

INTEGRATING THE MILLENNIAL GENERATION:
A STUDY OF YOUNG PROFESSIONALS IN THE JEWISH
NONPROFIT SECTOR

By

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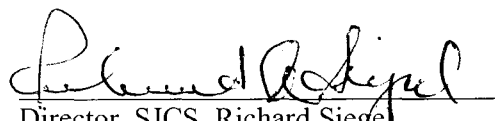
SCHOOL OF JEWISH COMMUNAL SERVICE

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Executive Summary

With the recent growth of the nonprofit sector worldwide, increased globalization, unprecedented technological advances and the Millennial generation's (born 1981-1996) entry into the workforce, it is likely that the Jewish nonprofit sector is entering a stage of dramatic shifts in organizational structure, culture and practices. This study focuses on the experiences existing Jewish nonprofit organizations have had in effectively integrating the Millennial generation. The current leadership deficit in the Jewish nonprofit sector emphasizes the need for organizations to effectively recruit and retain new, young employees in a professional capacity in order to ensure a solid future. Research, however, suggests that effectively integrating the Millennial generation will necessitate some unique effort.

This study is composed of interviews with professionals who have direct supervisory experience with Millennials and a survey of Millennials who have worked in the Jewish nonprofit sector. Interviews were used to determine supervisors' perceptions of the challenges and opportunities inherent in integrating this generation into the workforce, and the survey is utilized to gauge Millennials overall job satisfaction.

Initial findings from this study suggest that supervisors are enthused by the energy and excitement these young people bring to the workplace and that Millennials are satisfied with their jobs in Jewish nonprofit organizations. Additional findings indicate several nuances, including a disproportionately low level of job satisfaction in the areas of professional growth and upward mobility, which may be cause for concern. This study serves as a foundation from which organizations can begin to integrate Millennials into professional environments with the ultimate goal of effectively positioning the Jewish nonprofit sector to combat the existing leadership deficit and maintain a competitive edge in the changing organizational landscape.

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Introduction

Globalization and technological advances are threatening to change the nature of existing work environments. In order to ensure a solid future, the Jewish nonprofit sector must be prepared to advance and accommodate to these changes while also effectively cultivating leadership with the necessary skill set to propel the sector into a new era of organizational practice. With the Jewish community experiencing a deficit in professional leadership (Kelner, Rabkin, Saxe, & Sheingold, 2005), recruiting and successfully integrating young employees from the Millennial generation (born 1981-1996) will likely be a necessary step in ensuring a solid future for the sector as a whole. However, Millennials currently working in the Jewish nonprofit sector have claimed to find “bosses who are abusive and controlling, insufficient training” and the expectation that employees should feel satisfied with being “underpaid and overworked.” Supervisors of these Millennial employees report that they display a sense of entitlement, feel like they know everything and have little respect for traditional hierarchy or existing organizational culture and structure. The recent entry of this new generation into the workforce highlights a significant set of distinctive challenges. Notwithstanding the challenges inherent in the process of successfully integrating this generation into the workforce, it is necessary for the future of the nonprofit sector that this is accomplished effectively.

The following thesis is built on the assumption that there are inherent challenges in effectively integrating the Millennial generation into the current Jewish nonprofit workforce. This study offers an overview and analysis of the challenges and benefits of integrating this new generation based on previous research, a series of interviews with supervisors with firsthand experience working with this generation, and a survey of Millennials who have

work experience in the Jewish nonprofit sector. Findings from this study could potentially provide the tools necessary to create collaborative teamwork between Millennials and others in the Jewish professional milieu. In addition, this study provides valuable insight into the thought process of Millennials about what they find to be the compelling aspects of work in the Jewish nonprofit sector and the ways in which they are looking to grow and evolve as professionals who make a meaningful difference in the world.

This study is a two-part examination of Millennials in the Jewish nonprofit sector. The first tier of study is focused on the perspective of supervisors who work directly with Millennials. A series of interviews helped to develop an understanding of the kind of challenges and successes supervisors report having with Millennials. In addition, supervisors provided feedback about their experiences. The findings from these interviews help to determine what supervisors find challenging and the resources Millennials bring to the workplace. The information acquired here can be used to inform best practices and supervisory strategies for working with Millennials.

The second tier of study is a survey of Millennials working in the Jewish nonprofit sector. It attempts to identify challenges, overall satisfaction level in the workplace, influences of supervision and the motivating factors for this generation to work in the Jewish nonprofit sector. The findings from the survey identify the best and worst aspects of working in the Jewish nonprofit sector from the perspective of Millennials and offer tangible ways that Jewish organizations might best market themselves and frame managerial styles to accommodate to this new generations professional expectations. The information acquired serves as a valuable tool for Jewish nonprofit management to begin implementing more successful strategies to engage this generation.

Literature Review

Leadership Deficit

In many ways, the face of organizational life is shifting as a result of the changing global economy, innovations in technology, the increased value being placed on information and employees being seen as organizational resources (Fishman, 1998; Levy, 2006). In addition, for the first time in history there are currently four generations active in the workplace, each representing varying expectations and cultures (Beard, Shwieger, & Surendran, 2008; Raines, 2003). In today's shifting global economy, the most important resource is an organization's workforce and leadership; this makes successfully working with all four generations in the current tumultuous and changing organizational context more critical (Fishman, 1998).

The challenge of Millennials entering the current nonprofit sector is coupled with and exacerbated by a looming deficit in managerial level leadership (Chambers, 1998). Recent statistics claim that for every person who enters the workforce in 2010 three people will leave. By 2016 this gap will grow exponentially larger: for every new employee an organization brings in, six workers will leave (Carrol, 2008). A study of executive leadership in the nonprofit sector highlighted that three in every four executives intend to leave their jobs in the next five years (Bell, Moyers & Wolfred, 2006). Though the recent economic decline may inhibit the ability of older employees to retire, studies conducted prior to 2008 project that baby boomers in the next decade will move out of full-time leadership positions into more part-time employment in fields like consulting or volunteering (Chambers, 1998; Chan, Fernandopulie, Masaoka, Peters & Wolfred, 2002; Kunreuther, 2005; Tierney, 2006). The baby boomer generation currently holds most of the existing high-level management

positions, and their retirement will undoubtedly create a large need for trained professionals to fill leadership roles (Kelner, Rabkin, Saxe & Sheingold, 2005; Teegarden, 2004). The deficit in adequately trained leadership in the nonprofit sector further emphasizes the need for these organizations to begin actively recruiting and training the next generation of leaders.

Compounding this shortage of adequately trained leaders to fill existing roles is the tremendous growth that the nonprofit sector has experienced in recent years; it practically tripled in size, blossoming into a more than 260 billion dollar industry in the United States (Katel, 2006). The number of individual nonprofit organizations in the United States also tripled in the last two decades, representing an even larger need for managerial level leadership (Tierney, 2006). This data highlights a need for nonprofit organizations to begin implementing initiatives that will support the growth in their industry and provide a system of professional development for employees throughout the nonprofit sector. Light (2004) refers to this process of planning for the future as ‘capacity building.’ This process permeates other aspects of business management in nonprofit organizations as well, including financial planning and executive succession.

Jim Collins, author of the bestselling book *Good to Great: Why Some Companies Make the Leap... and Others Don't* (2001), in a more recent publication about the social sector, claims that the crisis in adequate nonprofit leadership could represent the difference between the American economy being good or making the leap to becoming truly great (Collins, 2005). He suggests that having a thriving social sector with effective, well-trained leadership, who are present and able to lead with humility, is what makes the difference between a good society and a great society. As such, the challenge that the leadership deficit

presents to American society may have a national or even international impact and should be effectively monitored and addressed.

Jewish Nonprofit Leadership Deficit

The Millennial generation will likely dramatically impact organizational environments because of the size of the population and its distinctive characteristics (Howe & Strauss, 2000). This study attempts to identify how Jewish nonprofit organizations might improve communication with Millennials so as to strengthen the nonprofit workforce and better position themselves to capitalize on opportunities in the future. Armed with the information acquired through this study and with a strong, well-trained leadership, the Jewish nonprofit sector might begin the process of shifting organizational practices to ultimately address and combat the looming nonprofit leadership deficit and propel the Jewish nonprofit sector into the future.

The realm of the nonprofit sector includes religious institutions, secular social service agencies, environmental organizations and more, all of which are eligible to file as not-for-profit organizations in the United States (<http://www.irs.gov/charities/index.html>). The Jewish nonprofit sector, since the establishment of the first Jewish nonprofit agency in the United States over 100 years ago, is one that has long been revered as a model of excellence among professionals (Diner, 2004). From the establishment of the first Jewish nonprofit agency in the United States the Jewish nonprofit sector has offered individuals from all backgrounds, religions, and cultures access to a variety of services and support. In addition, the American Jewish nonprofit sector also serves as a tremendous source of support to the worldwide Jewish community, providing research and financial resources to populations on practically every continent (Diner, 2004). The Jewish segment of the nonprofit sector is

currently experiencing the same phenomenon as the sector as a whole: a deficit in effective, well-trained leadership to run existing agencies (Dobbs, Hymowitz, Tobin, 2004; Kelner et al., 2005).

Jewish nonprofit organizations have identified a continual deficit in Jewish educators and communal professionals with adequate, quality training and experience in the field (Dobbs et al., 2004). In addition, many current employees report dissatisfaction with their jobs, and some have chosen to leave the Jewish communal sector. Dobbs et. al. (2004) report the reasons for this to be insufficient professional training, heavy workloads, below average compensation, frustrations with politics in the Jewish community, difficulties with lay-professional relationships and lack of professional support. These impressions will likely be shared and experienced even more profoundly by employees from the Millennial generation.

In response to these statistics the Jewish nonprofit sector and the nonprofit sector as a whole are working to develop initiatives that will target the challenges this leadership deficit presents. Developing higher education and other learning opportunities in the areas of Jewish Communal Service, Jewish Education and Jewish Nonprofit Management is now an increasing priority for Jewish educational institutions throughout the country. New organizations, such as the Professional Leaders Project in Los Angeles, carry the explicit objective of cultivating new, young leadership (<http://www.jewishleaders.net>). However, despite this development, there has been little participation or support from the existing professional community and, therefore, there are few measurable improvements in recruiting meaningful numbers of young employees to the Jewish nonprofit workforce (Dobbs et al., 2004).

The Millennial Challenge

The looming nonprofit leadership deficit and the lack of commitment demonstrated to successfully train and integrate new leadership exacerbate both the importance of and the challenge inherent in effectively recruiting and integrating the next generation of leadership. Though Millennials are just beginning their careers, researchers have noted a number of circumstances within the context of existing organizational life that have left current management unenthused, puzzled and frustrated in regards to approaching this new generation in the workplace (Eisner, 2005; Yuva, 2007). Figuring out how to effectively communicate with them at work has become a critical challenge (Kunreuther, 2005; Sanchez, 2005).

