Comparison of Job Characteristics Among Generational Cohorts: A Case Study in the Office of Telkom Regional II Jakarta

Gandung Pratidhina[1] andAde Irma Susanty[2]

Magister Management, School of Economic and Business, Telkom University

Bandung, Indonesia

gandunk@gmail.com[1], irma_samketo@yahoo.com[2]

Abstract. *Multigenerational existence in an organization raises challenge in human resource management, that employees from the same generation group has each its characteristics, affecting their view on life and work, including from job characteristics aspects. This study identified and compared the job characteristics between generational cohorts in Unit of Telkom Regional Office II Jakarta, using all five dimensions of job characteristics models, namely: task variety, task identity, task significance, authority, and feedback. There were 212 valid data out of 243 derived from survey using online questionnaire with the results showing that task significance is the job characteristics that differ significantly between generations X both to baby boomers and generation Y employees.*

I.   INTRODUCTION

The working environment is currently experiencing a demographic change that has revolutionized the workforce to become more diverse, with a composition of employees consisting of the age of older employees and younger employees, which in terms of the year of birth can be classified into three generational groups: baby boomers, generation X and generation Y. in Indonesia, the Indonesian labor force structure at the time of the demographic bonus in 2025, will be dominated by generation Y and generation Z (around 77%) (Merari & Suyasa, 2015). Changes in workforce demographics also occurs not least in Telkom, which during the period of 2015-2020 will be a wave of massive retirement as many as 9055 employees, followed by recruitment program of thousands of fresh graduates as many as 2824 employees. This led to the composition of Telkom human resources to be shifted with the increase in employees by age $\leq$ 35th as much as 38% in 2020.

Employees of the same generation group has a specific "generation characteristics", affecting their outlook on life and work. These characteristics affect viewpoint, relationships, work ethic and behavior, motivations, trends in teamwork, communication preferences, and perceptions of the organizational hierarchy, managing change (Hernaus & Vokic, 2014). Generation group differences also affect how employees react to the characteristic of the work (*job characteristics*).

The dimension of job *characteristics* used in this study were using *job characteristics model* developed by Hackman and Oldham (1975), namely: *task variety*, *task identity*, *task significance*, *authority*, and *feedback*. Each generation has a dimension of *job characteristics* dominant based on personal values and work preferences. Potential match between the preferences of each work with *job characteristics* which is expected to give positive results among the generation groups.

II. THE METHODOLOGY USED IN THE RESEARCH

A. Theory of Generation Group

The generation group is defined as a group that can be identified based on the similarity of the year of birth and the important events during the developmental stages of life (Kupperschmidt in Wong et al, 2008). A generation group has similarity of socio-history experience which then affects the way to grow and differentiate the generation to another generation (Wong et al., 2008). Each generation tends to establish preferences or different properties that distinguish attitudes toward work and what they want from a job (Jurkievicz and Brown; Kupperschmidt; in Wong et al., 2008). In this study, the writer used a definition by Patalano (2008), where the baby boomers represent employees who were born in 1946 to 1964, generation X represents employees who were born in 1965 to 1976, and generation Y represents the employees who were born in 1977 to 1994.

B. Job Characteristics

Hackman and Oldham argued that there are five core characteristics of each job (*job characteristics*) through a process in order to increase job satisfaction, work motivation, and high-performance (Wilson, 2012). The five dimensions becoming *job characteristics* are the *task variety*, *job identity*, *job significance*, *autonomy*, and *feedback.*

C. The Influence of Generation Group and Job Characteristics

Framework of work motivation by age range, proposed by Kanfer and Ackerman and subsequently confirmed by Zaniboni et al., that employees of old age and young ones will have different reactions to the same job characteristics (Hernaus and Vokic, 2014). Additionally, Truxillo et al. (2012) conducted a series of studies on how age moderates the impact of job characteristics on attitudes and employee performance. Assumptions about the tendency of job characteristics of each generation is based on the dimensions of job characteristics proposed by Hernaus and Vokic (2014), in which each generation has a dominant job characteristics based on personal values and preferences of prominent jobs
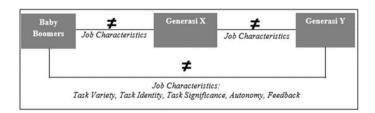
D. Research Framework

Figure 1. Research Model

Model of idea in the picture above is based on research conducted Hernaus & Vokic (2014), that labor force generation group has a different preference of work differently from the aspect of *job characteristics*.

