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Technology Adaptation Patterns and Third-Level Digital Divide: Analyzing Workplace Communication at PT. Pesta Pora Abadi

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Abstract
This study provides an exploratory overview of patterns of technological adaptation as a fundamental factor contributing to the intergenerational digital divide between Generation Z and Millennials at PT Pesta Pora Abadi. Unlike previous literature, which often emphasizes access to infrastructure or basic technical skills, this study argues that the root of the digital divide lies in differences in how individuals internalize and operationalize new technologies in the workplace. Using a descriptive qualitative design, data were collected through in-depth interviews and Focus Group Discussions (FGDs). Thematic analysis identified five distinct adaptation patterns: intuitive-agile adaptation, structured-procedural adaptation, learning speed disparities, resistance to specific platforms, and the contradiction between integrity-based validation and efficiency. The findings reveal that these differing patterns create systemic noise in corporate communication, regardless of the individual's level of technical proficiency. Practically, this study recommends that organizations implement reverse mentoring and align the digital growth mindset with corporate values (I-ACT) to bridge this gap.

Keywords: *Adaptasi Teknologi, Digital Divide, Generation Z, Millennials, Organizational Communication*

1. Introduction

The massive digital transformation in the corporate environment has fundamentally shifted the paradigm of organizational communication and digital self-efficacy (Liu & Kamioka, 2025). In Indonesia, this shift poses distinct challenges due to the coexistence of two key workforce generations: Millennials as digital immigrants and Generation Z as digital natives (Jauhiainen et al., 2022). In the high-velocity Food and Beverage (F&B) sector, digital integration is no longer a strategic option but a mandatory operational requirement for daily workflows. PT. Pesta Pora Abadi exemplifies this shift, relying heavily on digital management systems to fuel its rapid growth. The organization's success depends on the seamless synchronization between Millennial strategic leadership and Generation Z frontline execution. Rather, as highlighted by Zhang et al. (2025) In their digital divide perspective, a new layer of inequality surfaces from divergent ways individuals find educational or operational benefits in technology, splitting users based on how they instinctively operationalize everyday digital workflows.

The urgency of this research lies in the fact that uniform technology access does not ensure seamless utilization, as the digital divide shifts from "access availability" to "adaptation proficiency" at PT. Pesta Pora Abadi, exchanges between Millennial managers and Generation Z staff frequently spark communication friction due to mismatched technology adaptation speeds. This environment creates a unique "pressure-cooker" scenario where even minor discrepancies in how individuals internalize and operationalize technology result in systemic noise and disruptions in organizational communication.

Digitalization has evolved from a strategic option into a critical imperative for firms to thrive amid market disruptions. (Hong et al., 2024). Yet, beneath advanced digital infrastructures, a subtle socio-psychological issue persists: the intergenerational digital divide in workplaces (BouMjahed & Mahmassani, 2023). This dynamic grows intricate when Millennials and Generation Z, marked by contrasting tech experiences, operate side by side (Megawati et al., 2024). Generational cohorts are frequently categorized to understand their technological alignment. While the labels 'digital immigrants' for Millennials and 'digital natives' for Generation Z are subject to ongoing scholarly debate regarding their oversimplification, they remain useful heuristic categories in this study to describe the varying historical contexts of technological exposure that shape current workplace behaviors (Jauhiainen et al., 2022).

This distinction is not intended to imply a universal technological superiority of one group over another, but rather to highlight the divergent cognitive frameworks through which these generations perceive and

operationalize digital tools (Firamadhina & Krisnani, 2021). For instance, Generation Z is often characterized by an intuitive-agile approach developed through early exposure to pervasive digital environments, whereas Millennials may lean towards a more structured-procedural method rooted in their experience of the transition from analog to digital systems (Seyfi et al., 2025).

In Indonesia, the Food and Beverage (F&B) sector leads in adopting digital technologies to enhance supply chain operations and customer engagement (Cassidy et al., 2024). PT. Pesta Pora Abadi, operator of prominent brands like Mie Gacoan, exemplifies rapid growth fueled by tech integration across its operations. With ambitious expansion plans, the firm relies heavily on digital management systems. Yet, uniform technology access does not ensure seamless utilization. The digital divide here shifts from "access availability" to "adaptation proficiency" (Potvin Kent et al., 2024). Notably, at PT Pesta Pora Abadi, exchanges between Millennial managers and Generation Z frontline staff frequently spark communication friction due to mismatched technology adaptation speeds.

To analyze this phenomenon, this study relies on the comprehensive evolution of digital divide scholarship, which is theoretically categorized into three distinct levels. The first-level digital divide concerns only physical access to devices and infrastructure (Hargittai, 2002). As access expanded, attention shifted to the second-level divide, which emphasizes differences in digital skills, literacies, and basic competencies among users (Hargittai, 2002; Wei & Hindman, 2011). More recently, researchers have moved toward a third-level digital divide that concentrates on outcomes, namely, unequal socio-psychological, behavioral, and organizational benefits derived from technology, even when access and fundamental skills are comparable (Wei & Hindman, 2011). Although earlier work has largely promoted technical training to remedy the first two levels, there remains a notable gap in understanding how differing patterns of behavioral adaptation act as the primary driver of the third-level divide within corporate settings.