There are a number of defining characteristics of this generation that are important to recognize. Much of the existing research in regards to incorporating the Millennial generation into the workforce suggests that their satisfaction in the workplace will necessitate an overhaul of existing organizational structure (Howe & Strauss, 2000) and will require shifts in managerial strategy (Phillips, 2008; Yuva, 2007). The research argues that Millennials are more attracted to organizations that are structurally 'flat' and team-oriented and are generally turned off by hierarchy and bureaucracy. Millennials are interested in working in teams and groups with peers, having access to all levels of management, and receiving regular, thorough feedback on their performance, while also enjoying a work-life balance (Cornelius, Corvington & Ruesga, 2008; Galagan, 2006; Howe & Strauss, 2000; Phillips, 2008; Walker, 2008; Yuva, 2007). Engaging these individuals will require organizational flexibility, managerial skill (Raines, 2003) and in many cases, restructuring existing work environments (Carroll, 2008). In order to incorporate this new generation of

employees and succeed in this changing global economy, nonprofit organizations must understand Millennial expectations.

Millennials & Today's Workplace

In examining the need for Jewish nonprofit organizations to effectively appeal to Millennials, it is necessary to clearly identify the characteristics of this generation and the motivations they have demonstrated in their work environments. While there is little research on Millennials in Jewish nonprofits, there is an abundance of literature on Millennials in general, focusing especially on job satisfaction in the context of a given organizational climate, the extent to which Millennials desire flexibility, work-life balance, and supervisory strategies. In the nonprofit sector, it is also beneficial to identify the motivations this generation might possess in their search for employment. Complementing and supporting this research with a contextualization of what previous generations have valued in their work environments is helpful in developing a deeper understanding of ways that existing Jewish nonprofit organizations might respond and frame their actions when attempting to appeal to Millennial employees. This research, though it often makes generalizations about an entire generation that as individuals will clearly have a great deal of variation, will have implications for existing organizations about how to effectively integrate Millennials into organizational culture and structures (Howe & Strauss, 2000; Zelenka, 2007).

Millennial Mentality

There are a number of notable shifts in the workplace that indicate a significant difference in the mentality, approach to work, and collective values of Millennials. Neil Howe and William Strauss (2000) suggest that there are seven characteristics that will become more evident in organizations as Millennials enter the workforce. Firstly, their self-

perception is generally one of high self worth and a sense that they, both as individuals and collectively, are important. This is largely a result of Millennials being raised by a generation of parents who were encouraging and involved in their children's lives (Howe & Strauss, 2000; Walker, 2008).

Second is that many Millennials have lived somewhat sheltered lives. Though many have traveled and volunteered extensively, Millennials were raised in an era that marked the introduction of kid safety rules, use of seatbelts, child safety locks and more (Howe & Strauss, 2000; Walker, 2008). Being sheltered also contributes to the description of Millennials as having 'helicopter parents' (Robert Half International, 2008). Research has shown that Millennials as a generation actively involve their parents in their lives, calling on them to 'helicopter in' to help in decision-making processes and for opinions and support (ibid.). As a compliment to Millennials' sheltered existence, they also express high levels of trust and optimism in regards to relationships, their own futures and the world at large. This contributes to the phenomenon of them feeling a close connection with their parents and admiring the values that their parents embody. Many Millennials relate to their parents as friends, which is distinct from preceding generations (Eisner, 2005). In the context of the workplace, this comfortable and friendly approach to members of older generations can be a challenge and surprise to supervisors (Holtz, 2007).

Many blogs and websites provide insight into the mindset of Millennials. One can find innumerable written declarations (by conducting a simple Google search for 'Millennial blogs') where Millennials boast about their generation's potential to exert tremendous influence on the world. Recently the Obama campaign capitalized on this tendency in Millennials, recruiting record numbers of young volunteers with the overarching message of

collectivism and change, while also emphasizing individuals' value and potential for impact (Feld, 2008). The success of this campaign in recruiting young participants speaks to the desire and confidence of this generation in their ability to influence the world and their tendency to participate in collective efforts and activities.

The Millennial generation is also described as having a unique demographic profile compared to the generations that precede it (Howe & Strauss, 2000). The most widely known piece of information about this generation is that, in terms of population, their numbers are extremely large. In total, including those who are immigrants, the population is estimated at approximately 100 million members, which is nearly a third more than the Baby Boomer generation (those who were born between 1943-1960) (Eisner, 2005; Howe & Strauss, 2000). In addition, this generation is also the most racially and ethnically diverse in all of American history. Nearly 35% of all Millennials are Latino or nonwhite, an unprecedented number compared to generations before them (Howe & Strauss, 2000; Walker, 2008).

Highly Educated Overachievers

Members of this generation are generally better educated than previous generations and are, on average, achieving significantly better grades across all subjects in school (Howe & Strauss, 2000). In addition, more students are currently enrolled in college than at any other time in American history. Much of this is attributed to the change in educational standards nationwide that occurred when these students were entering elementary school (ibid.). Finally, this generation is fortunate to have been raised in an era when Americans experienced a great deal of economic stability. All of these characteristics exemplify a significant demographic shift between previous generations and Millennials (Fernandes & Murphy, n.d.; Howe & Strauss, 2000).

Members of this generation also tend to be incredibly high achievers and goal oriented. According to recent studies, Millennials are not only the best-educated generation in American history but also the best behaved. Criminal acts have decreased significantly nationwide despite the commonly held, media-endorsed, American belief that drug usage and violence are on the rise (Howe & Strauss, 2000; Raines, 2002). This generation was pushed hard to achieve as kids, and as a result Millennials typically study hard, take advantage of learning opportunities and feel pressure to excel at much of what they do (Hastings, 2008; Howe & Strauss, 2000).

Entrepreneurial

Studies are also beginning to show that Millennials have a strong tendency towards entrepreneurialism and that a good percentage of their entrepreneurialism has a socially responsible twist (Shapira, 2008). Millennials desire direct access to management in the companies they work for, require consistent attention paid to their professional development and demonstrate little hesitance in quitting jobs that they find unsatisfactory (Howe & Strauss, 2000; Zelenka, 2007). Many voice confidence in their ability to capitalize on their knowledge of technology and entrepreneurial spirit and start their own businesses (Shapira, 2008). In essence, their attitude is that they do not need to settle for unsatisfying work environments, as they feel fully empowered to create their own. Though this may have shifted in light of the current economic environment, the implications in the context of existing organizational structures is that there is more need for organizations and supervisors to communicate regularly with Millennials and actively work to engage them in the professional environment (Phillips, 2008; Yuva, 2007).

Values and Standards

According to Howe and Strauss (2000) another characteristic of Millennials is their tendency to be somewhat conventional. They take pride in self-improvement, but they tend to be comfortable with the value system that they learned from their parents and generally believe that having rules and standards in society can benefit everyone (Hastings, 2008). Much of this can be attributed to the social and historical environment in which Millennials grew up. This generation's defining experiences included Columbine, 9-11, and the collapse of Enron and WorldCom (Robert Half International, 2008; Walker, 2008). A more recent addition to this generation's defining experiences will likely include the current economic recession.

Researchers suggest that these events contribute to the Millennial perspective that there is a need for greater regulation and establishment of standards in business, and their disdain and distrust for bureaucracy. The Obama presidential campaign, as an example, successfully capitalized on this value system and, in the context of the current economic crisis, emphasized the need for fair regulation of business in the United States. This campaign is characteristic of the general trends in messaging strategy that tend to resonate with Millennials (Feld, 2008).

A study conducted by Ipsos MORI (2008) identified the three most important goals of Millennials as: having a successful career, living a long and healthy life and being happily married with a family. The single most important goal of those three was to be happily married with a family. This emphasizes Millennials need for work-life balance.

Technology

A particularly important tool that has been pinpointed as influential in driving the structure of the current work environment is that of technology (Khanna & New, 2008). In today's global environment organizations are faced with the need to leverage technological tools to maintain relevance. Technology has the potential to enhance work environments, and many organizations, particularly in the nonprofit sector, are only beginning to grasp the way in which these tools might be most effectively utilized (Rothschild, 1979).

The Millennial generation has demonstrated a high degree of comfort with modern technology. These individuals have never experienced a time without computers and they tend to be literate in the various ways of utilizing technological tools like the Internet, Web 2.0, and other social networking tools (Khanna & New, 2008). In addition, Millennials have exhibited little tolerance for organizations that are behind the times in their use of technological tools (Pirie & Worcester, 1998).

Collaboration

Another characteristic of Millennials is that they tend to be particularly team oriented and attracted to collaborative efforts in work settings (Howe & Strauss, 2000; Galagan, 2006). This is likely also a result of the way that Millennials were raised. For example, many grew up playing on sports teams and wearing school uniforms (Howe & Strauss, 2000; Walker, 2008). The implications for organizations in attempting to integrate a generation that responds to and needs team-oriented organizational structures, is that supervisors will be called upon to manage more creatively, allowing for input and knowledge to be contributed from many different angles (Thompson, 2003). This more entrepreneurial, transparent,

creative managerial approach is an opportunity for organizations to capitalize on the creative potential of employees, but is significantly different from traditional managerial strategies.

Millennials and Job Satisfaction

In examining the extent to which Millennials have been satisfied with their work in the Jewish nonprofit sector this study has built on existing research on both Millennials in the workplace and overall research on work satisfaction. Research has found that Millennials primarily look for work-life balance, an interpersonal connection with coworkers, flexibility in work scheduling, team oriented work structure, access to professional development opportunities and supervisors they can trust (Robert Half International, 2008). Therefore, the survey of Millennials in this study asked them to determine their satisfaction levels in these areas.

Millennials, overall, reported low job satisfaction across all areas and industries in the workforce, with these levels of satisfaction rapidly declining (Smith, 2008). Young employees also overwhelmingly reported feeling underappreciated and undervalued in the context of their work environments (Kunreuther, 2005). Research suggests that satisfaction in a work environment is based on a number of factors, including perception of earning fair compensation, sense of appreciation for time and effort invested, an accessible environment where teamwork is valued, and the extent to which professional development opportunities are made available (Cook, Hepworth, Wall & Warr, 1981; Dormann & Zapf, 2001). According to De Cieri, Holmes, Abbot & Pettit (2005) the satisfaction of employees in the context of the workplace is particularly relevant for organizations hoping to maintain a competitive advantage in a given field. De Cieri et al. (2005) suggest that organizations need to maintain their focus on recruiting and retaining highly skilled and competent employees

who can serve as resources for the organization. Collins (2001) reiterates this point by suggesting that an organization's employees are among its greatest resources and can be the primary factor in determining organizational success. With unsatisfied employees, it is unlikely that an organization will perform at its best.

