## Systematic Literature Review: Role Effectiveness, Challenges, and Empowerment of Millennial Leaders

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### *ABSTRACT*

*The millennial workforce has a large proportion in 2022 and is expected to continue to increase in the coming year in corporate settings. It is predicted that by 2025, the millennial workforce will reach 75% of the total workforce (Ernst & Young, 2015). In several studies conducted, millennials are currently not only studied as employees, but also as leaders in a company. Many of the leadership transitions have been handed over to millennial generation employees who are considered more productive and have the potential to lead. Seeing this phenomenon, companies need to consider how the development program should be given to prospective future leaders, so that they can improve their quality and are ready to lead a team. Therefore, researchers will explore previous research studies in order to obtain a stronger theoretical foundation for millennial leaders. By applying the systematic literature review method, this study aims to determine the roles and challenges faced by millennial leaders, as well as the empowerment programs needed to prepare millennials to become leaders. The review process begins with the collection of 616 articles from the Scopus database, where in the final stage there are 34 journals that will go through a further analysis process. The results show that the role and challenges of millennials in leading the face of difficult situations and conditions. Communication skills and openness in the learning process are needed. Providing the right mentoring and self-development programs will improve the leadership quality in millennials (Adiawaty, 2019)..*

*Keywords: Millennial Leadership, Millennial Manager, Systematic Literature Review*

## INTRODUCTION

The existence of the millennial generation in the world of work continues to dominate the workforce every year (Arellano, 2018). This is certainly a challenge for companies to recruit, develop, and retain a millennial workforce so that the turnover rate does not get higher. Ernst & Young (2015) provide support by predicting that by 2025 it is estimated that more than 75% of the demographic proportion will be occupied by the millennial generation. The Central Bureau of Statistics in data analysis in 2021 shows how the percentage of the millennial workforce is starting to increase, which is shown in Table 1.1.

Table 1. The workforce of the age group

| Golongan Umur | Angkatan Kerja (AK) Menurut Golongan Umur | | |
| | % Bekerja / AK | Jumlah AK | Bekerja |
| | 2021 | 2021 | 2021 |
| | Februari | Februari | Februari |
| 20-24 | 82.34 | 14 775 116.00 | 12 165 777.00 |
| 25-29 | 90.73 | 16 554 443.00 | 15 019 804.00 |
| 30-34 | 95.06 | 16 340 032.00 | 15 533 371.00 |
| 35-39 | 96.26 | 16 517 422.00 | 15 898 936.00 |
| 40-44 | 96.45 | 16 089 642.00 | 15 519 044.00 |
| 45-49 | 96.73 | 14 938 870.00 | 14 450 442.00 |
| 50-54 | 96.99 | 12 976 674.00 | 12 586 456.00 |
| 55-59 | 96.83 | 10 091 867.00 | 9 772 224.00 |
| Total | 93.74 | 139 810 313.00 | 131 064 305.00 |

Source: Central Bureau of Statistics, 2021

Mathis & Jackson (2013) said that generation Y or known as the millennial generation was born in 1981-2000, where at this time the millennial workforce has entered the age range of 22-41 years. Table 1.1. shows the total workforce that has worked is 131,064,305, which consists of the millennial generation as many as 58,617,888. If calculated as a percentage, in 2021 the millennial generation who have worked will reach 44.72% of the total workforce. This number is predicted to continue to grow in the coming years. Millennial workers are said to have different characteristics from generation X and baby boomers (Glass, 2007). Millennials were born in years where technological progress occurred very quickly (Ambarwati et al., 2018). In addition, millennials were raised with a fairly high parental involvement in any case (Evans & Karl, 2022). These characteristics need special attention for companies to develop a millennial workforce and be able to make maximum contributions to the company's progress.

