Salisbury
UNIVERSITY

Honor College at Salisbury University

Honors Thesis

An Honors Thesis Titled

How Information Technologies are Affecting Millennials in the Workplace

Submitted in partial fulfillment of the requirements for the Honors Designation to the

Honors College

of

Salisbury University

in the Major Department of

Management & Marketing

by

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Date and Place of Oral Presentation: April 2018, SURC

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Abstract

This research will address the connection between millennials and information technologies, with a focus on how technology use is affecting workplace behavior. This study will identify how information technologies are promoting three common millennial behavioral concerns known as narcissism, complexity avoidance, and instant gratification. Collectively, much research has been done to understand millennial behavior complexities, however, little has been created relating technology use and behavior. The three generations of concern to this study are known as millennials, baby boomers, and Generation Xers who are defined by differences in age, culture, life events and behavioral characteristics. Research shows the behavioral differences between the generations, especially in millennials, are driven by their use of information technologies.

This research determines whether the three behavioral concerns are supported by data and will highlight the significant generational differences that influence behavior in the workplace. We confirm the behaviors are promoted by the use of information technologies and are most prevalent in millennials. In conclusion, a comprehensive three-step plan will be explained to help generations understand millennial behavior in the multigenerational work environment. The purpose of the potential management practices is to provide stronger organizational membership for years to come. The goal of this research is to help readers understand the complexities of millennial behavior in relation to information technology use.

Introduction

According to the journal *Managing Millennials,* much has been written on the millennial generation and challenges inherent in managing, teaching and coaching these employees (Thompson & Gregory 34). Copious amounts of research have been created to identify and describe various millennial generation behaviors. The missing piece of this process is the supporting information that explores why behaviors occur. Exploring the relationship between the millennial generation and information technologies has never been more important to managers and supervisors as millennials continue emerging in the multigenerational workforce. The importance and daily use of information technologies in our lives are evolving the way we work, communicate, survive and behave (J. Bus 212). There is one specific generation holding unique attachment to informational technologies, and that is the millennial generation.

According to Valesco, "Millennials are classified as individuals born between 1980 and 2000" (Valesco 1). Bus claims, "Millennials were born digitally immersed, and are considered digital natives, as many grew up with various kinds of information technology surrounding them" (J. Bus 216). Their use of the internet and information technology is evolving how we effectively communicate, manage, and understand these millennials behaviors, most commonly in the modern business environment. Think of the last time you attended a concert or sporting event, I guaranteed you noticed most young individuals using their phones to film, take pictures, and communicate with others not present at the event. This phenomenon has only increased in recent years and its direct effects are well highlighted in millennial generation behavior. It has been

observed, "Millennials have developed directly alongside modern information technologies and that brings some interesting behaviors and traits specific to their generation" (Murphy 6).

The purpose of this paper is to highlight generational differences between millennials and other prominent workplace generations. The paper introduces and identifies the three prominent generations in today's workforce with an emphasis on generational behaviors. The paper includes inferences based on generational differences through comparing and contrasting the different behaviors identified. Information technology is introduced to highlight usage differences between the three generations, with a focus on millennial interactions with user-friendly application systems. We explore some behavioral and cognitive issues millennials face, including narcissism, complexity avoidance, and the desire for instant gratification (J. Bus 215). Personal inferences will be made based on literature review and comprehensive analysis of the existing research. Lastly, concluding with a three-step plan aimed to benefit organizations and management working with millennials.

Defining the MultiGenerational Workplace

The multigenerational workplace can be defined as the general work environment consisting of various generations grouped together in an organization (Grubb 23). The workplace can be defined as a place where people work towards common goals such an office, factory, or organization (Grubb 23). Today's workplace consists of 5 generations, The silent generation, baby boomers, Generation X, millennials, and lastly Generation z. The silent generation and Generation Z only make up roughly 6% of the current

workforce, and will not be discussed in this paper. The three prominent generations include baby boomers, Generation X, and millennials accounting for roughly 94% of the workforce. Generations can be divided into many ways and generations are typically how we classify people into different social categories based on their age and life events. Broadly speaking, a generation can be defined as an identifiable group that shares birth years, age, location, and significant life events at critical developmental stages (Grubb 10). Grubb explains "Typically generations are classified into 15-20 year spans"(Grubb 11).

