ARTICLE

Generational Differences

The Role of Attitudes and Work Values on Performance in Department of Health and Civil Registration Service of East Nusa Tenggara Province

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Abstract: This study aims to explore the relationship between work values, work attitude, leadership style, and job performance from two generations, namely Gen X and Gen Y, in the Department of Health, Population and Civil Registration of East Nusa Tenggara Province. The sampling technique used convenience sampling through Google Forms and then sent to each employee. The population and sample in this study were 168 people, including 72 people from Generation X with birth years 1965-1980 and 96 people from Generation Y with birth years 1981-2001. Based on this number, only 124 questionnaires were filled out and returned to researchers, of which Generation X was 46 and Generation Y was 78. This study showed different results for the two generations; Gen Six hypotheses were accepted. Two hypotheses were rejected, including work values affecting work attitude but not on job performance, work attitude affecting job performance, and leadership style affecting work values but not job performance. Work attitude can mediate between work value and job performance; work values can mediate the influence between leadership style and work attitude and job performance. In Generation Y, six hypotheses were accepted, and two hypotheses were rejected, including work values influencing work attitude and job performance, work attitude does not influence job performance, and leadership style influencing work values and job performance. Apart from that, work attitude is not able to mediate between work value and job performance; work value can mediate the influence between leadership style and work attitude and job performance.

Keywords: leadership style; job performance; work attitude; work value.

1. Introduction

Employee performance is one of the factors for developing an organization effectively and efficiently. Performance is the results achieved by workers in their work by certain criteria that apply to the company (Mulyadi et al., 2018). Kasmir (2012) stated that performance results from work and work behavior achieved in completing the tasks and responsibilities given within a certain period. Employee performance can influence several factors, both organizational performance and individual performance.

Companies or organizations that have employees across generations find challenges in choosing the right human resource management strategy to improve employee performance, work values, and attitudes (Chin-Wen et al., 2012). This condition is related to differences in the values of each generation caused by differences in experience and social context (Lyons & Kuron, 2014). As a result, there is a gap in the personality of each generation in the general or work context, which is known as work values (Twenge et al., 2010). Work value is an important variable influencing most human resource management aspects (Rani & Samuel, 2019). Apart from that, work values can influence a person's interactions, whether they cancan improve or hinder the performance of the generation (Gyurák Babeľová et al., 2020). This influences the principles, perspectives, and processes of each generation in interpreting work (Weeks & Schaffert, 2019), influence work attitude (Kooij et al., 2008; Twenge et al., 2010), determine expectations and priorities in work.

Research from Venida (2022) obtained the results that work values influence performance, work attitude also influences performance, and generational differences moderate the relationship between work values and performance. However, several research results are inversely proportional to the benefits arising from generational factors having different work values (Cennamo & Gardner, 2008; Haryokusumo & Wibowo, 2019).

In the service-oriented public sphere, employee professionalism and work attitudes have an influence on the way customers assess service quality, and this can make or break the image of an organization (Kozlowski & Ilgen, 2006; Metz et al., 2020; Mim & Ferdous, 2021). Work values determine work behavior, set goals for individuals, and calibrate choices over work hours (Ángeles López-Cabarcos et al., 2022). In the Department of Health, Population and Civil Registration of East Nusa Tenggara Province, employee values are very important because they can influence the public's assessment of work quality. The duties of the Department of Health, Population and Civil Registration of NTT Province as community servants, implementing development and community development. Muadin et al. (2022) and Steinmann et al. (2018) suggests that in service-oriented organizations and work environments, aligning members' work values and attitudes with the organization can better internalize these values and produce a higher emotional commitment to the organization. Meanwhile, alignment of individual values and organizational values can help individuals identify themselves with the organization. This encourages dedication to the organization and organizational behavior (Dutton et al., 1994).

