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Original Article

Strategy for Managing Generational Differences in The National Police (Polri)

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Abstract

This article aims to understand generational differences within the Indonesian National Police (Polri), focusing on work values, communication styles, leadership expectations, technological adaptability, and organizational culture. Using a systematic literature review method, this study identifies unique generational traits of Baby Boomers, Generation X, Generation Y (Millennials), and Generation Z that impact workplace dynamics and collaboration within Polri's hierarchical structure. The findings reveal that older generations tend to value stability, a strong hierarchy, and directive leadership, while younger generations prioritize flexibility, participatory decision-making, and digital technology. These differences pose challenges to team cohesion but also present opportunities for innovation and enhanced collaboration. To create a harmonious and productive work environment, Polri is recommended to adopt strategies such as hybrid leadership models, cross-generational mentoring programs, and tailored digital training. These efforts are expected to build an inclusive and adaptive organizational culture, enabling Polri to better meet modern law enforcement challenges.

Keywords: Generational Differences, Intergenerational Collaboration, Polri, Technological Adaptation, Values, Work Culture, Leadership

1. Introduction

The Indonesian National Police (Polri) plays a crucial role in maintaining public order, ensuring security, and protecting the rights of citizens throughout Indonesia. As the frontline of law enforcement, Polri is responsible for creating a safe and peaceful environment for the community while upholding the law and prevailing social norms. In carrying out its mission, Polri not only faces physical threats in the field, such as crime and security disturbances, but also social and technological challenges that continue to evolve. Technological advancements and rapid social changes compel this institution to continuously adapt and develop work approaches that align with the demands of the times.

Polri, as an institution with a strict hierarchical structure, demands discipline, loyalty, and adherence to rules from each of its members. This hierarchical structure is essential for maintaining the chain of command and ensuring consistency in decision-making. However, in such a highly structured environment, effective collaboration among members, especially those from different generational backgrounds, becomes increasingly crucial (Zulkarnain, 2022). Amid rapid digital transformation, Polri faces challenges not only in adopting new technologies but also in ensuring that these technologies are accepted and effectively utilized by members from various generations. This cross-generational integration is increasingly important as each generation has different responses to change and team work approaches.

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Generational differences bring unique perspectives on technology, leadership, and communication that, if not managed well, can hinder collaboration and impact Polri's effectiveness in serving the community. Furthermore, each generation tends to have different expectations regarding leadership, work flexibility, and communication styles. Here, effective managerial roles are crucial to embrace these differences, ensuring that every member, regardless of generation, can optimally contribute to the team (Bencsik et al., 2016).

Essentially, each generation introduces different perspectives, values, and expectations within the organization, ultimately influencing communication, adaptability, and teamwork (Bencsik et al., 2016). Currently, there are four main generations working together in the Polri environment: Baby Boomers, Generation X, Generation Y (Millennials), and Generation Z. Each generation is shaped by different social, economic, and technological contexts, resulting in varying views on work, hierarchy, and innovation (Gursoy et al., 2013). The characteristics of these generations also shape how they respond to work situations and prioritize values in carrying out their duties.

For instance, Baby Boomers, born between 1946 and 1964, are known for valuing loyalty and stability in the workplace. Formed in an era that emphasized long-term commitment, this generation tends to have a strong work ethic and a deep respect for hierarchical structures (Kapoor & Solomon, 2011). This respect for hierarchy is often reflected in their preference for following rules and instructions from superiors, which they view as a form of loyalty to the organization. However, their preference for stability and adherence to established norms sometimes makes them less adaptable to sudden changes or the adoption of new technologies.

In contrast, Generation X, born between 1965 and 1980, brings a different perspective to work and organizational culture (Wiley, 2020). This generation tends to be more independent and adaptive, with a pragmatic outlook and a strong emphasis on work-life balance. Growing up during significant social and economic changes, they developed a flexible mindset and a high tolerance for uncertainty. Generation X values efficiency in work but also prioritizes time outside of work, which can sometimes conflict with the intensive demands of police work (Gursoy et al., 2013). Within Polri, Generation X often serves as a bridge between older and younger generations, as they tend to understand and relate well to both.

Generation Y, or Millennials, born between 1981 and 1996, are heavily influenced by digital technological advancements, which shape their approach to work (Wiley, 2020). Known for their collaborative nature, technological literacy, and openness to innovation, Millennials tend to seek meaning in their work and prefer inclusive and participatory management styles (Bencsik et al., 2016). However, they may face challenges in adapting to formal rules and rigid hierarchies within Polri, which can feel restrictive to their creative tendencies. Millennials generally have high expectations for opportunities to make meaningful contributions and participate in decision-making processes. Although they are generally flexible and team-oriented, they may struggle in environments dominated by strict hierarchies and directive approaches (Mashuri, 2019).

