

# Organizational Culture Transformation *Work From Home* (WFH) in Cross-View Generation

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## ABSTRACT

The COVID-19 pandemic that occurred in Indonesia from 2019 to 2022 gave birth to a new organizational culture in the form of work-from-home (WFH) activities to reduce public mobility and reduce the risk of transmission of the COVID-19 virus. After the COVID-19 pandemic, the WFH work culture is still applied in several institutions. This research aims to describe cross-generational views, namely those of the Baby Boomer Generation, Generation X, and Generations Y and Z, regarding the implementation of WFH work culture in the post-pandemic COVID-19 era associated with organizational culture transformation. This research uses a descriptive-qualitative approach through data collection methods such as interviews, observations, and literature studies. The results illustrate that generations have different views on the implementation of work-from-home culture in the post-pandemic COVID-19 era as seen from organizational communication through informative, regulative, persuasive, and integrative functions. The Baby Boomer Generation views the implementation of WFH in the post-pandemic era as an obstacle to organizational communication. Meanwhile, Generation X sees the implementation of WFH as a necessity that cannot be avoided. Although, in some ways, Generation X also still sees the need for face-to-face meetings, Generations Y and Z are the antithesis of the Baby Boomer Generation. Generations Y and Z see the implementation of WFH as not an obstacle to organizational communication.

## KEYWORDS

Transformation;  
Work from home;  
Cross  
Generations;  
Organizational  
Culture.

## INTRODUCTION

The Indonesian government first announced the Coronavirus or *Coronaviruses disease* 2019 (COVID-19) entered Indonesia on March 2, 2020. Before the virus became a global issue at the beginning of December 2019, COVID-19 struck and caused the deaths of thousands of people in Wuhan, China, in just two months since the virus attacked the city (CNBCIndonesia, 2020). In Indonesia, the COVID-19 virus, as conveyed by an expert in Epidemiology at the University of Indonesia (UI), Pandu Riono, allegedly entered Indonesia at the beginning of January 2020. Not long after the announcement of the first suspected virus, COVID-19, the number of people suspected of this virus continued to grow. In less than one year since the first announcement, the number of COVID-19 cases in Indonesia has swelled to reach 335,116 cases on January 20, 2021. This

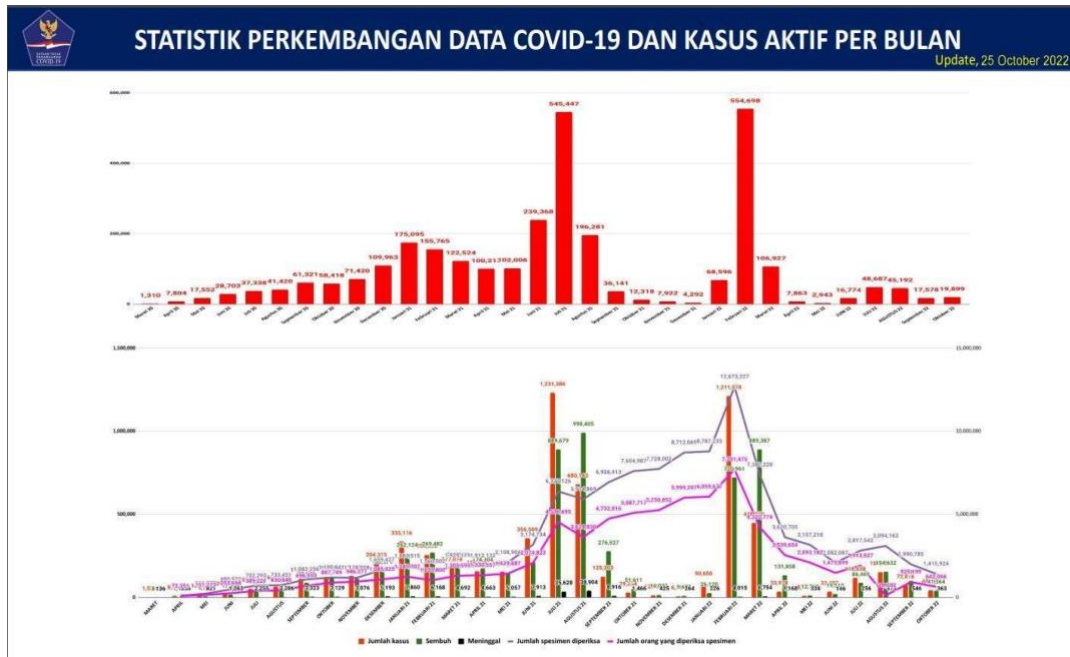
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situation continued ballooning and peaked in July 2021, with cases reaching 1,231,386 (COVID-19.go.id, 2021).