The quality of an organization really depends on its leadership (Naz et al., 2020). In fact, leadership is an important issue in all types of societal activities and group interactions because leadership constantly influences behavior and interdependent relationships (Venida, 2022). This is why leaders are important in any organization. Wang (2005) argue that management is increasingly important for organizations dealing with society. Leadership style also has a big influence on organizational performance. Leadership behavior can strengthen the role of employees and influence organizational behavior performance (Abudaqa et al., 2020; Akparep et al., 2019).

Generational Differences

The Role of Attitudes and Work Values on Performance in Department of Health and Civil Registration Service of East Nusa Tenggara Province

Meanwhile, a leader's vision and beliefs can influence employees' thoughts and values, creating solidarity within the organization (Li et al., 2019). In conclusion, leadership style influences employee work attitudes and behavior. Research related to motivational variables is to investigate whether leadership styles can increase employee work engagement and organizational commitment.

Hopefully, this research can contribute to conceptual theory and provide analysis results regarding green energy as a reference for employee recruitment and management. Therefore, this research aims to explore the relationship between work values, work attitude, leadership style, and job performance of two generations, namely generation X and generation Y in the Department of Health, Population and Civil Registration of East Nusa Tenggara Province.

2. Methods

This study has independent variables, including work value, which has two dimensions, work purposes, and means; work attitude as a mediating variable has two dimensions: work involvement and organizational commitment. The dependent variable is job performance. Leadership style is defined as a moderating variable to determine whether leadership's influence has a moderating effect on work values and attitudes. Leadership has two dimensions, namely supportive and directive. Figure 1 depicts the research model.
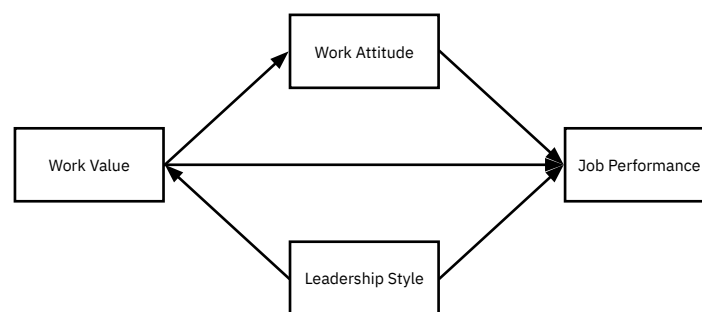

Figure 1. Research Model

This study chose the research object of the Department of Health, Population and Civil Registration of East Nusa Tenggara Province. The research was carried out from August to October 2023. The population and sample in this study were all employees of the State Civil Apparatus (ASN) Department of Health, Population and Civil Registration of East Nusa Tenggara Province, totaling 168 people, who were divided into two generations, namely generation X with birth years 1965-1980 as many as 72 people and generation Y birth years 1981-2001 as many as 96 people. This study explores the relationship between work values, attitudes, and leadership styles in the Department of Health, Population, and Civil Registration of East Nusa Tenggara Province. To avoid possible bias in self-assessment of performance, this study only surveyed full-time employees who had worked for at least two years. This study issued a questionnaire based on convenience sampling. Because a high level of involvement was required from the respondents, this research sought approval from the department, which was willing to take part in the survey and explain the research objectives to the company's management team. Questionnaires were sent directly, and surveys were carried out with the help of leaders. The completed questionnaire was sent back to the researcher. After distributing questionnaires to 168 employees at the Department, only 124 were returned to the researchers, of which 46 were Generation X and 78 were Generation Y.

The concept of generations and their differences. Generational differences in the work environment are a subject that always appears in the development of human resource management, and the concept of generational differences continues to develop over time. There are significant differences in characteristics between generations. One of the main differentiating factors is mastery of information and technology. For Generation Y, information and technology have become part of life because Generation Y was born where access to information, especially the internet, has become a global culture, influencing values, views, and life goals. The rise of Generation Y will also pose new challenges for management practices in organizations, especially for human resource management practices (Fitriati & Marsanty, 2023; Hasmin et al., 2022; Widowati et al., 2023).

