



GEN Y
IN THE
WORKPLACE:



A PERSPECTIVE
FROM INDONESIA

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FOREWORD

Generation Y's (Gen Y)¹ influence in shaping the future of work is at the centre of many talent conversations today. Having grown up against a different economic backdrop than Gen X, generational theory suggests that Gen Y's differences from their co-workers will have a significant impact on workplaces globally. Indonesia, being the world's fourth most populous country, has an active labour force of 121 million². Out of this labour force, it is estimated that 48 million will comprise of Gen Y. This group is the fastest growing segment of the workforce today. With their managers approaching retirement age, Gen Y professionals are rapidly becoming future leaders. There is therefore keen interest on how Gen Y operate within organisations.

As Indonesia's labour market is set to regionalise as part of the ASEAN Economic Community (AEC), it is vital for Indonesian and ASEAN-based organisations to understand the attitudes and motivations of Gen Y employees. A clear understanding of Gen Y priorities and how they compare to current management practices, will allow employers to engage more effectively with this generation of workers. In a region marked by talent shortages, and as economies move towards becoming knowledge-based, it is vital for organisations to leverage Gen Y's capabilities as a competitive differentiator.

It is based on this need to better understand Gen Y in Indonesia that the Asian Institute of Finance (AIF) has conducted a study of more than 200 finance professionals in Indonesia (both Gen Y employees and their managers) providing unique insights into their workplace-related motivations and attitudes. This study is part of a larger series of studies conducted by AIF, exploring generational workplace trends across ASEAN³. The report highlights important factors for Gen Y, management and HR practitioners in the Financial Service Industry (FSI) in Indonesia.

AIF hopes that the insights contained in this report allow organisations to see that it is time to develop talent strategies that enable a more agile and empowered workforce to be managed more effectively. Gen Y holds the key to the future of organisations and their engagement is paramount to long-term business sustainability. The question is whether we are ready to capitalise on the mindset and skills of Gen Y.

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¹ For the purpose of this study, based on generational shifts as applicable to Indonesian scenario, AIF has defined Gen Y's in Indonesia as professionals aged between 18 to 30 years old.

² Indonesia Investments, "Unemployment in Indonesia" (2016).

³ We would like to acknowledge Ashridge Business School, UK, for collaborating on the questionnaire underlying this survey.

EXECUTIVE SUMMARY

Gen Y employees bring a diversity of expectations, world views and an upbringing that differs greatly from their senior colleagues in the workplace. Indonesian Gen Y employees are generally considered to be cautiously opinionated but overall a more optimistic⁴ generation than Indonesian Gen X. New economic realities and an emphasis on education as a key personal advancement has moulded a significant number of Indonesian Gen Y employees into a well-educated, highly banked, technologically-savvy, and highly ambitious generation of young professionals. The question is how this new generation is set to contribute and adapt to the workplace?

AIF conducted a survey exploring workplace attitudes, expectations and aspirations of Gen Y in the Indonesian FSI. Gen Y's organisational engagement, skill competency and readiness for career progression were also examined. The study encompasses responses from more than 100 Gen Y professionals and more than 100 Gen Y managers from banking, insurance and capital market organisations across the Indonesian FSI.

The study findings suggest that there are generational differences between what Indonesian Gen Y professionals and their Gen X managers value, and how they engage in the workplace across the industry. Career advancement, an environment that allows for teamwork and open dialogue, and competitive remuneration are the three main priorities of Indonesian Gen Y professionals across the FSI. Managers and HR practitioners need to be aware of Gen Y's priorities to foster effective workplace dynamics, or risk missing out on what this group of professionals has to offer.

⁴ Mila Lubis, "Indonesia Retains in Top 10 Most Optimistic Countries in Global Consumer Confidence Together with Three Other ASEAN Countries" (2015).

1 Career advancement – a Gen Y focal point

When asked what their most important workplace objective was, Gen Y professionals and their managers were aligned on career advancement being one of the top two most important objectives.

Global evidence suggests that Gen Y employees are on average more likely to change jobs more frequently than preceding generations. This does not seem to be the case for Gen Y professionals in the Indonesian FSI, where 76% of young finance professionals expect to be with their current employer for at least 10 years or more.

This not only indicates loyalty on the part of Indonesian Gen Y professionals, but also the expectation that career progression ought to be managed effectively from within the organisation.

2 Superfan employees – Gen Y workplace engagement

Gen Y professionals in the Indonesian FSI appear to be highly engaged in their workplace.

- 96% of them are willing to go the extra mile at work
- 95% are personally motivated to help their organisation
- 91% are proud to work for their employer, and
- 84% would recommend their employer to their peers as a good place to work.

Gen Y professionals also spend as much time at work as their managers, and will do work tasks when at home. Furthermore, Gen Y do not mention work-life balance as a top 10 workplace priority.

The above are key differentiators between Indonesian Gen Y and the findings of Gen Y studies in other countries. Organisations should recognise and leverage such engaged employees as part of their talent strategy.

3



The ideal manager - peer, coach or mentor instead of a commander

Gen Y professionals in the Indonesian FSI are not accustomed to the command-and-control style of approach taken by their predecessors. Instead they crave their newfound democratic freedom in the workplace, within respectful boundaries.

Indonesian managers recognise the important role they play in motivating Gen Y's performance, but are on a different page when it comes to what constitutes a desirable leadership style. Gen Y is eager to have managers act as peers, coaches or mentors. They want managers to support and guide them, and particularly value direct and clear communication.

Engaging Gen Y through teamwork and open dialogue that values contribution as a conduit to career progression is essential. Managers should engage in clear and direct communication to manage Gen Y effectively.

4



Doing a great job is great, getting paid for it is even better

Following career advancement, a high salary is the second most important workplace priority for Gen Y professionals in Indonesia. This indicates a higher importance placed on financial rewards by Indonesian Gen Y than Gen Y in Malaysia or Thailand.

In line with international findings, managers also consider salary an important factor when it comes to themselves. However, they seem unaware of the significance of remuneration as a driver for Gen Y professionals. Organisations need to be cognisant of the importance Gen Y places on remuneration to remain competitive in attracting, as well as retaining, the best talent.

However, the importance of high salaries cannot be seen in isolation. Career progression, clear communication and managers that support independent teamwork are also significant engagement drivers. It's not all about the money, but money still matters to Gen Y.

Keywords: Gen Y, Generation Y, Generation X, Indonesia, Financial Services Industry, Workplace Attitudes, Skills, Career Advancement, Employee Engagement, Indonesia, ASEAN, AEC, Malaysia

GEN Y'S PRIORITIES IN THE WORKPLACE

Career advancement, a well paid job and teamwork, motivated previous generations and still holds true for Indonesian Gen Y. But are their managers aware of this?

Figure 1 shows a comparison of workplace priorities between Gen Y and their managers. Career advancement is a top workplace priority for Gen Y professionals (ranked 1st) and their managers seem well aware of this (ranked 2nd). Managers also seem to be on the same page with Gen Y priorities when it comes to teamwork (both ranked 3rd).