In the organizational context, the millennial generation is starting to be prepared to occupy positions in company management to replace the role of generation X and baby boomers. The leadership transition occurs when both generation X and baby boomers enter their retirement period (Saifman & Sherman, 2019a). Arellano (2018) argues that when the millennial workforce is increasing, there is a tendency for millennials to

contribute to the leadership process. Facing these challenges, the development program is implemented by the Human Resource Department to create and prepare millennial leaders. The programs provided are certainly needed to create quality leaders. A global survey in 2014 showed that 86% of respondents from the executive level view leadership as the highest and most urgent priority (Deloitte, 2014). Leaders influence organizational teams with their competencies and abilities (Mohd Adnan & Valliappan, 2019) In addition, it is said that 56% of companies believe that millennials need leadership development programs specifically to improve competence as a leader (Parker, 2013).

Previous research has focused heavily on the role of the millennial generation but from the point of view of followers, not leaders. One of these studies (Yeni Suyanto et al., 2019) discusses transformational leadership applied to millennial generation employees in the industrial 4.0 era. Ambarwati et al (2018); Mustomi & Reptiningsih (2020) conducted research related to the right leadership style to be applied to the millennial generation. As far as researchers are concerned, there is still very little research that focuses on developing and empowering millennial leaders. Therefore, this research was conducted with the aim of conducting an in-depth exploration of the effectiveness of the role and the obstacles faced by millennials when becoming a leader. In addition, the researcher hopes to get more information related to how the millennial generation gets the right

leadership development program as a provision to lead.

The systematic literature review method was chosen to obtain the point of view of several previous studies that focused on discussing millennial leaders. Research data will be taken from Scopus and then go through a reduction process to data analysis. The stages carried out in a systematic literature review are: 1) Conduct a review to see the definitions, perspectives, and dimensions of millennial leadership. 2) Researchers conclude and evaluate research studies obtained as a source of knowledge. 3) Researchers will re-check the results of the analysis obtained. Okoli & Schabram (2010) argue that a systematic literature review is carried out to strengthen the theoretical background and expand research on the topic being studied.

## LITERATURE REVIEW
### 1. Behavioral Management Theory

Behavioral management theory is part of human relations which is closely related to the dimensions of work. Work behavior shown by individuals in the team is the impact of the leadership process applied within the team. Assumptions regarding individual cognition, emotion, and social interaction are also part of the behavioral strategies process (Powell et al., 2011). It is assumed that the causes of individual behavior are formed in environmental relationships with various variables (Powell et al., 2011). Stajkovic & Luthans (2003) in research on behavioral management and task performance said that when leaders realize the

existence of individuals as assets, the approach actions taken are: 1) the expectations of the desired employee behavior, 2) the behavior itself, 3) the consequences of the behavior. the. Satisfaction and a good work environment will enable employees to prioritize common interests and contribute to increased productivity. Behavioral management theory believes that when leaders understand well individual behavior, this is expected to increase the leader's efforts to build positive work situations and create work behaviors that benefit the company.

Behavioral management theory is applied in this study as a basis for seeing how millennial leaders can understand each member on the team. Millennial leaders are expected to be able to play the role of leaders and minimize the occurrence of existing problems. By carrying out proper behavior management, each team member will respect each other and increase trust in the incumbent millennial leader. In Maslow's theory, it is explained that one way to regulate individual behavior is to meet psychological needs according to the hierarchy of needs theory. There are five important aspects in meeting needs, namely: physiological needs, safety needs, belonging and love needs, esteem needs, and self-actualization needs (Mcleod, 2018). Maslow believes that if these five aspects can be met, individuals will be motivated by themselves to provide the best

performance and contribution to the company (Lussier, 2019).

2. **Millennial Leadership**

Millennials are a group of generations born from 1981-2000 (Robert L. Mathis, 2008). As a generation that grew up in technological advancements and high digitization, millennials have a variety of unique and different characteristics from the previous generation (Adiawaty, 2019). Several previous studies have said that millennials are very confident, creative, want to learn a lot, are flexible, focus on achievement, and enter a productive age to work (Daud & Wan Hanafi, 2020; Grotkamp et al., 2020; Glass, 2007). Research by Evans & Karl (2022) which discusses helicopter parenting shows that millennials grow up in very high parental involvement. This forms a pattern of behavior and high dependence both financially and emotionally with parents (Daud & Hanafi, 2020). This background makes millennials have different job demands. Millennials want to do meaningful work, full of challenges, and definite career development from the company (Gallup, 2016).