Another recent study suggests that in order for organizations to maintain competitiveness in our current global economy, it is absolutely essential that employee satisfaction become an organizational priority (Khanna & New, 2008). Work environments are shifting towards a more knowledge-based organizational structure where the coveted skill-set is becoming the way in which an employee thinks, processes information, and collaborates with others to find the best possible solution. In this regard, it is critical that organizations have appropriate systems in place to attract these 'knowledge workers' (Khanna & New, 2008, p. 2).

Teamwork

According to Howe & Strauss (2000), Millennial employees perform particularly well in the context of team-oriented environments and will be drawn to a workplace that values collaboration. In recent years, there seems to be an overarching movement towards more open organizational structures in the corporate sector both in terms of the work itself and the design of workspace (Brennan, Chug, & Kine, 2002). Many organizations emphasize the value of teamwork and flexibility in addition to creating physical work environments that enhance the possibility for social contact, sharing ideas and working together (Khanna & New, 2008). Offices are using more open floor plans, and encouraging employees to use large group workspaces. In addition, some organizations are taking steps towards making the collaborative work process even easier for employees to take advantage of; by providing

tools like video conferencing, file and program sharing venues, telecommuting opportunities and more, they encourage employees to utilize each other as resources while also allowing for flexibility (Johnson, 2008). All of these efforts contribute towards organizations fostering a heightened sense that they value employees and teamwork, which in turn have proven to contribute towards enhancing job satisfaction.

Work-Life Balance & Flexibility

Within the context of the work environment another concern for Millennials is work-life balance and flexibility (Robert Half International, 2008). Research has shown that organizations that value employees pursuing a balance between their personal and professional lives indirectly benefits the organization as a whole and improves the way it functions (Johnson, 2008). Encouraging employees to pursue a work-life balance may not directly influence productivity or an organization's financial positioning, but it will likely impact other factors like employee morale and the amount of time employees spend at work. These factors have been proven to consistently and directly improve overall satisfaction and productivity in the workplace. Overall satisfaction in the workplace has consistently positively influenced organizational productivity (Johnson, 2008). A healthy work-life balance is related to a decrease in stress and an increase in sense of overall satisfaction in life (Allen, Herst, Bruck & Stutton, 2000, Parkes & Langford, 2008). Fostering an organizational culture that values a well-rounded employee experience can be tremendously positive and beneficial. In fact, more and more, researchers are pinpointing a need for organizations to move in the direction of emphasizing the overarching employee experience both within the workplace and in life (Stimpson, 2008).

In regard to Millennial employees and work-life balance one study suggests that satisfaction is largely about the communication an organization provides young employees (Sturges & Guest, 2004). Young people want to feel that their employer is supportive of them in their individual pursuits outside of the workplace. Supervisors should show an interest in what Millennials are doing with their time outside of work. Organizations that are at the forefront of this effort to become more innovative in designing work environments and structure that increases social interactions have benefited tremendously from an enthusiastic and committed young workforce (Ware & Grantham, 2003). Some organizations that allow employees to work wherever and whenever they choose identified tremendous monetary savings in real estate costs and higher levels of efficiency and productivity as among the biggest advantages (Khanna & New, 2008).

Supervision

Human motivation in the context of the workplace can be attributed to a number of factors, as clearly articulated above. One of the most important factors is effective supervision (Mardanov, Heischmidt & Henson, 2008). Supervisory leadership contributes to employee motivation, attitude and level of commitment to an organization. Employees who receive more guidance, training and preparation for their jobs feel more connected to the organizations for which they work. An individual will be more satisfied and inclined to remain in a professional setting where they are encouraged to grow and improve as professionals (Dobbs et al., 2004). Effective supervision can make a difference in whether an employee receives these professional development opportunities or not.

The act of supervision also affords an organization the opportunity to accurately determine whether or not it is meeting its own organizational objectives. According to Lynn

(1983), the act of supervision provides a critical opportunity for organizations to increase productivity in the form of motivation. Engaging with an employee allows supervisors to identify each individual employee's goals. Supervisors can then leverage those personal goals with those of the company. In addition, inter-personal relationships between supervisors and employees can contribute to organizational development and culture.

Characteristics of effective supervisory relationships with Millennials include candid discussions about the intricacies of the organization, fostering a sense of excitement and challenge for Millennial employees, regular communication, humor and transparency of various organizational activity (Eisner, 2005). Other supervisory strategies in working with Millennials include clearly defining the context and goals of tasks along with developing realistic timelines and deliverables (ibid).

The factors Millennials have identified as significant in determining their choice to work in an organization includes: work relationships, connection with supervisors and opportunities for personal and professional growth and development (Raines, 2002; Robert Half International, 2008; Dobbs et al., 2004). It is in the best interest of organizations to provide effective supervision and encourage the natural tendency of Millennials for upward leadership and developing relationships with supervisors so as to help them achieve their professional goals (Cates & Rahimi, 2001).

Meaning

Finally, literature pinpoints the central desire of Millennials to work in a context that provides personal meaning (Fernandes & Murphy, n.d.). One study found that over 90% of Millennials claim to have participated in volunteer activities in their youth (Cornelius, Corvington & Ruesga, 2008), and others suggest that Millennials are more likely to continue

to participate in a volunteer capacity with nonprofit organizations (Putnam, 2000) and subscribe to communal messages emphasizing unity, support and service (Feld, 2008).

The tendency for Millennials to look for meaning in their professional lives is related to their desire to make the world a better place (Ipsos MORI, 1998). Many Millennials in all professional pursuits are attracted to positions that allow them to further their personal mission of effecting change (Shapira, 2008). This desire for meaning is one that has been identified by researchers examining the makeup and motivations of individuals working throughout the nonprofit sector, and researchers suggest that this desire for meaning translates to tremendous investment and dedication from employees (Light, 2007). Still other researchers consider the Millennial generation to be one that is the true embodiment of the values of the nonprofit sector, emphasizing equality and opportunity for everyone, integrity and a broader desire for meaning and purpose in professional work (Howe & Strauss, 2000).

There are clearly a number of characteristics that differentiate Millennials from generations before them. The Jewish nonprofit sector stands to benefit tremendously from the skill set the Millennial population brings to the workforce. By studying what they hope to achieve and contribute in their work environments, the Jewish nonprofit sector will be better able to incorporate these individuals into the workplace. Effectively utilizing, encouraging and cultivating their diversity of skill and knowledge within the professional Jewish nonprofit sector will ultimately serve to benefit the broader Jewish community.

Methodology

Interviews with Supervisors

In order to best determine the ways in which the Millennial generation is received in the Jewish nonprofit sector I conducted 17 interviews with current Jewish professionals in

Los Angeles. Each of the individuals selected had direct supervisory experience with Millennials in the Jewish nonprofit sector. In order to get a breadth of perspectives, I sought supervisors with a wide range of experience: some worked with many Millennials – both interns and professionals – and others supervised only one or two Millennial employees. Interviewees ranged in age from their mid thirties to late fifties. Interviewees were selected based on preexisting relationships with the researcher, through professional references and at random when a representative was needed from a particular organization.

Jewish nonprofit organizations were selected based on the criteria that they must be somewhat well established in the Los Angeles Jewish nonprofit sector and known throughout the broader American Jewish community. I did not include schools, synagogues or Hillels, as these institutions would provide a different kind of professional experience with Millennials.

Interviewees represented a total of thirteen organizations. In the case of large organizations, more than one supervisor was interviewed so as to gain perspective on supervisory experiences with Millennials in various departments. The organizations selected and the number of interviewees at each were: Bureau of Jewish Education of Greater Los Angeles (1), The Jewish Federation of Los Angeles (3), The Los Angeles Jewish Home (2), Hadassah-Metro (1), Jewish Big Brothers Big Sisters of Los Angeles (1), Jewish Family Service of Los Angeles (1), Anti-Defamation League - Pacific Southwest (1), Mazon (2), Jewish Free Loan (1), Progressive Jewish Alliance (1), Jewish World Watch (1), SOVA (1) and Jewish Vocational Service (1).

Most interviews lasted 30-45 minutes and conducted with individuals one on one with the researcher; three were conducted with two interviewees and the researcher. The interviews with two interviewees tended to take more than the average 30-45 minutes. One

interviewee wrote responses to the interview questions and submitted a written report of her supervisory experience with Millennials. All in-person interviews were recorded using a digital recorder and analyzed for unique perspectives and commonalities.

It is important to note that I am a Millennial myself and, as the researcher who conducted all of the interviews, I likely received somewhat different responses from interviewees than they would report to one who was not from my generation. My biases as a Millennial may have impacted my analysis in that I am, in some ways, looking to validate my own experiences working in the Jewish nonprofit sector. It is possible that if the researcher had been a member of the baby boomer generation, interviewees would have been more forthcoming with complaints and criticisms of the Millennial generation in the workplace and the analysis would have focused more on legitimizing the supervisory perspective.

Survey of Millennials

Building on previous research and the findings from the interviews conducted with supervisors of Millennials, a survey was distributed to gauge the Millennial perspective on their work experience in the Jewish nonprofit sector. The survey asked Millennials what they value in their professional lives and determined the extent to which research on Millennials and satisfaction in the workplace reflects their experiences in Jewish nonprofit organizations. The objective of using a survey was to gather quantitative data (based on both previous quantitative research on job satisfaction and the qualitative data generated through interviews with supervisors) from a large number of Jewish Millennial employees. This provided the opportunity to identify trends and correlations about Millennials' satisfaction levels with work in the Jewish nonprofit sector. The survey was set up online and respondents accessed the survey by clicking on a link. The initial distribution was done using Facebook and sent to

all individuals in my network who fit the profile of being born between 1981 and 1996 and having worked for a Jewish nonprofit organization for a minimum of 15 hours a week for two months or longer. Respondents were then asked to pass the survey along to those within their own networks who fit the designated profile. The survey yielded 234 total responses, 166 of which were viable. This sample is significant, although only a small percentage of the total number of Millennials working in Jewish nonprofit organizations nationwide.

