

Generation Internet Model in Management of Media Institutions in Indonesia

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Abstract— Baby Boomers are now on the brink of their retirement and Generation X will gradually become more involved in leadership in an organization or company. At the same time, there is one thing that needs to be known. The early generation Z began to enter the professional world. So that it can be ensured that Generation X will be their leader and Generation Z must work under them. Organizations must be able to see that the differences between these generations must be managed. NET. (News Entertainment Television) cannot be separated from this situation. NET. the management of the two generations is important to maximize their performance, one of which is by managing the physical structure of the organization, leadership, and internal communication. The purpose of this study was to find out how the internet generation model in the management of media institutions applied by NET. By using organizational communication theory, it is hoped that it can help explain this phenomenon from scientific communication. The approach used in this study is qualitative with phenomenology. The results of this study are internal communication and the physical structure of the organization, transformational leadership styles are found to be effective in dealing with Internet Generation. The four characters, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration succeeded in moving, touching personally, and removing the soul of initiators and innovators from the Generation of the Internet. If this leadership style is applied by all leaders, of course in the next few years when the company is increasingly filled with Internet Generation, organizations can maximize the performance of this generation of employees who will ultimately contribute to the success of the organization.

Keywords: *Internet Generation Model, organizational communication, phenomenology, media*

I. INTRODUCTION

Generation is a group of individuals born in similar historical and cultural contexts, they experience the same experience in their early lives (between the ages of 16 and 25), so that the same identity emerges that directs the value of their lives, attitudes, and behavior [1]. In almost a decade there have been five generations of groups namely Traditionalists, Baby Boomers, Generation X, Generation Y, and Generation Z [2]. The five generations spend every time in every development of the era, where certainly a lot of things

change. So that each generation has differences in various aspects because they are born and live in different times.

Generation X is individuals born between 1965 and the early 1980s [3]. Socio-economic changes in the early 1970s forced this generation to be raised in the single parent era or with two working parents, and in times of corporate downsizing, layoffs and unemployment [4]. They are resourceful, individualistic, independent and skeptical of authority. They are also not interested in long-term careers, company loyalty, or status symbols. In the work environment, their main focus is on relationships, results, and skills. The positive characteristics of this generation are multi-tasking capabilities, harmony achieved by adapting to changes and differences, competence in technical matters, creativity, innovation, independence and the creation of practical solutions to problem solving [5].

Although there is still much debate about the age definition of Generation Z. Generation Z are those who are technologically savvy and prefer to work collaboratively. They have a high level of technical knowledge and this gives them superior positions to respond to challenges and will be motivated by success [6]. As a result, they believe in multitasking skills and work on projects with different approaches to creative ideas. They like to experiment and find new styles and solutions to solve a problem or difficulty, because they are driven by their inner needs for a purpose [7]

Generation Z is attracted to companies that embrace technology and have a new style of doing international business, as a result this generation makes substantial steps away from conventional and old forms of work, because they have a high entrepreneurial spirit and they like to be involved in various jobs with various channels career [8]. Generation X and Z certainly have differences, but unexpectedly there are more similarities between the two generations compared to the differences. These two generations like to work collaboratively, because basically they like relationships. Both also have technical competence and knowledge, are very fond of creativity and innovation, and are independent. These similarities and differences

are a challenge for organizations or companies to manage the two generations that work for them.

Differences in generations in the work environment are ongoing organizational phenomena (Joshi, Dencker, & Franz, 2011). Togetherness from different generations raises many challenges for an industry that strives to achieve intergenerational comfort, avoid conflicts and barriers to effectiveness [9]. Increasing understanding of diversity in general and generation differences in particular helps industrial stakeholders in developing transformation strategies and techniques that aim to fully recognize and utilize their multigenerational capital talents [9]. It is important for organizations to understand that their company is made up of various generations of groups, and that it can give them an advantage if they know the similarities and differences between these generations.