On the other hand, Generation Z, the newest generation in the workforce born after 1997, has higher expectations for flexibility and technology integration compared to previous generations. Growing up in an era highly integrated with digital technology, they are very adept at adapting to digital innovations (Golose, 2018). Within Polri, Generation Z may be very receptive to technological advancements such as e-ticketing and digital information systems. However, they also value work flexibility and may find strict hierarchical structures challenging. Accustomed to a more flexible work culture, they often seek egalitarian relationships with peers and superiors. This presents unique challenges for Polri in designing

managerial approaches that balance the flexibility and inclusivity desired by Generation Z with the principles of discipline and adherence to formal regulations that are essential in policing.

Each generation brings unique perspectives to Polri, with these differing values serving as both strengths and challenges in fostering effective and adaptive collaboration within a highly organized police environment. The generational diversity offers a broader approach to tasks, problem-solving, and innovation. Older generations, such as Baby Boomers and Generation X, contribute experience, stability, and loyalty—qualities that are crucial in managing emergency situations and maintaining compliance with formal procedures. Meanwhile, Generations Y and Z bring fresh perspectives, openness to innovation, and technological proficiency that can enhance Polri's readiness to face digital developments and the rapid demands of public service in modern society.

Generational diversity within the Indonesian National Police (Polri) presents its own challenges. Differences in attitudes toward hierarchy, work flexibility, and intergenerational communication can trigger internal conflicts if not managed well. In a structure that emphasizes discipline and a strict chain of command, these varying viewpoints can affect team efficiency and alignment with organizational goals. Therefore, Polri's ability to manage these generational differences is crucial to ensure that each generation can contribute maximally without neglecting the core values of policing. Through inclusive and adaptive managerial approaches, Polri can optimize the strengths of each generation to build a dynamic, innovative, and resilient work environment in facing future challenges.

A study by Duron (2018) indicates that generational differences in organizations with strict hierarchical structures, such as the police, can complicate collaboration and slow down the adoption of digital innovations. In the context of policing, which heavily relies on teamwork and adherence to procedures, differing values and perspectives among generations can hinder workflow. Duron explains that the varying views on work from each generation influence team effectiveness and adaptability to change. For example, older generations tend to value loyalty and stability, while younger generations emphasize innovation and efficiency. If these intergenerational dynamics are not managed well, conflicts or tensions may arise, potentially hindering cross-team collaboration, weakening trust, and reducing individual motivation.

In the world of policing, younger generations are usually more prepared to adopt digitalization and modernization in daily work procedures, while older generations may feel more comfortable with conventional methods. For instance, Generation Z is more readily accepting of technology for communication and reporting, while Baby Boomers and some members of Generation X, who are accustomed to traditional approaches, may take longer to adapt (Duron, 2018). These differences can slow down the implementation of innovations, such as e-ticketing systems or digital data management, if the organization does not consider the varying technological readiness among generations. In the long run, this gap can hinder the organization's ability to meet the increasing public demand for transparent and accessible police services.

Moreover, cross-generational communication preferences become a crucial factor in creating a productive work dynamic. Baby Boomers and Generation X tend to prefer formal face-to-face communication and view direct interaction as a way to strengthen work relationships. In contrast, Generations Y and Z, who grew up with digital communication technology, are more comfortable with digital and informal communication, such as through email or messaging apps (Bencsik et al., 2016; Kapoor & Solomon, 2011). If these communication preference differences are not managed well, they can hinder teamwork, especially in environments that require high coordination, such as in policing.

Misunderstandings, feelings of being misunderstood, and distrust among generations in teams can arise from these differences.

In Polri, generational differences also shape perspectives on authority and hierarchy. Baby Boomers and some members of Generation X are more supportive of clear hierarchical structures and respect authority, viewing discipline and adherence to superiors' instructions as essential elements in maintaining organizational integrity. In contrast, Millennials and Generation Z prefer egalitarian and participatory work relationships, where every member has a voice in the decision-making process (Duron, 2018). In a highly structured organization like Polri, these differing expectations can trigger conflicts if generational preferences regarding leadership and work structure are not aligned. Without proper management, these differences can create tensions that disrupt team synergy.

Additionally, differences in technological capabilities and preferences among generations also pose challenges, especially with the increasing efforts toward digitalization in Polri's work procedures, such as the implementation of e-ticketing and the Integrated Information Management System (SPIT). Younger generations, such as Millennials and Generation Z, are usually more adaptable to technology because they have been accustomed to digital devices from an early age. They tend to be more open to new tools, applications, and technologies that support their work. In contrast, Baby Boomers and some members of Generation X may require more time to adjust to technological developments (Golose, 2018; Meliala, 2001). For older members, adopting new technology can be challenging, especially if they feel less proficient in the necessary skills. As a result, the implementation of digital systems in Polri's daily operations may slow down if adequate training and support are not provided.

