of organizational values and develop and strengthen EVP (Stuss & Herdan, 2017).

### *2.3. Elements and Attributes of Employee Value Proposition (EVP)*

According to Hill and Tande (2006) EVP is something that can be identified as unique, whether it is related to work policies and practices, processes and programs that demonstrate the organization's commitment to employee growth and management development. EVP is also often associated as a strategy for organizations to attract and retain the best talent. Attributes in an EVP can be financial or non-financial aspects. Elements that need to be built in an EVP model are paying attention to employee perceptions and organizational expectations with the aim of maintaining and improving work relationships, which consist of Career, People, Rewards, Work and Institutional (Charak & Zaware, 2020). The EVP model is the result of improvements from the previous Pawar and Charak EVP model which consisted of six elements, namely congenial culture, learning organization, career progression, benefits, compensations and wealth sharing (Pawar & Charak, 2014).

### *2.4. The Analytical Framework*

Bank ABC has an organizational form and duties and responsibilities which are of course different from profit organizations or other similar state institutions. The specialization of the tasks carried out greatly influences the direction of policy as well as the management of the organization and human resources within it. Thus, the EVP attributes used to manage and retain employees, especially millennial talent, need to be aligned with Bank ABC's direction and policies in order to achieve its vision and mission. The gap between employee expectations, especially millennial talent, and Bank ABC's policy direction needs to be identified and formulated, so that the EVP strategy implemented can be right on target but still in accordance with the culture and organizational characteristics of Bank ABC. The steps in formulating an EVP strategy for the retention of Bank ABC's millennial talent employees in 2023-2026 are as shown in Figure 2.

