

THE UNDERSTANDING OF MILLENNIALS GENERATION BEHAVIOR IN ASEAN

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Abstract

Generational gap cannot be avoided in the world of work. Each generation has different characteristics. Cultural differences in Indonesia and western countries also cause differences in habits, behavior, and perspectives. This can cause differences in how to manage employees. This study aims to understand the view of Y generation in Indonesia on motivation, values, leadership, organizational culture, work-life balance, communication, and know what needs to be done to be able to understand and manage Y generation effectively. This research is a qualitative research. The data collected by interview 7 people who work in banking sector.

Y generation assume that motivations can come from external (compensation, insight, experience, career path, incentives) and internal (commitment, humanity, self-impulse). Values consider as respecting promises and rights, doing things in a simple way. Leadership preferred in the form of mentoring and coaching but still given to do the task independently. Organizational culture preferred in the form of technological advancement, casual in dressing and communicating. Work and life is not balanced when measured in terms of time, but satisfaction is obtained from slipping personal life in the middle of work. Communication preferred flexible and not rigid. Based on these perspective, to understand and manage Y generation in Indonesia effectively it should be done from mutual understanding and want to learn from each other's desires and opinions.

Keywords: *Behavior, Millennials Generation, Values, Work-Life Balance*

1. INTRODUCTION

Indonesia will experience a demographic bonus in 2020 (BPS, 2015). This demographic bonus can be beneficial for industrial development in Indonesia, if the management of the generation of workers is carried out appropriately. The generation that will dominate the productive age population in that year is generation Y. Generation Y which was born in 1985-1995 (Luntung et al., 2014) certainly has a different behavior from the previous generation. Different characteristics between each generation, no doubt can cause disparities between generations (generation gap) and misunderstandings between generations (Alch, 2000). Indonesia was hit by an economic crisis in 1998 and 2005. This forced the recruitment of large companies (for example, Wika) to not be carried out for quite a long time (<http://swa.co.id>). This further adds to the age range between workers, especially in Indonesia.

Development of understanding of generation Y is very necessary so that continuity between generations can be maintained. This research is expected to help to overcome

generational differences. It is hoped that the recruitment and retention of members of the organization will be better if the behavior of Generation Y is well understood.

Providing the appropriate motivation can be done as an effort to maintain and manage generation Y. Generation Y is considered different from the previous generation, so there must be different treatment of Y generation employees. Each individual certainly has a different motivation, but it can be seen the pattern that each generation has a tendency different motivations.

Motivation consists of intrinsic and extrinsic motivation. Prasetyo (2017), in his research on gen Y workers in Semarang city, got results that motivation originating from external factors came from parents (42%), working environment (42%), and superiors (16%). These three factors can influence the Y gene to survive in its current work.

Knowing effective steps to motivate employees is very important. Motivation directly influences individual performance which in turn will also influence organizational performance (Rabby, 2001). Motivation can also improve their performance and can help in completing tasks as a driver for better. This also applies to generation Y. The urgency to conduct similar research devoted to generation Y is very important.

One external motivation that plays an important role in generation Y is the leader (leader). A leader is someone who is efficient in bringing psychological encouragement to others (Andert, 2011). A leader has the characteristics that allow the influence of others to complete the tasks given and consider the nature of leadership as a one-way effect to influence. Generation Y workers are more youthful, but the previous generation of workers has control over this generation. The dominating focus of leadership will lead to organizational disputes. Therefore, organizations need an inclusive, innovative and dynamic work atmosphere.

Not all leadership theories born in western countries can be applied globally (Takahashi, 2012). Asian cultures are often characterized as collective, high context, and uncertain avoidance. Leadership in Asian countries is estimated to be influenced by mutual cooperation among fellow employees. This relationship is characterized by attention to the welfare of others. Benefits are provided in return for mutual attention and needs. Collective relations tend to be related to reciprocal relationships, just as the norm of reciprocity is related to give and take benefits. The importance of communal relations in Asian countries, leaders in Asia have different behaviors and leadership styles that are different from leaders in western countries.

Similarly in Indonesia. Cultural differences in Indonesia and western countries certainly cause differences in habits, behavior, and perspectives. Perdhana (2015), describes Indonesia as a country that has a high level of power distance, collectivist, low uncertainty avoidance, and tends to be femininity.

Qualitative studies on leadership in an international context are relatively few (Takahashi, 2012). In order to understand the phenomenon of leadership in a global context, it takes a triangulation approach, employee surveys, experimental, company records, and qualitative interviews.

Generation Y, which is considered different from the previous generation, requires a different management attitude. Therefore, this study was designed using qualitative methods to obtain more detailed and in-depth results of what generation Y wants, what type of leadership is considered most appropriate for generation Y, and other interesting things that can be raised and considered about generation Y. This study aims to describe the approach that is considered most appropriate to regulate, motivate, and direct Y generation employees.

2. RESEARCH METHOD

The subjects of this study were middle and late generation Y wealthy employees, born in 1988 to 1995 or reaching 23-30 years. Generation Y who is the subject consists of seven employees who live in Java, and were born and raised in Indonesia. According to BPS data (2015), Java Island is the island with the most population in Indonesia in 2014 of 144 million people and the highest in-migration (lifetime migration) with the highest number of 36,444,780 people between 1980 and 2010.

