

The Influence of Intergenerational Training, Information Technology, and Generational Conflict Management on Employee Engagement in a Jakarta Consulting Services Company

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ABSTRACT

The rapid expansion of the crypto asset market presents significant challenges related to market transparency, this study examines the influence of intergenerational training, information technology adoption, and generational conflict management on employee engagement in a consulting services company in Jakarta. Using a quantitative approach, data were collected from 250 employees via a structured questionnaire and analyzed with SPSS version 25. The results reveal that all three factors significantly contribute to employee engagement, with intergenerational training being the strongest predictor, followed by information technology adoption and generational conflict management. The study highlights the importance of fostering collaboration across generations, leveraging technology for efficient workflows, and addressing generational conflicts to enhance workplace engagement. These findings offer actionable insights for organizations managing diverse workforces in similar contexts.

Keywords: *Intergenerational Training, Information Technology Adoption, Generational Conflict Management, Employee Engagement, Consulting Services*

1. INTRODUCTION

The modern workplace, particularly in consulting services within urban environments like Jakarta, is characterized by a diverse mix of generations, each contributing unique skills and perspectives. While this diversity drives innovation and growth, it also presents challenges in fostering collaboration and engagement, making the understanding of factors influencing employee engagement in multigenerational workplaces crucial for organizational success. Effective leadership plays a pivotal role in creating a work climate that values generational differences, as leadership behaviors promoting inclusivity and respect for diverse perspectives can enhance engagement across generations [1], [2]. Leaders must skillfully manage the unique expectations and motivations of different generations to harness their collective intelligence for superior organizational performance [1]. However, generational differences in communication styles can lead to misunderstandings, with older generations often favoring face-to-face communication while younger generations prefer digital platforms [3]. Addressing these communication challenges through strategies that promote understanding and adaptability is essential for fostering a harmonious work environment [3]. Moreover, embracing diversity is both a social responsibility and a strategic necessity, as organizations that proactively manage diversity enhance innovation, decision-making, and employee engagement [4]. A diverse workforce offers a wealth of creativity and problem-solving skills, which can be leveraged for long-term success and competitive advantage [4]. Nonetheless, intergenerational differences in technology usage, social values, and work-life

balance can impact motivation and job satisfaction, requiring organizations to recognize and address these challenges to foster collaboration and support a positive workplace culture [5].

Employee engagement is a critical factor in organizational performance, influencing productivity, retention, and workplace satisfaction. In a multigenerational workforce, achieving high engagement levels requires addressing diverse expectations, communication styles, and technological proficiencies. Integrating intergenerational training, information technology, and effective conflict management strategies is essential to align these diverse groups toward common organizational goals. Intergenerational training programs bridge the gap between age groups by fostering mutual understanding and respect, helping employees appreciate diverse perspectives and work styles, which enhances collaboration and reduces generational conflicts [6]. These initiatives focus on shared learning experiences, where employees from different generations learn from one another, promoting a culture of continuous learning and adaptability [7]. Additionally, leveraging information technology enhances engagement by providing platforms for seamless communication and collaboration, facilitating remote work, flexible schedules, and virtual team-building activities tailored to multigenerational needs [6], [7]. Organizations should invest in user-friendly technologies that accommodate varying levels of technological proficiency, ensuring inclusivity in digital initiatives [8], [9]. Effective conflict management strategies are also crucial, as policies encouraging open dialogue and constructive feedback help resolve misunderstandings and foster a positive work environment [6]. Training managers in conflict resolution techniques empowers them to mediate disputes effectively, ensuring generational differences do not hinder organizational performance [10].