Table 1. Generational Differences

Generation Name	Year of Birth
Traditional Generation	1925-1946
Baby Boomers	1946-1960
Generation X	1960-1980
Generation Y	1980-1995
Generation Z	1995-2010
Generation Alpha	2010+

Source: Putra (2016)

Table 1 shows various kinds of generational differences. An explanation of each generation is as follows (Putra, 2016): (1) The traditional generation, often referred to as the silent generation, is a generation that is conservative and disciplined. (2) The baby boom generation is materialistic and time-oriented. (3) Generation X is born in the early years of technological and information developments, such as personal computers (PCs), video games, cable TV, and the Internet. The characteristics of this generation are being able to adapt, being able to accept change well and being called a tough generation, having an independent and loyal character, really prioritizing image, fame, and money, being a hard worker, calculating the contribution that the company has made to the results of its work. (4) Generation Y is known as the millennial generation or millennials. Generation Y began to be used in major American newspaper editorials in August 1993. This generation uses many instant communication technologies such as e-mail, SMS, instant messaging, and social media such as Facebook and Twitter. In other words, generation Y is the generation that grew up in the booming internet era. Generation Y's characteristics differ for each individual, depending on the environment in which they were raised, their economic strata, and their social family. Communication patterns are very open compared to previous generations; social media users are passionate. They are more technologically developed, which greatly influences their lives, and they are open to political and economic views, so they appear very reactive to environmental changes around them. (5) Generation Z is similar to Generation Y. Still, Generation Z can apply all activities at one time, such as tweeting using a cellphone, browsing with a mobile device, and listening to music using a headset. Whatever the majority do is related to cyberspace. Generation Z has been familiar with technology since childhood and is familiar with sophisticated gadgets that indirectly influence their personality. At this age generation Z is categorized as teenagers who at this age experience rapid changes in physical, emotional, social, moral, and emotional intelligence. Adolescents were divided into three categories of adolescence, namely early adolescence, aged 12-15 years; middle adolescence, aged 15-18 years; and late adolescence, aged 18-21 years (Alferjany &

Alias, 2020; Bulut et al., 2017; Gyurák Babeľová et al., 2020; Harari et al., 2023; Putra, 2016). The six-generation groups have different characteristics. Generation Z is the youngest generation that has just entered the workforce. It is also called iGeneration or the internet generation. Generation Z is similar to Generation Y, but Generation Z can apply all activities at once, such as running social media using a cellphone, browsing a PC, and listening to music using a headset. Whatever is done is mostly related to cyberspace. Since childhood, this generation has been familiar with technology and is familiar with sophisticated gadgets that indirectly influence personality.

3. Results and Discussion

3.1. Results

Among the respondents, around 46 participants came from Gen X, and 78 participants came from Gen Y. For Gen X (4%) and 2.1% have a master's degree, the least is a diploma at 10.8%. For Gen Y, 74.3% WERE female, with 31% aged 38-42 years; most have a bachelor's degree (43.5%), and 7.7% have a master's degree. The least is a high school degree at 23%.

Process the data using the latest version of SEM PLS, namely 4.0. The outer model test results look at the validity test for each indicator in Gen X and Y seen from the outer loading. There are four variables, namely work values (19 indicators for two dimensions, namely work purposes and means), work attitude (19 indicators for two dimensions, work involvement, and organizational commitment), leadership style (13 indicators for two dimensions, namely supportive and directive) and job performance (6 indicators). In Gen X, several indicators are declared invalid because they do not exceed the P ≥ 0.5 requirement, including the work value variable where two indicators, WF13 and WF 4, are deleted, and work attitude is deleted by four indicators, WA2, WA7, WA12, and WA18. Gen Y also has several indicators removed, namely WA2, WA3, WA7, and WF13. According to Hair et al. (2019), if the indicator is valid, it means that the indicator can be used to measure the latent variable. For the reliability test for both Gen X and Gen Y, it can be seen from Cronbach's Alpha >0.6, composite reliability >0.70, and Average Variance Extracted (AVE) criteria is >0.5. According to Hair et al. (2019), such latent variable is declared reliable if it meets the predetermined criteria. This means that if it is fulfilled, the variable is distributed many times to the respondent, then the respondent's answer will be consistent.

