Developing Communication Model of Creative Gen-Z Employees for Effective Communication Across Generations: A Case Study of Infia Corporation

Muhammad Akbar Hartaman Karnaen[1], Andika Putra Pratama[2]
Institut Teknologi Bandung, Indonesia
Email: akbar_h@sbm-itb.ac.id

Abstract

This research explores the communication dynamics at Infia Corporation, a fast-growing creative industry company in Indonesia, where Generation Z form a significant part of the workforce. The research identified key challenges in communication between Generation Z employees and older generations, such as Millennials and Generation X's. This communication gap is caused by differences in communication styles, technological tools being utilized, as well as feedback mechanisms. This research proposes the implementation of a hybrid communication model that combines formal and informal communication channels to accommodate the diverse preferences between generations within the organization. This study utilized a qualitative approach, which is a combination of descriptive and exploratory research. In addition, intergenerational bonding programs, two-way feedback systems, standardized language guidelines, and structured integration of communication technologies are also suggested as solutions to bridge the differences between generations. The findings of this research are expected to help Infia Corporation improve internal communication, create a more inclusive and collaborative work environment, and improve overall organizational performance. This research aims to create a communication framework that ensures effective interaction between employees from different generational backgrounds, while staying aligned with the creative and innovative corporate culture.

Keywords: communication gap, communication model, creative industry manpower

INTRODUCTION

Human creativity can be defined as the creative power and work produced by a human being. Creativity then develops so that it can produce something of value. From a person's creativity can develop into an industry that can produce economic value, which we can call the Creative Industry. The creative industry produced by a person or group is expected to help economic growth and can open new jobs for people in need.

In the creative industries we must recognize a distinction between national cultural industries and "innovative" creative industries. Traditional cultural industries tend to pass on cultural heritage values as selling points, while creative industries represent industries that exploit new knowledge. The pattern of these two industries is also different, creative industries tend to be concentrated in big cities where innovation and cross-fertilization of ideas can occur, while traditional cultural industries are less dependent on human resources and urbanized economies. Although creative industries policy does not make this distinction, the proposed research will focus on innovative creative industries (Fahmi et al., 2016). Therefore, the

creative industry is an important field that must continue to be developed over time and needs to be built together in its development because it is one of the pillars of the country's economy.

The creative industry or we can specified by creative enterprise, is currently filled with a workforce that mostly comes from generation Z (Gen-Z). Generation Z are those born after 1995, gen Z is also commonly known as the post-millennial generation. Generational categories are not sharply divided, but their distinctive features can be shown in general terms, with different literatures using different names and time categories to describe generational categories.

Generation Z is characterized as a 'net-generation' due to the highly developed digital era in which they were born. Generation Z is also characterized as the 'faceboook generation', 'digital natives' to 'iGeneration' (Bencsik, Juhász, & Gabriella, 2016). The norms brought by generation Z are different from the previous generation. The words they use, the slank language and the expressions used by generation Z can be said to be unique. Generation Z was born in the era of technology where they are comfortable with these conditions, so it is very important for them to always be surrounded by this environment. They are always online on any device virtually non-stop; this can be seen through their actions of connecting with their environment & they found difficulitties of other forms of socialization.

Compared to generation Y, generation Z is less aware of the concept of struggling. Generation Z is practical, smart and they like to lead because of their courage. They tend to be more impatient and more agile than previous generations and like to seek challenges and new impulses continuously. Generation Z is not afraid of rapid and continuous change because they understand that information can be sought through the internet to a certain extent, so for problem solving they tend to look for solutions through the internet. (Bencsik, Juhász, & Gabriella, 2016)

In an organization, communication is needed to deliver all the goals and objectives and needs no matter how simple. We are familiar with what is meant by organizational communication. Communication functions in the organization include as a coordination function, meaning a tool to coordinate the activities that occur in the organization to be aligned to achieve common goals and objectives. Another function in organizational communication is as motivation, communication is used to provide appreciation, recognition and direction for the tasks that have been given. Other functions of communication can be used as decision making, meaning that from the communication carried out, accurate data information and evidence are obtained to make a decision.

In an era of media and technological diversity, communication requires a variety of tools that bring together demographically different or separate groups of employees to give them equal access to information (Brown & Thatcher, 2010). The most effective communication in organizations is where the communicator is both the sender and receiver of the message. A symmetrical communication model, where feedback is sought and information is not received from a single source, encourages creativity among employees as it engages them in the cognitive process of evaluating different information (Kim & Lee, 2021). The importance of organizational culture for creativity stating that creativity develops only in an environment where risk is tolerated, positive self-awareness, openness to change, self-confidence, freedom of action and autonomy, clear vision, proper management, and continuous

learning coaching (Girdauskiene, 2013) On the one hand, communication about organizational culture and its elements creates preconditions for employees to identify themselves with the organization and be oriented towards common goals. On the other hand, organizational culture itself can influence communication and its organization i.e. information sharing processes, decision-making, choice of options, etc: information sharing processes, decision-making, choice of communication channels, and communication tone (Schein, 2004)

Generation Z is currently flooding the professional world, generation Z entering the professional world will undoubtedly encounter Organizations, both non-formal organizations and formal organizations such as offices, Office or corporationa have their own culture called organizational culture.