However, there seems a misperception on the part of managers as far as to what they think Gen Y's priorities are. Managers fail to recognise the importance of a high salary to Gen Y by not ranking it among the top 10 priorities for Gen Y professionals, while it is the second top priority for them. This highlights one potential area of disconnect between the two generations and could have important implications for Gen Y engagement across Indonesian FSI organisations. Like Gen Y in the UK, India and the Middle East where salary is ranked as one of the top three priorities⁷, Gen Y in Indonesia also values being paid well. However, compensation on its own is not enough to attract or retain Gen Y.

Competitive remuneration is a workplace priority for Gen Y professionals just as it is for their managers in Indonesia. However, managers seem unaware of its importance to Gen Y, believing instead that Gen Y professionals prioritise self-actualisation in terms of using their abilities and knowledge in the workplace.

⁷ Raymond Madden, Wan Nursofiza Wan Azmi, "Gen Y in the Workplace, an International Comparison", Asian Institute of Finance, Kuala Lumpur (2014)

Figure 1: What Gen Y professionals and their managers are looking for in a working environment



Figure 1: What Gen Y professionals and their managers are looking for in a working environment (Contd.)



Gen Y professionals also place a high importance on challenging and interesting work (ranked 4th) and being able to work independently from their managers (ranked 5th) – managers do not think these factors are significant to Gen Y. Therefore, although both Gen Y and their managers recognise teamwork as a priority for Gen Y, a potential area of disconnect is how teamwork itself is supervised. Gen Y professionals in Indonesia want to be given challenging work to enable them to advance in their careers, but prefer to independently self-manage such tasks. In line with their desire to work in teams, this would mean Gen Y teams can be allocated tasks, which they strive to accomplish independently with the assistance of their peers, reaching out to managers if and when guidance or expertise is needed. The importance of having a good manager or leader is only ranked 9th by Gen Y, although the perception of managers is that Gen Y prioritises this much more (ranked as 5th).

Meanwhile, although managers consider personal development and training a priority for themselves, they do not think Gen Y expects the same – and in fact it did not feature among the top 10 Gen Y priorities. However, this result could imply that while older generations in the Indonesian FSI are inclined towards formal training, Gen Y is looking for learning and development through challenging and interesting on the job experience. Perhaps this could also partly explain the reason why managers think that for Gen Y using their ability and knowledge is ranked first in the workplace.

Managers' ranking of their own priorities in the workplace also highlights a gap in their understanding of Generation Y professionals. For example, although they view independence at work as being important to themselves, they do not acknowledge Gen Y's expectations for independence at work.

Other attributes also show a clear generational gap in terms of the perception of priorities in the workplace. Generally, managers do not think Gen Y have the same priorities as themselves. Managers prioritise salary and independence in work for themselves, while they do not think it is a priority for Gen Y employees. They also think work-life balance is important to Gen Y (ranked 8th) while Gen Y professionals themselves are not concerned with it. Rather, Gen Y prioritises social atmosphere in the office (ranked 6th) – a priority that again managers fail to acknowledge.

Managers tasked with supporting young professionals' career advancement need to be mindful of the expectations Gen Y has from them for an effective inter-generational relationship to develop.

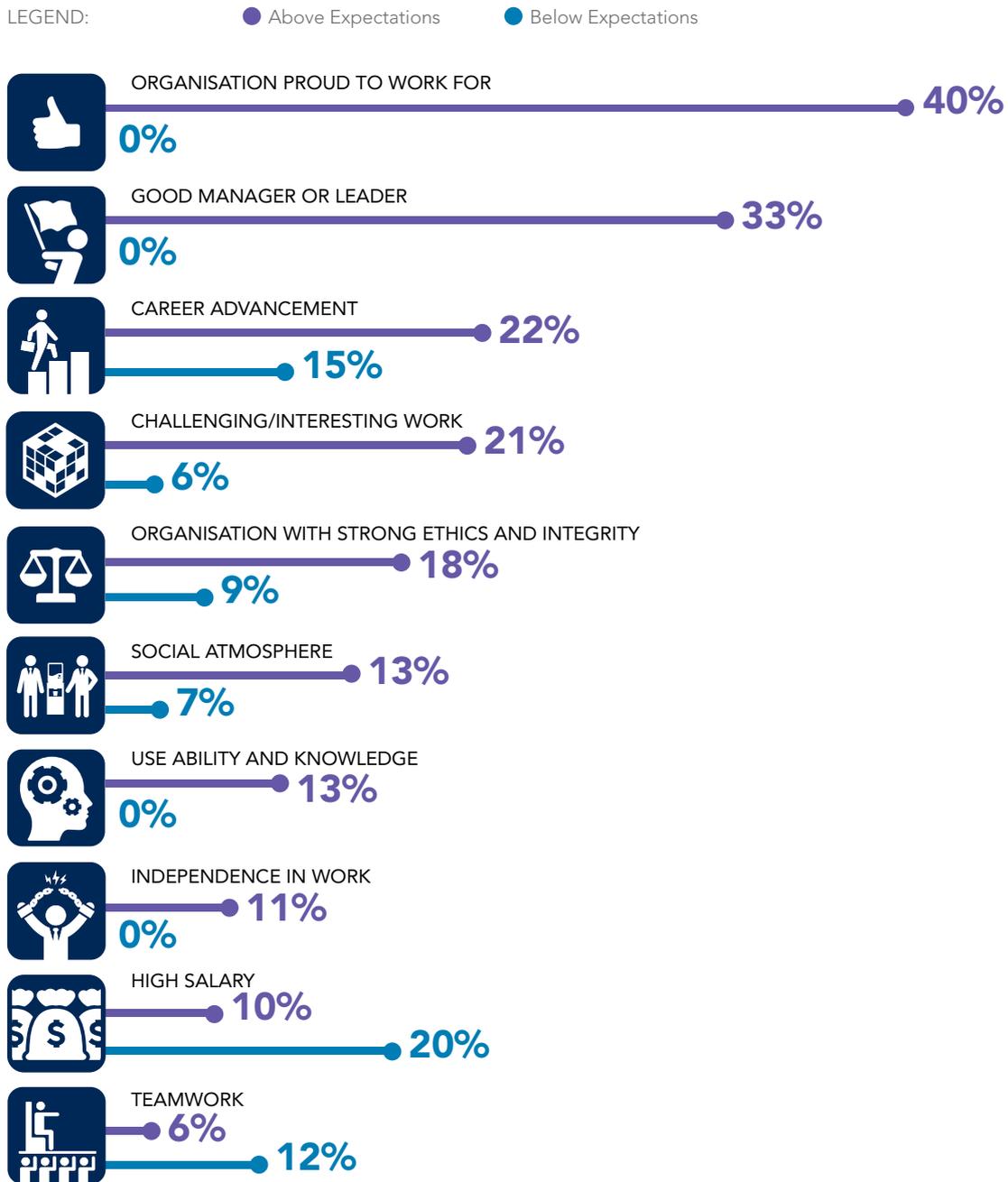
MEETING EXPECTATIONS IN THE WORKPLACE

A high proportion (88%) of Gen Y professionals in the Indonesian FSI reported that work 'met their expectations', while only 9% of them rated it as 'below expectations'. Figure 2 shows the specific workplace elements which contribute to this overall perception. As Figure 2 indicates, for many attributes none of the respondents selected 'below expectations'. Meanwhile, 40% of Gen Y professionals report 'above expectations' in terms of how proud they are to work for their current organisation. This is good news for organisations in the Indonesian FSI. As many as 18% of Gen Y professionals report their expectations being exceeded in terms of their current organisations having strong ethics and integrity.

