

## **The Impact of Generation Gap on Cultural Absorption in Developing High-Quality Life Work in the Era of Society 5.0 Medical Centers**

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### **KEYWORDS**

Gap Generation, Work Culture, Quality Work of Life, Hospital, and Society 5.0

### **ABSTRACT**

The generational gap in the workplace often results from the age difference between senior leaders and younger employees, leading to varying work styles and potential communication misunderstandings. This issue can negatively impact teamwork. Within the context of the Society 5.0 period, this research examines how intergenerational gaps affect hospital quality of work life and cultural internalization. This research makes use of a cross-sectional design together with an analytical observational methodology. A sample size of 265 individuals was chosen using a method known as simple random selection from the community of hospital personnel that is the subject of this study. Work culture, generational differences, and work life quality are key concerns. All the Rokeach Value Survey (RVS) and the Organizational Culture Assessment Instrument (OCAI) are considered to be techniques of data collection. Chi-square testing will be used to examine the findings of the survey. The results indicate that people from Generation X have a greater degree of dedication to the process of assimilation work culture when compared to those from Generation Z and Generation Y. In contrast, Gen Z exhibits a higher standard of living in the workplace when compared to Gen X and Gen Y. Furthermore, effective cultural internalization in the workplace contributes to an enhanced employee work-life quality.

### **1. Introduction**

In the workplace, teams play a vital part in the success of a company. Therefore, employees are expected to be effective team players. However, fostering teamwork can be challenging, and one of the obstacles is the generational gap. This gap spans across various generations, from Baby Boomers to Generation Z, and now into the Alpha Generation of the 22nd century. These generational differences can create gaps in age, appearance, lifestyle, perceptions, experiences, behaviors, and communicating (Budi, 2021). Kratz (2013) reports that 36% of 2014 workers were Gen Y, and it is projected that by 2020, they will comprise 46% of the workforce (Kratz, 2013).

The generational gap is a prevalent issue in the professional realm, including within the workplace. It can have several negative effects on teamwork, such as miscommunication and misunderstandings among employees. Although these issues might seem minor initially, if not addressed, they can escalate and significantly impact the quality of work. To reduce the generational gap in the workplace, it is essential to first understand what it is and identify its underlying causes. According to research by Putri et al. (2019), age disparities between senior executives and younger workers are the root cause of the generational divide that exists in the workplace. Different generations often have distinct communication styles: for instance, Baby Boomers typically use direct and formal communication, millennials, on the other hand, are more likely to utilize social media or text messaging, both of which might result in misconceptions (Meddy, 2023). This problem may result in several problematic results, such as diminishing teamwork. Though these problems might seem minor initially, they can escalate and adversely affect work quality if not addressed. This is supported by Nindyati (2017), who discovered that businesses that hire people from a variety of generations, such as members of Generation X and Generation Y, face challenges in maintaining company sustainability (Nehme et al., 2024). High turnover rates due to employee dissatisfaction can hinder the company's ability to operate effectively and efficiently (Nindyati, 2017). An investigation into how generational disparities influence cultural internalization and the development of an enhancing the standard of living within the framework of society 5.0 period was the purpose of this research, which was conducted at ABC Hospital Surabaya (Sindhusaranya et al., 2023). The variations in characteristics and expectations contribute to the generational gap in the workplace. Typically, older generations perceive younger

employees as less serious and less diligent, largely because younger workers seek a balance between their careers and personal lives. In contrast, older generations tend to prioritize persistence and constancy.

## **2. Methodology**

This research makes use of a cross-sectional methodology in combination with an analytical or observational design. ABC Hospital personnel in Surabaya, Indonesia, are studied. A simple random sampling procedure selected 265 persons. The primary factors analyzed are age disparities, work values, and the standard of work environment. The RVS and the OCAI were among the tools that were used throughout the data-gathering process, which took place between April and May of the year 2023. With the aid of the SPSS for Windows program, the data that was obtained will be evaluated with chi-square tests.

