

Harmonizing Generational Gaps: Effective Strategies for Managing Generational Gaps in Professional Event Organizers (PT. Dyandra Promosindo)

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Abstract

This research focuses on Harmonizing Generational Gaps: Effective Strategies for Managing Generational Gaps In Professional Event Organizers (PT. Dyandra Promosindo) in the workplace environment at PT Dyandra Promosindo, a professional exhibition organizer in Indonesia. The generational differences among employees, including Generation X, Y, and Z, present challenges related to collaboration, communication, and employee performance. The purpose of this study is to analyze the impact of generational gaps on team dynamics and to identify effective strategies to enhance intergenerational interaction. The research employs a qualitative approach, collecting data through observations and interviews with employees at PT Dyandra Promosindo. The findings indicate that generational gaps influence employees' perceptions, values, and communication styles, which can potentially lead to conflicts and misalignment in teamwork. The recommended strategies include cross-generational communication training, cross-mentoring programs, and the implementation of flexible policies to foster better intergenerational integration. The implementation of these strategies is expected to create an inclusive work environment, improve productivity, and support harmonious collaboration within the company. This research contributes to the development of a more adaptive and responsive human resource management approach to generational diversity in the workplace.

Keywords: Harmonizing generational gaps, effective strategies, intergenerational communication, productivity, human resources, professional event organizer

Introduction

Currently, the role of human resources is very crucial and has a significant impact on the achievement of the goals and vision and mission of a company, as explained by Dessler (2017) in the concept of strategic human resource management. The existence of a competent and skilled workforce in a particular field is very important given the increasingly fierce competition among companies, as revealed by Ulrich et al. (2009) regarding the role of human resources in maintaining innovation and adaptation to the latest developments. In this competition, companies compete with each other to improve the quality of their human resources, with the aim of maintaining innovation and

continuously adapting to developments that support the smooth running of managerial processes, an approach that is also in line with Drucker's (1999) thinking about management challenges in the 21st century.

The company, as an organizational entity, has a structure made up of various divisions with their respective functions and tasks (Albert, 2024; Sobotkiewicz, 2020). Optimal management of available resources such as capital, employee skills, technology, and the role of reliable human resources is the key to achieving the desired efficiency and productivity, as emphasized by Robbins & Judge (2018) in organizational behavior theory. However, challenges can arise when generational and age differences among employees affect different interaction styles as well as characteristics in the work environment, as highlighted by Likert (1967) in his analysis of organizational effectiveness and relationships between workers.

Age differences often have a significant impact on the perception and understanding of each individual (Chopik et al., 2018). Younger employees may feel intimidated or less comfortable interacting with older colleagues (Choi & Park, 2020). Conversely, older employees may face difficulties in keeping up with technology and adapting to more modern ways of communicating (Jung & Lee, 2021). The rapid change of times has also resulted in a change in the mindset of society as a whole, influencing workplace dynamics (Huang et al., 2022). As generations evolve, intergenerational communication becomes increasingly important for fostering collaboration and productivity in diverse work environments (Kang et al., 2020). Understanding these generational dynamics is essential for managing workforce diversity and ensuring smooth interactions between employees of all ages (Zhao et al., 2023).

These differences in mindset and behavior often lead to gaps in the workplace, which can lead to differences in views and even miscommunication among employees within a company. Therefore, it is important to manage and formulate effective strategies in addressing these generational differences in order to create an inclusive work environment, where each team member can contribute to the maximum without being constrained by age differences or generational backgrounds.

One of the crucial aspects of achieving optimal performance in the work environment is understanding how the dynamics of an effective work environment are. However, oftentimes, communication in the workplace becomes a major challenge for many organizations, especially when generational differences affect interactions between employees within the same company. The age gap between senior employees and millennials, who are generally 20-25 years old, creates a generational gap that affects their habits, attitudes, actions, and outlook. This leaves companies vulnerable to risks, especially in terms of communication that can be an early trigger for conflicts among employees due to differences in generational perspectives.

