



Communication of Organizational Power to the Millennials Generation in the Social Media Era

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Abstract

This research intends to understand how organizations can manage power communications within it in the context of millennials as members through the current social media. This is because millennials are generations in the productive age as well as the next generation of organizations having courage, rationality, technology and have a high social spirit that has the potential to form power in large quantities. Social media as a medium of digital-based communication is massive, invites its users to be active, fast, manipulated and effectively seen as having a very important role for members of the organization for millennials generation in spreading power communications against existing organizational structures. Organizations must be able to cope with the flow of power generation millennials communication and create a healthy atmosphere within the organization. By connecting the concepts of different theories from the transmission theory, power theory and millennials generations concept, the author explains how the organization shapes its power, organizes the discourse of power that exists and overcomes the counter-discourse without disabling the potential of creativity and innovation of the members of the organization so conflict of power can be handled and the organization advanced. Researchers try to cover up the gap from previous researches that focused on general organizational power without considering the generation aspect. In conclusion, organizations need to build integrative combination power formats, engage in comprehensive social media, openly reinforcing discourse and counter formation. The results of this study are the result of a conceptual analysis.

Keywords: Communication; Organization; Power; Millennials generations; Social media



Introduction

The organization cannot be separated from power, because the organization is formed by an active distribution and redistribution of power between divisions and individuals. Every member of the organization joining the organization has different motives to gain certain benefits from the organization. The effort to gain this benefit must use power (Hatch, 1997). Based on the theory of organizational power, the obedience of members of the organization becomes an important thing to produce in order to create a harmony of movement to achieve organizational goals. This adherence is the level of loyalty and commitment of the organization members which is indispensable to raising the organization. But on the other hand, in order to grow and innovate, the organization must have resistance space for its members. This resistance space is also considered a member free space so they can work on their own in the best possible way. According to Pace and Faules (2010), a healthy organization is an organization that has the ability to manage obedience and resistance in the right level.

As time goes by, organizations must deal with the change of members in it with new generations who are now in the productive age of millennials. Not just a member, in the future this generation is also the one who will replace the leader and become the core player of the organization. The entry of this generation of millennials also coincides with the development of the increasingly advanced communication media in this era, the social communication media increasingly diverse, fast, massive and can provide various types of communication, ranging from images, video, voice and text. Social media users are also very large and growing. Until 2018 social media users at the global level reached 2.62 billion, which means 71% of internet usage on the global level is for social media either through PC or smartphone and is predicted to increase from year to year (www.statista.com). It is a certainty that members of the current generation organizations use social media in their daily interactions.

Communication is power because communication is able to determine the results of knowledge, beliefs, and actions of humans. the one who communicates well then he can have power (Pace & Faules, 2010). According to Shanon and weaver models, the medium has an important role in message transmission (Fiske, 1990). This means that the development of social media makes communication and distribution of power more rapidly and widely from various directions, both vertical and horizontal directions. This makes the obedience of members in millennials no longer centralized, one's power can be a resistance to other powers, including authorized power. It is possible to increase the degree of resistance of members in millennials and decrease the obedience and loyalty. As a result, the organization no longer has a healthy social environment then involved in a power conflict. But on the other hand, the organization should think about how to form the regeneration and cadre of leaders who have good power management capabilities because after all this generation is the holder of the next leadership relay. this is a challenge for the organization to survive and grow.



In a previous study, Manuel Castells (2007) discussed communications, power, and counter-power in the digital era in the context of the country, he said that the state is required to control and master digital infrastructure to face the existing counter-forces, but this research did not insert the organizational context, the media social and millennials in it. Tække (2011) more specifically discusses the digital panopticism and organizational power, he said that the organization must continue to use the coercive power model based on digital democratization for general generations and it did the aspects of obedience and loyalty. Amy Reitz (2012) also examines the social function of the media within the organization but it only focuses on building relationships within the organization's environment. Therefore, in this research try to combine the concepts of organizational power, media and millennials generation of different theories and connect the logic of all these concepts to build an understanding of how the organization produces obedience in the millennials through the regulation of the distribution of power that uses social media without obstructing their resistance side so that the organization still has the opportunity to innovate, criticize, evaluate, and compete in the field of power. This research is expected to provide an explanation of how the organization can manage the digital communications of its members and still consider the aspects of competition, creativity, and regeneration of the next organization leaders.