The survey made use of a number of pre-existing job satisfaction scales taken from *Taking the Measure of Work: A Guide to Validated Scales for Organizational Research and Diagnosis* (Fields, 2002). The survey is designed to measure overall job satisfaction in addition to the specific levels of satisfaction of Millennials in a few core areas: general job satisfaction, flexibility in the workplace, availability of professional development opportunities, supportive supervisory relationships and the extent to which Millennials feel motivated to do their job (see Appendix A to view the survey). The rationale behind selecting these areas in particular was informed by both previous research on Millennials and the interviews conducted with current supervisors in the field (see Appendix B for a more detailed rationale on various parts of the survey).

With both qualitative and quantitative data about Millennials in the nonprofit sector, Jewish organizations might better understand the ways Millennials are responding to existing work environments. This data will be helpful in determining Jewish nonprofit organizations areas of strength and weakness in regards to working with this generation. Armed with data on the Millennial perception and experience working in these organizations, nonprofits are better equipped to move forward.

Findings

Interviews with Supervisors

Numbers and Positions of Millennial Employees

Of the individuals interviewed for this study, many acknowledged that their agencies and organizations had minimal experience and exposure to Millennials in a professional capacity and were somewhat reluctant to make overarching claims about this generation in the workplace. Several organizations noted that out of all their employees only a couple would be categorized as Millennials and, of those individuals, many held low, entry-level positions. This was justified by most by saying that because the Millennial generation is still quite young they are largely new to the professional world and can't expect to have higher-level positions. Many also cited the minimal pay available in these entry-level jobs as reason for more established, older employees to not be willing to take them.

One agency, in contrast to the trend, reported that approximately 50% of its workforce belonged to the Millennial generation. According to the representatives from this agency, this phenomenon was largely because they valued and specifically sought to hire Millennial employees. This started because they were working with a temp agency that specifically sent them younger employees and they found these Millennials to be a tremendous asset. This organization also said that they relied a great deal on the Millennials currently working for them to utilize their social circles and bring in friends as additional positions opened up. This was described as an incredibly successful recruiting strategy that had resulted in a positive work environment and the acquisition of many exceptional employees.

A few agencies expressed regret that they did not have more young people in their workforce. Others reported a concerted effort being made to recruit more Millennial employees. Many described their current employee recruiting strategies as being heavily reliant on word of mouth, which largely yielded acquaintances of existing employees. Additional common recruitment efforts involved use of Craigslist, Monster and JewishJobs. Few reported using social networking sites like LinkedIn or Facebook.

Organizational Culture and Teamwork

Many interviewees described their organizational culture as being familial and emphasized the importance of supportive relationships and interactions among employees. Several spoke with pride about their team-oriented organizational atmosphere and the collaborative energy they have internally with their colleagues. When pressed for more detail on what this collaboration consisted of and looked like, respondents mentioned that they discuss situations and cases with colleagues, exchange advice, strategize and bounce ideas off of one another. In contrast to this perception, a great deal of research on effective teamwork suggests that it is, in practice, a much more elaborate and involved process, where team members interact and actively collaborate around a given project or idea and have shared ownership over the results (Thompson, 2003).

A couple of interviewees did report an effort being made to encourage the young people who are currently working within the organization to speak up and voice their perspectives. Many expressed that, as supervisors, they value the unique perspective young people bring to the organization and have found the Millennial perspective helpful in encouraging the organization to become more effective. Interviewees from the Jewish Federation of Los Angeles emphasized that the lay leadership involved in their organization

were particularly vocal about emphasizing the need to recruit young Jewish employees and volunteers. The claim from these lay leaders is that having younger people as the face of the organization will make it more appealing to both the potential pool of Jewish participants and the broader population.

Millennials in the Workplace

Interviewees articulate a few areas where Millennials have the potential to play a key role in Jewish nonprofit organizations. Several interviewees articulated the idea that Millennial employees are the ideal candidates to work with youth programs and that few employees in the workforce have the opportunity to be as successful as they are in that role. The reasoning behind this was primarily an age argument. Interviewees felt that because Millennials are closer in age to the younger individuals they would be working with they are more appealing to and better able to relate to them.

Another niche area in the context of organizational life that interviewees identified as having the most appeal to Millennial employees was that of direct service and activism. One interviewee in particular highlighted Millennials as being especially eager to actively engage in causes they believe in. A number of interviewees felt that the Millennial employees with whom they had worked were attracted to the nonprofit sector because they had a deep-seeded desire to do meaningful work and effect change in the world. All those who identified this desire in Millennial employees, however, also pinpointed the clear desire of these young people to have the hands-on experience of actually seeing the effects of the change they were helping to create. Millennials, according to several supervisors, have a desire to see the results of the work in which they are engaged.

Throughout the interview process interviewees mentioned a couple of things repeatedly. The overwhelming consensus among them was that the Millennials they had encountered in the Jewish nonprofit sector entered the workforce with an overwhelming sense of enthusiasm, confidence and desire to make a meaningful impact on the world. One interviewee stated that, “The places that are most meaning driven are the places that are the most attractive.”

When first asked to respond to what it is like working with Millennials, the initial response from interviewees was extremely positive. One interviewee stated that the Millennial employees he had worked with were “hard working, organized and efficient.” Another noted the intensity with which Millennials care about the causes they are involved in and their eagerness to help, even if they are unsure as to how. Still another interviewee expressed that he was struck by how positive, friendly and outgoing Millennials seem to be in their approach to working in the Jewish nonprofit sector. In one interview a supervisor even went so far as to say that she is “beyond impressed with Millennials” and consider this generation to be incredibly intelligent, talented and mature. These individuals expressed how much respect they have developed for Millennials as professionals and appreciate the value they bring to the organization. As a result of their interactions with this generation, the organization has made a concerted effort to specifically recruit Millennial employees.

Beyond the initial enthusiasm about their talent in the workforce, a deeper examination of responses also suggests that supervisors have noticed some less flattering characteristics. For example, nearly every interviewee identified the Millennial generation as projecting what was interpreted as a sense of entitlement. Many highlighted that Millennials they had come in contact with demonstrated a clear lack of patience with various aspects of

organizational work and structure. In addition, many interviewees identified that they had noticed a number of negative impacts of the confidence that Millennials displayed in the workplace and noted that Millennials tended to regularly question the status quo within their respective organizations.

Entitlement

Supervisors identified the Millennials sense of entitlement in a number of ways. Some described this entitlement as surfacing in the way Millennials talk about their expectations in the workplace. From the perspective of the supervisors, Millennials were young, new employees with minimal life and work experience, and, as a result, there was a lot for them to learn. One interviewee described Millennials she works with as “raw material” and identified their sense of entitlement as surfacing when Millennials demonstrated the expectation that they should be given a great deal of trust and responsibility by their supervisors. She felt that this was an example of Millennials lacking maturity and feeling too entitled. Another interviewee elaborated on this description and identified Millennials as wanting to have an impact on the workplace. She claimed that Millennials enter a work environment with the attitude of “I’m special special special,” and observed the Millennials she worked with as wanting to be “rewarded for simply showing up.” This interviewee also identified entitlement as the sense she got from Millennials that they feel they should get whatever they want. Though this is coupled with the willingness to speak up and ask for what they want, which she acknowledged having a lot of respect for, this attitude marked a significant shift from when she was starting her career. She claimed that the attitude among her peers, the generation before Millennials, was to be satisfied with whatever they could get.

Millennial entitlement was also described by a number of interviewees in the sense that they demonstrate the expectation that they will be promoted quickly and are less interested in investing a great deal of time working towards moving up the bureaucratic ladder. Some interviewees reported having had the experience of Millennial employees approaching them after only a short time working for the organization and asking about pay increases and opportunities for promotion. In some cases this was met with refusal, but in others, whether or not the supervisors granted the request, they interpreted this behavior as brave and took it as an example that Millennials are willing to take risks. Though this behavior was certainly surprising and seen as evidence for this generation's sense of entitlement, the supervisory response varied between appreciation and annoyance, leaning more toward the side of appreciation.

One interviewee identified a challenge that she had experienced in effectively responding to the issue of Millennial entitlement. She discussed how having young employees who feel competent and as if they know everything presents somewhat of a problem from a supervisory perspective when trying to negotiate ways of teaching them and integrating them into the organizational structure. She claimed that it was really important to her, especially with younger employees, that she have the opportunity to help them and guide them in a way that would ensure they could be successful at their jobs. She noted that employees who feel entitled are much harder to teach because it requires "cutting them down" in order to get her point across. This was, at times, an uncomfortable position to be in as a supervisor and presented a challenge in developing successful relationships with employees.

Some other interviewees expressed frustration over this sense of entitlement and juxtaposed their experience with Millennials with what the expectations had been for employees when they entered the workforce. Interviewees highlighted changes in supervisory relationships as well as the expectations young employees had of the workplace itself. These individuals identified supervision as being a two-way feedback loop.

A few interviewees identified one coping strategy: when confronted with the attitude of entitlement from Millennials they had allowed those individuals to take the lead on projects and really run with ideas. The supervisory strategy here was to release control and empower their employees to take the lead where they wanted it. In essence, supervisors challenged themselves to allow Millennials to take on more responsibility. This approach, according to the individuals interviewed, put Millennial employees at risk of potentially failing but also allowed them the opportunity to really shine if they succeeded. When reflecting on these strategies, supervisors said that they had, more often than not, actually been pleasantly surprised by the outcome and considered these miniature experiments a success. One supervisor in particular said that if Millennials see a situation from the perspective of, “Why shouldn’t I be able to do a certain thing,” then, a good coach would let them try. She saw her supervisory role as being similar to that of a coach helping employees reach their own true potential.

The final aspect of entitlement had to do with the question of access. Supervisors noted that Millennial employees dislike traditional organizational hierarchy and bureaucracy. Two interviewees described situations where Millennial employees took it upon themselves to operate outside of the existing organizational structure: some of their Millennial employees considered it perfectly acceptable to freely approach all employees, at all levels of

the organization, with the same level of comfort and ease. These supervisors had experienced Millennial employees feeling “so entitled” that they would walk into the Executive Director’s office on a whim with little hesitation. This was seen as inappropriate behavior within the hierarchical structure and existing organizational culture. More seasoned professionals, who had worked for the company for many years, would not have dared to take such liberties. This was perceived as a threat (though, admittedly, in some cases a welcome change) to the traditional business model. In many cases, this aspect of entitlement was met with frustration by interviewees. Such behavior was described as inappropriate and supervisors felt it was their responsibility to teach Millennials the more appropriate ways of operating within the existing organizational structure. Supervisors noted that Millennials seemed to have a hard time understanding why they needed to adhere to the traditional business models that were in place.

Curiosity

Another characteristic of the Millennial generation that supervisors highlighted was curiosity. Interviewees articulated this observation in a number of ways, with both positive and negative sentiment: Millennials tend to desire a thorough understanding of why things are done the way that they are in the context of the workplace and an even deeper desire to understand the organizational system as a whole.

