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Digital Readiness of Baby Boomer Generation in the Workplace: A Study of Intergenerational Gaps and Organizational Adaptation Strategies

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Abstract

Baby boomer generation readiness for workplace digitalization is shaped by lifelong technology experience, fear of public failure, technology self efficacy, and perceived value of their expertise. This literature synthesis examines factors influencing digital readiness among older workers and organizational strategies supporting their adaptation. Findings indicate that effective strategies include reverse mentoring, andragogical training, responsive technical support, interface accessibility adjustments, intergenerational collaboration facilitation, experience recognition, micro learning, line management empowerment, inclusive culture building, peer support, phased flexibility policies, regular evaluation, external partnerships, and sustained organizational commitment. Successful digital adaptation requires approaches respecting older worker dignity, acknowledging unique learning needs, and leveraging complementary strengths across generations. Organizations must diagnose digital readiness before designing interventions and implement reverse mentoring as core strategy supplemented by line manager training on generational inclusive leadership.

Keywords: baby boomer, digital readiness, older workers, intergenerational collaboration, workplace digitalization

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Introduction

The digitization of the workplace has fundamentally transformed how organizations operate across all industrial sectors. Project management software, online collaboration systems, instant communication platforms, and data analytics tools have become standard components of daily work routines (Rakovic et al., 2022). This shift is not optional; organizations that refuse to adopt digital tools will fall behind their more efficient competitors. Consequently, the entire workforce, regardless of age or background, is required to utilize digital systems to execute their job tasks. The group of workers most affected by this mandate is the Baby Boomer generation, consisting of individuals born between 1946 and 1964. This generation entered the workforce during an era when digital technology was not widely known, and most of their careers were built upon manual skills, written procedures, and face-to-face communication (Tams et al., 2014). As organizations transition to digital operations, Baby Boomer workers find themselves in an uncomfortable position. They must learn unfamiliar software interfaces, grasp digital navigation logic, and alter work habits that have been deeply ingrained for decades. This condition creates tension between organizational demands and the actual capacity of senior workers. In its development, this phenomenon demands strong digital leadership to build the psychological and technical readiness of employees in facing comprehensive workplace automation (Mardikaningsih & Darmawan, 2023).

The Baby Boomer generation possesses unique characteristics that distinguish them from other generations of workers when facing digitization (Kluge et al., 2019). This group generally possesses extensive work experience, high organizational loyalty, and a mature understanding of core business processes. However, the way they learn and adapt to new technologies differs significantly from Millennials or Generation Z, who grew up alongside the internet. Baby Boomer workers tend to require more time to master new digital interfaces, experience frustration more easily when encountering error messages they do not understand, and rely more heavily on printed documentation than online help. These characteristics are not an indication of cognitive decline, but rather a reflection of differing technological socialization experiences during their formative career years. When digital systems fail

to provide intuitive feedback or when troubleshooting procedures are unavailable in a familiar format, Baby Boomer workers tend to experience anxiety that hinders further learning processes (Lagacé et al., 2016). Organizations frequently misinterpret this difficulty as resistance to change or technical incompetence, even though the root of the problem lies more in the mismatch between digital system designs and the learning preferences of senior workers (Kluge et al., 2019). Therefore, providing inclusive technology access and gradual digital upskilling serves as a crucial bridge to overcome employment opportunity gaps in the modern industrial era (Arifin & Darmawan, 2021).

The intergenerational digital divide in the workplace is a reality that organizational management cannot ignore (Hildebrandt et al., 2019). This divide is not merely an issue of age, but rather a matter of differing access, experience, and expectations toward technology. Younger workers entering organizations with their own personal digital devices and social media habits possess a high comfort level with various digital platforms. They are accustomed to exploring new features without formal guidance, utilizing search functions to find solutions, and tolerating imperfect interfaces. Conversely, Baby Boomer workers desire structured training, comprehensive documentation, and responsive technical support when facing issues. These differing approaches frequently generate friction within multigenerational teams. Younger workers may perceive their senior colleagues as slow or incompetent, while senior workers may view their younger peers as rushed and lacking thoroughness. Management insensitive to these dynamics can allow the divide to widen into open conflicts that damage collaboration (Porubčinová, 2020). In fact, both groups actually possess complementary strengths that can be synergized; senior workers bring process knowledge and practical wisdom, whereas younger workers bring technological agility and fresh perspectives. The challenge lies in creating a work environment where both groups can learn from one another and appreciate their respective differences. The presence of transformative figures or groups capable of acting as social change agents is required to align these differing intergroup cultural values (Aisyah, 2023).