The Generational Theory described in Michelle Murphy's publication, suggests that each generation's common history is from the events, conditions, experiences, and icons shared by members of the cohort. Each specific generation is thought to share common values, beliefs, and collective identity that sets it apart from other generations (Murphy 20-22). The generational theory is important to identifying and differentiating the generations within this research.

The workplace is becoming more diverse not only in culture but by age. Baby boomers are waiting longer to retire, keeping them in the workforce longer. Boomers are staying in a work environment with millions of millennials who are emerging more each year looking for new opportunities (Murphy 30). These trends contribute to the significance of the multigenerational workforce. Not all generations hold the same goals or values and in many cases differ completely on the outlook, motivation, and work satisfaction. These different generations have varying life events which change the makeup of their personality, character traits, and their dynamic of the work

environment. Since the workplace consists of these three different generations, what does this mean? To present the potential implications on the workplace, let's start by providing context for each generation. We will expand on specific traits and characteristics that make these generations different in nature.

Beginning with the oldest workplace generation in concern of this study, the baby boomers. The baby boomers are considered born between 1946-1964 (Fry 1). The term baby boomer comes from the big boom of births following World War II. The term was keyed not only by numbers of new births but for the booming economy following the world war. "The American economy grew by nearly 37% in the 1950's, and families were finally confident again since things had been shaky since the "roaring 1920's"(Myers 9). World War II ended in 1945 and the economy began its revitalization. As America headed into the 1950's more families were having kids and looking to grow their families. "Many of them took part in Civil Rights demonstrations, the Women's Liberation Movement, and anti-war protests" (Myers 10). Well known historical events occurred during their youth including the passing of the Civil Rights Act, birth control pills made available to the public, and the assassination of John F. Kennedy. Murphy explains, "The Cuban missile crisis and the Vietnam War both highly impacted this generation's outlook as well" (Murphy 27-28).

Another key factor in baby boomer history was "steadfast" economy which was on a constant upward trend during the 1950's. It was a consumer boom as many products were developed. Americans began buying more than one car, instead of buying a refrigerator or even having multiple options, styles, and brands for classification of the

product. This phenomenon was the first of its kind in the consumer world and brought a certain type of consumer loyalty never seen before.

Typically, baby boomers are known for their job and consumer loyalty (Murphy, 5). The baby boomers did not grow up dependent on user-friendly information technologies nor did they have many of these specific resources available at the time of their development. Boomers are often considered the "live at work" generation as Michelle Murphy explains. Boomers are focused on achieving what they want and invest in their careers by putting in long hours at the office (Mitchell 54). "They are highly achievement driven and have often been given the dubious distinction of inventing the 60-hour work week" (54). The mantra of this generation could be considered live to work. As employees, they have also been described as good team players within organizations (Murphy 28). Boomers are accustomed to working together in groups due to the size of their generation and the workplace values instilled from events throughout their lives. Boomers are distinct in the workplace in that they often reject change, utilize traditional workplace practices, and have little need for a "work-life" balance. As we explore the two other distinct generations the clear differences in values, motivations, and behaviors including use of information technologies will become clear.

Generation X is the middle child of the generations analyzed in this research. "Generation Xers were born typically between 1961 and 1979" (Smith 13). There are three years in which individuals from Generation X and the baby boomer generation overlap. These years are 1962-1964, and they can be grouped into either generation depending on the study conducted or the researcher who designates the ranges.

In regards to size, "Generation X marks the period of birth decline after the baby boom and is significantly smaller than previous and succeeding generations" (Smith 16).

Studies show, Generation X was the first generation to be more likely to return home without their parents there to greet them and they were raised around significant higher numbers of divorce, a poorer economy, and higher crime rates than previous generations. (Smith 16). This was not true for all Gen Xers, but the studies expect many had experiences like these through cognitive development. Being generation X is the smallest generation of the three, they are not as significant as the boomers or the millennials in regards to workplace behavioral differences. What makes "Gen Xers" unique is they appear to be a blend of both the baby boomers and the millennials. Xers were born right in the middle of the two. Generation X appears more adept with information technology, cell phones, computers and the new way of communicating than the generations who came before them.