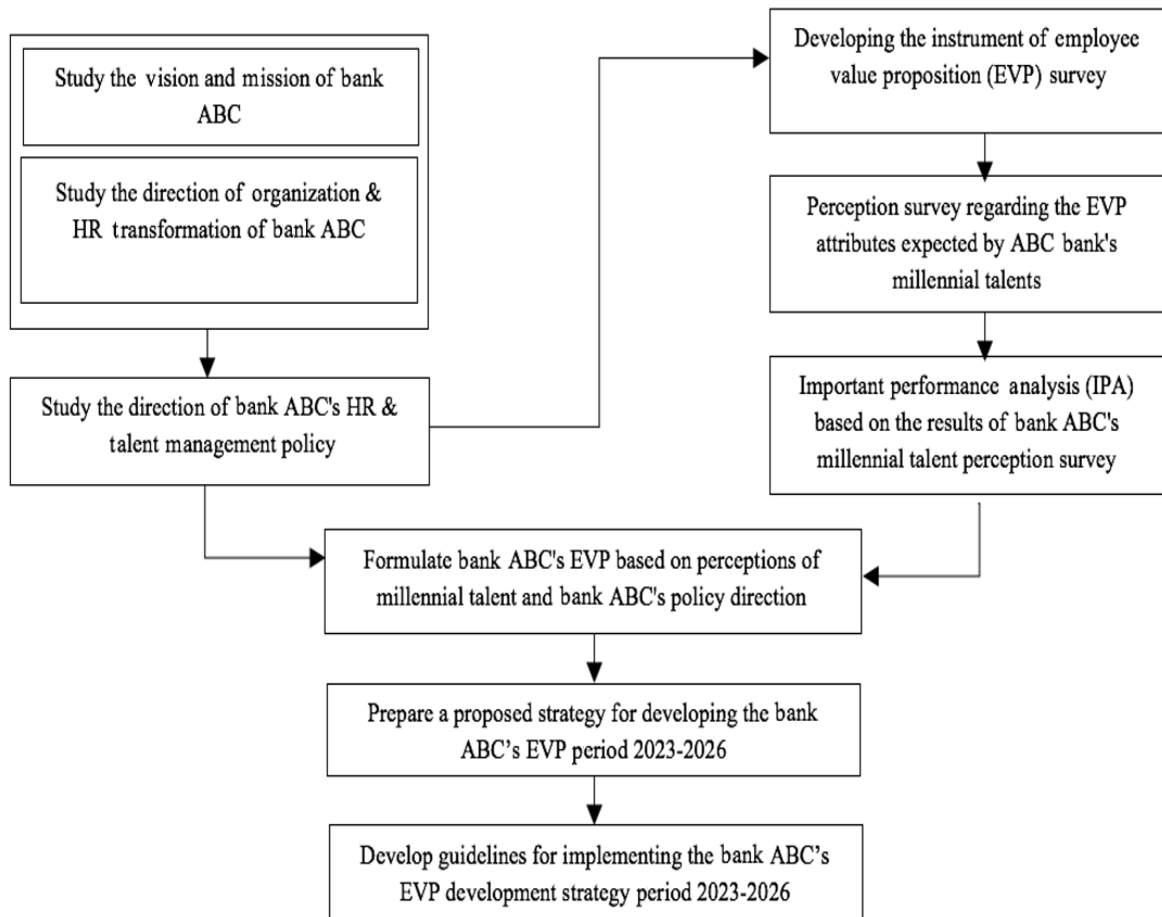


Figure 2. Research Framework.

### 3. METHODOLOGY

The research conducted was applied research, with 366 talented millennial employees who worked at Bank ABC as research respondents. Of the 366 survey respondents, 213 were male employees and 153 were female employees. The duration of service for the employees who were research subjects had the most service period of 9 – 12 years, namely 86 people (23.5%) and the least had a service period of 16 – 18 years, namely 11 people (3.01%).

Data collection began with designing a questionnaire which was built based on: (1) the results of theoretical exploration related to the Pawar and Charak EVP Priority Model, (2) interviews with the Director of the Human Resources Department of Bank ABC regarding the direction of HR and organizational transformation of Bank ABC, (3) study results of exit interview documents, as well as (4) results of interviews with 14 high potential millennial talent employees who came from Bank ABC's core work units, namely monetary policy, macroprudential, payment systems and financial markets as well as supporting work units. The steps in building a questionnaire instrument are as shown in Figure 3.

The questionnaire consists of 51 statements that describe EVP, with responses consisting of two parts, namely: Importance (how important the EVP factor is for the respondent) and Performance (how well Bank ABC provides the EVP factor according to the respondent). A 6 (six) level Likert scale was used, ranging from 1 (very unimportant) to 6 (very important) for responses related to Importance, and 1 (very bad) to 6 (very good) for responses related to Performance.

