

## THE ROLE OF ORGANIZATIONAL CULTURE IN THE GENERATION GAP TO MINIMIZE WORK CONFLICTS IN LPP TVRI

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### Abstract

**Background** – The increasing coexistence of Generation X, Y, and Z in public sector organizations has intensified differences in work characteristics, values, and communication styles, which may trigger workplace conflict and reduce organizational effectiveness. In LPP TVRI, as Indonesia's public broadcasting institution undergoing bureaucratic reform and digital transformation, managing generational diversity has become a critical challenge. Previous studies emphasize that a strong organizational culture can bridge generational differences and foster collaboration. In this context, the ASN core values BerAKHLAK are expected to serve as a shared foundation for harmonizing intergenerational interactions.

**Aim** – This study aims to analyze the role of organizational culture through the internalization of ASN BerAKHLAK values in bridging generational gaps among Generation X, Y, and Z to minimize workplace conflict at LPP TVRI.

**Design / methodology / approach** – This research adopts a qualitative descriptive approach. Data were collected through Focus Group Discussions (FGDs) to 15 respondents involving employees representing Generation X, Y, and Z at LPP TVRI. The data were analyzed using thematic analysis to identify generational characteristics, sources of conflict, and the mediating role of organizational culture and leadership in strengthening intergenerational collaboration.

**Findings** – The findings indicate that generational gaps primarily occur in work speed, adaptability to technology, and communication styles. Generation X emphasizes experience and stability, Generation Y values flexibility and teamwork, while Generation Z demonstrates high digital orientation. The implementation of ASN BerAKHLAK values effectively reduces potential conflict by promoting mutual respect, accountability, adaptability, and collaboration, thereby supporting intergenerational synergy.

**Conclusion** – This study concludes that organizational culture plays an important role in bridging the generational gap among Generation X, Y, and Z at LPP TVRI. The internalization of ASN BerAKHLAK values serves as an effective shared guideline to minimize workplace conflict by fostering mutual respect, adaptability, and collaboration. Inclusive leadership further strengthens the role of organizational culture in enhancing cross-generational work effectiveness.

**Research implication** – This study contributes to management studies by highlighting the importance of organizational culture in managing generational diversity within public sector organizations. Practically, it recommends strengthening leadership roles, coaching, and balanced competency development to enhance sustainable intergenerational collaboration.

**Limitations** – This study is limited to a single public organization and relies on qualitative data, which may limit generalizability.

**Keyword** : Organizational Culture, Age Generation Gap, Workplace Conflict, State Civil Service (ASN) BerAKHLAK

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## **Abstrak**

**Latar Belakang** - Keberadaan Generasi X, Y, dan Z secara bersamaan dalam organisasi sektor publik meningkatkan perbedaan karakteristik kerja, nilai, dan gaya komunikasi yang berpotensi menimbulkan konflik kerja serta menurunkan efektivitas organisasi. Di LPP TVRI sebagai lembaga penyiaran publik yang sedang menghadapi transformasi digital dan reformasi birokrasi, pengelolaan keberagaman generasi menjadi tantangan penting. Literatur manajemen menegaskan bahwa budaya organisasi yang kuat mampu menjembatani perbedaan generasi dan meningkatkan kolaborasi kerja. Dalam konteks aparatur sipil negara, nilai inti ASN BerAKHLAK diharapkan menjadi fondasi bersama dalam membangun keharmonisan kerja lintas generasi.

**Tujuan** - Penelitian ini bertujuan menganalisis peran budaya organisasi melalui internalisasi nilai-nilai ASN BerAKHLAK dalam menjembatani kesenjangan generasi X, Y, dan Z guna meminimalkan konflik kerja di LPP TVRI.

**Desain / Metodologi / Pendekatan** - Penelitian ini menggunakan pendekatan kualitatif deskriptif. Data diperoleh melalui Focus Group Discussion (FGD) dengan 15 responden yang melibatkan pegawai dari Generasi X, Y, dan Z di LPP TVRI. Analisis data dilakukan dengan analisis tematik untuk mengidentifikasi karakteristik generasi, sumber konflik, serta peran budaya organisasi dan kepemimpinan sebagai mediator kolaborasi antar generasi.

**Temuan** - Hasil penelitian menunjukkan bahwa kesenjangan generasi terutama terjadi pada kecepatan kerja, adaptasi teknologi, dan gaya komunikasi. Generasi X menekankan pengalaman dan stabilitas, Generasi Y mengutamakan fleksibilitas dan kerja tim, sedangkan Generasi Z memiliki orientasi digital yang tinggi. Internalisasi nilai ASN BerAKHLAK terbukti mampu menekan potensi konflik dengan mendorong sikap saling menghargai, akuntabilitas, adaptivitas, dan kolaborasi.

**Kesimpulan** - Penelitian ini menyimpulkan bahwa budaya organisasi berperan penting dalam menjembatani kesenjangan generasi X, Y, dan Z di LPP TVRI. Internalisasi nilai ASN BerAKHLAK menjadi pedoman bersama yang efektif dalam meminimalkan konflik kerja melalui penguatan sikap saling menghargai, adaptivitas, dan kolaborasi. Dukungan kepemimpinan yang inklusif memperkuat peran budaya organisasi dalam meningkatkan efektivitas kerja lintas generasi.

**Implikasi Penelitian** - Penelitian ini memberikan kontribusi bagi studi manajemen dengan menegaskan pentingnya budaya organisasi dalam pengelolaan keberagaman generasi di sektor publik. Secara praktis, hasil penelitian merekomendasikan penguatan peran kepemimpinan, coaching, serta pengembangan kompetensi yang seimbang.

**Batasan Penelitian** - Penelitian ini terbatas pada satu organisasi publik dan menggunakan pendekatan kualitatif sehingga generalisasi temuan masih terbatas.

**Kata Kunci** - Budaya Organisasi, Kesenjangan Generasi, Konflik Kerja, Aparatur Sipil Negara (ASN) BerAKHLAK

## **INTRODUCTION**

The development of the world of work in the 21st century is increasingly complex with the presence of generational diversity in one organization. Baby Boomers, Generation X, Millennials, and Generation Z now work side by side in many institutions, both public and private. This condition creates unique dynamics that on the one hand can be an opportunity to enrich the organization with various perspectives, but on the other

hand also have the potential to give rise to conflicts due to differences in values, communication styles, and work expectations (Asni, 2025; Setia Budi, 2021).

Based on LPP TVRI's internal staffing records for FY2024, the recruitment intake consisted of 1,948 newly appointed civil servant candidates (CPNS), of which Generation Z accounted for 1,418 employees (approximately 72%), while the remainder were largely Generation Y



(Millennials) (internal document, LPP TVRI, FY2024). This pattern is consistent with the broader national trend of government institutions increasingly absorbing younger cohorts through CPNS and PPPK schemes, as reflected in Indonesia's official ASN statistics published by the National Civil Service Agency (BKN) (State Civil Service Agency, 2024). In LPP TVRI, generational diversity is institutionally salient because CPNS allocations for TVRI were formally included within the Ministry of Communication and Informatics (Kominfo) CPNS procurement announcement for FY2024 (with TVRI allocated 2,453 formations) (Ministry of Communication of the Republic of Indonesia, 2024).

However, internal organizational notes indicate that several recent deviations in workplace attitudes and behaviors were reported after April 2025, coinciding with the entry and early adjustment period of newly recruited staff, which were predominantly from Generation Z (internal report, LPP TVRI, April 2025). Given that the Government of Indonesia has institutionalized a shared work-culture framework through ASN BerAKHLAK as the core values for strengthening public-sector work culture, the internalization of these values is conceptually positioned as a mechanism to harmonize intergenerational interaction and reduce workplace friction (Ministry of Administrative and Bureaucratic Reform Indonesia, 2021).