Organizations face a dual pressure in responding to the intergenerational digital divide (Bidian et al., 2022). On one hand,

demands for efficiency and speed drive the adoption of increasingly sophisticated digital tools. On the other hand, a commitment to diversity and inclusion requires organizations to ensure that senior workers are not marginalized by technological changes. Policies that overly coerce senior workers into undergoing digital training at the same pace as younger workers can trigger excessive stress, a decline in productivity, or even early retirement decisions that are detrimental to the organization. Losing senior workers means the loss of institutional knowledge that cannot be fully documented within digital knowledge bases. Conversely, policies that overly protect senior workers by granting exemptions from digital tool usage can create a two-tiered class of workers and damage team morale. Younger workers may perceive it as unfair if they must handle digital tasks while their senior counterparts are excused. The necessary middle ground is an approach that respects the dignity of senior workers while continuing to encourage the development of required digital competencies. This approach demands a better understanding of the factors influencing the readiness of the Baby Boomer generation and which organizational interventions are most effective in helping them adapt.

The readiness of the Baby Boomer generation in facing digitization cannot be separated from psychological factors such as technological self-efficacy and attitudes toward change (Rudolph & Zacher, 2015). Technological self-efficacy refers to an individual's belief in their capability to successfully utilize digital tools to achieve work goals. Baby Boomer workers with high technological self-efficacy tend to view digitization as a manageable challenge, whereas those with low self-efficacy tend to avoid situations requiring technology use. This self-efficacy is shaped by past experiences with technology, encompassing both successes and failures. A Baby Boomer worker who has had negative experiences with user-unfriendly digital systems may develop a conviction that technology is not designed for people of their age. This conviction then becomes a self-fulfilling prophecy; due to a lack of confidence, they do not exert full effort, causing failures to recur. Attitudes toward change also influence digital readiness; workers who have had positive experiences with previous organizational changes tend to be more open to digitization compared to those who have experienced poorly managed changes. Organizations that comprehend these psychological factors can design interventions that

focus not only on the technical aspects of training but also on building confidence and fostering positive attitudes toward change. Efforts to condition these internal factors absolutely require innovation in human resource management to enhance organizational competitiveness and flexibility in the era of globalization (Abdulah et al., 2021).

The primary issue confronting organizations is the lack of a systematic understanding regarding the factors that influence the readiness of the Baby Boomer generation to adopt digital tools. Many companies adopt a one-size-fits-all approach to digital training without considering the varying characteristics across generations. Training programs that are effective for younger workers, such as self-paced online modules with self-determined learning speeds, turn out to be ineffective for senior workers who require direct interaction with instructors and opportunities to practice skills within a safe environment. Consequently, substantial training resources fail to yield the expected competency improvements among the senior workforce. Worse still, the experience of undergoing training that does not align with their learning styles can reinforce negative perceptions of their own capabilities. Senior workers may conclude that they are indeed incapable of learning new technologies, whereas the actual problem lies in the inappropriate training methods. Organizations also lack instruments to accurately measure the digital readiness levels of senior workers prior to designing interventions (Rachida, 2020). Overly simplified measurements, such as the duration of computer usage or smartphone ownership, do not reflect the readiness to adopt complex digital work systems. A more comprehensive mapping of the digital readiness dimensions relevant to the senior worker population is required. This mapping must also encompass ethical and technical dimensions in technology utilization, ensuring that the expansion of the digital space within the organization does not trigger moral debates or privacy violations (Arifin et al., 2021).

Another issue lies in the absence of tested organizational strategies to bridge the intergenerational digital divide by leveraging the comparative advantages of each group. Many organizations view the digital divide as a problem that must be resolved by making senior workers more like younger workers in terms of digital behavior (Niesel & Nili, 2021). This assimilative approach is not only unrealistic but also discards the potential

synergies that could otherwise be created. Senior workers possess advantages in understanding business processes, maintaining relationships with long-standing customers, and practical wisdom acquired only through years of experience. Younger workers possess advantages in rapidly mastering new interfaces and finding solutions from online sources. Rather than forcing senior workers to become digital experts, organizations can design collaboration models where younger workers handle the technical aspects while senior workers provide strategic direction and verify outputs. However, this type of collaboration model requires a significant cultural shift, including a mutual appreciation for differing contributions, effective knowledge-sharing mechanisms, and performance appraisal systems that recognize collaborative success. Without a consciously designed strategy, the natural tendency of an organization is to allow the digital divide to widen, resulting in the loss of valuable senior talent. If the neglect of digital behavior extends into sensitive areas such as the spread of disinformation or breaches of information accountability, the organization risks facing serious legal consequences related to digital validity and proof (Sutanto et al., 2023).

The urgency of this study lies in the need to provide a framework for organizations to assist the Baby Boomer generation in adapting to workplace digitization. The population of Baby Boomer workers remains significant in many organizations, particularly within the public sector, traditional manufacturing, and financial services. Over the next five to ten years, this group will enter retirement, yet their contributions during this transition phase are highly critical to the success of organizational digitization. This study is required to identify the key factors influencing the digital readiness of senior workers alongside proven organizational strategies. The theoretical contribution of this study is the enrichment of human resource management literature regarding multigenerational workforce management, while its practical contribution is policy recommendations that organizations can directly adopt to support the digital adaptation of senior workers. Furthermore, integrating clean digital governance policies within this internal environment is also relevant to minimize the risks of public communication manipulation and disinformation, matching the crucial enforcement of political communication ethics in today's cyberspace (Al Hakim & Irfan, 2023). In

this way, preventing information bias and strengthening the active participation of all workforce elements can mitigate the emergence of operational barriers in the era of digital democracy (Rojak, 2023).