Literature Review

Power and Organization

Robert Dahl in Mary Jo Hatch mentioned that power is the capacity of an A to make a B do what should be done and vice versa (Dahl, 1957). Power is also defined as the ability of a person to control the agenda or action plan in a situation and to suppress issues in discussions and policy-making challenging or even controversial (Bachrach & Baratz, 1962). Power in an organizational context is defined as the ability of individuals or groups to influence, command and control organizational outcomes (Pace & Faules, 2010).

There are five basic types of power. Rewards, pressure, referrals, expertise, and legitimacy (French & Raven, 1959). This means that power can use material rewards, pressure, coercion, punishment, referrals, problem-solving skills and legitimacy to move others. In the book by Pace and Faules mention the view Boulding (1989) that power also has destructive, productive and integrative nature.

Organizational powers and communications

According to Bachrach and Baratz in Papa, 2008 stated that power is displayed when existing individuals are able to control communication so the political process is limited to issues that support their power. In the organizational context, communication is a means of obtaining and maintaining power because communication is used to determine organizational norms, goals, and behaviors. Through the communication, the ruler can



determine the standard and point of view of reality in the organization. Members of organizations that have a source of power, exercise their power through communication and create regular actions. This is due to the formation of human beliefs and actions necessary information that can give them an alternative choice of action and choose within the of that information. (Pace & Faules, 2010).

According to Foucault (1980) to form a point of view of the world, rulers or members who have the source of power and potentially powerful need to conduct a common discourse. it can create and make a base to think and act. Tompkins and Cheney (1985) in Pace and Faules mentioned that when individuals agree with the premises of policy and belief systems they have been mastered. These run very smooth, enter into the subconscious and rarely opposed. This view is complemented by Frost who expressed his critical proportion of power saying that power not only exists on the surface of the organization but also within each organizational structure. Organizational power is the ability of members to invite others to obey or deny the structure of rules, values, policies, and practices or engage in such structural changes. The structure is communicated in discursive practice in the form of writing, speeches, lectures, and arguments. Members of organizations who have access to such discursive communication practices have a power within the organization, meaning that members have the ability to be heard and influence organizational outcomes. Frost also added that other proportions of organizational life are significantly influenced by the search and execution of power by the organizational actors that promote political activity within the organization, communication plays a vital role in the building of power relations and the exercise of power, the manipulation and exercise of power expressed in action and relations as an organization game (Forst, 2008, p.504). Power creates and forms communications and regulatory structures with a view to power and politics. frost also adds that "the medium of communication is never neutral" (*ibid*, p 507).

Social Media

Based on Junco al et (2010) in research of Acheaw & Larson (2015) stated that social media is a collection of internet websites, services, and practices that support collaboration, community building, participation, and sharing. According to Greenhow & Robelia, (2009); Kaplan & Haenlein (2010), social media are platforms that include web-based technology and mobile web 2.0 enabling an interactive dialogue between organizations, communities, and individuals. Not just dialogue, social media users can also be creators (Elefant, 2011). Content is information posted on the social media in the form of writing, pictures, photos, videos or other things that can be represented digitally (McFarland & Ployhart, 2015). Social media based on Web 2.0 is very different from the previous Web which is linear, simple, and does not support high interaction networks (Dominick, 1999; Wei, 2012; Wei & Hindman, 2011), Web 1.0 also does not allow many



users to access and replace the posted content. Users are only allowed to respond to content or manipulate and post it. Social media is highly open, interactive, fluid and dynamic (McFarland & Ployhart, 2015).

