Chapter 10
The Important Issues for Millennial Workers

Meng-Shan Tsai
Clouder Technology Inc., Taiwan

ABSTRACT

This chapter will help you to understand the important issues facing the Millennial Generation and their behavior in the workplace, understand the concepts of interpersonal relation and the viewpoints of the Millennial Generation, understand the contents of communication skills, communication models and communication styles, and understand how the Millennial Generation views conflict and conflict management.

INTERPERSONAL RELATION IN THE WORKPLACE

Interpersonal Relation and Important Theories

Interpersonal relations are a matter of degree: they focus on a participant feeling he/she is in a good relationship with others, such as family members, friends, or colleagues (Lin, 2014). Jung and Yoon (2016) define interpersonal relations that focus on human relationships with colleagues or supervisors in the workplace. Kim and Eves (2012) indicate that interpersonal relations can be viewed as reciprocal, social, and emotional interactions between people, as a desire to spend time with family and friends, and as a need to be satisfied from beyond the normal circle of acquaintances.

However, the quality of interpersonal relations depends greatly on personality. Many factors influence interpersonal relations, including personality disorders and attachment insecurities that generate problems in emotional regulation, interfere with the construction of a stable and positive sense of self, as well as disrupt the accomplishment of major developmental tasks (Mikulincer & Shaver, 2007). Hence, poor interpersonal relations cause tension in the workplace, which occurs between colleagues, managers, and customers, as well as sellers (Gunbayi, 2009). In contrast, a close interpersonal relationship can improve communication and exchange more information, and then strengthen inter-firm outcomes, including inter-firm trust, relationship satisfaction, and performance (Wang, Wang, & Zheng, 2014).

In Chinese society, interpersonal relations are based on "guanxi." This term refers to a particular type of relationship, social connections, or personal connections that bonds the exchange partners through reciprocal exchange of favors, personal resources, and mutual obligations, as well as establishing expectations (Shou, Chen, Zhu, & Yang, 2014; Wu & Chiu, 2016). However, guanxi can have several negative influences in society or the workplace, such as influence privilege or promotion. Once an interpersonal relationship is used to obtain individual benefits or results in losses to others, it becomes unhealthy.

Interpersonal Needs Theory--- Schutz

Schutz's interpersonal needs theory indicates that an individual has a specific need for interactions and that only interactions satisfy this need, if this person experiences the interaction to be a rewarding one. These needs include the feeling of perceiving a sense of authority in making decisions or the need for respectful treatment. Once the demand is met, an individual is likely to be satisfied with his or her experiences (Brexendorf, Mühlmeier, Tomczak, & Eisend, 2010). Schutz proposes that interpersonal needs theory contains three main interpersonal needs; that is, affection, inclusion, and control (Lu & Ramsey, 2013). Additionally, individuals create and maintain relationships to meet these three needs (Wood, 2014).

Affection

This is the first interpersonal need. The amount of affection that a person requires varies, but all humans desire some degree of affection. Types of affection are diverse, ranging from intimate touch in interpersonal relationships to positive work evaluation in the workplace setting. An individual with a low affection-seeking score only requires simple appreciation or praise in the workplace; in contrast, an individual with a high affection-seeking scores requires more attention and emotional support (Lu & Ramsey, 2013).

28 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/the-important-issues-for-millennial-workers/234889

Related Content

A Framework to Reduce the Human Factors for Analysis of Constraint Solvers in Project Management
Franklin Johnson, Broderick Crawford, Ricardo Sotoand Sanjay Misra (2020). *Handbook of Research on the Role of Human Factors in IT Project Management (pp. 69-84).*
www.irma-international.org/chapter/a-framework-to-reduce-the-human-factors-for-analysis-of-constraint-solvers-in-project-management/239460

Cut and Paste: Remixing Composition Pedagogy for Online Workspaces
John Logie (2005). *Internet-Based Workplace Communications: Industry and Academic Applications (pp. 299-316).*
www.irma-international.org/chapter/cut-paste-remixing-composition-pedagogy/24696

Interview with Andrew Nall, Vice President and CCO, Radiant Financial, Inc.
Carol Dauphin (2014). *Servant Leadership: Research and Practice (pp. 306-309).*
www.irma-international.org/chapter/interview-with-andrew-nall-vice-president-and-cco-radiant-financial-inc/106120

Genderized Workplace Lookism in the U.S. and Abroad: Implications for Organization and Career Development Professionals
Cynthia Howard Sims (2015). *Impact of Diversity on Organization and Career Development (pp. 105-127).*
www.irma-international.org/chapter/genderized-workplace-lookism-in-the-us-and-abroad/121203

Are We Still Talking to Ourselves? An Analysis of the Introspective Information Technology Field by Brazilian Experts
Carlo Gabriel Porto Bellini, Gicele Fernandes Martins Dantasand Rita de Cássia de Faria Pereira (2013). *International Journal of Human Capital and Information Technology Professionals (pp. 11-25).*
www.irma-international.org/article/are-we-still-talking-to-ourselves-an-analysis-of-the-introspective-information-technology-field-by-brazilian-experts/96836