Interaction between peers and between employees and managers is essential in the professional context of the workplace, which is often done through business communication to carry out tasks according to their respective job desks. Every company relies on employees as a key element to achieve a common goal. Employees of different

generations are present in every organization, bringing with them different experiences and values. According to Meuse in Sitepu (2012), the workforce in a company can be divided into four generations, namely Matures born between 1929 and 1945, Boomers born between 1946 and 1964, Xers born between 1965 and 1979, and Generation Y or millennials born between 1980 and 1999.

The rapid changes in modern times, especially the rapid advancement of technology, have significantly changed the mindset of society. Ease of access in various aspects of life brings about a marked change in behavior. These differences in perspectives and behaviors ultimately give rise to disparities in the workplace, which can lead to differences of opinion and, in extreme cases, detrimental miscommunication.

The ability of a company to operate effectively depends on the quality of its human resources, especially in creative industries such as MICE (meeting, incentive, conference, and exhibition) in Indonesia. The industry relies on the knowledge and creativity of employees to provide quality services to clients. Efforts to improve the quality of human resources often include education and training for employees as well as recruitment to find individuals who meet certain criteria, especially those relevant to the times. This allows companies to remain relevant and responsive to the changing times.

This process of refreshing human resources often results in a generation gap within the company, given the age variation among employees. These differences include different communication styles; for example, employees from the baby boomer generation tend to use direct and formal communication, while millennials are more likely to use social media or text messaging to communicate. These differences can sometimes lead to misunderstandings and hinder the effectiveness of communication among team members.

In the current conditions, company management is often run by a group of employees representing various generations, including Baby Boomers, Generation X, and Generation Y. Generation Y's dominance in the workplace is not only a phenomenon in Indonesia but also globally. While the majority of company leaders today are from Generation X, they are faced with the task of understanding and addressing communication gaps with their subordinates who are the majority of Generation Y.

Each generation brings different values, interests, and ways of interacting, influenced by the social and technological context of its time. Today, these generations live together in the same work environment, often leading to generational gaps. Awareness of this gap is the first step in managing intergenerational interactions productively. When managed well, these differences can generate synergies between different generations, but if they are not, they can also be a source of conflict, mismatch, discord, and miscommunication within the company.

Researchers have differing opinions regarding the identification of each generation based on their age, but most agree that in general there are four generations: Veterans (1925-1944), Baby Boomers (1945-1964), Generation X (1965-1981), and Generation Y (1982-2000). The generation that is currently actively working includes the baby boomers, Generation X, Generation Y, and Generation Z.

In the article "Theoretical Review," Yanuar (2016) summarizes the opinions of several experts regarding generational differences, including generational groups identified in various sources. Tapscott (1998) groups generations into Baby Boomers (1946-1964), Generation X (1965-1975), and Digital Generation (1976-2000), while Howe and Strauss (2000) add the Silent Generation (1925-1943) and the Millennial Generation (1982-2000). Zemke et al. (2000) and Lancaster and Stillman (2002) also provide a similar view with variations in generation naming. Yustisia (2016) divides the generation of employees into five different categories, including the Alpha Generation (2011-2025), highlighting the diversity of perspectives and behaviors of each generation influenced by different political, social, and economic contexts. The characteristics of each generation show different attitudes and work habits, where Baby Boomers are known to be optimistic and hardworking, Generation X tends to be skeptical and independent, Generation Y or Millennials are very focused on performance achievement and collaboration, while Generation Z is quick to adapt to changes in technology and the work environment. Observations at PT Dyandra Promosindo Jakarta show that the majority of employees fall into the category of Millennials and Generation Z, with data showing that 46.94% of employees are from Generation Z and 44.59% are from Millennials. This reflects the dominance of Generation Z, who have a more open communication pattern and a high dependence on technology. Therefore, communication patterns in companies need to be adapted to the characteristics of Generation Z who are more flexible, creating a work environment that supports collaboration and innovation. The success of an organization depends heavily on the ability to manage human resources from these different generations, which is a decisive factor in achieving goals effectively and efficiently.

