

# Managerial Adaptation Strategies in Managing Multigenerational Conflicts in the Workplace: Dynamics, Challenges, and the Transformation of Modern HRM Practices

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**Abstract.** The phenomenon of generational diversity in today's workforce has created complex social dynamics that often lead to conflicts affecting organizational effectiveness. This study aims to explore in depth the managerial adaptation strategies employed to address and manage multigenerational conflicts in the workplace by examining the dynamics, challenges, and transformational practices in modern human resource management (HRM). A qualitative approach is applied using a literature review method and descriptive analysis of 21 selected scholarly articles published between 2010 and 2024, sourced from Google Scholar and other credible academic platforms. The study reveals that managerial approaches grounded in leadership flexibility, intergenerational understanding, effective communication, and the strengthening of inclusive organizational cultures are crucial in reducing conflicts and fostering intergenerational collaboration. The integration of theories such as Situational Leadership, Conflict Management, Social Exchange, and Diversity Management reinforces the critical role of managers in transforming conflict into opportunities for team performance development. Case studies from several Indonesian organizations, including PT Telkom Indonesia and Bank BCA, demonstrate that adaptive strategies can significantly enhance productivity, employee retention, and cross-generational innovation. This research offers a conceptual contribution to the development of modern HRM literature and provides practical guidance for organizations in designing work policies that are responsive to generational diversity.

**Keywords:** Multigenerational Management, Generational Conflict, Managerial Adaptation Strategies, Modern HRM, Workplace Diversity.

## 1. Introduction

The demographic evolution of the global workforce presents organizations with an unprecedented scenario: four to five distinct generations now coexist and collaborate within the same workplace. Baby Boomers, Generation X, Millennials, and Generation Z bring different values, expectations, and work styles, potentially creating perceptual and preference gaps in day-to-day organizational activities. These differences span communication styles, technology usage, career orientations, and levels of loyalty to employers. Although generational diversity holds the potential to boost innovation and productivity, if not properly managed, it can also give rise to conflicts that hamper team effectiveness, reduce overall performance, and increase employee turnover.

Within the framework of modern human resource management (HRM), the paradigm has shifted toward more inclusive and flexible approaches as a response to multigenerational conflict challenges. Effectively managing these conflicts requires a deep understanding of the psychosocial characteristics of each generation, as well as the ability of managers to adapt by crafting policies, communication systems, and leadership strategies that are sensitive to age and value diversity. Organizations that persist with conventional managerial patterns

without adapting to generational dynamics risk experiencing cultural stagnation, diminished employee engagement, and weakened competitiveness in an increasingly dynamic labor market [1].

The core challenge for management lies in developing adaptive strategies that not only defuse emerging conflicts but also transform differences into collective strengths that enhance organizational performance. Multigenerational conflict often manifests as communication breakdowns, perceived intergenerational injustice, or misalignment in work methods [2]. If left unaddressed, such conflicts may disrupt interpersonal harmony, hinder decision-making processes, impair team collaboration, and obstruct the achievement of strategic goals. Hence, adaptive managerial strategies based on evidence-based management are urgently needed in today's workplace environment.

Several theoretical and managerial approaches have been developed to address multigenerational conflict, including cross-generational training, reverse mentoring, flexible work policies, and cultural transformations that encourage dialogue and collaboration. However, these initiatives cannot be fully effective without a systematic understanding of the root causes of conflict, generational characteristics, and the surrounding social and psychological dynamics. The role of managers as intergenerational bridges becomes increasingly vital in building a harmonious, productive, and sustainable work environment [3], [4].

In the Indonesian context, the phenomenon of multigenerational conflict has become increasingly relevant for examination, considering the highly heterogeneous age structure of the workforce and the rapid digital technology penetration that accelerates shifts in work values. Many organizations in Indonesia struggle to maintain cross-generational team cohesion, particularly in the private sector and educational institutions where there is a combination of highly digital-savvy generations and more conventional ones. This is where the role of modern human resource management (HRM) must emerge as an agent of organizational cultural transformation by integrating new approaches based on empathy, intergenerational communication, and organizational learning.