Intergenerational training aims to bridge the gaps between different age groups by fostering mutual understanding and collaboration. By providing employees with the tools to appreciate and leverage generational differences, such training can enhance workplace harmony and productivity. Simultaneously, the adoption of information technology has become a key driver of employee engagement, offering innovative solutions to facilitate communication, streamline workflows, and enable flexible working arrangements. However, without proper generational conflict management strategies, these efforts may fall short, as unresolved tensions between age groups can hinder collaboration and lead to disengagement. Despite the growing importance of these factors, there is a paucity of empirical research examining their combined impact on employee engagement, particularly within the context of consulting services companies in Jakarta. This study seeks to address this gap by analyzing the influence of intergenerational training, information technology, and generational conflict management on employee engagement in a Jakarta-based consulting services company.

2. LITERATURE REVIEW

2.1 *Employee Engagement*

Employee engagement refers to the emotional and cognitive commitment an employee has toward their organization and its goals. It encompasses factors such as job satisfaction, motivation, and a sense of belonging, which collectively influence performance and retention [7], [11], [12]. Engaged employees are more likely to exhibit proactive behavior, contribute to organizational innovation, and maintain a positive attitude toward their work [9], [13]. In multigenerational workplaces, fostering

engagement requires addressing diverse needs and expectations, making it a critical area of focus for human resource management.

2.2 *Intergenerational Training*

Intergenerational training is a structured approach aimed at fostering understanding and collaboration among employees from different age groups. It emphasizes leveraging generational diversity as a strength by addressing communication styles, values, and work habits unique to each group [14], [15]. Such training has been shown to reduce stereotypes, enhance teamwork, and improve workplace relationships, which are critical to boosting engagement in multigenerational settings. Studies have highlighted its role in fostering an inclusive culture where employees feel valued regardless of their generational affiliation [16], [17].

2.3 *Information Technology and Employee Engagement*

The role of information technology (IT) in enhancing employee engagement has been widely recognized. IT facilitates efficient communication, supports remote work, and provides platforms for collaboration and learning [18], [19]. In multigenerational workplaces, technology can bridge the gap between tech-savvy younger employees and older employees who may initially struggle with digital tools. When implemented effectively, IT systems can empower employees, reduce workload complexities, and enhance overall engagement [20]. However, ensuring inclusivity in technology adoption remains a challenge, particularly when addressing diverse levels of digital literacy [21].

2.4 *Generational Conflict and Conflict Management*

Generational conflict arises from differences in work values, communication styles, and expectations among employees from different age groups. Such conflicts, if left unresolved, can disrupt teamwork and negatively impact engagement [5], [22]. Conflict management strategies tailored to address generational differences focus on fostering mutual respect and understanding. Approaches such as mediation, open dialogue, and training programs have proven effective in minimizing conflict and enhancing workplace cohesion. Effective generational conflict management not only mitigates the adverse effects of diversity but also promotes a collaborative environment conducive to engagement [23].

2.5 *Theoretical Framework*

This study is grounded in the Social Exchange Theory (SET), which posits that employee engagement is influenced by the reciprocal relationships between employees and their organization (Blau, 1964). According to SET, when organizations invest in training, technology, and conflict management, employees are more likely to reciprocate with higher levels of engagement and commitment. Additionally, the Job Demands-Resources (JD-R) Model supports the argument that resources such as training and IT reduce job demands, mitigate stress, and enhance engagement (Demerouti et al., 2001).

2.6 *Hypotheses Development*

Based on the review of existing literature, the following hypotheses are proposed:

H1: Intergenerational training has a significant positive effect on employee engagement.

H2: Information technology adoption has a significant positive effect on employee engagement.

H3: Effective generational conflict management has a significant positive effect on employee engagement.

2.7 Research Gap

While existing studies have explored the individual effects of intergenerational training, IT adoption, and conflict management on employee outcomes, limited research examines their combined influence on employee engagement in a consulting services context. Moreover, there is a lack of empirical data from Jakarta, a city with a dynamic, multigenerational workforce in the consulting sector. This study aims to fill this gap by providing insights into how these factors interact to drive engagement in such environments.