If these intergenerational adaptability differences are not addressed, the modernization process within Polri could be disrupted, ultimately impacting operational effectiveness. Delays in technology adoption among some members can slow down responses to public expectations for transparent, fast, and efficient services. A slow modernization process can also affect Polri's image in the eyes of the public, as the organization may be perceived as lagging behind societal developments. In the long run, this can reduce public trust in Polri and diminish the effectiveness of their services.

Duron (2018) also mentions that generational differences in views on professionalism and work ethic have significant impacts within the police force. For Baby Boomers, professionalism is often equated with loyalty, diligence, and a willingness to follow rules without much questioning. They associate professionalism with serious and dedicated task execution. In contrast, Generation Z may define professionalism as efficiency, flexibility, and the ability to adapt quickly to change. Meanwhile, Millennials seek meaning in their work, viewing professionalism as a blend of collaboration, creativity, and personal development. They value work environments that encourage idea sharing and innovation.

Within Polri, these differing views on professionalism can influence how each generation performs their duties and interacts with colleagues. If one generation feels that its professional values are not appreciated or misunderstood by another generation, this can trigger job dissatisfaction and tension within the team. In a policing world that requires synergy and strict adherence to procedures, these differences in perceptions of professionalism can lead to friction among team members, ultimately hindering the achievement of common goals.

This topic warrants further research, as generational diversity within the police force not only brings different work values but also influences how each member adapts to technology, completes tasks, and responds to changes. Each generation has unique preferences and work

styles that affect their approaches to tasks and challenges in the field. For example, older generations may value established procedures and more conservative methods, while younger generations tend to be open to newer, more efficient, and technology-based approaches. As Polri strives to adopt new technologies—such as digitizing work procedures and implementing technology-based management systems—these intergenerational differences can become obstacles if not managed well (Zulkarnain, 2022).

Generational diversity in the police force also significantly affects flexibility in task execution. Members from various generations may have different tolerance levels for changes in procedures or the implementation of new technologies. For instance, older generations may take longer to understand and master new technologies, preferring the stability of established procedures. In contrast, younger generations, especially Generation Z, are quicker to adopt technology and tend to adapt more easily to changes. If these differences are not managed strategically, mismatched work rhythms may arise, reducing efficiency in achieving optimal performance. In the long run, a lack of understanding of intergenerational dynamics could negatively impact organizational performance and hinder Polri's modernization efforts.

Amid the dynamic developments in society, public expectations of Polri are also increasing, especially regarding quick responses, transparency, and innovation in public services. The younger generation, which now dominates public service users, expects services that are fast, easily accessible, and digitally integrated. This places pressure on Polri to meet these demands by adopting new technologies and developing more responsive work processes. However, if generational differences within the organization are not managed wisely, these challenges can hinder innovation and reduce the effectiveness of cross-team collaboration. Without the right strategy, Polri risks experiencing internal divisions, where some members may feel unprepared or even reluctant to engage in proposed changes. This gap could disrupt the implementation of technology and other innovative processes, ultimately affecting public perception of Polri's ability to adapt and provide services (Zulkarnain, 2022).

A deep understanding of intergenerational dynamics in the police work environment is crucial for creating an inclusive and adaptive work environment. An inclusive environment not only values the different perspectives and experiences brought by each generation but also creates an atmosphere where every member feels supported and empowered to contribute according to their strengths. By recognizing and leveraging the unique qualities of each generation, Polri can enhance efficiency and productivity in task execution while building a work culture that is open to change. Additionally, an adaptive work environment enables Polri to proactively face challenges arising from generational differences, turning them into opportunities to strengthen the organization in facing future challenges. This approach will not only support the achievement of Polri's operational goals but also contribute to creating a more responsive and modern police institution in serving the community.

The main objective of this article is to identify and categorize the generations present in the Indonesian National Police, analyze the characteristics, values, and unique approaches of each generation, review how these generational differences affect organizational culture and performance, and explore strategies to leverage generational diversity to enhance police effectiveness in Indonesia. By achieving this objective, this article aims to provide valuable insights into managing generational differences, encouraging inclusive technology adoption, and promoting harmonious cross-generational collaboration in the complex police environment. With the right approach, Polri can view generational diversity as a strength, moving towards an inclusive and progressive vision where all generations optimally contribute to shaping a modern, efficient, and responsive organization to contemporary challenges.