The development of concepts such as inclusive leadership, generational intelligence, and adaptive human resource practices in international literature offers both theoretical and practical guidance for building managerial strategies that are responsive to multigenerational conflict. However, the implementation of these concepts must be contextualized within the realities of organizations across various sectors in Indonesia, which are shaped by unique cultural complexities, social hierarchies, and collective values. A comprehensive literature review is needed to explore the dynamics, challenges, and opportunities for transforming HRM practices in the context of managing multigenerational conflict.

This study aims to examine in depth the various managerial adaptation strategies developed in recent literature to manage multigenerational conflict in the workplace and to identify the dynamics and challenges faced by management in applying these strategies. Using a literature review approach, this research will synthesize theoretical perspectives and empirical studies to generate a holistic understanding of modern HRM practices in addressing the realities of generational diversity, thereby contributing to the development of more inclusive and adaptive workplace policies and practices for today's organizational environment.

### **1.1. Multigenerational Management**

Multigenerational management refers to the practice of consciously and strategically managing human resources by taking into account the presence and characteristics of various age groups working within the same organization, such as Baby Boomers, Generation X, Millennials, and Generation Z [5]. Each generation possesses distinct work values, communication preferences, and leadership styles, making the primary challenge of multigenerational management the creation of a work environment that bridges these differences to enhance collaboration and productivity. In this context, managers are required to understand intergenerational dynamics and design managerial approaches that are flexible, communicative, and based on mutual understanding among generations.

### **1.2. Generational Conflict**

Generational conflict refers to tensions or disagreements that arise in the workplace due to differences in values, work habits, expectations, and communication styles among age groups [6]. These conflicts may surface overtly or remain implicit and are often rooted in negative stereotypes, resistance to change, or gaps in technological and organizational culture. If not managed properly, generational conflicts can disrupt team dynamics, lower employee morale, and hinder organizational productivity. Therefore, understanding the root causes of these conflicts and resolving them through empathy, cross-generational communication, and the integration of shared values becomes essential in modern organizations.

### **1.3. Managerial Adaptation Strategies**

Managerial adaptation strategies are a set of approaches adopted by managers to adjust leadership styles, communication methods, and organizational policies in response to the complex relationships among employees from various generations [7]. These strategies are contextual and dynamic, including the use of situational leadership, reinforcement of inclusive values, utilization of collaborative technologies, and employee involvement in decision-making. The goal is to create a work environment aligned with the diverse values and expectations of each generation and to foster synergy among individuals with different backgrounds, experiences, and work preferences.

#### **1.4. Modern Human Resource Management**

Modern Human Resource Management is an approach to workforce management that goes beyond administrative functions by emphasizing the strategic role of HR in supporting innovation, organizational growth, and long-term sustainability [8]. Modern HRM integrates principles of digitalization, diversity, inclusivity, and continuous learning into recruitment, training, career development, and employee retention processes. In the context of multigenerational conflict, modern HRM plays a crucial role in formulating equitable and responsive work policies through data-driven approaches, cross-generational training, and adaptive mentoring programs.

#### **1.5. Workplace Diversity**

Workplace diversity refers to an organizational condition characterized by individuals from varied backgrounds, including age, gender, culture, education, experience, and working styles [9]. While such diversity fosters potential for creativity and innovation, it also presents challenges in maintaining workplace harmony and effective communication among employees. In a multigenerational context, age diversity becomes a critical element that must be managed strategically to prevent segregation or internal conflict. Organizations that can manage diversity inclusively are better equipped to respond to change, adapt to market needs, and maintain a competitive edge in today's globalized work environment.