The Indonesian financial services industry has an image of being a prestigious employer among Gen Y professionals and is regarded as an industry Gen Y is proud to work in.

Among other positive findings is Gen Y's satisfaction with its leaders or managers. One third (33%) of employees stated that the quality of their leaders or managers exceeded their expectations and none reported 'below expectations' in this respect. Career advancement (22%) and challenging/interesting work (21%) were ranked third and fourth in terms of being above expectations. However, given that career advancement is the top Gen Y priority in the workplace, it is a concern that 15% of those surveyed report 'below expectations' in this respect. 20% reported high salary as being below expectations, while 12% felt teamwork was below expectations. These elements make up the top three workplace priorities for Gen Y professionals in the Indonesian FSI, and could therefore have a significant impact on engagement. Re-examining workplace strategies in light of Gen Y's attitudes and expectations will be crucial in maintaining effective workplace dynamics.

Figure 2: Meeting Gen Y expectations in the workplace



Workplace expectations of Gen Y professionals are generally being met. However, there are still crucial areas such as remuneration, career advancement and teamwork which show room for improvement.

WHAT MAKES A GOOD MANAGER

Although one third of Gen Y professionals in this survey (Fig 2) reported their managers as being above expectations in terms of being a good manager or leader, when it comes to what makes an ideal manager, Gen Y and their managers are not quite in tune. Figure 3 summarises Gen Y's managerial expectations, managers' assumptions about Gen Y preferences and expectations from an ideal manager, and what managers themselves view as being the important qualities of a good leader. Gen Y professionals value managers that have good communication skills (ranked 1st), support their staff in career progression (ranked 2nd), and have professional expertise (ranked 3rd). The ideal manager according to Gen Y acts as a professional catalyst to support their team's career progression and motivates employees (ranked 4th) to perform better. Respect for employees and trusting employees to get on with things are among the other qualities ranked highly by Gen Y in terms of what makes a good manager.

Managers are aware that Gen Y prefers to work with a leader who supports their career progression.

Figure 3 shows what managers think Gen Y professionals want from their managers. Therefore, managers are aware of the importance of supporting career progression for Gen Y (ranked 2nd). However, they are not aware that clear communication and professional expertise are important qualities in managers for Gen Y. Managers did not rank clear communication among the top 10 qualities Gen Y sees as important in managers, while they ranked professional expertise only as 9th. Conversely, while managers think that motivating employees is the most important function of a manager, and they expect Gen Y to share this view, Gen Y considers this a less important quality (ranked 4th). Other areas of mismatch between managers' perceptions of what is important to Gen Y and Gen Y's priorities are challenging employees (ranked 5th) and providing regular feedback (ranked 7th), neither of which Gen Y has prioritised. Figure 3 also shows that managers think one of the key qualities of a manager is to set clear objectives (ranked 4th) and they also think that respect for employees is very important (ranked 2nd).

Figure 3: Important qualities of a manager

	IMPORTANT TO GEN Y	WHAT MANAGERS THINK GEN Y WANT	IMPORTANT TO MANAGERS
1	 <p>COMMUNICATES WELL</p>	 <p>MOTIVATES EMPLOYEES</p>	 <p>MOTIVATES EMPLOYEES</p>
2	 <p>SUPPORTS CAREER PROGRESSION</p>	 <p>SUPPORTS CAREER PROGRESSION</p>	 <p>RESPECTS VALUES/ EMPLOYEES</p>
3	 <p>HAS PROFESSIONAL EXPERTISE</p>	 <p>LISTENS TO EMPLOYEE</p>	 <p>LISTENS TO EMPLOYEES</p>
4	 <p>MOTIVATES EMPLOYEES</p>	 <p>TRUSTS EMPLOYEES TO GET ON WITH THINGS</p>	 <p>SETS CLEAR OBJECTIVES</p>
5	 <p>RESPECTS VALUES/ EMPLOYEES</p>	 <p>CHALLENGES EMPLOYEE</p>	 <p>SUPPORTS CAREER PROGRESSION</p>

Figure 3: Important qualities of a manager (Contd.)

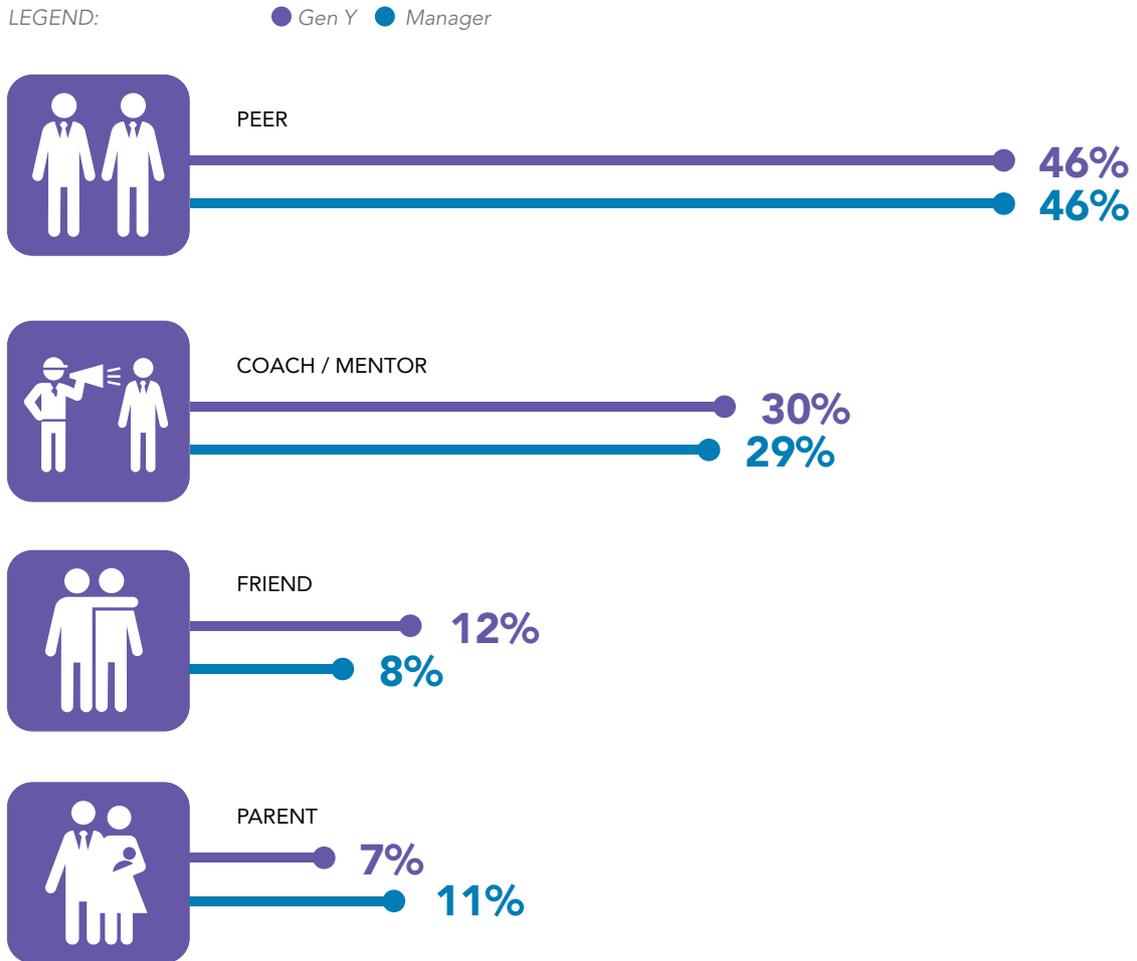
	IMPORTANT TO GEN Y	WHAT MANAGERS THINK GEN Y WANT	IMPORTANT TO MANAGERS
6	 <p>TRUSTS EMPLOYEES TO GET ON WITH THINGS</p>	 <p>RESPECTS VALUES/ EMPLOYEES</p>	 <p>TRUSTS EMPLOYEES TO GET ON WITH THINGS</p>
7	 <p>TRUSTWORTHY</p>	 <p>PROVIDES REGULAR FEEDBACK ABOUT PERFORMANCE</p>	 <p>COMMUNICATES WELL</p>
8	 <p>LISTENS TO PEOPLE</p>	 <p>SETS CLEAR OBJECTIVES</p>	 <p>PROVIDES REGULAR FEEDBACK ABOUT PERFORMANCE</p>
9	 <p>MAKES TIME FOR EMPLOYEES</p>	 <p>HAS PROFESSIONAL EXPERTISE</p>	 <p>TRUSTWORTHY</p>
10	 <p>SETS CLEAR OBJECTIVES</p>	 <p>TRUSTWORTHY</p>	 <p>HAS PROFESSIONAL EXPERTISE</p>