Some supervisors welcomed this questioning approach and took advantage of the opportunity to really explain and teach employees about the various aspects of the organization and the strategic approaches to doing business. These supervisors were impressed to find that Millennials had such a desire to know so much about how the organization worked, and many interpreted this curiosity as a sign that their employees really

cared about the work they were doing. One interviewee specifically expressed that he was impressed by Millennials' "level of energy and real interest in what is going on. They have a real sense of curiosity about the organization works. There is an eagerness to please."

Other supervisors expressed frustration around the curiosity exhibited by Millennials in their work environment. Supervisors who seemed to have a leadership style that was more task focused as opposed to systemic or professional growth oriented were more put off, threatened and frustrated by the questioning approach Millennial employees and interns had towards their jobs. These interviewees discussed the need for Millennials to be more effective at simply accomplishing tasks and contributing in that way to the workplace. In describing this curiosity several also noted that young employees struggle with developing a sense of their professional selves. These supervisors thought young people's time would be better spent asking for more assistance and clarity in regard to honing professional skills, rather than questioning how an organization does business. These individuals noted that Millennials, instead of asking so many questions and challenging systems, could learn a lot from the way in which organizations function and should have respect for the historical relevance of certain business practices.

Efficiency and Access to Resources

Another skill that several interviewees noted is the level of efficiency Millennial employees have in accomplishing the tasks they are assigned. Several supervisors highlighted Millennials as being able to find information and get things done more efficiently than other employees in their offices. One interviewee identified her Millennial employee as being "plugged in" at all times, meaning her employee had a network of professional resources and references at her fingertips at all times and could easily send an email, instant message or text

message and within minutes receive a response to help with whatever project she was working on. This access to a live network through the use of technology was described as contributing significantly to the level of efficiency and the resourcefulness of Millennial employees.

Supervisors overwhelmingly noted the technological literacy of this generation, specifically the ease with which they find information on the Internet, their social networking skills and their ability to use new technological tools. All interviewees highlighted technological skills as particularly important to their organizations. With the exception of two supervisors who felt that, in some areas, they were in a position to teach their Millennial employees about certain kinds of technology, for the most part, supervisors salivated over the ease with which Millennials navigated the digital world. This skill was seen as having the potential to be an extremely helpful resource to Jewish nonprofit organizations, and several interviewees acknowledged their own lack of comfort in this area.

Social Networks

Of the 17 supervisors interviewed nearly all highlighted the Millennial dependence on a social and professional network in the workplace. One way this was accentuated is mentioned above, the idea of being “plugged in” to social networks and the Internet practically all the time. The other was that supervisors noticed that Millennials value the social and professional network they find in the workplace: they expressed a desire to get to know the people in their office on a personal level and comfort with the crossover of their personal lives with their professional. Many supervisors expressed an appreciation for this attribute in Millennial employees and enjoyed social exchanges and interactions with them.

A couple of supervisors felt that it was important to draw lines and separate between personal and professional spheres.

A number of supervisors acknowledged that they themselves preferred a team-oriented work environment where employees support one another and interact on a personal level. Millennials were credited with being receptive to this organizational structure, “fitting right in,” making themselves at home with others in the office, and encouraging even more teamwork and cooperation. One supervisor identified this comfort with integrating into the professional work environment as being part of the entrepreneurial spirit of young employees. Another supervisor expressed a deep pleasure over engaging with Millennial employees over their shared interests in certain kinds of music and Youtube videos. Overall, the supervisory relationship seemed to work best with Millennials when supervisors expressed a high level of willingness to be receptive to the interests and contributions of their young employees.

Multi-Tasking

Another significant observation made by supervisors was that Millennial employees seem to be comfortable balancing a number of different tasks at the same time and would often be working diligently on a project with their Facebook accounts open and listening to their iPods. Some supervisors expressed frustration with this, insisting that employees could not possibly be productive when pulled in so many different directions. Others expressed admiration for the multi-tasking capacity of their employees. Because the way in which Millennials work and multitask is different than their own process, supervisors had to fight the urge to judge the process. Many felt that instead of inhibiting a Millennial employees ability to make individual judgments about how he or she would best accomplish tasks at

work, that they would allow employees to work however they chose and instead focus on evaluating the outcome or final product. Supervisors found it helpful to focus more on results than process.

In addition, Millennials were credited with contributing to the professional team environment of the organizations in which they work by being accessible. Supervisors noted that Millennials did not seem to mind being interrupted in the middle of their tasks in order to help with another project in the office. One supervisor in particular said she calls upon her Millennial employees regularly to help her with computer-related challenges and noted that they did not seem to mind being interrupted and were always willing to stop what they were doing and help. She acknowledged that if someone treated her in this way she would have a hard time getting back on track with whatever it was she was working on, but that Millennials did not seem to mind. This observation was both one of Millennials being good team players and also a recognition that Millennials are comfortable with multi-tasking.

Supervision Strategies and Work Habits

Many interviewees described their experiences working with Millennials as being dependent on proactive supervision. One supervisor in particular claimed that she needed to subtly remind Millennials of the different tasks in their portfolios and said she regularly worked with them to develop strategies and plans for getting everything done. Several interviewees described this proactive supervisory approach where supervisors made sure to approach employees before they ask for help as a strategy they have developed since starting to work with Millennials. In some cases the need to be proactive with Millennials was attributed to them being young and new to the professional world. Others described the need to proactively supervise as reflective of the multi-tasking, entitled persona of this generation.

Supervisors at a large organization articulated that much of their strategy working with Millennials is to have conversations with them about what they hope to achieve in their work for the organization and then figure out a way to help them achieve their goals. This approach, coupled with recognition of what the agency needed from its employees, has been considered by these supervisors to be extremely successful. One individual described her approach as simply providing employees with what is valuable to them and, as a result, gaining trust and commitment in return. These individuals expressed that the approach to working successfully with young professionals requires a very different model from what has existed previously and required them as supervisors to invent new managerial strategies. These shifts were largely a result of personal experience and trial and error, though some supervisors acknowledged that they have read about Millennials to help in the development of successful supervisory strategies.

In addition to supervisors creating new strategies independently, many identified their Millennial employees as demanding this shift. In this case supervision could be considered a reactive strategy to working with this generation. Several supervisors described situations where Millennials in their office decided it was important for individuals to use technology effectively and, as a result, would spend a lot of time teaching them various strategies for utilizing technological tools. In addition, several supervisors expressed having felt surprised initially when Millennials had voluntarily voiced suggestions for new, different or better ways to do things in the context of the workplace. Some perceived this as being an effort to be helpful. Other supervisors felt threatened and offended by the forward nature of Millennials providing constructive criticism of the way in which work was done.

Many supervisors openly discussed challenges that they had experienced working with Millennials, citing them as lacking dependability. This was further complicated by the difficulty Millennials seemed to have with taking criticism. Many supervisors expressed difficulty in determining how best to approach situations where they needed to provide Millennials with negative feedback. One supervisor said that he “spends a lot of time trying to figure out ways to talk about opportunities to improve” and how he should approach Millennials who need more help. Many of these supervisors felt uncertain and frustrated with the extent to which they needed to take great care with the way they communicate feedback to Millennial employees. For them as supervisors it requires a great deal of care and strategizing to determine how they might best approach a challenging situation.

Several supervisors described an effective way to work with Millennials as communicating carefully and clearly define goals and objectives for all assignments and projects. These individuals described the need to use specific examples and articulate expectations clearly when working with younger employees. In addition several recognized that working with Millennials has challenged them to take steps back and out of the patterns they have developed to understand where the Millennials are coming from. A reflective supervisory approach has been helpful for many of these individuals and supervisors acknowledged that developing an effective strategy for providing supervision to Millennials would contribute significantly to their effectiveness as employees.

In this same vein, supervisors also overwhelmingly acknowledged, both with appreciation and frustration, the demand Millennials expressed for work-life balance. Many recognized that the days of expecting their employees to be at work from the early morning until late at night, giving all of themselves to their jobs, are over. Supervisors noted that their

organizations are now being called upon to have a great deal more respect for employee time than when they had initially started working in the Jewish nonprofit sector. This observation was met with appreciation for the Millennial generation, who were described as having their priorities more in line than supervisors had when they began their careers. Others countered that argument by expressing frustration over Millennials not being willing to do what it takes to get a job done and accusing Millennials of not being dedicated to their work.

Lastly, a common observation by all supervisors was an overwhelming acknowledgement that Millennials are clearly interested in the meaning that they derive from their work in the Jewish nonprofit sector. Several supervisors described seeing a similar passion in their Millennial employees that they had once felt: the passion to do important things and make a difference in the world. Organizations that can clearly communicate the purpose for the work they are doing each day will experience the most success with this generation.

Survey of Millennials

The survey elicited responses from 166 individuals who qualified as Jewish Millennials and met the criteria of having worked for a Jewish nonprofit organization for a minimum of two months at 15 hours per week or more. The majority of respondents (90%) were born between 1981 and 1988. Respondents were recruited using network sampling and Facebook as the distribution tool, which allowed Millennial respondents to simply and easily pass this survey on to friends and colleagues. This proved to be an effective method and speaks to the comfort Millennials have in utilizing technology.

This survey of Millennials was conducted to get an idea of what the Millennial experience has been working in the Jewish nonprofit sector. The survey took a general

measurement of overall job satisfaction and looked specifically into the areas of work schedule flexibility, supervision, motivation and empowerment in the workplace (see Appendix A to view the survey) to determine the extent to which these factors impact Millennial satisfaction.

Overall Job Satisfaction

The general responses gathered reflected a surprisingly high level of job satisfaction among Millennial employees with their work in the Jewish nonprofit sector. The entire section on overall job satisfaction utilized a 5-point scale with 1 being very dissatisfied and 5 being very satisfied and the overall mean of the for all job satisfaction items was 3.54.

Table 1: Overall Job Satisfaction Items (in the order they are discussed below)

Measure of Job Satisfaction Items	% of those who were satisfied or very satisfied	Mean response
<i>Overall Job Satisfaction Scale</i>		3.54
Satisfaction with your job	76%	3.83
Satisfaction with persons in your work group	85%	4.09
Satisfaction with pay	26%	2.69
Satisfaction with the progress you have made in the organization	53%	3.42
Satisfaction with your chance to get ahead in the organization	35%	3.16
Satisfaction with the chance you have to do what you are best at	63%	3.64
Satisfaction in light of career expectations	56%	3.53

One question from the first part of the survey measuring overall job satisfaction determined that 76% of Millennial respondents are satisfied or very satisfied with their jobs

(mean = 3.83). In addition, this study found that 85% of Millennials are satisfied with the people in their workgroup (mean = 4.09), which supports research findings that Millennials place high value on creating social networks in their work environments. This survey supports assertions that, for Millennials, cultivating social interactions in the context of professional environments is a factor that contributes significantly to high levels of job satisfaction. This study identifies that the Jewish nonprofit sector has succeeded in this area and would likely benefit from continuing to encourage employees to develop personal relationships and foster interpersonal exchanges at work.

