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THE DIFFERENCE IN QUALITIES OF SELF LEADERSHIP AND WORK-LIFE BALANCE BETWEEN GENERATION X AND GENERATION Y

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ABSTRACT

The purpose of this study is to determine whether there is a difference between generation X and generation Y in terms of the qualities of self leadership and work life balance at PT. C so that it can be a reference for the Human Capital Management Department in managing its employees in order to improve employee work performance. The independent variables examined were the qualities of self leadership (X1) and work-life balance (X2), while the dependent variables studied were employees of generation X (Y1) and generation Y (Y2). The analytical tool used is descriptive statistical analysis. The survey was conducted on 90 employees of PT. C from Generation X and Generation Y. The results showed that there is a significant difference in the qualities of self leadership and work-life balance between generation X and generation Y.

Keywords : Qualities of Self Leadership, Work-Life Balance, Generation X, Generation Y

Introduction

The presence of different generations in a work environment is a problem that always arises in the development of human resources. In the course of time, problems in having different generations will be greater. The higher the age variation of employees will certainly lead to the phenomenon of multigenerational labor in the company. According to the results of a survey conducted by Service (2011) in Husna & Adi (2014), it can be seen that the grouping of generations of employees in the working world is currently dominated by generation X and generation Y. The difference in generation can be a source of strength and opportunity because differences in generation X and generation Y that are well understood by companies are expected to create a healthy harmony that results in a joint effort between generation X and generation Y. However, the difference in generation can also be a potential problem because of two things; first, lack of company knowledge about the strengths and weaknesses of generation X and generation Y (Tolbize, 2008), and secondly, companies tend to treat generation X and generation Y equally (Cogin, 2012 in Meydiana.dkk, 2018).

One of the factors that enables a leader to maintain the quality of self-leadership is to maintain the balance of life and work (work-life balance) (Chalef, 2009 in Hossain, 2015), while Fisher, Bulger, & Smith (2009) explain that when work has intervened or interfered with personal life, the work-life balance of the employee can be disrupted. The leader of the company is expected to be able to help employees achieve work-life balance, because a leader is the control holder in terms of regulating and compiling regulations regarding the rights and obligations of his/her employees. Therefore, a company leader needs to think about and pay close attention to his/her quality as a leader to run the company so that employees can achieve work-life balance (Utami & Fajrianti, 2017).

Generation X and Generation Y have different working styles and priorities in life based on the history/collective memory formed based on the era of the birth year of each generation (Avianti & Kartika, 2017). The difference in work style can be measured in the quality of self leadership in generation X and generation Y. The meaning of “qualities of self leadership” is a measure of the good and bad of the process of influencing and directing employees to do the work assigned to them (Feigenbaum, 2007). In addition, differences in priorities in life between generation X and Y can be measured using the application of work-life balance in generation X and generation Y. According to Sigh and Khanna (2011) in Purwati (2016), work-life balance is a concept of balance priority setting

right between work (career/ambition) and life (family, personal happiness (hobbies), and spiritual life), so basically work-life balance is a balanced state of the two demands between life (hobbies, family, and spiritual life) and work.

This study was conducted at PT. C which is a developer company in West Surabaya whose business field is selling property such as houses, shophouses, and apartments as well as after-sales services by carrying out maintenance and management of independent cities. Employees at PT. C are dominated by employees of generation X and generation Y. Baby Boomers generation at PT. C will retire soon and it is estimated that by 2024 all generations of Baby Boomers will retire. Therefore, in this study we will focus on studying the generations that dominate PT.C, namely generation X and generation Y. Status of employees at PT. C is divided into 2 categories, namely shift employees and non-shift employees. Shift employees do not occupy positions as leaders thus in this study the limitation of the study was only limited to non-shift employees with positions as coordinators, division heads and managers.

The presence of different generations raises problems, especially for companies with employees of more than 100 employees. This problem is the main focus of the company because employees are the motor to run the company's system. PT.C has problems regarding the differences in the qualities of self leadership between generation X and generation Y which are linear with differences in the application of work-life balance between generation X and generation Y in PT.C which is influenced by leadership qualities that differ between leaders in generation X and generation Y. Therefore, the researcher took the title: The Difference in Qualities of Self Leadership and Work-Life Balance between Generation X and Generation Y.