Several interviewees reported that newly recruited employees, who were predominantly members of Generation Z, exhibited behaviors that were perceived as inconsistent with established workplace expectations. These behaviors included limited proactive initiative, communication that did not appropriately consider hierarchical norms (e.g., speaking to supervisors or other staff without situational sensitivity), inappropriate disclosure of internal information, and inconsistent task accountability. Interview data also revealed instances of unexcused lateness without prior notification and defensive responses to supervisory feedback, which occasionally escalated tensions between Generation X supervisors and Generation Z newcomers. Importantly, these accounts should be interpreted as perceptions of interactional dynamics during the initial employment adjustment period, rather than as definitive characteristics of an entire age cohort.

Empirical research suggests that conflict in multigenerational work environments often emerges from divergent communication preferences, feedback expectations, and interpretations of professionalism, rather than age alone. For example, Lyons et al. (2017) found that perceived intergenerational differences in work values and communication styles can contribute to task- and relationship-based conflict if not constructively managed (Urlick

et al., 2017). This view aligns with research on Generation Z in the workplace, which emphasizes that younger employees often benefit from structured socialization processes, clear norms, and supportive feedback mechanisms to facilitate their adjustment and reduce friction with older cohorts (Schroth, 2019). Additionally, workplace studies underscore that labeling behaviors as generational traits without considering organizational context and socialization processes can reinforce stereotypes and obscure root causes (Costanza et al., 2012).

Therefore, to address the reported tensions, it is important to consider interventions that target both individual adjustment and organizational norms. Mediation and coaching programs should be designed to support two-way alignment: helping supervisors provide development-oriented feedback and helping new employees understand and internalize organizational expectations. Such an approach is consistent with Indonesia's ASN BerAKHLAK core values, which promote respect, accountability, professionalism, and collaboration within the public sector workforce (Ministry of Administrative and Bureaucratic Reform Indonesia, 2021).

Based on previous research, it is shown that conflicts between generations are often triggered by negative perceptions, stereotypes, and a lack of understanding of

the characteristics of other generations (Syafri, 2025). Older generations are often considered slow to adopt technology, while younger generations are perceived as lacking discipline and tend to be individualistic (Loe & Minarsih, 2025). These differences, if not managed properly, can create tension that has an impact on productivity and team cohesion (Kasih, 2023).

A number of preventive ways are carried out by LPP TVRI to provide an understanding of attitudes and behaviors towards the Generation Z CPNS, such as through the CPNS Basic Training which provides literacy related to ASN Organizational Culture, in this case Core Values with BerAKHLAK which is an acronym for the basic values of Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative, which is an organizational culture guide for the State Civil Apparatus (ASN). In addition, there are also 3 (three) special classes on Attitudes and Behaviors in the Basic Training. These Core Values aim to improve professionalism and integrity, provide better public services, and build a positive organizational culture and become the driving force for bureaucratic reform. These values ensure that ASN can serve the community optimally, responsibly, and loyally to the state, as well as be able to adapt and collaborate to realize a developed Indonesia.

However, Generations X and Y must also understand the Core Values of BerAKHLAK and instead must be an example for Generation Z at LPP TVRI. This will be the basis for providing the right attitude and behavior coaching, lest when Generations X and Y are reprimanded they will return with negative facts exemplified by Generations X and Y. In addition, Generations X and Y must also understand the differences in characteristics of Generation Z and know how to deal with them and embrace them so that they can be responsible as civil servants. Organizational culture is an important factor in bridging these differences. An inclusive and adaptive culture can build a space for collaboration, open communication, and mutual respect, so that differences between generations can actually be directed into positive energy (Elizabeth, 2025; Handayani, 2022). Several studies have found that organizations that have strong cultural values such as openness, cooperation, and respect for diversity are able to minimize potential conflicts arising from the generation gap (Nugroho, 2024; Sari & Utami, 2021).

Some literature research also confirms that the culture of government organizations, for example, faces greater challenges because it is still thick with bureaucracy, which often does not match the characteristics of millennials and Gen Z who want flexibility and speed (Anjani,

2022; Kasih, 2023). However, organizations that successfully carry out cultural transformation, such as adopting digitalization and flexible work systems, are able to attract the participation of the younger generation while maintaining the loyalty of the older generation (Putri, 2024).

In the case of LPP TVRI, a key organizational challenge lies in the absence of structured and continuous intergenerational communication spaces, such as open dialogue forums or routine sharing sessions within work units. As a result, opportunities to internalize shared values and align behavioral expectations across generations remain limited. Although CPNS Basic Training is formally conducted as part of the onboarding process, this conventional approach has proven insufficient to ensure a deep understanding and practical internalization of the organization's core values, namely ASN BerAKHLAK. This limitation is further compounded by the fact that, prior to the emergence of recent attitude and behavioral issues, no systematic measurement or evaluation had been conducted to assess the level of BerAKHLAK value internalization among employees across different generations.

Previous studies emphasize that organizational culture exerts its impact on employee behavior only when values are consistently reinforced through interaction, reflection, and shared learning experiences,

rather than through formal training alone. Empirical evidence suggests that insufficient cultural socialization and weak feedback mechanisms may lead to misaligned behaviors not only among younger employees but also among earlier generations, particularly in organizations undergoing structural and digital transformation (Kretschmer & Khashabi, 2020). Research on onboarding and organizational socialization further indicates that newcomers' behavioral issues often reflect broader organizational gaps in communication and cultural transmission, rather than inherent generational deficiencies. Accordingly, the behavioral deviations observed at LPP TVRI should be understood as an organizational culture challenge affecting multiple generations, with Generation Z merely representing the most visible cohort due to their dominant proportion among recent recruits. To strengthen the impact of BerAKHLAK values, LPP TVRI may consider implementing cross-generational initiatives such as emotional intelligence training, personality or psychological sharing sessions, and facilitated intergenerational dialogues. Such initiatives are supported by prior research demonstrating that emotional intelligence development and reflective learning can enhance mutual understanding, reduce workplace conflict, and strengthen value-based organizational culture (Istanto & Rachmawati, 2025).

Without these interventions, unresolved cultural misalignment may persist and escalate into more serious disciplinary violations, undermining organizational cohesion and effectiveness.

In addition, conflict management strategies are also key. For example, cross-generational mentoring has been shown to be effective in reducing stereotypes because it provides space for exchanging experiences between the senior and junior generations (Pratama, 2023). Intergenerational communication training programs also help improve empathy and understanding (Hidayat & Dewi, 2022). In other words, the generation gap should not be seen as an obstacle, but rather an opportunity to increase organizational innovation if supported by the right culture (Gunawan, 2025). With the increasing diversity of generations in the workplace, the urgency of research on the role of organizational culture in minimizing generational conflicts is increasingly evident. Without proper organizational culture interventions, the potential for intergenerational conflict will continue to increase and negatively affect organizational effectiveness (Firmansyah, 2025; Wijaya, 2021). On the other hand, if the Agency is able to manage generational diversity through an inclusive culture, then synergy between generations can be achieved so that common goals are easier to realize.

In principle, the recruitment of new CPNS represents a strategic organizational asset, as these employees are selected through a highly competitive process that requires standardized competencies in accordance with national ASN regulations. As members of the civil service, all generations Generation X, Y, and Z are formally bound by the same rules, codes of conduct, and performance standards governing task execution and accountability. However, while the regulatory framework ensures uniformity in work procedures, it does not automatically eliminate differences in work attitudes, communication styles, and social interaction patterns across generations. This distinction creates a critical gap between the formal work domain, which is strictly regulated, and the social-interactive domain, where generational differences are more pronounced and less explicitly governed. Within the ASN context, this gap becomes particularly salient in relation to productivity and performance. Although performance indicators and targets are uniformly defined, generational differences influence how employees interpret authority, respond to feedback, manage time discipline, and collaborate across hierarchical levels. Generation X and Y are therefore expected not only to comply with formal regulations but also to actively embody and model organizational culture through the core values of ASN BerAKHLAK

in daily interactions, serving as cultural exemplars for Generation Z. When this cultural transmission is weak, behavioral misalignments may emerge that do not necessarily violate formal rules but nonetheless disrupt teamwork, communication effectiveness, and overall work productivity.