While extensive literature has mapped the first-level (access) and second-level (skills) digital divides (Thunshirn et al., 2025). A key gap persists in exploring "adaptation patterns" as the core catalyst for the third-level divide, which manifests at the outcomes stage (Putra, 2023; Yang et al., 2024). This gap is critical because, as argued by Yang et al. (2024), the benefits of digital transformation are not distributed equally even when skills are present, depending instead on how technology is strategically and cognitively internalized in specific professional contexts. Generation Z often employs an intuitive-agile style emphasizing speed, in contrast to Millennials' structured-procedural approach, which favors precision and

validation (Promma et al., 2025). This study positions such adaptation mismatches as the root cause of systemic noise and disruptions in organizational communication.

The innovation of this study lies in its analysis of technology adaptation patterns through the lens of the I-ACT framework (Integrity, Adaptive, Collaborative, Teamwork), which serves as the operationalized corporate value system at PT. Pesta Pora Abadi. Rather than treating these values as mere organizational branding, this study utilizes I-ACT as a theoretical benchmark to evaluate the impact of the third-level digital divide. By examining how divergent behavioral patterns between Millennials and Generation Z may hinder the 'Adaptive' and 'Collaborative' pillars of this framework, the research transforms internal corporate standards into measurable qualitative indicators of organizational synergy. This approach allows for a critical dissection of how mismatched digital internalization undermines the realization of core corporate values in high-velocity work environments. Grounded in an interpretive paradigm, the research delves into five core adaptation patterns as key drivers of the digital divide (Firamadhina & Krisnani, 2021).

Beyond theoretical advancements in organizational communication, findings promise practical value via a reverse mentoring framework to harmonize intergenerational digital mindsets, transforming technology into a collaborative enabler rather than a barrier. To address these issues, this study seeks to answer the following research questions: (1) What are the dominant technology adaptation patterns among Gen Z and Millennials at PT Pesta Pora Abadi? (2) How do these divergent patterns contribute to the third-level digital divide and subsequent communication disruptions within the organization?"

PT. Pesta Pora Abadi serves as a critical research site due to its high-velocity operational nature in the Food and Beverage sector, where digital integration is mandatory for daily workflows. The coexistence of Millennial strategic leadership and Generation Z frontline execution provides a unique 'pressure-cooker' scenario to observe how mismatched digital internalization impacts real-time corporate communication. Unlike more traditional industries, the rapid pace of F&B operations ensures that even minor discrepancies in technology adaptation patterns result in visible organizational friction, making it an ideal environment to study the third-level digital divide in action (Khan et al., 2025).

2. Method

This study employs a descriptive qualitative approach within an interpretive paradigm. The use of this paradigm aims to provide an in-

depth interpretation of the subjective experiences of Generation Z and Millennial employees regarding the digital divide they encounter in the workplace.

2.1 Reflexivity & Researcher Personality

As external researchers from Universitas Brawijaya, we acknowledged our positionality as objective observers within the organizational communication field who hold no administrative ties to PT. Pesta Pora Abadi. To mitigate subjective bias and ensure trustworthiness, we employed ' member checking' during the virtual FGDs to validate our emergent interpretations directly with the participants, while maintaining a reflexive journal to document and bracket personal assumptions throughout the data collection process**.**

2.2 Participants and Data Collection Procedures

The study was conducted at the Human Capital Department of PT. Pesta Pora Abadi (Mie Gacoan) in Malang. Informants were selected using purposive sampling, with the primary criterion being employees who actively use digital devices in their daily operations (Clark & Creswell, 2014). Informants for this study were selected using a purposive sampling strategy based on three strict inclusion criteria: (1) full-time permanent employees officially stationed at the Head Office of PT Pesta Pora Abadi, (2) actively embedded within the Human Capital Department, holding strategic operational roles such as Talent Acquisition & Employer Branding Staff, Employer Branding Staff, or Talent Acquisition Supervisor, and (3) a balanced demographic distribution between the Millennial and Generation Z cohorts to ensure comparative depth. Data collection was continuously executed until theoretical data saturation was achieved at the 20th informant, marked by the point where subsequent semi-structured interviews and Focus Group Discussions (FGDs) yielded no novel codes, conceptual categories, or thematic variations regarding technology adaptation patterns and intergenerational workplace communication friction. The sample of 10 participants per generation was determined based on the principle of data saturation in qualitative research, where this number provided sufficient depth and variety of perspectives to identify consistent thematic patterns within each cohort. (Clark & Creswell, 2014).

Table 1. Distribution of Research Subjects by Generation

No.	Category	Subject	Primary Criteria
1.	Millennial	10 People	Born: 1981-1996 (*Digital Immigrant)*
2.	Gen Z	10 People	Born: 1997-2012 (*Digital Native)*
	Total	20 People	

Data collection in this study was executed through two primary sequential methods to ensure data triangulation: semi-structured in-depth interviews and virtual Focus Group Discussions (FGDs). The face-to-face in-depth interviews were guided by a structured protocol consisting of 20 open-ended questions designed to capture individual tech-biographies, cognitive styles in learning new software, and personal alignment with the corporate I-ACT values. Each interview session lasted between 45 and 60 minutes, was audio-recorded with explicit participant acco2006rdance, and was subsequently transcribed verbatim.

To cross-verify the individual insights and observe real-time intergenerational dialogue, the researchers conducted two distinct virtual FGD sessions via Zoom. To prevent generational intimidation and foster psychological safety, the FGDs were split into homogeneous cohorts: Session 1 consisted exclusively of Millennial employees (n=10) and Session 2 consisted of Generation Z employees (n=10). Each FGD lasted approximately 90 to 100 minutes and was facilitated by the primary researcher acting as a neutral moderator using a standardized semi-structured discussion guide to probe platform resistance and validation-efficiency conflicts.

