



Multigenerational Workforce Management in Enhancing Team Collaboration in Creative Industries in Indonesia

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ABSTRACT

This study explores the role of multigenerational workforce management in enhancing team collaboration within Indonesia's creative industry. With the workforce increasingly composed of diverse generational groups, organizations face challenges in integrating these cohorts effectively. The research focuses on three key management practices—communication strategies, conflict management, and inclusive leadership—and their impact on team collaboration. Using a quantitative approach, a sample of 200 respondents from creative industry companies in Indonesia was surveyed. Data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The findings revealed that communication strategies, conflict management, and inclusive leadership all positively and significantly affect team collaboration. The study highlights the importance of tailored management practices to accommodate the distinct needs of different generational groups and provides practical recommendations for fostering a collaborative environment. This research contributes to the growing body of knowledge on workforce management in multigenerational teams, particularly in dynamic sectors like the creative industry.

Keywords: *Multigenerational Workforce, Team Collaboration, Creative Industry, Communication Strategies, Inclusive Leadership.*

INTRODUCTION

The creative industry in Indonesia has emerged as a significant contributor to the nation's economic growth, driven by its rich cultural heritage and innovative potential (Wahyudi et al., 2024). As the sector continues to evolve, it is increasingly characterized by a multigenerational workforce—individuals from different age cohorts who bring diverse perspectives, values, and work habits shaped by their generational experiences (Setiadi & Aryanto, 2014). This generational diversity enhances creativity and innovation by blending various emotional, interpersonal, and motivational styles, particularly in urban centers like Bekasi City where the younger generation actively contributes to the development of start-ups and unique products (Pangesti et al., 2023). However, the integration of these cohorts also presents challenges, particularly in collaboration, communication, and conflict management, which can hinder the full potential of this diversity (Pangesti et al., 2023; Wahyudi et al., 2024). The sector's shift towards a creativity-based economy is seen not only as a strategy to enhance global competitiveness but also as a pathway to alleviate poverty (Firdaus et al., 2024). To fully harness the benefits of a multigenerational workforce, effective employee development policies, transformational leadership, and supportive work environments are essential to manage potential conflicts and communication barriers while fostering a culture of innovation (Judijanto et al., 2024).

The rapid growth of the creative industry has intensified the need for effective workforce management strategies to harness the potential of generational diversity. Intergenerational differences, if managed well, can foster dynamic collaboration, enhance team dynamics, and drive innovation, offering a significant competitive advantage; however, if mismanaged, these differences

can lead to misunderstandings and inefficiencies (Ingale, 2024; Srivastava, 2024). Effective multigenerational workforce management involves recognizing the distinct values, work habits, and communication styles of different generational cohorts—such as Baby Boomers, Generation X, Millennials, and Generation Z—and leveraging their unique strengths while addressing their specific needs (Fennelly & Perry, n.d.; Hoque & Pitout, 2023). For example, Baby Boomers may value stability and in-person communication, whereas Millennials and Gen Z often prioritize flexibility and digital interactions (Ingale, 2024; Srivastava, 2024). Human Resource Management (HRM) strategies, including customized recruitment and inclusive training programs, are vital in accommodating diverse learning preferences and work styles (Ingale, 2024). Furthermore, promoting clear communication, encouraging cross-generational teamwork, utilizing technology to bridge gaps, and implementing recognition programs tailored to generational interests can help build a culture of mutual respect and cooperation (Ingale, 2024). Understanding these dynamics is essential for maintaining a collaborative environment that supports continuous innovation in the creative industry. This study seeks to investigate the impact of multigenerational workforce management on team collaboration within Indonesia's creative industry.