In the area of job satisfaction, some findings were troubling. The extent to which Millennials report being satisfied with their opportunity for professional growth and progress in light of their career expectations in the context of Jewish nonprofit organizations was relatively low with 56% reporting being satisfied or very satisfied (mean = 3.53). Although this is a majority, this finding was among the lowest levels of satisfaction in the entire survey. When looking at the correlation between overall job satisfaction and satisfaction in light of career goals the relationship was found to be significant with $p < .01$ ($r = .781$). This suggests that Millennials need to feel that the Jewish nonprofit organization in which they work supports them in their career aspirations to be satisfied. Whether or not a member of this generation is able to grow and learn in their jobs is a factor of central importance to these young people.

In addition, Millennials report feeling somewhat less satisfied with the progress they have been able to make in the organization in which they work (53%; mean = 3.42), and they do not have much confidence in their ability to move up in the organization (35%; mean = 3.16). It is necessary for Jewish nonprofit organizations to address this issue if they hope to

effectively overcome the looming deficit in effective leadership and engage Millennials. The inability to move up or get ahead in a Jewish nonprofit organization, coupled with the tendency of Millennials to move jobs and shift careers could represent a challenge for the Jewish nonprofit sector.

Particularly low satisfaction was reported in response to a question about satisfaction with level of pay considering the skills and effort Millennials invested in the organization. Only 26% of respondents reported being satisfied or very satisfied with the amount they were getting paid and the mean was the lowest in the entire survey measuring at 2.69, suggesting that Millennials are dissatisfied in this area. In addition, it was found that satisfaction with pay is significantly correlated with all areas of job satisfaction measured in this study at the $p < .01$ level. These results reflect a high level of dissatisfaction among Millennials with their pay in the Jewish nonprofit sector. The correlation between pay and other aspects of job satisfaction suggest that continued dissatisfaction in this area will negatively affect their overall satisfaction with work in the Jewish nonprofit sector. It is in the best interest of the future of the Jewish nonprofit sector to work towards increasing the level of financial compensation employees receive to be competitive with other sectors.

Work Schedule & Flexibility

In an effort to gauge the ease with which Millennial employees are able to achieve a satisfactory work-life balance while working for Jewish nonprofit organizations, this section of the survey examined satisfaction levels in regards to the way in which management responds to the individual and personal needs of Millennial employees. In regards to work schedule and flexibility the total mean for all items in this scale was found to be 3.80,

suggesting that Millennials have high levels of satisfaction (measured using a 5-point scale with 1 being very dissatisfied and 5 being very satisfied).

Table 2: Schedule & Flexibility Items (in the order they are discussed below)

Measure of Work Schedule & Flexibility Items	% of those who were satisfied or very satisfied	Mean response
<i>Overall Work Schedule and Flexibility Scale</i>		3.80
Satisfaction with the extent to which management accommodates to personal needs	77%	3.94
Satisfaction with the opportunity to perform job and attend to personal life	67%	3.74
Satisfaction with amount of flexibility in scheduling	64%	3.76

In response to individual items, 77% of respondents indicated being satisfied or very satisfied with the extent to which management accommodates to their personal needs and responsibilities without negative consequences (mean = 3.94). It seems that Jewish nonprofit organizations demonstrate a high level of respect and are responsive to the individual needs of employees.

Survey scores for Millennials feeling able to perform their job well and also attend to personal obligations reflected high levels of satisfaction with 67% being satisfied or very satisfied (mean = 3.74). In addition, 64% of respondents reported being satisfied or very satisfied with the amount of flexibility they are afforded in work scheduling (mean = 3.76). The slightly lower satisfaction levels in these areas compared with management accommodating to personal needs might be a testament to Millennials being fairly young and

still struggling to find effective ways of balancing the different obligations in their lives. It might also be reflective of the nature of the work. Jewish nonprofit organizations often require employees to work after-hours programs or attend evening meetings, which for some can interfere with responsibilities outside of their jobs. It may be beneficial to discuss these realities with Millennial employees and provide assistance in developing effective time management strategies.

The ability for employees to pursue personal interests and maintain a work-life balance is a particularly strong testament for Millennials in favor of working in the Jewish nonprofit sector. The opportunity to have an employer that values the importance of having a meaningful personal life is a highly significant characteristic of working in these Jewish organizations and ought to be emphasized in recruitment and retention efforts with Millennial employees.

Supervision

The role of supervisors in a professional context is instrumental in creating a satisfactory work environment for employees. This study used two scales to determine Millennial satisfaction levels with supervision in the Jewish nonprofit sector. One scale measured supportive and non-controlling supervisory strategies. The other looked at the extent to which Millennials feel supported by their supervisors. As reported by Millennials, overall feedback in the area of supervision was relatively high in satisfaction levels with an overall mean of all items used to measure supervision in both scales being 3.55 (measured using a 5-point scale with 1 being strongly disagree and 5 being strongly agree).

Table 3: Supervision Items (in the order they are discussed below)

Measure of Supervision Items	% of those who agree or strongly agree	Mean response
<i>Overall Supervision Scale</i>		3.55
Satisfaction with supervisors	70%	3.82
Supervisors help solve work-related problems	80%	4.04
Supervisors encourage them to develop new skills	72%	3.92
Supervisors keep informed about employees thoughts and feelings	58%	3.46
Supervisors encourage employee participation in decision making	61%	3.54
Supervisors encourage employees to speak up if they disagree	59%	3.54
Supervisors reward good performance	46%	3.28
Supervisors give helpful feedback	64%	3.59
Supervisors give helpful feedback about improving performance	63%	3.65

In response to items related to supportive and non-controlling supervision, 70% report being satisfied with their supervisors (mean = 3.82), 80% of Millennials agreed or strongly agreed that supervisors help them solve work-related problems (mean = 4.04) and 72% of Millennials agreed that their supervisors encouraged them to develop new skills (mean = 3.92). Responses suggest that Millennials feel supported and encouraged by their supervisors in work-related activities.

Additional items relating to supportive and non-controlling supervision suggest that supervisors in the Jewish nonprofit sector are less interested in receiving feedback or interacting regularly with their Millennial employees. Though still majority percentages, only

58% of Millennial respondents report that their supervisors keep informed about how employees think and feel about things (mean = 3.46), 61% agree or strongly agree that their supervisor encourages employee participation in decision-making (mean = 3.54) and 59% report that their supervisor encourages employees to speak up if they disagree with a decision (mean = 3.54). In addition, Millennials reported high correlations between supervisors providing rewards or acknowledgment and job satisfaction ($r = .584$, correlation is significant at the .01 level). Only 46% of respondents agreed or strongly agreed that their supervisors reward them for good performance (mean = 3.28). These findings seem to suggest that supervisors are engaging with Millennials on a task oriented level rather than a decision-making, teaching and process oriented level. It is helpful for Millennials to feel that they are valued as professionals in this way. This can be achieved by engaging them in the overall processes and decision-making strategy in the organization.

In fact, correlations with significant levels of $p < .01$ were found between the item encouraging Millennials to participate in decision making processes and the scales measuring overall job satisfaction ($r = .567$), overall supervision ($r = .810$) and overall motivation and empowerment ($r = .435$) in the workplace. Millennials will be most satisfied in a work environment where they feel empowered and supported as well as valued for the contributions they make to the organization. Millennials want to be engaged and invited to actively participate in various aspects of Jewish nonprofit activity. Providing simple strategies for them to gain access to effective supervision will help Jewish nonprofit organizations increase satisfaction levels among Millennials and serve to encourage these employees in the workplace.

As mentioned previously Millennials reported relatively low satisfaction with the extent to which their jobs in the Jewish nonprofit sector provide effective professional training and serve as a launching pad towards broader career goals. This study found high correlations between satisfaction with supervision and job satisfaction ($r = .625$, correlation is significant at the .01 level). Effective communication between supervisors and employees is an essential way to combat the challenge of providing professional growth and career oriented development opportunities. Supervision can be an opportunity for well-established professionals to share their knowledge. Supervisors in the Jewish nonprofit sector are in a particularly good position to provide training and coaching to their employees, as they are uniquely aware of the nature of the work. In order for Millennials to continue feeling satisfied in their jobs in the Jewish nonprofit sector it is necessary for supervisors to take on some of the responsibility of providing feedback and professional development opportunities and ultimately participate in effectively training the next generation of professional leadership.

In the scale measuring supervisory support Millennials reported fairly consistent feedback on both items. Sixty-four percent of respondents agreed or strongly agreed that their supervisor gives helpful feedback (mean = 3.59) and 63% reported that their supervisor gives helpful feedback about improving performance whenever necessary (mean = 3.65). These findings suggest that Millennials feel somewhat supported by their supervisors. Lower satisfaction levels in this area might be a result of the challenge Millennials seem to demonstrate in receiving feedback. With the relatively low levels of agreement on these items, there seems to be some room for improvement in finding effective ways of providing supportive feedback and helping Millennials learn to take constructive criticism.

In addition, it seems as if Millennials could benefit from increased communication with supervisors. Though this survey shows that Millennials have high satisfaction with the high level of autonomy they enjoy in their work environments, research has suggested that they need regular communication with colleagues and supervisors to be engaged in the workplace (Phillips, 2008; Yuva, 2007). Considering that high job satisfaction is positively correlated with positive and productive supervision ($r = .430$, correlation is significant at the .01 level), it is likely that providing Millennials with the opportunity to easily communicate on a regular basis with supervisors will improve their perception of the level of impact they have.

Motivation & Empowerment

The scale utilized to measure Millennial motivation and empowerment in the workplace was based on responses in four areas: individual sense of meaning one gets from the job, competence, level of impact and self-determination in the workplace. Each of these four areas contributes to the level of motivation an employee has to perform well at work. Overall levels of Millennial motivation and empowerment in the Jewish nonprofit sector for the scale as a whole were higher than any other area measured in this study (measured using a 5-point scale with 1 being strongly disagree and 5 being strongly agree, mean = 3.88). These responses suggest that Millennials feel strongly motivated and inspired to work in the Jewish nonprofit sector.