The results of the inner model test were carried out by looking at the R-Square value criteria and significance value (t-test).

Table 2. R-Square Test Results

Generation X		Generation Y	
Variable	R-Square	Variable	R-Square
Job Performance	0,840	Job Performance	0,861
Work Attitude	0,754	Work Attitude	0,793
Work Value	0,863	Work Value	0,702

Based on Table 2 shows that leadership style can explain the variability of the job performance construct in Gen X of 0.840, work attitude of 0.754, and work value of 0.863; constructs outside of this research explain the remaining 0.16, 0.246, and 0.137. Likewise, with Gen Y job performance 0.861, work attitude 0.793, and work value 0.702, the remaining 0.139, 0.207, and 0.298 are explained by constructs outside of this research.

Table 3. Gen X Path Coefficient Results

No.	Hypothesis	Original Sample	T Statistics	P-Value	Result
H-1	Work Value -> Work Attitude	0,868	23,941	0,000	Accepted
H-2	Work Value -> Job Performance	0,137	0,608	0,543	Rejected
H-3	Work Attitude -> Job Performance	0,759	4,160	0,000	Accepted
H-4	Leadership Style -> Work Value	0,914	23,626	0,000	Accepted
H-5	Leadership Style -> Job Performance	0,041	0,171	0,864	Rejected
Total Indirect Effects					
H-6	Work Value -> Work Attitude -> Job Performance	0,659	3,980	0,000	Accepted
H-7	Leadership Style -> Work Value -> Work Attitude	0,794	13,996	0,000	Accepted
H-8	Leadership Style -> Work Value -> Job Performance	0,728	3,548	0,000	Accepted

Table 3 shows eight hypotheses: five are accepted, and two are rejected. Work value positively affects work attitude as indicated by a parameter coefficient of 0.868 and a significant value of less than 5% with a T-statistics value of 23.941, greater than 1.989 (t-table), then H1 is accepted. Work attitude positively affects job performance as indicated by a parameter coefficient of 0.759 and a significant value of less than 5% with a T-statistics value of 4.160, which is greater than 1.989 (t-table), so H3 is accepted. Leadership style positively affects work value as indicated by a parameter coefficient of 0.914 and a significant value of less than 5% with a T-statistics value of 23.626, which is greater than 1.989 (t-table), so H4 is accepted. Work attitude can moderate the work value and job performance variables, as shown by the p-value being smaller than 5% with the original sample of 0.659 with a T-statistics value of 3.980, greater than 1.989 (t-table), so H6 is accepted. Work value can moderate leadership style and work attitude as shown by a parameter coefficient of 0.794 and a significant value of less than 5% with a T-statistics value of 13.996, greater than 1.989 (t-table), so H7 is accepted. Work value is also able to moderate leadership style and job performance as indicated by a parameter coefficient of 0.728 and a significant value of less than 5% with a T-statistics value of 3.548 greater than 1.989 (t-table), so H8 is accepted.

Table 4. Gen Y Path Coefficient Results

No.	Hypothesis	Original Sample	T Statistics	P-Value	Result
H-1	Work Value -> Work Attitude	0,891	21,875	0,000	Accepted
H-2	Work Value -> Job Performance	0,517	4,223	0,000	Accepted
H-3	Work Attitude -> Job Performance	0,206	1,503	0,134	Rejected
H-4	Leadership Style -> Work Value	0,838	18,002	0,000	Accepted
H-5	Leadership Style -> Job Performance	0,248	2,397	0,170	Accepted
Total Indirect Effects					
H-6	Work Value -> Work Attitude -> Job Performance	0,184	1,464	0,144	Rejected
H-7	Leadership Style -> Work Value -> Work Attitude	0,746	11,241	0,000	Accepted
H-8	Leadership Style -> Work Value -> Job Performance	0,587	5,775	0,000	Accepted