Previous studies on generational differences have largely focused on individual values, work preferences, or leadership styles, while organizational culture is often treated as a contextual background rather than a central explanatory mechanism in addressing work conflict arising from generational diversity. In the public sector, particularly within ASN institutions, empirical research that positions organizational culture as an active mediating instrument between generational differences and workplace conflict remains limited. Therefore, this study examines the role of organizational culture in bridging generational gaps to minimize workplace conflict at LPP TVRI, employing a qualitative approach. The study begins with an in-depth literature review to identify the strengths and limitations of each generation within regulated bureaucratic settings, followed by an exploration of how generational gaps manifest in both work-related and social interactions. By doing so, the research seeks to identify preventive and corrective strategies through the practical implementation of ASN

BerAKHLAK values to enhance intergenerational harmony and sustain organizational performance.

## **LITERATURE REVIEW**

### **Organizational Culture**

Organizational culture is the main foundation that influences the way individuals think, behave, and interact in the work environment. (Schein, 2017) explains that organizational culture is a set of basic assumptions that are studied together by members of the organization in the face of external adaptation and internal integration issues. This culture is not just a symbol or ritual, but a value system that binds individuals from different backgrounds to achieve a common goal (Kasih, 2023; Nugroho, 2024). In the context of generational diversity, organizational culture plays an important role in integrating differences in values, communication styles, and work expectations. (Drury, 2024) affirms that relationships built in an inclusive culture are able to reduce intergenerational conflicts, while (Appelbaum *et al.*, 2022) Finding that internalizing the value of collaboration, openness, and respect for differences can minimize potential cross-generational conflicts.

Leadership also plays an important role in creating an adaptive and inclusive culture. Research (Mellert, 2024) said that

leaders who encourage open communication and cross-generational mentoring can strengthen team cohesion. These findings are in line with (Wang, 2025), which states that intergenerational conflict can be a catalyst for innovation if managed within the framework of an organizational culture that supports creativity (Watkins, 2025). In addition, organizational culture also serves as a social mechanism that brings together different work styles and preferences. According to (Ozolina, 2024), differences in communication styles between generations often lead to misunderstandings, but can be bridged through a culture that emphasizes open dialogue (Romero & Yu, 2023).

A strong organizational culture is able to increase work commitment and satisfaction across generations. Study ("Technology Adoption Gap between Generations," 2025), ("Workplace Conflict Dynamics in Multigenerational Teams," 2024) It shows that organizations with inclusive values and fairness are better able to retain talent from different generations. Values that emphasize equality and opportunities for self-development can reduce feelings of marginalization between age groups (Ozolina, 2024; Wang, 2025). In practice, an effective organization needs to create a safe space for each generation to contribute, for example by encouraging the older generation to act as mentors for the younger generation who are more adaptive

to technology (Appelbaum *et al.*, 2022; Hillman, 2014).

Research (Nugroho, 2024) in Indonesia's technology sector shows that organizational culture based on cross-functional collaboration reduces conflicts due to differences in working methods, while (Kasih, 2023) added that the collectivist culture in Indonesia can be used to strengthen solidarity. Globally, research (Romero & Yu, 2023) and (Watkins, 2025) emphasizing that an organizational culture that emphasizes equality and collective awareness can reduce the negative impact of intergenerational stereotypes. Thus, a strong, inclusive, and adaptive organizational culture serves as a foundation to minimize conflicts, strengthen cross-generational synergies, and improve the effectiveness of organizational performance (Drury, 2024; Mellert, 2024). Organizational culture has a significant role in shaping employee attitudes and work behavior. Ginting *et al.* explain that a strong organizational culture encourages employee engagement and retention by aligning values and expectations within the workplace (Ginting *et al.*, 2025). In contrast, (Sihombing *et al.*, 2025) find that a non-inclusive culture can create structural barriers such as the glass ceiling, which reduce career satisfaction and work engagement among female employees. Therefore, building an inclusive and supportive organizational culture is

essential for improving employee well-being and organizational performance. Organizational culture plays a key role in managing generational differences and work conflict. An adaptive and inclusive culture can bridge generational gaps by fostering mutual respect and flexibility, while leadership that supports such a culture helps reduce conflict and improve employee motivation and performance (Dewantoro, 2023).

In the context of the state civil apparatus, the implementation of the core values of ASN "*BerAKHLAK*" (Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative) as stated in the Circular Letter of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 20 of 2021 functions as a guideline for professional work behavior and culture (Surat Edaran Menteri PANRB Nomor 20 Tahun 2021 Tentang Implementasi Core Values Dan Employer Branding ASN *BerAKHLAK*, 2021). Each core value comes with a behavioral guide that emphasizes integrity, professionalism, excellent service, and cross-sector collaboration. The implementation of these values aims to form the character of ASN who are ethical, competent, and innovative in supporting the performance of public organizations.

Thus, it can be concluded that organizational culture acts as an integrative foundation to manage generational

diversity. A strong, inclusive, and adaptive culture not only reduces the potential for conflict, but also leverages generational diversity as capital for innovation and competitive advantage. The role of leaders is central in bringing this cultural value to life, because without a clear example and direction from the leader, it will be difficult for the organizational culture to function as an intergenerational glue (Drury, 2024; Mellert, 2024).

### **GAP Generation**

The generation gap describes differences in values, behaviors, and work preferences among different age groups in organizations. Baby Boomers, X, Y (Millennials), and Z generations have distinctive characteristics and often give rise to complex work dynamics (Appelbaum *et al.*, 2022; Hillman, 2014). Baby Boomers are known to have a high work ethic and strong loyalty to the organization, while Generation X tends to be independent and flexible (Ozolina, 2024). Millennials are more collaborative, demand work-life balance, and are used to digital technology (Watkins, 2025). Generation Z, the youngest, is highly adaptive to technology and innovative, but demands flexibility and meaning in work (Drury, 2024).

These differences in characteristics often give rise to intergenerational stereotypes. According to (Romero & Yu, 2023) Stereotypes serve as a barrier to

communication in the workplace, where the older generation considers the younger generation to be less disciplined, while the younger generation considers the senior to be too rigid. (Watkins, 2025) adding that these stereotypes can create "meta-stereotypes" that exacerbate intergenerational conflicts. However, research (Elizabeth, 2025; Wang, 2025) shows that generational diversity can be a source of innovation if managed through an organizational culture that supports openness and collaboration.

External factors such as technological developments have widened this gap, as the younger generation adapts faster than the older generation ("Technology Adoption Gap between Generations," 2025; "Workplace Conflict Dynamics in Multigenerational Teams," 2024). Differences in work motivation also influence this dynamic, with Millennials prioritizing time flexibility, while Baby Boomers value commitment from physical presence (Kasih, 2023; Nugroho, 2024). Some of the recommended strategies to address these gaps include cross-generational mentoring (Appelbaum *et al.*, 2022), open communication (Drury, 2024), flexible working design (Ozolina, 2024), and transformative leadership (Mellert, 2024).

In addition, global research emphasizes the importance of justice and inclusive leadership in reducing intergenerational conflict (Romero & Yu, 2023). Programs such as *cross-generational training* and

*reverse mentoring* proven effective in strengthening synergy between age groups (Hillman, 2014; “Workplace Conflict Dynamics in Multigenerational Teams,” 2024). Thus, the generation gap is not only a challenge, but also an opportunity for organizations to drive innovation, increase cohesion, and strengthen competitiveness through an inclusive and adaptive organizational culture (Drury, 2024; Wang, 2025). Generational gaps in the workplace often emerge from differences in values, communication styles, and expectations between younger and older employees. (Manafe *et al.*, 2025) highlight that when these differences are not well managed, they can lead to work conflict, such as misunderstandings, tension, and reduced collaboration among employees from different generations. Therefore, organizations need to pay serious attention to generational diversity by building an adaptive work culture that encourages mutual understanding and constructive interaction to minimize conflict.