Entering the workforce, millennials show different work behaviors. This behavior then creates process changes within the company to create programs and systems that are friendly to the millennial workforce. Currently, millennials are starting to replace the leadership role of the baby boomer generation and generation X who will enter their retirement period in the coming year

(Arellano, 2018). Appointments to fill certain positions in the company are made on the grounds that millennials are included in the productive age to work for the company. There is potential to increase the company's success with the various advantages that millennials have. The company responded positively to this phenomenon by preparing millennial leaders for long-term goals. The company has started implementing millennial leadership, such as the career acceleration program for millennials, namely management trainee (MT), future leader program, and company succession candidate planning targeting millennial employees.

To strengthen millennial competencies that will be prepared as leaders, companies need to develop communication skills, decision making, build relationships in diversity, and provide examples and motivation for subordinates (Grotkamp et al., 2020). (Saifman & Sherman, 2019) said that several studies related to millennials showed high confidence in the abilities of millennials. The company is quite optimistic to be able to build good leadership in millennials. To be able to create the right program, of course, management needs to understand several things, such as: the characteristics of millennials, the role of millennials when appointed to lead, what challenges will be faced, the response of other employees when they find out that millennials are appointed to lead, and other issues that will become

consideration. Through this research, readers will gain insights that may not have been known before. Millennial development programs to become leaders must be given to the right people with the right programs. Thus, the results of the millennial leadership process will show the quality of the company and improve its image in the eyes of many people.

**RESEARCH METHODS**

This research was conducted with the aim of knowing the effectiveness of roles and challenges, as well as the right empowerment program for millennial leaders. To explore theory and previous studies, a qualitative method with a literature study approach was carried out in this study (Musianto, 2002). Systematic literature review is one method by collecting and critically analyzing several previous research studies through a systematic process (Darmalaksana et al., 2020). Tranfield et al (2003) argue that the systematic literature review method has good quality in the review process of research constructs. After the data is collected, it will then go through a categorization process to answer the research objectives.

To conduct a systematic literature review, researchers went through three stages according to the research method (EBSE Technical Report, 2007). First, planning the research process related to needs, issues raised, goals to be achieved, and design stages to be carried out for the review process. Second, the researcher begins the review process by collecting primary and secondary data, conducting data selection and

reduction, analyzing data, until obtaining results in accordance with the predetermined objectives. Finally, the researcher will analyze the discussion of the results of the review obtained and provide implications for further research. Three stages of systematic literature review provide benefits for researchers to review previous literature reviews.

The data collection process is carried out through the Scopus database by entering two keywords, namely "millennial leader" and "millennial manager". Scopus is known as a trusted electronic database with more than 18,000 articles and international publishers with a good reputation (Supriharyanti & Sukoco, 2022). The researcher focuses on finding a literature review that discusses the role of millennials as leaders and leads to how development should be carried out. The data selection and reduction process was carried out using the Preffered Reporting Items for Systematic Literature Review and Meta-Analysis (PRISMA) approach. The PRISMA method approach is used to help researchers compile a systematic literature review with a quality literature review analysis (Page et al., 2021).

**RESULTS**

As previously explained, this study uses three stages of systematic literature review with a reduction process using the PRISMA method. Each process is carried out by researchers to obtain valid and reliable data sources. The literature review consists of research using quantitative and qualitative methods with a total of 34 articles. Researchers

collect and analyze data following the stages of a systematic literature review on research Pullin & Stewart (2006).

**1. Planning the Review**

The first stage in the systematic literature review process is planning in advance. What is the background of the researcher wanting to discuss the topic of this research. As discussed earlier, the increase in the millennial workforce and the leadership transition process that occurs by placing millennials at certain job levels requires better preparation. Millennials need leadership training and development programs to be able to balance the responsibilities that must be completed later. Starting from this, this research was conducted with the hope of providing complex knowledge about the importance of preparing millennials to become future leaders.