LITERATURE REVIEW

Multigenerational Workforce in Organizations

Managing a multigenerational workforce involves understanding and leveraging the unique values, perspectives, and work behaviors of different generational cohorts—such as Baby Boomers, Generation X, Millennials, and Generation Z—each of which brings distinct strengths and challenges to the workplace, necessitating tailored management strategies to enhance engagement and productivity. Customized communication methods are essential, as Baby Boomers may prefer face-to-face interactions, whereas Millennials and Gen Z are more comfortable with digital communication (Johar et al., 2023; Nyamboga, 2025). Mentorship programs play a critical role in facilitating knowledge transfer and fostering intergenerational collaboration, promoting mutual respect and understanding (Johar et al., 2023; Nyamboga, 2025). Flexible work options also help accommodate diverse generational preferences—Baby Boomers may value stability, while younger generations often seek work-life balance and remote work opportunities (Kostanek & Khoreva, 2018; Nyamboga, 2025). Additionally, tailored development programs that address each generation's aspirations and expectations can enhance employee satisfaction and retention (Kostanek & Khoreva, 2018; Nyamboga, 2025). However, managing such a diverse workforce also presents challenges, including divergent work values—where Baby Boomers might prioritize loyalty and hierarchy, while Millennials emphasize collaboration and adaptability—and expectation perception gaps, which can lead to misunderstandings and organizational disharmony if not addressed effectively (Angeline, 2011; Johar et al., 2023).

Team Collaboration

Collaboration in the creative industry is essential for fostering innovation and producing high-quality outputs, as it integrates diverse ideas and skills into a unified creative process; however, the presence of generational diversity adds complexity that must be managed thoughtfully. Effective collaboration depends on shared goals, open communication, mutual trust, and a strong commitment to collective outcomes. Studies show that inclusive cultures and adaptive management practices enhance team collaboration by aligning diverse expectations and minimizing conflicts, which is especially critical in creativity-driven environments where teamwork directly impacts innovation and quality. A conceptual model by Oham and Ejike (2024) highlights the importance of structured communication and shared leadership in addressing communication barriers and clarifying roles, thereby creating an inclusive and innovative workplace. Shared leadership has been

found to be particularly effective in moderating the relationship between cognitive conflict and team innovation, thereby amplifying the benefits of generational diversity (Wang & Duan, 2025). Cultural diversity further enriches creativity but requires inclusive strategies and communication to overcome potential barriers (Khan et al., 2024). While generational diversity can trigger cognitive and affective conflicts, it also positively influences team innovation when managed with shared leadership, although affective conflict remains a challenge that leadership alone may not resolve (Wang & Duan, 2025). Historical collaborations—such as those between Andy Warhol and Jean-Michel Basquiat—demonstrate the transformative potential of creative partnerships, which have significantly influenced popular culture and redefined creative production within business contexts (Graham & Gandini, 2017).

Communication Strategies in Multigenerational Teams

Effective communication is crucial in managing generational diversity within organizations, as each generation has distinct communication preferences that influence how they interact and collaborate. Baby Boomers often prefer face-to-face communication, valuing personal interaction and direct engagement (Ingale, 2024; Johar et al., 2023), whereas Generation X and Millennials tend to favor emails and digital tools for their convenience and efficiency (Ingale, 2024; Pierce & Payne, 2018). Generation Z, being digital natives, is more inclined toward instant messaging and social media, reflecting their comfort with real-time, tech-driven communication platforms (Ingale, 2025; Putra, 2024). To bridge these generational gaps and foster workplace harmony, organizations should adopt flexible and inclusive communication strategies that accommodate these varying preferences (Johar et al., 2023; Nyamboga, 2025). This includes implementing training programs focused on generational awareness and communication skills to promote mutual understanding and effective collaboration across age groups (Ingale, 2024; Putra, 2024). Moreover, fostering mentorship and cross-generational teams can enhance knowledge sharing and team synergy (Nyamboga, 2025; Putra, 2024). Technology also plays a vital role in bridging communication gaps—digital tools are widely adopted across generations, and social media platforms like Facebook serve as common ground for intergenerational interaction (Pierce & Payne, 2018).

H1: Effective communication strategies positively influence team collaboration in multigenerational teams.