**Figure 1. Statistics Development Data COVID 19 COVID-19e Active Per Month**

Source: <https://COVID-19.go.id>

The increasing number of COVID-19 cases, which the government forced to take quick and appropriate steps to prevent the spread of the virus, can be suppressed and reduce the impact of deaths caused by the virus.

On March 31, 2020, the first detection of COVID-19 in Indonesia, the government decided to implement a social distancing status large scale (PSBB). The law for making this policy is a public health emergency status due to the coronavirus, referring to Law Number 6 of 2018 concerning Health Quarantine. The term PSBB will be used until mid-January 2021. Then, on January 11–25, 2021, the number of COVID cases increased after the long holiday of Christmas and the new year. The government also restricted community activity (PPKM) in Java and Bali, arranged by the Minister of Home Affairs Instruction (Inmendagri Number 1, 2021).

On February 9, 2021, the government decided to apply micro enforcement restrictions on public-based (PPKM micro) to the whole province of Indonesia. PPKM Micro is stated in the Minister of Home Affairs Act Number 10 Year 2021. PPKM Micro itself is a step to prev deal with COVID-19, Which is arranged until level ward, village, and even Rukun Tetangga (RT) or Rukun Warga (RW).

While implementing Micro-PPKM, there was a spike in cases due to the increased mobility of people during the Eid holiday. The government, too, decided to implement Emergency PPKM on July 3–20, 2021. After implementing the emergency PPKM extension for some time, the government changed the term PPKM Emergency becomes PPKM based on Crisis PKM rules in Inmendagri Number 22, 2021.

The mutation from Wuhan, Delta, and Omni forced the government to apply lockdown in micro levels to anticipate the spread of the so-called Omicron variant, which is more contagious than other variants (Kompas.com, 2022). These government policies have the main purpose of limiting people's mobility, eventually give new terms, 'social distancing' and 'physical distancing'. In addition, these policies give birth to new ones called work from home.

Data from the Central Statistics Agency (BPS) stated that at least 39.09 percent of workers have carried out work from home since the pandemic was initially set. Temporary: 34,76 percent of others do their job in a combination (working from home and working from an office). Findings from the World Economic Forum mention that 91.7 percent of companies in Indonesia apply to work from home. In a different survey from Forensic Advisors PwC Indonesia, Paul Vans, order A, mentions in the release that as many as 50 percent of respondents who are leaders of companies in Indonesia have made work from home a permanent option for their employees. In comparison, only 39 percent of global respondents specified working from home as a permanent option.

Two years after the pandemic happened, conditions gradually returned to normal. Currently, life and the economy are turning towards the times before the COVID pandemic. The government also Keeps going to recover the economy nationally by giving various stimuli. While the condition gradually recovered and an average return has begun, the question arises: is the *Work-From-Home* culture still relevant to be applied? Consisting of employees from various backgrounds, generations have different characteristics to address change in organizational culture.

Characteristics of the generation used in the research refer to the Baby Boomers, born in 1946–1964. Generation X is the generation that was born between 1965 and 1980. Generations Y and Z are the generations born from 1981–2010. Now the majority of employees are of age-productive origin, from Generation X and Generation Y, as well as a small part of Generation Z. Each generation has a different adaptation to culture and dynamic organizations. In a communication-dynamic organization, the organizational communication function, both in the organization and which characteristic, profit or non-profit, consists of parts: Informative, persuasive, regulatory, and integrative? (Sendjaja, 2007).