The object of this research is management. Analysis of this level is individual. Samples are employees. The informants of this study consisted of Y-gen workers who were in their early careers and managers. Y gene workers taken are taken from 22-30.

This research is a qualitative ethnomethodology research. Ethnomethodology is a qualitative research that discusses how humans learn and understand social life, protection, and symbols in their daily lives and culture (Yin, 2011).

Research is a non-probability sampling or deterministic. The sample to be taken is purposive, that is homogeneous purposive sampling. Miles & Huberman (2014) cite examples of research obtained from more strategic qualitative research and discuss focus on the unique context of a case. Geography and soon. Homogeneous sampling focused on people with similar demographic and social characteristics.

This stage of qualitative research begins with conceptual agreed upon development. Second is the research formulation. Stage three is the selection of informants and research. The next stage is data collection.

After the data is collected, data analysis is then performed. Data analysis was performed by first transcribing the data. Then do the data reduction. Next is the data presentation. Last is the conclusion.

3. RESULTS AND DISCUSSION

3.1. Informant Data

Informants were three man and four woman who worked in the banking sector. They were Ms.Bulan, Ms.Vian, Ms.Adila, Ms.Cinta, Mr.Adrie, Mr.Raden, and Mr.Muslim. Informants aged 23-25 years or born 1992-1994. Informants were born and raised and worked in Indonesia. Informants were bachelor degree and graduated from various university in Indonesia. Two informants had worked in another company, one had never worked before but had a business, four had never worked before but had interned.

In this study, the researcher guarantees the selection of data so that the informant can tell stories comfortably. Interviews were conducted using interview instructions that had been prepared previously. Although interview instructions are used, interviews are still conducted openly.

The informant's personal data is kept confidential so that in this study pseudonym will be used for the informant's name and company. Pseudonym is the use of a pseudonym or alias to change the real name.

The interview process for all informants was conducted outside the office and outside working hours. The interview is adjusted to the informant's available time, so as not to interfere with working hours and the informant feels more comfortable in answering interview questions. Before the interview process, the informant was briefed about the purpose of this study and the questions that would be asked. This is intended so that informants have an overview of this research and prepare themselves for the interview procession that will be conducted.

3.2. Results and Discussion

Generation Y as the generation that dominates the workforce in Indonesia today, and the demographic bonus in 2020 raises the urgency of research on generation Y in Indonesia. Generation Y is a generation that is characterized by technology and the internet. Generation Y is more global with broad associations than previous generations.

In the workplace, the age gap between generation Y and previous generations, both of which are still employees and the relationship between leaders and employees, can cause obstacles. Constraints in the form of differences in terms in communication, differences in mindset, and the tendency to use gadgets or devices in every day-to-day activities will certainly be a challenge that needs to be faced in real and grace.

Generation Y according to Luntung (2014) is a generation born in 1985 to 1995. In this study, generation Y used as an informant was born in 1992 to 1994 who had worked 3-4 years. The information is Ms. Bulan, Ms. Vian, Ms. Adila, Ms. Cinta, Mr. Adrie, Mr. Raden, and Mr. Muslim.

The interview results state that what can motivate informants to work is external and internal motivation. External motivation is motivation that comes from outside oneself or the environment. The informants in this study mentioned that external motivation in the form of compensation (basic salary), gaining insight, career paths, broad aspects of work that do not require linearly with the department when studying, as well as incentives, other people's rewards, recognition of others. Other external motivations such as work location, work atmosphere, have not been received elsewhere, low work pressure, experience. Internal motivation is motivation that is influenced by the psychological process of itself. Some informants mentioned that internal motivation in the form of commitment becomes an important motivation. A sense of humanity, graduating from college wanting to work was also mentioned by the informant in this study.

Some informants in this study mentioned that basic salary is their motivation to work. Although not everyone mentions that basic salary or earning a living is the main impetus, but looking for money is what they need to fulfill their needs and necessities of life.

This is in line with research conducted by Prasetyo in 2017. He conducted research on eight Gen Y people working in several sectors in the city of Semarang. The results of his study stated that 62% of participants thought that salary is very influential on employee motivation. The study also mentioned that salary is used as the main motivation because according to participants, salary is very important to meet daily needs.

Sekhar et.al (2013) states that employees who work in the early stages of a career, namely the age of 20-40 years, tend to make money as their work motivation. That is because monetary needs and incentives can bring a person to have more desire to increase his business in achieving the goals given by the company, compared to not being given incentives.

Furthermore, several informants mentioned that what could motivate them to work was to gain insight and career paths. Gaining insight or knowledge tends to still be a passion for the Y gene. Moreover, the Y gene that was a participant in this study was the Bontot Y gene born in 1992-1994. They tend not to have graduated from college long ago. They realize that they are still young, have not much experience, and need learning.

External motivation such as work which covers broad aspects, incentives, appreciation of others, recognition of others and internal motivation in the form of commitment were also mentioned by the informant.