To provide an anecdotal reference, my cousin Catherine is a member of Generation X, and it is interesting seeing her mixture of boomer and millennial behavior. She is traditional in the work environment in that she loves her well structured and centralized job. She likes in-person meetings, speaking to clients on the phone, and receiving direct feedback from her boss. She values the traditional organizational structure and has no problem waiting for answers or feedback on tasks. In all, she seems like a young boomer but what seems to differentiate her is her love for her cell-phone. She enjoys texting, sending pictures, and posting to her social media on a regular basis. In recent years my immediate family has noticed a growing sense of

importance towards her social life and we wonder, has her use of information technologies caused this? As Travis Smith stated, she did come home from school without parents to greet her because both parents started to support household incomes in the 1970's. She also had many friends from high school die of drug abuse as well as criminal involvement, which had grown in the late 1960's and 1970's. She was in college during the rollout of accessible portable computers. She is not in the dark when speaking of information technologies, social media applications, and modern communication methods. Her youth was a vast change from what the baby boomers experienced during their upbringing.

Another factor, distinct from the Gen Xers, is the Anti-War Movement which started in the early-mid 1960's (Smith 17). This was a time of divide between the American citizens and the government. This distrust between Generation X and the boomers arose as boomers felt differently on the war and foreign affair policies (Smith 20). The parents of Gen Xers emerged during wartime and changes in culture altered their childhood which shaped the way they raised their children (Smith 18). Gen Xers grew up during a hectic time period in which many social changes in society and significant changes in modern technology occurred. These are events that make Gen Xers different socially and cause them to be a mix of the other workplace generations. They are a direct product of the "clash of the generations".

Lastly, the expansion of the millennial generation. The millennial generation is the focus of this research and a common focus on organizations and their strategic management practices. One common age designation claims, "Millennials are classified

as individuals born between 1980 and 2000" (Valesco 1). Research suggests the millennial generation has different values, characteristics, and behavioral complexes compared with previous generations (Eastman and Liu 32). Millennials are the youngest generation in today's workforce and come with some distinct behavioral qualities of their own. Millennials have character traits that are sometimes considered flaws but can also be considered powerful virtues. Through an examination of their traits and life experiences, that decision will be left up to you.

To start, as Don Tapscott put it, millennials are digital natives and are the only generation to date submerged in growing communication technologies since birth. Don Tapscott, the author of Grown up Digital, has interviewed tens of thousands of members of what he calls the "Net Generation" and believes that digital immersion has, literally, caused this age group to be wired differently (J. Bus,212). According to a study done by Statista, 99% of millennials reporting using the internet in 2016 (Statista 11). Millennials were teenagers during the major development of user-friendly application systems, such as the personal computer and cell-phones. These technologies brought the first mass production of computers into homes, offices, and most workplaces. Since the rollout of these personal computers it has increasingly provided access to the Internet and in some respects made the access a necessity in American households.

Today, over 95% of millennials report using information technologies on a daily basis including but not limited to social media applications, cell-phones, and computers with Internet access. Studies show, over 64% of millennials use online gaming interface platforms as well, consuming much of their time (Telefónica 3). These gaming platforms

are another way of providing access to internet socializing. When speaking of the millennial generation it is nearly impossible to leave out their distinct relationship with information technologies and how much time they spend using them. According to a study, When asked how much time they spend during the average work week on email, internet browsers, and instant messaging, millennials reported spending a combined 25 hours (Howe 58). This number is over three full 8 hour work days and is roughly 10-15 more hours than boomers spend per week (58).

Neil Howe the author of a book called "The Clash of The Generations" creates insight on the important differences embedded in the millennials generation. In his managerial human resources book, he explains the 7 core traits typically found in the millennial persona. Not all members of the generation will share these traits but they do a good job of defining the traits embedded in them. Some of which include Selfish, Special, and Sheltered (Howe 58-59). Millennials are the "young bloods" of society and have developed in a different light than generations who came before them. Now that there is some context behind millennials unique characteristics and behavior let's discuss their emergence into the workforce. ·

Millennial Workforce Emergence

They are coming, they are here. Millennials are making their major sway into the American workforce. There are different definitions that constitute the age range for the "millennial generation". Many argue it includes individuals who were teenagers during the rollout of digital computer technology for the masses in the early to mid 90's, and others claim they date back to 1977. With regard to this study "Millennials are

considered individuals born between 1980-2000" (Valesco 1). "As of 2015, millennials have surpassed Generation X as the largest generation of United States workforce" (Fry, 1). Over one-third of today's workplace is integrated with employees of the millennial generation making up over 54 million workers" (1). The important question here is, are organizations considering the implications of this change? "By the year 2020, nearly 45% of the workforce will be made up of millennials" (Brack 2). With 2020 approaching fast, the science of incorporating these millennials into the workplace has never been more important.