In the context of organizational culture, employee creativity, and sustainability practices in organizations, internal communication is key to effectively embedding the organization's value system. Organizational culture ensures that employees are aware of the organization's key goals and priorities and identify themselves with them, as well as encourages or manages creativity, and raises awareness about their respective roles and functions within the organization. Internal communication within the organization ensures compliance with applicable rules and norms, defines the roles and responsibilities of employees in achieving organizational goals, encourages support for positive change within the organization, and at the same time prepares employees to perform in an external context.

Organizations need to get participation from all employees at all levels, ensure sufficient and quality information, build trust, and create transparency. Organizational communication should be organized as a conversation, not a monologue, and at the same time leaders are required to create and sustain it. The role of leaders is critical in engaging employees through internal communication in communicating, persuading, coordinating, and motivating. Supportive communication from organizational leaders with openness, empathy, and understanding as key elements that influence employee engagement. Thus, when employees feel valued and supported, and understand the purpose and meaning of their work, they will trust the organization and communicate openly, and at the same time they are more actively involved in decision-making activities, listening to and contributing to the ideas of other employees (Thomas, Zolin, & Hartman, 2009) The leaders' tone of communication should reflect the philosophy and authenticity of the organization (Isaksen II & Akkermans, 2011). In addition, although leaders tend to have a better understanding of the organization's strategy, they should also listen to employees' expectations and explain each employee's role in this strategy and if changes are planned, leaders will be able to see how it will affect everyone. An employee-centric operating model, with feedback on performance from line managers, will work if employees believe in the idea and show commitment to the organization. This starts with clear communication about how employees' skills are valued and their views on issues (Garber, 2012) In addition, employees need to be kept informed, ensuring that the information is understood, accepted, and committed (Thornton, 2019). A good way of communication should ensure a consistent flow of information and also be understood through the messages conveyed, and at the same time encourage decision-making. (Viktorija, 2024)

The role of organizational culture and employee creativity in implementing sustainability practices is linked to communication. Communication is an important tool to convey information and promote understanding, engaging employees through liking and

commitment. The combination and synergy of all these elements encourages employees' creative expression, which at the same time impacts organizational culture and sustainability.

As a feedback loop, the model seeks to ensure that sustainability is embedded as part of the organizational culture through communication tools that are cyclically repeated through employees' creative expression.

The model implies the following key statements:

1. Empowering organizational culture communication fosters employee creativity
2. Managing creativity through communication is essential for employees' creative expression
3. Engaging organizational communication influences employees' creative expression in implementing sustainability practices

The model provides an overview between organizational culture, employee creativity, its expression, and sustainability practices in a broad sense. In addition, the model shows that communication is important for integrating sustainability into organizational culture. Further research can identify in more detail the ways and means of communication and how such integration can occur in different types of companies.

Such is the importance of communication in an organization that good communication must run in an organization, as well as in Infia Corporation, an organization engaged in the creative industry where most of the staff are generation Z (gen Z), effective communication is needed in order to achieve the targets of the Company. Creative industry organizations that contain creative people and most of the staff are generation Z need their own way of communication so that messages can be delivered effectively, as it is known that generation Z is a unique generation that requires unique handling as well, often in everyday events there are obstacles in communication. These barriers include differences in perception, differences in perception occur due to differences in background, culture and previous experience. Fuzziness of messages or unclear instructions can also be a barrier in organizational communication. Another obstacle in organizational communication is distorted information, so that information that should be received clearly when received becomes biased, inaccurate, or misinformed. For this reason, it is important to find an effective form of communication implemented in an organization. Employee creative expression leads to conscious integration of sustainability practices into organizational culture.

Effective communication is key to building a successful organization, especially in a fast-paced world. In a company like Infia Corporation that operates in the creative industry, communication is not just about sharing information but also how each person can create strong teamwork and collaboration, solve problems, and drive innovation. Effective communication is not just a tool but the foundation of organizational success, especially in the dynamic creative industry. By addressing communication challenges proactively and implementing the right strategies, organizations can create a harmonious, productive, and innovative work environment. Good communication ensures that the company's vision and mission are translated into concrete actions by the entire team.

The creative industry as an industry that is different from corporations in general, it is filled with creative humans whose creativity cannot be limited as in companies in general. Such is the case with Infia Corporation, a company engaged in the creative industry whose majority

of employees are creative people who are in generation Z, to move and achieve targets requires effective and smooth communication Management directives must be conveyed clearly. The researcher was introduced into the infia corporation as a consultant who was asked to resolve the problems that occurred within the company.