## **3. Results and discussion**

### ***Description of Respondent Characteristics***

A review of the characteristics of the respondents who participated in the research is presented in the following paragraphs.

Table 1. The attributes of research participants

No.	Characteristics of Respondents	Frequency	Percentage
1	Gender		
	a. Man	58	22,7
	b. Woman	198	77,3
2	Employee status		
	a. Honorary	2	0,8
	b. Contract	73	28,5
	c. Outsourcing	3	1,2
	d. Structural Officer	24	9,4
	e. Still	150	58,6
	f. Training	4	1,6
3	Education		
	a. Senior High School	35	13,7
	b. Diploma	102	39,8
	c. Bachelor	8	3,1
	d. Profession	94	36,7
	e. General practitioners	11	4,3
	f. Medical specialist	1	0,4
	g. Master	5	2,0
4	Years of service		
	< 1 year	9	3,5
	1-2 Years	20	7,8
	2-3 Years	45	17,6
	3-6 Years	57	22,3
	6-10 Years	27	10,5
	10-15 Years	10	3,9
	> 15 Years	88	34,4

It can be seen from the table that most of the responders are female (77.3%). 58.6% of the workforce is comprised of permanent workers, with the largest group having more than 15 years of service (34.4%). The most common educational background among respondents is a diploma (39.8%).

### ***An Overview of the Quality of Life, Cultural Internalization, and Gap Generation***

A comprehensive summary of the respondents' assessments regarding generational disparities, cultural absorption, and work-life quality in their hospital environment can be seen below.

Table 2. *Distribution of Gap Generation Assessments, Internalization of Culture, and High-Quality*

*Life Work*

No.	Assessment Aspects	Frequency	Percentage
1	<i>Gap Generation</i>		
	a. Gen X	91	35,5
	b. Gen Y	144	56,3
	c. Gen Z	21	8,2
2	<i>Internalization of Work Culture</i>		
	a. Low	1	0,4
	b. Currently	39	15,2
	c. Tall	216	84,4
3	<i>Quality Work of Life</i>		
	a. Currently	42	16,4
	b. Tall	214	83,6

The table shows that the majority of respondents are from Generation Y (56.3%), with most demonstrating strong attempts to absorb workplace culture (84.4%) and in achieving a high quality of work life (83.6%). The workplace often reflects the diversity of different generations, encompassing individuals of all ages. Currently, there are at least four generations present in the workforce: The following generations: Millennials (1982–1995), Baby Boomers (1956–1964), Generation X (1964–1981), and Generation Z (1996–2015). Glass (2007). Each generation grew up in distinct periods with unique social contexts. For example, generation Z individuals, also known as "digital natives," have been raised at a period when digital technology has been deeply embedded in everyday life. As a result, viewpoints may differ across generations, communication styles, and goals. The generational gap in the workplace presents at least two key challenges: communication difficulties and differing mindsets. For instance, tech-savvy generations such as Millennials and Gen Z often prefer using online platforms like Slack, Notion, and Trello for communication, while Generation X may favor tools like WhatsApp. Additionally, each generation might have different expectations regarding company benefits and workplace culture (Walters, 2016). This generational divide may influence interpersonal relationships, communication, and workplace dynamics in both favorable and unfavorable ways. Differences in values, communication styles, and social behaviors among generations can create gaps and potential conflicts within organizations (Siriporn, 2022; Meddy, 2023).