Many are aware of millennials inherit attachment to the internet and information technologies. What does this mean for managers as they become the largest part of the workforce in the near future? That is a question we will address later, but for now, it is important to know the workforce will largely consist of millennials within next few years. The emergence of millennials will bring new behaviors to the work environment, ones promoted through the ability to find all types of information quickly and have a need for "instant answers" (Zabriskie 26). Many of the specific behaviors revolve around the need for instant gratification and fulfillment of self-inflicted narcissism (Giambattista 5).

The need for instant answers will be further expanded later, but as explained earlier, we understand there can be varying values and personalities of individuals in the multigenerational workplace. Do baby boomers have this acquired need for instantaneous answers? Or have we found a foundational generational behavior difference? If millennials bring in new thoughts and process applications we can expect

to see companies began to cater their goals towards them. The millennial emergence is happening, but what makes them so unique you may ask? It is likely, their interaction with informational technologies make their behavior different than previous generations.

Technology in the workplace

Technology could be an array of different things. The stone writing tablet was an early form of technology for the caveman. Since we will not be exploring the caveman's relationship with technology in the prehistoric era, we will need to better explain what is meant by technology in this paper. According to Merriam-Webster dictionary, technology is defined as a practical application of knowledge, especially in a particular area. Information technology is the specific type of technology that will be used in this research. The proper definition of Information Technology involves development, maintenance, and use of computer systems, software, and networks for the processing and distribution of data (Webster 2011). Mobile phones and laptop computers being the most common informational technologies used by individuals of all ages (Huffman 2). For the purpose of this research, we will refer to technology concerning information technologies only. Those technologies that include computer systems, networks, and mobile devices that are changing and cultivating our work environments today.

According to the latest Bureau of Labor Statistics from the United States Department of Labor, in 2010 100 million people used a computer at their job daily (WebMD 2010). It is imagined this number has only grown by now and we expect to have more accurate statistics during the next United States census. Studying the

workplace implications of these technologies is important. Huffman explains "Since Information technologies play such a large part in the modern workplace, the implications on employee behavior are distinct from jobs that require less technology" (Huffman 10-13). Huffman's analysis shows a direct relationship between use of information technology and behavior. According to a study done by Dossier, 99% of individuals between ages 18-29 years of age reported using the internet in 2016, so it is expected the behaviors in millennials will be unique. The percentage of boomers is vastly different as only 64% of individuals ages 65+ reporting using the internet in 2016. These statistics illustrate the large spread of internet usage among millennials, Generation X, and baby boomers. For millennials, the daily time spent on a mobile device has increased by nearly 116 minutes per day from 2012-2017. Millennials were spending an average of 223 minutes on their mobile devices per day in 2017 (Dossier 34). According to the Dossier study, Nearly 70% of millennials spend their time using social media sites with the other 30% devoted to email or instant messaging applications.

Technology provides us with information, but it also provides users with much more. As Huffman explains, the more time individuals spend on their devices the stronger attachment we build to narcissism (Huffam 10-15). The more time spent on social media sites expressing ourselves will only continue to grow the need for more self-fulfilling opportunities in our lives. In many ways, the growth of information technology has been a huge benefit to workplaces performance across all generations and in many industries. Myers explains how millennials are experts with technology and

provide high value to organizations utilizing information technologies to perform (Myers 3). Now it is time to expand on millennial behaviors and discuss the concerns associated with them.

Is Technology Creating Narcissistic Millennials?

Narcissism is a word commonly associated with millennials and has only grown to be more common during the creation of the "selfie" and emergence of social media sites. Narcissism has been studied by researchers from various fields, the first of which was in the field of psychology by the well known Sigmund Freud (Giambattista 3). Most commonly understood, "Narcissism is the pursuit of gratification from vanity or egotistic admiration of one's own attributes or self-image" (Giambattista 2). If we look at the development of social media sites and online profiles it is easy to inference what has potentially caused a narcissistic generation. The motives for narcissistic millennials are they are commonly in pursuit of self-image gratification, hence explains why the creation of front-facing cameras allowing the selfie to arise, has only added to the problem of narcissism in the millennial generation. This is not to say other generations are not·utilizing these features or capabilities but the percentage of millennials is higher.

