

Analysis of Individual Values Perspectives of Generation X and Generation Y Employees in The Department of Transportation of The City of Palembang

Monica Niken Aprilianti¹, Trisninawati^{2*}, Annisa Rizky Utami³

^{1),2),3)} Universitas Bina Darma, Jln. Jenderal Ajmad Yani No.3, Palembang, Indonesia

trisninawati@binadarma.ac.id

*corresponding author

Article Information		Abstract
Submission date	4 February 2026	Research aim : this study examines differences in individual values between generations within the context of public sector organizations, particularly government agencies such as the Transportation Agency. Design/Method/Approach : the research method used was a quantitative approach with a survey technique using a questionnaire. The research sample consisted of employees belonging to Generation X and Generation Y. Research Finding : the results show significant differences in work values, career orientation, and work environment preferences between the two generations. Generation X tends to have high values of loyalty and stability, while Generation Y places greater emphasis on flexibility, self-development, and work-life balance. Practitioner/Policy implication : these findings have implications for human resource management in the public sector, particularly in designing management strategies that adapt to generational differences. Keywords : Individual values, Generation X, Generation Y, human resource management, public sector
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1. Introduction

Human resources are a strategic asset in organizations, including in the public sector, such as the Department of Transportation. Generational diversity within organizations creates complex dynamics in human resource management. Generation X and Generation Y have distinct value characteristics influenced by social, economic, and technological experiences [6].

Generation X is known for its high loyalty, discipline, and orientation toward job stability. In contrast, Generation Y is more adaptable to change, prioritizes work-life balance, and is oriented toward self-development [9]. These value differences can impact performance,

motivation, and organizational commitment. The changing composition of the modern workforce is dominated by the millennial generation, which has distinct work value characteristics, such as emphasizing work-life balance, meaningful work, and work flexibility.

Individual values reflect fundamental beliefs that influence a person's attitudes and behavior at work. These value differences can impact employee communication, motivation, and performance. In the context of public organizations, understanding the differences in values between generations is crucial for creating a harmonious and productive work environment.

Previous research has shown differences in work values between generations, particularly in terms of loyalty and work flexibility [4]. Furthermore, millennials tend to place greater emphasis on work-life balance than previous generations [10]. However, most research focuses on the private sector, while studies within the context of public organizations are limited.

Unlike previous research, this study specifically examines individual value dimensions such as loyalty, discipline, work-life balance, and self-development within the context of public organizations. Therefore, this study aims to analyze the differences in individual value perspectives between Generation X and Generation Y at the Transportation Agency.

Although numerous studies have been conducted on differences in work values between generations, most studies have focused on the private sector and for-profit companies. However, this study examines differences in individual values between generations within the context of public sector organizations, particularly government agencies such as the Transportation Agency, which is relatively limited. Furthermore, previous research tends to highlight general aspects such as job satisfaction and performance, but has not specifically examined individual value dimensions such as loyalty, discipline, work-life balance, and self-development comparatively across generations.

1.1. Statement of Problem

Therefore, this study attempts to fill this gap by empirically analyzing the differences in individual value perspectives between Generation X and Generation Y in the context of public organizations, so that it is hoped that it can provide theoretical and practical contributions in generation-based human resource management.

1.2. Research Objectives

This study aims to analyze the differences in individual values between generations in the context of public sector organizations, specifically in the Department of Transportation. This study offers novelty in focusing on comparative analysis of individual values between Generation X and Generation Y, which is still limited in previous literature, especially in the government sector.

2. Method

This study used a quantitative approach with a descriptive-comparative design. The study population was employees of the Transportation Agency.

The study population was all employees at the Transportation Agency. The sample was determined using a purposive sampling technique, namely employees belonging to Generation X and Generation Y. The study sample consisted of 60 respondents, consisting of 30 Generation X and 30 Generation Y respondents, using a purposive sampling technique.

The data analysis technique used an Independent Sample t-test to determine differences in individual values between generations. The research instrument used a questionnaire with a Likert scale of 1–5. Validity was tested using Pearson correlation, and reliability was tested using Cronbach's Alpha, with a value >0.70 , indicating instrument reliability.

3. Results and Discussion

Result

The results showed significant differences across all variables ($p < 0.05$). The analysis showed that:

- Generation X scored higher on loyalty, discipline, and job stability.
- Generation Y scored higher on flexibility, innovation, and work-life balance.
- There were statistically significant differences across several individual value indicators.

which can be seen in the table below:

Table 1. Result test

Variabel	Mean X	Mean Y	t count	Sig.
Loyalty	4.30	3.60	2.45	0.01
Discipline	4.20	3.70	2.30	0.02
Work-life Balance	3.50	4.40	-3.10	0.00
Self Deveploment	3.60	4.50	-3.25	0.00

Source: data processing results

Discussion

The research results show that Generation X has higher levels of loyalty and discipline than Generation Y. This aligns with previous research, which stated that Generation X is oriented toward job stability and organizational commitment [4]. Furthermore, these research findings align with previous findings that each generation has different work values influenced by their historical and social experiences.

Conversely, Generation Y demonstrated higher values for work-life balance and self-development. This finding is consistent with research showing that millennials prioritize work-life flexibility and work-life balance [10].

This difference indicates that Generation X is more oriented toward job security and long-term commitment to the organization. This aligns with their experience growing up in more unstable economic conditions. In contrast, Generation Y places greater emphasis on

work-life balance and opportunities for self-development. They tend to desire a flexible, technology-based work environment.

The results of this study are also supported by previous research presented by Kuppershmidt [2] in that employees from different generational groups have different views on life and work. Each generational group has life experiences that influence their values, preferences, and behavior when they work. This causes companies to identify differences in the values and preferences of each generation because understanding the values that exist in each generation can be used to develop, motivate, and communicate with employees from different generations [8]; [1]

The implication of these findings is the importance of organizations developing inclusive HR management strategies, such as:

- Implementing flexible work policies
- Competency-based career development programs
- Adaptive leadership approaches to generations

This demonstrates the importance of organizations developing HR policies that adapt to differences in values between generations to improve employee well-being and performance. In the context of public organizations, these differences are further complicated by the inherent rigidity of bureaucratic systems. Therefore, organizations need to develop policies that adapt to generational differences.

4. Conclusion

The results of this study conclude that there are significant differences in individual values between Generation X and Generation Y at the Transportation Agency. Generation X places greater emphasis on loyalty and job stability, while Generation Y places greater emphasis on flexibility and self-development.

The differences in individual value perspectives between Generation X and Generation Y employees at the Palembang City Transportation Agency reflect two distinct approaches to human resource management. It is understood that further research should include the variable of creativity, as this suggests that there will be a shift in the human resources workforce within organizations, with Generation Z becoming the dominant workforce.

This study makes an important contribution to the development of generation-based human resource management literature, particularly in the context of public sector organizations in Indonesia. Furthermore, it demonstrates the importance of organizations developing HR policies that adapt to differences in values between generations to improve employee well-being and performance.

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