Overall Gen Y professionals and their managers are not in tune on what constitutes a desirable management style. Gen Y would opt for managers who communicate well, have professional expertise and who support their career advancement over managers that demonstrate soft skills such as the ability to listen, respect and motivate employees.

Gen Y professionals express their desire for teamwork and workplace independence from managers as important workplace priorities. Hence, when it comes to working relationships, Gen Y employees express a clear preference for managers that coach, mentor and guide them instead of micro-managing them. Figure 4 shows that the ideal boss according to Gen Y is a manager who fulfils the role of a peer (46%) or a coach/mentor (30%), rather than a traditional command-and-control manager. Fortunately, this view is shared by managers, with 46% and 29% respectively, holding the same opinion in regards of what makes an ideal managerial relationship (Figure 4).

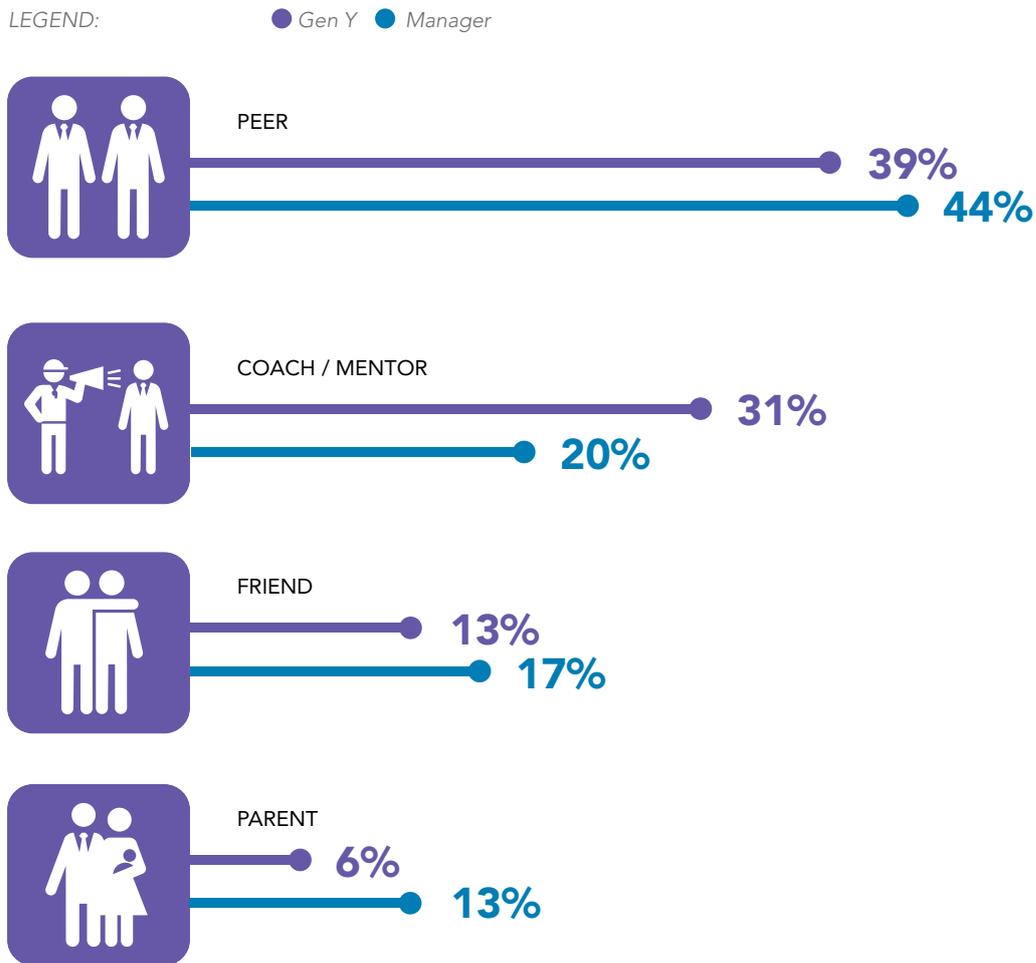
Command-and-control managerial styles are a thing of the past. Gen Ys respond best to managers who function as a peer, coach or mentor. Managers agree with this view.

Figure 4: Ideal relationship with manager



Meanwhile, in terms of views of existing relationships, our findings indicate that there is a slight variation in between managers and Gen Y (Figure 5). Managers are more likely to view the existing relationship as being that of a peer or a friend. While Gen Y professionals are more likely to view the existing relationship with their managers in terms of being a coach or mentor.