## **2. Method**

This study employs a literature review method with a qualitative approach that is both exploratory and interpretative. This approach was chosen to deeply explore various thoughts, theories, and empirical findings related to managerial adaptation strategies in managing multigenerational conflict in the workplace. The primary focus of this research is to synthesize and analyze conceptual trends, managerial practices, as well as the dynamics and challenges encountered within the context of modern human resource management (HRM). Rather than measuring quantitative relationships between variables, the qualitative approach aims to holistically understand the meanings and implications of the findings drawn from existing literature. The analytical technique used in this study is descriptive analysis, which aims to systematically and structurally depict the main patterns, key themes, and knowledge gaps identified across the selected literature sources. Through this analysis, the researcher categorized articles based on thematic focus such as intergenerational conflict dynamics, adaptive approaches in HRM, cross-generational managerial strategies, and best practices in multigenerational human resource management. The analysis results are presented in the form of a comprehensive narrative to provide a holistic understanding of the complexity of the issues examined. The data sources in this study consist of scholarly articles published on Google Scholar and several credible websites, including official academic journal pages, reports from international institutions relevant to the topic, and publications from professional organizations in the field of human resource management. The articles used as references were published between 2010 and 2024 to ensure alignment with recent developments in managerial theory, practice, and intergenerational dynamics in the modern workplace. In the initial stage, the researcher identified a total of 50 articles considered relevant to the research topic using keywords such as "multigenerational workforce conflict," "intergenerational management strategies," "adaptive HRM practices," and "organizational generational diversity." However, after undergoing a rigorous selection process that took into account theme relevance, source validity, methodological quality, and both theoretical and practical contributions, only 21 articles were ultimately selected for further analysis. This selection was conducted systematically to ensure that the chosen literature directly aligned with the research focus and could support in-depth discussion. The selection and data processing were carried out in three stages: initial identification based on titles and abstracts, full-content review to assess topic alignment and methodological rigor, and thematic mapping for in-depth thematic analysis. The final outcome of this process is presented in a narrative synthesis that summarizes various perspectives and reveals the managerial dynamics and challenges that arise from intergenerational interactions in the workplace. Through this method, the study is expected to provide both theoretical and practical contributions toward the

development of HRM strategies that are more inclusive and adaptive to the realities of a multigenerational work environment.

### **3. Result and Discussion**

Multigenerational conflict in the workplace is a critical challenge in contemporary human resource management because it involves intense interactions between employees from different generations, such as Baby Boomers, Generation X, Millennials, and Generation Z. Each generation brings its own characteristics, values, motivations, and work expectations shaped by the socio-historical context in which they grew up. This is explained by the Generational Cohort Theory proposed by Mannheim (1952), which asserts that generational cohorts are formed by collective experiences that distinguish their ways of thinking and acting from those of other age groups [10]. In organizational practice, tensions often arise due to fundamental preference differences. Senior generations tend to emphasize the importance of hierarchy, long-term commitment, and stable work systems, while younger generations show a strong inclination toward work flexibility, meaningful personal achievement, and efficiency through digital technology. These differences can lead to misunderstandings in communication, decision-making, and collective work approaches. Previous studies reinforce the finding that cross-generational value differences are a primary cause of conflict in the workplace [11]. This conflict impacts productivity, increases perception gaps between employees, and reduces job satisfaction. If not managed through adaptive and inclusive cross-generational managerial strategies, this situation can weaken internal cohesion and hinder organizational resilience in the long term.

From a managerial perspective, the main challenge lies in the ability to design adaptive strategies that can effectively bridge the value differences, communication preferences, and work styles between generations without creating dominance by any particular work culture. The Situational Leadership Theory, developed by Hersey and Blanchard (1969), provides a relevant framework in this context as it emphasizes the importance of adjusting leadership styles based on the readiness, competence, and motivation of the individuals being led [12]. In practice, managers who can identify development needs, understand psychological maturity levels, and accommodate the work expectations of each generation are more successful in building a harmonious and productive work environment. This approach requires leaders to be flexible, responsive to team dynamics, and sensitive to the generational characteristics that affect perceptions of authority, feedback, and achievement. Previous research supports this finding by showing that organizations that adopt situational leadership based on open communication and empathy successfully reduce the intensity of cross-generational conflicts [13]. They also create stronger synergy among team members from different age groups, which ultimately has a positive impact on work effectiveness, employee loyalty, and overall organizational competitiveness.

A case study at PT Telkom Indonesia demonstrates the concrete application of adaptive managerial strategies in addressing generational diversity in a complex and dynamic work environment [14], [15]. Through programs like the "Millennial Talent Acceleration Program" and "Digital Talent Academy," the company developed a training approach using a cross-mentoring or reverse mentoring system, where younger employees share digital knowledge and skills with senior employees, while senior employees provide mentoring based on their tested work experience and professional values. This approach fosters more balanced two-way communication and creates mutual respect between generations, which had previously been prone to friction due to differing views on work structure, technology use, and communication patterns. Internal evaluations at Telkom Indonesia recorded a significant 20 percent increase in the retention of young employees and an overall improvement in employee engagement scores during the relatively short implementation period. This shows that human resource development strategies that emphasize structured intergenerational interaction can strengthen work solidarity, enhance team trust, and broaden cross-generational perspectives. This model also demonstrates that age diversity is not a barrier to productivity, but can become a shared strength when managed through a strategic, collaborative approach focused on mutual development toward achieving sustainable organizational performance.

