

ABSTRACT

Current working environment is experiencing a demographic change that has dramatically restructure the workforce becomes more diverse, comprising of older and younger employees. It occurred, no exception, in Telkom, which during period 2015-2020 period, there will be massive retirement wave followed by thousands of fresh graduates recruitment program. This also led to Telkom workforce change becoming more diverse, with young and old age composition, which based on year of birth can be grouped into three generational cohorts: baby boomers, generation X and generation Y.

Multigenerational existence in an organization raises its 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 design aspects. Therefore, based on each unique generational characteristic, organization also need to understand how differences in job characteristics occur within each generation group.

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.

Data were collected using an online questionnaire which was distributed to 262 unit of Telkom Regional Office II Jakarta employees. There were 212 valid data out of the 243 questionnaires were returned.

The result revealed, there is one dimension of job characteristics that have significant differences: task significance, which occurred between the baby boomers and Generation X (2363.5) with a p-value of 0.000, and task significance between the baby boomers and Generation X (1096.0) with a p-value of 0.019. Meanwhile, there are no significant differences for the task variety, task identity, task authority, and feedback on each comparison generation group.

Through this result, task significance is the job characteristics that differ significantly between generations X both to baby boomers and generation Y employees, so it is recommended for Unit Telkom Regional II to motivate the generation X employee through the assignment at work that give influence to the internal and external organization.

Keywords: *generational cohorts, job characteristics, baby boomers, generation X, Generation Y, Telkom, Telkom Regional, Indonesia*