RM1. How effective are the roles and challenges faced by millennials when leading a team?

RM2. What should be the empowerment process to prepare millennials as future leaders?

Limitations and information that were not analyzed in full in previous research studies are the basis why this research was conducted using a systematic literature review method. By collecting previous literature reviews, it will help research problems to be answered and find a stronger theoretical foundation to understand the characteristics of

millennials. The Scopus database is used to find previous research by entering two keywords alternately, namely "millennial leader" and "millennial manager". The use of two keywords is done because in previous studies there were different terms used to refer to the millennial leaders themselves.

## 2. Conducting a Review

The next stage after determining the topic, problem formulation, and compiling the research design, the researcher will carry out the article review process. Conducting a review will be related to a process where researchers select, select, and reduce literature review with reference to the formulation of research problems. In simple terms, if previous research does not discuss the context of the research that refers to the formulation of the problem in this study, then the data will go through a selection process. Preffered Reporting Items for Systematic Literature Review and Meta-Analysis (PRISMA) is used as a reference to guide the data reduction process and focuses on certain studies that really focus on discussing the roles, challenges, and empowerment processes given to millennial leaders. Figure 4.1. shows how the stages will be passed with the PRISMA method approach. These stages begin with the identification, screening, eligibility and inclusion process.



**Identification**

Sumber data dari scopus dimana menghasilkan pencarian "Millennial Manager" sebesar 309 dan "Millennial Leader" sebesar 307

n = 616

**Screening**

Sumber data setelah seleksi tahun (5 tahun terakhir) dan seleksi bahasa (inggris)

n = 377

Sumber data setelah proses duplikasi direduksi

n = 333

**Eligibility**

Sumber data setelah proses abstrak review

n = 39

**Included**

Sumber data yang akan masuk proses review analysis
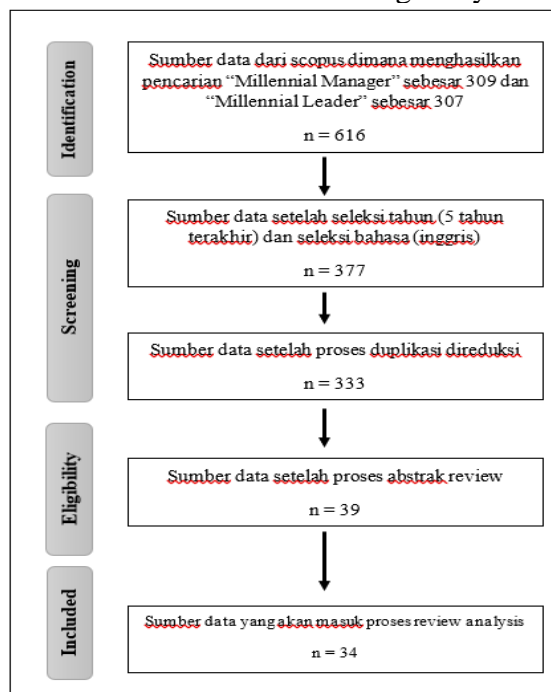
n = 34

Figure 1. PRISMA Approach

The first stage begins with the identification process, where researchers enter the keywords "millennial leader" and "millennial manager" to find articles related to the purpose of this research. A total of 616 articles were obtained with the content of the articles taken: author, title, year, abstract, journal language, citation, and

journal status. Researchers then entered the screening process by taking data for the past 5 years, namely from 2017-2022. The selection of the year range was carried out on the basis that at the end of 2016, the Central Statistics Agency recorded that the millennial workforce reached 39% of the total workforce. The choice of English is because it is an international language that is commonly used in various parts of the world (McKay, 2018).

