Millennials in the multi-generational workforce

Abstract

In the modern work environment, organizations are now accommodating different generations and it has become common in several corporations. Since Baby Boomers are aging and retiring from their job, the millennial generations are also replacing them. As a result, it has become necessary for managers to learn more about organizational commitment levels as well as job satisfaction for the firm's personnel. Studies indicate that the millennial generation seems to be more committed to their organizations than the previous generations. Besides, researchers affirm that millennials with graduate degrees will stay and offer their services to a firm for a more extended period than millennials without graduate degrees. Since organizations employ different generations from Baby Boomers, and Generation X, and Generation Y also known as Millennials, employees may sometimes go through conflicts arising from generational differences. With these regards, it is important for managers to understand the possible challenges which may erupt within the firms withmulti-generational workforcesand know how to respond to such problems.

1. Introduction

1. 1 Problem Statement

Overthe last six decades, three generations have been actively engaged in theworkforce, and they include the Millennials (born after 1980), Generation X (born between 1946 and1964), and Baby Boomers; bornbetween (1946and 1964). Typically, the Boomers are retiring and more millennials are taking up thesepositions in different companies across the world and as a result, these generationsinteract and work together. The generational differences create

challenges forthe Human Resource managers tomake sure that specific tasks are accomplished. Accordingto the Lepine & Wesson (2011), they affirmed that generational differenceshave created challenges among teammembers who reduce an organization's productivity. More importantly, manyresearchers and orgznizationsare now trying to solvethe issues related to generational differences which are influence theleadership and operation of an entity (Salahuddin, 2010). By taking the exampleof Tony, the millennial generation seems not to work under strict rules andregulations and once theirfirms' policies differ with theirs, they quit the organization. Hence, it has becomeimperative for HR managers to study and understand the characteristics ofmillennials and their job satisfaction requirements such that they may retainthem for more extended periods at the workplace.

1. 2   Related literature

This section evaluates the literature related to millennials in the workforce and for a detailed understanding of their characters. Mainly, Generation Y have grown during the digital age and they show great familiarity on technology, media, and communication than Baby Boomers and Generation X, and thus, they are critical assets for their organizations. However, Tolbizie (2008), refers Generation Y as a " Trophy Generation" due to the emerging trend that this generation demands that everyone should be rewarded for participating in a competition rather than winning. Additionally, millennials don't operate with indoor competition and politics. Furthermore, Rosenberg (2009) argued that the millennial generation has observed their parents being adversely affected by the " dot-com bubble" coupled with many bursts and rampant divorce rates. In this regard, the millennial generation seems to

be cynical of long-term commitments and thus, they prefer to be moreflexible in their professionsrather than making it a routine of following the rules. Thus, this generation seems to prefer collective actions, are civic-minded, socially conscious, conventional, and confident among other traits (Hartman & McCambridge 2011).

Asstated herein, Baby Boomers are exiting the workforce, and Generation Y istaking up these roles. Thus, it is essential for millennials to acquire therequired leadership characters. In this regard, Gibson, Green, and Murphy (2010) have identified top fivevalues for millennial managers: friendship, self-respect, health, security, andfamily. Additionally, the researchers compare the management styles amongdifferent generations and establish that they are more alike than different. Essentially, effective communication strategies are an essential aspect forevery manager which relates to both individual and organizationaleffectiveness. Despite millennials are considered as the best in multitaskingand technology skills. However, they are defective incommunication. In this case, it is essential for HR managers to be concerned inunderstanding the leadership capabilities of this generation who will take overthe leadership roles of the companies in the future.

1. 3 Theoretical framework

Inthis case, job satisfaction refers to the positive emotional wellbeing whichresults from an employee's assessmentand commitment to their job experiences. Additionally, organizational commitment applies to an employee's aspiration toremaining a member of an entity. One of the theories that can be built fromthis study is that millennials have higher job

satisfaction than the othergenerations. Other than that, millennials have higher value on job commitment.