Research Methods

This is a quantitative research and is descriptive in nature. This study will use an average comparison that aims to find the difference in the qualities of self leadership and work- life balance between generation X and generation Y. In this study, questions about qualities of self leadership and work-life balance will be given to generation X and generation Y who hold positions as coordinators, division heads and manager. The classification of generation X and generation Y employees adopts Shahreza's (2017) approach, i.e. generation X employees are employees born between 1965 and 1976 while generation Y employees are employees born between 1977 and 1998.

The study was conducted on 90 employees from a total population of 115 employees. The number of samples is obtained from calculations using the Slovin formula so that the number of samples can be deemed representative. This sampling is divided based on position by sample distribution according to the stratified sampling method based on the position at PT.

C. As for data distribution, namely for generation X, the sample will be taken from 25 coordinators, 10 division heads and 3 managers, while for generation Y, 38 coordinators, 12 division heads, and 2 managers. In this study, validity, reliability, outliers, KMO, and data normality are tested. For manova assumption test, box's M and Levene will be tested, and then the differences in manova will be tested by using multivariate test and test of between-subjects effect.

Results and Discussion

Results

SPSS is used for data analysis and the results obtained from the Manova difference test are as follows:

1. Multivariate Test

Table 1 Multivariate Test

Multivariate Tests ^a						
Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.994	6505.496 ^b	2.000	85.000	.000
	Wilks' Lambda	.006	6505.496 ^b	2.000	85.000	.000
	Hotelling's Trace	153.071	6505.496 ^b	2.000	85.000	.000
	Roy's Largest Root	153.071	6505.496 ^b	2.000	85.000	.000
Generasi	Pillai's Trace	.352	23.075 ^b	2.000	85.000	.000

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Wilks' Lambda	.648	23.075 ^b	2.000	85.000	.000
Hotelling's Trace	.543	23.075 ^b	2.000	85.000	.000
Roy's Largest Root	.543	23.075 ^b	2.000	85.000	.000

Source : Data processed by SPSS

The analysis for Table 1 of the Wilks' Lambda Multivariate test is as follows:

- Table 1 shows that the independent variables, namely qualities of self leadership and work- life balance, have Wilks' Lambda significance value of 0,000. This shows a significant difference between the two independent variables.
2. Test of Between-Subjects Effect

Table 2 Test of Between-Subjects Effects

Tests of Between-Subjects Effects						
Source		Type III Sum of Squares	d f	Mean Square	F	Sig.
Corrected Model	Rata_QL S	1.199 ^a	1	1.199	6.483	.013
	Rata_WL B	5.190 ^b	1	5.190	32.236	.000
Intercept	Rata_QL S	1396.647	1	1396.647	7553.892	.000
	Rata_WL B	1340.585	1	1340.585	8327.338	.000
Generasi	Rata_QL S	1.199	1	1.199	6.483	.013
	Rata_WL B	5.190	1	5.190	32.236	.000
Error	Rata_QL S	15.901	86	.185		
	Rata_WL B	13.845	86	.161		
Total	Rata_QL S	1428.862	88			
	Rata_WL B	1408.297	88			
Corrected Total	Rata_QL S	17.099	87			
	Rata_WL B	19.034	87			
a. R Squared = .070 (Adjusted R Squared = .059)						
b. R Squared = .273 (Adjusted R Squared = .264)						

Source: Data processed by SPSS

The explanation of Table 2 for the Test of Between-Subjects Effects is as follows:

- The results of the Test of Between-Subjects Effects from the Qualities of Self-Leadership variable in Table 2 show a significance value of 0.013. This means that in this study, there is a significant difference in both generation X and generation Y dependent variables.
- The results of the Test of Between-Subjects Effects of Work-Life Balance variable in Table 2 show

a significance value of 0,000. This means that in this study, there is a significant difference in both generation X and generation Y dependent variables.

Discussion

1. Perception of Qualities of Self Leadership between generation X and generation Y

The results of the study using the Manova test show that the research variable, Qualities of Self Leadership (X1), has a significance value of 0.013 in the Test of between-subjects effect. This means that the significance value is below 0.05 which indicates that there is a difference between the two dependent variables. This result indicates that the hypothesis is accepted that there is a difference in the qualities of self leadership between generation X and generation Y at PT.C.