2.3 Data Analysis Techniques

This study utilized the reflexive Thematic Analysis (TA) framework by Braun and Clarke (2006) for data analysis. Applied rigorously, it uncovered patterns and themes within the qualitative dataset. To establish qualitative trustworthiness and consistency, the primary and co-authors engaged in collaborative, independent coding trials. Initial codes generated from the first five interview transcripts were compared across the research team. Any divergent conceptual labels or interpretations regarding technology adaptation patterns were addressed through iterative debriefing sessions until a 100% conceptual consensus was reached for the final five themes, ensuring a rigorous analysis without over-relying on rigid quantitative inter-coder reliability metrics, which are typically discouraged in reflexive TA paradigms. The sequential workflow of this analysis is depicted below:

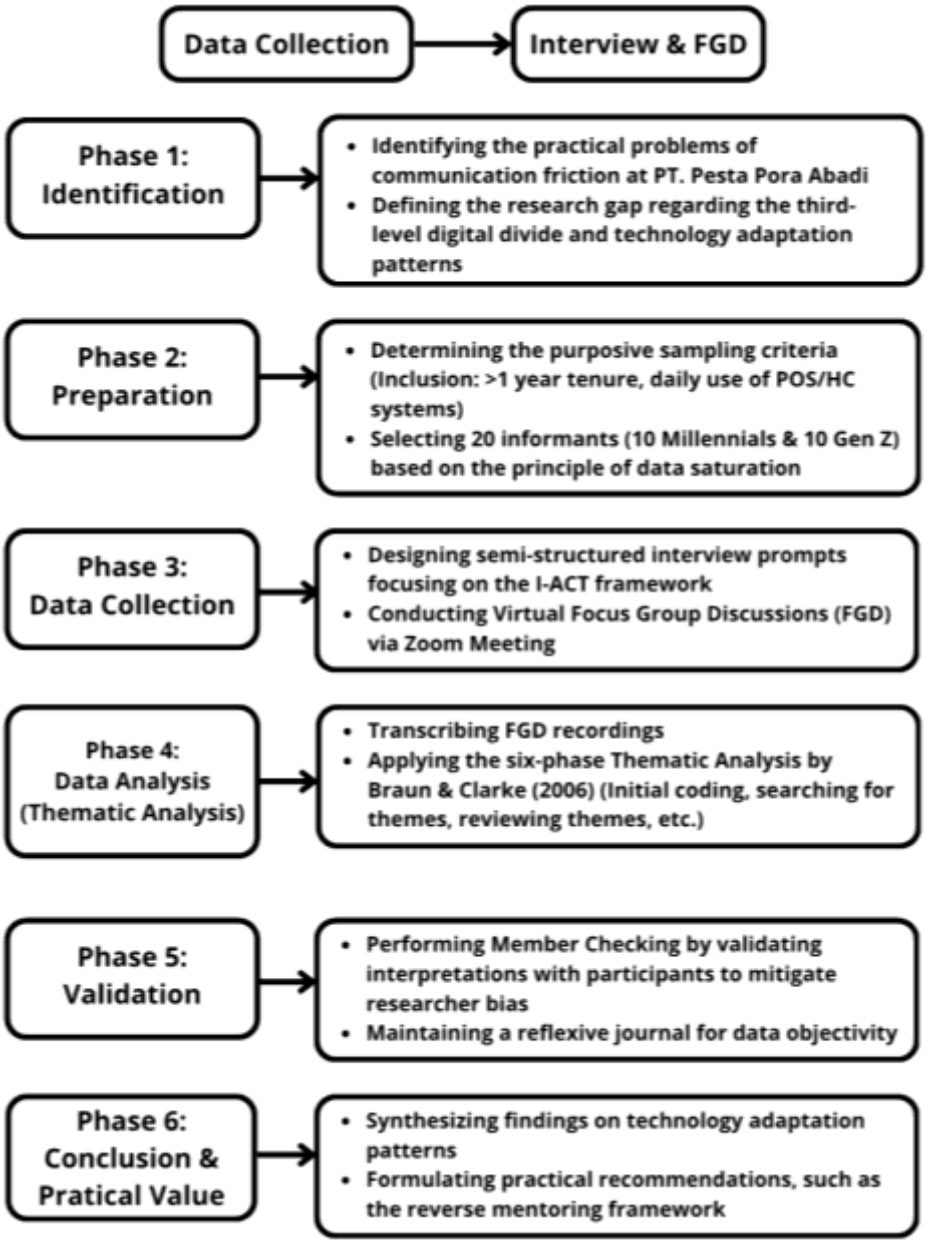

Figure 1. Research Flowchart: Intergenerational Digital Divide Study

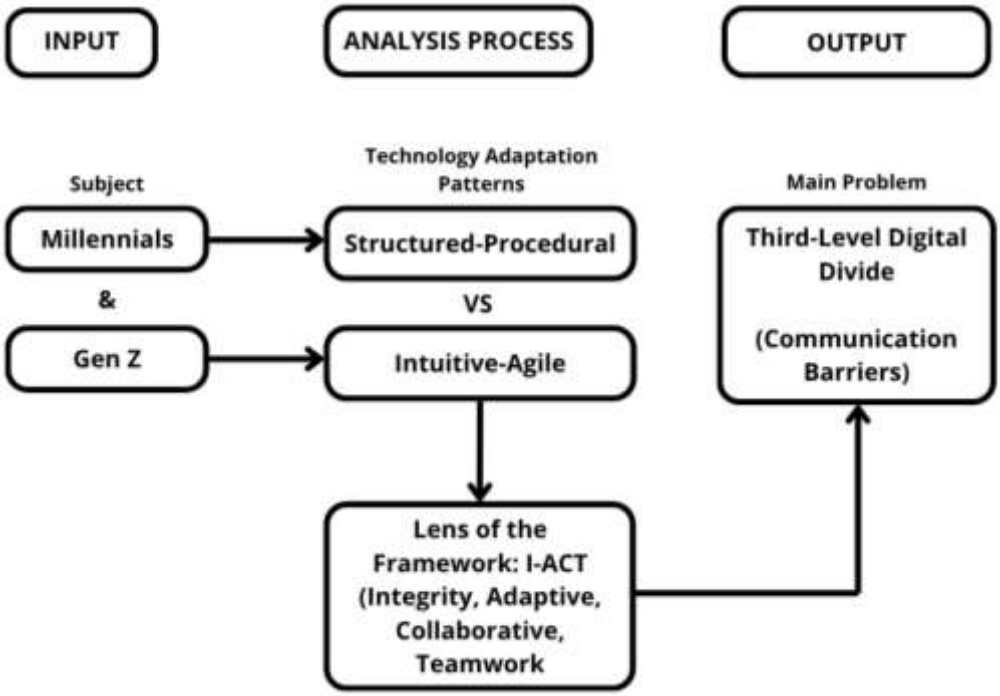

Figure 2. Research Framework

Ethical clearance was obtained, and all participants provided written informed consent prior to the Focus Group Discussions. To ensure confidentiality, all data were anonymized using participant codes (e.g., Informant 1, Informant 2), and access to raw data was strictly restricted to the research team. Participants were also informed of their right to withdraw from the study at any time without any professional repercussions.

3. Results

Analysis of findings shows that the digital divide within PT Pesta Pora Abadi's (Mie Gacoan) Human Capital Department prominently surfaces through intergenerational differences in technology adoption patterns. Data processing using NVivo 15 identified "Adaptation Patterns" as the core organizing theme that consistently appeared across all data sources. The findings demonstrate that this divide is not a matter of infrastructure, but rather how individuals internalize and integrate digital tools into their daily professional routines. (Yuen et al., 2021).

Table 2. Thematic Findings of Adaptation Patterns and Intergenerational Digital Divide

Adaptation Patterns	Sub-categories	Coding Frequency	Participant (n= 20)	Codes
Intuitive-Agile vs. Structured Adaptation	Self-Taught Learning	18	10 (Gen Z)	"AI Exploration", "Fast", "Independent"