E. Hypothesis

Based on the theoretical framework that has been described, then the hypothesis for this study are as follows:

H1a : There is a difference of *task variety* between *baby boomers* and generation X

H1b : There is a difference of *task variety* between *baby boomers* and generation Y

H1c : There is a difference of *task variety* betweengeneration X and generation Y

H2a : There is a difference of *task identity* between *baby boomers* and generation X

H2b : There is a difference of *task identity* between *baby boomers* and generation Y

H2c : There is a difference of *task identity* betweengeneration X and generation Y

H3a : There is a difference of *task significance* between *baby boomers* and generation X

H3b : There is a difference of *task significance* between *baby boomers* and generation Y

H3c : There is a difference of *task significance between* generation X and generation Y

H4a : There is a difference of *autonomy* between *baby boomers* and generation X

H4b : There is a difference of *autonomy* between *baby boomers* and generation Y

H4c : There is a difference of *autonomy* betweengeneration X and generation Y

H5a : There is a difference of *feedback* between *baby boomers* and generation X

H5b : There is a difference of *feedback* between *baby boomers* and generation Y

H5c : There is a difference of *feedback* between generation X and generation Y

III. DATA PROCESSING AND DISCUSSION

Sampling method used was *stratified random sampling*, with the number of samples amounted to 93 employees of *baby boomers*, amounted to 83 employees of generation X, and 36 employees of generation Y. Valid data were amounted to 212 out of 243 questionnaires returned. Data collection was done by using questionnaire online using *google docs*.

Analysis of data of this study was done by using the approach of *Mann-Whitney U-test*. *Mann-Whitney U-test* used to test comparative hypothesis of two independent samples, if the assumption of normality is not influenced (Sugiyono, 2011).

A.Validity and Reliability Test

Validity and reliability test was done to show the levels of expertise of measurement instrument and how fat the measurement instrument can be trusted (Juliansyah, 2011).

Table 1.Results Of Test Of Validity And Reliability

Dimension	Number of Item	*Corrected Item Total Correlation*	*Alpha Cronbach*
Task Variety	1	0.801	0,827
	2	0.803	
	5	0.831	
	6	0.818	
Task Identity	3	0,721	0.895
	4	0,796	
	7	0,725	
	8	0,833	
	3	0,721	
Task Significance	9	0,805	0.932
	10	0,869	
	13	0,854	
	14	0,838	
Autonomy	11	0.767	0.877
	12	0.782	
	15	0.738	

			0.799	
Feedback	16		0.799	0.905
	17		0.824	
	18		0.810	

The results of validity and reliability test of each items of question based on the dimension of *job characteristics* contained in Table 1, where coefficient value of *corrected item total correlation* the entire item statement is above the limit value 0,135 (r table) and the value of *alpha cronbach* the entire variable is above the limit value 0,60, thus it can be concluded that all the indicators and variables meet the test of validity and reliability.

B.Descriptive Analysis

To analyse the condition of *job characteristics* of each employee generation, a frequency distribution analysis is used. Frequency distribution analysis was used to establish a table of frequency distribution to determine whether the rate of the value of the variables are included in categories: very low, low, moderate, high, very high.

In table 3 we can see the percentage of every variable of *job characteristics* in the generation of *baby boomers*, generation X, and generation Y. The highest variable in *baby boomers* is *task variety* with average score of 80,70%, whereas *autonomy* is the lowest value with the average score of 75,91%. The highest variable in generation Xis *task significance* with the average score of 86,75%, meanwhile for *autonomy*, it is the lowest variable with the average score 75,66%. The highest variable in Y is *task variety* with the average score of 81,25%, whereas *task identity* is the lowest variable with the average score 76,11%.

