



## Bridging Communication of Intergeneration Civil Servant

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### **Abstract**

Government agencies are currently filled with employees of various generations which made the thoughts and developments that occur the more colourful. Generational diversity can't be separated from the large enough differences that sometimes make some people feel disturbed. The reason the researcher took the object of this research is to describe the current condition of civil servants in dealing with differences in thinking and behavior. The research method used is qualitative with a literature review. Intergenerational communication is a very important thing that must be fostered properly. differences that occur cannot be avoided but can be bridged by effective communication and good management owned by a government institution.

**Keywords:** *Communication; Generations; Civil Servant*

### **Introduction**

Civil service is a job as well as a service to the country. Civil servants are currently facing challenges that are far more complex than before. One of them is facing an increasingly diverse and demanding society. Governance tools and systems are increasingly digital, open, and networked. Today's Civil Servants need the right skills to keep up with the latest changes. Changing the profile of the Civil Service is a challenge that can be met by strengthening the values and traditions of civil servants and adapting to the demands of the Generation Z group.

Generation is defined as a group of individuals born in a certain period and raised in the same technology that leads to the development of the same historical and socio-cultural context, events, natural disasters, economic conditions, and fundamental values that differ from generation to generation (de Waal et al., 2017).

One of the interesting facts about Whitehall in 2020 is the increasing number and proportion of older Civil Servants. The workforce is aging, with more than a third of workers now aged 50 or older. At the same time, the percentage of civil servants under 30 years of age has increased to 14%, from 9% in 2014. For institutions that utilize their current workforce, there are indications that Civil Servants can use more flexibility to retain their talents. (Thomas, 2020).

According to research (Bencsik et al., 2016), communication, differences in thinking are the most common causes of problems in the collaborative process. The communication and information exchange techniques between generations are very different from those used by previous generations, resulting in a lot of disagreement and misunderstanding (Dill, 2015). Different language styles can be an example of a communication gap between the older and younger generations today, which often leads to misunderstandings. Differences in word choice, speech style, and many other nonverbal factors will greatly affect the fluency of communication. This can be a serious problem if the egos of the younger and older generations find it difficult to have a mutual understanding.

The demand for increased intergenerational awareness among frontline leaders and supervisors, whose communication styles can influence the attitudes and behavior of their employees, has grown as a result of demographic shifts (Men., 2014).

## ***Literature Review***

### **Generation Difference Theory**

Generation theory, according to (Schofield & Honoré, 2009), can be used in generational analysis. So, it is very important to have a thorough understanding of current generation theory and its application. Four generations of workers present new challenges and opportunities around the world. Management must be aware of generational variations to improve workplace efficiency. The ability of a business to embrace the atmosphere with strategies for growing, motivating, and retaining existing employees, as well as recruiting, encouraging, developing, and retaining new generations of employees, will determine its success [(Macon, M., & Artley, 2009),(McNichols, 2008)].

Some generational differences can cause problems due to different work styles and features (McNichols, 2008). Change management, perception of organizational hierarchy, and work ethic are among the main topics of study on generational differences. Based on how individuals work together, these differences can lead to conflicts when communicating, forming teams, training, and engaging in professional development. To reduce the negative effects of parents leaving the workforce and to carry out succession planning, proper training is needed [(Macon, M., & Artley, 2009),(Piansoongnern, O., & Anurit, 2010)]. The different and unique patterns of values, attitudes and actions of each generation have significant consequences on the way they respond to public and social spaces (Glover, 2009).

### **Communication between Generations**

Intergenerational communication occurs when there is a chronological gap between interacting people from different generational groups who live in very different historical epochs and may have different assumptions, skills, demands, and communication experiences (Williams, A. & Nussbaum, 2012).

Although things like organizational engagement, productivity, innovation, decision making, performance, and profitability are underestimated, they all depend on communication (M. Findlay & Kowbel, 2013). A communication strategy is a plan for formal and informal communications within an institution, as well as how they operate across the organization, based on more frequent, open, assertive, and trustworthy communication habits (Lolli, 2013).

### **Employee Engagement Theory**

With his research on personal engagement, theorist William Kahn, who conducted research with a scientific approach to employee engagement, extended Herzberg's work in his 1990 essay, stating that

engagement is defined by employees' physical, cognitive, and emotional relationships with their jobs. Employees who put themselves fully into their professional roles will perform better (Kahn, 1990).

After conducting an empirical study of employee engagement, Kahn found that three conditions of psychological engagement (significance, security, and availability) are required for engagement to occur, with various factors influencing all three conditions of psychological engagement. Significance, according to Kahn, is described as a favorable return to employees on self-investment and achieving personal success. Work and feeling valued by superiors will give a sense of satisfaction. The security of employees' freedom to express themselves without fear of negative effects on their self-image, status or career is further determined by safety which leads to organizational trust. The third psychological engagement requirement is availability (Kahn, 1990).

Supervisors can strengthen communication channels between managers and coworkers, according to (Nichols, RG and Stevens, 1999). They start by discussing listening problems. Communication channels rarely work well because they are full of bad listeners. People do not feel free to speak when there is no good hearing, and the flow of communication is polluted or unsafe. Employees must not only feel comfortable talking to their superiors frequently, but they should also feel comfortable providing information and having open dialogue.

### ***Method***

The researcher used a literature review in this study using the following key phrases in literature searches both Google Scholar and Scopus, namely: generational differences, generations at work, generations of civil servants, and intergenerational gaps.

Researchers limit research to publications published after 2010; these restrictions are imposed intentionally to obtain up-to-date and up-to-date information on the topic under consideration.