	Formal Training	15	10 (Millennials)	"Need Training", "Instruction"
Disparities in Learning Speed	Learning Agility	12	20 (10 Millennials, 10 Gen Z)	"Different Rhythms", "Quick Guide", "Slow Adaptation"
Platform-Specific Resistance	Legacy Tools Resistance	9	10 (Millennials)	"Excel Is Boring", "Manual Form", "Inefficient"
	Automation Resistance	8	8 (Gen Z)	"AI Skeptic", "High-Risk", "Lost Control"
Validation Contradiction	Manual Validation	10	8 (Millennials)	"Data Accuracy", "Cross-Check", "In accordance with the SOP."
	Algorithmic Trust	7	12 (2 Millennials, 10 Gen Z)	"Believe in System", "Automation", "Minimize Error"
Integration of New Tools	Effortless Efficiency	16	14 (10 Gen Z, 4 Millennials)	"Work Simplification", "Chat GPT", "Third-Party Tools"

3.1 Intuitive-Agile vs. Structured Adaptation: Self-Taught Learning and Formal Training

The thematic analysis reveals a stark contrast in how different generations initiate their interaction with new digital tools. This divergence is strongly supported by the coding frequencies, where 'Self-Taught Learning' emerged 18 times exclusively among the 10 Generation Z participants, whereas 'Formal Training' was recorded 15 times across the Millennial cohort. This quantitative distribution underscores a fundamental behavioral split from the very beginning of technology

adoption. The data reveals a sharp contrast in how different generations initiate their interaction with new digital tools. Generation Z participants demonstrate an autonomous exploration pattern. As one staff member noted: "*I usually just figure it out on my own; I don't really need a manual if the interface is user-friendly*" (Informant 4, Gen Z, HC Operation Staff, 2 years tenure). This sentiment was echoed by another junior colleague: "*For me, trial and error is much faster than waiting for a formal training session*" (Informant 2, Gen Z, Recruitment Assistant, 1 year tenure).

In contrast, Millennials show a strong preference for formal guidance to ensure compliance. A senior manager explained: "*I'd rather wait for clear instructions or a module than try things out and risk making a systemic error*" (Informant 12, Millennial, HC Operations Manager, 7 years tenure). This is further supported by a supervisor who stated: "*Formal training gives us the boundary of what we can and cannot do with the data*" (Informant 15, Millennial, HC Supervisor, 8 years tenure).