Figure 5: Existing relationship between Gen Y professionals and their managers

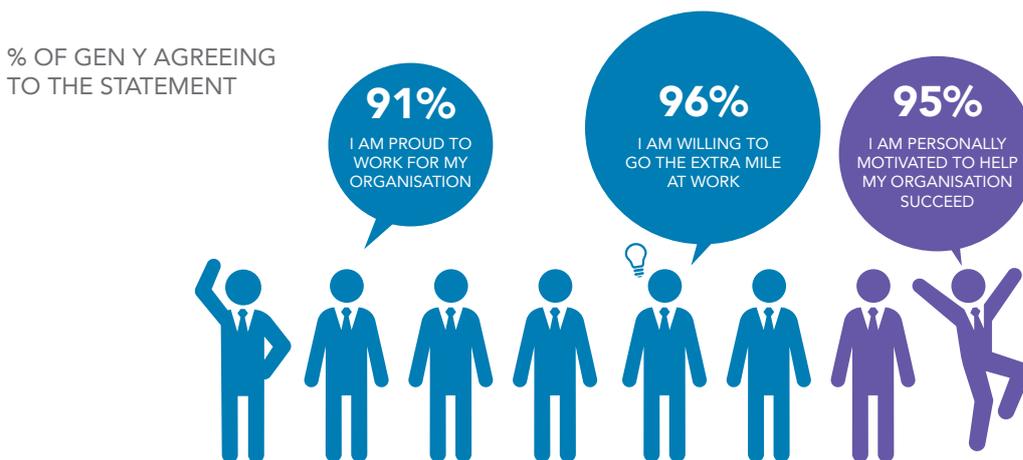


GEN Y'S ENGAGEMENT IN THE WORKPLACE

Gen Y professionals in the financial services industry in Indonesia are highly engaged at work.

AIF findings indicate high levels of engagement among young professionals in the Indonesian FSI. Figure 6 illustrates that 96% of employees are willing to go above and beyond their duty at work, 95% are personally motivated to help their organisation, and 91% are proud to work for their employer. The high levels of Gen Y engagement that form a key finding from this AIF study may well be a reflection of Gen Y's work-life integration. Among young professionals, there is a blurring of lines between their lives in and out of the workplace, instead of keeping their work and personal lives separate as previous generations attempted to do.

Figure 6: Gen Y workplace engagement

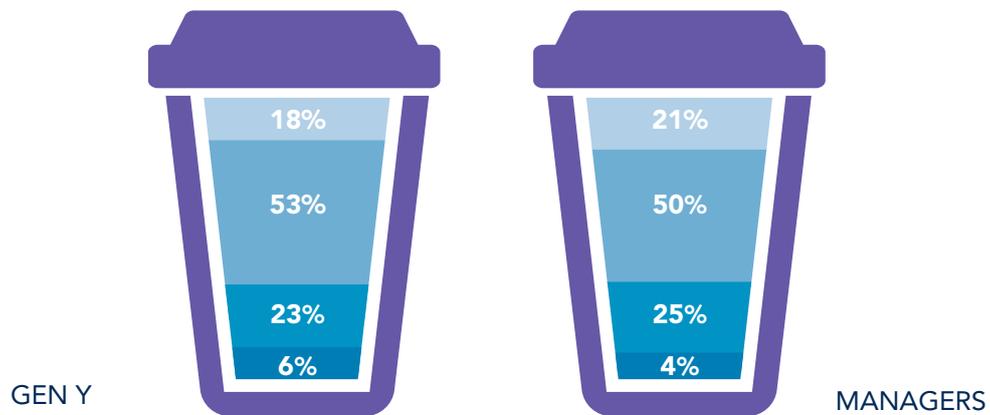


Based on AIF survey findings illustrated in Figure 7, Gen Y employees maintain similar patterns of work-life balance as their current managers do. AIF data indicates that, on average, Gen Y professionals in Indonesia spend approximately 62% of their time, including weekends, on work-related activities. This shows no significant difference with the time their managers' spend on work-related activities. Using one's personal Twitter account to post company updates, accessing Facebook in the office, or communicating with managers, peers and friends alike via WhatsApp has become a workplace reality. It highlights the integrated use of technologies across personal and work lives among working professionals. It is no longer about work-life balance, but rather life-work integration.

Gen Y professionals are as committed as their managers when it comes to work.

Figure 7: Time spent being switched on to work when not at work

LEGEND: ● Never ● Sometimes ● Often ● Usually/Always



Gen Y professionals in the Indonesian FSI show a high degree of loyalty and commitment to their current organisation. They intend to build long-term relationships to realise their career aspirations.

Job-hopping is a stereotypical behaviour associated with Gen Y employees at a global level.⁸ However, job-hopping does not appear to be a determining feature of Gen Y professionals in Indonesia. An overwhelming 76% of young finance professionals indicated that their intention was to remain with their current employer for at least up to 10 years or more (Figure 8). Employees who said this were more likely to have at least 2 years of working experience or more and to have been with their current employer between 1 and 4 years. This suggests that there is a high degree of loyalty among Gen Y professionals in Indonesia.

Figure 8: Future career intentions of Gen Y

I INTEND TO WORK FOR MY CURRENT ORGANISATION FOR...



In line with the above findings, Figure 9 illustrates that 84% of Indonesian Gen Y employees would recommend their workplace as a good place to work to their peers. Meeting Gen Y’s workplace expectations is key to gaining such strong endorsement from employees.

Figure 9: Gen Y likelihood to recommend employer



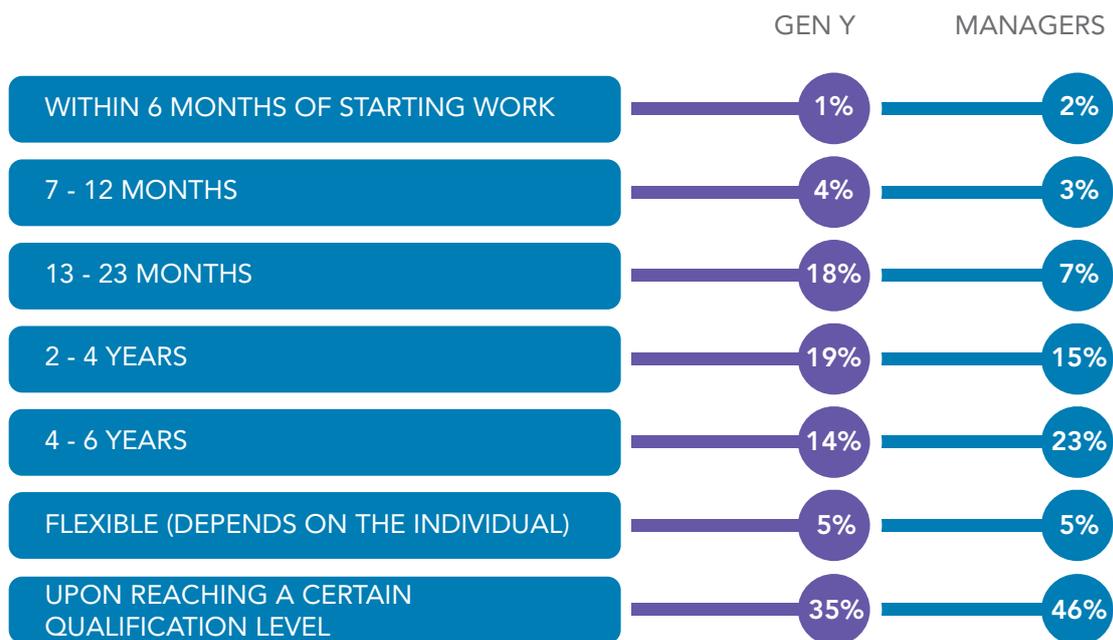
⁸ Gallup, “Millennials: The Job-Hopping Generation” (2016).