Robert Giambattista explains "Managing Narcissism can be complex and onerous on the educator or manager, and can require a great deal of modification" (Giambattista 2). The Pew Research Center conducted a study showing nearly 90% of all millennials reported using social media sites as of January 2018, whereas adults over the age of 65 are lower at a 37% usage level also during January 2018. According to statistics, 87% of millennials reported taking a selfie in 2017 versus only 49% of baby boomers (Statista

15). This statistic directly relates to the self-imaging aspect of narcissism and the statistics back up the assumptions. Examples like these exemplify how technology plays a significant role in enhancing and cultivating narcissism in millennials. The argument that millennials carry this trait is strong, due to large numbers of them using the social information technology regularly. As discussed earlier, narcissism is the pursuit of one's own vanity or self-admiration. If narcissism is present in millennials, then what is the implication in the workplace? To start "narcissism promotes a sense of self-importance and self-focus" (Giambattista 5). It puts focus on one's personal image and provides a source of confirmation bias within an individual. Narcissism also promotes hypersensitivity to information that inflates their self-image and discourages the positive outlook on information resistant to one's perception of themselves (5-6).

How can a supervisor or mentor expect to effectively teach one a lesson if they run the risk of one's "self-image" being challenged? It is more important than ever that managers, leaders, educators, and mentors are aware of this trend. It will allow leaders to understand these inherent traits and change specific processes within their organizations to better suit these so-called "narcissistic" millennials. The Twenge and Campbell research reported narcissism has risen by nearly 30% from 1980-2000, and a 2009 national poll found the current generation of college students admitted their generation was more narcissistic than their predecessors. There may be a case for cause and effect as the rates rising 30% during the years of the biggest technological advances shadow that technology and behavior are directly correlated. "Narcissist characteristics

can lead to various negative effects at work and in learning developments" (Hoover & Giambattista 5).

Narcissism can be related to the need for constant positive feedback, and this feedback is not always the case in many workplace situations. Constructive criticism and negative feedback, in any case, are more important than positive. As we explore more on technology and its role in the workplace we will make the clear relationship between narcissism and technology more apparent. The emergence of narcissistic millennials in the classroom and in the workplace is not something simply going away. It is a phenomenon, as well as a set of potential challenges, here to stay (Murphy 259).

Facebook is a great example of a popular user-friendly application that has advanced narcissism. "The power of Facebook to increase narcissism and envy among users likely derives in part from the opportunity the medium provides its users to share their best (i.e. purportedly happiest or most successful) selves when posting updates. These best-selves are manifested through carefully crafted written and pictorial portrayals of positional goods'. (Taylor 233). In a study done by David Taylor, it shows the need for self-promotion was 69% in females versus the lower percentage of 38% in males. This data will help later on when management practices are discussed to aid these behaviors.

Has Informational Technologies Promoted Complexity Avoidance in Millennials?

Complexity Avoidance is described as the tendency to avoid complex problem solving and critical thinking on the basis of having the information readily available (Giambattista, 10). To explain a bit clearer, it means wanting or needing to have simple

and easy answers to something. Critical thinking and complex problem solving are important aspects of the workplace and organizational environment. The amount of data readily available has likely promoted this selective screening and complexity avoidance. Commonly, "All humans incorporate cognitive process heuristics to selectively screen information and make decisions" (Gigerenzer 26). In particular, the human tendency is to filter out information disconfirming to the current view and/or disconfirming to their self-image. This is the basic rationale for all forms of cognitive dissonance reduction (Festinger, 1957). This quote from Festinger was written in 1957, well before the advancement of personal computers and the internet. If humans were selective when filtering information in 1957, we can guarantee they are more selective since the invention of Google and the internet search option.