Thus, the generation gap in the workplace can be seen as both a challenge and an opportunity. If managed with an inclusive organizational culture approach, the generation gap can be transformed into social capital that strengthens collaboration and innovation. On the other hand, if ignored, the generation gap has the potential to magnify work conflicts that have an impact on declining productivity

and increasing turnover (Drury, 2024; Wang, 2025).

### **Work Conflict**

Work conflict is a phenomenon that arises due to differences in interests, values, and work styles in the organization. Conflict can be functional when it encourages innovation and problem-solving, but it can also be dysfunctional when it hinders performance and lowers job satisfaction (Hillman, 2014; Romero & Yu, 2023). In multigenerational organizations, conflicts are often caused by differences in work values, communication styles, and adaptation to technology (Drury, 2024; Nugroho, 2024; Watkins, 2025). Baby Boomers tend to respect hierarchy, while younger generations prefer flat structures (Appelbaum *et al.*, 2022), which often creates friction in decision-making. (Wang, 2025) emphasizing that this kind of conflict can have positive results if managed with an open dialogue mechanism.

Organizational culture has a huge role to play in turning dysfunctional conflict into functional (Mellert, 2024; “Workplace Conflict Dynamics in Multigenerational Teams,” 2024). Transformational leadership and inclusive leadership styles (Drury, 2024). helps channel conflict in a productive direction. Human resource policies such as work flexibility and formal mentoring programs also contribute to reducing potential conflicts (Elizabeth,

2025; “Technology Adoption Gap between Generations,” 2025). By (Romero & Yu, 2023), intergenerational conflicts are often exacerbated by *ingroup-outgroup bias*, so that a communication forum and *team building* Across generations (Managing Multigenerational Workforce, 2024).

Local research in Indonesia shows that collectivistic approaches and cross-divisional collaboration are effective in strengthening solidarity and reducing conflict (Kasih, 2023; Nugroho, 2024). (Elizabeth, 2025) also affirms that the *reverse mentoring*, where the younger generation shares digital expertise with the older generation, able to foster mutual understanding. In general, work conflicts need to be seen not as obstacles, but as opportunities to strengthen cross-generational relationships. If managed through an inclusive organizational culture, adaptive leadership, and flexible policies, conflict becomes a source of innovation and an organization's competitive advantage (Managing Multigenerational Workforce, 2024; “Workplace Conflict Dynamics in Multigenerational Teams,” 2024; Wang, 2025).

The solutions proposed by various studies include, cross-generational mentoring to facilitate knowledge transfer (Appelbaum *et al.*, 2022; Hillman, 2014), Flexibility of work policies to accommodate the preferences of each generation (“Technology Adoption Gap between

Generations,” 2025), Inclusive leadership to emphasize a shared vision (Drury, 2024; Mellert, 2024), Cross-generational communication training to reduce stereotypes (Romero & Yu, 2023; Watkins, 2025), Adaptive organizational culture to channel conflict towards innovation (Ozolina, 2024; Wang, 2025).

In general, from the above literature review, recent research confirms that work conflicts triggered by the generation gap are inevitable, but manageable. If managed well through an inclusive culture, transformative leadership, and flexible policies, conflict becomes a source of innovation, learning, and an organization's competitive advantage (Managing Multigenerational Workforce, 2024; “Workplace Conflict Dynamics in Multigenerational Teams,” 2024). However, if ignored, generational conflicts will lead to increased turnover, low job satisfaction, and decreased organizational performance (Nugroho, 2024), (Kasih, 2023). Thus, work conflicts should be seen not only as a problem, but also as an opportunity. Generational differences can be a trigger for disharmony, but with the right organizational culture and effective conflict management strategies, they can be turned into positive synergies that strengthen organizations in a multigenerational era.

### Research Gap

Based on the previous research above, most of them only discuss intergenerational work conflicts in general without relating to the role of organizational culture from conflicts caused by the Generation Gap. Many studies have highlighted behavioral conflicts or intergenerational communication, but have not addressed solutions based on organizational cultural values. There has been no research that specifically analyzes the application of the ASN organizational culture "BerAKHLAK" as an intervening variable in managing cross-generational conflicts. Most of the research uses a descriptive quantitative approach, so it has not explored aspects of attitudes,

behaviors, and social values between generations in depth. Previous studies have not examined the context of government agencies (ASN) specifically, even though the bureaucratic environment has a unique and hierarchical character. In addition, the average previous research only focused on the attitudes and behaviors of Generation Z. For this reason, this study will reveal each of the advantages and disadvantages of Generation X, Generation Y (Millennial) and Generation Z so that the gap that can result in work conflicts is known, so that it can be analyzed preventively and repressively by implementing organizational culture.



Figure 1. Research Model

### RESEARCH METHOD

This study employs a qualitative research method using a case study approach, as it seeks to gain an in-depth understanding of generational dynamics and workplace conflict within a specific organizational context (Tisdell et al., 2025). Data were collected through a combination of observations, semi-structured interviews, Focus Group Discussions (FGDs), and

document analysis, enabling a comprehensive exploration of the research phenomenon from multiple perspectives.

The interview process began with preliminary individual interviews to identify key issues, which were subsequently explored in greater depth through FGDs. The FGDs involved 15 participants, consisting of five employees from each generational cohort (Generation X,

Generation Y/Millennials, and Generation Z). These discussions focused on behavioral attitudes related to differences in values, work styles, communication patterns, and expectations across generations, as well as how such differences create gaps that may lead to workplace conflict. The FGDs also examined preventive and corrective (repressive) measures implemented through organizational culture, particularly the internalization of ASN BerAKHLAK values (Utama et al., 2025).

Given the research setting within a government institution, ASN BerAKHLAK comprising the values of *Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative* was operationalized as the core dimension of organizational culture (Ghozi & Shodiq, 2025). These values were analyzed in relation to organizational norms, shared values, and daily work practices that influence how employees interpret roles, manage interpersonal relationships, and address conflict in the workplace.

Data analysis was conducted using NVivo qualitative data analysis software to facilitate systematic data management, coding, and thematic analysis (Zamawe, 2015). NVivo was used to organize data from interviews, FGDs, observations, and documentation, enabling the researcher to compare and integrate findings across multiple data sources. This process supported the identification of recurring

patterns and relationships among themes related to generational gaps, organizational culture, and workplace conflict.

To ensure the validity and trustworthiness of the research findings, several validation strategies were applied (Siccama & Penna, 2008). First, data triangulation was conducted by comparing information obtained from different data collection techniques (interviews, FGDs, observations, and documents) and from participants across different generations. Second, member checking was carried out by summarizing key findings and returning them to selected participants to confirm the accuracy of interpretations. Third, peer debriefing was conducted through discussions with colleagues or academic peers to review the coding process and thematic interpretations. Finally, the use of NVivo provided an audit trail, allowing systematic documentation of coding decisions and analytical procedures, thereby enhancing transparency, reliability, and methodological rigor.

## **RESULT AND DISCUSSION**

### **Result**

In this chapter, it will be explained about data processing carried out based on the research methodology that has been explained in the previous chapter. The research was conducted by conducting a *Focus Group Discussion* (FGD) with

representatives of each of 5 (five) from generation X, generation Y and generation Z who are employees at the Public Broadcasting Institute of Television of the Republic of Indonesia (LPP TVRI). The results of the FGD were then processed and interpreted using the NVivo application into a descriptive explanation.

Word cloud results (see figure 2) that display the words that appear most often in the FGD with the discussion of "Generation" and its various aspects. Some of the most prominent words in this image are "generation", "communication", "organization", "opinion", and "technology", which suggests that these themes are particularly relevant to the Generation Gap, such as the differences in communication and opinion between generations, as well as their relationship to organizations and technology. Words such as "collaboration", "change", and "leadership" also appear, highlighting the importance of cooperation, changes in work culture, and the role of leadership in bridging generational differences in the work environment.