MODERATE PACE FOR CAREER PROGRESSION

When it comes to career progression timelines, managers adopt a slightly more conservative view compared to Gen Y.

Gen Y professionals in Indonesia appear to be highly ambitious and committed to work, desiring career progression above other workplace objectives. When queried about an appropriate timescale for their promotion into a managerial position, their response is fairly realistic. More than 35% of Gen Y, rather than having time-bound expectations, expect promotion only 'upon reaching a certain qualification level' (Figure 10). Less than a quarter (23%) of them expected a timeframe of less than 2 years, while another third (33%) felt a timeframe of 2-6 years was an appropriate timescale. Considering the importance placed on career advancement by Gen Y, these assumptions appear reasonable and not overly ambitious. However, these expectations are not fully in line with managerial views on Gen Y's readiness for promotion. Taking a different view, more than half (51%) of managers are of the opinion that the promotion of Gen Y to managerial positions should occur only when, and if, certain qualification levels are reached, independent of any fixed timeframe.

Figure 10: Gen Y's readiness for management roles

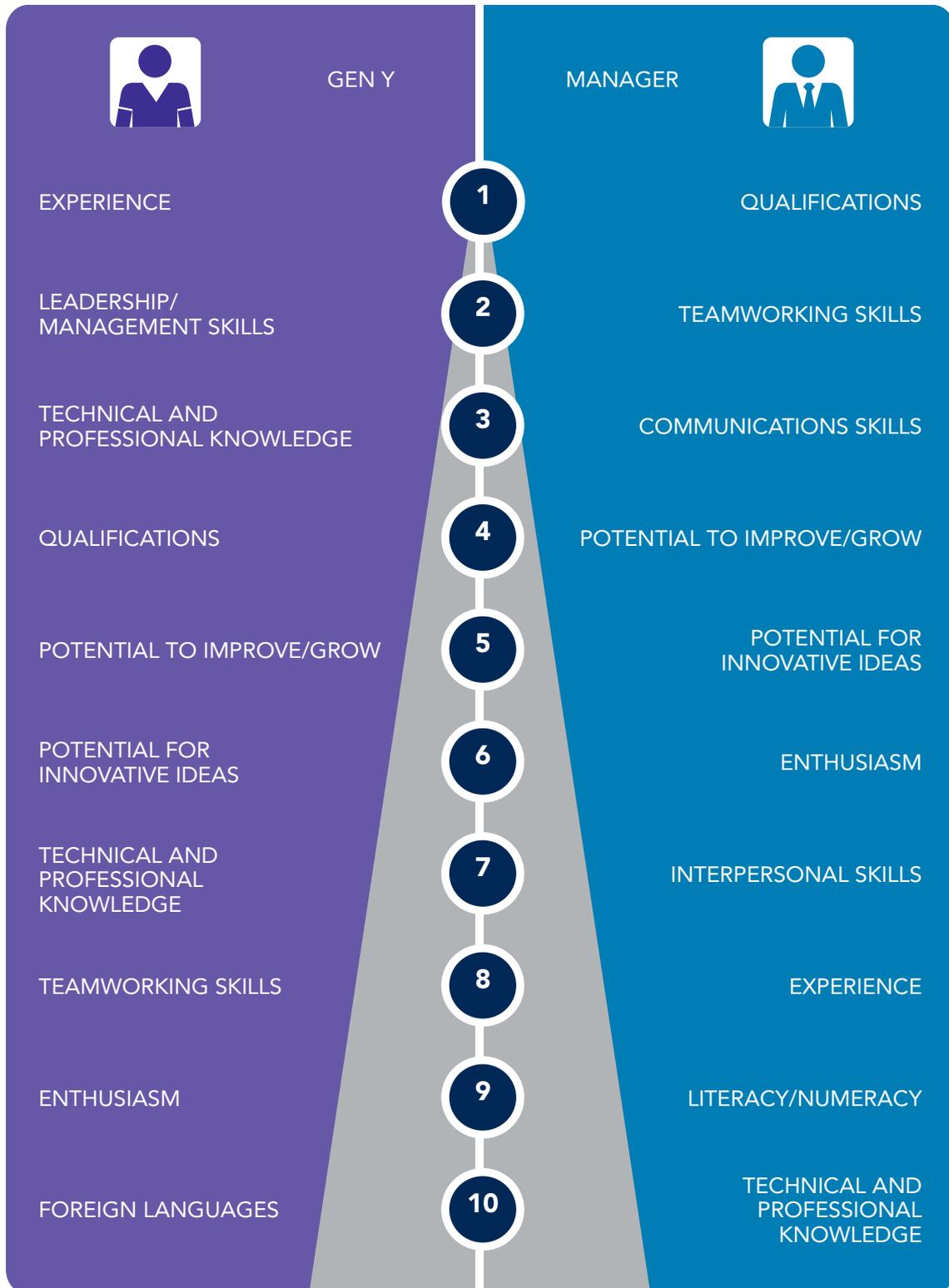


PERCEIVED MISSING SKILLS AND CHALLENGES

While Gen Y professionals worry about their lack of work experience and lack of leadership/management skills, their managers know that these are competencies to be developed with experience. Instead, managers point towards qualifications and team working skills as Gen Y's top missing skills.