The problem often faced by creative people in gen z is the effective communication model between personnel and management. For an example, a repeated situation is when a manager gives direction to the team that mostly contains gen z young people, the direction given is misinterpreted by one team member as a reprimand who makes him unproductive. Other team members also did not respond positively to this, so that the direction was not conveyed and the project was not carried out perfectly. This repeated situation then had a negative impact on the overall performance of the company. Where gen z personnel sometimes do not receive clear directions or information. Often what is ordered by management cannot be received properly, and vice versa feedback from staff is not well conveyed to management, with this distortion often resulting in less than perfect achievement of targets or other tasks. The lack of information can also have an impact on the disharmony between the relationship between staff and staff and between the relationship between staff and management. This may occur as a result of ineffective communication, where information is conveyed without regard to the context or needs of the staff. Inconsistent communication can also make things worse, the consistency referred to herein inconsistent communication is that there are team members who do not get information this usually occurs as a result of a bad communication culture, for example normal communication but using formal communication channels, for example via chat or comments on social media. So that these effective communication methods are important to know and implement in everyday organizational life so that effective two-way communication occurs, namely the goals and objectives of management are conveyed to staff, and feedback, aspirations and desires expected by staff can be clearly known by management.

This research is expected to achieve the objectives, which are to identify the main factors that lead to communication gap between C-level executives and Generation Z creative people within Infia Corporation, to understand the expectations of C-level executives and Generation Z creative people regarding communication within Infia Corporation and to develop an effective communication model tailored to bridging the communication gap between C-level executives and Generation Z creative people within Infia Corporation.

This research focuses on one organization (Infia Corporation) with its unique culture, structure and organizational dynamics and may face subjectivity as communication effectiveness and cultural impact are based on personal perceptions that can vary significantly between individuals and more focused on the creative people in Infia Corporation, the Individuals who have the ability to generate new, innovative and original ideas. This research may also only include the formal communication channels that have been established in Infia Corporation and thus may overlook informal communication practices.

RESEARCH METHODS

This study utilized a qualitative approach, which is a combination of descriptive and exploratory research. This method was chosen as it was thought to provide a better understanding of the components contributing to ineffective communication between C-level executives and Generation Z creative individuals at Infia Corporation, as well as to better

understand the expectations of proper communication for both parties. The purpose of this research is to create an effective communication model that can be used to overcome generational and hierarchical differences that exist in organizations.

This research was designed systematically. First, semi-structured interviews were conducted with important Generation Z stakeholders, such as COOs, project managers, and creative staff. Then, this data was thematically analyzed to find recurring patterns related to Generation Z's communication barriers and communication needs. This process is linked to the iterative development of the Generation Z communication model. This was done to ensure that the research findings are not only based on academic theory but can also be applied in organizations.

Secondary data came from internal company documents and relevant organizational communication literature. Primary data is collected through interviews. The interviews themselves will be conducted from two perspectives. The first will involve interviews with project managers and the COO to gain strategic insights into the management communication culture. The second will involve interviews with employees, especially generation Z, to gain a practical understanding of the day-to-day issues facing the company.

These combined perspectives allow for a more in-depth understanding of the communication dynamics at Infia Corporation. Important themes such as communication barriers, intergenerational expectations, and preferences for digital communication tools are revealed in the analysis through data coding. The results were then aligned with the theoretical framework to validate the finding. Secondary data analysis was also conducted to determine whether the proposed communication model fits Infia Corporation's organizational culture. In addition, this method allows for data triangulation, which increases the accuracy and validity of the research results.

Data Collection Method

The study on communication issues at Infia Corporation used both primary and secondary data sources. Primary data was collected through semi-structured interviews with purposively selected key stakeholders such as the COO, project managers, and Generation Z creative staff to capture a range of perspectives. Secondary data included organizational documents, internal reports, and literature on generational communication, which supported and contextualized the interview findings. A thematic analysis approach was applied, focusing on patterns related to intergenerational misunderstandings, communication preferences (chat, email, face-to-face), and expectations around tone, speed, and formality. The interview process was iterative, with evolving questions to deepen insights. Data triangulation with secondary sources enhanced the validity of findings. The purposive sampling ensured representativeness across strategic, managerial, and operational roles, highlighting the organization's communication culture from multiple perspectives.

Data Analysis Method

The data analysis method used in this study is triangulation. In this study, which tried to understand how different generations communicate at Infia Corporation, triangulation was used to make the findings more solid and trustworthy. In this case, researchers compared data

from different sources such as interviews, observations, and internal documents to see if they told the same story. If something pops up in all three, it feels more reliable. In this way, the researcher does not just rely on what someone says or what is written in the document, but tries to look at it from a different side. There are several types of triangulation used by the researcher in this study, namely data triangulation, triangulation method, theoretical triangulation, and the benefits of triangulation in this study help make the findings feel more balanced and trustworthy.

RESULTS OF ANALYSIS AND DISCUSSION

This chapter presents what Researcher found from the interviews with people working in creative companies especially those from Generation Z, but also from older generations. The stories and insights shared here come directly from their own experiences at work, and they reflect how communication really happens in their day-to-day routines.

Following the methods Researcher explained in the previous chapter, this part focuses on a few key things: the overall communication culture in the company, the gaps that often appear between generations, how Gen Z tends to express themselves at work, and what actually helps communication go smoothly.