Table 4 shows eight hypotheses: six were accepted, and two were rejected. Work value positively affects work attitude as indicated by a parameter coefficient of 0.891 and a significant value of less than 5% with a T-statistics value of 21.875, which is greater than 1.989 (t-table), so H1 is accepted. Work value positively affects job performance as indicated by a parameter coefficient of 0.517 and a significant value of less than 5% with a T-statistics value of 4.223, which is greater than 1.989

(t-table), so H2 is accepted. Leadership style positively affects work value as indicated by a parameter coefficient of 0.838 and a significant value of less than 5% with a T-statistics value of 18.002, which is greater than 1.989 (t-table), so H4 is accepted. Leadership style positively affects job performance, as shown by the p-value being smaller than 5% with the original sample of 0.248 with a T-statistics value of 2.397, which is greater than 1.989 (t-table), so H5 is accepted. Work value can moderate leadership style and work attitude as shown by a parameter coefficient of 0.746 and a significant value of less than 5% with a T-statistics value of 11.241, greater than 1.989 (t-table), so H7 is accepted. Work value can also moderate leadership style and job performance as indicated by a parameter coefficient of 0.587 and a significant value smaller than 5% with a T-statistics value of 5.87 greater than 1.989 (t-table), so H8 is accepted.

In GenX, it showed that of the eight accepted hypotheses, six were accepted. Two hypotheses were rejected, including work value having an effect on work attitude but having no effect on job performance, work attitude having an effect on job performance, and leadership style affecting work value but not job performance. Performance. Work attitude can mediate between work value and job performance; work values can mediate the influence between leadership style and work attitude and job performance. In Gen Y, six hypotheses were accepted, and two hypotheses were rejected, including work values affecting work attitude and job performance, work attitude not affecting job performance, and leadership style affecting work values and job performance. Work attitude cannot mediate between work values and job performance, and work values can mediate the influence between leadership style and work attitude and job performance.

3.2. Discussion

Analysis of the influence of work value, work attitude, and leadership style variables on job performance at the Department of Health, Population, and Civil Registration Service of East Nusa Tenggara Province can be explained as follows:

First, both Gen X and Y showed that the work value variable positively affects work attitude. These results are in line with the research from Chen and Lee (2021), Hendayani (2020), Mat Ali and Aisyah Panatik (2013), and Shofiya et al. (2023) who state that there is a positive correlation between work values and work attitudes. The more management emphasizes work values, the better the work attitudes of these two generations. Other results show that the better employees' work values are aligned, the stronger their organizational commitment and work engagement. This means that employees at the Department of Health, Population and Civil Registration Service of East Nusa Tenggara Province work values become a set of beliefs that last a long time at work. Whether from personal needs, type of work, or individual environmental preferences. They also guide individuals' work behavior and can determine their work goals and choices. Work values influence recruitment and retention rates and can influence an individual's willingness to work diligently. **Second,** work values do not affect job performance in Gen X, meaning that the existence of work values does not necessarily affect the job performance of this gen. The majority in this study for Gen X were aged 53-58 years, as much as 37%, where at this age, they no longer think about work performance because they are approaching retirement age, so whether they have good work values or not, it will not affect their work performance. This is not the same as Gen Y because the data processing results of this generation show that work values affect job performance. This is in line with research of Dewanto and Deasy Aseanty (2023) and Pantouw et al. (2019) which states that work values determine work behavior and job selection. In other words, work values influence work behavior,