The objective of this research is to analyze the factors influencing the readiness of the baby boomer generation to adopt digital tools in the workplace and to identify effective organizational strategies to support their adaptation. This study aims to produce a comprehensive mapping of the intergenerational digital divide and human resource management policy recommendations that are responsive to the needs of senior workers. The results of the research are expected to contribute to the development of digital inclusion practices in the workplace.

Method

This research uses a qualitative literature study approach to address the research questions regarding the digital readiness of the baby boomer generation. As explained by Gomm (2008), library research provides a solid foundation for understanding complex social phenomena such as intergenerational technology adaptation. This method was chosen because the research topic involves various disciplines, including developmental psychology, human resource management, and information technology studies. The literature study approach allows the researcher to integrate findings from these fields into a coherent analytical framework. The research procedure follows the principles outlined by May and Perry (2022) regarding systematic social research, beginning with the identification of clear research questions, followed by a structured literature search using academic databases such as Scopus, Web of Science, and Google Scholar. The keywords used include baby boomer digital readiness, older workers technology adoption, intergenerational digital divide, and workplace digitalization strategies. Inclusion criteria were strictly applied to ensure the quality of sources, covering peer-reviewed journal articles, books from leading academic publishers, and research reports from international organizations discussing employment and technology. Sources published before 2010 were specifically evaluated for their relevance, given the very rapid development of digital technology.

Data analysis in this literature study follows a systematic thematic approach as recommended in social research methodology. Baronov

(2015) emphasizes that qualitative library-based research must undergo a meticulous codification process to identify meaningful patterns from diverse sources. The researcher conducted repeated readings of the selected sources to identify major themes related to the digital readiness of senior workers. These themes were grouped into three broad categories: individual factors influencing readiness, organizational factors supporting adaptation, and effective intervention strategies. For each theme, the researcher identified variations in findings across studies, including consensuses and contradictions that required further analysis. Crano, Brewer, and Lac (2014) remind that generalizations from literature studies must be made with caution, especially when dealing with a population as diverse as the baby boomer generation, which possesses significant internal variations based on education level, type of work, and previous technology exposure. Therefore, the analysis in this research pays attention to the nuanced differences of subgroups within the baby boomer generation, such as the differences between early and late baby boomers, as well as between workers in high-technology versus low-technology sectors. The synthesis process was conducted by comparing findings from quantitative and qualitative studies, as well as from studies conducted in various countries to identify universal versus culture-specific factors.

Result and Discussion

The readiness of the Baby Boomer generation to face digitization is heavily influenced by the factor of lifelong technology experience. This group entered the workforce during a period when computers were massive machines operated solely by specialists, and the internet was not yet a public infrastructure (Seberini et al., 2022). Throughout their careers, they witnessed the evolution of technology from typewriters to personal computers, from physical file storage to cloud storage, and from mail communication to email. However, the pace of technological change in the past two decades has far exceeded what was experienced in earlier periods. Consequently, Baby Boomer workers have accumulated experience with obsolete technologies that are no longer relevant, while their experience with contemporary technology remains relatively limited. The gap between what they master and what the modern workplace demands creates a sense of being left behind. Unlike the Millennial

generation, who learned technology from an early age through self-directed experimentation, Baby Boomer workers frequently require formal and structured learning. They are unaccustomed to the trial-and-error learning paradigm common in mastering new software. Every time a software interface changes or a new feature is added, Baby Boomer workers must begin the learning process from scratch, whereas younger workers can adapt more quickly. This condition creates a cycle of frustration where senior workers feel that their efforts to learn are never enough because the technology changes continuously before they have the chance to master it. The complexity of this cross-generational adaptation underscores the need for a flexible transformation of practical digital human resource governance, particularly in supporting an increasingly dynamic work ecosystem such as in remote working systems (Mardikaningsih & Darmawan, 2022). Furthermore, this technological acceleration shifts the landscape toward posthuman human resource management due to the massive utilization of generative artificial intelligence, requiring organizations to continuously balance machine efficiency with the professional wisdom of senior workers (Darmawan, 2022).

Psychological factors such as technological anxiety and the fear of public failure exert a significant influence on the digital readiness of the Baby Boomer generation (Bhattacharjee et al., 2020). The highly digitally connected nature of the modern workplace means that any error in utilizing digital tools can be visible to many people. A Baby Boomer worker who accidentally sends an email to the wrong distribution list or loses a file due to an incorrect save in the cloud can feel deeply embarrassed in front of younger colleagues. This anxiety over public failure drives avoidance behavior, where senior workers prefer not to use certain features rather than risk making a mistake. Ironically, this avoidance behavior slows the learning process because they lose opportunities to practice in non-critical situations. Organizations are frequently unaware of the psychological dimension of this anxiety and misinterpret avoidance behavior as an unwillingness to learn. Instead, what is required is a psychologically safe environment where senior workers can make mistakes without fear of judgment. This type of environment can be established through policies such as non-evaluative practice sessions, peer support, and messaging that mistakes are a normal part of the learning process.