From the discussion of the characteristics of each generation, of course, it goes back to each individual. Not all negative characteristics were agreed by respondents, but each generation believed that both positive and negative characteristics represented each generation. The characteristics that have these differences are found in the pattern of

expressing opinions or communicating, in addition to dealing with technological changes. This is often the origin of negative thoughts between generations that can cause conflict. For this reason, the importance of the BerAKHLAK organizational culture in bridging these differences is supported by the leadership as the holder of power in the Work Unit who can be a mediator.

The results of data analysis through NVivo based on FGD (see figure 3) show intergenerational dynamics in LPP TVRI which are grouped into thematic categories and sub-categories using the NVivo Hierarchy Chart. This structure includes several main categories related to Conflict Minimization Efforts, Generational GAP, Work Style Conflicts, Intergenerational Collaboration, and Organizational Culture.

- Organizational Culture: Includes the Role of Organizational Culture in Reducing Conflict and Cultural Values.
- Generational GAP: Discusses Differences in Values and Expectations as well as Differences in Communication Styles, which shows the differences between generations in terms of values and ways of communicating.
- Intergenerational Collaboration: Focuses on the Advantages of Intergenerational Collaboration and Barriers to Intergenerational

Collaboration, which shows the benefits and challenges faced when working with different generations.

- **Work Style Conflicts:** Covers Emotional Conflict and Intergenerational Conflict, which shows how differences in work styles and emotional tension can arise in the work environment.
- **Efforts to Minimize Conflict:** Includes sub-nodes such as Implementing Organizational Culture and Leaders as Mediators, which discuss how organizational culture and leaders can reduce conflict.

The First Node i.e. Organizational Culture (see figure 4) emerged as one of the most powerful nodes, signaling its very important role as a normative basis and influencing the way individuals respond to generational differences. Within it are sub-nodes regarding **the core values of the culture**, such as collaboration, accountability, and ethics. This construction shows that the basic values of the organization are perceived as guidelines that should serve as a common reference in navigating differences in behavior and work standards between generations. The findings also emphasize that core values are essential components that must be maintained to create a harmonious work environment.

Another child node highlights the role of culture in defusing conflict (see figure 5),

which implies that value instilling is not only conceptual, but also operational. Through the perspective of participants, a strong organizational culture is seen as able to reduce tension, considering that values such as "harmonious" and "collaborative" in the Core Values of Morality are considered relevant to bridge the asynchronization of values between generations. Thus, this node illustrates that organizational culture is not just a normative background, but also a strategic instrument in managing cross-age interactions, especially in managing tensions. This was identified through the child node The Role of Organizational Culture in Reducing Conflict.

Below the child node, there is a code for Conflict Management, which refers to the ways in which organizational culture plays a role in minimizing and overcoming conflicts between individuals or generations in the organization. This structure shows how the implementation of organizational culture can help manage and resolve conflicts that arise in the workplace. From the results of the FGD, it was agreed that several things can play a role in overcoming intergenerational conflicts, namely by carrying out capacity building, coaching, socialization of the culture of the *BerAKLHAK* organization and finally the importance of support or the role of leaders.

Then the second, the Generation GAP Node displays two main forms of gaps (se

figure 6): **differences in communication styles** and **differences in values and expectations**. The sub-nodes in this category show how differences in the way opinions are expressed, the level of spontaneity of communication, and the expectation of professionalism give rise to friction in the workplace. These findings indicate that there is an inconsistency in the process of expressing opinions. If differences in opinion styles are a matter of method, then Gen Z tends not to think maturely, indicating a conflict of expectations regarding the quality and depth of thinking that underlies an opinion. These differences in perception are a major source of tension, with one generation expecting a mature process, while another may prioritize speed and spontaneity. Overall, this Communication Style Difference is a concrete manifestation of the Generational GAP that needs to be addressed.

Interestingly, the perception that Gen Z is "immature in decision-making" or "lacks consideration of the context of communication" indicates the existence of certain normative expectations of the older generation that are not always understood by the younger generation. On the other hand, the younger generation considers that the older generation tends to be less flexible, especially regarding work rhythms and willingness to adapt to new technologies. This child node underscores

how variations in the way ideas interact and convey ideas can trigger conflict or misunderstanding. The Generation GAP as the main node, is not only sourced from communication, but also from different values and expectations. This is outlined through the child node Difference in Values and Expectations.

The Generation Gap (see figure 7) also gives rise to child nodes of differences in values and expectations consisting of two main sub-nodes: Differences in Attitudes When Working and Gen X Is Inflexible in the World of Work. These findings are particularly important because they show that conflict is rooted in differences in work philosophy. Gen X's Code of Inflexibility in the World of Work reflects the perception that older generations tend to be rigid about hours, locations, or methods of completing tasks. This inflexibility, in turn, triggers the Attitude Difference When Cooperating, where expectations regarding the work-life balance and work autonomy of the younger generation collide with the traditional values held by Gen X. Therefore, this generation gap is a fundamental contradiction between rigid work values and adaptive work values.

The Generation Gap Node shows a gap dynamic that is not only technical, but also symbolic, namely the difference in meaning that each generation embeds in work ethics, forms of professionalism, and communication styles that are considered

ideal. The Generation GAP at LPP TVRI is significantly influenced by differences in communication styles as well as differences in values and expectations.

Third, the Intergenerational Collaboration Node which shows that cross-generational interaction does not only produce conflicts (see figure 8), but there is also great potential for synergy. Two important sub-nodes fall into this category: **collaboration barriers** and **collaboration benefits**.

This structure maps three main dimensions that hinder the effectiveness of teamwork such as quality standards, expectations of work roles, and inconsistent communication styles. These findings suggest that collaboration is hampered not only by differences in individual attitudes, but also by fundamental normative differences where each generation has different assumptions regarding the quality of output (Standard) and the responsibilities inherent in the task (Expectations). This suggests that conflicts often arise not because of personal intentions, but because of different basic assumptions in interpreting responsibility and performance judgment. Coupled with differences in communication styles that fuel misunderstandings, these three factors create an environment that demands integrated interventions to align expectations and achieve optimal collaboration outcomes (see figure 9).

On the other hand, the child node regarding the benefits of collaboration shows that generational diversity can be innovative capital. Participants saw that cross-age collaboration can lead to greater creativity, healthier work dynamics, and strengthening organizational capabilities. Data analysis shows that collaboration is proven to increase creativity because it blends different perspectives and experiences between generations. In addition, collaboration also strengthens work dynamics by creating a more inclusive, tolerant, and rich environment with diverse skills. Collectively, these benefits ultimately strengthen the organization as a whole, both in achieving strategic goals, building capabilities, and enriching work culture. Thus, well-managed collaboration acts as a strategic asset that enriches the capabilities and performance of the organization. This means that intergenerational collaboration is dualistic, that is, without proper cultural intervention and leadership, it easily generates friction; But when managed properly, it can be a strategic asset.

Fourth, the Node of Work Style Conflict (see figure 10) that occurs in the organization is manifested through the child node of Intergenerational Conflict which is divided into 2 (two) aspects, namely **operational conflict** and **emotional conflict**. NVivo's analysis identified three main sources of conflicts

related to operations and work habits: Work Discipline, Timeliness of Task Completion, and Technology Utilization. The structure of these findings confirms that intergenerational tensions are not only personal, but rooted in differences in performance standards and daily work methodologies. Conflicts related to Work Discipline and Punctuality reflect a clash of values between a generation that may hold fast to rigid processes and a generation that seeks flexibility. Meanwhile, the issue of Technology Utilization highlights the difference in digital literacy level and work tool preferences, which directly affects efficiency and working relationships within organizations. For example, the more senior generation emphasizes process consistency, while the younger generation prioritizes flexibility.