There are many previous studies that provide findings about Baby Boomers, Generation X, and Generation Y, both about their preferences or commitments in an organization. Moreover, I find many people who distinguish and measure how the generation gap between Baby Boomers and Generation Y, or Millennials, is a challenge faced by organizations or companies to meet the satisfaction of workers of each generation. But Baby Boomers are now on the verge of retirement and Generation X will gradually become more involved in the subject of leadership. At the same time, the oldest Generation Z began entering the world of professionals as fresh graduates. So that it can be ascertained that in the work environment, Generation X will be their leader and Generation Z must work under its supervision.

NET. (News Entertainment Television), is a media organization that is developing and favored by Generation Millennials and Z. Behind the scenes there are many people who work and they certainly represent their respective generations. Each generation also has its own preferences when they are in the work environment. This preference can be a reference for NET. to maximize employee performance. Based on the similarities and differences that are especially shared by Generation X which now holds many areas of leadership and Generation Z is starting to work on .NET, this research will focus on how .NET. managing both generations in an effort to maximize their performance, especially in regard to the physical structure of the organization, transformational leadership, and internal communication. After looking at the background of the problem, the research question obtained is how the internet generation model in the management of media institutions is implemented by NET ?. The purpose of this study is to find out how the internet generation model in the management of media institutions implemented by NET.

II. ORGANIZATIONAL COMMUNICATION

A social unity of a group of individuals that are interconnected with a structured pattern, where each member has its own duties and functions, and certain goals and clear boundaries are defined as organizations. A unity of goals set by the organization and a structured pattern that separates the organization explicitly from its environment. Communication and success of the organization have a close relationship. Improving organizational communication means improving the organization to achieve management goals. Pace and Faules (1998) define organizational communication as a display and interpretation of messages between communication units that are part of a particular organization, where the organization consists of communication units in hierarchical relationships between one another and functioning in an environment. The concept of an organizational communication system is described by Pace and Faules (1998) in Figure 1 as follows.



Figure 1: Organizational Communication System

Organizational communication occurs at any time, at least one individual who works in an organization and interprets a particular performance or event. But if it is said that communication occurs between communication units means organizational communication is a process of interpretation on interactions that occur simultaneously in the organization, or in other words to members of the organization. This also concerns the interpretation carried out by various individuals with different thoughts in which these individuals are governed by policies, regulations, and certain rules of the company, and each of them also has different styles of communicating, managing, and leading . At the same time they are also motivated by different things, have perspectives that are not necessarily the same, varying levels of satisfaction, and different information adequacy. Interaction between all these factors is referred to as the organizational communication system.

Stewart L. Tubbs and Sylvia Moss (1996) explain that some of the main characteristics of organizational communication are structural factors in organizations

that require members to act in accordance with the expected role. For example, in a university, lecturers are expected to function as instructors, or a copywriter in advertising agencies who have the task of creating cutting-edge copywriting and attracting consumers.

III. INTERNAL COMMUNICATION

Mutual understanding and trust, a comfortable working atmosphere, good cooperation and avoiding conflict are created from harmonious internal communication. In other words, good relationships between employees will produce good corporate performance. Organizational Physical Structure and Modernist Approach The relationship between the physical elements of an organization determines its physical structure. The physical elements of the organization include their buildings and locations, furniture and equipment, decorations, and even the human body. Among these elements, specific relationships for organizational theory are: the geographical location of the organization, layout, and design and decoration. Organizational theorists have explored two different approaches to understanding the physical structure of organizations, and one of them is a behavioral or modernist approach. This mainly focuses on the relationship of physical structures with interactions and other forms of activity in the organization [10].

The focus of the study in this tradition is on the relationship between the physical forms adopted by an organization and the behavior of individuals who carry out their work activities in these spaces. In general, the more distance separates people, the less will be an opportunity for direct interaction and the more time will be sacrificed. While it is true that the development of electronic communications and faster modes of transportation has greatly reduced the limitations of geographical distribution of interaction capabilities, this limitation is still not fully resolved. Face-to-face interaction is still considered superior to all other forms of communication. Because the greater the distance between two individuals, the less likely they are to share information or to form friendships [10].