- The result of this hypothesis is in accordance with Egbert & Pérez-Mercader (2016) in Ambarwati (2018) which states that generation Y and generation X have different qualities of self leadership. The following are the average values of the difference in the qualities of self leadership between generation X and generation Y according to the results of the research:

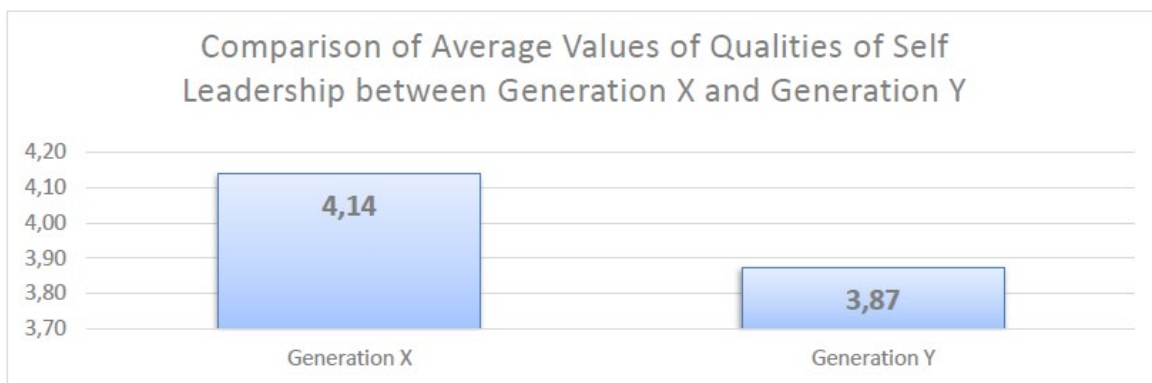


Figure 1 Comparison of Average Values of Qualities of Self Leadership between Generation X and Generation Y

From Figure 1, it can be analyzed that generation X dominates indicators of leadership quality measures. It can be concluded that the leadership of Generation X still adheres to a hierarchical structure on the quality of its leadership (Prasetyanti, 2017). There are many aspects that are considered by the leaders of generation X to meet leadership quality standards, where the target is not the main focus of a generation X leader. Generation X considers factors that support the achievement of targets such as integrity, creating innovation, adhering to the applicable work rules, supporting employees to provide advice, supporting employees to create ideas, taking full responsibility, overcoming issues well, and giving awards/praise to outstanding subordinates. Leaders in generation X are more focused on the process of achieving targets.

The leaders of Generation Y generally adhere to idealistic and ambitious leadership qualities. To reach their goals, generation Y is very earnest (Ergo, 2018), hence target-oriented work is one of the main focuses on the generation Y leaders who work a lot individually. This is consistent with the data, namely that generation Y generally has a clear vision. According to the data, generation Y generally values the originality of work because generation Y is a competitive and open generation (Egbert & Pérez-Mercader, 2016). Generation Y leaders are more focused on goals and do not prioritize the process of achieving these goals.

2. Perception of Work-Life Balance between Generation X and Generation Y

The results of the study using the Manova test show that the research variable, Work- Life Balance (X2), has a significance value of 0.000 in the Test of between-subjects effect. This means that the significance value is below 0.05 which indicates that there is a difference between the two dependent variables. This result indicates that the hypothesis is accepted that there is a difference in the work-life balance between generation X and generation Y at PT.C. This is in accordance with Otken's theory (2013) which states that generation Y is a generation that prioritizes work-life balance, compared to generation X.