Analysis of generational differences shows that there is an age gap known as the generation gap. This term refers to differences in experiences, attitudes, and views between generations that can trigger misunderstandings and conflicts (Seruni, 2022). The generation gap does not only occur in the family environment, but also has an impact on the world of work, especially in the interaction between employees and leaders and in the understanding of technology. In addition, in other sectors such as education and religion, generational differences also affect communication patterns and learning methods (Hendryson, 2021).

In the work environment, the generation gap is a significant challenge. Research conducted by Putri et al. (2019) highlights the importance of managing the age gap between senior and junior employees, as well as between leaders and young employees. According to Gravett and Throckmorton (2019), this gap involves differences in mindsets, habits, attitudes, and actions that can hinder communication and increase the potential for conflict. A study conducted by Gallup (2019) revealed that millennials have different work preferences compared to previous generations. They prioritize meaning and purpose in a job over just getting a salary, want more flexible leadership, and prefer direct interaction over formal evaluations. Generational diversity, which includes Baby Boomers, Generation X, Generation Y (Millennials), and Generation Z, creates

differences in values, expectations, and ways of working that pose challenges to communication, collaboration, and conflict management in the workplace. Older generations tend to be conservative and stable, while younger generations are more innovative and adaptive to change (Gabriella et al., 2019).

Conflicts in the workplace are often triggered by differences in communication patterns and characteristics of each generation. Different perceptions of communication styles can lead to miscommunication in meetings and in the submission of reports. In addition, differences in language styles have the potential to cause misunderstandings. For example, Generation X who are used to formal communication often find Generation Z's communication style too direct and less polite. Therefore, an effective strategy is needed in creating harmony between generations so that the work environment remains conducive and productive.

Generational differences in the world of work can be an obstacle in building effective communication and creating a harmonious work environment. PT Dyandra Promosindo, as an event organizer company, has a diversity of employees from various generations who have the potential to experience gaps in communication and differences in expectations at work. Differences in communication styles between generations have the potential to cause miscommunication and conflict in the workplace. In addition, difficulties in creating collaboration between generations also arise due to differences in values, expectations, and ways of working. The challenge in leadership management to adapt leadership style to the preferences of employees from different generations is also an issue that needs to be considered. With these conditions, a special strategy is needed in managing the generation gap so as not to hinder productivity and work effectiveness at PT Dyandra Promosindo.

Based on these problems, this research will discuss the generation gap in a professional context through a thesis entitled "Harmonization of the Generation Gap: Effective Strategies for Managing the Generation Gap in Professional Event Organizers (PT Dyandra Promosindo)."

The formulation of the problem from this study is conflicts that often occur in the workplace such as communication patterns between employees and differences in characteristics between employees, especially those of different generations. It was found that differences in perception often led to conflicts during meetings or in reports, while different language styles could lead to miscommunication among employees. The company implements flexible working systems and digitization of processes to improve efficiency. The younger generation (Gen Z and Millennials) is very enthusiastic because they are used to technology and flexibility. However, senior managers from the Baby Boomer generation feel this way of working disrupts structure, discipline, and productivity. The generational difference is also seen in the way of interpreting instructions from superiors, which is often misunderstood between Generation X and Generation Y/millennial and Z, who tend to be more direct in speaking or to the point. These differences can cause incompatibility in the workplace, especially among Generation X who may not like Generation Z's communication style, which is considered

less polite. There needs to be a special and good strategy to maintain harmony in a company so that it continues to run well and be conducive. In addition, in the employee performance appraisal system, especially in project teams, sales targets are often used as the main indicator in Key Performance Indicators (KPIs). This target is set to encourage productivity and the achievement of company goals. However, on the other hand, the pressure to meet those targets can create a psychological burden for employees.