In the context of conflict management strategies in multigenerational work environments, the Conflict Management Theory developed by Thomas and Kilmann (1974) provides five conflict resolution styles: avoiding, competing, compromising, accommodating, and collaborating, each with different implications depending on the situation and the dynamics among the individuals involved [16]. For conflicts arising from value differences, communication styles, and work preferences between generations, the collaborative style is the most constructive choice as it focuses on creating solutions that meet the interests of all parties through open interaction, active listening, and joint efforts to find common ground. Previous research emphasizes that the collaborative style of resolving cross-generational conflicts has a significant impact on increasing trust, strengthening mutual respect, and encouraging emotional engagement among team members (Morrison-Smith,

Sarah, 2020). Implementing this strategy requires institutional support through scheduled internal communication forums, cross-generational communication training based on empathy, and the presence of competent human resource managers to facilitate mediation based on fairness and transparency. By fostering an organizational culture that encourages active collaboration between generations, companies can create a more cohesive, productive, and adaptive work environment that responds to the evolving social and technological changes.

The Social Exchange Theory introduced by Blau (1964) provides a conceptual foundation for understanding the dynamics of intergenerational relationships in the workplace through the principle of reciprocity. This principle states that positive social interactions will continue if individuals feel they receive a fair return from the relationship, whether in the form of emotional support, recognition of contributions, or incentives relevant to their needs [17]. In the context of a multigenerational organization, applying this principle is crucial because each generation has different expectations regarding what forms of reward are meaningful. A study at Bank BCA showed that creating a harmonious work climate across generations can be achieved by designing reward programs tailored to the characteristics of the recipients, such as providing digital incentives aligned with the preferences of younger generations and long-term loyalty rewards more suited to the values of senior employees [18]. The implementation of this strategy resulted in a significant reduction in generational conflicts and boosted employee loyalty, while also strengthening interdepartmental collaboration through a sense of mutual respect fostered naturally by an inclusive and relevant reward system. A consistently applied social exchange approach has proven effective in building more solid working relationships, enhancing emotional attachment to the organization, and creating a work environment that supports cohesion and the sustainability of team efforts across generations.

The transformation in modern human resource management practices encourages organizations to adopt inclusive human resource management as a strategic approach to managing age diversity in the workplace, particularly when the company faces the challenges of complex and dynamic intergenerational interactions. This approach is supported by the Diversity Management Theory proposed by Cox (1993), which asserts that age diversity, if managed in a structured and directed manner, can bring tangible organizational benefits such as increased creativity, broader perspectives in decision-making, and the creation of innovative solutions from a heterogeneous team [19]. In practice, strategies for managing age diversity include designing flexible work policies that take into account the preferences of each generation, forming cross-generational teams that complement each other's competencies, and developing an organizational culture that emphasizes equal treatment and mutual respect. Findings from previous studies show that organizations that adopt such inclusive approaches can increase productivity by up to 25 percent and significantly reduce tensions arising from age differences, which often lead to latent conflicts in the workplace [20]. The role of human resource management becomes crucial in designing, implementing, and evaluating policies that are adaptable to the changing workforce demographics, ensuring that this inclusive strategy is not only responsive to the challenges of multigenerational teams but also strengthens the organization's overall competitive advantage by fostering a work environment conducive to all age groups.

However, not all organizations achieve success in managing the managerial transformation needed to adapt to generational diversity. A study at PT Softex Indonesia Plant Karawang revealed that a dominant work culture oriented towards the values of senior generations can create imbalances in intergenerational interactions. This led to lower job satisfaction among Gen Z employees, which in turn increased turnover rates over the past two years [21]. Internal company data recorded a turnover rate of 23.6% in 2020, and although it decreased in subsequent years, it remained significant. Moreover, tensions often escalated into open conflicts during strategic decision-making, indicating weak conflict resolution mechanisms and low managerial sensitivity to cross-generational dynamics. This failure highlights the importance of a managerial mindset shift, moving away from traditional hierarchical and exclusive models, and instead embracing data-driven decision-making, understanding the expectations of each generation, and creating a fair and productive dialogue space. Successful management transformation requires a comprehensive approach, from reforming organizational values and designing open work systems to adopting leadership that reflects the internal diversity dynamics, ensuring that multigenerational conflicts do not evolve into structural barriers that undermine overall organizational performance.