Some patterns were expected, but others were a bit surprising. For example, while Gen Z is often seen as super direct and fast in how they talk, that doesn't always work well with older colleagues who prefer a slower, more thoughtful style. These small differences often lead to misunderstandings even if both sides have good intentions.

By sharing these findings, Researcher hope to give a clearer picture of what's really going on in the workplace, not just from one point of view, but from different voices who are all trying to work together. The goal is to find ways to improve communication in the creative industry, especially at INFIA Corporation.

Analysis

The purpose of this analysis is not only to understand and bridge communication gaps across generations, but also to explore their distinct communication needs in order to foster more effective interactions. Additionally, this discussion will examine communication expectations, aiming to identify strategies that enhance employee performance and drive overall company productivity.

Analysis of Communication Culture in the Organization

The communication culture in an organization plays an important role in supporting collaboration and innovation, especially in companies that rely on creativity, such as Infia. Based on interviews with several team members at the C-Level, Manager Level & Staff Level, it can be seen that the communication culture implemented at Infia is flexible, informal, and tends to be collaborative. The employees at Infia who are in the team, especially from Generation Z, prefer more direct, outspoken or blunt communication and often use digital media such as memes, GIFs and stickers in their conversations. This allows communication to be more relaxed and open, without losing the essence of the information being conveyed.

However, differences in communication styles often show a gap between Generation Z and other generations, especially with Millennials and Generation X. Generation Z, as digital natives, are used to the use of fast and flexible communication technologies, such as using

WhatsApp, Trelo, or Google Teams for project coordination and daily communication. Most Gen Z employees that Researcher talked to, said they prefer communication that's fast, straight to the point, and casual. No long introductions, no formal greetings just quick messages, often through chat apps or even voice notes. This is quite different from how older generations, like Millennials or Gen X, used to communicate. Many of them still rely on email or phone calls, and they're more used to structured messages that follow a certain format. Some even see formality as a way of showing respect, which Gen Z doesn't always see the same way.

At Infia, the overall communication culture is pretty relaxed and informal. People are encouraged to speak up, and there's not much emphasis on hierarchy. This makes it easier for team member (especially the younger ones) to share ideas openly without feeling like they're breaking any rules. In many ways, this helps the creative process move faster and feel more collaborative.

But of course, this kind of setup isn't perfect. Some of the older employees mentioned that they sometimes struggle with how quickly things move, or how direct Gen Z can be when giving feedback. What sounds "efficient" to one person might come across as "too blunt" to another. These little clashes don't always lead to big problems, but they can cause small misunderstandings that build up over time if they're not talked about.

Intergenerational Communication Gap

One of the biggest challenges Researcher found when looking at communication in a more flexible culture is the real gap between generations. From the interviews, it became obvious that Generation Z talks very differently compared to older groups. Gen Z tends to be super direct and open, while Millennials often use sarcasm and subtle hints in their conversations. This difference sometimes causes real frustration. For example, Gen Z loves slang or pop culture words like "chaos," which they use all the time, but older generations might not get it or worse, they misunderstand it completely.

What's interesting is how the word "chaos" means something quite different depending on who you ask. For Gen Z, "chaos" is often a fun, almost exaggerated way to say something is wild or eye-catching. If someone says, "Her outfit is so chaotic," it's not an insult. It means the outfit is loud, unusual, or just grabs attention in a cool way. It's playful, ironic, and part of how they express themselves. But if you ask Millennials or older folks, "chaos" usually means something negative like a total mess or something out of control. So when they hear "chaos," they might picture a disaster in a meeting or a problem in the workplace, not a funny or stylish comment.

This difference in meaning creates a weird kind of gap. One side is joking or being playful, and the other side might feel confused or even worried. It's like they're speaking different languages even though they're using the same words. Researchers think this shows how important it is to understand how language evolves in pop culture if we want real communication to happen between generations.

Another thing Researcher noticed is how fast each generation likes to communicate. Gen Z prefers quick, direct messages. They don't want long explanations or too many polite formalities they want to get to the point but still keep it friendly, sometimes with emojis or stickers. Millennials and older people, on the other hand, tend to be more careful with words. They want to sound professional and polite, so their messages might be longer or more

structured. In the workplace, especially on projects where people from different generations have to collaborate, this difference can cause misunderstandings. For example, when a Gen Z worker quickly replies with just an emoji, some older colleagues might think they're not taking things seriously or being unprofessional, even though that's not the intention.

Still, Researcher was impressed to see how some companies like Infia are trying to bridge this gap. They use a more flexible and collaborative style of communication that doesn't depend too much on hierarchy. In some projects, people from different teams and levels come together and share their skills, and anyone who can solve the problem can step up and make decisions. This holacratic style shows a real effort to create a space where communication is open, regardless of age or position. It feels like a step in the right direction to close the generational divide and make work more connected.