Informative function, namely the function in which the organization processes system information. Every organization member wants appropriate, measurable, easy-to-understand, and timely information. With a sound information system, a superior can make decisions based on proper and quantifiable criteria. Leaders can also use a helpful information system to solve various problems, including business problems and internal institutional conflicts. For workers or subordinates, a good information system will also make working feel comfortable and safe.

The persuasive function is a function associated with authority or organizational authority. In the context of this function, the leader has full authority to govern the organization. However, in practice, authority is often not used rigidly. Leaders are sometimes more inclined to use persuasive methods to persuade from

within. Persuasive attitude: This is generally pushier task execution with a better result.

The regulatory function has to do with how rules and regulations are organized. Two forces, namely superiors and subordinates, always impact this regulatory function. The information supplied is under the control and authority of supervisors or leaders, who subsequently issue directives to maintain order as it should be. Nevertheless, the subordinate's attitude in carrying out a command depends on superior legitimacy in communicating the order, the clarity of the information and the order given, the superior power in enforcing sanctions, and the credibility of the message the subordinate accepts.

The integrative function is associated with roles that provide containers or channels for member institutions to distribute information, allowing for the proper resolution of all duties and a lack of appropriate solutions. Information channels come in two different types: formal and informal. Letters, emails, WhatsApp groups, and other official channels or media organizations are frequently used to transmit formal communication channels. Meanwhile, some of them are carried out through informal channels or media, such as personal WhatsApp, communication while recess moments, office gathering programs, etc.

My current organization has a work-from-home policy, which applies to practically all field jobs. Culture is a set of fundamental presumptions that certain groups have created, discovered, or developed to overcome problems with external adaptation and internal integration. These presumptions are official and well-implemented and, as a result, are passed down to new members as the correct way to understand, think about, and feel associated with these issues. (Scheins, 2010).

On the contrary, cultural organizations are patterns of interaction and connection that have been discovered, accepted, and developed by every organization and serve as the basis for how its members are oriented to think, behave, and act. Organizational culture functions as an internal and external control mechanism for the organization and strengthens organizational members' resilience when dealing with various members from inside or outside the organization. (Scheins, 2010).

Regarding the research on working from home, numerous studies reveal that despite different restrictions following the implementation of the Work WFH moment pandemic COVID-19, employees continue to work from home despite them (Davis, R, 2022). Function details, for instance, are still heavily reliant on online communication channels. Employees thought that the regulatory function was still ineffective regarding eligibility requirements, communication channels, and pay for full-time office workers. Function persuasion is therefore considered ineffective, particularly when making quick judgments, monitoring employee performance, and enforcing discipline. However, communication that is functionally integrated is entirely done through the Internet.

Research on work-from-home shows that there have been changes in employee communication behavior, such as (1) Reliance on digital communication tools at work and (2) Adjustments in daily routines for employees, whereas, before the pandemic,

workers would typically gather and chat after returning to work. However, nothing has been done yet again. (Bayu et al., 2021).

Other studies show how working from home affects a business. As management emphasizes the importance of work-life balance, ensures employee interest, and provides accessible technologies to improve business performance, enterprises are becoming more adaptable (Raj et al., 2023). This research emphasizes the need for work-from-home activities to comprehend management interactions and their impact on the business, which calls for an understanding of the relationships between various publics on these remote work indicators.

Studies of the impact of remote on mobility workers in Singapore show the need to re-norm the basic theory of human mobility in Singapore at the pre-pandemic, pandemic, and endemic stages. The gravity model, the radiation model, and the law of visitation are three well-known mobility models in complexity science that research indicates will be used to study the COVID-19 pandemic's effects in various stages. (Mepparambath et al.,)

Like Singapore, India's impact of work-from-home activities revealed India's variation based on respondents' ages, incomes, and employment status. In respondents, the level of related specific demand performance organization and to make better investment and operational decisions in times of crisis, planners and policymakers in India and several other countries in the Global South can benefit directly from these findings (Bhaduri et al., 2020).