Conflict Management in Multigenerational Teams

Conflict in multigenerational teams is a natural consequence of differing work styles, values, and expectations, and while it can disrupt team cohesion and performance if left unaddressed, it also holds the potential to enhance creativity and innovation when managed effectively (Mishra, 2022; Rolih, 2013). Conflict often stems from incompatible goals, societal divisions, and identity-based differences, which may be intensified by resource scarcity, yet such tension can foster collaboration and innovative outcomes when approached constructively (Mishra, 2022). Leaders play a pivotal role in this process by creating an environment that encourages open communication, respects differences, and views diversity as an opportunity rather than a threat (Rolih, 2013). Key strategies for managing conflict include active listening, mediation, structured dialogue, and the involvement of all team members in resolution efforts, which contribute to healthier organizational climates and enable teams to harness the constructive aspects of conflict (Mishra, 2022; Ningtyas, 2024). Moreover, effective leadership—particularly through shared leadership models and inclusive practices—is essential for addressing intergenerational tensions and promoting team cohesion and performance (Bhayana et al., 2021). When leaders are proactive in conflict management, they facilitate positive changes, learning opportunities, and innovative problem-solving within diverse teams (Ningtyas, 2024).

H2: Effective conflict management positively influences team collaboration in multigenerational teams.

Inclusive Leadership in Multigenerational Teams

Inclusive leadership is a critical component in managing multigenerational teams, especially within creative industries where diverse perspectives are vital for driving innovation and performance. This leadership style emphasizes recognizing and valuing individual differences while fostering a sense of belonging, trust, and mutual respect, thereby bridging generational gaps through encouragement of diverse input, accommodation of varying preferences, and the creation of equitable work environments. A humanistic approach lies at the core of inclusive leadership, focusing on individual talents and fostering collaborative cultures that support shared purpose and teamwork (Crisol-Moya et al., 2022). Inclusive leaders also facilitate participation and belonging by ensuring that team members can engage fully without concealing their identities, promoting fairness and psychological safety across generational and other identity lines (Ferdman, 2020). At the group level, they nurture inclusive climates by shaping shared motivations and norms that help employees understand their roles in co-creating inclusive experiences—an approach crucial for enhancing team dynamics and cohesion (Nishii & Leroy, 2020). Furthermore, in diverse organizations, inclusive leadership is indispensable for appreciating all contributions and reinforcing inclusive cultures that support the sustained engagement and effectiveness of multigenerational workforces (Ashikali et al., 2021).

H3: Inclusive leadership positively influences team collaboration in multigenerational teams.

Theoretical Framework

This study integrates the Social Exchange Theory (SET) and Resource-Based View (RBV) as its theoretical foundation. SET emphasizes reciprocal relationships built on trust and mutual benefit (Blau, 1964), which are central to collaboration in diverse teams. RBV highlights the strategic advantage of unique resources, such as a multigenerational workforce, in enhancing organizational performance (Barney, 1991).

Research Gap

Although previous studies have examined multigenerational workforce management, limited research explores its impact on team collaboration in the context of Indonesia's creative industry. Moreover, existing studies largely focus on Western contexts, leaving a gap in understanding how cultural and contextual factors influence these dynamics in Southeast Asia. This study seeks to address these gaps by examining the relationships between communication strategies, conflict management, inclusive leadership, and team collaboration in Indonesia's creative sector.

H1: Effective communication strategies positively influence team collaboration in multigenerational teams.

H2: Effective conflict management positively influences team collaboration in multigenerational teams.

H3: Inclusive leadership positively influences team collaboration in multigenerational teams.

This comprehensive investigation aims to provide actionable insights for optimizing workforce diversity and enhancing collaborative outcomes in Indonesia's creative industry.