Additionally, designing software interfaces that provide confirmations prior to irreversible actions or offer undo features can reduce the anxiety of senior workers because they know that errors can be corrected. Organizations that ignore this psychological aspect will continue to face resistance despite providing adequate technical training. The provision of these user-friendly digital instruments aligns with the urgency of designing ethical, fair, and responsible technology to mitigate the negative impacts of digital isolation in professional environments (Radjawane & Mardikaningsih, 2022). This adjustment of psychological aspects can also be understood through the sociological perspective of digital popular culture, where employee agility is shaped by daily exposure to social media, music, and films that fundamentally creates a distinct chasm in values, attitudes, and technology adoption behaviors compared to the senior generation (Kurniawan & Khayru, 2021).

The most effective organizational strategy in assisting the digital adaptation of the Baby Boomer generation is the reverse mentoring program (Kurniawan & Tambunan, 2023). Within this program, tech-savvy younger workers are assigned to guide senior workers in utilizing digital tools. The advantage of this approach lies in the creation of personalized and continuous learning relationships, contrasting with one-time classroom training sessions that are rapidly forgotten. Senior workers can ask specific questions regarding the challenges they encounter in their daily routines, and younger workers can provide immediately applicable solutions. More importantly, reverse mentoring programs foster mutual respect across generations; younger workers feel valued for their technological expertise, while senior workers remain respected for their extensive experience and domain knowledge. This program also opens a two-way communication channel where senior workers can share insights about business processes that younger workers might not be aware of. However, the success of a reverse mentoring program depends heavily on how it is designed and supported by the organization. Mentor and mentee pairings must be selected carefully based on personality compatibility and work schedules that permit regular interaction. Organizations need to allocate dedicated time for mentoring sessions rather than expecting them to occur amidst hectic work shifts. Rewards for both parties, whether through formal recognition or non-monetary incentives, are also essential

to sustain motivation. Without adequate support, reverse mentoring programs can fail because younger mentors feel overburdened or senior mentees feel humiliated. This intergenerational knowledge transfer activity also serves as a crucial foundation in preparing long-term human resource readiness, particularly for Generation Alpha, who will eventually enter fully digitized workspaces (Gani & Darmawan, 2023). On the other hand, this collaborative guidance process helps senior workers continue contributing actively to the alignment of technological strategies in product manuscript development to achieve sustainable innovation in the global market (Mardikaningsih & Hariani, 2023).

Digital training for Baby Boomer workers must be designed using the principles of andragogy, an adult learning approach that is fundamentally distinct from pedagogy meant for children. The first principle dictates that adult workers need to know the reasons why they must learn something before they become motivated to learn. Digital training that begins with feature demonstrations without explaining their benefits to daily operations will face psychological rejection. Organizations need to communicate clearly how each digital tool will make work easier, faster, or more accurate, using concrete examples relevant to the senior workers' roles. The second principle states that adult workers possess a wealth of experience that can serve as a learning resource. Training that dismisses the pre-existing knowledge of senior workers and forces them to start from zero will cause frustration. Conversely, training that connects new digital concepts to physical-world analogies familiar to senior workers will prove more effective. The third principle is that adult workers learn better through real problem-solving rather than abstract exercises. Scenario-based training where senior workers utilize digital tools to complete tasks they actually face will be far more meaningful than exercises utilizing fictional data. The fourth principle dictates that adult workers require immediate feedback to know whether they are performing a task correctly. Training that provides visual indicators of success or confirmation messages after each step will significantly boost the confidence of senior workers. Furthermore, if the organization operates within a specific commercial sector, this andragogic training orientation can be contextualized through the introduction of digital Islamic financial product and service innovations under an accountable managerial

governance framework (Putra, Darmawan, & Arifin, 2023). This understanding of andragogy also encompasses the mastery of stable, conventional digital communication channels, such as email marketing, which has proven to remain relevant and effective for the retention and functional adaptation of senior users (Sinambela & Darmawan, 2021).

Responsive and patient technical support represents a crucial component in organizational strategies to assist the digital adaptation of Baby Boomer workers (Germain, 2020). Unlike younger workers who may prefer troubleshooting independently via search engines, senior workers tend to be more comfortable contacting a helpdesk or requesting assistance from colleagues when facing technical problems. The quality of technical support services heavily determines whether senior workers will continue using digital tools or revert to old working methods. Excellent technical support for a senior worker population must fulfill several criteria. First, help channels must be easily accessible, for instance, through internal phone numbers answered by a human rather than an impersonal online ticketing system. Second, technical support staff must be trained to remain patient and avoid confusing technical jargon. Third, provided solutions must be documented in a format that is easy to remember and reference later, such as printed guide sheets or short replayable videos. Fourth, technical support should be available outside standard working hours, given that senior workers may require assistance while handling tasks during evenings or weekends. Organizations frequently underestimate the cost of providing high-quality technical support for senior workers, assuming that employees ought to be technologically self-sufficient. This view is flawed because investments in technical support will pay off through enhanced productivity and a reduction in time wasted due to technical confusion. Over the long term, senior workers who feel supported will remain more loyal and productive than if they were left to struggle alone with technical issues. Providing this inclusive supporting environment serves as a vital instrument to bridge accessibility challenges and skill gaps in leveraging technology-based services within the workplace (Ramle & Mardikaningsih, 2022).