3.2 Disparities in Learning Speed: Learning Agility

The research findings highlight a significant gap in the temporal dimension of technology adoption between the two generations. This theme emerged as a universal concern, acknowledged by all 20 participants during both interviews and group discussions, as it directly impacts the department's operational rhythm. Generation Z participants demonstrate high learning agility, characterized by a steep learning curve and a "learn-as-you-go" mentality. During an in-depth interview, one staff member shared: "*I don't need days to master a new HRIS feature. Usually, after playing around with the interface for an hour, I've already figured out the shortcuts*" (Informant 7, Gen Z, Digital HC Specialist, 1.5 years tenure). This agility was further emphasized by another junior staff member during the FGD session, noting that their generation views rapid technological shifts as a norm rather than a disruption: "*We are used to apps updating every week, so adapting to new office software feels natural and doesn't require much mental effort*" (Informant 1, Gen Z, HC Admin, 1.5 years tenure).

Conversely, Millennials exhibit a more cautious and measured learning pace, often prioritizing to ensure that rapid adoption does not compromise data accuracy. A senior member explained the rationale behind this slower pace during an interview: "*It's not that we can't learn it, but we have to be sure about the logic behind the button. If I click 'automate' without knowing the process, and the payroll data is wrong, it's a huge problem*" (Informant 19, Millennials, Senior Payroll Specialist, 9 years tenure). This sentiment was collectively supported by other senior staff during the FGD, where they argued that "speed" should not precede "security": "*In a high-velocity environment like this, we prefer a slightly slower but stable adaptation to ensure every digital step is*

in accordance with our SOP" (Informant 15, Millennial, HC Supervisor, 8 years tenure).

These differing rhythms create a "learning gap" where Gen Z often feels held back by slow procedural approvals, while Millennials feel pressured by the rapid, sometimes impulsive, digital shifts initiated by their younger colleagues. This disparity is a key manifestation of the third-level digital divide within the organization.

3.3 Platform-Specific Resistance: Legacy Tools Resistance and Automation Resistance

The study identified symmetrical resistance patterns, where both generations exhibit hesitation toward specific platforms, albeit for fundamentally different reasons. This divergence highlights a "clash of preferences" that contributes to the third-level digital divide. Generation Z participants primarily exhibit resistance toward "legacy tools" or manual, paper-based processes. During the FGD sessions, a common frustration emerged regarding the inefficiency of traditional documentation: "*I find it very frustrating when we are asked to fill out physical forms for things that could be done in seconds via a Google Form. It's not that I can't do it, but it feels like a step backward and a waste of time*" (Informant 9, Gen Z, People Development Admin, 2 years tenure). Another junior staff member added during an in-depth interview: "*Legacy systems that lack integration make my work twice as hard. I prefer to use third-party apps to bypass these manual hurdles whenever possible*" (Informant 4, Gen Z, HC Operation Staff, 2 years tenure).

On the other hand, Millennials demonstrate resistance toward full automation and algorithmic-driven decision-making. Their hesitation is rooted in a perceived loss of control and potential risks to data integrity. A senior manager explained during an interview: "*I am quite skeptical of relying 100% on AI or automated screening for recruitment. Machines lack the intuition to understand the cultural fit of a candidate. If the algorithm makes a mistake, the human manager is the one who bears the responsibility*" (Informant 11, Senior Recruitment Specialist, 5 years tenure). This sentiment was validated by another senior colleague in the FGD, who highlighted the importance of human oversight: "*Automation is good for speed, but I still prefer a system where I can manually verify the output. Complete reliance on automation without a manual 'check-and-balance' feels risky in a professional HC environment*" (Informant 18, Millennial, Human Capital Manager, 10 years tenure).

These conflicting resistances lead to a fragmented digital ecosystem within the department. Gen Z's push for "effortless efficiency" often bypasses the "safety-first" protocols preferred by Millennials, creating gaps in how digital platforms are utilized and trusted.

3.4 Validation Contradiction: Manual Validation and Algorithmic Trust

This epistemological gap is heavily influenced by the respective operational roles and accountabilities within the department. Millennial informants, who predominantly hold managerial and supervisory positions, exhibit a profound commitment to 'Manual Validation' as a risk-mitigation strategy to preserve data accuracy before final reporting. Conversely, Generation Z informants, acting primarily as operational staff and assistants, display high 'Algorithmic Trust,' viewing manual cross-checks as redundant hurdles that impede day-to-day workflow efficiency.

During an in-depth interview, a senior specialist explained that digital outputs must always be cross-checked manually: "*I cannot simply trust what the system spits out. I always export the data to Excel and check the formulas one by one. Integrity means being sure about the numbers before they reach the manager's desk*" (Informant 12, Millennial, HC Operations Manager, 7 years tenure). In the FGD session, this sentiment was echoed as a collective standard for the senior staff: "*We prioritize accuracy over speed. A small glitch in the automation could lead to a huge payroll error, so manual validation is our safety net*" (Informant 19, Senior Payroll Specialist, 9 years tenure).

In contrast, Generation Z participants exhibit high "Algorithmic Trust," viewing manual cross-checks as redundant and prone to human error. One junior staff member shared during an interview: "*If the system is already programmed with the right logic, why should I check it manually? Human eyes get tired and make mistakes; the algorithm doesn't*" (Informant 7, Gen Z, Digital HC Specialist, 1.5 years tenure). Another participant highlighted during the FGD that their generation leans toward system reliability to maintain efficiency: "*We trust the automation because it's designed to streamline our work. Doubling the work by manual checking just defeats the purpose of having digital tools in the first place*" (Informant 3, Gen Z, Junior Payroll Staff, 2 years tenure).