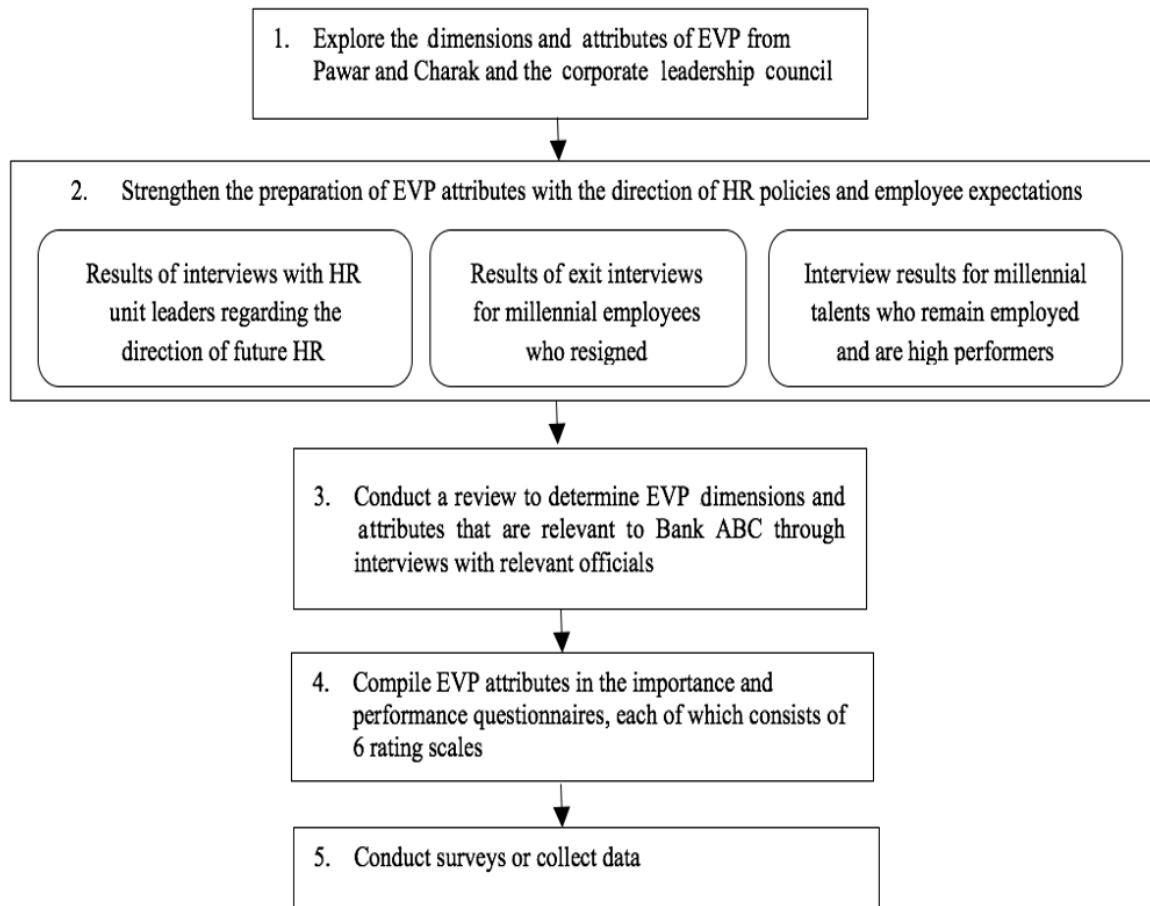


Figure 3. Steps for preparing questionnaire instruments.

The results of data collection were processed and analysed using the IPA (Importance-Performance Analysis) method proposed by Martilla and James (1977) the results of which were then mapped into a four-quadrant diagram. Based on the mapping results of IPA, attributes in quadrant I were determined as priority items which became the basis for designing Bank ABC's EVP development strategy.

#### 4. RESULTS & DISCUSSION

From processing survey data using the Importance-Performance Analysis (IPA) method, an average value of Importance was obtained, namely 5.49 and an average value of Performance, namely 4.80. Based on the intersection point between the average values of Importance and Performance on the Cartesian diagram, a distribution of responses related to Bank ABC's EVP was obtained as can be seen in Figure 4.

Referring to the theory put forward by Martilla and James (1977) statement items in quadrant I are EVP attributes that have a high level of importance but whose performance is assessed as low by respondents. Thus, the EVP attributes in Quadrant I need attention and become a priority for improvement. The statement items in Quadrant II are EVP attributes that are considered important by employees and already have good performance, so the efforts made towards EVP attributes in Quadrant II need to be maintained. Meanwhile, the statement items in Quadrant III are EVP attributes that are considered less important by employees and do not have good performance, so improving performance on this EVP attribute is not yet a priority. The statement items in Quadrant IV are EVP attributes that are considered less important by employees but have good performance. For the attributes in Quadrant IV, the organization does not need to make too much effort so that its efforts and resources can be diverted to making improvements to the EVP attributes in Quadrant I.