Adjusting software interface designs to accommodate the preferences of senior workers can significantly enhance digital adoption rates (Chiu et al., 2019). Many modern applications are designed by young

developers for young users, assuming that all users possess sharp vision, quick reflexes, and familiarity with specific interface conventions. This assumption does not hold true for some Baby Boomer workers who may experience declines in visual acuity, reductions in fine motor coordination, or unfamiliarity with certain icons. Customizable interfaces—such as enlargeable font sizes, high-contrast mode options, and large buttons paired with text labels will greatly assist senior workers. Auto-save features that preserve work automatically every few minutes can reduce the anxiety of losing progress due to forgetting to save manually. Step-by-step guides that appear alongside the primary interface can help senior workers navigate rarely used features. Nevertheless, organizations do not always maintain control over the software design of products purchased from external vendors. In these situations, organizations can compromise by providing additional interface layers, such as simplified keyboard shortcuts or customized drop-down menus, through available settings. Another alternative is selecting software vendors that demonstrate a commitment to accessibility for users of all ages. Organizations that ignore accessibility aspects during software selection might save on short-term licensing costs but pay heavily via lost productivity from senior workers who struggle to use the software. Unequal access and functional barriers resulting from design mismatches reflect the phenomenon of digital inequality, which also frequently creates opportunity imbalances for business actors within the online economic sector (Sinambela, Darmawan, & Halizah, 2022).

Deliberately designed intergenerational collaboration has proven more effective in bridging the digital divide compared to segregational approaches where senior and younger workers are placed into separate teams (Tams, 2022). Within generationally diverse teams, senior and younger workers can complement one another's deficiencies. Senior workers bring deep knowledge of established business processes and relationships with external stakeholders, while younger workers bring technological agility and knowledge of current digital trends. When both groups are placed into the same team and given a shared objective, they naturally develop knowledge-sharing mechanisms. Younger workers will assist their senior colleagues in completing technical tasks, while senior workers mentor their younger peers regarding the nuances of customer relations or compliance procedures. However, effective collaboration

does not occur automatically; supporting structures are required. Organizations can establish specific projects that demand contributions from both generations, utilizing success metrics that measure team outcomes rather than individual contributions. Performance appraisal systems must provide equal recognition for both technical and non-technical contributions so that senior workers do not feel penalized due to their technological limitations. Additionally, organizations need to provide physical or virtual spaces that facilitate informal interactions across generations, such as shared break rooms or unofficial communication channels. Collaboration forged through informal interactions is often more sustainable than collaboration forced through formal structures. Organizations that successfully foster intergenerational collaboration will find that the digital divide ceases to be a source of conflict and instead becomes a source of team strength. From a sociological standpoint, the social separation or fragmentation driven by differing identities within this ecosystem resembles the domestic social integration challenges frequently triggered by intensifying populistic nationalism sentiments on a global scale (Fariz, 2021).

Recognition of the value of senior workers' experience is a psychological component that is frequently overlooked in digital adaptation strategies (Nurhas et al., 2021). Many Baby Boomer workers feel that their years of experience become worthless in the digital era, and that organizations value the ability to operate software over the wisdom acquired from practical experience. This feeling of being undervalued can trigger psychological resistance to digital adoption, even when they are technically capable of learning new tools. Organizations need to explicitly communicate that the experience of senior workers remains highly valuable and that digital tools are intended to amplify that experience, not replace it. Concrete examples can be provided, such as how data analytics can help senior workers make better decisions based on the intuitions they already possess, or how automating routine tasks can free up time for senior workers to focus on high-value-added activities that require wisdom. Formal recognition of senior workers' contributions such as providing opportunities to serve as coaches for younger workers or as members of strategic advisory committees can reinforce the message that their experience is prized. Furthermore, organizations must ensure that

promotions and rewards are not disproportionately granted to tech-savvy younger workers while ignoring the contributions of senior workers in other dimensions. When senior workers feel comprehensively valued, they tend to be more open to developing digital skills because they do not feel that their professional identity is threatened by technological changes. An approach that respects the dignity of senior workers is not only ethical but also pragmatic, as retaining motivated senior workers is more cost-effective than recruiting and training replacements. The dual psychological burden faced by senior workers in maintaining their professional existence amidst technological demands shares a structural pattern with the double burden phenomenon experienced by career women within the perspective of contemporary feminist sociology (Fauzi, 2023).