Based on the discussion outlined above, it can be concluded that managing multigenerational conflicts in organizations requires a managerial approach that is adaptive, inclusive, and contextual to the social characteristics of each age group in the workplace. The success of this strategy depends on the organization's ability to integrate key theories such as Situational Leadership by Hersey and Blanchard (1969), which adjusts leadership styles based on the readiness of individuals; Conflict Management Theory by Thomas and Kilmann (1974), which offers constructive conflict resolution strategies; Social Exchange Theory by Blau (1964),

emphasizing mutually beneficial relationships between individuals; and Diversity Management by Cox (1993), which supports optimizing diversity as an organizational asset. The implementation of these theories strengthens the managerial foundation, fosters a more harmonious, innovative, and resilient work ecosystem, and helps organizations adapt to change. Field studies, such as those conducted by PT Telkom Indonesia through cross-generational mentoring programs, and reward initiatives developed by Bank BCA, have shown that structured human resource management practices based on dialogue and valuing the contributions of all age groups can significantly improve employee retention, loyalty, and interdepartmental collaboration. Therefore, multigenerational management strategies should be positioned as a strategic response to the complexities of workforce demographics and as a long-term investment in the development of sustainable organizational competitiveness.

#### **4. Conclusion**

This study concludes that multigenerational conflict in the workplace is a complex and dynamic phenomenon, driven by differences in values, work expectations, and communication preferences across generations such as Baby Boomers, Generation X, Millennials, and Generation Z. In the context of modern human resource management (HRM), effective managerial adaptation strategies must accommodate this diversity through inclusive, collaborative, and contextual approaches. The integration of Situational Leadership, Conflict Management, Social Exchange, and Diversity Management theories demonstrates that leaders who can adapt their leadership styles, foster open dialogue, and cultivate a fair and respectful work climate are more likely to reduce intergenerational conflict and enhance work synergy. Case studies such as PT Telkom Indonesia and Bank BCA reveal that innovations in generationally inclusive HRM practices significantly improve productivity, employee retention, and team cohesion. Therefore, these adaptive strategies not only resolve conflicts but also promote sustainable transformation in organizational work culture, preparing companies to face future demographic challenges.

Theoretically, this study contributes to the development of generation-based HRM concepts by integrating various classical and contemporary theories relevant to explaining cross-age behavior in the workplace. The findings emphasize the importance of a multidimensional approach to conflict management, especially in an era of increasingly multicultural and multigenerational organizations. Practically, the study offers guidance to HR practitioners and managers in designing workplace policies, training, and leadership development programs that embrace generational diversity. Implementing strategies such as reverse mentoring, cross-generational discussion forums, and flexible working arrangements are concrete steps that can be taken to mitigate generational tension and build a more inclusive and adaptive work environment.

The researcher recommends that organizations actively establish open and continuous cross-generational communication systems—for instance, through intergenerational communication training, joint brainstorming sessions, and two-way mentoring forums. Additionally, organizational leaders should develop generational literacy to better understand the needs and preferences of each age group. Companies are also advised to enhance reward and recognition systems that are sensitive to generational differences and to design flexible work systems that accommodate both traditional and digital working styles. To reinforce this strategic foundation, top management involvement in embedding collaborative and diversity-driven values is crucial to ensuring that work culture transformation can occur holistically and sustainably.

This study has several limitations that should be acknowledged. First, as a literature review, the findings are conceptual in nature and have not yet been empirically tested within specific organizational contexts. Second, the data is limited to articles published between 2010 and 2024, which may lead to temporal bias regarding broader managerial dynamics. Third, despite a rigorous article selection process, limited access to certain local and international publications may hinder the completeness of perspectives. Therefore, future research is encouraged to conduct field studies or quantitative and qualitative research to directly test the effectiveness of managerial adaptation strategies across various industrial sectors and different organizational cultural contexts.

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