Universal McCann in research (Reitz, 2012) mentioned that social media is a sociology and technology fusion transformed communications from monologues (from one person to several) into dialogue (from multiple to multiple people) and transformed people from content readers to publishers. It makes the social media to become very intensive and massive. It shows that social media is a current sophisticated medium of message transmission to assist individual and mass communication. The highly flexible platforms also provide a new way to coordinate within the organization.

Social media applications are various, including social networking sites, video sharing sites, blogs, message spread, virtual communities, massive online games with multiplayer and instant messaging (Bulik, 2008). Based on statistical data until April 2018 mentioned the types of social media used worldwide: Facebook, YouTube, WhatsApp, Facebook Messenger, WeChat, Instagram, Tumblr, QQ, Qzone, Sina Weibo, Reddit, Twitter, Baidu Teiba, Skype, LinkedIn, Viber, Snapchat, LINE, Pinterest and Telegram. (www.statista.com). Social media is also referred to the "Social Web" because it has properties so easily generated and published by users, as well as the collective intelligence of users encouraging more democratic usage (Boulous & Wheeler, 2007: 2) in (Reitz, 2012). Social media is a felicitous and effective communication medium in its development.

Millennials generation

Strauss and Howe (1991) in Keeling's (2003) study explained the concept of generation. They define the generation as "a group whose length is more or less a phase of life and limited by the personality of the peer group" (page 60). They further define peer group personality as "an introduction to the personality of the generation and determined by the common age, common attitudes and beliefs, and the feelings of members in generations in general" (p.64). They view the generation as a group formed by events in their life over time that affects the attitudes, behaviors, and beliefs of the members of that generation. Strauss and Howe also describe four different types of distinctions (p.35) that are idealistic, reactive, thinking about the common good, adaptive and cyclical. It is said to be cyclical because the new generation can bring a new attitude of perception and confidence on the campus. There are seven generations at least written by Strauss and Howe who lived in 1991, namely Missionary, Lost, GI, Silent, Boom, Thirteenth, and Millennial (p. 36).

Millennials generation is a generation born between 1982 and 2003. The oldest is 36 years old and the youngest is 15 years old. This generation is also referred to as Generation Y, Gen Y, Millennials, next generation, digital generation, Nexters, Echo Boomers, Trophy Kids, Generation www, Generation Net, Gen N (Jain & Pant, 2012). The



thing that distinguishes most of this generation from previous generations is that they are highly educated, feel like a free, rational soul and live together with technology (Berkup, 2014). Technology makes millennials live by information ripples and has the ability to collect and compile information from different sources and use them to solve problems (Buckley & Beu, 2001). Several literacy reviews indicate that millennials have grown with high self-esteem, narcissism and symbolic appreciation (Twenge & Campbell, 2008; 2001). In additions, they also appear confident, have a strong social life, different values and always want to make a contribution (Ng & Gossett, 2013).

With such characters, millennials want to take the lead in the company and prefer to work individually supported by coaching (Adıgüzel & Batur & Ekşili, 2014). Millennials want to make changes, differences in unusual ways. They use social media to communicate. they are very competitive and enjoy working in a competitive environment so they can appear different and be perceived by the environment. (Berkup, 2014). They pursue ways to lead with a specific purpose and want to earn an exciting life. They are more interested in intrinsic rewards than extrinsic (Lancaster & Stillman, 2002; Yang & Guy, 2006) they will see the value and mission of the organization, not only the money (Corporate Leadership Council, 2005). The heroic spirit is also embedded in Millennials. In some studies, mentioned that they have a desire to save the world and feel responsible for social and ethical behavior in their working lives (Jackson, 2009). Millennials also do not hesitate to choose a critical position about the company's vision and then engage in innovation to build the company (Schawbel, 2013) in (Berkup, 2014). They are very easy to change their jobs unless they get promotions in it because they are individuals impatient person and want a quick promotion. They are not worried about not having a job because they have a family who is ready to help them anytime (Berkup, 2014).