The ever-increasing pace of technological change requires organizations to shift their focus from one-time digital training to continuous learning for senior workers (Soja & Soja, 2020). The traditional training model, where workers are sent to a classroom for a few days and then return to work with a new skill set, is no longer sufficient because software is continuously updated every few months. Senior workers require learning mechanisms integrated into their daily workflow rather than separated into isolated activities. Micro-learning, where material is delivered in short segments lasting five to ten minutes that can be consumed between tasks, has proven more effective for senior workers than marathon training sessions. Short video formats demonstrating a single specific procedure, accompanied by readable and downloadable text, allow senior workers to learn at their own pace and refer back to the material when needed. Online learning platforms that offer personalized learning pathways where senior workers can select modules relevant to their immediate needs and skip material they have already mastered are also more effective than a one-size-fits-all curriculum. However, self-directed learning via digital platforms requires an initial level of digital literacy that senior workers might lack. Therefore, a hybrid approach that combines regular face-to-face sessions with online resources is often the most appropriate. In face-to-face sessions, senior workers can ask about challenges they encounter and share tips with peers. Outside these sessions, they can access online materials to review or deepen their understanding. Organizations need to allocate protected working time for

these learning activities rather than expecting senior workers to complete them outside of working hours. Without adequate time allocation, continuous learning will become an additional source of stress for senior workers who are already burdened by regular job demands. The need for standardizing adaptive and inclusive learning methods within industrial environments aligns with the urgency of developing pedagogical standards and artificial intelligence regulations (AI policies) to create a safe and equitable learning ecosystem (Darmawan, 2023).

The role of line management in supporting the digital adaptation of the Baby Boomer generation is highly crucial, yet frequently overlooked in the design of organizational strategies (Solem et al., 2023). Line managers are the ones who interact directly with senior workers every day, witness their difficulties firsthand, and can provide timely support. However, many line managers themselves belong to the same generation as senior workers or to Generation X, meaning they also experience digital divides. They might lack adequate digital skills to assist their subordinates, or they might maintain a similarly resistant attitude toward change. Organizations need to train line managers not only in technical skills but also in leadership skills that support digital adaptation. Line managers must learn how to provide constructive feedback regarding digital tool usage without making senior workers feel incompetent. They need to learn how to accommodate differing learning preferences within their teams, such as by permitting senior workers to utilize printed guides while younger workers prefer online instructions. They must also learn how to facilitate intergenerational collaboration within teams, for instance, by assigning younger workers as tech companions for senior workers in joint projects. Beyond training, organizations must empower line managers to make local adjustments in digital implementation, such as allowing the use of more stable rather than newest software versions, or providing additional hardware like larger monitors that ease the burden on senior workers. Line managers who are empowered and given adequate resources will become the frontline defenses in assisting the digital adaptation of senior workers, whereas unsupported line managers will become bottlenecks to change. The significance of this operational supervisory function is further reinforced considering that shifts in job design

resulting from automation directly alter human resource management practices at an internal level (Darmawan, 2023).

The aspect of organizational culture exerts a profound influence on the success of digital adaptation efforts for the Baby Boomer generation (Krishnan, 2022). In organizational cultures that prize relentless speed and innovation, senior workers who require more time to master digital tools will feel pressured and marginalized. Conversely, in cultures that value learning and mutual support, senior workers will feel safe to acknowledge their limitations and request assistance. Organizations can shape a culture that supports the digital adaptation of senior workers through various methods. First, top leadership needs to consistently communicate that the success of digitization is measured by how well all workers including the most senior ones can utilize digital tools, rather than by the adoption speed of a few pioneers. Second, organizations need to celebrate progress rather than perfection; a senior worker who successfully masters a new feature should be recognized, not compared to a younger worker who mastered that same feature long ago. Third, organizations need to encourage horizontal knowledge sharing regarding technology, not just top-down directives. Success stories from senior workers who have successfully adapted to digitization can serve as a more powerful source of inspiration than instructions from superiors. Fourth, organizations need to re-evaluate performance metrics that may inadvertently discriminate against senior workers, such as metrics measuring email response speeds or the volume of processed digital transactions without considering the differing complexities of tasks across workers. A generationally inclusive culture does not form overnight, but rather through a series of consistent decisions regarding what is valued, recognized, and rewarded. Organizations serious about retaining their senior workers in the digital era must be willing to invest time and resources to shape such a culture. Ultimately, structuring this cultural climate demands an integration of high ethical values and accountability, particularly within managerial decision-making frameworks that now rely heavily on artificial intelligence-based systems (Gani & Darmawan, 2022).

Peer support represents an effective and efficient strategy to assist the digital adaptation of the Baby Boomer generation (Kurniawan &