From the first screening process, a total of 377 articles were obtained that passed the selection. The next screening is done to reduce duplication. Due to using two keywords separately, it is very likely that the articles that are exported come in with the same title. From the duplication screening process, researchers found 4 articles that were reduced because of the same title and content. From 377 data, 333 data were obtained which will continue in the abstract review process. Figure 4.2. shows graphic data on the diversity of research topics that have gone through abstract review. After doing the mapping, the researchers found that previous studies covered various topics related to millennials. Not only seeing and researching millennials as leaders, but also from their roles as citizens, academics, and as consumers.
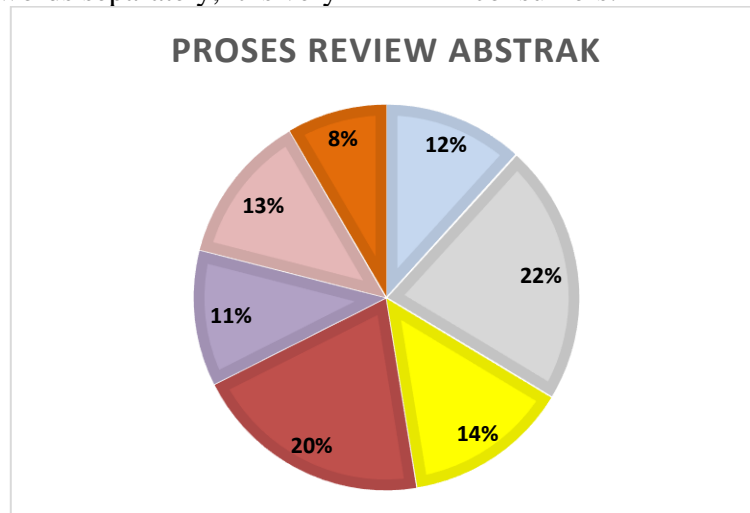


Figure 2. Diversity of research topics

* color description:

| Warna | Keterangan | Total |
|---|---|---|
| | Topics about millennial leaders and millennial managers | 39 |
| | Topics on millennial behavior in the world of work | 73 |
| | Topics on the influence of leadership on the millennial workforce | 46 |
| | Topics not related to the millennial workforce | 67 |
| | The topic discusses multigenerational work behavior | 38 |
| | Topics discuss millennials as consumers and academics | 42 |
| | The topic discusses millennials as citizens | 28 |
| **Total Artikel** | | **333** |

The review process is carried out carefully and with full consideration by the researcher by basing the process on the research objectives. From the abstract review process, researchers obtained 39 data articles that have context in accordance with this research. However, after further analysis, 5 articles must be reduced because the full text context has no relevance. The total articles that will be included in the analysis process are 34 articles. Researchers carry out a review process by prioritizing 3 aspects, namely roles, challenges, and empowerment to obtain significant answers to the formulation of the problem sought.

**3. Reporting and Dissemination**

Reporting and dissemination is the last stage in the systematic literature review process. At this stage, the results of the review process play an important role in showing how millennial leaders are viewed. From 34 articles that went through the review process, researchers found discussions related to the effectiveness of the role, challenges faced, and development programs provided to provide space for millennials to learn to become leaders:

There has not been too much research exploring the topic of millennial leaders. As in Figure 4.2 data. shows that in the last 5 years, the topic of millennial work behavior was the most widely discussed, which amounted to 73 articles. While the topic of millennial leaders is quite a bit found because there has been no special attention that leads to the roles and challenges that will be faced when millennials are appointed as leaders. When in the transition period, millennial leadership begins to occupy certain positions, then the effectiveness of the role becomes the main focus to produce maximum performance. From the data analysis process, the researcher found several articles that clearly discussed what roles and challenges faced by millennials as a leader.

The analysis of the table above shows the role of millennials as leaders in an organization. The characteristics of millennials will shape how they behave at work and when faced with complex situations while leading. The role for companies today is quite significant to encourage the company's progress in the midst of global competition. With their intelligence and creativity, millennial leaders are expected to be able to find the latest innovations and create competitive advantages for the company.

The table shows the challenges that millennials have faced when processing as a leader. Many millennials want to give up their positions because of the lack of support and motivation to fight as leaders. Others say that the discrimination they face makes the work environment stressful. Millennials' voices are not heard because they face stereotypes in terms of age. Young age is used as an excuse to see the weak leadership skills and not too much experience of millennial leaders.