including work performance. Work values can also increase employee morale and can predict Gen Y work behavior and performance. **Third,** work attitude has a positive effect on the job performance of Gen X. The results of this study are in line with research of Chin-Wen et al. (2012) and Hendayani (2020) who stated that work attitude is a behavioral tendency that directly impacts work behavior in Gen X. When the work attitude is positive, it will encourage work achievement and work performance from this generation. However, this is not in line with Gen Y; the result is that work attitude does not affect job performance. This is encouraged because Gen Y tends to be free and have an open mind, although having a good work attitude does not necessarily encourage good work performance and performance in the office. **Fourth,** leadership style has a positive effect on work value for both Gen X and Gen Y. This result is in line with research of Fadlilah and Perdhana (2020), Jane and Setiawan (2022), and Yulia and Hatane (2016) that leadership is very important for any organization. Leadership style enables the internal maintenance and external adaptation of an organization and guides members towards organizational goals, creating work values for each employee. **Fifth,** in Gen X, leadership style does not affect job performance because in Gen X, the majority of respondents are aged 53-58, as much as 37%, and are female, as much as 65.2%, who tend not to think about work performance and performance. Focus more on retirement time so you don't think about doing productive things. In contrast to Gen Y, the results showed that leadership style has a positive effect on job performance, which is in line with research by Steinmann et al. (2018), Venida (2022), and Hasmin et al. (2022) who suggests that leadership is the application of various behaviors and methods, leading members to achieve common goals. Throughout this process, leaders interact with members and influence each other to complete tasks and achieve goals. Leadership is vital to any company, as leadership behavior influences how employees work and their performance levels. **Sixth,** work attitude can moderate work values and job performance in Generation X, meaning that the direct influence of work values on job performance has no effect. Still, it must go through work attitude to affect job performance. This means that if every employee or employee can identify the values in the Department of Health, Population, and Civil Registration of East Nusa Tenggara Province, generation X will be dedicated and committed. As a result, service performance will increase. These results are in line with research from Basinska and Dåderman (2019) who also surveyed police officers and found that organizational commitment positively mediated work values and job performance. However, this does not apply to Gen Y because the results show that work attitude cannot mediate work value and job performance. This is caused by the fact that work attitude in Gen Y does not directly affect job performance. **Seventh** and **Eighth,** work values cancan mediates the influence between leadership style and work attitude; work values can mediate leadership style and job performance in both Gen X and Gen Y. Managers should allow their employees to rest or do other things if they are in a bad mood or are disturbed. Companies must also help employees resolve problems, which will benefit the company in the long term because employees will be more committed to the company and not easily accept offers from other companies. These results are in line with research Chin-Wen et al. (2012), leaders must constantly pay attention to their employees and assist whenever possible to employees who are experiencing difficulties. Christian and Melinda (2018) suggests that highly attentive and structured leadership gives employees a strong sense of accomplishment. This research defines the meaning of achievement as an indicator of work value and concludes that leadership influences employee work value based on existing literature. Simply respecting employees and listening to them without setting specific targets is not as effective as giving them reasonable goals and proper support. In practice, performance should be the most important motivator because it encourages

Generational Differences

The Role of Attitudes and Work Values on Performance in Department of Health and Civil Registration Service of East Nusa Tenggara Province

employees to complete tasks. Employees are involved in work based on their targets. When managers encourage employees to complete targets and focus on performance, this increases employee work engagement and organizational commitment.

4. Conclusion

This study provides additional knowledge on scientific topics about work values, work attitude, and leadership style on job performance for Gen X and Gen Y by examining the behavior of each generation. This study illustrates the importance of understanding each generation in organizations at the Department of Health, Population, and Civil Registration of East Nusa Tenggara Province. The results of this study show different results for two generations, namely Gen X and Gen Y. There are similarities and differences in results for Generation X and Y. The similarity is that work values have a positive effect on work attitudes for both Gen X and Gen Y. Leadership style has a positive effect on work values; work values can mediate the influence between leadership style and work attitude in Gen X and Gen Y; Leadership style is also able to mediate between work values and job performance in Gen Work attitude has a positive effect on job performance in Gen X and has no effect on Gen Y. Leadership style has a positive effect on job performance in Gen Y and has no effect on Gen X. And finally, work attitude can mediate the influence between work value and job performance in Gen X and does not apply to Gen Y. There are several limitations in this research, namely distributing questionnaires using convenience sampling which is not able to reach all employees. Although the manager's source of evaluation reduces the bias of employees' self-evaluation of their job performance, work engagement is still based on self-evaluation. This research refers to leadership styles (i.e., supportive and directive leadership). However, there are many leadership styles besides supportive leadership and directive leadership. As a result, there may be bias in the research results.

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