Gen Z Communication Characteristics in the Work Environment

Generation Z communicates in a way that's different from older generations. They like clear and fast communication. They prefer to say things directly and avoid being confusing or vague. This shows especially on social media and chat apps, where messages are short, clear, and straight to the point. This is different from Millennials, who often use more subtle language, hints, and sometimes more formal speech.

In the workplace, Gen Z's direct and open way of communicating can be both a strength and a challenge. For example, in formal settings or when talking to older supervisors, they might feel uncomfortable with too much formality or lengthy speeches. On the other hand, Generation X and Millennials, who are used to more structured and formal communication, might sometimes see Gen Z's style as rude or disrespectful—even though that's not what Gen Z means.

Gen Z Communication Characteristics in the Work Environment

From the interviews Researcher did, some important things stood out about what really makes communication work well inside an organization. There are four main factors that keep coming up: openness, clear word choice, adaptation and adjustment, and using the right tools.

First, openness is huge. It's not just about employees talking freely but also about creating a culture where everyone feels safe to share their thoughts—whether they are at the top of the company or just starting out. When people don't have to worry about being judged or punished for speaking up, they open up more naturally. That openness helps bring out new ideas, surface problems early, and basically makes the whole team stronger.

Then there's the choice of words. This sounds simple but is actually tricky, especially when you have different generations in the mix. Some people talk very directly and want everything spelled out clearly. Others might use sarcasm or subtle hints, which can easily be misunderstood. So, choosing clear and simple words is super important. It avoids confusion and makes sure everyone is on the same page, no matter their background or style.

Next is something Researcher feel is really about respect: adaptation and adjustment. Researcher think communication gets smoother when we all try to meet halfway. If you're used to casual chat but your teammate prefers a more formal tone, adjusting a little can go a long way. It's like learning a new dance—sometimes you lead, sometimes you follow, but you keep moving together. This kind of flexibility makes working with people from different generations way easier.

Finally, the tools we use to communicate matter more than we might think. Whether it's messaging apps, emails, video calls, or even face-to-face talks, picking the right tool for the right situation helps everyone stay connected. For example, some people prefer quick messages with emojis, while others want detailed emails. When a team chooses tools that fit their styles and needs, communication flows better, and things get done faster.

All in all, these four factors—openness, clear words, adaptation, and the right tools—are like the foundation of good communication in a modern, diverse workplace. Without them, misunderstandings and frustration easily creep in. But when they're there, even a team with very different people can work well together and create something great. For example, WhatsApp and Slack are more used for quick and informal communication, while email is used for more formal communication or when there are administrative needs that need to be recorded.

In this analysis, it can be mentioned that the flexible and informal communication culture at Infia facilitates better collaboration, especially between team members from Generation Z. However, the communication gap between generations requires special attention, especially in terms of adjusting the more open and direct communication style of Gen Z with the more formal style of previous generations. The key factors in creating effective communication are openness, clear word choice, and adjusting to the communication styles that exist at each level of the organization. By understanding these differences, Infia can more easily in tegrate each generation in a productive and innovative work environment. Gap mapping in cross-generational communication is outlined in the table below:

Table 1. Mapping the gap in Cross-Generational Communication

Aspects	Generation Z	Millennials	Generation X and Baby Boomers	Key Factors
Communication Style	More **direct**, **blunt**, **quick** and **expressive**. Uses more casual, informal language, and often utilizes memes or GIFs in digital communication.	Tend to be more **subtle** and **sarcastic**. Indirect but often use humor and sarcasm in communication.	Tend to be more **formal** and **structured**, with communication based more on hierarchy and formality.	Openness in communication, without being afraid to express problems or provide direct feedback.
Verbal vs Non-Verbal Communication	Predominantly uses **verbal** communication with **expressive expressions**; uses more **emojis**, **stickers**, or **GIFs** in conversations.	Uses a combination of verbal and non-verbal communication with a bit more formality than Gen Z.	Relying on more **formal** and **structured** verbal communication. Non- verbals are often used less explicitly.	**Clear** and **direct word choice** is essential to avoid misunderstandings, especially between different generations.
Technology Preferences	**Digital natives**, more often than not, use platforms like **WhatsApp**, **Slack**,	Use multiple platforms, but tend to prefer more	More comfortable using **email** and **phone** for	It is important to **choose the right communication tools** and ensure

Aspects	Generation Z	Millennials	Generation X and Baby Boomers	Key Factors
	and **Teams** for quick and flexible communication.	structured **email** or **chat** communication.	professional communication.	**accessibility of technology** so that all parties are easily connected.
Intergenerational Communication Gap	Tend to have a **communication gap** with previous generations due to differences in communication styles that are more **direct** and **informal**.	More adaptable to Gen Z's communication style, but often faces **misunderstandings** related to a more **formal** way of speaking.	The **communication gap** is evident in differences in **formality** and **language style**, with older generations less likely to understand Gen Z's informal language.	**Build a shared understanding** of each generation's communication style and allow room for **adjustment** and **adaptation**.
Openness and Feedback	Highly prioritizes **openness** and **transparency** in communication. Do not hesitate to give **immediate feedback** and want quick solutions.	Values openness but is often more cautious in giving feedback, avoiding direct confrontation.	Tend to be **more reserved** in giving feedback, especially in contexts involving superiors or older colleagues.	**The importance of constructive feedback** and **creating a safe space** to share opinions without fear of judgment.
Culture and Organizational Structure	Prefer a **flexible** and **informal** organizational structure, with more **collaborative** and project-based communication.	More likely to conform to a **more formal structure** but still want a **relaxed** atmosphere in everyday communication.	Prefer a clear **hierarchical structure** and more formal communication in the workplace.	**Flexibility in organizational structure** and **adjustment of communication style** to project needs and existing team dynamics.