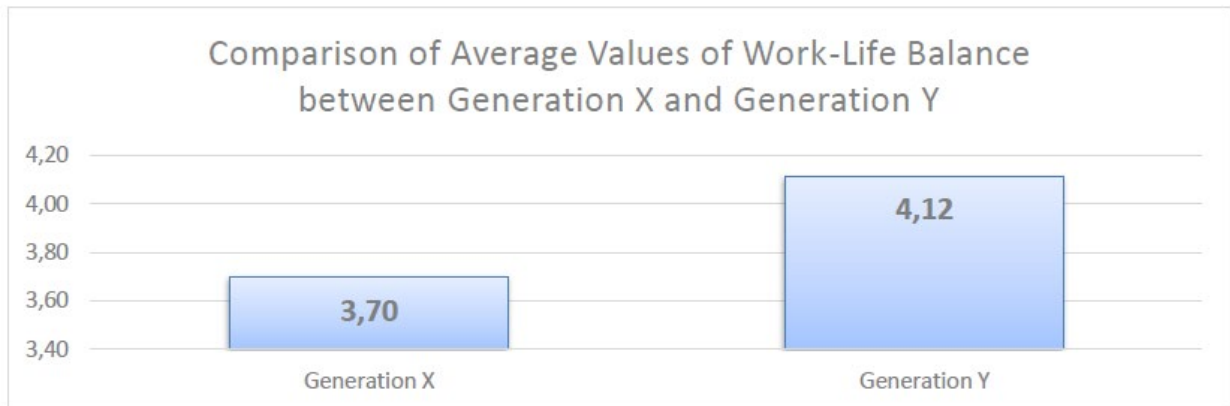


Figure 2 Comparison of Average Values of Work-Life Balance between Generation X and Generation Y

After analyzing Figure 2, it can be concluded that generation Y has a better work life balance than generation X. This can be seen from the total value of the average assessment of the Y work life balance indicator which has an average value above generation X. This indicates that generation Y has a work-life balance that is better than generation X and this is in accordance with Otken (2013) theory which states that generation Y is a generation that prioritizes work-life balance while work-life balance of generation X is still below generation Y.

The managerial implication of the result for companies are :

Table 3 Managerial Implementation for Generation X Employees on the Quality of Self Leadership Variable

Before Research	After Research
Generation X leader has not created innovations for the company's business	Generation X Leader is able to develop innovations for the company's business
Generation X leader is not yet target oriented	Generation X leader is able to focus on target oriented
Generation X leader has not yet had self-confidence with a clear vision and become a role model	Generation X leader is expected to increase self-confidence and develop clear visions thus they can be a role model
Generation X leader has not yet supported the original idea by not imitating the other's work	Generation X leader is expected to support original ideas and not to copy the other's work
Generation X leader has not yet released and supported their subordinates to create creative and developed ideas	Generation X leader is able to support their subordinates to create creative and developed ideas

Source: Data processed (2019)

Table 4 Managerial Implementation of Generation Y Employees on Quality of Self Leadership

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Before Research	After Research
Generation Y leader has not yet created innovations for the company's business	Generation Y Leader is able to develop innovations for the company's business
Generation Y leader has not yet provided an opportunity for their subordinates to be able to provide suggestion/input	Generation Y leader is able to provide an opportunity for their subordinates to provide suggestion/input
Generation Y leader has not yet released and supported their subordinates to create creative and developed ideas	Generation Y leader is able to release and support their subordinates to create creative and developed ideas
Generation Y leader has not yet taken full responsibility of their team's failure, regardless where the mistake comes form	Generation Y leader is able to take full responsibility of their team's failure, regardless where the mistake comes form
Generation Y leader is not yet able to go through obstacles by providing the best results	Generation Y leader is able to go through obstacles by providing the best results

Source: Data processed (2019)

Table 5 Managerial Implementation for Generation X Employees on Work Life Balance Variable

Before Research	After Research
Generation X employees in PT.C work more than 40 hours per week	Generation X employees are expected to work no more than 40 hours per week, and if it exceeds 40 hours per week, employees who work overtime are not permitted to exceed 14 hours per week due to the working effectiveness after 14 hours overtime has decreased
Generation X employees in PT.C work overtime more than 14 hours per week	
Generation X employees' decision making at work is influenced by their personal life	Generation X employees' decision making should not be influenced by their personal lives, because if their family life is not in a good condition it will impact on their decision making at work. The company through Human Capital Management should give them a training in order to be able to separate interest between their personal life and their decision making at work

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<p>Personal life of generation X influences the division of their workload</p>	<p>Personal life of generation X should not affect the workload division, generation X should be able to distinguish the interests of their personal life and workload division of their employees. Leader of generation X employees should monitor the division of workload thus if there is an influence of workload division due to personal life factors, leader of generation X can anticipate these conditions, and those employees, by Human Capital Management can be given direction/training in order not to include their personal life problems into workload division.</p>
<p>Spiritual activities of generation X affects their working performance</p>	<p>Spiritual activities should not affect working performance, because if the spiritual activities are not carried out properly, it will impact on working performance. The company should respect generation X employees in carrying out their spiritual activities thus employees can equally divide their spiritual and working activities in order not to affect their working performance.</p>
<p>The knowledge and training obtained by generation X employees from the company is beneficial for their personal life</p>	<p>Knowledge and training obtained by generation X in the company should not have an effect and give a benefit on their personal life because personal life will depend on knowledge and training from the company that should not be related. The company through Human Capital Management should periodically provide limitation on the knowledge and training provided to employees in order not to be</p>