This node shows that conflict not only impacts productivity, but also affects the quality of relationships and the work atmosphere more broadly (see figure 11). NVivo's analysis shows that this conflict is triggered by two main sub-nodes: Differences in Understanding and Feelings of Not Being Appreciated. These findings underscore that differences in ways of working and expectations (stemming from Generation GAP) are often misinterpreted as personal issues or lack of reward. This difference in understanding creates a cognitive gap, which is then expressed as a Feeling of Not Being Appreciated by one

party. Therefore, this workstyle conflict transforms from a mere task issue to an interpersonal relationship issue, which requires interventions focused on empathy and clear communication to ensure every contribution is rewarded. Emotional conflict reflects a shift in conflict from the procedural level to the interpersonal level that can lead to misalignment of expectations that can have psychological implications, especially when one party feels that their contributions are being ignored or misinterpreted.

The last or fifth node in the Hierarchy Chart is Efforts to Minimize Conflict, which includes two main mechanisms: the **role of the leader as a mediator** and **the application of organizational culture as a guideline for equalizing** perceptions (see figure 12 and figure 13). These findings emphasize that effective leadership is a decisive factor in easing tensions caused by intergenerational differences. The structure of these nodes identifies two main qualities that leaders must have: Leaders Must Be Exemplary and Leaders Must Be Neutral and Able to Mediate. The Leaders Must Be Exemplary Code highlights the importance of lead by example, where leaders directly apply organizational values such as ethics, collaboration, and accountability. Meanwhile, the code of Leaders Must Be Neutral and Able to Mediate underlines the function of leaders as a fair and objective mediator. By being neutral, leaders can

effectively bridge Differences of Understanding and address Emotional Conflict, ensuring that the solutions taken focus on a common goal, not on a specific generation's preferences or biases. So that leaders are seen as a central figure in reducing conflicts and emphasizing the importance of example and neutrality in the mediation process. These findings underscore that formal authority alone is not enough but that the moral legitimacy of leaders is a determining factor in the success of conflict mitigation.

In addition to the role of mediator by leaders, Efforts to Minimize Conflict also relies on the Application of Organizational Culture to Reduce Conflict as a strategic child node, especially the emphasis on moral values and common goals that are considered to function as *an anchor* that redirects the individual's focus to collective interests, not mere generational differences. This emphasizes that organizational culture can act as a coordinating framework when there is a disparity in perception between generations.

The structure of these nodes highlights one key code, namely Prioritizing Morals and Common Goals. These findings suggest that an effective organizational culture acts

as an adhesive that transcends generational differences. By emphasizing Morals (such as ethics and respect) and Common Purpose (the vision and mission of the organization), the focus of the members is shifted from disagreements over work styles or personal communication to higher collective goals. This strategy is essential to create harmony and ensure that work style conflicts (including Emotional Conflicts) can be managed and resolved constructively, as all parties are guided by the same moral principles and goals.

Overall, NVivo's Hierarchy Chart maps that intergenerational conflicts at LPP TVRI are not only caused by age differences, but rather complex interactions between values, expectations, work habits, and perceptions. On the other hand, organizational culture and inclusive leadership are the two main pillars that are believed to be able to rearrange these dynamics. The chart illustrates that conflict resolution requires a systemic approach: strengthening culture, building spaces for dialogue, strengthening the role of leaders, and creating effective collaboration mechanisms. Thus, the Hierarchy Chart not only describes the situation, but also provides strategic direction for organizational interventions.