This contradiction creates a tension in communication standards. Millennials perceive the Gen Z approach as "risky," while Gen Z views the Millennial approach as "inefficient." This gap is a critical indicator of the third-level digital divide, where the difference lies in the philosophy of technology use rather than just the skills.

3.5 Integration of New Tools: Effortless Efficiency

The final theme identifies a proactive pattern of integrating supplementary digital tools to achieve "Effortless Efficiency," a behavior predominantly observed among the younger cohort. This pattern highlights how different generations define the boundaries of "official" work tools versus "helpful" external platforms. Generation Z participants actively seek and integrate third-party applications to bypass repetitive tasks and streamline their workflow. During an in-depth interview, a junior

staff member explained their reliance on AI-driven tools: "*I don't just stick to the company's internal system. I often use ChatGPT to help me draft employee memos or Notion to organize my daily tasks. It makes everything feel effortless and much faster*" (Informant 4, Gen Z, HC Operation Staff, 2 years tenure). This proactive integration was also a major point of discussion during the FGD session, where another Gen Z participant added: "*For us, it's not about which tool is official, but which tool works best. If an external app can automate my reporting process, I will use it to save time*" (Informant 7, Gen Z, Digital HC Specialist, 1.5 years tenure).

On the other hand, Millennials tend to be more cautious about integrating non-standardized tools, prioritizing data security and analytical precision over mere speed. During an interview, a senior specialist shared their perspective: "*I am aware of these new AI tools, but I prefer to stay within the company's ecosystem, like Excel. It's about accountability; if I use an external tool and the data leaks or is processed incorrectly, I am responsible. I prefer stability over 'effortless' shortcuts*" (Informant 16, Millennial, Compensation & Benefit Lead, 7 years tenure). In the FGD, Millennial managers expressed that while they appreciate efficiency, they value the "process" as much as the "result": "*There is a risk when you rely too much on these shortcuts. We need to ensure that the staff still understands the core logic of their work, not just how to get it done quickly through an app*" (Informant 20, Millennial, Organizational Development Manager, 8 years tenure).

This theme underscores a fundamental tension in the third-level digital divide: Gen Z's pursuit of "Effortless Efficiency" through external innovation versus the Millennials' commitment to "Procedural Stability" through standardized systems. The concluding insight addresses proactive adoption of digital tools for workflow efficiency. Generation Z shows a strong willingness to leverage third-party platforms like ChatGPT, Notion, or automation apps, explaining, "*I rely on AI or extra tools to speed up and streamline repetitive tasks*" (Informant 4). In contrast, Millennials prefer sticking to corporate-standard systems to ensure procedural integrity and workflow consistency. This orientation gap reveals a functional-layer digital divide, with Gen Z prioritizing task simplification via cutting-edge innovations.

Millennials themselves tend to view the integration of new tools with a more skeptical and selective attitude. The findings indicate that Millennials predominantly rely on established corporate systems like Microsoft Excel for their daily operations. They perceive these tools as more stable and reliable for maintaining data integrity. They believe that fully integrating automation tools risks compromising the analytical precision that has long been the standard for their work quality (Megawati et al., 2024).

4. Discussion

The findings regarding divergent adaptation patterns suggest that the third-level digital divide at PT. Pesta Pora Abadi is not merely a technical friction, but an epistemological clash between 'speed-oriented' and 'accuracy-oriented' professional identities. While previous studies (Awa et al., 2017) Emphasizing the Technology Acceptance Model (TAM), this research extends that view by showing that Gen Z's 'Intuitive-Agile' pattern creates a new form of informal digital infrastructure that bypasses official corporate protocols. This implies that digital transformation in high-velocity industries like F&B is often hindered by a 'silent resistance' where younger cohorts optimize tasks outside the sight of senior management, potentially leading to data silos that threaten organizational synchronization.

This concept, rooted in the third-level digital divide theory, refers to the fundamental disagreement on the nature and value of digital work. For Generation Z, digital efficacy is defined by 'speed and agility,' whereas for Millennials, it is defined by 'stability and procedural accuracy.' By framing the divide as an epistemological issue rather than a mere skill gap, this research clarifies why standardized technical training often fails to bridge the intergenerational gap, as the friction lies in deeply held professional philosophies rather than technical proficiency.

Moving into the specific themes, the 'Intuitive-Agile' pattern of Gen Z further illustrates this clash. The "Intuitive-Agile" pattern observed in Generation Z reflects a high degree of comfort with digital exploration, which aligns with the "Digital Native" profile. However, an unexpected finding in this study is the emergence of a "process-blindness" risk. While Gen Z staff can master interfaces rapidly, their tendency to bypass official protocols for the sake of "Effortless Efficiency" creates a gap in institutional memory. This contradicts the "Structured-Procedural" approach of Millennials, who prioritize what this study identifies as "Functional Resistance." This resistance is not a rejection of technology, but a deliberate slowing down to ensure data integrity, a core component of the I-ACT framework (Integrity, Adaptive, Collaborative, Teamwork).