4. **Millennial Leaders Empowerment Proces**

Regarding several previous research studies that analyzed how empowerment should be given to millennials. Most studies believe that millennials need to practice good communication skills, critical thinking skills, and the ability to make decisions with more courage and confidence. In addition, the role of the mentor is very much needed to provide feedback and direct evaluation during the training program.

## DISCUSSION

The millennial generation has unique and different characteristics from generation X and baby boomers. High knowledge of technological advances is often very helpful for companies to achieve common goals and dreams. But on the other hand, digitization will also affect how millennials behave. There is a tendency to want flexibility, instant processing, and a high degree of parental desire. The unique characteristics of millennials can basically be an advantage if managed properly. Providing development and mentoring programs for young talents will help millennials to take advantage of their potential as strengths that can be useful for others. The development program will be better if it is carried out in two directions so that millennials can learn faster and get experiences that have never been felt before.

The results of the study show how millennials are viewed so far, especially from the point of view of being a leader. How leadership is carried out is the key that determines whether millennials are said to be successful in leading or not. Some of the leadership attributes and values possessed by millennials are visionary, appreciation, role model, collaboration, and focus (Ren et al., 2018). In contrast to that, Shrisvatava et al (2017) and Waal et al (2017) see millennial leadership focusing on the amount of compensation both financial and non-financial that will be received. Compensation is also one of the variables that determine how individuals behave at work.

Often millennial leaders are not aware of how the leadership style used can affect work motivation in their team. Company leaders from supervisors to higher ranks at least need to be given training or assistance related to the implementation of the right leadership style. The use of a leadership style that supports the situation in the team will be successfully achieved if the leader in the team and members are open to each other and work together to build positive working relationships with each other.

The big role that must be carried out is of course followed by challenges in leading. One source of challenges faced by millennials is the occurrence of discrimination in leadership in terms of age (Christopher Bratt et al., 2020). Leading at a young age turned out to cause turmoil in the eyes of other individuals. Millennials are still not mature enough to be responsible for leading a team (de la Fuente-Nez et al., 2021). High dependence on parents creates a character that is difficult to make decisions (Evans & Karl, 2022). Another example, in terms of their work experience,

millennials still do not have high flight hours when compared to the generation above. Regardless of all the shortcomings and challenges that must be faced, empowerment and development are needed, especially in preparation before millennials are truly trusted to lead a team.

## CONCLUSION AND SUGGESTION

This research was conducted to answer two objectives. First, the researcher wants to obtain in-depth information about the roles and challenges faced by millennials when appointed to lead an organizational team. Different work behavior from the previous generation makes millennial leaders have different ways of leading. An attitude that is open, flexible, and wants meaningful work is the hallmark of millennials when they lead. The company's management is quite optimistic with all the potential that millennials have to be able to lead and support the company's success. In terms of energy, millennials are in a productive age where the process of creativity and enthusiasm in doing something is very high. This contribution is needed by the company to increase cooperation and create competitive advantage in competing globally.

In other conditions, the character possessed by millennials often does not have a maximum impact due to the many challenges in their careers. In the previous literature review, it has been said that one of the challenges regarding the phenomenon of ageism or known as age discrimination. Ageism is a challenge because it affects the psychological condition of millennials. One of the impacts is that the attitude of leadership is not optimal. Millennials lose confidence in leading team members. In addition, feelings of pressure will more easily arise and have an impact on the high desire to leave the company.

This research is expected to provide insights that have not been obtained by readers so far. When the CEO and management know about this condition, the desired output is the establishment of millennial development programs that will be prepared to lead. Without good debriefing, millennials will not show good performance when placed in certain positions. In addition to debriefing, millennials need the help of mentors to motivate and encourage them and learn to be better.

Researchers provide recommendations for future research to focus on discussing the challenges faced by millennials. There are various forms of challenges that can be used as future research ideas such as ageism, multigenerational team members, and regeneration processes that do not run smoothly. These topics are very interesting to be researched in the future so that they can provide benefits in detail for the solutions given to the challenges that occur.

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