RESEARCH METHODS

This study employs a quantitative research design to examine the influence of multigenerational workforce management on team collaboration within Indonesia's creative industry. The research investigates three key variables—communication strategies, conflict

management, and inclusive leadership—and their impact on team collaboration. To analyze the relationships among these variables, the study utilizes Structural Equation Modeling - Partial Least Squares (SEM-PLS). The population consists of employees working in creative industry teams with multigenerational compositions across Indonesia. A purposive sampling method was adopted to ensure that participants met the criteria of working in such environments. A total of 200 respondents were selected, providing a robust dataset for statistical analysis. Data were collected through a structured questionnaire, which measured each variable using multiple indicators. Respondents rated their agreement on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to large-scale distribution, the questionnaire was pre-tested on a small sample to ensure clarity and reliability.

The study's variables were operationalized with the following indicators: communication strategies were assessed based on clarity, adaptability, and generational inclusivity; conflict management was measured by conflict resolution effectiveness, perceived fairness, and constructive dialogue; inclusive leadership was evaluated through openness to diverse ideas, equitable treatment, and the promotion of mutual respect; and team collaboration was measured using indicators such as shared goals, trust, and collaborative problem-solving. Data analysis was conducted using SmartPLS 3 software, which supports the SEM-PLS method due to its strength in handling complex models and non-normal data distributions. The analytical procedure involved three main steps: outer model evaluation, which assessed the measurement model's reliability and validity through tests of indicator reliability, composite reliability, and convergent validity (Average Variance Extracted - AVE); inner model evaluation, which examined the structural relationships among variables by analyzing path coefficients, R^2 values, and predictive relevance (Q^2); and hypothesis testing, where each hypothesis was evaluated using t-statistics and p-values, with significance determined at a 95% confidence level (t-statistic > 1.96).

RESULTS

Descriptive Statistics

Descriptive statistics provide an overview of the demographic composition and general response patterns observed in this study, offering valuable insights into the characteristics of the sample and trends in the variables assessed. The study involved 200 respondents working in Indonesia's creative industry, with generational representation distributed as follows: Baby Boomers (born before 1965) comprised 15% of the sample, Generation X (1965–1980) 30%, Millennials (1981–1996) 40%, and Generation Z (born after 1996) 15%. In terms of industry sectors, the respondents were engaged in Media and Advertising (35%), Design and Architecture (30%), Performing Arts (20%), and Digital Content Creation (15%), representing a diverse cross-section of the creative economy.

Participants evaluated communication strategies, conflict management, inclusive leadership, and team collaboration using a 5-point Likert scale, where higher scores indicated stronger agreement or perceived effectiveness. The descriptive statistics for each variable revealed positive perceptions across the board. Communication strategies had a mean score of 4.20 (SD = 0.56), indicating high effectiveness. Conflict management followed with a mean of 4.10 (SD = 0.61), reflecting strong resolution capabilities. Inclusive leadership showed a mean of 4.30 (SD = 0.52), suggesting a high degree of leadership inclusiveness, while team collaboration had the highest mean score at 4.40 (SD = 0.49), pointing to excellent teamwork and cooperation across generational lines. Several general observations emerge from these findings. First, the consistently high mean scores—each exceeding 4.0—indicate overall positive perceptions of multigenerational workforce management practices in the creative industry. Second, the relatively low standard deviation for

inclusive leadership ($SD = 0.52$) implies a strong consensus among respondents regarding their leaders' inclusivity. Finally, the highest average score for team collaboration ($M = 4.40$) underscores a high level of trust, shared goals, and effective cross-generational collaboration, which are essential for fostering innovation and maintaining performance in creative teams.

Measurement Model Evaluation

The evaluation of the measurement model was conducted to assess the reliability and validity of the constructs used in this study. The process included tests for indicator reliability, internal consistency, convergent validity, and discriminant validity, ensuring the robustness of the research instrument.

Indicator Reliability

Indicator reliability was determined by examining the factor loadings of each indicator on its respective construct. The results showed that all factor loadings exceeded the threshold of 0.70, indicating that each indicator reliably measured its intended construct.