Source: Data processed

Triangulation of Findings

In order to strengthen the validity and credibility of the research findings, the researcher applied the triangulation of findings approach as a methodological strategy. This triangulation includes four main forms: data triangulation, method triangulation, theory triangulation, and researcher triangulation. The application of this technique aims to see the consistency of information obtained from various sources and approaches, as well as to enrich the interpretation of the phenomenon of intergenerational communication in creative organizations such as Infia.

Data Triangulation

Data triangulation was conducted by comparing the results of interviews from seven interviewees from different generations (Generation Z, Millennials, and Generation X) and from different levels of positions (C-Level, managers, and staff). The findings show that there

is consistency in the description of the communication culture at Infia, which is flexible, informal and collaborative. Gen Z interviewees generally described communication patterns as fast, direct and expressive, while interviewees from more senior generations emphasized that the communication structure at Infia is not bound by a rigid hierarchy. For example, the use of WhatsApp and Line as the main medium of communication is a common practice supported by all generations. Differences show in communication styles, where Gen Z is more open and outspoken, while previous generations tend to be more diplomatic, but this confirms the reality of the intergenerational gap that is the focus of this research.

Triangulation of Methods

In addition to interviews, researchers also conducted direct observations of digital communication behavior that took place in the company's internal work groups. This observation was conducted informally through platforms WhatsApp, as well as observing the dynamics in direct communication in the office. The observation results strengthten the interviewees' statements that informal communication dominates daily interactions, and that the use of expressions such as stickers, emojis, and popular terms is commonplace. Thus, the observational data supports and enriches the interview results and provides a real context for cross-generational communication practices in the work environment.

Theory Triangulation

To deepen the analysis, the researcher used a multi-theoretical approach. The findings were analyzed with reference to the Spiral of Silence Theory, which explains the tendency of individuals to withhold their opinions when they feel different from the majority. This theory is relevant to understand how some team members, particularly from the older generation, tend to be more cautious in communicating in an environment dominated by Gen Z's more open and spontaneous expressions. In addition, the researcher also used intergenerational communication theory, which explains how values, customs and technology shape the way each generation communicates. The combination of these two theories allowed us to capture the psychological and socio-cultural dimensions of the communication gap at Infia, as well as find the intersection between digital communication habits and organizational structure.

The application of triangulation in this research not only strengthens the internal validity of the findings but also provides a deeper and more comprehensive understanding of the phenomenon of cross-generational communication at Infia. By bringing together different perspectives from various data sources, ways of collecting data, different theories, and insights from multiple researchers, the results become stronger and closer to what's really happening on the ground. This approach helps me see that the differences in communication styles between generations aren't just problems to fix. Instead, they are opportunities to create a more inclusive and flexible way for people to talk and work together in the future.

It feels like these differences can actually make the organization more creative and open if handled well, because each generation brings something unique to the table. So, rather than trying to force everyone to communicate the same way, the key is to find ways to adapt and respect these diverse styles. This kind of communication culture can build stronger teamwork and make the whole company more ready for change.

Business Solution

Effective and inclusive communication is an important factor in creating a productive and innovative work environment, especially in creative organizations like Infia. In facing the challenge of different communication styles between generations, especially between Generation Z, Millennials, and Generation X, a flexible and adaptive approach is required. Based on the analysis results in the previous chapter, the proposed business solution for Infia aims to bridge the communication gap between generations and strengthen team collaboration through several strategic steps that support each other.

1. **Hybrid Communication Model**
   a. Generation Z: Tend to use direct, blunt, quick and expressive communication. They are more comfortable using platforms like WhatsApp, Slack, and Teams for quick and informal communication.
   b. Millennials: While flexible, they tend to prefer structured communication such as through email or chat. Using a hybrid communication model that combines formal and informal communication will balance their communication style.
   c. Generation X and Baby Boomers: Prefer formal and structured communication, especially for meetings or decision-making. The use of platforms like Microsoft Teams or email is more suitable for them.

   This is important because communication models that integrate multiple channels can increase the effectiveness of intergenerational communication in the workplace (Kulkarni & Rai, 2023)

2. **Intergenerational Bounding Program**
   a. Generation Z: This program will help them speak more formally when needed, given that they prefer expressive and direct communication.
   b. Millennials: This program will help them adapt their communication style to a more formal way of speaking.
   c. Generation X and Baby Boomers: This bounding program introduces them to the more informal communication style used by younger generations.