Based on the formulation of the problem that has been described, this research is compiled to answer several important questions. First, how do cross-generational work dynamics affect the effectiveness of the team at PT Dyandra Promosindo? This question aims to understand the interactions between different generations, including Baby Boomers, Generation X, Generation Y, and Generation Z, in the context of teamwork and the achievement of company goals. Second, what are the effective strategies that can be implemented by PT Dyandra Promosindo to improve cross-generational communication? This question leads to the identification of communication strategies that can reduce the gap between generations, increase mutual understanding, and promote productive collaboration within the organization. Third, how does the human resource management policy at PT Dyandra Promosindo support the integration and development of the potential of different generations to achieve the company's goals? With this question, the study aims to evaluate the effectiveness of HR policies in supporting the career development and professional growth of employees from different generations, as well as adjust those policies to improve cross-generational collaboration.

The purpose of this research includes an analysis of the dynamics of cross-generational work and its influence on teamwork and the achievement of company goals. In addition, the research will also identify strategies that can reduce the gap between generations and promote productive collaboration. Finally, this study aims to evaluate the HR policy at PT Dyandra Promosindo in supporting the career development of employees from various generations. The benefits of this research are divided into two aspects: theoretical and practical. Theoretically, it is hoped that this research will provide deeper insight into the Harmonization of the Generation Gap in the context of PT Dyandra Promosindo. Practically, this research is expected to provide an overview for company management of the importance of effective strategies in managing the dynamics of the generation gap, as well as provide guidance to develop strategies that can support the company's long-term success in the event organizer industry.

Research Method

This research used qualitative methods to understand phenomena such as behavior and interaction through an inductive approach. This method allowed the researchers to explore the meaning behind observed phenomena, providing in-depth and realistic information. The study was descriptive, focusing on depicting conditions, relationships, and processes in the field. It was conducted at PT Dyandra Promosindo Jakarta between May and October 2024, with purposive location selection to capture phenomena related

to the generation gap in the workplace. The focus was on intergenerational interactions among Baby Boomers, Generations X, Y, and Z, to provide relevant insights.

Data sources consisted of primary and secondary data collected through interviews, observations, and documentation. Data collection techniques included observation to understand field conditions, interviews to gather information from informants, and documentation to support the data. The researcher acted as the main instrument, using observation and interview guidelines as supporting tools. Data analysis was performed interactively and continuously, involving data reduction, presentation, conclusion drawing, and SWOT analysis to evaluate the company's strengths, weaknesses, opportunities, and threats. Data validity was ensured through triangulation, comparing data from various sources and techniques, and extending the observation period to gain a deeper understanding. The combination of these methods aimed to produce accurate, reliable information and provide a comprehensive picture of generational difference management at PT Dyandra Promosindo.

Results and Discussion

Data Analysis

SWOT Analysis

Below is a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) compiled based on the results of interviews and findings related to HR management and generation gap management at PT Dyandra Promosindo.

Table 1 SWOT Analysis

<i>STRENGTHS</i>	<i>WEAKNESSES</i>
<p>1. Diverse Recruitment Strategies - Combining campus <i>job fairs</i>, digital <i>platforms</i>, and employee referral programs (Dhanty). - Reaching out to talent across generations through collaboration with communities and campuses (Resource Persons 2 (Gen X)).</p>	<p>1. Reliance on Tight Event Schedules - The high intensity of work before and during the event makes it difficult for some employees to balance time, especially certain generations (Resource Person 1)</p>
<p>2. Implementation of DEI (<i>Diversity, Equity, Inclusion</i>) - There is awareness and intention to implement DEI policies to reach various employee backgrounds (Resource Person 2 (Gen X)). - Also implemented through equal access to technology (Rizky Maulana).</p>	<p>2. Uneven Adaptation of Technology - Senior employees often need intensive assistance in the use of <i>digital tools</i> (Resource Person 3). - A generation that is less familiar with technology feels an additional burden when moving to a new system (Resource Person 2).</p>
<p>3. Contribution-Based Incentive Program - Provides additional bonuses or <i>rewards</i> for outstanding teams (Resource Person 1). - Incentive schemes in each division (sales, backstage, digital) foster a sense of togetherness (Resource Person 2, Resource Person 3).</p>	<p>3. Complex Performance Appraisal - Maintain objectivity in providing incentives and ensure that "invisible" contributions are still recognized (Agnes). - There is potential for subjectivity during post-event evaluation (Resource Person 1).</p>
<p>4. Comprehensive Training and Certification - E-learning, webinars, AR/VR, and <i>reverse mentoring</i> for employees across generations</p>	<p>4. Stress Pressure in the Event Industry - Tight schedules and tight deadlines often trigger stress, so employees who are not used to it are prone to burnout (Agnes). - Work-life balance is a</p>