Tambunan, 2023). Unlike formal training sessions, which might make senior workers feel self-conscious due to becoming the center of attention, peer support occurs within more natural, daily interactions. A senior worker struggling with a specific feature can easily ask a colleague at the neighboring desk without needing to submit a helpdesk ticket or wait for the next training session. To facilitate peer support, organizations can identify workers across generations who possess patience and good communication skills to act as informal digital champions. These champions do not need to be the absolute top technical experts, but they must be willing to help colleagues and maintain a positive attitude toward learning. Organizations can offer small incentives, such as recognition during team meetings or lunch vouchers, to acknowledge the time champions invest in assisting coworkers. Physical collaboration spaces, such as areas with round tables that facilitate group discussions, can support peer-support interactions. Internal communication platforms, such as dedicated chat channels for technical questions, can also facilitate peer support, particularly for organizations with remote workforces. However, peer support should not serve as a replacement for professional technical support; digital champions are a complement to, rather than an alternative for, a well-functioning helpdesk. Organizations must ensure that champions are not overburdened beyond their voluntary capacity, and that they themselves receive adequate training and support. Well-designed peer support can generate a positive cycle where employees who receive help become willing to help others, building a strong learning community across the organization. Within such a community, the intergenerational digital divide is no longer viewed as a problem, but rather as an opportunity for mutual learning. This pattern of communicative interaction and community-based digital literacy learning fundamentally reflects the dynamics of contemporary social media utilization, which expands rapidly in shaping the structure of informational understanding among modern societies (Kurniawan, Darmawan, & Khayru, 2021). Furthermore, reinforcing an inclusive collaborative climate at this operational level has proven essential to mitigate social friction while establishing stability and order within a heterogeneous work environment (Irfan & Hariani, 2023).

Flexibility policies in digital implementation can help reduce anxiety among Baby Boomer workers and grant them the time to adapt

progressively (Porubčinová, 2020). An all-at-once approach, where the entire organization is forced to switch to a new digital system on the exact same date, is frequently counterproductive for senior workers. They require a transition period during which old and new working methods can run concurrently, providing them a fallback path if they encounter difficulties with the new system. Organizations can implement a dual-system policy for a specific timeframe, such as three to six months, allowing workers to choose between the old or new system depending on their comfort levels. During this period, senior workers can experiment with the new system on non-critical tasks while continuing to rely on the legacy system for tasks with tight deadlines. Gradually, incentives can be introduced to encourage the migration to the new system, such as processing requests submitted through the new system faster. At the end of the transition period, the legacy system can be deactivated, but only with sufficient advance notice and extra support during the final days. Flexibility can also be applied to digital usage targets; senior workers might be given lower targets during the first month, with a gradual increase each subsequent month. Overly high initial targets can trigger anxiety and avoidance behavior, whereas excessively low long-term targets can leave senior workers unmotivated to continue learning. The key to a flexibility policy is balancing the provision of space to learn with the continuous drive for progress. Organizations that are too rigid will lose valuable senior workers, while organizations that are too lenient will lag behind in digitization. Adjusting policies based on regular feedback from senior workers is critical to finding the right equilibrium. This regulatory tension indicates that legal protection and certainty for vulnerable workforces in the digital economy era frequently still encounter gaps or limitations in practical policy implementation (Hambodo & Darmawan, 2024). Consequently, flexibility in managing this transition phase demands a mature integration between planned change management and technology strategy formulation to guarantee the success of comprehensive digital transformations (Sinambela, 2023).

Periodic evaluation of the effectiveness of digital adaptation strategies for Baby Boomer workers is necessary for continuous improvement. Many organizations launch digital training initiatives but rarely conduct systematic evaluations regarding whether those initiatives genuinely enhance the

competency and confidence of senior workers (Niesel & Nili, 2021). Evaluations that merely measure the number of workers participating in training or the level of satisfaction with the training are insufficient; tracking actual behavioral changes in the workplace is required. Organizations can utilize metrics such as the usage rates of key software features, the time required to complete specific tasks, and the frequency of assistance requests to the helpdesk. Periodic surveys on technological anxiety and self-efficacy can also provide a clear overview of the psychological impacts of interventions. Data from these evaluations must be analyzed separately for the senior worker group rather than aggregated with the entire workforce, as intervention impacts may vary across generations. Evaluation findings should be utilized to adjust strategies, such as by adding practice sessions in areas where senior workers still struggle or altering training formats if participation rates are low. Organizations also need to conduct qualitative evaluations through focus groups or interviews with senior workers to comprehend their subjective experiences, which are not captured by quantitative metrics. Senior workers can provide insights into hidden barriers invisible to management, such as unnecessary procedures that make software usage more convoluted than required. Continuous and responsive evaluation of findings will generate incremental improvements that ultimately make digital adaptation strategies more effective. Organizations that execute a one-time evaluation at the end of a program and then consider it finished will lose opportunities to learn and improve. Within the modern management perspective, this macro data-driven performance monitoring holds an urgency equal to supply chain management optimization in the manufacturing industry, which now relies heavily on the integration of Big Data, artificial intelligence, and the Internet of Things to achieve maximum operational efficiency (Putra & Arifin, 2021). This evaluative component is also critical for the early detection of potential algorithmic bias or erroneous automation within management systems, which left unchecked can distort organizational justice principles and hinder social transformation within the workplace (Mardikaningsih & Oluwatoyin, 2023).