2. Literature Review

2.1. Generational Theory in the Workplace

Generational theory provides an important framework for understanding how social, economic, and technological factors shape the values, work preferences, and attitudes of each generation in the workplace. Each generation brings unique characteristics that significantly impact workplace dynamics, especially in highly structured environments such as law enforcement, where hierarchy and discipline are heavily emphasized. According to Schroth (2019), the differing work values and behaviors of each generation influence their expectations, communication preferences, and ability to adapt to change. This is particularly evident in structured organizations like the Indonesian National Police (Polri), where maintaining a harmonious work environment requires a good understanding and management of generational differences. Cross-generational collaboration in Polri can be challenging, given the hierarchical nature and rigid structure of law enforcement, which may not align with the expectations of younger generations (Duron, 2018; Samual & Kasim, 2020; Wiley, 2020).

Understanding the context that shapes each generation is key to appreciating their work styles and views on authority. For example, Baby Boomers, who grew up during a time of stability and economic growth, developed values of loyalty, diligence, and respect for hierarchy (Cogin, 2012). Generation X, shaped by economic crises and rising individualism, has a more pragmatic and independent approach to work, balancing loyalty with the need for work-life balance (Gursoy et al., 2013). Millennials, or Generation Y, are heavily influenced by technological advancements and prioritize personal development, flexibility, and collaborative work environments (Bencsik et al., 2016). Meanwhile, Generation Z, growing up in a digital era with high social awareness, demonstrates strong adaptability to technology and expects work environments that reflect their values of inclusivity and innovation (Schroth, 2019).

These intergenerational differences are highly relevant in hierarchical institutions like Polri, where adherence to structured protocols and a clear chain of command is key to operational efficiency. Golose (2018) notes that this rigid framework can conflict with the expectations of younger generations, particularly Millennials and Generation Z, who may find it challenging to align their need for flexibility with the strict demands of the Polri organization. Therefore, understanding these generational dynamics and the challenges that may arise is crucial for creating effective cross-generational collaboration in Polri. This will ensure that all members, regardless of generation, feel valued and supported in their roles.

2.2. Differences in Values and Work Ethics Among Generations

Generational differences in values and work ethics play a significant role in shaping workplace dynamics, motivation, and collaboration within an organization. Baby Boomers, for instance, are known for their loyalty, stability, and strong dedication to a robust work ethic. They typically view work as a lifelong commitment and tend to change roles or organizations infrequently. Shaped by economic prosperity and stable social structures, this generation prioritizes job security and is willing to make personal sacrifices for the success of the organization (Kapoor & Solomon, 2011). Their traditional work values align well with hierarchical institutions like Polri, where loyalty and adherence to rules are foundational.

In contrast, Generation X, which grew up during periods of economic fluctuation and social change, has a different perspective on work. They value efficiency, flexibility, and a balance between work and personal life. This generation emphasizes independence and adaptability, viewing work as a means for personal and professional development without sacrificing their personal lives (Gursoy et al., 2013). This pragmatic attitude enables

Generation X to adapt well in both traditional and modern work environments, making them effective intermediaries between Baby Boomers and younger generations in terms of organizational values and ethics (Cogin, 2012).

Millennials (Generation Y) and Generation Z exhibit a more flexible and goal-oriented approach to work. They emphasize opportunities for growth, innovation, and finding meaning in their roles. Shaped by rapid technological advancements and a cultural shift towards individualism and social responsibility, Millennials often prioritize career fulfillment and seek roles that offer meaning and development over traditional job security (Bencsik et al., 2016). This orientation sometimes clashes with organizations like Polri, where strict protocols and traditional hierarchies do not always provide the flexibility and creativity that Millennials expect (Duron, 2018).

Generation Z, the newest generation in the workforce, places a strong emphasis on flexibility and digital engagement. Growing up in a fully digital world, they quickly adapt to new technologies, prioritize inclusivity, and prefer organizations that align with their personal values, such as innovation and work-life balance. Kinger & Kumar (2023) note that the values of Generation Z are well-aligned with modern organizational cultures that emphasize adaptability and continuous learning. However, their preference for fast-paced, technology-driven work environments may sometimes conflict with the structured, rule-based culture of Polri, potentially creating challenges in integrating their work values.

Duron (2018) conducted a study on intergenerational work values in police organizations, revealing that these differences in ethics and motivation impact performance and teamwork. Duron found that Millennials, for example, prioritize roles that offer personal growth and flexibility while placing less emphasis on traditional authority structures. This attitude sometimes clashes with the Baby Boomers' values, which lean more towards strict adherence to protocols. Similarly, Generation Z's preference for inclusive and adaptive work environments can create tension with older generations in Polri, who may view this flexibility as conflicting with the discipline required in policing (Mulyanti, 2021). Thus, these differences in values and work ethics among generations highlight the importance of organizational strategies that can bridge these gaps to create a cohesive work environment in Polri despite differing generational expectations.