Table 2.percentage of score in the variable of job characteristics Of each generation group

Variable	Item	Percentage of Score of *Baby Boomers*	Percentage of Score of Generation X	Percentage of Score of Generation Y
Task Variety	1	79,78%	81,93%	83,89%
	2	81,51%	80,96%	83,33%
	5	80,43%	81,20%	79,44%
	6	81,08%	82,41%	78,33%
Task Identity	3	77,20%	78,31%	76,11%
	4	75,70%	76,14%	72,78%
	7	79,57%	74,22%	78,89%
	8	76,77%	77,59%	76,67%
Task Significance	9	76,34%	83,86%	77,78%
	10	76,99%	87,47%	76,67%
	13	75,91%	87,47%	77,22%
	14	75,05%	88,19%	73,89%
Autonomy	11	75,70%	75,18%	76,67%
	12	77,20%	75,90%	79,44%
	15	74,84%	75,90%	76,11%
Feedback	16	78,92%	79,04%	76,67%
	17	76,13%	76,87%	79,44%
	18	75,91%	76,14%	79,44%
Total Percentage		77,50%	79,93%	77,93%

C.Test of Hypothesis

Test of *hypothesis* was done by using a *software* IBM SPSS 19 and the results can be seen in table 3 as follows.

Table 3 shows that the Goodness of Fit value is 0,703. Based on rule of thumb of GoF > 0,36, it's in the GoF Large category. Therefore, the GoF value of this research model is in the category of GoF Large.

Table 3.Results Of Hypothesis Test

Hyp	Variable	Employee Group	Mann-Whitney U	p-Value
H1a	*Task Variety*	Baby boomers & Generation X	3667,000	0,565
H1b	*Task Variety*	Baby boomers & Generation Y	1471,000	0,893
H1c	*Task Variety*	Generation X & Generation Y	1557,000	0,536
H2a	*Task Identity*	Baby boomers & Generation X	3714,500	0,664
H2b	*Task Identity*	Baby boomers & Generation Y	1444,500	0,773
H2c	*Task Identity*	Generasi X & Generation Y	1665,500	0,964
H3a	*Task Significance*	Baby boomers & Generation X	2363,500	0,000
H3b	*Task Significance*	Baby boomers & Generation Y	1096,000	0,019
H3c	*Task Significance*	Generasi X & Generation Y	1522,500	0,424
H4a	*Autonomy*	Baby boomers & Generation X	3816,000	0,896
H4b	*Autonomy*	Baby boomers &Generation Y	1317,500	0,300
H4c	*Autonomy*	Generation X & Generation Y	1433,000	0,200
H5a	*Feedback*	Baby boomers & Generation X	3797.500	0.853
H5b	*Feedback*	Baby boomers &Generation Y	1440.500	0.754
H5c	*Feedback*	Generation X & Generation Y	1589.500	0.653

The results of hypothesis showed that the variable with significant difference is *task significance betweenbaby boomers* and generation X with the value of *p-value* amounting to 0,000 (<0,05), and *task significance* between generation X and generation Y with the value of *p-value* amounted to 0,019 (<0,05).

The results of this research showed that variable *task significance* is the idiosyncratic characteristics among generation groups. In this research, generation X has prominent task

significance characteristic, as suggested by Durkin in Hernaus & Vokic (2014) where generation X has needs to do work that gives effect towards their social surrounding.

Based on the descriptive analysis, generation X has also characteristic of *task significance* that is prominent compared to generation X welcomed the mission that has been defined by organization and seeks to directly contribute to organizational goals. They will be working for long to finish the work that is important and beneficial to the organization. While generation Y will be loyal and work hard for the organization if their desire to do good to the company is appreciated.