Collaboration with external institutions, such as industry associations or training institutes, can enrich digital adaptation strategies for Baby Boomer workers. Not all organizations possess the internal resources to develop training programs tailored to the needs of senior

workers. Partnering with institutions that possess expertise in adult education or technological training for older workers can grant access to tested methodologies and materials. External institutions can also bring fresh perspectives that might be overlooked by internal teams who are too close to the problems. Apprenticeship programs or exchanges with other organizations that have succeeded in the digital adaptation of senior workers can become valuable learning sources. Organizations can also participate in collaborative research regarding best practices for the digital adaptation of senior workers, the results of which can be leveraged for internal policy improvements. Furthermore, organizations can utilize public resources, such as guidelines from the ministry of manpower or international organizations, concerning the digital inclusion of older workers. External collaboration requires investments of time and resources to build and maintain relationships, as well as to adapt external programs to the specific needs of the organization. However, for organizations lacking adequate internal capacity, external collaboration might represent the only way to develop an effective digital adaptation strategy. Even for organizations with strong internal capacities, external collaboration can inject innovation and prevent stagnation. Within a broader learning ecosystem, organizations do not need to invent everything from scratch; they can learn from the experiences of others and focus on adjustments for their unique conditions. The dynamics of this external partnership resemble technology adoption patterns in other sectors, such as the acceleration of healthcare services that now massively utilize the power of artificial intelligence technology to transform public service systems inter-organizationally (Khayru, 2022). Aside from that, the effectiveness of expanding networks and leveraging these external platforms runs linear with reinforcing social media functions, which have proven to hold great potential as interactive promotional tools and vehicles for business reach expansion in the contemporary era (Infante & Mardikaningsih, 2022).

The long-term success of the digital adaptation of the Baby Boomer generation depends heavily on consistent organizational commitment rather than one-time initiatives (Cox & Overbey, 2022). Digitization is not a project with a defined start and end date, but an ongoing journey as technology continuously evolves. Organizations that launch massive training programs with large budgets in the first year, only to slash funding

the following year due to fiscal pressures, will lose momentum and damage the trust of senior workers. Senior workers who perceive that support for digital adaptation is only temporarily available will be reluctant to invest themselves in learning, fearing that assistance will vanish before they truly master the technology. Long-term commitment requires a stable annual budget allocation for training, technical support, and mentoring programs. Commitment also means that digital adaptation strategies for senior workers become an integral part of the organization's strategic planning rather than merely an initiative of the training department. Success indicators for the digital adaptation of senior workers must be incorporated into the organization's annual performance reports, on par with financial and operational indicators. When leadership transitions occur, the commitment to the digital inclusion of senior workers must be maintained, rather than restarted from scratch with a different approach. Senior workers who have navigated multiple cycles of organizational change are highly sensitive to signals regarding whether management's commitment is genuine or merely rhetorical. Organizations that demonstrate consistent commitment through stable resource allocation and continuous attention from top leadership will secure the trust of senior workers, which remains a prerequisite for any sustainable change effort. Without trust, even the most sophisticated digital adaptation strategy will be passively resisted by senior workers who choose to wait until the initiative loses its momentum.

The sustainability of this commitment is crucial, given that the comfort and positive experiences of employees within the digital workplace profoundly influence their retention and long-term performance (Putra, Darmawan, & Arifin, 2022). At a strategic level, digitally oriented leadership becomes the primary driving engine in facilitating operational efficiency, team collaboration, and sustainable innovation (Darmawan & Gardi, 2024). Ultimately, such a robust commitment is not only oriented toward productivity aspects alone, but also safeguards the health and psychological well-being of senior workers so they can continue to exist capably in the era of artificial intelligence (Darmawan, 2020). Sociologically, efforts to maintain organizational reputation and commitment consistency are similar to the tactics employed by digital industry actors to preserve authenticity and

parasocial bonds in order to maintain the trust of their constituents in cyberspace (Hariani & Mardikaningsih, 2022). The successful digital adaptation of the Baby Boomer generation within the modern workplace hinges on continuous, institutionalized commitment rather than fleeting organizational initiatives.

Conclusion

The digital readiness of the baby boomer generation in facing workplace digitalization is influenced by factors such as lifelong technological experience, anxiety regarding public failure, technological self-efficacy, and perceptions of the value of their experience. Effective organizational strategies to support the digital adaptation of senior workers include reverse mentoring programs, training based on andragogical principles, responsive technical support, software interface adjustments, facilitation of intergenerational collaboration, recognition of the value of experience, continuous micro-learning, empowerment of line management, the formation of an inclusive culture, peer support, phased flexibility policies, periodic evaluations, external collaboration, and consistent long-term organizational commitment. Successful digital adaptation for senior workers requires an approach that respects their dignity, recognizes their unique learning needs, and leverages complementary strengths across generations.

The practical implications of this research are that organizations need to diagnose the digital readiness of senior workers before designing interventions, using instruments that measure technological self-efficacy, anxiety, and learning preferences. Organizations are advised to implement reverse mentoring programs as a core strategy, complemented by training for line managers on generationally inclusive leadership. Further research is suggested to empirically test the comparative effectiveness of various digital adaptation strategies among senior worker populations in different sectors and organizational cultures. Longitudinal studies are required to understand how the digital readiness of senior workers evolves over time and which interventions produce the most sustainable behavioral changes. Organizations are also advised to document internal best practices and share them with other organizations through industry associations.

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