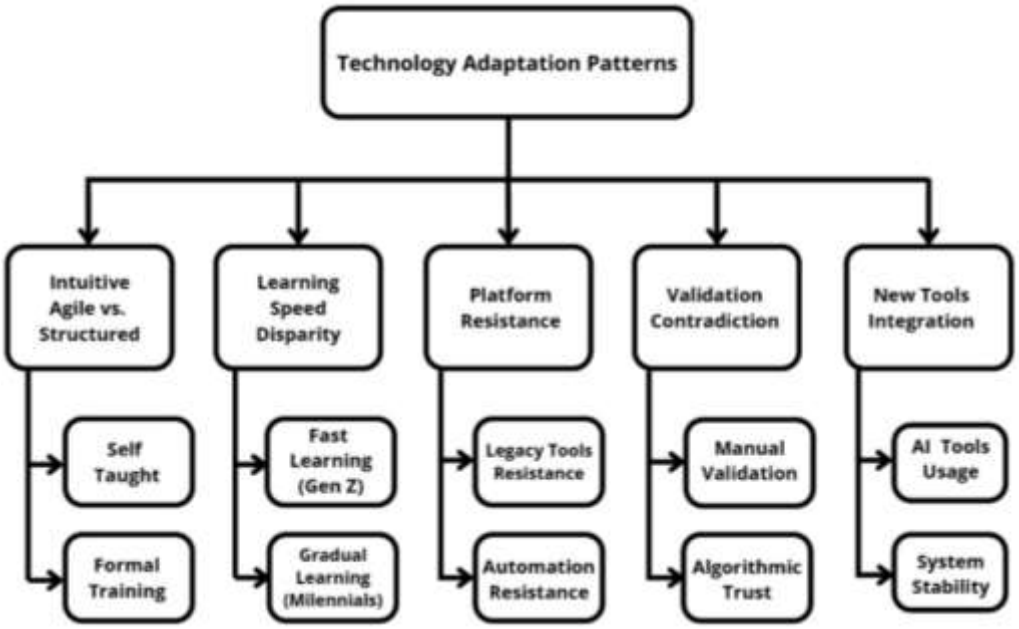

Figure 3. Mind Map Data Analyzed Using NVivo 15

The Epistemological Clash in Adaptation Patterns, the findings regarding the "Intuitive-Agile" patterns of Generation Z versus the "Structured-Procedural" approach of Millennials suggest that the digital divide at PT. Pesta Pora Abadi is not merely a technical friction, but an epistemological clash between 'speed-oriented' and 'accuracy-oriented' professional identities. While Generation Z views technology as an exploratory space where rapid trial-and-error is prioritized, Millennials perceive it as a tool that must function within strict procedural boundaries to ensure data security. While previous studies, such as those by Kim (2023) and Ren & Zhu (2024)Primarily, attributing the digital divide to differences in technical proficiency or socio-economic access, this research offers a more nuanced perspective. It demonstrates that at PT. Pesta Pora Abadi, the divide is not a result of a lack of skill, but rather a clash of deeply ingrained professional philosophies. Unlike the general findings in current literature, this study argues that the 'outcome gap' is driven by the internal negotiation between speed and procedural integrity, which is a specific characteristic of the fast-paced F&B industry.

Paradox of Learning Speed Agility, regarding learning speed disparities, this study uncovers a paradox: Gen Z's high learning agility significantly boosts short-term efficiency but introduces a risk of "process-blindness," where the deep logical underpinnings of organizational tasks are bypassed. Conversely, the "slower" adaptation pace of Millennials serves as a critical Functional Resistance, a quality control mechanism that

preserves data integrity. This contradiction challenges the simplistic notion that faster adoption is inherently superior. It suggests that in high-pressure environments like Mie Gacoan, the digital divide manifests as a tension between the push for rapid innovation and the necessity of maintaining organizational standards, requiring a balance between speed and stability (Potvin Kent et al., 2024).

While it could be argued that the observed adaptation variances are driven by organizational hierarchy, given that Millennials occupy more managerial roles than Generation Z staff, this study finds that generational cohort socialization remains the primary catalyst. Data from the homogeneous FGDs reveal that even within identical non-managerial operational tracks, Millennial staff still consistently prioritize structured, manual protocols and systemic stability over independent technology exploration. Thus, structural hierarchy functions merely as an institutional amplifier of accountability, while the foundational cognitive framework regarding digital risk and trust remains deeply anchored in generational identity.

Legacy and Automation Resistance, the resistance toward specific platforms, legacy tools by Gen Z and full automation by Millennials, highlights a fundamental disagreement on "trust" in technology. Gen Z's rejection of manual processes stems from a desire for "effortless efficiency," while Millennials' skepticism of algorithms is rooted in risk mitigation. This indicates that the third-level digital divide is manifested through a "clash of preferences" that can fragment the digital ecosystem if not harmonized through shared operational standards (Awa et al., 2017; Oyetade et al., 2024).

The Validation Contradiction: Human vs. Algorithm, the contradiction between Manual Validation and Algorithmic Trust creates a significant barrier to communication. Millennials' commitment to manual cross-checks, driven by the 'Integrity' pillar of I-ACT, often clashes with Gen Z's trust in system logic. This study interprets this as a gap in "professional accountability," where different generations define "truth" in data differently, either through human verification or technological reliability (Taherdoost, 2018; Yang et al., 2024).

Informal Integration for Effortless Efficiency, the proactive integration of third-party tools by Gen Z to achieve "Effortless Efficiency" creates "shadow digital infrastructures." While this enhances individual productivity, it disrupts the 'Collaborative' and 'Teamwork' values of I-ACT by creating information silos. This suggests that the digital divide at the third level is not a lack of ability, but an unintended consequence of unauthorized digital innovation that bypasses formal corporate synchronization (Vassilakopoulou & Hustad, 2023; Xu & Lu, 2022).