Work-from-home activities in the Philippines brought about temporary changes in government policies. It happened because the COVID-19 pandemic and government response have impacted Filipinos' travel procedures, which sustained post-pandemic in Filipino changed (Co et al., 2023). Based on the background details provided above, the purpose of this research is to examine how workers from different generations, including the Baby Boomers, Generation X, Generation Y, and Generation Z, feel about the implementation of work-from-home policies in the aftermath of the COVID-19 pandemic. Apart from this, for the time being, working from home is relevant in the post-pandemic period.

## **METHOD**

The research uses a qualitative descriptive approach in which the researcher analyzes the subject to provide findings systematically and factually based on empirical data in the field by describing the views of different generations—work-from-home applications in COVID-19 post-era organizations related to cultural change.

Purposive sampling is used to choose the informant. The researcher decides on a few informants or resources, and then the best candidates are selected based on a specific set of criteria focused on the research's objectives (Kriyantono, 2010). Employees from the research's ratio were used as the criteria in this research. The study focuses on employees at one state agency or institution whose operations are supported by the state. The Director Main/CEO, Director, General Manager level/Head of Division,

Head of Section, and a few employees served as the informants. The Baby Boomer generation, which includes the Main Director Level, Directors, and Heads of Division/General Managers, ranges in age from 50 to 66. Generation X represents ages 45 to 49 at the level of Head of Section. The age range of the temporary levels of staff is 22 to 40, which means of the Y and Z generations.

Data collecting methods involve observation, documentation, and interview. The collection is done in the post-COVID-19 period, also known as the time of national economic stability, which lasts from March 2022 to October 2022 and is the phase following the national economic recovery operations.

Miles and Huberman's interactive model, consisting of data collection, reduction, data presentation (data display), and data withdrawal, as well as a testing conclusion (drawing and verifying findings), was used to analyze the model data. The process of gathering data is carried out either by the source or by chosen informants. Interviews, observations, and documentation were used to collect the data, which was then grouped and summarized, and categorized according to themes or points of view. Data organizations are staged and grouped in data presentations (data displays), making the entire set of researched data one unit. Data related to the selected theoretical framework were then provided. Forming conclusions based on research involves withdrawal and testing (drawing and verifying) conclusions. (Pawito, 2008).

## **RESULTS AND DISCUSSION**

Culture is complex. Its broad definition includes all abilities and habits that people develop as members of society, such as knowledge, belief, art, morals, law, and customs. Work from home is an activity that is emerging as an organization as a consequence of the global crisis and has become a worldwide acceptable culture. A new order mark in the organization, work from home, is an attempt to modify organizational culture to respond to the current global crisis, notably the health issue. Work-from-home activities have applicable norms and procedures as a result of adaptive culture. Organizations frequently experience generational culture clashes. The results of interviews with informants from various generations reveal many perspectives on the use of work from home in the post-COVID-19 era, including those of the Baby Boomer Generation, Generation X, Generation Y, and Generation Z.

Baby Boomers assume that the use of work-from-home tends to obstruct accessibility to current information because of the role of informative communication organizations. Compared to a meeting that is held face-to-face, communication becomes less intense and open. The accessibility of information, especially if it relates to information characteristics, must be conveyed with a background that must be fully explained. Generation X, on the other hand, seems to view work-from-home applications as more balanced. Generation X considers working from home to be essential in the post-COVID-19 environment. The development of virtual technology during the COVID-19 era was evaluated explicitly as enhancing and simplifying communication. However, Generation X still prefers communication meetings over direct technique

communication for several kinds of strategic issues. However, Generation Y and Generation Z believe that working from home is currently the most relevant thing to accomplish. With the improvement of technology, it is possible to work, communicate, and disseminate information without being physically present in the workplace.

Cross-generational viewpoints also tend to be different in terms of persuasive function. Baby Boomers Generation tends to view nonverbal messages like gestures against talk in a manner that is direct moment take action persuasion, specifically in the delegation of tasks so that it becomes unworkable if colleagues work medium from home. The Baby Boomers Generation sees influence as granting authority to the job as more challenging.