2.3. Differences in Communication and Collaboration Styles Among Generations

Differences in communication styles in a multigenerational workplace present significant challenge, especially in organizations like Polri, where effective communication is essential for maintaining discipline and coordination. Baby Boomers and Generation X, who grew up before the digital era, generally prefer direct and formal communication. They tend to prioritize face-to-face interactions as a way to build trust and strong professional relationships (Kapoor & Solomon, 2011). This preference aligns with traditional police norms, where face-to-face communication has historically been central to team coordination and information dissemination (Golose, 2018).

In contrast, Millennials and Generation Z, who grew up during the digital revolution, are more comfortable with informal digital communication methods, such as email, instant messaging, and social media. These generations value efficiency and closeness in communication, often viewing formality as an unnecessary barrier to direct engagement (Schroth, 2019). In organizations like Polri, which implement formal communication protocols, the younger generations' preference for a more informal communication style can lead to misunderstandings and even hinder team cohesion (Samual & Kasim, 2020).

Research by Bencsik et al. (2016) indicates that differences in communication preferences among generations can lead to misunderstandings and reduce team effectiveness, especially in situations requiring high coordination. In policing, where precise communication is crucial for responses in routine and emergency situations, these differences can disrupt operational efficiency if not managed well. Cross-generational communication training programs and mentoring initiatives could serve as solutions to bridge this gap. For instance, mentorship programs pairing younger and senior members can foster understanding of different communication preferences, enabling more harmonious cross-generational collaboration (Gursoy et al., 2013; Samual & Kasim, 2020).

2.4. Differences in Generational Perspectives on Hierarchy and Leadership in Polri

Perspectives on leadership also vary among generations, influenced by the values and experiences that shape each generation's characteristics. Baby Boomers, who began their careers in an era of respected authority and rigid organizational hierarchies, tend to appreciate clear and directive leadership. They expect leaders to provide structured guidance and enforce rules, aligning with traditional police norms that emphasize a strong chain of command and adherence to protocols (Duron, 2018). For Baby Boomers, a directive leadership style is essential for maintaining order and efficiency, especially in high-risk environments like law enforcement (Samual & Kasim, 2020).

In contrast, Millennials and Generation Z prefer participative and collaborative leadership styles that allow for individual input and teamwork (Wiley, 2020). These younger generations seek leaders who support open communication, value their contributions, and are receptive to new ideas. However, their preference for participative leadership can clash with the hierarchical structure in Polri, where authority and discipline are critical for operational smoothness (Duron, 2018). Millennials and Generation Z may feel constrained within overly rigid hierarchies, potentially leading to decreased morale if their leadership preferences are not met (Schroth, 2019).

Generation X, on the other hand, serves as a bridge between these differing leadership preferences, as they understand the value of both directive and collaborative leadership styles (Duron, 2018). Gursoy et al. (2013) note that Generation X tends to be adaptive, appreciating the importance of structure while also valuing the flexibility offered by participative leadership. This adaptive attitude positions Generation X as a potential mediator in organizations like Polri, where intergenerational differences in leadership styles can create tension. Accommodating these diverse leadership perspectives is crucial for creating a productive environment in Polri, where team cohesion and trust in leadership are key to operational effectiveness (Golose, 2018).

2.5. Differences in Technology Adaptation Among Generations

Generational differences in technology adaptation present challenges in integrating multigenerational teams within law enforcement. Millennials and Generation Z, who have grown up alongside digital technology, are generally proficient in adopting new devices and systems (Duron, 2018). They view technology as an integral part of efficiency, engagement, and job satisfaction, aligning with modern digital initiatives in policing such as e-ticketing and integrated information management systems (Bencsik et al., 2016; Schroth, 2019; Wiley, 2020). Younger officers in Polri are generally more receptive to digital innovations, leveraging technological transformations to streamline processes and enhance service quality (Samual & Kasim, 2020).

Conversely, Baby Boomers and some members of Generation X may find it challenging to integrate digital innovations into their work routines. Having developed skills in an era with minimal technological reliance, this generation may require additional time and training to feel confident using new technologies. This gap can slow down the organization's modernization, especially if older members struggle to adapt as quickly as their younger counterparts. In the context of Polri, where technologies such as digital databases and surveillance systems are essential, bridging this adaptation gap is crucial for a smooth operational transition (Duron, 2018; Golose, 2018).