	used for their personal interest leading to fraud due to violations of the company's code of conduct if the knowledge and training obtained is used for their personal interest.
Knowledge and training obtained by generation X employees from the company can be beneficial for their family life	The knowledge and training obtained by generation X from the company should not have an effect and give benefits to their family because family life will depend on knowledge and training in the company that should not be related. The company through the leader of generation Y and Human Capital Management should periodically provide limitation on the knowledge and training provided to employees in order not to be used for their family life benefit that can lead to fraud due to violations of the company's code of ethics if the knowledge and training obtained is used for their family benefit.

Source: Data processed (2019)

Table 6 Managerial Implementation for Generation Y Employees on Work Life Balance Variable

Before Research	After Research
Generation Y employees in PT.C work more than 40 hours per week	Generation Y employees are expected to work no more than 40 hours per week, and if it is more than 40 hours per week, employees are not permitted to work overtime more than 14 hours per week
Generation Y employees in PT.C work overtime more than 14 hours a week	Because the working effectiveness after 14 hours overtime will decrease

<p>Social life of generation Y employees affects their working performance in PT. C</p>	<p>Social life should not affect working performance, because if social life is not in a good condition, it gives impact on working performance. Therefore generation Y employees should get training from the company through Human Capital Management, it is expected that they are able to differentiate and make a balance portion for both their social and working life.</p>
<p>Family life of generation Y employees affects working performance</p>	<p>Family life should not affect working performance, because if family life is not in a good condition, it gives impact on working performance. Therefore generation Y employees should get training from the company through Human Capital Management, it is expected that they are able to differentiate and make a balance portion for both their family and working life.</p>
<p>Spiritual activities of generation Y employee affect working performance.</p>	<p>Spiritual activities should not affect working performance, because if the spiritual activities are not done properly, it will impact on the working performance. The company should respect the generation Y employees in carrying out their spiritual activities thus they can divide their spiritual and working activities equally in order not to affect working performance.</p>

<p>Knowledge and training given to generation Y in the company are beneficial for their personal life.</p>	<p>Knowledge and training from the company should not affect and give a benefit on personal life because personal life will depend on knowledge and training in the company that should not be related. The company through Human Capital Management and leader of generation Y should periodically provide limitation on the knowledge and training provided to employees in order not to be used for personal interest leading to fraud due to violations of the company's code of ethics if the knowledge and training obtained is used for their personal benefit.</p>
<p>Knowledge and training obtained by generation Y employees in the company can be beneficial for their family life</p>	<p>The knowledge and training obtained by generation Y from the company should not have an effect and give benefits to the family because family life will depend on knowledge and training in the company that should not be related. The company through the leader of generation Y and Human Capital Management should periodically provide limitation on the knowledge and training provided to employees in order not to be used for their family life benefit that can lead to fraud due to violations of the company's code of ethics if the knowledge and training obtained is used for their family benefit</p>

Source: Data processed (2019)

Conclusions and Recommendations

1. Conclusions

The conclusion will answer a number of questions in the problem statement, including :

1. There is a difference in Qualities of Self Leadership between generation X and generation Y. This can be seen from the significance value of 0.013 in the Test of between-subjects effect which means that the significance value is below 0.05 which indicates that there is a difference between the two dependent variables.
2. There is a difference in Work-Life Balance between generation X and generation Y. This can be seen from the significance value of 0.000 in the Test of between-subjects effect which means that the significance value is below 0.05 which indicates that there is a difference between the two dependent variables.

2. Recommendations

In further research, other variables which influence the qualities of self leadership and work-life balance in generation X and generation Y at PT. C in the positions of coordinators, division heads and managers should be expanded. Research on the qualities of self leadership and work-life balance in generation X and generation Y at PT. C in the positions of coordinators, division heads and managers is expected to be a helpful and useful reference for the Human Capital Management (HCM) at PT. C in an effort to improve the quality of employee work performance.

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