Movable partitions and walls have been found to be positively related to several forms of interaction. For example meetings, short meetings, confidential conversations, and collaboration have been found to occur significantly more often and over a longer period of time, when employees occupy closed spaces. However, although modernist studies show that these forms of interaction are more likely to occur privately than at open offices, many people continue to believe that open office arrangements, with little or no physical barriers, encourage interaction and communication. Open office encourages communication at the group level. Some groups, especially innovative design teams,

state that open office supports team work and stimulates creativity [10].

IV. POWER PLAY IN ORGANIZATIONS AND TRANSFORMATIONAL LEADERSHIP

Power play in an organization includes decision making, power, and politics. Mary Jo Hatch [10] says that decisions are made within an organization. Decisions of all types and magnitudes form an organization, and in this sense, the organization can be seen as a locus for decision-making activities. Decisions are made continuously, therefore the organization can be interpreted as a product of the history of its decisions. In most traditional organizations, the decision-making process is specific. Top management focuses on strategic decision making, middle managers emphasize decisions about internal structural arrangements and coordination between units, and lower-level managers are responsible for decisions about day-to-day operations in the assigned unit. Meanwhile in functional structures, marketing decisions are made by the marketing department, accounting decisions by the accounting department, and so on [10].

Pfeffer cited in Hatch [10], looks at organizational structure as an illustration of who regulates critical resources and decides important activities in the organization. He claimed that through the structural arrangements of communication determined, reporting requirements were made clear, and information networks were falsified. Through structuring communication, relationships, and information, top management is given a legitimate authority to use the power of the organization to set goals, make decisions, and direct activities [10]. Here, authority is a means for communication management.

Transformational leadership is a process in which leaders and followers work together to advance to a higher level of moral and motivation. Transformational leadership redefines perceptions and values, and changes employee expectations and aspirations. This leadership style does not apply the "giving and receiving" relationship, but based on the personality, traits, and abilities of the leader in creating change through example, articulation of an energy-giving vision, and challenging goals. Transformational leaders work for the benefit of teams, organizations and communities, and have an interest in trying to change organizational culture if necessary. Idealized influences explain that leaders exemplify high ethical behavior, instill pride, gain respect and trust from their employees. Inspirational motivation explains that leaders articulate a vision that attracts and inspires employees. These leaders challenge their followers with high standards, communicate optimism about future goals, and give meaning to the task at hand.

Intellectual stimulation explains that leaders always stimulate and encourage employee creativity, especially to learn and practice new approaches to doing work. Individualized Consideration explains that a leader is someone who is attentive in listening to and following up on complaints, ideas, expectations and all input submitted by employees.

V. GENERATION X AND Z

Regeneration is a fact in social life. Groups of generations born early died and were replaced by those who were born recently. Each generation resolves the problem of identity in its own way. In the words of analyst [11].

"It's no longer just parents who teach young the meaning of life ... but with their responses and actions, young people tell the older whether life represented by the old and presented to young people has meaning; and that is young people who bring the power to confirm those who confirm them and join the problem, to renew and regenerate or to reform and rebel. "

Mannheim [12] defines generation as 'a group of people born and raised in the same general chronological, social and historical context'. Eyerman and Turner (1998) define generation as 'people who pass the same time and share habits, hexic and similar cultures, these things give them a collective memory that functions to integrate generations within a certain period of time', while [13] confirms that generations are groups that share the same year of birth and significant life events.

There are five generations of cohorts; Traditionalists, Baby Boomers, Generation X, Generation Y, and Generation Z [2]. Generation X, also referred to as the X-ers and 13th Generation, included individuals born between 1965 and the early 1980s [3]. Socio-economic changes in the early 1970s forced X-ers to be raised in the single parent era or with two working parents, in the time of corporate downsizing, layoffs and unemployment, while they were also the first generation to use computers [4]. Generation X who lived in Cyprus experienced the tragic events of the coup in 1974, the next and subsequent Turkish invasion, efforts to reach a solution to the country's political problems, as well as the country's economic rejuvenation in the years to come, rejuvenation in which the country's hospitality industry played a role important.