Participants also mentioned other things besides these motivations. Other motivation is in the form of work location, work atmosphere, has not been received elsewhere, low work pressure, experience, a sense of humanity, graduating from college wants to work.

The reason Y genes work is because they need experience. This experience is not only in the form of work experience, but also the experience gained from work. An example is feeling a vacation somewhere, feeling life in another city, as mentioned by Mr. Raden. It turns out that work is not just a matter of earning a living for ourselves and family, but what we do at work can also lead to benefits for others. This Y gene is also felt as a trigger for their enthusiasm in working. As mentioned by Ms. Vian.

Based on interviews conducted on seven participants, there are various values that are believed by generation Y. These values include respecting promises or commitments, respecting rights, preferring to do things the easy way.

Values according to Robbins (2015) represent basic beliefs in one's mode of behavior. Values contain elements of judgment that shape an individual's ideas of what is good, right or desirable. Values tend to be stable and long-lasting, not easy to change and inflexible. Values held by a person can be influenced by his parents, teachers, friends, and others.

Leadership (leadership) according to Robbins (2015) is the ability to influence a group toward the achievement of a vision or set of goals. The source of this influence can be formally obtained from managers or supervision. But not all leaders are managers or every manager has a leadership spirit.

Organizational culture is a system whose members have the same meaning, which can be a differentiator of that organization with other organizations (Robbins, 2015). Organizational culture can take the form of written and unwritten rules.

In the research, several informants have felt that the organizational culture in the place where they work has adapted to Generation Y. A more relaxed way of dressing and communicating and prioritizing technology has been applied in their real offices. This certainly can reduce the age gap that exists between employees, as well as managers and subordinates. Political organization which is one of the forms of organizational culture such as perceived gossip, work competition is not very visible.

Work-life balance (balance of personal life and work) according to Robbins (2015) is the extent to which a person is simultaneously bound to his family and work, and the individual feels satisfied both with his role in the family and work.

Busy so doing personal life in the midst of busyness. This is in accordance with the work-life balance component in the form of satisfaction. Although the time spent on personal life is not balanced with work life, the satisfaction is felt the same and some informants claim to be quite satisfied.

Robbins (2015) in communication must convey the message and understand the meaning of the message. So there can't just be a delivery without understanding the meaning of the message. Users of the same language may not necessarily be able to fully understand the meaning of a word. The main factors that influence these differences are age and context. If someone is able to know the language modification done by someone else, then the difficulty in communication can be minimized.

In this study, almost all informants mentioned the application of sending messages based on the network (online) as the chosen communication medium. Besides being easy, the application of sending messages is also fast in receiving and transferring information. While direct or face-to-face communication is still preferred to discuss complicated matters and is a bit difficult to say if only briefly disclosed through the sender application.

4. CONCLUSION

The conclusions that can be obtained from this study first is based on this research, motivation according to Gen Y's view can come from externally in the form of compensation (basic salary), gain insight and experience, career paths, broad aspects of work that are not linearly demanding with majors when studying, incentives in the form of bonuses or facilities, other people's rewards, recognition of others, work location, work atmosphere, have not been received elsewhere, low work pressure. Motivation can also come from internal or self, such as commitment, humanity, desire to work after graduating from college;

The values adopted by the Y gen in this research are respecting promises / commitments, respecting rights, important material but not the main objective, and preferring to do things in a simple way. The desired leadership of Y gen is attention and giving of knowledge by superiors accompanied by trust to do the task independently.

Organizational culture which is preferred by Gen Y is that which promotes technology and a more relaxed way of dressing and communication that can reduce the impression of age disparity, both between employees and superiors and subordinates. According to the Y gene their current work-life balance, although they cannot feel balanced when measured in terms of time, but satisfaction is obtained from looking for and tucking into their personal lives in the midst of busy work.

The cooler communication of the Y gene is flexible and not rigid. Even in the banking sector itself, when dealing directly with customers, Gen Y believes that customers will feel more comfortable when using language that is easily understood. The preferred communication media for Y genes is a network-based online application that can be accessed easily through a device. Communication via e-mail, telephone and office LANs are also still frequently used.

Based on this perspective, to be able to understand and manage Y genes in Indonesia effectively it should be done from mutual understanding and want to learn from each other's desires and opinions.

RESEARCH LIMITATIONS

This research still has limitations. As a qualitative study, this research is only as a basis and opening for research on the Y gene in Indonesia. This research also only explores behavior in the form of motivation, values, leadership, organizational culture, work-life balance, and communication. This study only took samples from the banking sector. As one of the weaknesses of qualitative research, this research is feared that there is still a discussion mixed with the habits and thoughts of researchers, considering that researchers also come from the Y gene.

RESEARCH RECOMMENDATIONS

Based on the limitations of the study, it is hoped that future research can be carried out in fields other than banking. Future research can also add and deepen other variables in organizational behavior, such as organizational politics, perceptions and individual decision making. Addition of cultural aspects can also be done because culture can affect a person's behavior. Research methods can also be done with focus group discussions and observations.

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