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(Resource Person 1, Resource Person 2). - Technical training (AI, CRM, <i>live streaming</i> , etc.) strengthens digital competencies (Resource Person 3).	challenge, especially for the younger generation (Resource Person1).
5. Flexibility and Work-Life Balance - Shift systems, <i>hybrid working</i> , and post-event substitute leave policies minimize burnout (Resource Person 1, Resource Person 2) - <i>Remote working</i> for the IT division increases job satisfaction (Resource Person 3).	5. Varied Inter-Generational Communication - Different communication preferences (face-to-face vs. <i>instant messaging</i>) triggers potential miscommunication (Resource person 1). - An inclusive adaptation of language and communication style is needed (Resource Person 3).
6. Open Career Path - Mobility Vertical and horizontal (event coordinator → event director / marketing / digital division) Motivate employee Cross generation (Source 1, Source 2).	6. Obstacles to DEI Implementation in the Field - Event teams under high pressure often find DEI policies to add complexity (Resource Person 2). - Awareness of the importance of diversity is not evenly distributed across divisions (Resource Person 1).

Table 2. Advanced

OPPORTUNITIES (Peluang)	THREATS
1. Growth of the MICE and Event Management Industry - The high demand for organizing events (exhibitions, conferences) in various sectors can open up opportunities for expansion and innovation (Agnes).	1. Fierce Competition in the Event Industry - Many new <i>event organizers</i> (EO) have emerged, requiring companies to continue to innovate so as not to lose competition (Dhanty).
2. Development of New Technology (AI, AR/VR, Digital Platform) - The implementation of the latest technology is able to increase the efficiency and competitiveness of the company (Reza). - The potential for cross-division collaboration to optimize new technologies.	2. Rapid Technology Development - If not balanced with continuous training, senior employees can be left behind, creating a larger digital divide (Reza).
3. Collaboration with Educational Institutions and Communities - Strengthen <i>talent sources</i> with campus recruitment, <i>hackathons</i> , and cross-generational internship programs (Dhanty). - Expand networks to support <i>employer branding</i> .	3. Social and Macroeconomic Changes - Economic uncertainty (e.g. recession, inflation) can hinder clients from hosting large events (Agnes). - Health crises or global conditions (pandemics, etc.) can reduce the demand for in-person events.
4. Expansion to Hybrid and Virtual Events - New markets in the field of <i>virtual</i> and <i>hybrid events</i> are increasingly potential as streaming technology (Reza) develops.	4. Work-Life Balance Demands from the Young Generation - Gen Y/Z wants a flexible work environment, so companies must always adjust policies so that the best talent (Dhanty) is not left behind.
5. Opportunities to Strengthen Inclusive Organizational Culture - The development of good DEI policies will attract more diverse <i>talent</i> , enriching innovation (Agnes).	5. High Turnover Rate - The event industry tends to be labor-intensive, workload-volatile, and high stress which if left unaddressed can encourage employees (especially the younger generation) to move to another company (Agnes).

Brief SWOT Analysis

1. Strengths vs. Opportunities

- a) PT Dyandra Promosindo can leverage a positive reputation (employer branding), digital training, and reverse mentoring to strengthen competitiveness in the growing MICE industry.
 - b) The development of new technologies (AI, AR/VR) is in line with the strength of IT teams that have experience in managing digital events.
2. Strengths vs. Threats
- a) A combination of performance-based incentives, work-life balance, and open career paths can reduce employee turnover rates amid the industry's fierce competition.
 - b) Simultaneously training senior and young employees can prevent the digital divide amid rapid technological developments.
3. Weaknesses vs. Opportunities
- a) Although technology adaptation has not been evenly distributed, the opportunity for upskilling through intensive training is still very open, especially with the support of external collaboration (campus, community).
 - b) The stress in the events industry can be offset by the opportunity to expand to virtual/hybrid events that are relatively more flexible in scheduling.
4. Weaknesses vs. Threats
- a) Complex performance appraisals can be exacerbated by industry competition that makes employees more sensitive to a sense of fairness and transparency.
 - b) If DEI policies are not understood and implemented consistently, the company's ability to respond to social changes and the work-life balance demands of the younger generation will be weakened.

