

Adaptation of Millennial Optimization in Organizations

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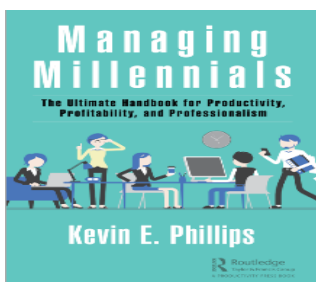
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Introduction

Millennials who are currently starting to dominate employment are a demographic bonus, especially in Indonesia (Aeni, 2022). The conventional work environment is an obstacle for these generations, given the stereotyping of the "old" generation that generalizes the perceptions and attitudes of those millennials (Beckner, 2018). As a result, conventional work environments with common orders and boundaries are created, as if to be a major obstacle in the daily life of millennials (Arditia et al., 2021; Rachmawati, 2019).

Millennials themselves are the generation born in the range of 1982 to 2002 (Wieck, 2008), but Kevin E. Phillip says that millennials are the generation born between 1980 and 1999 (Phillips, 2018). But it is principally said that millennials have several advantages such as a good understanding of technology (Kim, 2018; Phillips, 2018; Wieck, 2008), high creativity (Phillips, 2018; Wieck, 2008), and full of innovation (Aleksić & Rangus, 2020). In addition, millennials also have unique characteristics in adapting to the work environment, so they no longer want a

traditional workplace (Arditia et al., 2021), but are more interested in a freer workplace and allow them to work more flexibly (Arditia et al., 2021; Rahmawati & Gunawan, 2019), even if possible can exercise in working hours.

Unique things that are difficult for the "older" generation to understand are the motivation for Kevin E. Phillips to write a book on how to understand millennials in order to be optimized in the work environment (Phillips, 2018; Stewart et al., 2017). There are not many books that discuss similar things with easy-to-understand understanding and systematic arrangements. The majority of discussions about millennials focus more on quantitative analysis of the influence of the work or social environment on the attitudes of millennials, as has been done by previous researchers (Arditia et al., 2021; Rachmawati, 2019; Saripudin & Kurnia, 2021).

In terms of human resource management, the right understanding of millennials can be an important point in optimizing millennial performance (Prime, 2019). On the other hand, the millennial stereotype that occurs is that they tend to be more volatile and tend to be impatient in the face of conventional management orders (Holtschlag et al., 2020; Prime, 2019; Stewart et al., 2017; Wieck, 2008). However, the millennial stereotype can be broken so that it is expected to be more optimal in expressing its creativity so as to reduce the turnover rate of employees in the place.

Meanwhile, if viewed from the social side, a good understanding of millennials is expected to help development from the regional and national side (Jiter et al., 2022; Juwari et al., 2020). So that the optimization of millennials as the future of the nation can be realized properly. Therefore, understanding of millennials by the "old" generation is expected to help the optimization process. One of the efforts to understand this is to study the book that has been written by Kevin E. Phillip, because although written with a management point of view, but overall, the main content of this book can be implemented from all points of view in general. So decorated with a review of this book can attract other readers to read in its entirety in order to get a comprehensive perspective on millennials.

Review Point

In this book that has a total of 160 pages, there are four *sections* that are further divided into 12 chapters as well as additional preliminary chapters and conclusions. In the first chapter, the author of the book states the purpose of the writing and composition of the book and the purpose of writing the book, namely so that leaders in organizations and companies can better understand millennials and be able to transform them into the strength of the organization or

company.

First Section

The first section, *Millennials in Workplace*, is divided into three chapters, namely *The Millennial Challenge*, *Generational Diversity* and *The 12 Types of Millennials in the Workplace*. In this section that focuses more on millennial work ethic, explains the struggles of company leaders in overcoming millennial workers who are considered lazy and unique in the first chapter.

While in the second chapter, followed by a description of the differences in each generation, ranging from *baby boomers* born in the range of 1946 to 1964, generation X born in the range of 1965 to 1979 and millennials. *Baby boomers* are highly *office oriented* and have a high commitment to survive long-term in one work environment. While generation X who turned into skeptical and not too high commitment at the same time more informal in working. But millennials are very different, have the character to adapt quickly to new things and have a very minimal commitment in the workplace but understand technology and can make optimal use in the work environment.

In the third chapter, it is explained about *12 types of millennials* who basically have unique characters for each type. One interesting type is the type of *The Self-Centered Celebrity* who tends to describe himself as someone who is smart, has an education that deserves to be appreciated and strives to be a role model or often referred to as an *influencer*.

The author in this section states the difference between millennials and other generations straightforwardly and simply. So that these differences must be understood by leaders in order to optimize millennials in the organizations or companies they manage. In addition, the differences displayed can be more strong to study because the language used is not very formal.

Second Section

In the second section titled *Everything Has Changed* is also divided into three chapters, namely: *It's NOT about the Money!!!*, *Transforming Operations to Meet the Needs of Today*, and *Uber, Lyft, Airbnb, and Millennials*. In the first chapter of this section it is explained that millennials do not have to be supported with money to be able to increase motivation in their work. But there are at least three things that can make them more motivated, namely, more flexible time, new experiences and consistent direction.