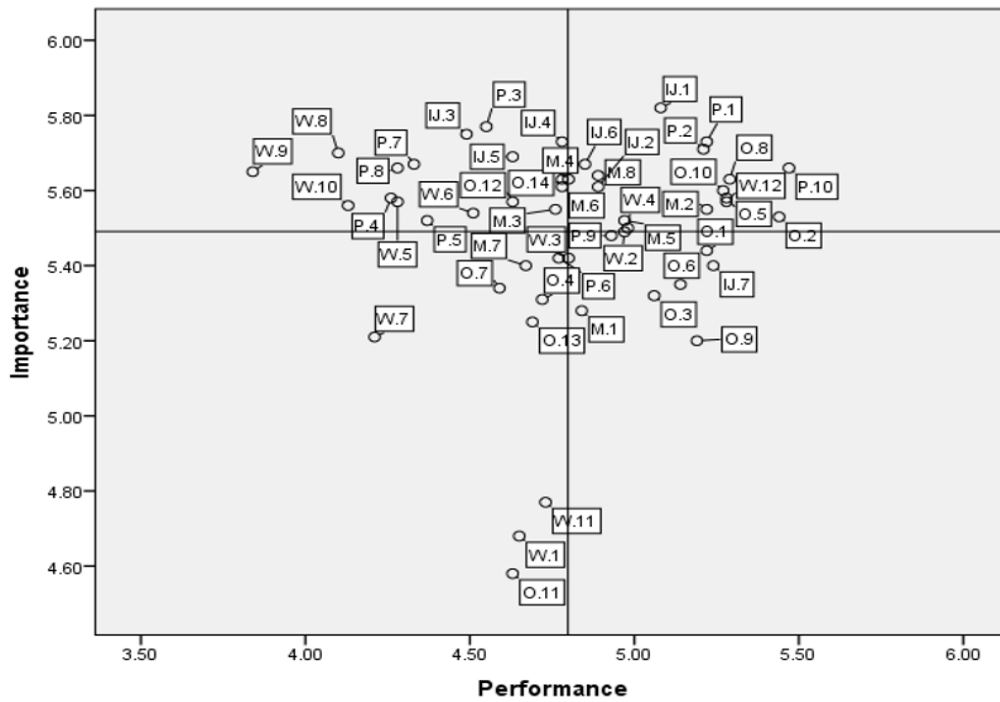


Figure 4. Mapping results of importance - performance analysis of bank ABC's EVP attributes.

Based on the results of the Importance-Performance analysis, there are 18 statement items in Quadrant I, which means they are EVPs that are considered important by talented millennial employees from Bank ABC and are in line with Bank ABC's policy direction and the work culture tagline "I'm Proud of Meaningful Bank ABC", however its implementation is still seen as lacking by millennial employees. The list of 18 EVP attributes in Quadrant I can be seen in Table 1.

Table 1. Eighteen EVP attributes in quadrant I.

Number	Dimension	Code	Item
1	Rewards	IJ.3	Employees have the opportunity to take annual leave
2	Rewards	IJ.4	Bonuses/incentives given are in accordance with employee performance/achievements
3	Rewards	IJ.5	The salaries received by employees are competitive compare to the market
4	People	M.3	Leaders provide attention and support to subordinates both in completing main tasks and ad hoc work
5	People	M.4	Supportive and collaborative work environment
6	People	M.6	The quality of direct superiors who are reliable in managing work teams/units
7	Institutional	O.12	Organizational investment in cutting-edge technology to support work implementation
8	Institutional	O.14	Organization provides recognition/rewards or employee work results
9	Career	P.3	Clarity in career development, both short and long term
10	Career	P.4	Speed in clarity advancement
11	Career	P.5	Providing feedback for career development
12	Career	P.7	Performance assessment is based on individual achievement and performance
13	Career	P.8	The organization implement performance appraisal policies fairly and equally
14	Work	W.5	Location flexibility in carrying out or completing work
15	Work	W.6	The work given is in accordance with the employee's interests and competencies
16	Work	W.8	Organizational support in maintaining a balance between work, interest, and personal life (work-life balance)
17	Work	W.9	The organization provides clear working time limits
18	Work	W.10	The organization provides a clear workload

To be able to maintain the fulfilment of quality human resources, especially from the highly talented millennial group who currently dominates the demographics of Bank ABC employees, the following is a proposed strategy to develop these 18 EVPs.