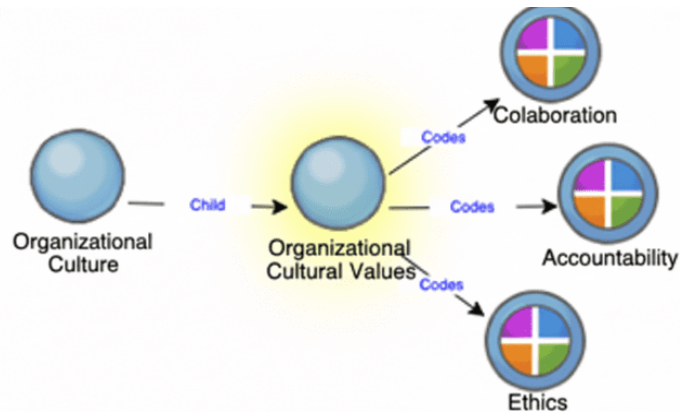


Figure 4. Organizational Culture Nodes

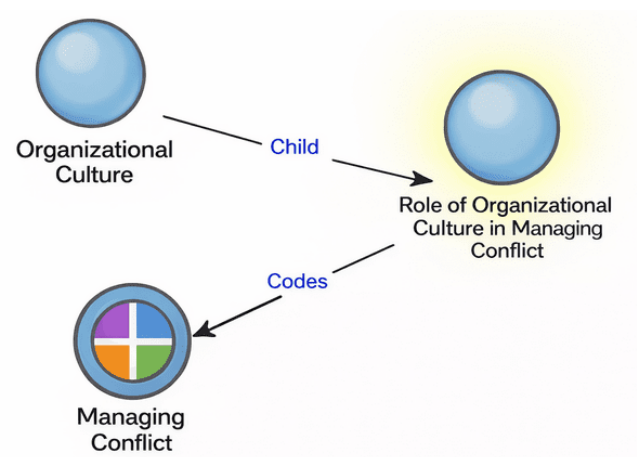


Figure 5. Child Node The Role of Culture in Defusing Conflict

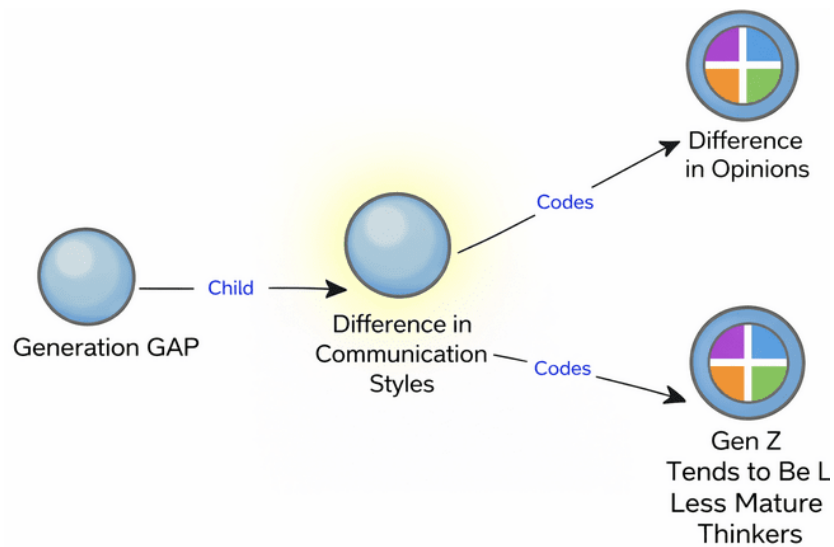


Figure 6. Generation Gap Nodes

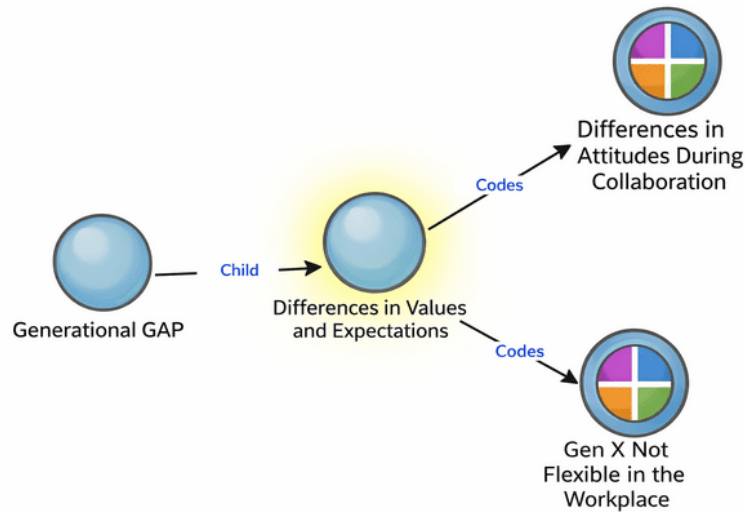


Figure 7. Child Node Differences in Values and Expectations

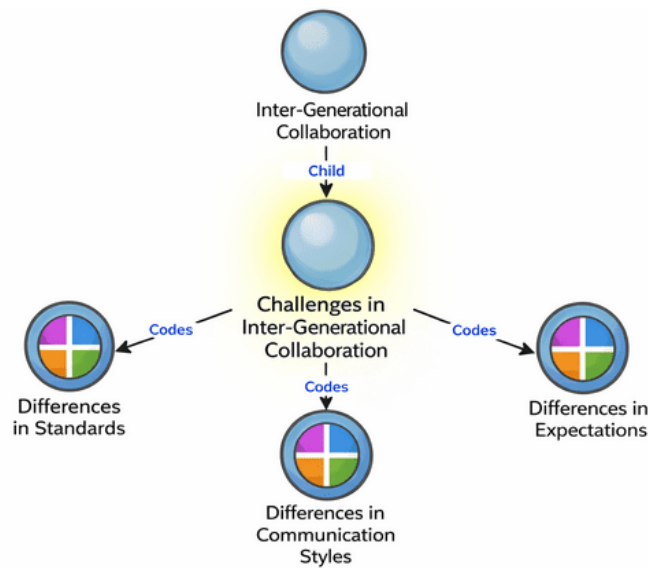


Figure 8. Child Node Collaboration Barriers

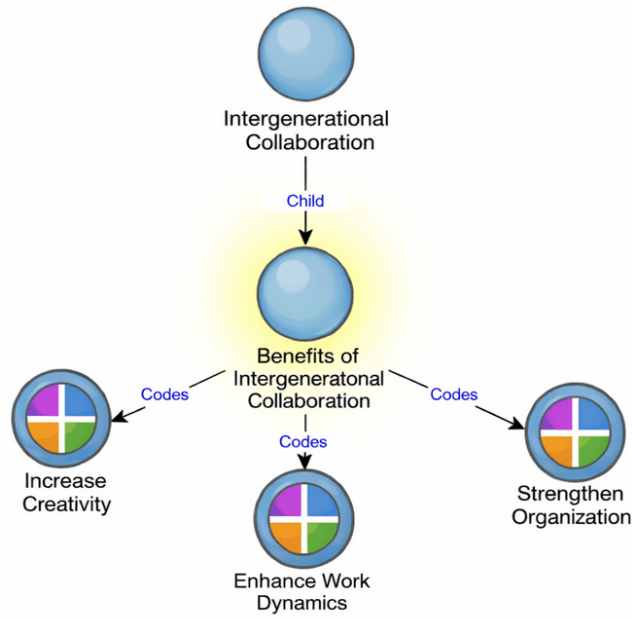


Figure 9. Child Node Advantages of Intergenerational Collaboration

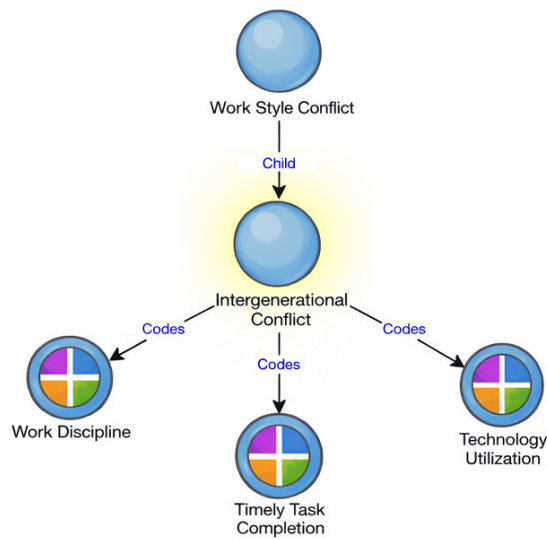


Figure 10. Child Node Conflict Style Work

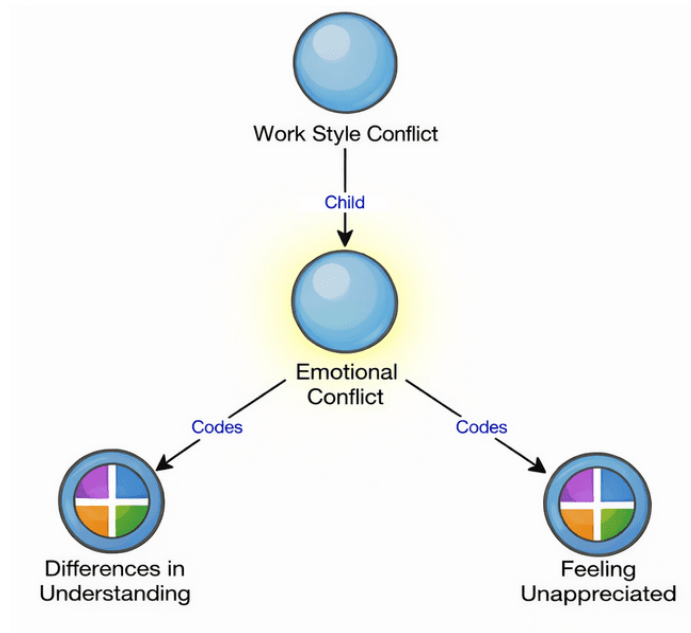


Figure 11. Child Node Emotional Conflict

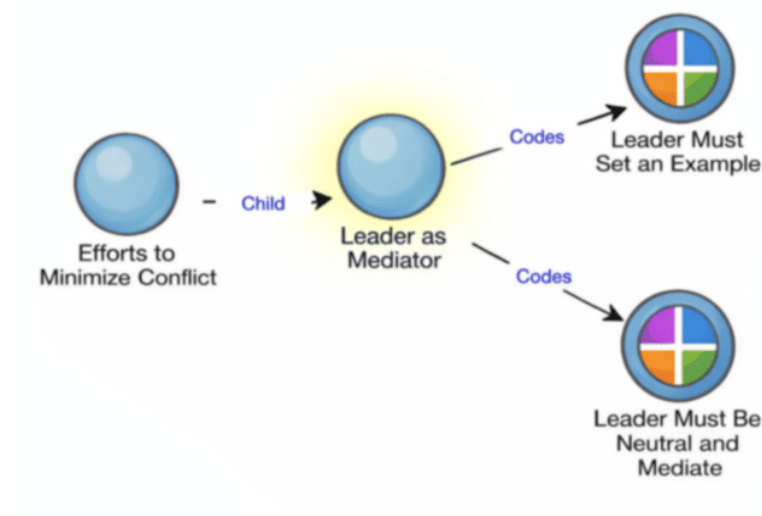


Figure 12. Child Node Leader as Mediator

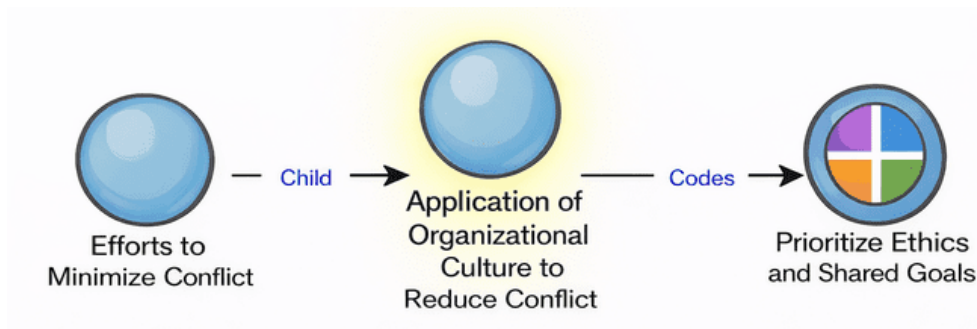


Figure 13. Child Node Implementing Organizational Culture to Reduce Conflict

## **Discussion**

The findings of this study indicate that workplace conflicts arising from generational gaps at LPP TVRI are primarily driven by differences in values, communication styles, and work expectations. This result is consistent with prior studies which emphasize that intergenerational tensions frequently stem from stereotypes, divergent communication preferences, and differing perceptions of professionalism and discipline (Romero & Yu, 2023; Watkins, 2025). However, this study extends existing literature by demonstrating that such tensions are particularly salient within bureaucratic public organizations, where formal regulations coexist with informal social interactions that are not explicitly governed.