2.   Discussion

Thisstudy will provide an essential basis for researchers and human resourcemanagers to understand the millennial generation better. It is important to letmanagers study and understand the different job satisfaction for the millennialgeneration and know how to respond and handle their complaints. Besides that, the managers willseek to retain the millennials within the organization because they are part ofthe critical assets of an organization that should not lose. Howe and Strauss(2008) stated thatmillennials portray several characterswhich are unique from the rest of the previous Generations. For instance, they suggested that the members of thisgeneration are hard workersand responsible for their actions, butthey feel compelled to outshine their goals and objectives (Howe and Strauss, 2008). More than that, the millennial generation can improvise and multitask when itis required to do. Additionally, this generation works very hard and establishinggood relationships in their daily activities. Furthermore, this generation hasgrown diversely and wantsto learn new ideas and embrace them such that they can avoid group think. Also, because the millennials have been molded by both Baby Boomers and Generation X, they portray excellent leadership qualities and therefore they should beconsidered for leadership positions (Rosenberg, 2009). However, Millennialsprefer job flexibility but dislike working under strict monitoring and too manyrules and regulations.

Fromthis analysis, Tony's manager have to analyze the working environment and knowthe working conditions and the relationship between the rest of the employeesintegrate well with the millennials within the organization. If for instancethere is no good relationship amongst the firm's personnel, the outcome mayaffect the company's productivity adversely because of lack of management. Inthis case, at the moment Tony seeks resignation and the manager knows that Tonytends to quit an organization once his policy differs with that of anorganization. So, it is essential to engage him and try to understand what heterms as personal reasons for resignation. With these regards, it is necessaryfor the manager to recognize the millennial generation's job satisfactionrequirements and characteristics. Hence, the department should respondimmediately to Tony's concerns through engagement and discussions about his reputationand experience at the workplace.

Besides, from the proposition that millennials have higher job commitment levels thanBaby Boomers and Generation X, this study aims at establishing the validity ofthis reason. In order to compare the study outcomes, the researcher should beexperimenting using hypothesis. For instance, Yıldırım & Korkmaz (2017)associates the current hard economic times to employees' commitment to theirjobs. Therefore, since the labor market is almost flooded with numerous degreegraduates, the millennials with graduate degrees find it necessary to staycommitted to keeping their jobs rather than quitting to new locations. Besidesthat, McInnis-Day (2016) argues that the millennial women are more dedicated totheir jobs than the females from the previous generation because of the difficultiesthey face before they get these jobs.

Thus, the managers should consider hiringmillennials, build and promote a culture of sharing and accepting everygeneration in the organization. In this case, the administration shouldacknowledge that despite the Baby Boomers and Generation X do not have a lot ofexpertise in matters of technology. Also, they have experience on what can beimplemented to facilitate productivity with technological advancement.

3. Conclusion

Thisstudy aims at learning and understanding the nature and characteristics of themillennial generation in the labor industry. Typically, Generation Y isbecoming more dynamic forces in the labor sector and are emerging as leaders indifferent sectors. For instance, in the areas they have engaged themselves, despite their impatient nature, they show a unique characteristic ofmultitasking as well as technological specialist than the rest of theGenerations. Besides, in the contemporary society, millennials are alreadycontesting in political positions and educational reforms among otherpositions. However, based on the fact that the millennials were born during thetechnological era, it is quite unclear whether history will remember thesepeople because they need to show how they contribute to transparency, accountability, and transformation at the workplace. Moreover, as the Boomersare retiring, the other generations plan, organize, control, and lead theworkforce. The modern work environments are normally transforming themselvesinto technological settings to suit the current trends in the business andtechnical world. According to the studies, the millennials understandtechnology and can multi-task in many activities. Thus, along with theadvancement in technology, the millennial generation may have a

competitiveadvantage due to their technological proficiencies in media, communication andcomputers.

Studiesshow that millennials are hard worker and responsible for their actions. However, regarding to the case of Tony, they feel that they have to performbeyond their goals and objectives. More than that, the millennial generationcan improvise and multitask when it is required to do. Additionally, thisgeneration is team-oriented, and they enjoy working and establishing goodrelationships with every parts in their daily activities. Furthermore, thisgeneration has grown diversely and they are also willing to learn new ideas. Also, because the millennials have been molded by both Baby Boomers andGeneration X, they build a good leadership quality and therefore they should beconsidered for leadership positions. However, Millennials prefer jobflexibility but dislike working under strict monitoring and too many rules andregulations. In order to meet the millennials job requirements and satisfactionin the future, the workplace needs to be integrated into the work processesbecause they are preoccupied with newer media. Nonetheless, Human Resourcemanagers need to prepare accordingly for Generation Y.

4. References

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