The eighteen EVPs resulting from the analysis that were prioritized were grouped into 3 (three) main areas of development by paying attention to the relationship between functions, namely Leader's Future Development, Design of Organization and Remuneration for Human Capital Sustainability. These three main development area categories were then shortened to LDR Model as shown in Figure 5.

The strategy formulation based on the LDR Model was carried out with the consideration that millennial employees have dominated the employment demographics and will become future leaders of Bank ABC, so Leader's Future Development is the main thing that needs to be realized. Furthermore, in an effort to create a strong future leadership profile, it needs to be supported by a Design of Organization that is able to facilitate and accelerate the fulfilment of required employee competency aspects but also pay attention to work-life balance aspects. Remuneration for Human Capital Sustainability is also needed to maintain motivation and encourage increased employee productivity by paying attention to the implementation of flexible human resource management, packaged according to human centric principles and good governance so as to support sustainable human resource fulfilment in the long term.



Figure 5. LDR model strategy.

From the Bank ABC Millennial Talent EVP development strategy model above, there are four strategic program designs determined to achieve three priority LDR targets, namely:



#### *4.1. First: Performance Assessment that Prioritizes the Principle of Fairness*

According to the document study regarding Bank ABC's performance management, currently one performance management cycle is implemented, namely January 1 - December 31 with performance assessments on a semi-annual basis, namely the middle and end of the year. Before determining the assessment, the superior or line manager conducts a performance dialogue to provide feedback on performance achievements and individual development as well as provide motivation for employees to continue to maintain optimal performance. However, the implementation of Performance Dialogue (PD) still needs to be optimized so that it is implemented and built on awareness as part of the career development process and employee competency development plans. Furthermore, the distribution of individual performance scores currently applied is differentiated per cohort/rank group at Bank ABC, namely P1 (Deputy Director who is the Head of the work unit, usually located at the Domestic Representative Office, Director, Executive Director and Assistant Governor), P2 (Deputy Director, Assistant Director, Manager, Assistant Manager) and P3 (Staff, Executives and Assistants). After being implemented over several performance appraisal periods, it is necessary to review the grouping of performance score distributions so that future implementation always prioritizes the principle of fairness for employees.

Therefore, it is necessary to improve the provisions of the performance management system, namely: (1) Building an integrated mentoring system to support competency development programs beyond one-on-one mentoring with superiors/line managers, including by building a pool of mentors that enables the implementation of individual mentoring, project mentoring, group mentoring, peer mentoring and reverse mentoring. In line with a quote from the Head of the ABC Institute Bank Group, "The role of the mentor in the mentoring program in the form of mentor and mentee collaboration needs to be carried out with effective communication. The buddy/peer mentor system makes it easier for employees or mentees to be more open and share regarding obstacles they face at work." (2) Reviewing the determination of cohorts/groupings for the distribution of performance scores, especially for groups of employees who have a fairly wide range of ranks and relatively different scopes of duties and responsibilities. (3) Make notes on performance evaluations and behaviour that need to be developed as a measurable evidence base in the development discussion process. This is because millennial talent likes direct guidance and support from superiors, honest and open feedback on a continuous or ongoing basis (Reisenwitz & Iyer, 2009). (4) Providing training to line managers in order to develop leadership and increase competence in managing and empowering teams consisting of various generations so that they contribute optimally effectively, efficiently and govern. This development is also expected to increase awareness of line managers to carry out two-way communication in performance dialogue with subordinates, provide feedback regarding career development plans and employee competency development plans, both technical and behavioral, and provide fair performance assessments. Implementation of fair and equal performance appraisals is needed as an important factor in employee retention techniques through providing recognition for the work that has been done (Jauhar, Ting, & Abdul Rahim, 2017; Reuteman, 2015).