Table 1. Loading Factor

| Construct | Indicator | Factor Loading |
|--------------------------|-----------|----------------|
| Communication Strategies | CS1 | 0.781 |
| | CS2 | 0.832 |
| | CS3 | 0.806 |
| Conflict Management | CM1 | 0.769 |
| | CM2 | 0.812 |
| | CM3 | 0.843 |
| Inclusive Leadership | IL1 | 0.852 |
| | IL2 | 0.881 |
| | IL3 | 0.825 |
| Team Collaboration | TC1 | 0.868 |
| | TC2 | 0.872 |
| | TC3 | 0.894 |

Internal Consistency

Composite reliability (CR) was employed to assess the internal consistency of the constructs, with all CR values exceeding the recommended threshold of 0.70, indicating high reliability across the measured variables. Specifically, the CR for communication strategies was 0.88, for conflict management 0.86, for inclusive leadership 0.90, and for team collaboration 0.91, confirming that each construct demonstrated strong internal consistency and reliability in capturing the underlying dimensions of multigenerational workforce management and team collaboration.

Convergent Validity

Convergent validity was assessed using the Average Variance Extracted (AVE), with all constructs surpassing the recommended threshold of 0.50, indicating that each construct successfully captured a substantial portion of the variance in its respective indicators. Specifically, the AVE values were 0.64 for communication strategies, 0.61 for conflict management, 0.68 for inclusive leadership, and 0.72 for team collaboration, thereby confirming the adequacy of the measurement model in terms of convergent validity.

Discriminant Validity

Discriminant validity was assessed using the Fornell-Larcker criterion. Each construct's AVE square root was greater than its correlation with any other construct, confirming adequate discriminant validity.

Table 2. Discriminant Validity

| Construct | CS | CM | IL | TC |
|--------------------------|-------|-------|-------|-------|
| Communication Strategies | 0.801 | | | |
| Conflict Management | 0.522 | 0.786 | | |
| Inclusive Leadership | 0.476 | 0.502 | 0.823 | |
| Team Collaboration | 0.499 | 0.481 | 0.536 | 0.851 |

Structural Model Evaluation

The structural model evaluation assessed the relationships between the constructs and the model's overall predictive accuracy. This evaluation included an examination of the coefficient of determination (R^2), predictive relevance (Q^2), and the significance of path coefficients using bootstrapping techniques.

Coefficient of Determination (R^2)

The R^2 value represents the proportion of variance in the dependent variable that is explained by the independent variables, and in this study, the R^2 value for team collaboration was 0.68, indicating substantial explanatory power. This means that 68% of the variance in team collaboration can be accounted for by the combined influence of communication strategies, conflict management, and inclusive leadership, reflecting a strong and meaningful relationship between these predictors and the outcome variable within the model.

Predictive Relevance (Q^2)

Predictive relevance was evaluated using the blindfolding procedure to calculate Q^2 values, where a value greater than zero indicates that the model has predictive relevance for the dependent variable. In this study, the Q^2 value for team collaboration was 0.32, confirming that the model possesses sufficient predictive capability, with 32% of the variance in team collaboration being meaningfully predicted by communication strategies, conflict management, and inclusive leadership.

Path Coefficients and Hypothesis Testing

Path coefficients represent the strength and direction of relationships between constructs. Bootstrapping (5000 resamples) was performed to test the significance of these relationships.

| Hypothesis | Path | β | t-value | p-value |
|------------|---|---------|---------|---------|
| H1 | Communication Strategies → Team Collaboration | 0.341 | 4.621 | <0.001 |
| H2 | Conflict Management → Team Collaboration | 0.288 | 4.157 | <0.001 |
| H3 | Inclusive Leadership → Team Collaboration | 0.413 | 5.332 | <0.001 |

The hypothesis testing results demonstrate that all proposed relationships in the model are statistically supported, indicating that communication strategies, conflict management, and inclusive leadership each have a significant positive effect on team collaboration. Specifically, inclusive leadership showed the strongest influence with a path coefficient (β) of 0.413, followed by communication strategies ($\beta = 0.341$) and conflict management ($\beta = 0.288$). All t-values exceeded the

critical value of 1.96 and the p-values were below 0.001, confirming significance at the 95% confidence level. These findings underscore the importance of inclusive leadership as the most influential factor in fostering effective collaboration in multigenerational teams, while also highlighting the critical roles of strategic communication and constructive conflict resolution in supporting collaborative outcomes within Indonesia's creative industry. All path coefficients were positive and statistically significant ($p < 0.001$), indicating that communication strategies, conflict management, and inclusive leadership significantly enhance team collaboration in multigenerational teams.