They are educated with many qualifications and certifications. They also have a lot of sense, individualism, independence and skepticism about authority. They are also not interested in long-term careers, company loyalty, or status symbols. At work,

the main focus is on relationships, results, and skills. They often change jobs and careers if they are dissatisfied or unhappy. The positive characteristics of this generation are multitasking, achieving peace by adapting to changes and differences, having technical competence, creativity, innovation, independence and the creation of practical solutions to problem solving [5].

Young generation employees who include generation Z are one of the best educated cohorts in the workplace, who understand technology, and who prefer to work collaboratively (Ferri-Reed, 2010). Generation Z is the latest generation and will lead the world in decades [7]. Generation Z solves problems with special expertise because they prefer to work as freelancers with flexibility, and not as professionals who are office workers who work

40 hours a week [14]. The identity of generation Z is a millennium entrepreneur and innovator and as a result more than 72 percent of students attending secondary schools want to have their personal business, and 76 percent aspire to turn their hobbies into full-time jobs [15]. Generation Z is very knowledgeable technically who gives them superior positions to respond to challenges and will be motivated by success [16]. Generation Z is ambitious and competitive. Generation Z will look for alternativeways to enter the chosen profession they like [7]. Because Z is driven by technology, as a result they believe in multitasking projects and are approaching in different creative ideas; and likes to experiment and find new styles and solutions to deal with problems and difficulties because they are driven by their inner needs for a purpose [7]. Generation Z has been interested in companies that embrace technology and who have created a new style of doing international business, as a result this generation makes a substantial step away from old and conventional forms of work, because they are very entrepreneurial and they like to be involved in many jobs with various career paths [8].

VI. METHODS

This research was conducted using qualitative research methods, specifically using the phenomenology approach. This method focuses on exploring how humans create experiences and transform these experiences into consciousness, both as individual meanings and shared meanings. More specifically this method explains how humans realize, describe, feel, judge, remember an experience and how they talk with other humans. To obtain and collect data, researchers must conduct in- depth interviews with people who experience firsthand the phenomenon that they want to examine.

The phenomenon that will be studied in the research is the entry of Generation Z into the .NET work environment, so that organizational leaders need to pay

attention to the emergence of different preferences between Generation X and Generation Z which dominate the organization, due to the large gap in age between the two. The following will be explained about the subject and object in this study. The subject of this research is the management of generation X and Z by NET. in an effort to improve performance, especially regarding the physical structure of the organization. While the object of this research is NET. (News Entertainment Television). The resource person in the study was NET Producer. with the initials HM and several NET Creative Teams. with the initials TK and AM. The resource selection technique uses a snowball sampling method, where researchers get input regarding appropriate sources for this research.

The stages in this study are illustrated through a flow chart like the following, which is divided into three main stages, namely: first the pre-field stage, the second stage field, the third is the post-field stage. Data collection techniques carried out in this study were by way of in-depth interviews with speakers and also observations. Data obtained, then processed so that research findings can be described and then analyzed with the help of literature studies that have been previously carried out by researchers.

VII. RESULTS AND DISCUSSION

The results and discussion in this study will be divided into several sections below

VIII. INTERNET GENERATION MODEL

Generation Z is often referred to as the Generation of the Internet because they were born when the internet already existed. This generation was born at a time when internet technology was in great development, so they were also often known as digital natives. [6] states that Generation Z likes challenges and is even responsive to these challenges, this is in line with what HM informants said,

"The Z generation understands which one is the most relevant, they must be challenged."