From the overall analysis, PT Dyandra Promosindo has a strong foundation to continue to grow thanks to its multifaceted recruitment strategy, work-life balance policy, and technology application. However, the challenges of cross-generational technology adaptation and stress management need to be managed carefully in order to reduce the potential for turn-over, while maintaining competitiveness in the event management market.

Matriks Internal Factor Analysis (IFAS)

Table 3. Table of the Internal Strategy Factor Analysis (IFAS) Matrix at PT. Dyandra Promosindo

No	Internal Factors	Weight	Rating	Score	Information
Strengths					
1	An inclusive and change-oriented organizational culture	0,13	4	0,52	The main forces that help in the integration of generations
2	The company's experience in the event organizer industry	0,12	4	0,48	High historical value and credibility
3	Leadership that is open to innovation	0,12	3	0,36	Support change but not all
4	Flexible organizational structure	0,12	3	0,36	Facilitate intergenerational adjustment

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No	Internal Factors	Weight	Rating	Score	Information
5	Presence of experienced senior mentors	0,13	4	0,52	Opportunities for cross-generational knowledge sharing
Sub-Total Strengths		0,62		2,24	
Weaknesses					
6	Lack of cross-generational training	0,10	2	0,20	Weaknesses in overcoming intergenerational miscommunication
7	Internal communication that is not optimal	0,08	2	0,16	There is friction between Gen Z and senior communication styles
8	Low retention rates of young employees	0,10	2	0,20	Signs of the lack of inter-age work comfort
Sub-Total Weaknesses		0,28		0,56	
Overall Total		1,00		2,80	

Source: Results of 2025 researcher data processing

Corporate IFAS Analysis (Internal Strengths and Weaknesses)

Overall, the company showed significant internal strength with a total strength score of 2.24, outperforming weakness that had a total score of 0.56. The company's main strength lies in its inclusive and change-oriented organizational culture, as well as the presence of experienced senior mentors, each with a score of 0.52. These two factors strongly support adaptation, innovation, knowledge transfer, and human resource development in a dynamic business environment. In addition, the company's experience in the event organizer industry (score 0.48) provides a competitive advantage and builds credibility. However, the company also has some important weaknesses that need to be addressed. Lack of cross-generational training and sub-optimal internal communication (score of 0.20 each) can hinder synergy between employees and lead to communication gaps between different generations. Another significant disadvantage is the low retention rate of young employees (score 0.20), which indicates potential dissatisfaction or lack of career development, as well as potentially disrupting operational continuity. With a total IFAS score of 2.80, the company has great potential to leverage its strengths and improve its weaknesses for sustainable growth.

Matriks External Factor Analysis (IFAS)

Table 4. Table of the External Strategy Factor Analysis (EFAS) Matrix at PT. Dyandra Promosindo

No	External Factors	Weight	Rating	Shoes	Information
Opportunities					
1	Hybrid work trends and digitalization in the EO industry	0,13	4	0,52	Opportunity to customize the cross-generational work system