#### *4.2. Second: Acceleration of Career Path and Digital-Based Competency Development*

Bank ABC implements career management with a talent management mechanism "Potential Employee Group (PEG)" or talent pool with a semi-annual or scheduled management cycle. This PEG is the supply to fulfil job vacancies through promotions. The determination of employees to be included in the PEG is based on an assessment of individual employees which includes aspects of technical competence, behavioral competence, achievement of main task performance, achievement of additional/ad hoc task performance, level of education, including other achievements related to the implementation of work culture. Quoting what was conveyed by the Head of the Planning, Fulfilment and Development Policy Review and Recommendations Division, "Employees are the determinants of their own careers, Bank ABC carries out customized employee development based on the

competencies and attributes of each employee, including strength, branding, task family, employee types based on competency and potential assessments. "Currently it is also possible to accelerate careers with promotions in rank and grade which are not aimed at increasing career levels but rather for career progression, namely career acceleration which is also accompanied by an increase in remuneration." Based on document studies, currently it is possible for normal grade promotions for 3 years and normal rank promotions are 2 years from the top grade of the rank below. In each rank there are 2 grade levels (junior and senior). At the time of grade promotion, employees are given a development program to build character, maturity and leadership, while at the time of promotion, employees are given education or leadership development program which lasts approximately 2 months before being appointed to their new rank. Even though the career management system refers to a promotion system that takes into account performance, competency and potential which is carried out on a scheduled basis, it is still considered not optimal by millennial talent employees. Millennial generation employees consider that rewards such as recognition from the organization or their superiors as well as a stable rate of promotion are important because millennial employees cannot wait to be told by the organization that they have succeeded in making a good contribution to the organization (Reisenwitz & Iyer, 2009). Including harmony between interests and work is an important thing according to them in carrying out their duties. Growing up in a world full of change forms a millennial culture that is "on demand" in viewing needs (Cattermole, 2018).

Learning methods in education for future promotions also need to continue to be developed so that they suit the character of millennial employees who are close to the digital world and technology. As quoted from the Group Head at Bank ABC Institute, "Employee development prioritizes three principles, namely Content which is futuristic, foresight and supports future skills, then Collaboration which always expands partnerships and cooperation with externals to update knowledge and new experiences, then finally "Channel, namely how to build digital innovation in learning methods to provide new experiences for employees, especially millennial employees."

Therefore, it is necessary to improve the provisions of the career management system, namely: (1) Managing the expectations of millennial employees by continuing to carry out open and transparent communication and outreach regarding career paths and promotion criteria expected by the organization. Millennial employees tend to like openness and are very confident about their abilities. Career development for millennials is for personal fulfilment, not just financial goals (Cattermole, 2018). As many as 40% of millennials even feel that they should undergo promotions every two years without considering the performance achieved. (2) Carry out an employee placement process using human centric principles to bridge employee needs with organizational needs, including by placing employees according to their interests and competencies, so that employees can no longer be placed anywhere (generalist in nature) but are specialists according to their task and job families. family consistently. Steps that can be taken include implementing a movement pattern for Management Trainees (employees on boarding) per region by paying attention to the home base of each employee. (3) Reviewing the naming of positions or job titles can also be done to provide motivation and pride for millennial talent employees for their involvement in various job duties and responsibilities. The millennial generation grew up in a world of social media where self-branding has become important. (4) Identifying forms of career development, especially promotions that are in accordance with the nature of the employee's job, whether managerial or based on individual contributions, which of course requires different forms of promotion. Individual contributions are closely related to financial rewards, while managerial contributions are closely related to tiered management tracks. Likewise, the use of Artificial Intelligence (AI) technology includes HR/talent analytics which supports talent management or PEG. (5) Periodically evaluate the form of leadership education for employees by referring to the 3 C concept (Content, Collaboration and Channel). Emphasis on self-learning and project-based methods accompanied by mentoring programs from both external and internal also needs to be done to build insight and networks, thereby increasing employee value not only in terms of technical ability but also leadership.