Table 4: Motivation & Empowerment Items (in the order they are discussed below)

Measure of Motivation & Empowerment Items	% of those who were satisfied or very satisfied	Mean response
<i>Overall Motivation & Empowerment Scale</i>		3.88
<i>Meaning</i>		

The work they do is important	85%	4.29
The job is personally meaningful	74%	3.95
The work is meaningful	84%	4.21
<i>Competence</i>		
Confident about the ability to do their job	91%	4.35
Self-assured in capabilities to perform work-related tasks	91%	4.28
Mastered the skills necessary	75%	3.81
<i>Impact</i>		
Significant influence over what happens in their work environment	51%	3.33
Control over what happens in their work environment	47%	3.19
<i>Self-determination</i>		
Considerable opportunity for independence and freedom in how they do their job	68%	3.78

In the area of meaning, 85% of respondents indicated agreeing or strongly agreeing that the work they do is very important to them (mean = 4.29), 74% report that the job they do is personally meaningful (mean = 3.95), and 84% feel that the work they are involved in is meaningful (mean = 4.21). These findings are consistent with previous research on Millennials and their motivations in work environments. They suggest that Millennials working in the Jewish nonprofit sector are doing so because they are interested in having a job that has deep personal meaning and makes them feel good about the activities they are involved in. The exceptionally high scores for the importance of meaning suggest that this value is a key motivating factor for Millennials to seek employment in the Jewish nonprofit sector and should be emphasized by organizations in recruiting efforts.

In the area of competence, 91% of Millennial respondents indicated feeling confident about their ability to do their job (mean = 4.35), 91% are self-assured in their capabilities to

perform work-related tasks well (mean = 4.28), and 75% felt that they have mastered the skills necessary to do their job (mean = 3.81). This overwhelming sense of individual competency suggests a sincere confidence among Millennial employees working in the Jewish nonprofit sector and supports the idea that Millennials seem to place high value on their ability to contribute to the organization. Millennials seem to feel that they understand the work that needs to be done in the context of these organizations and that the work resonates with them.

Another possible explanation for this high level of confidence might be that these individuals are not being effectively challenged in the workplace. It is likely that these feelings of confidence contribute to the attitude Millennials display of entitlement and wanting to be promoted and provided with new challenges. Jewish nonprofit organizations would do well to continue testing and challenging these employees both to keep them engaged in the organization and to see what kinds of things these Millennials are capable of. It is essential, however, when challenging Millennial employees to also provide them with accurate feedback if these individuals need to improve. These findings might represent a disconnect between the Millennial perception of their own performance and supervisors' perspectives. The ability to provide accurate feedback and opportunities to develop new skills and higher levels of knowledge on the job will serve as the differentiating criteria in these exchanges.

Not all areas of motivation and empowerment in the workplace received the same high level of satisfaction responses from Millennial respondents. The part of the scale measuring impact employees have on their organization reflected that Millennials feel less satisfied with the amount of influence they have in their respective work environments (51%

agree or strongly agree on a 5-point scale; mean = 3.33). Also in the area of impact, lower satisfaction levels were reported in regards to the level of control Millennials feel they have over what happens in their work environments (47% agree or strongly agree on a 5-point scale; mean = 3.19). Many Millennials seem to feel as if they are not able to have as much influence within their organizations as they would like to, and it seems that positions that enhance or further an individual sense of impact motivate these individuals to achieve.

This survey determined the degree of impact Millennials feel that they have in their work environment to be a source of dissatisfaction. This might be a reflection of Millennials being young and, as a result, often not in positions to make decisions in their work environments. However, it is an important finding given previous research that suggests that Millennials value being listened to and will easily walk away from jobs where they feel they are not being sufficiently acknowledged or valued (Howe & Strauss, 2000; Zelenka, 2007).

The most notable response of the motivation and empowerment items addressing self-determination in the workplace was that 68% of respondents agree or strongly agree that they have considerable opportunity for independence and freedom in how they do their job (mean = 3.78). This finding, in conjunction with the somewhat low satisfaction responses found in the area of supervisory feedback and encouraging employee participation in organizational decision-making further emphasize areas where Millennials are not getting adequate professional development in the workplace. This will negatively affect overall satisfaction of Millennials in the workplace.

This survey of Millennial employees accentuates that Millennials are satisfied working in the Jewish nonprofit sector. This survey identifies the most significant factors correlated with satisfaction in the workplace for Millennials as: emphasis and connection to

the meaning and importance of the work they are engaged in, value placed on constructive exchanges with supervisors and coworkers, feeling of competency while also being challenged and provided with professional development opportunities, and relatively high levels of flexibility in regards to work schedule. As it stands, the biggest detriments to Millennials being satisfied in the Jewish nonprofit sector are a lack of professional development opportunities, little connection made between the day-to-day work and the organization's overarching mission and goals, and the low level of pay.

Conclusion

This study highlighted a number of areas that Jewish nonprofit organizations can focus on in effectively integrating the Millennial generation into the Jewish nonprofit sector. In addition to the finding that Millennial employees are generally satisfied with their experience working in the Jewish nonprofit sector, findings from this study suggest that Jewish nonprofit organizations will need to provide more effective professional development opportunities if they hope to effectively combat the deficit in organizational leadership in the future. Previous literature and findings from this study provide guidance for beginning to effectively integrate this generation into the workforce.

Organizational change is challenging, and often an organization's existing culture, systems, structure and practices present obstacles to the change process (Kotter, 1996). The period in which leadership or organizational culture is shifting evokes fear and uncertainty in employees and, if managed ineffectively, can lead to panic (Adams, 2004). In addition, this process of organizational change generally necessitates urgency, leadership from the top, teamwork, empowering employees and significant time and dedication (Kotter, 1996).

Adjusting existing organizational structures so as to be more appealing to Millennials is likely a challenging and long process. However, this evolution is likely somewhat necessary for the Jewish nonprofit sector if these organizations intend to maintain a strategic position in the emerging global economy. There are a few areas that this study highlights that have particularly high levels of opportunity for the Jewish nonprofit sector.

Supervisor Coach

In working with Millennials, it seems that supervisors would do well to think of their role as being that of a coach. Millennials need freedom and flexibility, but they also need to be constructively taught so as to improve and grow as professionals. The most effective way to provide the necessary teaching and encouragement is through coaching as opposed to telling and directing. Supervisors who have implemented this strategy report success in using it, and Millennials themselves report a desire for constructive supervisory relationships. Both parties want to help and be helped, and the way this is likely to be most effectively achieved is through developing nurturing and supportive relationships.

Along similar lines, it will likely be most helpful and advantageous to both Millennials and supervisors to embrace the opportunity to develop meaningful relationships with one another based on reciprocity both interpersonally and in terms of skill sets. Both parties should find a way to welcome the opportunity to learn from one another. Supervisors can learn a great deal from Millennials in the area of social networking, and, for some, technology and prioritizing work-life balance. Millennials can gain a tremendous amount from the years of experience supervisors have working in the Jewish nonprofit sector. To take the most advantage of all the resources each individual in the relationship can offer it is

necessary to build trusting relationships where learning from one another is the cornerstone.

It is the responsibility of supervisors to create this kind of organizational environment.

Effective Teamwork

This study highlighted divergent understandings of what it means to work in a team and extremely high value placed by Millennials on social interactions at work. Supervisors perceive teamwork to be creating an environment where people are supportive and encouraging to one another. One individual described productive teamwork in his organization as the absence of “sniping or back biting.” Though this is an important first step it really does not fit the profile of teamwork in the context of organizations. It will probably be to organizations’ advantage to build on the idea of teamwork and develop an organizational structure where people actively approach projects, problems and daily work with one another as a group. Encouraging Millennials to work in teams and creating organizational structures that support this effort will serve as a helpful step in creating positive organizational culture for this generation. In addition, creating this team oriented structure will contribute to combating the negative perception Millennials have of organizational hierarchy and bureaucracy and enhance the value they place on opportunities for professional development, by encouraging them to work and interact with more well established professionals.

Fostering a more team-oriented work environment will also help to alleviate some of the negative sentiments Millennials feel about the level of impact they have on the organization as a whole and the extent to which they feel like valuable employees. According to supervisors, Millennials feel entitled. According to Millennials, they are not getting enough opportunity to have a meaningful impact. Building a team-oriented work

environment allows employees to interact on a collaborative level and will help the organization benefit from the creativity and skill set of all individuals involved.

Communicating with Millennials

For a supervisor it is a challenge to determine how one might best respond to Millennials in the workforce. Having to struggle with uncertainty about the way in which one might most effectively provide feedback is clearly a difficult challenge. My sense is that sharing this struggle with Millennials and exposing some of the challenges inherent in working with them will likely do a great deal to alleviate some of this tension. Millennials are looking for transparency in organizations; they want to build relationships and grow as professionals. Providing this kind of feedback is a way for them to understand the nuances and reality of the workplace, which they will likely appreciate and to which they will respond positively.

In addition, it seems as if all relevant parties involved would like to achieve an effective work-life balance. The Jewish nonprofit sector places this as a central value and generally provides flexibility to employees in this area. Because Jewish nonprofit organizations typically provide flexibility to prioritize one's personal life, perhaps it would be helpful to openly acknowledge this, embrace it and use it as a promotional tool when looking to attract Millennials. It seems as if the value of work-life balance is one that Jewish communal professionals already believe in and should be allowed to penetrate more through each organization. Jewish nonprofit organizations should freely embrace this as an asset and use it to their advantage as much as possible.

Emphasize Meaning

Lastly, the work that Jewish nonprofit organizations are engaged in is a tremendously important and meaningful pursuit. It deserves to be acknowledged and highlighted regularly. Talking about the meaningful impact employees are having on the target population of a given Jewish nonprofit organization regularly will remind all parties involved of the holy and meaningful impact they have chosen to dedicate their lives to pursue. Millennials, being motivated and inspired by work that has meaning will respond positively to this reinforcement.

Additional Research

This study provides a helpful foundation from which to develop and effective strategy for working with the Millennial generation in the context of Jewish nonprofit organizations. However, further research is needed to fully understand the overall level of importance of the factors measured. For example, this study found that financial compensation is an important factor in determining satisfaction in the workplace for Millennial employees. Further research is necessary to determine exactly how important money is in relation to other factors and how much more or less money Millennials would need to be earning for finances to have an impact. It would be helpful for nonprofit organizations to better understand the extent to which these Millennials are willing to sacrifice pay for meaning or overall job satisfaction.

Another area for further research would involve examining the way in which Jewish nonprofit organizations are currently marketing and promoting themselves and the kinds of messages that are emphasized. It would be interesting to see the way in which organizations choose to promote themselves juxtaposed with their employee demographic to see whether certain marketing strategies have proven successful or inhibiting when recruiting Millennials.