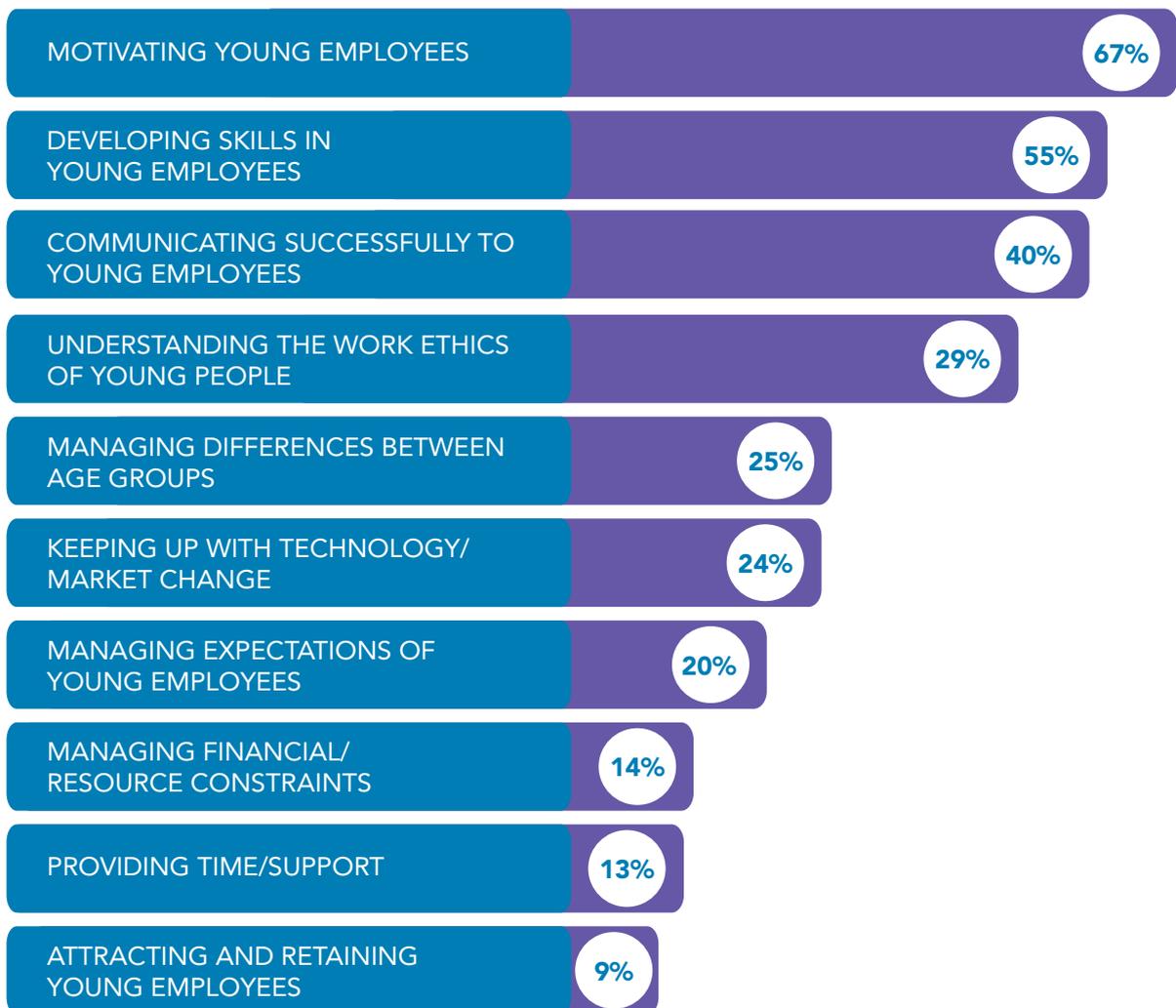
Gen Y professionals acknowledge that they have a lack of work experience and demonstrate unpolished leadership skills. Managers meanwhile are pragmatic, knowing that these competencies require time to be developed. Instead, as illustrated in Figure 11, managers are concerned with qualifications (ranked 1st), team working skills (ranked 2nd) and communications skills (ranked 3rd). Gen Y professionals also pinpoint lack of qualifications, communications skills, and the potential to grow and innovate, albeit they rank these lower than their managers.

Figure 11: Top ten missing skills in young executives as viewed by Gen Y professionals and their managers



When asked about challenges typically faced when managing Gen Y employees, 67% of managers (Figure 12) reported 'motivating' them as the top challenge. A further 55% of managers highlight challenges relating to nurturing and developing missing skills in Gen Y. 55% also report that communicating successfully is a challenge when managing Gen Y and this could be a potential source of generational friction within organisations in the Indonesian FSI. While managers think that communicating successfully is among the top challenges in terms of managing Gen Y, the latter also highlights that a good manager should foremost be able to communicate well. By fostering a culture of openness and dialogue while engaging proactively with higher learning institutions to provide early exposure opportunities, Indonesian FSI organisations can better prepare Gen Y professionals for their careers ahead.

Figure 12: Biggest challenges in managing Gen Y



CONCLUSION

Amid a myriad of macroeconomic challenges and opportunities, Indonesia's youth is at the heart of its future economic growth. Guiding and enabling Indonesian FSI organisations to develop effective working relationships with Gen Y is vital to the continued competitiveness of these organisations domestically, regionally and globally. AIF research indicates that Indonesian Gen Y finance professionals are highly ambitious, engaged and show high degrees of loyalty to their organisations. This suggests the need for FSI to nurture long-lasting and productive relationships with Gen Y employees in Indonesia. In fact, workplace engagement and plans to develop long-term careers with their current employers are considerably more pronounced sentiments among Gen Y FSI employees in Indonesia than in other ASEAN countries.

At the same time Gen Y professionals crave teamwork, independence at work and competitive remuneration for their efforts. Managers appear to be unaware of this financial driver, instead assuming Gen Y professionals place a higher value on self-actualisation in the workplace in terms of using their abilities and knowledge. Findings indicate that most Gen Y professionals do not mind going the extra mile at work and they are proud to work for their current organisation. To keep these employees engaged and retain them, and to ensure a good relationship between generations, managers and their organisations ought to be aware of the importance Gen Y places on career progression, remuneration and teamwork.

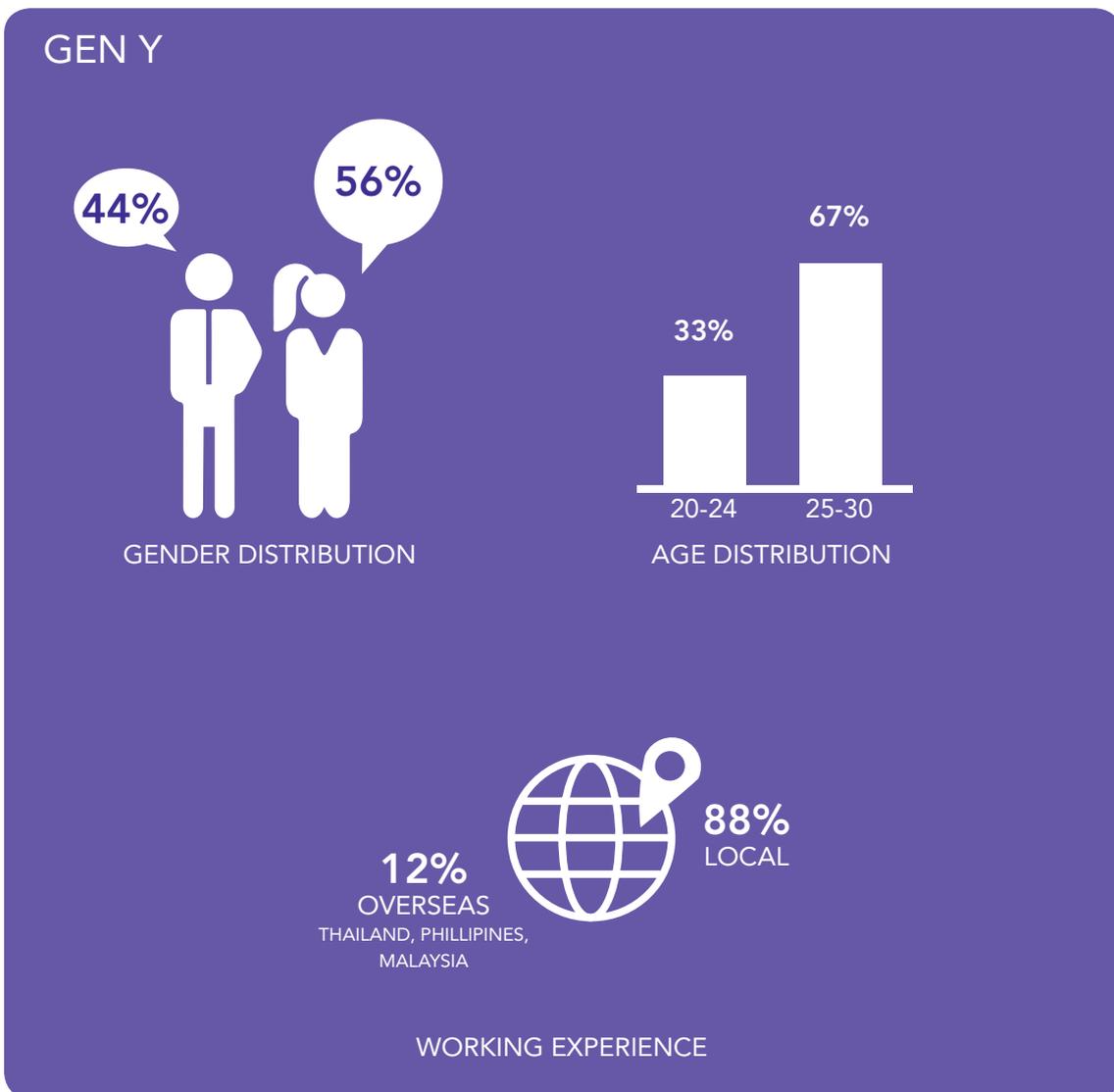
AIF findings also indicate that managers and Gen Y professionals are not aligned on what makes a good manager. Gen Y professionals in Indonesia prefer managers that fulfil the role of a peer or a coach rather than a traditional command and control style. While managers are concerned about the ability to motivate, respect and listen to their employees, young professionals themselves are seeking a mentor or coach who communicates well, supports their career progression and has professional expertise they can leverage and learn from. Managers who are preoccupied with a 'soft approach' run the risk of failing to deliver on several key attributes needed to achieve the status of a coach or mentor in their protégées minds. Managers need to be aware of the role Gen Y professionals expect their managers to play in enabling their career progression.