Golose (2018) emphasizes the importance of targeted digital training based on generational readiness within law enforcement. By providing supportive training and resources for older generations, Polri can strengthen cross-generational integration and ensure that all age groups can adapt to technological advancements. Creating an environment that encourages technology adaptation and continuous learning is vital for the success of Polri's digitalization initiatives, helping the organization remain responsive to the demands of modern law enforcement (Samual & Kasim, 2020).

2.6. Cultural Integration Among Generations in Polri

With the increasing generational diversity in Polri, there is a growing need for an organizational culture that is inclusive and values the unique contributions of each generation. Bencsik et al. (2016) state that organizations with an inclusive culture tend to have higher levels of teamwork, adaptability, and morale, especially in hierarchical structures where cross-age collaboration is essential. In Polri, where operational success relies on a blend of tradition and innovation, a culture that values the perspectives of all generations can lead to a more engaged and productive workforce.

Golose (2018) highlights the importance of an organizational culture that supports continuous learning and development, especially as younger generations seek more opportunities for growth. By implementing policies that accommodate diverse work styles, such as flexible scheduling and project-based teams, Polri can create an environment where all members feel empowered to contribute effectively. This approach not only enhances overall morale but also builds resilience, ensuring that the organization can adapt to the evolving demands of modern policing while upholding the values that have been foundational to Polri (Duron, 2018; Samual & Kasim, 2020).

In summary, integrating various generational perspectives into the organizational culture of Polri is crucial for fostering a collaborative environment. An adaptive culture that values the contributions of each generation will enable Polri to meet the unique needs of its workforce, ensuring that all members, regardless of age, are aligned with the organization's mission and prepared to face contemporary policing challenges.

2.7. Research Gaps

Although there has been considerable research on generational differences in work values, communication styles, and technology adaptation, most of these studies have been conducted in Western countries or private companies. Research such as that conducted by Cogin (2012) and Schroth (2019) provides important insights into how generational differences affect the workplace. However, these studies primarily focus on companies or institutions outside Indonesia, rather than on law enforcement agencies like Polri. This represents a significant gap, as policing has different structures and demands that could influence how different generations interact and collaborate.

Duron (2018) research on intergenerational conflicts in U.S. policing, for example, highlights several challenges in multigenerational teams. However, the cultural and social

conditions in Indonesia differ from those in the U.S., making the findings less applicable to Polri. Similarly, the research by Samual & Kasim (2020) discussing Millennial adaptation in the Indonesian corporate environment, while providing insights into the younger generation, focuses more on the corporate world rather than the public sector like policing, which has strict rules and hierarchies.

Specific research focusing on Polri is needed, especially since the organizational structure in Polri emphasizes discipline and adherence to rules to maintain safety and operational efficiency. Generational differences in values, expectations of leaders, and readiness to use technology can pose challenges in maintaining communication and teamwork. While there are some studies, such as Golose (2018) and Khatib et al. (2024), that discuss digital readiness in Indonesian public institutions, the dynamics of cross-generational teamwork in Polri have not been extensively studied.

This research aims to fill that gap by focusing on generational integration in Polri, an organization that prioritizes discipline and hierarchy. By analyzing the values, expectations of leaders, and technological readiness of various generations in Polri, this study aims to provide a clearer understanding of how generational differences can affect cohesion and work effectiveness. This research will also offer practical strategies for Polri to leverage generational diversity as a strength, enabling them to be more responsive in the digital era.

This study is unique in its focus on generational dynamics in the Indonesian policing environment, differing from previous research that has concentrated more on companies or non-hierarchical organizations. By examining how different generational characteristics operate within the rigid structure of Polri, this study hopes to provide strategies that can help Polri become more cohesive and prepared to face technological changes and the evolving demands of society.

3. Methods

3.1. Research Design

This study uses a systematic literature review (SLR) method to gather, analyze, and combine various research findings on generational differences in hierarchical organizations, specifically within the Indonesian National Police (Polri). The SLR method helps ensure that the process is structured and repeatable, focusing on literature that discusses differences in values, leadership styles, communication methods, and technology adaptation among different generations. Through this approach, the study aims to provide deep insights into generational dynamics in Polri without needing to collect new data from the field.

3.2. Data Collection

The data collection process is carried out systematically to find relevant literature, such as journal articles, conference proceedings, academic books, and theses. Selected research must be relevant to the topic of generations, have high credibility, and be published within the last five to ten years to stay current. Data is collected through searches in databases like Google Scholar, JSTOR, and Scopus, using keywords like “generational differences in law enforcement” and “intergenerational technology adaptation.”

Each source found is screened based on its abstract, introduction, and research results. Articles that directly address the topic of generational differences in hierarchical organizations or law enforcement are prioritized to keep the research focused. After the initial selection, the most relevant sources are gathered for further analysis.