3. METHODS

3.1 Research Design

This study adopts a quantitative research design to examine the influence of intergenerational training, information technology adoption, and generational conflict management on employee engagement. A cross-sectional survey method was employed, allowing for the collection of data from a large sample of respondents at a single point in time. The research design was chosen to enable the identification of statistical relationships between the independent and dependent variables.

3.2 Population and Sample

The population for this study consists of employees working in a Jakarta-based consulting services company. Using purposive sampling, a total of 250 employees were selected as the sample. The inclusion criteria ensured the representation of multiple generations within the organization, encompassing employees from Baby Boomers, Generation X, Millennials, and Generation Z. This approach was intended to capture the diverse perspectives necessary for understanding the interplay between generational dynamics and employee engagement.

3.3 Data Collection

Data were collected through a structured questionnaire distributed electronically to the respondents. All items were measured using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

3.4 Data Analysis

The collected data were analyzed using SPSS version 25 through a comprehensive process that included descriptive statistics to calculate mean, standard deviation, and frequency distribution for summarizing the data. Reliability and validity were assessed using Cronbach's alpha to ensure internal consistency and factor analysis to validate the constructs. Pearson's correlation analysis was performed to examine the strength and direction of relationships between the variables. Lastly, multiple regression analysis was employed to determine the predictive power of the independent variables—intergenerational training, IT adoption, and conflict management—on the dependent variable, employee engagement.

4. RESULTS AND DISCUSSION

4.1 Demographic Characteristics of the Sample

The demographic characteristics of the sample provide insights into the composition of the respondents, ensuring the inclusion of diverse generational perspectives. The demographic data collected include gender, age group, educational background, and years of work experience. The distribution is summarized below:

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	140	56.0%
	Female	110	44.0%
Age Group	Baby Boomers (58-76 yrs)	25	10.0%
	Generation X (43-57 yrs)	70	28.0%
	Millennials (27-42 yrs)	115	46.0%
	Generation Z (18-26 yrs)	40	16.0%
Educational Background	High School	30	12.0%
	Bachelor's Degree	165	66.0%
	Master's Degree	50	20.0%
	Doctorate Degree	5	2.0%
Years of Work Experience	Less than 1 year	35	14.0%
	1-3 years	75	30.0%
	4-7 years	90	36.0%
	8 years and above	50	20.0%

The sample reflects a relatively balanced gender distribution, with males comprising 56.0% and females accounting for 44.0%. In terms of age, Millennials form the largest group at 46.0%, followed by Generation X (28.0%), Generation Z (16.0%), and Baby Boomers (10.0%), highlighting a predominantly young workforce aligned with the dynamic nature of the consulting industry. Educationally, the majority of respondents hold a bachelor's degree (66.0%), indicating a high level of academic attainment within the sector. Regarding work experience, employees with 4-7 years represent the largest segment (36.0%), followed by those with 1-3 years (30.0%), 8 years and above (20.0%), and less than 1 year (14.0%), showcasing a workforce with diverse levels of professional experience.

4.2 Descriptive Statistics

The descriptive statistics for the variables—intergenerational training, information technology adoption, generational conflict management, and employee engagement—are presented in Table 2. The mean scores indicate the general perceptions of the respondents regarding these factors.

Variable	Mean	Standard Deviation	Minimum	Maximum
Intergenerational Training	4.12	0.68	2.50	5.00
Information Technology Adoption	4.25	0.72	2.80	5.00
Generational Conflict Management	3.98	0.75	2.30	5.00
Employee Engagement	4.15	0.70	2.50	5.00

The results show high mean scores for all variables, indicating a positive perception among employees regarding intergenerational training, IT adoption, conflict management, and engagement levels.

1. Reliability and Validity

The Cronbach's alpha values for all constructs exceeded the recommended threshold of 0.7, indicating good internal consistency. Factor analysis confirmed that all questionnaire items loaded strongly onto their respective constructs, supporting construct validity.