Although Generation X is not opposed to the use of virtual technology, they prefer persuasive communication, which is done face-to-face and in a direct manner, with models of discussion and forms of nonverbal communication such as gestures and colleague work-related moment talk. On the other hand, Generation Y and Z view technology virtually through face-to-face interactions that take different forms via the Internet. Generations Y and Z discovered no connection between persuasion and working from home. Generations Y and Z know that communication problems may be solved through persuasion using any medium, even virtual ones and that they are unrelated to the difficulty of working from home.

From a regulatory standpoint, Baby Boomers distributing the law's legitimacy to subordinates is less efficient than the law's were done directly and face-to-face. Because employees frequently lose focus when working from home or not meeting with superiors face-to-face, delivery regulation through virtual delivery to subordinates who work from home can distort both the message sent and the meaning received. In the meantime, Generation X said that even when its associate performs in work from home activity, it still fulfills a regulating duty. But if function regulations are carried out in a manner that looks ahead, Generation X tends to be more responsive. While working from home, Generation X and Y consider submitting rules permissible even though they were done from home. Generation Y and Z see distortion that may be brought on by error or a supervisor's incompetence to convey instruct supervisors effectively.

The Baby Boomer generation finds that working from home reduces communication channels, incredibly informal communication such as meetings during recess, sports meets, and other events. Because it happens in a more relaxed setting, communication channels frequently result in strong strategic ideas and decisions. Regarding matter and function, Generation X's integrative viewpoint is similar to that of the BabyX'somer generation, which holds that strategic ideas and decisions are often born via informal communication channels like instant stare and direct face. Meanwhile, the Y and Z Generation witnessed the birth of ideas that may be carried out at any time and anywhere, even though it is possible to conceive and birth ideas from home. Generations Y and Z have witnessed the development of fresh ideas thanks to working from home, and they can be more relaxed because the environment is quite different from the typical work routine.

**Table 1. Views of Work from Home for Cross Generations**

Function Communication Organization	Generation Baby Boomers	Generation X	Generation Y and Z
Informative Function	Working from home tends to obstruct accessibility to current information.	Communication is more effective and efficient, and more manageable. However, for several strategic things, Generation X tends to choose communication face-to-face and in a direct manner	With the improvement of technology, it is possible to work, communicate, and disseminate information without being physically present in the workplace.
Persuasive Function	Persuasion is granting authority to the task as being more challenging to do.	They are not opposed to virtual technology, but they prefer persuasive communication to be done face-to-face and in a direct manner.	Communication problems may be solved through persuasion using any medium, even virtual ones, and they are unrelated to the difficulty of working from home
Regulative Function	Delivery regulation legitimacy to subordinates is not as strong as directly done face-to-face.	When a subordinate performs a work-from-home activity, it still fulfills a regulating duty. But if function regulations are carried out in a manner that looks ahead, Generation X tends to be more responsive.	Submitting rules is still acceptable even though it was done virtually while working from home. Generation Y & Z see distortion, possibly caused by error or the supervisor's incompetence in conveying messages regarding the supervisor's rules.
Integrative Function	The informal communication channel is reduced; however, channels of communication are often viewed as generating strategic ideas and decisions	Idea and decision strategies are often born via informal communication channels like instant stare and direct face.	Working from home gave birth to new ideas. They can be more relaxed because the environment is quite different from the typical work routine

Source: processed based on results of the research

The various perspectives between generations aligned with a few research studies on the impact of working from home on the development of managers' ability to change their behavior. Studies supported conclusions about improved leadership behavior that resulted from transforming their work-from-home cultures (Garretsen et al., 2022). The original organization's transformation culture astonished the chi organization, 's



eventually adopted along with the adaptation culture. The crisis's size, the response manager's openness to the emergencies, and their capacity to manage appropriately are all factors in the adaptation process. Exogenous shocks like COVID-19 can have an impact on organizational leadership behavior.

The ability of the psychology of each generation to face cultural change also demonstrates how the dynamics of this global crisis impact behavior. According to studies, work from home (WFH) is the choice to begin the COVID-19 pandemic response in every country in the world. People who work from home frequently experience an increase in infection fear initially. All results align with the cognitive dissonance theory, which holds that people acquire attitudes and behaviors that are compatible with one another (Kroesen et al., 2023). As a result, Baby Boomers Generation and Generation X began this cross-generational view research with a surprise and an effort to illuminate their perception with information that was in line with their views and habits.