Research methodology

This study presents the combination of concepts from different theories, perspectives and the logical flow in them that comes from previous research in the form of journals, academic literature, case studies and website data. Through the exploration and analysis of the concept of organizational power, power communications, social media, and millennials generation, this study aims to explain how organizations manage obedience, loyalty and resistance levels of power in millennials generation members through social media in order to create a conducive and growing organizational environment.

Results

As explained by (Buckley & Beu, 2001) in (Berkup, 2014) that millennials are generations capable of acquiring and processing information for a particular purpose. Besides the high appreciation, the spirit of social change, dare to take a critical position and want to contribute to making millennials have the potential to do the distribution of



power to achieve their goals (Ng & Gossett, 2013). Millennials, on the other hand, are a competitive generation and stand out for their social recognition and appreciation. Lancaster & Stillman (2002) add that millennial generation tends to pursue to lead in order to gain a more exciting life. Particularly when existing organizational structures, whether values, norms, cultures and so forth they feel incompatible with social ethics and goodness in general, millennials generation makes it possible to engage in communication activities, the development of discourse to alter the norms, goals, and behaviors of organizational members. The expertise of processing and obtaining information allows millennials to create a discourse to form a new knowledge. It falls into the lead category with the type of expertise, not rewards, practices or otherwise. The discourse can be implemented massively and intensively by using rational argumentation, such as showing the vision of organizational mission so that there must be improved because it concerns the common interest, the importance of organizational improvement movement, in order to maintain the right ethics, to convey how standard behaves, norms, values, and organizational plans should be. This then goes into the subconscious of organizational members for movement (Tompkins and Cheney, 1985 in Pace and Faules). Such discursive communication and practice can be carried out openly or closed (Forst, 2008). Not only through the development of argumentation, communication can also be done with the path of relationship building. Coaching based on familial relationships, familiarity is created for power distribution communication to move very smoothly in the smallest consciousness (Forst, 2008).

So with the existence of social media is the power-charged communication becomes very easy for generations of millennials who grew up with technology. Discourse can be built through images, videos, sounds, text. Social media also provides 24 hours, can be accessed anytime anywhere through various applications. Attractive content can not only be delivered in a single form but rather a combination, such as videos with pictures, images with text, video with text, so that the transmitted messages get better and the meaning of the discourse can be further strengthened. With such facilities, discourse may be implicit or explicit given that users are also permitted to repair, alter and manipulate content already posted (McFarland & Ployhart, 2015). The discourse on knowledge of structures built by millennials is more easily established not only on the individual level but also the organizational units or divisions because social media allows sending content to multiple people in a single message (Reitz, 2012). Some people can send to some others. This is in social media called group features, multi-viewer, share, broadcasting, channel and so forth. Some apps also provide schedule services for automated posting. So that can be sure the message more solid and intensive.

When the discourse of knowledge has been established, the premises constructed have been agreed upon by many members of the organization both at the individual level and in the organizational division then a new power has been established. As Frost pointed out that every individual or division within the organization that dominates the



practice of discourse, is able to control the medium and play the communication then he has held the power. This new power if continuously supported and crystallized will rise to authorized power. If not then this power becomes a counter-power in a moving organization because of the expertise, referrals, and legitimacy of the organization's members. But it cannot be determined whether the power is destructive, productive or integrative. As long as coaching is done well the power is integrative and forms new loyalty. Although loyalty here the quality is not as strong as the previous generation because as long as the prospect of change appears to him then he will survive if it is not then the fighting power and loyalty will fade and move. In other words, there are organizations within the organization. If this is not regulated by the organization, then power conflict will be present in millennials as the dominant generation in total due to their productive age as members of the organization. This generation along with its attitude, beliefs, and abilities will change the color of the organization quickly. This power conflict if left to undermine the vision of the organization's mission actually shifts with the vision of the mission of another individual or group.

But it should be understood that millennials generation is a mature generation in education, knowledge, and good in terms of innovation and creativity. The role of this generation is recognized as a potential for organizational development and with its adaptive nature, millennials are well prepared to face energetic organizational environmental changes. Therefore, it is important to know how to manage the power of communication that exists within the organization through this social media.