Overall, these five themes demonstrate that the intergenerational digital divide is a multidimensional phenomenon shaped by the interplay of cognitive patterns, technological preferences, and work values. These findings suggest that technology within organizations does not function as a neutral tool, but rather as a space for interaction influenced by how users interpret it (Septi Lis Anandita et al., 2023).

When synthesized in depth, the entire dynamic of the adaptation patterns described above reveals a systemic interconnection between cognitive barriers and digital behaviors at PT Pesta Pora Abadi. This data interpretation process was conducted in accordance with the thematic analysis framework proposed by Braun & Clarke (2006), in which the five research findings were treated as a single, interconnected theme (central organizing concept). Through this approach, it becomes evident that adaptation patterns are not merely individual technical responses but rather manifestations of how each generation interprets efficiency and risk within the digital workplace. This thematic reflection underscores that bridging the digital divide requires an approach that transcends technical aspects, specifically, through the harmonization of intergenerational cognitive paradigms to achieve inclusive organizational communication integration. (Lane et al., 2024).

The divergent digital adaptation patterns identified in this study significantly challenge the practical application of the I-ACT framework (Integrity, Adaptive, Collaborative, Teamwork) within the HC Department of PT Pesta Pora Abadi. The research finds that the value of 'Integrity' is often interpreted differently across generations; for Millennials, integrity is maintained through manual validation and procedural compliance, whereas for Generation Z, the speed of output is prioritized, often at the expense of auditable digital trails. This creates a tension in the 'Collaborative' and 'Teamwork' pillars, as the reliance on "shadow digital infrastructures" by younger staff, such as unauthorized third-party AI tools, leads to information silos. Consequently, the 'Adaptive' nature of the organization is hindered not by a lack of technology, but by the absence of a synchronized digital philosophy. This study argues that for I-ACT values to be truly operationalized, the department must move beyond seeing digital tools as neutral assets and instead recognize them as cultural artifacts that require intergenerational consensus to ensure organizational synchronization.

These findings highlight the need for organizational strategies that extend beyond technical training to harmonize intergenerational adaptation patterns. Initiatives like reverse mentoring, joint learning sessions, and tech usage flexibility are vital for minimizing friction and

enhancing communication flow. Ultimately, this positions technology as a collaborative connector rather than a divisive force (Shamout et al., 2025).

To bridge the gaps identified in this study, the concept of intergenerational learning emerges as a strategic necessity rather than a mere training option. Unlike traditional top-down training, intergenerational learning facilitates a bidirectional flow of knowledge where the 'intuitive-agile' strengths of Generation Z and the 'procedural-integrity' expertise of Millennials are integrated. This conceptual transition provides a strong theoretical foundation for implementing reverse mentoring programs. By fostering an environment where different digital philosophies are exchanged, PT. Pesta Pora Abadi can transform the third-level digital divide into a collective organizational asset, ensuring that speed and accuracy coexist within the HC department's workflow.

5. Conclusion

This study concludes that the intergenerational digital divide at PT Pesta Pora Abadi transcends issues of technical access or foundational skills, being primarily propelled by five distinct technology adaptation patterns: intuitive-agile, structured-procedural, disparities in learning velocity, platform-specific resistance, and the tension between integrity-driven validation and efficiency. These patterns collectively form a third-level digital divide, wherein the core friction arises from generational differences in internalizing and applying digital tools within professional workflows. By delineating these patterns, the research addresses the primary research questions, elucidating that the divide emerges as a systemic misalignment of digital epistemologies, a profound "epistemological clash", rather than mere proficiency deficits.

Theoretically, this investigation enriches the third-level digital divide scholarship by positing "Adaptation Patterns" as a pivotal analytical construct in organizational communication. It illustrates that, in fast-paced sectors such as food and beverage, the digital divide is inextricably linked to professional identity and organizational culture. Rather than claiming a radical transformation of digital divide theories, this study carefully defines the 'Adaptation Patterns' construct as a contextual micro-mechanism that explains how the third-level digital divide operates within daily organizational workflows, heavily bounded by industry-specific pacing and localized communication norms.

Practically, to bridge these gaps and harmonize with the I-ACT (Integrity, Adaptive, Collaborative, Teamwork) framework, the study advocates transcending uniform technical training. Organizations should instead implement intergenerational learning via a reverse mentoring paradigm, fostering bidirectional knowledge transfer wherein Generation

Z imparts digital agility and Millennials bolster procedural integrity, thereby converting the digital divide into a strategic organizational strength. To ensure corporate accountability, the success of this intergenerational learning model should be rigorously evaluated using concrete target metrics, including a reduced cycle time for digital report compliance, decreased data validation errors, and a measurably higher platform adoption rate across both generational cohorts.

Despite its insights, the study is constrained by its delimited focus on the Human Capital department and qualitative methodology, potentially curtailing generalizability to other sectors or broader populations. The modest sample size yields rich qualitative depth but omits quantitative validation of the identified constructs. Future inquiries should thus adopt mixed-methods approaches to quantify correlations between adaptation patterns and performance metrics, while extending the scope to diverse industries and larger cohorts for a more robust comprehension of Indonesia's intergenerational digital divide dynamics.

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