#### 4.3. Third: Workload Analysis and Job Re-design to Support the Future of Work

Since the Covid 19 pandemic occurred in 2020, Bank ABC has implemented a hybrid work pattern with a certain percentage composition (60:40 or 70:30) between Work from Office (WFO) and Work from Home (WFH). Until Covid 19 was declared to have entered an endemic period, the hybrid work pattern was still implemented. However, the rules regarding whether WFH can be interpreted as a flexible work location from anywhere or the context of "home" can be interpreted as a place that supports carrying out work activities freely without obstacles as long as it is in the same city as the office work area, has not been regulated in detail. The assumptions and perceptions of each employee are different regarding this matter.

With regard to the hybrid work pattern, the implementation of software work tools has also been developed to support the smooth running of business processes and the implementation of employee duties. Digitalization of existing business process platforms includes employee platforms (HRIS, E-Learning, Blink, Cyber Library), ecosystem platforms (SIMODIS, ANTASENA, Bloomberg System, Survey Integration) and customer platforms (Bank ABC-RTGS, Bank ABC-FAST and also Digital Rupiah). Utilization of the digital platform can run optimally if it is supported by increasing digital competence and a process of evaluating the effectiveness of platform implementation on an ongoing basis so that it is able to support the realization of a modern Bank ABC office. In line with the implementation of the modern office, of course it will also influence shifts in the design of existing tasks and will have an impact on changes in measuring the workload and individual targets of each employee.

The implementation of the modern office at Bank ABC adopts the concept from [Morgan \(2017\)](#) as previously stated by the Head of the Policy Group, Human Resources Department, that how to build employee experience is not only related to tangible physical assets or places, but also intangible ones, namely experience in communication and collaboration. digital and cultural. Thus, creating a collaborative and supportive work environment and culture that prioritizes employee wellness are also factors that need attention. In line with the shift from normal working patterns to hybrid, it makes it easier for employees to be able to take part in virtual meetings from anywhere without being limited by office operational times, including those at Bank ABC. The ease of meeting with the support of this technology has ultimately made the demand to always be available at any time become commonplace. Meanwhile, millennial employees' expectations regarding achieving a balance between work and personal life (work-life balance) also need to be considered. Clear working time limits and workload are important things that they expect the organization to fulfil.

Therefore, it is necessary to organize activities that support the future of work, including: (1) Carrying out a work load analysis to be able to measure how many people a job requires to complete, and conversely how much time a person needs to complete each task. under normal conditions at a certain time, so that it can be the basis for organizing the distribution of tasks for each employee, especially in supporting the future of work. (2) Develop a job design for the modern office concept so that you can identify the types of jobs that are merging or are impacted by developments in digitalization (job simplification), or employee responsibilities that are increasing due to new types of jobs that are developing in the future (job enlargement or job enrichment). (3) Develop a worktime design that supports new job designs related to hybrid work patterns or WFO and WFH, including definitions, location flexibility when WFH, and working time limits. This includes, for example, a program to determine one day to support work-life balance, namely "meeting free days" or "a No Meeting Day". As an article presented by the MIT Sloan Management Review, January 18 2022 with authors Ben Laker, Vijay Pereira, Pawan Budhwar, and Ashish Malik shows that based on the results of a survey of 76 companies with more than 1,000 employees in 50 countries, when one day without a meeting per weeks of implementation, employee autonomy, communication, engagement and satisfaction increase, which results in reduced micromanagement and reduced stress, and ultimately results in increased productivity.

#### 4.4. Fourth: Development of Competitive Compensation with Equitable Principles

In accordance with performance management provisions, performance assessment indicators are given on 11 assessment scales with a range of 1 – 5. The amounts of incentives obtained depends on the performance assessment determined by the organization. However, the magnitude of the incentive multiplier factor has not been openly communicated to employees. When there are changes every year, employees tend not to understand how many incentive rights they should receive because they do not have an adequate understanding of this matter. As stated by the Head of the HR Maintenance Policy Division, "The HR management approach refers to best practice with a human centric and human experience approach, namely humanizing humans", so two-way communication regarding incentive policies for performance achievement should also be conveyed openly as a step to meet employee expectations and Employees can also measure themselves more to achieve optimal performance so that they fulfil the principle of fairness.