Unfortunately, the internet provides information on basically anything you search for, which can be beneficial or awfully misleading. Internet search engines alone allow people to learn on the basis of typing in information into the internet. "At the academic level, we have noticed a significant decline in textbook studies. In a study done by the Harvard Business School, on average only 35-40% of students spend their weekly study hours reading and analyzing the text". (Huffman 50). Online resources like Chegg, Course Hero and Youtube allow students to have immediate access to answers and could be promoting students to avoid the use of textbooks when learning. As a student, I have noticed complexity avoidance in certain specific situations. Some of which are in the classroom and others that are not. To expand on the classroom experience, I have observed many of my classmates complain how professors do not teach well or they do

not understand how to explain the material. To me, this alludes to the tendencies in which students often avoid complex problem solving due to the complexity of college-level coursework.

Millennial students are suffering from complexity avoidance in that they do not know the answer to complex questions and look to the internet to provide the answer and aide the solution process. "Historically it takes time to effectively answer a complex question sometimes hours or days, not minutes" (Giambattista 14). Organizations and businesses can be complex and in many situations requires individuals to execute critical thinking skills along with using proper complex problem-solving skills to deal with issues. If students are suffering from this behavior, can we trust them to solve complex problems within the workplace? The answer is loaded, and this research is not meant to provide a concrete conclusion, but I can suggest some ways of increasing effectiveness when dealing with this complex situation millennial have. Many professors I have spoken with often confirm the tendency of millennial students to turn to their information devices to problem solve before they even understand what is being asked.

We know this phenomenon is prevalent, especially in the classroom or learning environment. Students in high schools and colleges have been accustomed to having readily available information for many years, which in turn promotes an avoidance of problem-solving in the school or learning environment. Depending on specific factors, past behavior can be the best predictor of future behavior (Psychology Today 5) Due to this analysis, it is likely we can expect to see the avoidance of complexity in the future work environment.

Are Informational Technologies Causing a Need for Instant Gratification?

Today's society expects answers and solutions to come fast. Whether you are waiting for an email from your boss or finding the solution for changing the oil on your vehicle, people want to know instantly. This behavior has increased in recent years not only due to the rise of the internet but the increased access to information. Instant Gratification can be described as "Wanting benefit in the immediate future, rather than waiting for it. It can be considered the expectation of positive cognitive or physical responses in the immediate future" (Wilwert 83).

For the purpose of this behavior, we will consider millennials as digital natives. If I think of something specific the internet has provided the world with what would that be? My immediate response would be the quick and specific access to information. The internet provides users with massive amounts of information readily available within seconds, nearly all the time. The internet and its various search browsers provide seemingly endless amounts of answers to all types of questions within seconds of inquiry. Through the development of instant messaging, we have seen this coded behavior seeking instant gratification in receiving and replying to messages" (Wilwert 40).

Digital natives' use of instant communication technologies like Facebook, texting, and IM goes some way to explaining their reputation for being peer-oriented and for seeking instant gratification (Naish 3). Some may consider this common sense, in the fact that instant messaging has caused a need for instant reaction or response. It seems

the anticipation for fast gratification is now a common behavior in individuals who are utilizing information technologies.

Richard Naish provides an excellent example of how this instant gratification behavior is prevalent in the modern classroom consisting of mostly millennials. He explains how much of the "e-learning" books, journals, and programs are providing students with access to immediate gratification of knowledge. There is some debate on whether information technology's role in education is valuable or if it is actually diminishing students in their ability to learn. In many cases, it just brings a new light to learning and trains individuals to learn differently.

Linkedin is a professional profile site aimed to highlight an individual's skills and best character traits, usually used for hiring practices in organizations. Websites like Indeed and LinkedIn provide streamlined ways to find jobs, salaries, competitors, and satisfaction of workforce capabilities. Some universities, mainly in business or sales programs are now requiring students to obtain and utilize LinkedIn. This site is used for the main purpose of networking and ensuring the positive competitive advantage in the search for a career. These sites are another way how the current trends in technological advancements are promoting instant information and gratification, even when looking for a job.

Suggested Management Practices

The goal of this paper was to provide a management perspective on relevant millennial behaviors including narcissism, complexity avoidance, and instant gratification. We know the different generations have varying behaviors, value different

things, and work differently. Due to these differences, it is important that millennials but more importantly older generations understand, welcome, and integrate these new behaviors into the workplace. With some background on these three millennial behaviors discussed earlier, it would be necessary to elaborate on what can be done to aid the process of dealing with these behaviors in the workplace. The workplace is an evolving, diverse environment and we know millennials are actively using these informational technologies. Does this have a negative impact on workplace performance or the acceptance of these individuals in a multigenerational workplace? Some may consider their relationship with technology a positive workplace behavior.