Model Fit Indices

The overall model fit was assessed using the Standardized Root Mean Square Residual (SRMR), with a resulting value of 0.046, which falls below the recommended threshold of 0.08. This indicates a good model fit, confirming that the hypothesized structural model aligns well with the observed data and adequately represents the relationships among the variables in the study.

DISCUSSION

Communication Strategies and Team Collaboration

The results of the study indicate a significant positive relationship between communication strategies and team collaboration, reinforcing the findings of previous research which emphasize that effective communication is a critical enabler of collaboration in diverse teams (Fristedt, 2021). In the context of multigenerational teams, communication preferences often vary—Millennials and Generation Z tend to favor digital communication platforms, while Baby Boomers and Generation X generally prefer face-to-face interactions (De Jesus, 2020). Developing adaptive communication strategies that bridge these generational differences is essential to fostering a cohesive and productive work environment. Customized approaches, such as mentorship, flexible work arrangements, and inclusive communication channels, can enhance engagement and minimize misunderstandings, ultimately leading to stronger team collaboration (Nyamboga, 2025). Research also suggests that vertical and horizontal communication, openness, and regular feedback mechanisms are effective in addressing generational gaps and strengthening team dynamics (Wardani & Sufyanto, 2024).

Furthermore, leadership plays a central role in shaping communication practices that encourage transparency, mutual respect, and goal alignment across generations. Inclusive leaders who promote open dialogue and trust are better positioned to foster a collaborative culture where employees feel heard and valued, regardless of age (Ify, 2024). In the creative industry—where innovation relies heavily on teamwork—understanding the unique communication values and styles of each generation is vital for maintaining harmony and productivity (Faezah et al., 2025). Leaders in technology and ICT-driven environments, for instance, have improved team effectiveness by employing communication strategies that motivate knowledge sharing and clarify organizational objectives (Drivas et al., 2017). These findings underscore the importance of intergenerational communication training and the implementation of flexible, inclusive communication systems tailored to the preferences and strengths of a diverse workforce.

Conflict Management and Team Collaboration

Conflict management emerged as another key factor positively influencing team collaboration, aligning with prior research that underscores the importance of effective conflict resolution in improving group dynamics and overall performance (Abejide, 2024; Johnston, 2025). In multigenerational teams, where members differ in work styles, values, and problem-solving approaches, conflicts are inevitable. However, when managed constructively, these conflicts can serve as catalysts for creativity and innovation (De Dreu, 2011). Effective conflict management not

only mitigates negative impacts but also transforms disagreements into opportunities for team learning and growth. Open communication, mutual understanding, and respect for generational differences are essential for turning potential friction into collaborative strength, particularly in the dynamic and diverse environment of the creative industry.

Several conflict management strategies have proven effective in enhancing team collaboration. Approaches such as structured dialogue, mediation, and routine evaluations contribute to resolving interpersonal tensions and fostering synergy among team members (Dewi et al., 2025). Constructive conflict management focuses on understanding differences, identifying root causes, and promoting open discussion, all of which are crucial for creating a workplace that supports innovation (Badriyah et al., 2024). Transformational leadership plays a pivotal role by fostering a culture that encourages individual development and cohesive teamwork, thereby mediating the effects of conflict (Badriyah et al., 2024; Ningtyas, 2024). Teams that manage conflict well tend to emphasize the substance of discussions, clarify reasoning behind decisions, and allocate tasks based on expertise, leading to higher performance and satisfaction (Mukherjee, 2012). In creative sectors, where diversity is an asset, cultivating a culture of openness and providing conflict management training can empower teams to convert challenges into drivers of innovation and sustained productivity (Ningtyas, 2024).