Furthermore, as quoted again from the statement of the Head of the HR Maintenance Policy Division, "In the future there is a discourse to study the implementation of flexible benefits according to individual needs to provide employees with comfort and freedom in developing themselves by studying developing best practices while still paying attention to the nature of Bank ABC's job." To maintain Bank ABC's superior remuneration position in a highly competitive labor market, forms of remuneration need to be evaluated at all times to meet employee preferences, especially millennial talents who currently dominate the labor market.

Therefore, it is necessary to implement the following strategy: (1) Develop provisions regarding the amounts of incentives employees receive for their performance achievements. The amounts of incentives conveyed can be in the form of criteria for determining incentives and the amount of the multiplier factor for 11 employee performance assessment scales, so that employees understand how the incentives given are calculated for different performance assessments. After the process of reviewing the provisions, socialization and communication activities can be continued with employees to implement the principle of openness. (2) Reviewing the implementation of facilities and flexible benefits that are attractive to millennial talent employees, including provisions regarding employee block leave which must be undertaken for example 5 consecutive working days each year, then providing e-wallet balances for self-learning, financial wellness, transportation public, or related to building experiences such as entertainment in an office environment, and attractive short-term loan facilities, for example loan facilities for gadget ownership and other modern electronic devices. The millennial generation grew up in a world full of technology and digitalization. They really like to operate it in their daily lives (Cattermole, 2018) or are currently called tech savvy.

## 5. CONCLUSION

Changes in staff demographics have implications for the need to review the human resource management approach carried out by an organization. Bank ABC is also aware of this so it has adjusted its approach to managing human resources with human centric principles, namely paying attention to the needs of employees. Based on the results of the survey and analysis of the Importance Performance Analysis (IPA) quadrant mapping, it was concluded that the EVP attributes that are important according to millennial employees and whose performance still needs to be improved are the opportunity to undergo annual leave, incentives according to performance achievements, competitive salaries, support and attention from the leadership to subordinates, collaborative and supportive work environment, quality of direct superiors, organizational investment in technological innovation, recognition of work results, clarity of career development, speed of career advancement, provision of career development feedback, performance appraisal based on individual achievements, fair and equal performance appraisal policies, location flexibility in completing work, suitability of interests and work, work life balance, clear working time limits and workload. All EVP attributes that are important according to millennial employees are in

accordance with the Pawar and Charak EVP Priority Model framework, which consists of Career, People, Rewards, Work and Institutional (Charak & Zaware, 2020). It is important for organizations to pay attention to the specific characteristics found when designing operational strategies, management styles, remuneration packages and human resource management to create a work environment that meets millennial expectations (Aruna & Anitha, 2015).

This research contributes theoretical implications in understanding how EVP attributes are important to millennial talent and relate to retention. Meanwhile, the practical implication of this research is that organizations can utilize the research results to develop an understanding that different generations of employees have different value propositions and expectations for the organization. Apart from that, the results of mapping EVP attributes that are important according to employees, especially the millennial generation, can be used as a reference in formulating human resource management policies and practices that are in line with employee expectations, which will ultimately be able to increase employee retention. From this research, unique and interesting findings were obtained – different from findings from similar research, namely that millennial talents at Bank ABC highly value the importance of work-life balance (W8) in the form of the opportunity to take annual leave (IJ3), clear working time limits (W9), and a clear workload (W10). Organizations need to pay attention to this, not just attention to career development or financial rewards for their millennial talents. Because often this is not a concern.

The limitation of this research is that its scope is limited to applied research, so it is not yet known how each EVP attribute influences employee retention.

In future studies, it is recommended to conduct further empirical research to enrich understanding of the impact of each EVP attribute on millennial employee retention. Classification of millennial employees in term of managerial level and/or expertise may affect to the research findings and conclusions. This should be carried out in further research.

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