   Cross-generational cultural understanding in the workplace is essential to create better collaboration and minimize misunderstandings in communication (Tolbize, 2008).

3. **Two-way Feedback System**
   a. Generation Z: They prioritize openness and want to get immediate and fast feedback.
   b. Millennials: More cautious about giving feedback, but value openness.
   c. Generation X and Baby Boomers: This system gives them the space to give feedback more securely and anonymously.

   Constructive feedback and openness are essential in building good relationships between generations in the workplace (Gerpott, Willenbrock, & Voelpel, 2017).

4. **Standardizing Language Use in Professional Communication**
   a. Generation Z: They prefer to use informal language, but clear guidelines will help them communicate more formally when needed.
   b. Millennials: Tend to use a combination of formal and informal language, so clear language guidelines will be very useful.

    c. Generation X and Baby Boomers: Use formal language, and clear guidelines will ensure that messages are well understood by all generations.

It is important to have consistent language guidelines to reduce misunderstandings between different generations in the workplace (Mehra & Nickerson, 2019)

5. **Structured Integration of Communication Technology**
    a. Generation Z: Very helpful with the use of platforms such as WhatsApp, Slack, and Teams for quick and flexible communication.
    b. Millennials: Tend to prefer more structured platforms such as email, so the use of more structured technologies such as Trello and Monday.com will support them in project management.
    c. Generation X and Baby Boomers: While more comfortable with email and phone, they would benefit from more structured technology.

Structured communication can help unify communication between generations in the workplace, ensuring that information and collaboration runs more smoothly (Abrams & Frank, 2014). By implementing these solutions, Infia can create a more inclusive, productive, and innovative work environment, where every employee, whether from Generation Z, Millennials, or Generation X, can collaborate effectively and give their best contribution. These solutions will not only reduce the communication gap between generations, but will also improve employee well-being, job satisfaction, and overall organizational performance.

Implementation Plan

    To overcome the challenges of intergenerational communication at Infia, the implementation of the suggested business solutions needs to be done in planned and structured steps. Each proposed solution aims to improve the openness, effectiveness and inclusiveness of communication among employees of different generations. The implementation plan described below will involve several key steps that ensure the changes can be implemented effectively and sustainably.

Table 2. Implementation Plan Described

Strategic Steps	Implementation Time	Involved Key People	Justification for Engagement
Application of the Hybrid Communication Model	1–2 Month	CEO (strategic support), HR (training coordination), IT Division (platform)	CEO needs to be supportive as the change involves the direction of the work culture; HR is responsible for training & policy development
Program Bonding Program Intergeneration	2–3 Month	HR (program coordination), Internal Communication Team, Line Managers	HR is important as an intergenerational liaison and workshop implementer; managers should be active in

Strategic Steps	Implementation Time	Involved Key People	Justification for Engagement
			modeling cross-generational communication.
Two-way Feedback System	Running regularly every quarter	HR (facilitator), HR Manager, Employee Representative	HR and managers must create systems that are trusted and responsive; employee engagement is important for validity
Standardizing Professional Language Use	1 month initial and reviewed every 6 months	Communication Team, HR (guideline development), Division Manager	Language standardization involves all lines, so it requires HR involvement and internal communication across departments
Structured Communication Technology Integration	3 months and periodic evaluation per project	IT, Project Manager, HR (training & implementation)	IT and project managers are important for technical & execution; HR ensures all generations are able to adopt the tools well

Source: Data processed

Overall, the implementation of these business solutions aims not only to address the communication gap between generations, but also to create a more open, inclusive and effective communication culture. The main justification for all these measures is to increase openness, efficiency, and collaboration among employees across the organization. By adopting a more flexible approach to communication and integrating supporting technology, Infia can ensure that every employee, from Generation Z to Generation X, can work more harmoniously and productively, while maintaining strong relationships between each team member.

CONCLUSION

This research aims to answer the main question relating to the intergenerational communication gap at Infia Corporation, specifically between C-level executives and Gen Z employees in a creative work environment. The following conclusions are outlined based on these three focuses: The results of the analysis show that differences in communication styles are the dominant cause of this gap. Gen Z tends to use a communication style that is quick, direct, informal, and often utilizes digital visual elements such as memes, GIFs, and emojis. In contrast, older generations (millennials and X) prefer formal, structured communication that is conducted via email or conventional meetings. These different expectations of the context, tone and frequency of communication create miscommunication, misinterpretation of messages and slow down the effectiveness of coordination between teams. The research found that both

