

Millennials And The Role Of Transformational Leadership In Organizations

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Abstract—The difference characteristics between Millennial Generation and previous generations poses its own challenges for leadership roles in organizations. Understanding the differences in these characteristics will certainly help organizations adopt a leadership style that is in accordance with the characteristics of the Millennial Generation. This study wants to elaborate the role of transformational leadership in organizations for Millennial Generation. As a literature study, this study was carried out by tracing the references to relevant theories with the focus of the problem raised. The findings of this study show that the transformational leadership style with its dimensions is in accordance with the characteristics of the Millennial Generation who enjoy in communicating with the help of technology devices (smartphones), have high expectation of leader, care about education, like challenges at work, not afraid to ask questions and want to get feedback, willing to work together to achieve bigger goals.

Keywords—millennial generation; transformational leadership; organization

I. INTRODUCTION

Organizations or companies are not only faced with fierce competition amidst the rapid development of technology ([1], [2], but also have to face the presence of two different generation: Generation X and Generation Y (Millennials) [3], [4], [5]. A study stated that these two generations can adapt to each other in complying with organizational rules [6]. However, in several cases, various problems related to the Millennial Generation were encountered, such as the tendency to resign easily, suboptimal performance, or not fully understanding their duties well [7], [8], [9].

This phenomenon will certainly be a challenge for organizations and companies considering that the proportion of Millennials will increase [10], [11]. In 2014, the proportion of the Millennials Generation in the workforce was 36%, and in 2020 it is estimated to reach 46%. Meanwhile, if we look at the composition between generations in the Ministry of Finance, the number of Millennials Generation in 2013 was 45%, the Baby Boomers Generation was 17% and Generation X was 38%. If projected, in 2017 the number of Millennial Generation could increase to 73%, while the Baby Boomers Generation and Generation X decreased to 25% and 2% respectively [10].

Based on the challenges and opportunities outlined above, organizations or companies need to make efforts to develop human resources, which can bridge the Millennial Generation to improve their performance [12]. These efforts include finding a leadership style/model that is appropriate for the Millennial Generation [13], [14], [15], improving the quality of communication and decision-making [16], [17], effective and continuous training [8], [11], [18], and work motivation support [19].

From various efforts to develop human resources (HR), this research wants to elaborate the role of transformational leadership for the Millennial Generation in organizations or companies. Of the various leadership styles [20], the transformational leadership

model contributes greatly to the development of organizational behavior [21], [22], [23], [24], including being considered more effective because it tends to be more creative and always encourages its followers to be creative [25], [26].

II. LITERATURE REVIEW

A. Millennial Generation

The Millennials is the generation that dominates the world of work both in Indonesia and abroad at this time. Generation Y, and often referred to as the Millennial Generation, is a young group born between 1981-2000 [27]. Referring to the Generation Theory initiated by Karl Mannheim in 1923, the Millennial Generation is the generation born in the ratio of 1980 to 2000, also known as Generation Y. This term began to be known and used in Editorial of a major newspaper in the United States in August 1993 [28].

The formation of the Millennial Generation is inseparable from the development of information and communication technology (ICT). In a study conducted by Luntungan et al., there were similarities in the general description of the Millennial Generation in Indonesia and the Millennial Generation in the United States and Europe [29]. This description is based on a study conducted by Kirkman et al. who reviewed 180 business and psychology journals based on Hofstede's cultural value framework [30]. Rapid flow of information throughout the world has contributed to the formation of the attitudes and characters of the Millennial Generation.

One of the most prominent characteristics of the Millennial Generation is high self-esteem, a sense of entitlement, self-centered [31]. The Millennial Generation is also described as a generation that is confident, independent and goal-oriented [32]. According to Kilber et al., the characteristics of the Millennial Generation are internet addiction so they cannot socialize well, rarely exercise, have high self-confidence and self-esteem, and are more open and tolerant in dealing with change [33].

B. Transformational Leadership

Leadership plays an important and also primary role in achieving organizational or company goals [34], [35]. In this study, the discussion of leadership will focus on transformational leadership, one of the leadership styles (models) that is believed to be in accordance with the characteristics of the Millennial Generation ([13], [15], [20], [36]. Theoretically, transformational leadership is understood as a leadership model that involves followers, provides encouragement (inspiration) to followers, committed to realizing the vision and goal of the organization, invites followers to solve the problems innovatively, and develops the capacity of followers through a series of ongoing training [37].

The term transformational leadership itself emerged and is rooted in several works that mention the role of leaders in changing shared values in a transformational manner [38], [39]. Meanwhile, as an idea, transformational leadership was first mentioned in a sociological study conducted by James V. Downtown [40]. Term transformational leadership was then used in the book Leadership by James MacGregor Burns, which in subsequent developments was widely used as a reference in a series of studies related to the transformational leadership [41].

III. METHOD

This study is included in the literature study, conducted by tracing references to relevant theories to obtain overview of what problems are currently up to date related to the Millennial Generation in organizational dynamics [42]. Various reference studies are then used to analyze the focus of the problems presented in this research. The characteristics of the transformational leadership style used in this study refer to four characteristics of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration [43]. *Idealized influence* is the ability of leader to be a role model for his followers. *Inspirational motivation* is the ability of leader to convey the vision of organization and inspire his followers to achieve common goals. *Intellectual stimulation* is the ability of a leader to encourage his followers to be creative and innovative in solving a problem. *Individualized consideration* is the ability of a leader to treat his followers as individuals (giving individual attention) and acting as a mentor.

