Cultures are unique and how founding leaders shape the very core of a company culture. How will the millennium generation cause stress points in this age-old paradigm?

The millennium generation, or millennials, will have a number of impacts on the stress points of organizational culture unlike past generations simply because of differing desires. For starters is a list of employer qualities that surveyed millennials say they are looking for that are prioritized in a different way than in past generations. Employer qualities that surveyed millennials indicate they are willing to give up part of salary to receive. Another area where millennial employees cause stress points is through a desire to have what they refer to as a healthy work-life balance. Why should employers care about millennials opinions on things? “And at over 56 million individuals, millennials are also the largest generation in the U.S. labor force” (Robison, 2020). Simply put they are the largest working age bracket in the United States today and for that reason alone it matters.

Surveyed millennial workers say they view employer culture as an extremely important part of the jobs they hold. “On average, millennials would be willing to give up $7,600 in salary every year to work at a job that provided a better environment for them. That’s a significant departure from generations past, who typically value salary as one of the most important factors in choosing a job” (Alton, 2017). Millennials also affect the marketplace through the brands that they support. “According to Cone Communications, 70 percent of millennials are willing to spend more with brands that support causes they care about” (Alton, 2017). This monetary commitment to values held by millennials is indicative of how sincerely they care about these issues, but this is also critical to the success of businesses because once again millennials make up the largest group in the current workforce. Millennials value a culture of “ideas above things” which I take to mean that millennial employees value a culture of being heard and being a part of something bigger. Ultimately these values simply differ from past generations and impact the way that millennials are willing to support businesses financially or whether they will work for the companies as well.

The other thing that is a major departure from previous generation is a desire for a healthy work-life balance, and specifically remote work. Surveyed millennial employees indicate they desire flexible hours, flexible vacation time, personal time, and an ability to work from home. They also simply do not want to work jobs that require them to “sacrifice everything for their jobs to survive” (Alton, 2017). I interpret this to mean they do not want to work jobs that require them to work 10-12 hours per day to survive. Remote work is clearly a valued part of a healthy work-life balance for millennials. According to a Gallup poll conducted among millennials “54% have "thriving" wellbeing, compared with 47% among those who work on-site” (Robison, 2020). Additionally, “millennials are also far more engaged when they work remotely: 41%, versus 29% among those who work on-site” (Robison, 2020). Lastly, “a whopping 74% of them don't want to go back to the office five days a week” (Robison, 2020). Based on these figures it is clear employees desire at minimum a part time remote work environment, and the pandemic has given them, and employers, an ability to test the environment. For comparisons sake “majorities of both Gen Xers (65%) and baby boomers (58%) would like to continue working remotely as much as possible even when the pandemic is over” (Robison, 2020).

In conclusion, ultimately it seems that the major stress point that will be tested by millennials is the desire to work remotely which would decentralize the workforce from a central office location. This inherently can cause culture issues that differ from prior generations where the workforce was centralized in a common location. Communication and shared behaviors through the available technology will be critical to the creation and maintenance of strong culture and the success of firms in this new generation of the workplace.

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