If these issues are not addressed, they can lead to misunderstandings and challenges in team collaboration. Generation Z, for instance, is likely to be more selective about their workplace, prioritizing a positive work culture and favorable working conditions. Additionally, remote work is favored by Gen Z, who value flexibility in their jobs. On the other hand, Generation Y grew up during a period of rapid digital technological advancement, and they tend to emphasize work efficiency and effectiveness. In the workplace, Millennials might favor communicating through text messages rather than in-person conversations. They place a high value on achieving a work-life balance and having opportunities for career advancement. Generation X, while adapting to technological changes alongside Millennials and Gen Z, is known for being hardworking, self-reliant, and financially responsible. Similar to Millennials, Additionally, Generation X values a clear separation of their personal and professional lives and values work-life balance, allowing them time to pursue personal interests. It is therefore expected that the assessment results reveal a strong commitment among employees at ABC Hospital to work culture internalization and achieving a high quality of work life, given that Generation Y comprises the majority of the hospital staff.

***Gap Generation's Effect on Work Culture Internalization***

The chi-square test analysis's findings are shown below examining how generational gaps impact employees' efforts to internalize the work culture at their hospital.

Table 3. Gap Generation's Impact on Work Culture Internalization

No.	Assessment Aspects	Work Culture Internalization			Total
		Low	Currently	Tall	
1	Gen X	1 (1.2%)	6 (6.7%)	84 (92.4%)	91 (100%)
2	Gen Y	0 (0.0%)	30 (20.8%)	114 (79.2%)	144 (100%)
3	Gen Z	0 (0.0%)	3 (14.3%)	18 (85.7%)	21 (100%)
Value Pearson Chi-Square = 0.034 Value Phi = 0.202					

The chart shows that, at 92.3%, Generation X is more likely than Generation Z (85.7%) and Generation Y (79.2%) to be attempting to internalize work culture. Generational disparities and internalization of work culture in hospitals are significantly related, as shown by a Chi-square test significance value of 0.034 (<0.05). Disparities are not limited to social settings; they are also evident in the business world. The presence of multiple generational levels in business environments creates intergenerational gaps. These gaps arise from differences in communication styles and varying levels of technological proficiency (Meddy, 2023). Technological advancements significantly impact this situation. The demands of the 4.0 technology era present challenges for business professionals, who must not only manage company objectives but also give careful attention to human resource management. The success of a company is often reflected in how well it manages its human resources. However, having a workforce with varying generational backgrounds presents a unique challenge that requires strategic solutions. Each generation brings a distinct set of knowledge, techniques, perspectives, and approaches toward work. According to Cushway and Lodge, employee behavior and work practices impact an organization's values and culture (Marliani, 2015). According to Miniati and Yeltas Putra (2020), non-cultural organizations may struggle with disorganization, uncertainty, and reputation. In terms of their horizontal interactions with people, their environment, and themselves, Gen Z needs more attention. In a diverse society, maintaining and enhancing social interaction harmony is crucial. Jumiatmoko (2022) and Amaliati (2020) argue that fostering tolerance and emphasizing its importance should be top priorities for Generation Z and beyond. According to Forbes, Gen Z is expected to make up nearly one-third of the global population by 2025. Consequently, if an organization's activities involve or are largely composed of Gen Z employees, management should start adapting to and considering the work environment preferences of this generation, as it will impact the future performance of the company.

### **Gap Generation's Effects on Life's Work Quality**

The chi-square test analysis findings that look at how age differences impact hospital workers' quality of work life are shown below.

Table 4. *Gap Generation's Effect on Life's Quality Work*

No.	Assessment Aspects	Life's Quality Work			Total
		Low	Currently	Tall	
1	Gen X	0 (0.0%)	13 (14.3%)	78 (85.7%)	91 (100.0%)
2	Gen Y	0 (0.0%)	28 (19.4%)	116 (80.6%)	144 (100.0%)
3	Gen Z	0 (0.0%)	1 (4.8%)	20 (95.2%)	21 (100.0%)
Value Pearson Chi-Square = 0.188 Value Phi = 0.114					