Meanwhile, the characteristic of the Millennial Generation used in this research include: (1) enjoying communicating with the help of technological devices, especially smartphones (accessing social media, email, attending webinars, etc.); (2) having high

expectations of leaders and superiors; (3) caring about education; liking challenges at work; (4) not afraid to ask questions and wanting feedback; and (5) being able to work together to achieve greater goals [9], [29], [33], [44].

IV. DISCUSSION

Various study analyzing Millennial Generation in Indonesia have continued to emerge significantly over the past three years [5], [45] including those related to the leadership styles for Millennial Generation [13], [14], [15], [20]. A leadership model that is compatible and can be in line with the characteristics of Millennial Generation is crucial. *First*, Indonesia will face a demographic bonus which if not utilized properly could actually be a disaster [10], [46], [47]. Meanwhile, in filling the demographic bonus and taking advantage of existing opportunities, Millennials will have an important role and position. *Second*, the Millennial Generation has different characteristics when compared to previous generations [48], [49], [50].

A. Understanding the Millennial Generation

Growing with the Internet

The Millennial generation grew up with technology, such as the internet, computer games, and social media. One of the impacts is the opportunity to work from anywhere and anytime; Millennials want to balance their personal and their work lives [51]. In fact, the internet has become so attached and integrated into Millennials [10] that anything can be done online. In organizations that do not implement a rigid communication system, this tendency can be an added value if it can be managed well, especially Millennials are very familiar with social media platforms [52]. In this case, we can certainly see how organizations can achieve their main goals thanks to the support of social media.

With the characteristic of transformational leadership (individualized consideration and inspirational motivation), transformative leaders can play a role when leading, motivating and communicating with Millennials. In this context, communication media, both formal and informal, can be delivered through technology (internet), especially social media or smartphone-based applications such as Whatsapp or Telegram. By implementing this approach, transformative leaders will certainly better understand the tendencies of the Millennials in organization, especially how to accept, treat, and motivate the Millennial Generation in achieving the main goals of the organization [53].

Expectations for Leaders

Millennial Generation pays close attention to the figure of their leader, and at the same time places various hopes on the leader. For Millennials, a leader must be able to be a role model (idealized influence), such as being consistent between actions and words, being responsible, having an orientation to achieve the organizational goals [15]. This idealized influence becomes important when leaders want to move the Millennials to jointly achieve organizational goals. This idealized influence is also a consequence of the Millennial Generation's high attention to education (self-development) which in its development can open their insights to various ethical and moral problems [54].

Education and Job Challenges

When organizations and companies are faced with the challenges of increasingly rapid change [1], [55], Millennials can stand at forefront in managing these changes, especially since Millennials like challenges and are open to learning either through training, direction, or leader motivation [56], [57]. In fact, Millennials are very happy to be involved in a job [18]. Transformational leaders can understand this well (inspirational motivation and intellectual stimulation). And in this case, organization can provide space for Millennials to learn/develop and improve their potential either through a series of training or through other informal learning, which in this case can increase satisfaction in Millennials [58], [59].

Like to Ask Questions and Want Feedback

Millennial Generation is a generation that dares to ask questions and wants to get answers (feedback) as soon as possible [57]. In this case, Millennial Generation feels very appreciated and motivated when given the opportunity to express an opinion or even a

complaint, especially if the opinion or idea can be accommodated [15]. Therefore, transformative leaders must be active listener for their followers, or the Millennial Generation will feel the loss of a role model (an idolized leader figure).

Building Collaboration in Achieving Goals

When working in an organization or company, Millennials are generation that wants their works to make the world better place. Therefore, Millennials will be attracted to companies that have a clear vision and mission that seeks to improve quality of people's lives [60], [61]. If they feel that there is no meaning in the works they do, they will feel dissatisfied, and in turn they will leave the organization [53]. This characteristic is an advantage if it can be managed well by leaders in an organization.

In realizing vision and mission of the organizations, Millennials are very open to working together in team [62], [63]. However, Millennials want clear rules in teamwork regarding their rights and obligations. Therefore, Millennials are often found to be happy to join various communities [14].

B. The Role of Transformational Leadership

Millennial Generation wants to be led in a different way than previous generations, which is mainly due to the advancement of information and communication technology in their lives. This phenomenon was certainly not experienced by previous generations, either Generation X or the Babyboomers. As a result of these different developments, Millennials has different characteristics, which then have implications for leadership models that are in accordance with the characteristics of the Millennial Generation.

Study conducted by Peramesti and Kusmana (2018) showed that the leadership model that suits Millennials is transformational leadership [15], as well as studies conducted by Mustomi and Reptiningsih (2020), Napitupulu (2018), Putriastuti and Stasi (2019), all of which point to transformational leadership model [13], [14], [20]. Transformational leadership itself has characteristics that suit the characteristics of Millennials who require role models, motivation, support and encouragement for self-development, and individual attention [24], [50].

By implementing a transformational leadership style in an organization, efforts to realize organizational goals (vision-mission) can be achieved optimally. Ferri-Reed calls this the millennial effect that will lift organization to the peak of productivity, creativity and effectiveness [58]. Therefore, it is very important to understand what leadership style or model is appropriate for Millennials. Moreover, Indonesia will face a demographic bonus, where Millennials will have an important role in building the nation and state.

V. CONCLUSION

Differences in characteristics between Millennial Generation (Generation Y) and previous generations pose their own challenges for leadership roles in organizations and companies. The characteristics inherent in the Millennial Generation are very important for organizations to understand so the implementation of leadership styles/models in organizations can be appropriate and in harmony with the characteristics of the Millennials. Of these various characteristics, the transformational leadership model can be the answer for organizations. Transformational leadership contains dimensions that can go hand in hand with Millennial Generation, including: *idealized influence*, *inspirational motivation*, *intellectual stimulation*, and *individualized consideration*.

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