In addition, [7] revealed that Generation Z likes to find new ways to solve a problem. Linearly, the TK informant stated,

"They are initiatives. If they are triggered about a problem, they will try to look for it, do it themselves without being told, and the results are also good. "

Besides that AM reveals more about the Generation of the Internet,

"Generation Z doesn't like bureaucracy, the process is long. Because of their innovations they can be stale if the process is long, even someone else can do it first. "

With their different characteristics, the Generation of the Internet carries its basic nature and merges with previous generations who have long worked for a company. Organizational leaders must not ignore this because by recognizing this and understanding how they work, the organization will benefit. By recognizing the Generation of the Internet, organizational leaders can understand their performance so that they can improve and maximize it. NET. they have realized this so that they know that this generation must be given challenges and triggers so that the souls of initiators and innovators in this generation emerge and they also experience self-actualization. Seeing the soul of this innovator, it can be seen that the Generation of the Internet does not like the flow of internal communication with the old bureaucracy.

Furthermore, it will be better understood about the internet generation model through the sub- chapter on how NET. manage this generation based on the physical structure of the organization, internal communication, and leadership. Based on the results of in-depth interviews with the three informants, researchers found that NET. managing the gap between Generation X and Generation of the Internet in various ways, namely the physical structure of the organization, internal communication, and leadership style. The following are the results of the analysis and discussion.

IX. INTERNET GENERATION AND ORGANIZATIONAL PHYSICAL STRUCTURE

States that the relationship between the physical elements of an organization determines its physical structure. The physical elements of the organization include their buildings and locations, furniture and equipment, decorations, and even the human body [10]. Among these elements, specific relationships for organizational theory are: the geographical location of the organization, layout, and design and decoration. The Internet generation likes flexibility [14] and the physical structure of an organization must support this. AM informant stated in the interview that,

"The brainstorming place must be in a cool place, you can take photos. Leaders will probably get a lot of capital for meeting at the cafe, but the output from Generation Z will be really good. "

Some leaders in NET. even to spend more capital to bring his mostly Internet Generation subordinates to brainstorm at cafes, because they are aware that this



maximizes the work of the Internet Generation. Understand this, NET. also decorating office layouts in such a way. Can be seen in Figure 2, NET office space. has an open office structure with brick walls that are deliberately designed so that it has a cafe feel.

Figure 2: NET Office Room. (Source: Personal Documentation)

X. INTERNET AND COMMUNICATION GENERATION

Internal communication is defined based on its essence by Argenti (2003) as the creation of an atmosphere of mutual respect among all individuals in the organization. Regardless of the position of the members of the company, all members of the organization must respect each other for the creation of effective internal communication. Regarding this matter, HM said about how NET leaders should be. creating this atmosphere with the Generation of the Internet,

"Leaders don't forget to give appreciation, make every work done with them. That appreciation can be as simple as words, or buy coffee. "

It's as simple as verbal communication, NET leader. realizing that appreciation for Internet Generation work must be done so that internal communication is harmonious. awareness and recognition of the value and importance of communication with employees, and the existence of a manager. Regarding this matter TK states that.

"Sit down with Generation X and Z, but there must be an intermediary and that could be Millennials. It's just hard because their perspective is different. "

Openness between the two generations is important for the harmony of organizational internal communication and NET. realize this. Steps taken by NET. in managing the differences between this generation is by holding a meeting brokered by Millennials. NET. is achieved that is building and maintaining mutually beneficial relationships between the organization and employees. Because good relationships between employees will produce good corporate performance. If this meeting does not produce results, then it is stated by the TK that,

"If you look at the amount, now Generation X is already a little more, you want it to change or not, because the minority must follow the majority. So one of the ways is from the highest leadership, Mas Tama, who issued an official regulation so that they don't want those who are in Generation X according to, for example on leave. The division leader who will be punished if for example his subordinate

leave is not used up. The highest leadership must issue rules if the division leader must send his subordinates on leave. Holiday. Generation Z considers the holiday as a necessity, if they don't resign. "

NET. realizing that the longer the Internet Generation will become the majority and have a major influence on the progress of the company. So that the most appropriate way for them is the rules of the highest leadership, where the division leader who comes from Generation X must certainly comply with these rules. Related to this, the existence of a leader is very important to create effective internal communication to bridge these two generations with different characteristics.