3.3. Analysis Method

In this SLR, analysis is done through thematic synthesis, which groups and combines the main findings from the selected literature. These findings are then classified into themes such as work values, communication styles, expectations of leaders, and technology adaptation. After that, these themes are integrated to provide an overall picture of generational differences and their impact in structured environments like Polri. The results are presented in a comparative format that highlights key patterns, research gaps, and opportunities for further study. This SLR approach allows the research to present a deeper perspective on generational dynamics in Polri and provides a solid foundation for evidence-based recommendations. With this, it is hoped that Polri can better understand and effectively manage generational diversity within its hierarchical structure.

4. Results and Discussion

Based on the review of previous research, there are several important differences among the generations in Polri, particularly regarding work values, communication styles, leadership expectations, and technology adaptation. Each generational group has different attitudes and expectations toward the work environment, influenced by their respective social, economic, and technological experiences. These characteristic differences significantly affect the organizational dynamics in Polri, especially since Polri has a hierarchical structure where consistency, discipline, and a clear chain of command are crucial for operational success (Schroth, 2019).

The differences between Baby Boomers, Generation X, Millennials (Generation Y), and Generation Z often pose challenges in creating solid teamwork, maintaining good communication flow, and ensuring organizational efficiency. The generational diversity in Polri emphasizes the importance of understanding each generational group's work orientation and adjusting managerial styles to create a harmonious work environment. In a highly structured organization like the police, these generational differences can either be obstacles or enhance effectiveness, depending on how well they are managed (Duron, 2018).

4.1. Characteristics and Values Among Generations in Polri

Research shows that each generation in Polri brings unique characteristics and values that influence how they perform their duties and interact with others. Baby Boomers (born 1946-1964) are known for their strong work ethic, valuing loyalty, and feeling comfortable working within a clear hierarchical structure. For them, success in their jobs is often linked to full dedication to the organization and adherence to existing rules and procedures. In the context of Polri, Baby Boomers tend to uphold discipline and view hierarchy as an important mechanism for maintaining order (Heri, 2019; Kapoor & Solomon, 2011).

On the other hand, Generation Y (Millennials, born 1981-1996) and Generation Z (born after 1997) place more emphasis on work-life balance, flexibility, and finding meaning in their jobs. Generation Y, shaped during a time of technological development and globalization, tends to value involvement in decision-making and seeks opportunities for innovation. Generation Z, being younger, has grown up in a digital era and is very familiar with technology. They prioritize flexibility, accessibility to information, and transparency in their work. In a structured environment like Polri, these values sometimes clash with a more formal and procedural way of working (Bencsik et al., 2016; Samual & Kasim, 2020).

Generation X, positioned between Baby Boomers and Millennials, shows an orientation toward work efficiency while also valuing personal time. They tend to be pragmatic, focusing on balancing work demands with personal needs. In the Polri environment, Generation X can

act as a bridge between the older and younger generations, as they understand the importance of structure but are also open to more flexible work approaches (Bencsik et al., 2016; Gursoy et al., 2013).

4.2. Impact of Generational Characteristics on Work Culture in Polri

These different generational characteristics significantly impact the work culture in Polri, especially regarding adherence to procedures, innovation, and approaches to change. Older generations, like Baby Boomers and most of Generation X, tend to strictly follow rules and comply with hierarchical structures. They see stability in existing procedures as the foundation for maintaining operational effectiveness in Polri. Discipline and compliance are viewed as key to maintaining the organization's reputation and professionalism, especially in an institution that heavily relies on a chain of command (Heri, 2019; McIntyre, 2013).

Conversely, younger generations, particularly Generation Z, often bring a more dynamic approach to work. They tend to challenge the status quo and prefer environments that support innovation and collaboration. In the context of Polri, this attitude can create challenges, especially in maintaining alignment between discipline and the need to adapt to change. Studies show that a more adaptive managerial approach, such as implementing more flexible policies without neglecting the organization's core principles, can help accommodate the needs of these younger generations (Golose, 2018; Samual & Kasim, 2020).

Additionally, many younger generations feel more inspired in environments that offer recognition and opportunities to contribute to decision-making processes. This can create challenges for Polri's traditional structure, which prioritizes direct command and strict compliance. Therefore, Polri may need to consider management strategies that can integrate a more collaborative approach without sacrificing the stability and discipline that are central to police work culture (Bencsik et al., 2016; Kapoor & Solomon, 2011).