### ***Results and Discussions***

The year 2010 - 2022 is the source chosen by researchers to describe the differences and relationships that occur between generations. Researchers eliminate sources with content that is duplicate or not sufficiently connected with the subject, purpose, and objectives of the research conducted. Researchers selected 24 sources that were relevant to the topic and purpose and made high-quality contributions to this qualitative research. This research was conducted using a qualitative research methodology such as descriptive methods.

The results of the literature search selected 24 eligible literatures and will be discussed as follows:

#### **Intergenerational Communication in the Workplace**

Communication is the lifeblood of every organization. Without communication, the organization will experience difficulties. While communication may seem to be a small and uncomplicated matter, it is very important in achieving organizational harmony. In order to feel connected to the business and participate in more important processes, employees must be constantly informed of important organizational changes, announcements and updates (Grella, 2021).

Today, it is not uncommon for three or even four generations to work together in the same office. Each generation brings its unique set of values, work habits, interpersonal styles and motivations to the workplace (Dols et al., 2010). When it comes to communication, there are bound to be differences in tastes, formalities, and group motivations. Management is critical to navigating a multigenerational

workplace, and with some basic ideas and methods, this can be seen as an advantage rather than a constraint.

According to the older generation focused on the "negative" aspects of Millennials, such as "they have poor manners/ethics" and "they have a lack of sense of responsibility", while Millennials emphasize their "positive" attributes, such as "they have ideals and demands. To know their goals and contributions to work," and "they prefer open communication." Millennials, on the other hand, are more focused on mastering technology and their respective communication styles (Irhamahayati et al., 2018).

### **Generational Problems and Conflicts that Occur in the Workplace**

A wide age gap, on the other hand, can present substantial barriers for businesses dealing with age differences, differing beliefs, and work habits in their multi-generational workforce. These differences can hinder the transfer of knowledge (Stevens, 2010).

Harmonious employee relations will have an impact on individual and team performance. This is related to the fulfilment of duties and obligations at work, which will be affected by the lack of communication between employees. Conflicts that are allowed to continue for a long time will have an impact on one part of an individual's psychological well-being: positive relationships with other people. Furthermore, the existence of a gap makes the work atmosphere less conducive. This will result in a decrease in individual work motivation, which will have an impact on employee performance. A comfortable and conducive work environment is an important consideration needed to support employee performance (Bintoro & Daryanto, 2017).

Organizational goals and achievements remain the top priority for participants in the workplace. When the Covid-19 pandemic hit, according to Baby Boomers, when the work-from-home, boss could not estimate the workload, this generation also experienced a lack of feedback and the growth of working overtime. The growing internalization of information technology, changes in work communication patterns, and work processes often cause anxiety among the Baby Boomers generation about the loss of important information and even thoughts about career constraints (Akbar et al., 2021).

All generations have experienced disagreements with one another at some point. Conflict, on the other hand, is dangerous for Generation Y because they hate it. They're a generation that followed and obeyed their parents because they got along well, and they apologized if they made a mistake or quit their job because they couldn't stand upsetting their boss. In contrast to Gen Z, who was raised by Gen X who is pragmatic and quarrelsome with parents, will perceive Gen Y as weak and have delusions (Waterworth, 2013).

### **Bridging the Generation Difference**

There is a need for a strategy whereby the older generation will ultimately assist the younger generation in transferring power more easily including the following: facilitating a constructive multi-generational workforce presence through targeted reward packages, among other initiatives to create an inclusive workplace; create an environment that values uniformity and diversity; conduct age profile studies for recruitment and development purposes (Akhavan Sarraf et al., 2017).

Leaders are beginning to understand what drives each generation. They must establish effective management styles, conflict resolution tools, and sophisticated HR and work-life strategies to recruit and retain key personnel; all of this is geared towards increasing individual and organizational productivity (Veingerl ič & arotar ižek, 2017). Managers should consider the following factors when implementing intergenerational collaboration: (1) treating employees from an intergenerational perspective; (2) creating a relaxed work environment that encourages employees; (3) apply a sophisticated and flexible

management style; (4) recruiting the right people with the right competencies; and (5) foster good reciprocal relationships (Veingerl ič & arotar ižek, 2017).

Failure to communicate between generations according to (Shaw, 1982) can be avoided by following these guidelines; (1) Recognize that communication styles and expectations differ by age and have the ability to interact effectively with colleagues of all ages; (2) Play an active role in promoting intergenerational communication by spending more time listening and reading what others have to say than talking, emailing, or texting; (3) Determine your favorite mode of communication and share knowledge with others; (4) Find out how your coworkers and bosses prefer to get important information for example by in person, via email, voicemail or text; (5) Creating communication techniques for multigenerational teams to minimize project errors and missed deadlines.

## **Conclusion**

Communication is seen as a bridge or link between generations. Millennials, who are just entering the world of work in general, need a lot of information, experience, skills, and networks. This can be achieved through sharing the memories and experiences of previous generations who have worked in their field for a long time. The existence of communication between generations in an organization will result in harmonious cooperation where each generation fills the position of the previous generation. As a result, the work environment becomes pleasant.

Bridging these differences and managing the diverse interests of each generation can lead to better collaboration, increased information sharing, increased creativity, increased productivity, and competitive advantage. Leaders must encourage employee engagement in the workplace, with a particular focus on meeting the needs of young people as they grow and develop. Leaders must use an understanding of the existing state of generational differences to adopt specific human resource practices that respond to the unique needs and expectations of each generation. Because of the relationship between employee engagement and organizational outcomes, a more generation-sensitive human resource policy can result in increased employee motivation, job satisfaction, and organizational performance.

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