The Quality of Work Life is greater for Generation Z (95.2%) than for Generation X (85.7%) and Generation Y (80.6%), as shown by the table. The significant value of the Chi-square test is 0.188, which is more than 0.05, which indicates that there is no visible association between efforts made in

the workplace to improve the Quality of Work Life and, in particular, disparities across generations, notably at the hospital. According to Cascio (2010), workers' physical and mental health are included in the concept of "work-life quality". Given that Generation Y, which is more prevalent among employees, should ideally excel in achieving a high Quality of Work Life due to their focus on work-life balance and emphasis on effectiveness and efficiency. However, in practice, Generation Z has shown even greater success in achieving a better Quality of Work Life. This is because they have grown up in a technology-driven era, making it easier for them to adapt to modern work environments. A positive work environment and granting employees autonomy in completing their tasks are key factors that can boost enthusiasm and enhance performance within a company (Nindyati, 2017). Meddy (2013) notes that rapid technological advancements and modern communication methods often lead to shifts in thinking and behavior in the workplace, which can result in varied perspectives and potential miscommunications. Effective communication among employees is crucial for achieving optimal work performance (Meddy, 2023).

*Effect of Work Culture Internalization on Life Quality of Work*

The chi-square test analysis findings that show how internalizing work culture affects workers' attempts to attain Quality of Work Life at their particular hospitals are shown below.

Table 5. Impact of Work Culture Internalization on Life's Work Quality

No.	Assessment Aspects	Quality Work of Life			Total
		Low	Currently	Tall	
1	Low	0 (0.0%)	1 (100.0%)	0 (0.0%)	1 (100.0%)
2	Currently	0 (0.0%)	26 (66.7%)	13 (33.3%)	39 (100.0%)
3	Tall	0 (0.0%)	15 (6.9%)	201 (93.1%)	216 (100.0%)
Value Pearson Chi-Square = 0.000					
Value Phi = 0.596					

The table indicates that increased efforts to internalize workplace culture are associated with greater efforts to achieve Quality of Work Life among employees at their hospital, with a correlation rate of 93.1%. The Chi-Square test reveals a strong link between hospital workers' work culture internalization and their desire for a positive work-life (p-value < 0.05). A policy process known as QWL is one that an organization uses to meet the needs and objectives of its employees. This involves addressing issues and aligning perspectives between the workplace and its employees to achieve common goals, such as enhancing both employee and company performance (Hasmalawati & Restya, 2017). It is crucial for company leaders to understand and effectively respond to the perception of QWL to ensure a positive relationship between management and employees, which can lead to improved performance. Additionally, High Work Life Quality may retain employees (Robertson-Smith & Markwick, 2009). Based on several prior studies referenced in this research, it is evident that prioritizing employees' Quality of Work Life is crucial for a company's operational success. Effective management must focus on enhancing QWL. If a company fails to address the needs and expectations of its employees, it risks diminishing employee motivation and achieving suboptimal performance outcomes. Similarly, in service organizations like hospitals, inadequate facilities and infrastructure can impact the workforce negatively. When essential work amenities and infrastructure are substandard such as poorly maintained restrooms, insufficient lighting, and uncomfortable waiting areas these deficiencies create an unsupportive work environment. Additionally, inadequate equipment, like outdated computers, can hinder work processes and contribute to a negative perception of the hospital's services. Nurrohmah (2017) noted that among the variables affecting QWL, the workplace has the most significant impact on employee job satisfaction, while pride in work most strongly influences employee performance. The study's findings indicate that quality of work life significantly affects job satisfaction, but does not

have a direct impact on performance. Instead, its effect on performance is mediated through improvements in job satisfaction.

#### **4. Conclusion and future scope**

The study concludes that Generation X puts more effort into internalizing workplace culture than both Generation Z and Generation Y. On the other hand, Comparing Generation Z to Generation X and Generation Y, the former obtains a better QWL. Statistically, however, there is no significant correlation between the generational gap and initiatives aimed at improving the overall quality of work-life in the workplace. Additionally, employees' QWL is enhanced by attempts to assimilate workplace culture.

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#### **Conflict of interests**

There are no conflicting interests that the authors provide

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