No	External Factors	Weight	Rating	Shoes	Information
2	The client's need for a responsive and creative work team	0,12	4	0,48	Opportunities to optimize the role of the younger generation
3	Changes in Generation Z's more flexible work patterns	0,11	3	0,33	Challenges as well as opportunities for management innovation
5	There is social pressure to create an inclusive workplace	0,12	4	0,48	Opportunities to improve employer branding
7	The rapid development of communication technology	0,14	4	0,56	Opportunities to bridge the generation gap through digitalization
Sub-Total Opportunities		0,62		2,37	
Threats					
4	Increasingly competitive competition in the event organizer industry	0,13	2	0,26	The threat of not being able to manage a cross-generational work team
6	Employment regulations that demand inclusivity	0,12	3	0,36	Challenges if you do not comply with the diversity aspect of generations
8	Dynamic economic and market instability	0,13	2	0,26	Threats to operational continuity
Sub-Total Threats		0,38		0,88	
Overall Total		1,00		3,25	

Source: Results of 2025 researcher data processing

Enterprise EFAS Analysis (External Opportunities and Threats)

The company faces significant external opportunities with a total score of 2.37. The rapid development of communication technology (score 0.56) is the biggest opportunity for digitalization, innovation, and bridging communication between generations. In addition, the trend of hybrid work and digitalization in the event organizer industry (score 0.52) opens up new markets and flexible business models, in line with the preferences of the modern workforce. The client's need for a responsive and creative work team (score 0.48) is also an opportunity for competitive differentiation.

On the other hand, the company is also faced with external threats with a total score of 0.88. The increasingly competitive competition of the event organizer industry (score 0.26) demands a strong differentiation strategy. Other threats to watch out for are labor regulations that demand inclusivity (score 0.36) and economic instability (score 0.26), which have the potential to pose compliance risks, operational challenges, and affect client budgets. The company's total EFAS score is 3.25.

Table 4. TOWS Matrix Table at PT. Dyandra Promosindo

	Opportunities	Threats
Strength	Strategi SO (Strength–Opportunities): <ul style="list-style-type: none"> - Developing technology-based hybrid event services - Expanding the market to MSMEs and creative opportunities - Collaborating with ministries for national and international projects 	Strategi ST (Strength–Threats): <ul style="list-style-type: none"> - Leverage reputation as a long-standing PEO to build an edge over competitors - Maintain loyalty with large clients - Invest in technology to reduce the risks posed by uncertain conditions
Weaknesses	Strategi WO (Weakness–Opportunities): <ul style="list-style-type: none"> - Improve training and knowledge to be more adaptive to every digital opportunity - Regeneration of young human resources, especially Gen Z to analyze and capture creative trends - Create a project documentation system 	WT (Weakness–Threats) Strategy: <ul style="list-style-type: none"> - Strengthen standard operating procedures (SOPs) to adjust to government regulations. - Diversify services so that they do not depend on the organization of large-scale exhibitions. - Develop partnerships with freelancers as flexible partners.

Source: Results of 2025 researcher data processing

PT Dyandra Promosindo has very strong fundamentals, as reflected in the IFAS score of 2.80 and EFAS of 3.25, which puts the company in a strategic position in Quadrant I, which is an aggressive growth strategy. This shows the company's readiness to utilize internal strengths to seize existing external opportunities. Key factors for Dyandra's success include an adaptive organizational culture, deep expertise in the event organizer industry, and leveraging opportunities from digitalization, hybrid work trends, and communication technology advancements. However, there are a number of critical areas that need attention, such as the communication gap between generations, the challenges of retaining young talent, and the need to create competitive differentiation amid fierce industry competition. By emphasizing technology integration and cross-generational human resource development, PT Dyandra Promosindo has great potential to achieve sustainable growth in the digital era.

Conclusion

PT Dyandra Promosindo has developed an effective cross-generational recruitment strategy through campus collaborations, job fairs, digital platforms, and employee referrals, complemented by technology-based human resource development such as e-learning and reverse mentoring to enhance workplace adaptation. The company supports employee retention with flexible work-life balance policies and performance-based incentives, while managing generational differences by tailoring communication and pairing senior and junior employees for technology adoption. Despite these strengths, challenges persist in implementing DEI policies, technology adaptation for senior staff,

refining performance appraisals, and addressing communication conflicts and stress management in the events industry. For future research, it is suggested to explore the effectiveness of enhanced DEI programs and stress management interventions to further strengthen cross-generational collaboration and employee well-being at PT Dyandra Promosindo.

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