Variable	Cronbach's Alpha
Intergenerational Training	0.885
Information Technology Adoption	0.904
Generational Conflict Management	0.873
Employee Engagement	0.895

2. Correlation Analysis

The correlation matrix revealed significant positive relationships between all variables. Notably, intergenerational training and employee engagement showed the strongest correlation ($r = 0.724$, $p < 0.01$), followed by IT adoption ($r = 0.682$, $p < 0.01$) and conflict management ($r = 0.644$, $p < 0.01$).

3. Regression Analysis

Multiple regression analysis was conducted to evaluate the predictive power of the independent variables on employee engagement. The results are summarized in Table 3.

Variable	Beta Coefficient	t-Value	p-Value
Intergenerational Training	0.424	6.983	0.000
Information Technology Adoption	0.355	5.564	0.000
Generational Conflict Management	0.292	4.785	0.000

The regression model was statistically significant ($F = 65.32$, $p < 0.001$) and explained 65% of the variance in employee engagement ($R^2 = 0.65$). Intergenerational training emerged as the strongest predictor, followed by IT adoption and conflict management.

Discussion

The results provide robust evidence that intergenerational training, information technology adoption, and generational conflict management significantly influence employee engagement in a consulting services company. These findings are consistent with previous studies, reinforcing the importance of managing generational diversity to foster an engaged workforce.

1. Intergenerational Training

Intergenerational training had the strongest influence on employee engagement, highlighting its critical role in bridging generational gaps and fostering collaboration. The high beta coefficient ($\beta = 0.424$) indicates that targeted training programs effectively align diverse employee perspectives and enhance team cohesion. This finding aligns with [14]–[16], who emphasized the positive impact of training on reducing stereotypes and improving workplace dynamics.

2. Information Technology Adoption

Information technology adoption also significantly influenced employee engagement ($\beta = 0.355$), underscoring the importance of digital tools in modern workplaces. Technology facilitates seamless communication and flexible work arrangements, which are particularly valuable in consulting services. These results support the findings of [18]–[20], who highlighted the role of IT in empowering employees and enhancing engagement through efficient workflows.

3. Generational Conflict Management

Generational conflict management, while the least significant predictor ($\beta = 0.292$), still contributed positively to employee engagement. This highlights the need for organizations to proactively address potential conflicts arising from generational differences. The findings echo [5], [22], [23], who emphasized the value of conflict resolution strategies in fostering a collaborative organizational culture.

Practical Implications

The findings of this study have several practical implications for human resource management in consulting services companies. Organizations should prioritize comprehensive intergenerational training programs to enhance mutual understanding and collaboration among employees. Additionally, IT systems need to be user-friendly and accessible to all generations, with targeted training provided for less tech-savvy employees to ensure inclusivity. Furthermore, HR departments should establish robust policies and procedures to address generational conflicts effectively, fostering a harmonious and cohesive workplace environment.

Research Contributions

This study contributes to the growing body of literature on employee engagement by integrating three critical factors—training, technology, and conflict management—in a multigenerational context. It provides empirical evidence from a Jakarta consulting services company, offering insights that are both context-specific and broadly applicable to similar organizations.

CONCLUSION

This study demonstrates that intergenerational training, information technology adoption, and generational conflict management are crucial for enhancing employee engagement in a multigenerational workforce. Among these, intergenerational training proved to be the most impactful, highlighting the importance of fostering understanding and collaboration across diverse age groups. Information technology adoption significantly influenced engagement by streamlining communication and workflows, while effective generational conflict management contributed to creating a cohesive work environment. These findings emphasize the need for organizations, particularly in consulting services, to invest in targeted training programs, implement inclusive technology solutions, and establish robust conflict management strategies to foster an engaged and productive workforce capable of navigating generational diversity. This research provides empirical evidence from a Jakarta-based consulting company and offers practical recommendations for similar settings. Future studies could adopt longitudinal designs or include qualitative insights to deepen the understanding of these relationships.

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