Knowing their tendencies and habits, managers can be more accepting and open to the evolving work environment. To be effective, I have created a three-step plan to accomplish such workplace integration and transition. The following management practices will be on the prior research incorporated throughout this paper. The plan will outline some effective ways for leaders, colleagues, mentors, and superiors to help this large workforce transition.

The first step of the plan is to identify and adapt to employees or individuals who carry these behaviors. Becoming educated on these tendencies and unique behaviors will be, above all, the most important step in merging the tri-generational workplace together. As Gutton explains, while millennials' foibles may be stereotypical and overblown, this generation does have some characteristics coaches must fully consider. I hope this research helped pinpoint the behaviors by providing some reasoning and historical context. As a manager or mentor, it is important to be aware that millennial

employees may have these behavioral tendencies. Use your behavioral analysis skills to see if they do and if so, do not reject the behaviors and choose to welcome them. As a manager, it is important to be educated on behaviors across all generations, but now that the millennials will make up the majority of the workforce it is even more vital to understand them specifically. It is important to understand millennials are growing in the workforce and is even more important to identify these unique behaviors.

The second step of the plan is to accept these behaviors. It is one thing to understand and become educated on the behavioral characteristics, but it is more important to build an acceptance for them. Through research, the behavioral differences between the baby boomers and the millennials have been highlighted. We understand there are unique behaviors prevalent in the millennial persona, but can they be accepted in the work environment? Instead of trying to find ways to change these common behaviors, it will be utmost important that other generations learn to accept them.

For some, it comes as a shock that millennials may have trouble problem solving for certain solutions or have some anxious tendencies when waiting for answers or information. The shock is understandable but accepting them will be important to make millennials feel as though they are still just as valuable in the organizations or work environment. Ensuring the soon to be largest workforce generation and their behaviors are accepted will be vital for company loyalty and the future of organizations. The next and final step will explain how not only accepting but integrating these behaviors is vital to an organization's future.

The third and final part of the management practice plan is to use an effective integration process for these behaviors. Fighting or rejecting these unique millennials behaviors will not solve their differences and in many ways will decline generational membership, organizational loyalty, and performance. One way organizations and leaders can integrate the behaviors is by accepting the advancement of technology and finding ways for the behaviors to increase productivity. There may not always be ways to improve productivity directly, but this part of the plan will provide the best chances of doing so.

An example could be welcoming office or organization instant messaging, which could provide individuals with the social instant gratification discussed earlier. Since we discovered the tendency to avoid complex problem solving maybe it could be beneficial to welcome the new ways to find answers or solutions. An example could be welcoming the use of applications like Google or Safari to find information. Lastly, when providing feedback or constructive criticism be aware of the narcissistic tendencies. It is possible these tendencies may not only occur in the millennial generation so be aware it is not solely just confined to one age group. If and when they occur be sure to welcome the responses of individuals whom may not welcome the criticism of their actions. Finding new ways to articulate feedback will be vital when coaching individuals for generations to come.

CONCLUSION

Millennials will be the largest generation in the workforce by 2020. They will be surpassing the current largest demographics including Generation X and the baby

boomers. What does this mean for businesses and their counterparts? Hopefully, this paper helped provide some context on the multigenerational workplace and how technology use differentiates millennials from the other generations. The goal was to help aide this generational transition and point out some relevant character differences millennials have. Millennials are the youngest and fastest growing generation to date, bringing some unique behaviors into the workplace. Those being Narcissism, Complexity Avoidance and the need for Instant Gratification. We have discussed some potential ways to aid the integration process of this generation and how to help other generations understand these differences. With hopes, the three-step plan will greatly benefit bringing together the multigenerational workforce. We concluded technology has become an integral part of the modern work environment and is directly affecting various behaviors of the millennial generations' emergence into the workplace.

The research strongly suggests information technologies have caused millennials to become more narcissistic by nature, avoid complex situations or problem-solving, and hold an inherent need for instant gratification. We know that "Technology is only continuing to grow, evolve, and become more widely used by individuals of all ages groups" (Huffman 23). Moving forward, each generation needs prepare and adapt by identifying the benefits and downfalls of new technological developments as well as the implications of generational differences due to these changes. Hopefully, future research will continue to explore the behavioral differences on generations to come.

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