In the context of LPP TVRI, conflicts were most pronounced between Generation X and Generation Z, especially in relation to communication practices. Generation Z's tendency toward spontaneous, fast-paced, and informal communication was often perceived by Generation X supervisors as lacking hierarchical sensitivity and maturity. This finding aligns with previous research suggesting that Generation Z prioritizes openness and immediacy in communication, which may conflict with the more formal expectations of senior generations in hierarchical organizations (Ozolina, 2024). Similar patterns have been observed in public-sector institutions,

where rigid structures amplify generational misalignment compared to private-sector settings.

Beyond communication, NVivo-based thematic analysis revealed substantial differences in values and work expectations. Generation X was perceived as emphasizing stability, discipline, and procedural compliance, while Generation Z expected greater flexibility, autonomy, and rapid feedback. These findings support (Schein, 2017) argument that misalignment in underlying value systems can impede internal integration when organizations lack strong cultural mechanisms. In contrast to studies that portray generational differences as inherently problematic, this study highlights that such differences become disruptive primarily when organizational culture is insufficiently internalized and embedded in daily work routines.

Importantly, these generational tensions were found to directly affect internal business processes at LPP TVRI, including coordination efficiency, workflow continuity, and service delivery performance. Delays, miscommunication, and emotional friction between supervisors and subordinates disrupted task execution and weakened cross-unit collaboration. This supports (Wang, 2025) findings that unmanaged task-related conflict can escalate into emotional conflict, thereby reducing team cohesion and organizational productivity. In the public broadcasting

context, such disruptions have implications not only for internal performance indicators but also for the quality and timeliness of public information services.

Within this framework, organizational culture specifically the ASN BerAKHLAK core values emerged as a critical integrative mechanism. The values of *Harmonious*, *Collaborative*, and *Accountable* were identified as the most effective in bridging generational differences, as they provide shared behavioral reference points that transcend age-based preferences. This finding is consistent with previous studies indicating that inclusive and collaborative cultures can mitigate intergenerational friction and strengthen organizational solidarity (Drury, 2024; Sari & Utami, 2021). However, this study adds nuance by showing that formal socialization through training alone is insufficient, particularly for Generation Z, which demonstrates stronger engagement through interactive, experiential, and dialogical learning processes.

Leadership also plays a pivotal role in translating organizational culture into effective internal processes. Consistent with (Mellert, 2024), the findings reveal that leaders at LPP TVRI are expected not only to act as neutral mediators but also to serve as role models in embodying BerAKHLAK values. Leaders facilitate internal business process alignment by creating intergenerational communication spaces,

supporting cross-generational coaching, and ensuring that cultural values are reflected in daily operational practices, performance evaluation, and team coordination mechanisms.

Despite the challenges identified, the analysis confirms that generational diversity constitutes a strategic organizational asset when properly managed. Cross-generational collaboration was found to enhance creativity, problem-solving capacity, and organizational adaptability. This reinforces the argument that generational diversity contributes positively to organizational performance when supported by a strong, consistently implemented culture (Elizabeth, 2025; Wang, 2025).

Overall, this discussion underscores that the effectiveness of multigenerational organizations particularly within the Indonesian bureaucratic context depends not on the dominance of a particular generation, but on the synergy between organizational culture, leadership practices, and inclusive collaboration mechanisms. The ASN BerAKHLAK values function as a relevant cultural mediator in minimizing workplace conflict at LPP TVRI; however, their impact is contingent upon consistent implementation, leadership exemplification, and sustained intergenerational dialogue through socialization, coaching, capacity building, and reflective discussion

embedded within internal business processes.

Another critical dimension emerging from this study relates to organizational socialization processes within public sector institutions. Prior research demonstrates that ineffective socialization may result in role ambiguity, weak norm internalization, and reduced work engagement, particularly among newly recruited employees (Saks & Gruman, 2018; Tharenou & Kulik, 2020). In the ASN context, formal regulations provide clarity regarding job descriptions and authority structures; however, they do not automatically facilitate the internalization of informal norms governing communication, respect, and collaborative behavior. This finding suggests that the generational conflicts observed at LPP TVRI are not solely attributable to age-based differences, but rather reflect gaps in cultural transmission mechanisms that have not been sufficiently integrated into routine organizational practices.

From the perspective of internal business processes, generational misalignment also affects knowledge transfer, coordination, and continuity of institutional memory, which are particularly vital for public broadcasting organizations. Empirical studies on intergenerational knowledge management indicate that mutual distrust and divergent work expectations between older and younger employees can inhibit knowledge sharing

and collaborative learning (Fasbender & Gerpott, 2022; Lu & Zhou, 2025). In the case of LPP TVRI, such dynamics may disrupt workflow efficiency, delay decision-making processes, and weaken cross-unit coordination, especially amid ongoing digital transformation. Consequently, strengthening organizational culture through structured intergenerational collaboration should be viewed not only as a cultural initiative but also as a strategic effort to sustain organizational productivity and service quality.

Furthermore, these findings are consistent with public sector literature emphasizing that value-based management frameworks can effectively align employee behavior and reduce workplace conflict when values are operationalized within leadership practices and performance systems (Purnomo & Ausat, 2024; Saran et al., 2023). While the ASN BerAKHLAK values provide a normative foundation for managing generational diversity, their practical impact depends on consistent reinforcement through leadership example, feedback mechanisms, and integration into daily work processes. Without such reinforcement, organizational values risk remaining symbolic rather than functional. Therefore, embedding BerAKHLAK values into internal business processes such as performance appraisal, teamwork evaluation, and conflict resolution mechanisms can enhance their role as a

unifying force that transforms generational diversity into an organizational asset rather than a source of conflict.

## **CONCLUSSION**

The Root of the Conflict is Characteristic Differences: Work conflicts at LPP TVRI, triggered by cases of attitude and behavior violations by Generation Z CPNS, stem from friction between Gen X who uphold hierarchy and procedures, Gen Y who demand *work-life balance* and flexibility, and Gen Z who bring digital innovation but have an overly direct and lacking in initiative.

The Crucial Role of Moral Organizational Culture: The Core Values of ASN *BerAKHLAK* (Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, Collaborative) have proven to play a role as a single value system that is important to bridge the gap. Specifically, the values of Harmonious and Collaborative are the most crucial core values to encourage mutual respect and harness the unique strengths of each generation.

Preventive Solutions Through Mediation and Coaching: The most effective solution is through preventive prevention strategies, supported by the role of leaders as facilitators of compromise and exemplarity. Preventive measures such as *cross-*

*generational coaching* and *mentoring* are recommended as a substitute for repressive measures.

## **RESEARCH IMPLICATIONS**

The findings of this study indicate that strengthening organizational culture based on the ASN core values *BerAKHLAK* plays a strategic role in managing generational diversity within the public sector. Practically, the results provide guidance for LPP TVRI and other public organizations in formulating human resource management policies that emphasize value internalization, the reinforcement of leadership roles as intergenerational mediators, and the implementation of coaching and mentoring programs. Theoretically, this study contributes to management and organizational behavior literature by highlighting organizational culture as an effective mechanism for reducing workplace conflict and enhancing intergenerational collaboration.

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