Inclusive Leadership and Team Collaboration

The strongest path coefficient in this study was found between inclusive leadership and team collaboration, underscoring the vital role of inclusive leadership in enhancing team dynamics, particularly within diverse and multigenerational environments. This finding aligns with previous research that emphasizes the power of inclusivity in fostering trust, cooperation, and shared purpose among team members (Fagan et al., 2022; Nishii & Leroy, 2020). Inclusive leaders actively seek out, recognize, and integrate contributions from all employees, regardless of generational background, thereby creating a climate in which individuals feel valued and respected. Such a climate not only boosts psychological safety but also strengthens collaboration by ensuring equitable participation and mutual respect. In creative industries where success is driven by collective innovation, inclusive leadership is particularly critical for cultivating high-performing and cohesive teams.

Inclusive leadership is characterized by a set of behaviors and attributes that promote participation, engagement, and dynamic relationships within teams. Leaders who understand their own identities in relation to others and demonstrate openness to diverse perspectives are better equipped to connect with and motivate followers from all backgrounds (Nishii & Leroy, 2020). These leaders foster inclusive climates by building shared norms and accountability structures, which enhance team motivation and cohesion (Crisol-Moya et al., 2022). The presence of inclusive leadership is associated with improved team engagement, stronger cohesion, and more effective collaboration (Bańkowski, 2023). Moreover, organizations that embed inclusive leadership into their core values are more adept at managing diversity and building equitable, discrimination-free work environments (Ashikali et al., 2021; Crisol-Moya et al., 2022). In the context of the creative industry, where innovation thrives on varied viewpoints, inclusive leaders play a critical role in ensuring that every generational voice is heard and empowered—ultimately boosting collaboration and driving superior team performance.

Implications

The findings of this study have significant practical implications for organizations in the creative industry, particularly as the workforce becomes increasingly multigenerational and demands more adaptive management approaches. To foster effective collaboration, organizations should implement communication strategies that accommodate diverse preferences by integrating both digital tools and face-to-face interactions, thereby bridging generational divides and enhancing

teamwork. Conflict resolution training is equally crucial, as it equips employees with the skills to navigate differences in work styles and communication, promoting more constructive problem-solving and minimizing disruptions. Furthermore, cultivating inclusive leadership through targeted training enables leaders to recognize and value the unique contributions of employees across generational lines, ultimately fostering a more cohesive, respectful, and high-performing organizational culture.

Limitations and Future Research

While this study offers valuable insights into how multigenerational workforce management enhances team collaboration in Indonesia's creative industry, it has several limitations. The reliance on self-reported data may introduce bias, and the findings may not generalize beyond the creative sector or cultural context studied. Additionally, the model focused on a limited set of variables, suggesting that future research should incorporate broader factors such as team composition, organizational culture, and market conditions for a more comprehensive analysis.

CONCLUSION

This study provides valuable insights into the dynamics of multigenerational teams in the creative industry, emphasizing the critical role of communication strategies, conflict management, and inclusive leadership in enhancing team collaboration. The results indicate that effective communication, the ability to manage conflicts constructively, and leadership that promotes inclusivity significantly contribute to improved collaboration among employees from diverse generational backgrounds. In the context of the creative industry, where innovation and teamwork are key to success, these findings highlight the necessity of adopting management practices that cater to the unique needs of different age groups. The study offers practical recommendations for organizations, such as investing in communication tools that bridge generational gaps, providing conflict resolution training, and fostering inclusive leadership to create an environment conducive to collaboration. While the research was conducted in Indonesia's creative industry, its implications can extend to other sectors facing similar challenges with multigenerational teams. Future research could further explore the impact of additional factors on team collaboration and expand the scope to include other industries and regions.

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