Discussion

In a previous study, Tække (2011) discussed the digital panopticism and organizational power. He explained that it cannot be eliminated aspects of surveillance even in this digital era buzzed democracy opinion. Deeper, Tække says that to regulate organizational power in this digital age must still use the power of reward and punishment. Manuels Castels (2007) said in his research that in order to face and control the counter-power in the digital era the authorized ruler must exercise oversight, mastering the digital system itself and even possessing the digital infrastructure so that controls can be done thoroughly. Amy Reitz mentioned that social media can be used to establish relationships between organizations and the external environment of the organization.

In the context of generations of millennials that have a free-spirited, rational and living character in a technological environment (Berkup, 2014) as well as the importance of intrinsic rewards rather than extrinsic (Lancaster & Stillman, 2002) it is not enough to control the generation of millennials. It needs to build a kind of power that is more emphasis on expertise so as to invite them to participate to think about how the fate of the organization, innovation, and creativity in facing the problem so that this openness and participation make them aware and united with the structure. Even if there are



errors they do not easily create new structures but think about how to repair them without the need to create other structures. The direction of the nature of this power is no longer merely productive but integrative. With such a power model will make millennials have loyalty to the organization. This power model can be described as a discourse in official and daily communication through various communication mediums, including social media.

Because power is based on expertise, the power that holds the old structure (the structure that is considered to be straight and proper) needs to have expertise both in the management of the structure and on the operation and the discovery of digital communication technology which is considered as an organizational problem-solving tool. Associated with the discourse spread through social media, certainly not as easy as when controlling traditional communications due to the massive nature of social media, can be manipulated and diverse content. However, by applying the supervisory system proposed in previous research, the participation of an authorized authority in any social media can be a solution. Such participation may include joining groups, viewers, virtual community members, followers or capturing cache or cookies from social media controlled by big data management.

Discursive discourse can be acted preventively and repressively by strengthening the discourse of norms structure, values, objectives and moral standards that already exist in the organization to strengthen or conduct counter-discourse, counter publicly in order to be assessed openly and objectively through traditional media and social media itself explicitly. This is because the millennials are a rational, bold and critical generation. They are quite open to thought and accustomed to the difference (Ng & Gossett, 2013). But back again that the supervision here does not eliminate aspects of competition and democracy. This means that power competitions should not be turned off as long as the competition is healthy and not desirable. The skill competitions also make the organization more productive.

Conclusions

In an effort to achieve its objectives, the organization needs power in order to mobilize its members to have the same attitudes, values, beliefs, and goals. Therefore, it is necessary to create the compliance of organization members both in the individual level and division of the organizational structure without closing the side of resistance so that creativity, innovation, critical and evolving nature remain in the body of the organization. Power itself has its kinds such as destructive, productive and integrative power and can be done by communicating by producing discursive discourse. Discursive discourse is done in practice lectures, arguments, writings and so forth. But now in the era of generations of millennials who have open-mindedness, courage, technology literacy and have the spirit of social movement becomes a very big potential development of power through communication. The development of communication



media in the form of social media adds to the increasingly easy to communicate quickly, massively and effectively with a variety of existing content. This raises the potential for power conflicts within the organization and causes decline. So what can be done is to form a balanced power and control and in accordance with the generation of millennials in this era of social media in order to emerge loyalty, work productivity, and innovation.

This study shows that the right type of power for the millennials generation is the power of reward combine with skills and integrative power. This means that power is not only based on material rewards but also expertise in problem-solving and involves millennials generation in the active organizational development process. Authorized rulers have to master the technological capabilities including social media, participate in and engage as a function of oversight of the existing discourse in the organization. In anticipation, the main discourse should remain echoed and when discursive discourse exists, the authorized authority has to make the counter-discourse openly so it can be objectively assessed together. Thus, it is hoped that the atmosphere of democracy and competition will remain alive and the communication of power can be controlled then the organization can have a balanced power environment.