IV. CONCLUSION AND SUGGESTION

This study aimed to know the condition and differences of *job characteristics* group generation of employees in the Office of Telkom Regional II Jakarta, based on the dimensions of *task variety, task identity, task significance, autonomy, feedback*. Based on the results of the discussion in the previous section related to the analysis of descriptive data and test of hypothesis, thus it can be concluded as follows:

1. The overall score of *job characteristics* generation *baby boomers* is categorized as high, amounted to 77,50%. Variable of *task variety* is a variable that has the highest appraisal in the generation *baby boomers*. Other variables that has the highest value consecutively is a task identity, followed by feedback, and task significance, and the last is autonomy. Thus, it can be concluded that the task variety is the most dominant characteristic of baby boomers. This is because the baby boomers is likely to take risks and seek a challenging job

2. The overall score of *job characteristics* for generationX is categorized as strong, amounted to 79,93%. Variable of *task significance* is a variable that has the highest appraisal in the generation X. It shows that generation X has the need to do work that gives effect to the social environment. Other variables that has the highest value consecutively is task variety, followed by feedback, then task identity, and the last is autonomy. Thus, we can conclude that task significance is the most dominant characteristic of employees in generation X. It may be due to the generation X tends to have a basic need to have and do work that gives effect to the social environment.

3. The overall score of *job characteristics* for generation Yis categorized as strong, amounted to 77,93%. Variable of *task variety* is a variable that has the highest appraisal in the generation Y. Other variables that have the highest value consecutively is feedback, followed by the variable autonomy, then the variable of task significance, and the last is variable of task identity. Thus, we can conclude that task variety is the most dominant characteristic of employees who belong to the generation Y. This is because generation Y is a generation of tech-savvy and have multitasking capabilities in work which is the basis capital for the work variegated.

4. Variable of *task significance* is *idiosyncratic characteristics* among generation, where there is a difference of *task significance* between *baby boomers* and generation X, showed by the significant value of < 0,05 amounting to 0,000. And there is a difference of *task identity* between generation X and generation Y, showed by the significant value of < 0,05 amounting to 0,019.

Based on the results of statistical test conducted, the dimension of task significance is the *idiosyncratic characteristics* among generation groups in the Office Telkom Regional II

Jakarta, whereas the dimension of *task variety*, *task identity*, *autonomy*, and *feedback*, are *common characteristics* among generation groups in the Office Telkom Regional II Jakarta.

Referring to the results stated, the management of Office Unit of Telkom Regional II Jakarta needs to focus on *task significance* which is the idiosyncratic characteristic obtained among generation groups where generation X tends to have task significance prominent significantly compared to other generation groups. One of the efforts that can be done is to place employees of generation X in work stations that have direct influence in the achievement of organization performance or that has impact to the interest of stakeholders of Telkom, either in the managerial position/ non-managerial that has direct impact in the achievement of Unit performance, such as Unit of Sales & Marketing.

References

[1] Hackman, J. R., & Oldham, G. R. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, 159-170.

[2] Hernaus, T., & Nina, V. P. (2014). Work design for different generational cohorts. *Journal of Organizational Change Management*, 615-641.

[3] Morgeson, F. P., & Humphrey, S. E. (2006). The Work Design Questionnaire (WDQ): Developing and Validating a Comprehensive Measure for Assessing Job Design and the Nature of Work. *Journal of Applied Psychology*, 1321–1339.

[4] Patalano, C. (2008). A Study of the Relationship Between Generational Group Identification and Organizational Commitment: Generation X vs. Generation Y.*Nova Southeastern University*.

[5] Robbins, S. P., & Coulter, M. (2012). *Management Eleventh Edition.* New York: Pearson.

[6] Saba, T. (2013). Understanding Generational Differences in the Workplace: Findings and Conclusions. *Queen's University IRC* , 1-11.

[7] Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psycholog*, 600-619.

[8] Silalahi, U. (2012). *Metode Penelitian Sosial.* Bandung: Refika Aditama.

[9] Sugiyono. (2015). *Statistika Untuk Penelitian.* Bandung: Alfabeta.

[10] Truxillo, M. D., Cadiz, D. M., Rineer, J. R., & Fraccaroli, F. (2012). A lifespan perspective on job design: Fitting the job and the worker to promote job satisfaction, engagement, and performance. *Organizational Psychology Review*, 340-360.

[11] Wong, M., Gardiner, E., Lang, W., & Coulon, L. (2008). Generational differences in personality and motivation. *Journal of Managerial Psychology*, 878-890.

[12] Zaniboni, S., Truxillo, D. M., Fraccaroli, F., McCune, E. A., & Bertolino, M. (2014). Who benefits from more tasks? Older versus younger workers. *Journal of Managerial Psychology*, 508-523.