parties have a desire to improve communication effectiveness, but with different approaches. Generation Z really expects communication to happen quickly and openly. They want transparency and a space where they can freely share their thoughts and receive honest feedback without feeling judged. On the other hand, the C-level executives tend to prefer communication that feels professional and efficient, something that keeps the company steady and organized. Even though their styles seem quite different, both groups agree on some important points. They both want communication to be honest and open, not one-way but a real two-way conversation. Also, they understand that communication channels should fit the generation using them what works for Gen Z might not work as well for the top leaders, and vice versa. These shared needs create a foundation for better understanding, even if the way they communicate looks very different on the surface. From what Researcher found, the best way to handle communication at Infia is to use a hybrid approach. This means blending formal and informal communication in a way that fits the situation. Digital tools like WhatsApp, Slack, and Microsoft Teams play a big role here, depending on what kind of message needs to be sent and to whom. But it's not just about using the right apps it's also important to have clear rules for professional communication, offer training to help different generations understand each other better, and keep a system where feedback goes both ways. This kind of approach can build a communication culture that really includes everyone. It keeps things consistent but also flexible enough to meet the different needs of all age groups. By adopting this strategy, Infia Corporation has a good chance to close the gap between generations, improve how employees perform, boost teamwork, and make decision-making faster all of which are important in a creative, fast-moving company.

REFERENCES

Fahmi, F. Z., Koster, S., & Dijk, J. V. (2016). The Location Of Creative Industries In A Developing Country: The Case Of Indonesia. Cities 59, 66-79.https://doi.org/10.1016/j.cities.2016.06.005

Bencsik, A., Juhász, T., & Gabriella, H. C. (2016). Y And Z Generations At Workplaces. Journal Of Competitivenes.

Brown, S., & Thatcher, S. (2010). Individual Creativity In Teams: The Importance Of Communication. Decision Support Systems.

Kim, J., & Lee, Y. (2021). Cultivating Employee Creativity Through Strategic Internal Communication: The Role Of Leadership, Symmetry, And Feedback Seeking Behaviors. Public Relations Review 47.https://doi.org/10.1016/j.pubrev.2020.101998

Girdauskiene, L. (2013). Economics And Management.

Schein, E. (2004). Organizational Culture And Leadership.

Thomas, F., Zolin, R., & Hartman, J. (2009). The Central Role Of Communication In Developing Trust And Its Effect On Employee Involvement. Journal Of Business Communication.

Isaksen Ii, S., & Akkermans, H. (2011). Creative Climate: A Leadership Lever For Innovation. Journal Of Creative Behavior.

Garber, P. (2012). 50 Activities For Employee Engagement.

Thornton, G. (2019). Internal Communications Flourishes At The Grassroots: The Growing Importance Of Managers In Employee Engagement. Strategic Employee Communication: Building A Culture Of Engagement.

Viktorija, J.-A. (2024). A Communication Model For The Employee Creativity In The Context Of Sustainability And Organizational Culture.

Mulyana, D. (2017). Pengertian Ilmu Komunikasi. Bandung: Pt. Remaja Rosdakarya.

Hennekam, S., & Bennet, D. (2017). Creative Industries Work Across Multiple Contexts: Common Themes And Challenges. Personnel Review, Vol. 46 Lss 1.

Nordby, H. (2020). Communication And Organizatinal Culture. A Closer Look At Organizational Culture In Action.

Sakitri, G. (2021). Welcome Gen Z, The Driver Of Innovation. Forum Management, [S.I.], V. 35, N. 2.

Neumann, E. N. (1974). The Spiral Of Silence A Theory Of Public Opinion. Journal Of Communication, Volume 24, Issue 2, 43-51.

Giles, H. (2016). The Accomodation Theory. The International Encylopedia Of Communication, Theory And Philosophy.

Mannheim, K. (1952). Essay On The Sociology Of Knowledge: The Problem Of Generations. London: Routledge & Kegan Paul.

Strauss, W., & Howe, N. (1991). Generations: The History Of Amerca's Future. New York: William Morrow.

Twenge, J. M. (2017). Igen: Why Toda's Super-Connected Kids Are Growing Up Less Rebell. New York: Atria Books.

Denzin, N. K. (1978). The Research Act: A Theoretical Introduction To Sociological Methods. Mcgraw-Hill.

Bloor, M., Frankland, J., Thomas, M., & Robson, K. (2001). Focus Group Discusion In Social Research. Sage Publication.

Bazeley, P. (2021). Qualitative Data Analysis. Sage Publishing.

Kulkarni, V., & Rai, N. (2023). The Importance Of Communication Strategies For Effectively Managing Different Generations At Workplace. European Journal Of Molecular & Clinical Medicine, 1519-1530.https://doi.org/10.1108/978-1-78635-448-820161010

Tolbize, A. (2008). Generational Differences In The Workplace. Research And Training Center On Community Living University Of Minesota.

Gerpott, F. H., Willenbrock, N. L., & Voelpel, S. C. (2017). The Aging Workforce Handbook. Intergenerational Learning In Organizations: A Framework And Discussion Of Opportunities, 241-267.https://doi.org/10.1108/978-1-78635-448-820161010

Abrams, J., & Frank, V. V. (2014). The Multigenerational Workplace: Communicate, Collaborate, And Create Community . Callifornia: Corwin.

Mehra, P., & Nickerson, C. (2019). Organizational Communication And Job Satisfaction: What Role Do Generational Differences Play? International Journal Of Organizational Analysis Vol. 27 No. 3,, 524-547.https://doi.org/10.1108/IJOA-12-2017-1297