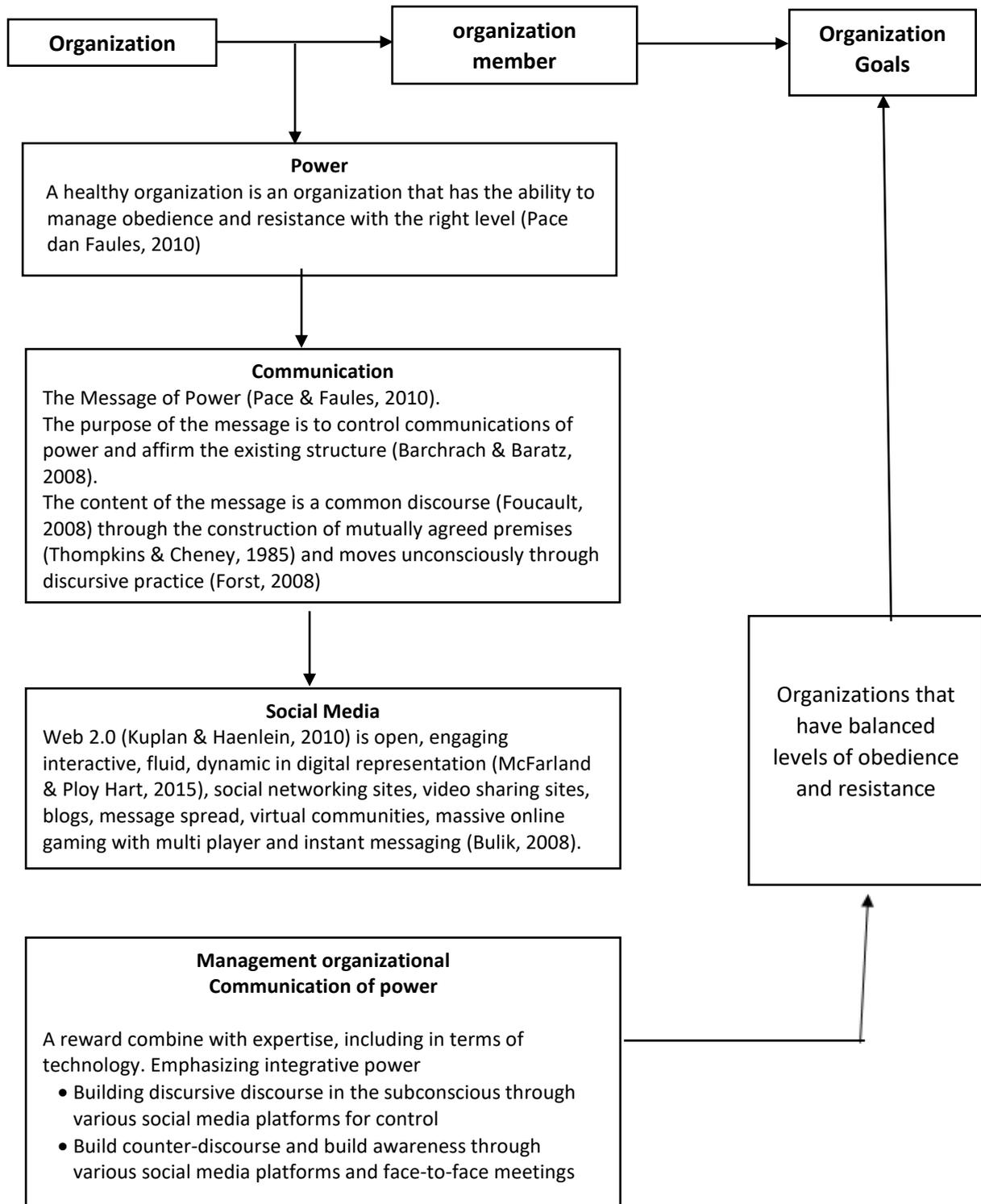


Figure 2. Theoretical schema of organizational power communications in the context of millennial generation through social media

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