Other than differences in views across generations, there are also differences between genders. This was correlated with research findings analyzing studies on the gender overeducation gap, or the difference between partnered men and women in level of hold work with more requirements low compared to with education myself, and how a piece from home (WFH) affects overeducation. (Santiago-Vela & Mergener, 2022).

The correlation between social position, WFH economics, and access is another difference between views on WFH that are not just related to gender. According to several research, rural residents are more like WFH but are less likely to be able to do it than urban residents. Findings concerning structure, education, ethnicity, household, workplace professionals, and place of stay (urban/rural) all exhibit different relationships with WFH access. This shows how various things might affect how different generations view work from home. Along with the literacy component that separates technology from generations X, Y, and Z, socioeconomic position will have an impact on how accessible the technology held by each generation is. In addition, demographic variables, including gender, age, and length of work, might also impact employee satisfaction during WFH. (Tinekaningrum et al., 2021).

No one can dispute that the work-from-home organization's transformation culture ultimately gave birth to the organization's process," even though some of them appear to have a prospective "normal" attitude toward WFH, a critical mindset for business people and colleagues to work from home is self-efficacy (feeling competent of WFH), even though it is an essential factor (Delbosc et al., 2022). It is also vital to take into elements that are psychosocial and have a long-term impact on the intended worker in cultural re-norming work from the home company. To improve post-COVID WFH (Jain et al., 2022). Employees must prove competency, put forth a strong effort, and adapt to the changing culture as the current WFH culture keeps developing (Zulkarnaen, 2021; Ubaid & Galuh, 2018).

Due to the various characteristics of the generations, a cross-generational viewpoint on work-from-home dynamics is essential. Each institution, however, must be adaptable to innovation culture companies from House by giving employees motivation, behavior work, and performance work. Implementing WFH as a component of culture

innovation source for development will be a challenge for the Indonesian corporation to provide sustainable human power in the new average era (Andriyanty et al., 2021).

Although innovation culture was seen as a challenge, it is essential to realize that working from home has disadvantages and advantages. One of them is the decrease in employee productivity. Other than that, working from home is often not acceptable. However, for many people, working from home has allowed them to balance their work and personal lives. This was occasionally a problem because of multitasking (Mustajab, Bauw, Rasyid, Irawan, Akbar, 2020; Putra et al., 2021).

## CONCLUSION

Based on the results of research and discussion, the application of work from home in the post-pandemic COVID-19 era raises different views on cross generations Baby Boomers Generation, Generation X, and Generation Y & Z. The use of work from home in the years following the COVID-19 pandemic, in the eyes of the baby boomer generation, tends to create barriers to organizational communication. When the other person is not present in person due to working from home, a lot of information cannot be supplied or at least cannot be communicated. In terms of persuasion, this function is likewise not as effective as it could be in organizational communication since, in the opinion of Baby Boomers, influence is now only possible if one can directly observe the opponent's gestures.

The conveying of messages in the opponents is also viewed from a regulative function as not running optimally and often causes sound distortion from side messages or messages, meaning it is because subordinates are frequently distracted when receiving messages regarding the regulation while it is work from home. Baby Boomers view work from home as eliminating numerous chances for good ideas and strategic decisions typically generated through the informal channel.

In contrast, Generation X perceives work from home in a more balanced way. Generation X assumes that, along with technological and informational advancements, the use of work from home is a requirement that should be taken advantage of. Even so, Generation X also has its viewpoints, many of which are similar to or identical to those of the Baby Boomer age. For example, sharing confidential information should be done face-to-face. Creative ideas and strategic decisions are frequently generated during meetings through informal channels that proceed directly.

Being the antithesis of Baby Boomers, the X, and Y Generation own that viewpoint. According to this generation, organizational communication can be used in any situation and from any location. Working from home is not considered a factor that causes communication organizations to become more complex.

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