Meanwhile, the second chapter of this section confirms that millennials are very adaptive to change so that they need leaders who are also *agile* or able to quickly respond to changes in the latest conditions. So that leaders from different generations are also expected to be transformed so

that organizational performance becomes more optimal. This fact is reiterated in the last chapter of this section which provides an example of new companies such as Uber and Airbnb and Lyft who have a unique character in carrying out their management processes in order to be able to be in contact with millennials who are the backbone of the company's operations.

In this section, the author of the book tries to emphasize that millennials do not have to be lured with money to be more optimal at work. But there are some things outside of money that can increase their motivation at work. But in the third section, the examples given feel less varied, because there are still some other world-class companies in which are also filled with millennials.

Section Three

In the third section with the title *Beyond the Horizon* is divided into three chapters, namely: *SSSSHHHHH ... Little Known Secrets, Adapt or Die* and *We Are Managers Not Magicians*. In general, this section describes the success of leaders who are able to optimize millennials into the company's new strength in transforming for the better. Although the leader is not from the millennial generation, but managed to adapt by better understanding the advantages of millennials.

The first chapter of this section explains that one of the secrets of millennial utilization is to lure them into a cultural trend, because they basically have the character of FOMO (*Fear of Missing Out*) or are afraid of missing out on the trend that is happening. In addition, a business should be successful if it can be supported by all existing components, including millennials who are often underestimated by leaders. This is confirmed in the next chapter which states the adaptation of the work environment as one of the success factors in the utilization of millennials. These adaptations include the use of increasingly massive technology, both in terms of operations and communication between employees. The use of technology also ultimately has an impact on *remote working* culture which during the Covid-19 pandemic has become an inevitability and occurred so massively.

In the last chapter of this section explains that although there have been various recipes and tips regarding the optimal utilization of millennials, leaders still have to adapt to their respective work environments. Because each environment is certain to have different characteristics, as well as characteristics and cultures that surround it.

Last Section

In the last section entitled *Making Changes, Taking Action*, as in the previous section, it is also divided into three chapters, namely: *Motivating Millennials, Combining Generations and*

Producing Results and *The Good, the Bad, and the Ugly*. This section emphasizes solutions and tips that are ready to be practiced directly for leaders who have difficulty managing millennials or are in the process of addressing problems in their organization with millennials. In the first chapter of this section, discussed in a tip to be able to increase the motivation of millennials. There are six types of tips, namely: communication, incentives that are not in the form of money, recognition of success, increased loyalty to work, prevent turnover and entertain millennials who are melancholy. The type of tip that is included is very interesting is at the time of tipping for recognition of success. Because in this type of tip, millennials tend to like to be praised as they are obtained on social media (the acquisition of *positive likes* or comments) which in the end they feel recognized in their community.

While in chapter two presented some of the main reasons so that millennials can collaborate optimally with other generations, both generation X and *baby boomers*. The differences in perspectives of each generation should be adapted, not to fight and insult each other. One very useful tip is at the time of defining generation X which tends to be individualistic compared to millennials who are accustomed to working in teams and enjoy a collaborative environment more. So that in the end the end goal of the organization can be achieved properly.

In the last chapter of this section, we explain some of the false myths of generation X or *baby boomers* when dealing with millennials. Millennials who are actually able to do a lot and innovative, are often described as a generation of slackers who are only money-oriented. In fact, the culture that is built from the internet, social media and the school environment that has a different curriculum, causes millennials to be different from previous generations. So that leaders who are not from the millennial generation should be able to adapt so that millennials who are in operational positions can be more optimal contribution to the company or organization. As for millennials who are in managerial positions can have more empathy to also adapt to the older generation so that they can collaborate well.

In the conclusion chapter in this book, it is emphasized repeatedly that the explanations that have been explained must be immediately applied and implemented, not only become reading material for leaders. Adaptation cannot be mere thinking, but must be carried out carefully and optimally.

Conclusion

The *book of Managing Millennials* as a whole is not arranged like a *textbook* that is heavy to read and study. The sentences arranged in it seem straightforward and effective and encourage readers persuasively to be able to understand millennials from a different point of view. The adaptation tips and recipes presented also have the impression of being very practical and easy to implement in a corporate and organizational environment.

In the present, this book is still very relevant because millennials still dominate the employment today. In addition, the generation after millennials, namely those born above 2000, the way of handling is also still relatively the same as millennials themselves. So that managers and leaders of the organization are still recommended to read this book.

The author of this book who is a military veteran but has an MBA education background, and has experience as a consultant in various companies in which there are elements of the millennial generation, tends to choose sentences with a predominance of command words that arouse the spirit of the reader. So for readers who come from among practitioners, this book is very suitable and light enough to be read repeatedly before being practiced to the real world. But for readers from academics, this book can be a short and concise reference alternative for teaching or for students who are doing research.

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