XI. INTERNET GENERATION AND TRANSFORMATIONAL LEADERSHIP

If the world had previously focused on Millennials, now the focus must begin to be diverted to the Internet Generation which began to color the labor market. Companies may have understood how to treat Millennials appropriately, but they must learn and recognize this new generation, especially company leaders. The leadership style used must also be considered, because the Internet Generation certainly has certain preferences. In giving orders, for example, through interviews HM stated that,

"They don't like the shape of the order, do this, do that. Let them just come up with an idea, and we want to give trigger just like, uh, we want to sell our program, what do we do? We have to get the money. Now they will appear on their own, initiative, if this is how Sis is. Besides that, you can also tell the core and its purpose, if we sell the program, our program will last longer, the revenue will be bigger. "

It is clearly seen that Generasi Internet will issue the soul of its initiator if faced with a leader who has an inspirational motivation character, where the leader articulates a vision or main goal that attracts and inspires his employees. In addition, leaders with intellectual stimulation character will give a trigger rather than an order, and this actually happens in NET. that Generasi Internet will automatically issue an initiative to solve problems that occur in the company. Other characters of transformational leadership were also found to be liked by Generasi Internet through statements from AM informants who said,

"When children are violating, if we just ask tomorrow to wear uniforms, tomorrow they will not comply. But if I say this, see that other companies follow our uniforms, BNI follows it, do you follow it, all follow, you have and have

cool uniforms you don't want to use. Well, there's no further offense the next day and they realize that if they are going to be cool using that uniform, must be asked by saying if they will be cool using that uniform, instantly instant likes. "

Through this statement from AM, it was also identified that the way of reward and punishment does not apply in dealing with violations committed by Generation Z employees. So compared to transactional leadership, Generation Z will be more responsive to transformational leadership that inspires and appreciates. Transformational leadership characteristics of individualized consideration were also identified through TK statements when asked about how leaders build personal relationships with Internet Generation employees,

"Maybe in the past, Generation X has the principle of making personal life work the same way. It's true, but the current generation is just different. But the method is also not straightforward, we as leaders must show interest even though we really don't care, but this is important. At that time I told them, if for example there was something to tell, instead of wanting to tell or what, but at least I knew why again. If for example, I just broke up, I understand if for example, your enthusiasm is going down. It's okay, the important story. Well after I said that to them, so someone started to dare to tell the story, while sometimes what I joked about them, it was just invented, eh, they immediately told me stories, yeah Sis la la ...

XII. CONCLUSIONS

With their different characteristics, the Generation of the Internet carries its basic nature and merges with previous generations who have long worked for a company. Organizational leaders must not ignore this because by recognizing this and understanding how they work, leaders can improve and maximize it, so that in the end it will advance and succeed the organization. NET. realizing that the Internet Generation likes challenges, and has a high soul of initiators and innovators so that what leaders need to do is provide challenges and triggers about the problems facing the company.

Regarding internal communication, the old bureaucracy will also hinder the realization of innovation from the Internet Generation. Besides that, each member must participate in creating an atmosphere of mutual respect for the realization of harmonious internal communication, including the leader of his employees. It's as simple as verbal communication, NET leader. realizing that appreciation for Internet Generation work must be

done so that internal communication is harmonious. Openness between the two generations and the existence of a leader also becomes very important to create effective internal communication to bridge the two generations with these different characteristics. To meet the Internet Generation's need for flexibility, the physical structure of the organization has an important role. So that NET. decorating office layouts in such a way, namely with an open office structure and designed so that it has the feel of a cafe. This happened because of the NET leader. realizing that when Generation Internet brainstormed in cafes that have good designs, the results of the work both in the form of ideas and innovations became more leverage.

In addition to internal communication and the physical structure of the organization, transformational leadership styles are found to be effective in dealing with Internet Generation. The four characters, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration succeeded in moving, touching personally, and removing the soul of initiators and innovators from the Generation of the Internet. If this leadership style is applied by all leaders, of course in the next few years when the company is increasingly filled with Internet Generation, organizations can maximize the performance of this generation of employees who will ultimately contribute to the success of the organization.

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