The challenges that integrating the Millennial generation presents for the Jewish nonprofit sector seem to be relatively minimal. Overall these individuals are compelled to pursue employment in an organization where they find work meaningful and where they feel they have an impact. The Jewish nonprofit sector has all the ingredients and characteristics to effectively appeal to this generation and in turn address and combat the looming deficit of adequately trained leadership in the nonprofit sector. In order to ensure, however, that Millennials maintain their interest in working for Jewish nonprofit organizations, it will be necessary to invest in them, both financially and with time by providing the necessary leadership development, training and supervisory attention. The generations currently represented in the Jewish nonprofit sector have the talent to combat the leadership deficit and successfully propel organizations to new heights. Guaranteeing that employees have support in their professional endeavors will likely do a great deal to solidify the place of Jewish nonprofit organizations in the future.

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Appendix A: Survey of Millennials in Jewish Nonprofit Organizations

At the bottom of each page of the survey there is a scale labeled 0%-100%, which marks the progress respondents have made and how much of the survey they still have left to complete. The box with the symbol ">>" represents the button survey respondents click to view the next page. The survey was created using Qualtrics.com.

Survey of Millennials in Jewish Nonprofit Organizations

This survey was created as part of a research study at the University of Southern California to gauge the level of satisfaction the Millennial generation is experiencing when working in the Jewish nonprofit sector. With this data we hope to make valuable recommendations to nonprofit organizations about how to most effectively integrate this new, young, generation into the workforce. The survey results will be used for research purposes only and will remain confidential.

Please complete each section of this survey and answer each question honestly, to the best of your ability. When answering the questions please keep in mind the job you held in the Jewish nonprofit sector that you felt gave you the most broad perspective and experience. If you wish to be in touch with the researcher please email shirarlg@gmail.com. Thank you for participating!

0%

100%

>>

Please tell us the year in which you were born

0%

100%

>>

I have worked or interned for a Jewish nonprofit organization for two months or longer for a minimum of 15 hours per week

Yes

No

This first set of questions is designed to measure the extent to which you have been satisfied with your experience working in Jewish nonprofit organizations. In answering these questions please reflect on your past and present work and internship experiences.

All in all, how satisfied have you been with the persons in your work group?

Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied
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All in all, how satisfied have you been with your supervisor?

Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied
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All in all, how satisfied have you been with your job?

Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied
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All in all, how satisfied have you been with the Jewish nonprofit organization, compared to others not in the Jewish nonprofit sector?

Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied
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Considering your skills and the effort you put into your work, how satisfied have you been with your pay?

Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied
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The following questions aim to determine the extent to which you have been satisfied with the level of flexibility and work-life balance that you were able to maintain as employees in Jewish nonprofit organizations.

The extent to which management accommodates to your personal needs and responsibilities without any negative consequences

Very Dissatisfied Dissatisfied Neither Satisfied
nor Dissatisfied Satisfied Very Satisfied

The opportunity to perform your job well and also be able to attend to obligations in your personal life

Very Dissatisfied Dissatisfied Neither Satisfied
nor Dissatisfied Satisfied Very Satisfied

The ease of getting time off for yourself as needed

Very Dissatisfied Dissatisfied Neither Satisfied
nor Dissatisfied Satisfied Very Satisfied

The opportunity to do part-time or flextime work without being penalized

Very Dissatisfied Dissatisfied Neither Satisfied
nor Dissatisfied Satisfied Very Satisfied

The amount of flexibility in work scheduling

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied

0%

100%

The following questions are aimed towards gaining insight into your relationship with your supervisor(s) and the extent to which you felt supported in your professional development and growth.

My supervisor helps me solve work-related problems

Strongly
Disagree

Disagree

Neither Agree nor
Disagree

Agree

Strongly Agree

My supervisor encourages me to develop new skills

Strongly
Disagree

Disagree

Neither Agree nor
Disagree

Agree

Strongly Agree

My supervisor keeps informed about how employees think and feel about things

Strongly
Disagree

Disagree

Neither Agree nor
Disagree

Agree

Strongly Agree

My supervisor encourages employees to participate in important decisions

Strongly
Disagree

Disagree

Neither Agree nor
Disagree

Agree

Strongly Agree

My supervisor praises good work.

Strongly
Disagree

Disagree

Neither Agree nor
Disagree

Agree

Strongly Agree

My supervisor encourages employees to speak up when they disagree with a decision.

Strongly
Disagree

Disagree

Neither Agree nor
Disagree

Agree

Strongly Agree

My supervisor refuses to explain his or her actions.

Strongly
Disagree

Disagree

Neither Agree nor
Disagree

Agree

Strongly Agree

My supervisor rewards me for good performance.

Strongly
Disagree

Disagree

Neither Agree nor
Disagree

Agree

Strongly Agree

My supervisor always seems to be around checking on my work.

Strongly
Disagree

Disagree

Neither Agree nor
Disagree

Agree

Strongly Agree

My supervisor tells me what should be done and how it should be done.

Strongly
Disagree

Disagree

Neither Agree nor
Disagree

Agree

Strongly Agree

My supervisor never gives me a chance to make important decisions on my own.

Strongly
Disagree

Disagree

Neither Agree nor
Disagree

Agree

Strongly Agree

My supervisor leaves it up to me to decide how to go about doing my job

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
-------------------	----------	----------------------------	-------	----------------

My supervisor gives me helpful feedback on my performance

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
-------------------	----------	----------------------------	-------	----------------

My supervisor gives me helpful advice about improving my performance when I need it

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
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0% 100%

>>

The final set of questions in this survey is about the level of motivation and empowerment you felt that you had in your position(s) working in Jewish nonprofit organizations.

The work I do is very important to me

Strongly
Disagree

Disagree

Neither Agree nor
Disagree

Agree

Strongly Agree

My job activities are personally meaningful to me

Strongly
Disagree

Disagree

Neither Agree nor
Disagree

Agree

Strongly Agree

The work I do is meaningful to me

Strongly
Disagree

Disagree

Neither Agree nor
Disagree

Agree

Strongly Agree

I am confident about my ability to do my job

Strongly
Disagree

Disagree

Neither Agree nor
Disagree

Agree

Strongly Agree

I am self-assured about my capabilities to perform my work activities

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
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I have mastered the skills necessary for my job

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
----------------------	----------	-------------------------------	-------	----------------

I have significant autonomy in determining how I do my job

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
----------------------	----------	-------------------------------	-------	----------------

I can decide on my own how to go about doing my work

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
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I have considerable opportunity for independence and freedom in how I do my job

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
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My impact on what happens in my department is large

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
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I have a great deal of control over what happens in my department

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
----------------------	----------	-------------------------------	-------	----------------

I have significant influence over what happens in my department

Strongly
Disagree

Disagree

Neither Agree nor
Disagree

Agree

Strongly Agree

0%

100%

>>

Is there anything else about your experience working in the Jewish nonprofit sector that you would like to discuss or mention?

If you would like to discuss this topic further with the researcher please provide you preferred contact information here

If you would like to receive information regarding the results of this survey, please enter your email address here

0%

100%

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Congratulations! You have completed this survey. Thank you for your participation! If you wish to be in touch with the researcher please email shirarlg@gmail.com.

0%

100%

Appendix B: Rationale for Survey of Millennials

In the area of job satisfaction this study utilized a scale developed by Taylor and Bowers in 1974 (Cook, Hepworth, Wall & Warr, 1981) that is proven to effectively measure overall job satisfaction. This scale looked at employee satisfaction as it relates to overall characteristics of the job itself including: relationships with co-workers, organizational structure, ease with which one can succeed, financial compensation and professional development. Responses were obtained using a 5-point Likert-type scale with 1 being very dissatisfied and 5 being very satisfied. The job satisfaction portion of this study was supplemented by three additional questions from a scale developed by Bacharach, Bamberger and Conley (1991). These three items aimed to determine whether Millennials feel their job allows them to do what they are good at and whether the position has met all expectations. Responses were obtained using the same scale as above. These items were important to include because they determine whether or not Millennials' experience in the Jewish nonprofit sector has been one of value and/or what they were expecting when they took the job.

The next section of the study utilized a scale by Rothausen (1994) and looked at Millennials' satisfaction with their work schedules and the flexibility they were afforded at Jewish nonprofit organizations. As mentioned previously, researchers noted that Millennials place high value on work-life balance. This scale was used to identify whether or not Millennial employees felt that they get support in pursuing an adequate work-life balance in Jewish nonprofit work environments. Responses were obtained using the same scale as above. Items looked at whether management is accommodating to employees' personal needs, whether an employee can get time off when needed, flexibility in making ones own

schedule and whether employees feel that they are able to balance their job and life outside of work.

In the context of a work environment, relationships with supervisors are critical to work satisfaction. In the area of supervision, this study utilized a scale that measured the extent to which Millennials found their supervisors to be supportive, considerate, controlling and/or encouraging (Oldham & Cummings, 1996). The scale contained items that gauge whether employees receive supportive supervision and the extent to which employees are given freedom and control over how and when they accomplish tasks in the workplace. Responses to this scale were obtained using a 5-point Likert-type scale with 1 being strongly disagree and 5 being strongly agree. Items included statements regarding whether supervisors are supportive in addressing workplace issues, encourage professional development and provide thorough feedback.

To supplement the portion of the study that addressed Millennial relationships with supervisors, this survey included two additional items developed by Greenhaus, Parasuraman and Wormley (1990). These items addressed whether a supervisor provided helpful feedback and advice and was obtained using the same scale as above. These two items provided more in-depth information about supervisory feedback and Millennials' perception in regards to receiving supervisory support in the context of Jewish nonprofit organizations.

The final section of this study examined the extent to which Millennials felt motivated and empowered in their positions in the Jewish nonprofit sector. Using a scale developed by Spreitzer (1995), empowerment was measured in four key areas: meaning, competence, self-determination and impact. Meaning referred to the extent to which one feels the work he/she is engaged in is important and correlates with one's value system.

Competence examined the extent to which Millennials felt confident and prepared to accomplish the tasks necessary to be effective employees. Self-determination looked at how much independence and freedom employees had in deciding how they do their work. Impact referred to how much influence the individual employee felt that they had in the context of the organization as a whole and their particular department. Each of these four areas contributed to employees feeling motivated and empowered to do their job. Responses for this scale were obtained using a 5-point Likert-type scale with 1 being strongly disagree and 5 being strongly agree.

At the very end of the survey, three free response questions addressed whether the Millennial respondent had any additional information to contribute to the study regarding reflections on work in the Jewish nonprofit sector.