Organisations should strive to engage, enrich and empower this generation in the workplace and to maximise their potential and commitment. Providing Gen Y with a clear career progression plan, good communication on how to achieve it, independent and challenging teamwork, as well as fair remuneration along the way, should be an organisation's priorities. While Gen Y professionals worry about their lack of work experience and lack of leadership/management skills, their managers instead point towards qualifications and team working skills. The inter-generational mismatch in perceptions about lacking skills of Gen Y professionals needs to be addressed.

Organisations in the Indonesian FSI should emphasise creating collaborative work environments that promote individual growth through challenging work, while at the same time encouraging employees to play their part as members of the team. By striving to be learning organisations and aiming for a mentoring or coaching, instead of a command and control managerial style, organisations in the Indonesian FSI can foster a culture of openness and dialogue needed to effectively engage with Gen Y.

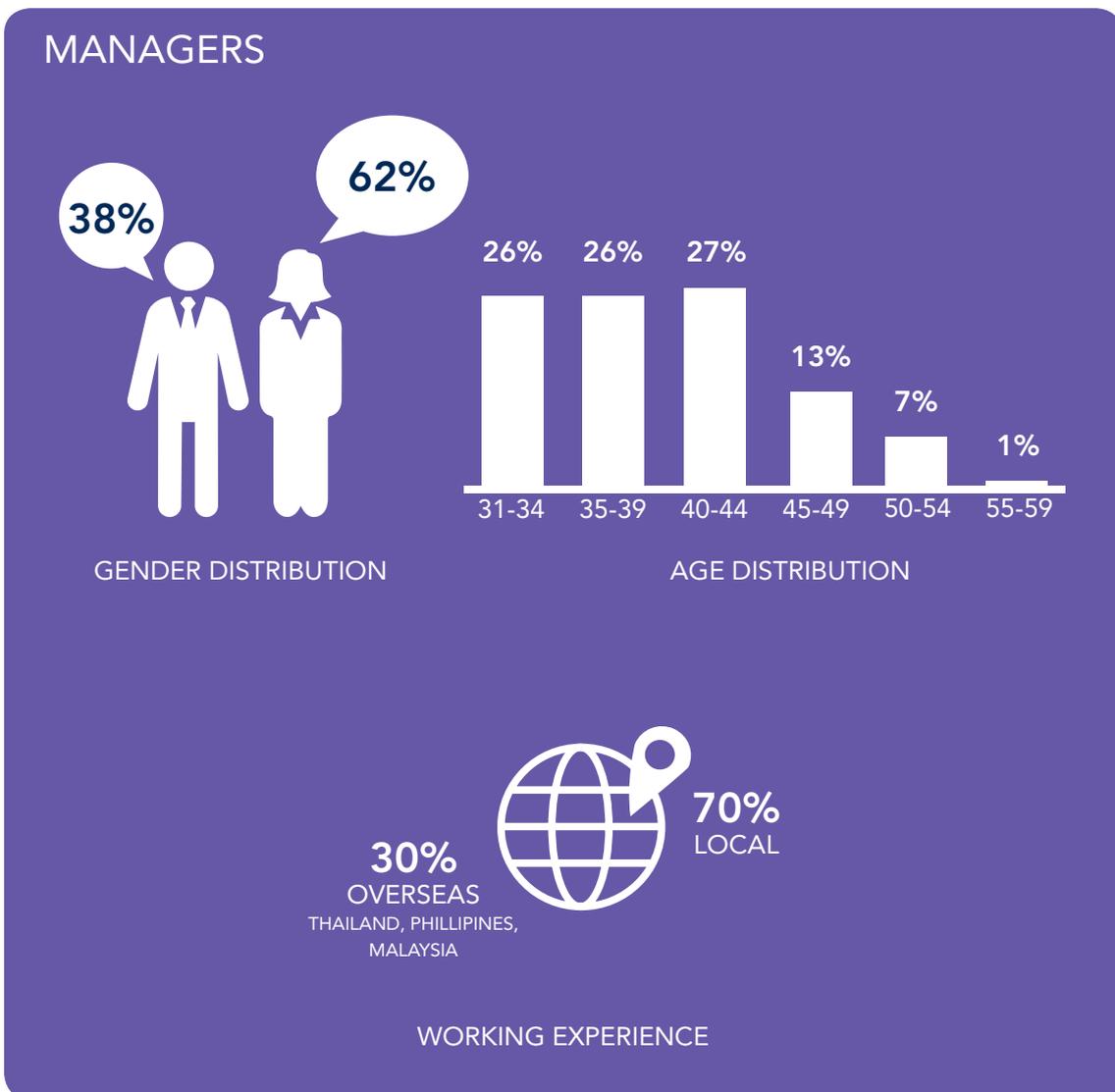
PROFILE OF RESPONDENTS

Figure 13: Gen Y respondent profile (n=108)



PROFILE OF RESPONDENTS

Figure 14: Manager respondent profile (n=108)



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