4.3. Differences in Communication and Collaboration Styles

Communication styles and collaboration preferences among generations also differ, which can affect team synergy within Polri. Baby Boomers and most of Generation X in Polri prefer face-to-face and formal communication. They value direct interactions, which they see as an effective way to build trust and maintain professionalism. This communication style aligns with police norms that emphasize discipline and respect for seniority (Raslie, 2021; Samual & Kasim, 2020).

In contrast, Generation Y and Generation Z are more comfortable with quick and informal digital communication, such as emails or instant messages. Growing up in the digital age, they are used to fast and efficient communication methods. Generation Z, in particular, tends to expect quick responses and has low tolerance for bureaucracy in communication. In Polri's structured environment, these preference differences can lead to misunderstandings or even conflicts between generations (Bencsik et al., 2016; Gursoy et al., 2013).

Moreover, discrepancies in collaboration styles are also evident among generations. Older generations tend to value structured teamwork with clear hierarchies, while younger generations prefer egalitarian collaboration, where everyone has a chance to contribute regardless of position or seniority. To address these differences, Polri could consider more flexible communication protocols that accommodate various generational preferences, such as allowing the use of digital communication tools to support a more inclusive collaboration process (Kapoor & Solomon, 2011; McIntyre, 2013).

4.4. Perceptions of Hierarchy and Leadership

Perceptions of hierarchy and leadership styles show significant differences among generations in Polri. Baby Boomers, who grew up in a work culture emphasizing compliance and loyalty to authority, tend to be more comfortable with authoritative and instructive leadership styles. They view clear and structured leadership as essential for maintaining order and discipline in Polri, in line with the hierarchical traditions of policing (Golose, 2018; Kapoor & Solomon, 2011).

In contrast, Millennials and Generation Z have a more participative view of leadership. They value inclusive and collaborative leadership styles, where they can be involved in decision-making and feel heard by their superiors. These younger generations often expect leaders to support innovation and be open to new ideas (Bencsik et al., 2016; McIntyre, 2013). These findings indicate a need for flexibility in leadership styles within Polri to accommodate the expectations of younger generations without neglecting the principles of discipline and hierarchy that already exist.

Research also suggests that adaptive leadership styles can help reduce tensions between generations in Polri. For example, a situational leadership approach, which adjusts leadership styles based on the characteristics and needs of team members, can help enhance engagement and job satisfaction, especially for Millennials and Generation Z who desire an inclusive work environment (Gursoy et al., 2013; Samual & Kasim, 2020).

4.5. Technology Adaptation Among Generations

Adaptation to technology is one area where generational differences in Polri are clearly visible. Generation Y and Z, who grew up in the digital era, show a quick ability to adapt to new technologies and often expect technology to enhance work efficiency. They are more familiar with digital communication and data-driven applications, which can facilitate reporting and coordination (Bencsik et al., 2016; Samual & Kasim, 2020).

However, Baby Boomers and Generation X tend to face challenges in adapting to new technologies. Research shows that older generations often need more time to adjust to technological changes and may rely more on traditional ways of working that they are familiar with (Golose, 2018; McIntyre, 2013). To address this gap, Polri could implement targeted technology training programs for senior generations, including mentoring and hands-on learning, so that technology adaptation can occur more evenly across all work units.

Additionally, the digital integration driven by younger generations can accelerate the operational modernization of Polri. For instance, tech-savvy Generation Z can support the implementation of technology-based management systems, such as e-ticketing or SPIT, which require digital skills for operation. This shows that the differences in technology adaptation among generations can be leveraged to strengthen digitalization in Polri, with appropriate support for older generations (Heri, 2019; Samual & Kasim, 2020).

4.6. Cultural Integration Among Generations in Polri

Cultural integration among generations is becoming increasingly important in Polri, especially for creating a harmonious and productive work environment. Each generation brings different perspectives and expectations toward work, which can affect interactions and collaboration in the field. Baby Boomers, for example, highly value structure and compliance, while Generation Y and Z seek openness and inclusivity in the workplace (Bencsik et al., 2016; Raslie, 2021).

Studies show that building an inclusive organizational culture that values the contributions and perspectives of each generation can enhance work morale and commitment to the organization. This approach can also reduce potential conflicts between generations, as

every member feels valued and supported. One strategy that Polri could implement is a mentoring program, where members from different generations can share knowledge and experiences. This program not only helps in cross-generational learning but also enhances understanding and cohesion among Polri members (Heri, 2019; Kapoor & Solomon, 2011).

Additionally, studies suggest the need for flexible policies that allow for better cultural adaptation for younger generations without neglecting the organization's core values. For example, Polri could consider adopting project-based or cross-generational team approaches, which would allow for better interaction and collaboration among generations while maintaining existing structures (Bencsik et al., 2016; Samual & Kasim, 2020).

The following table summarizes previous research findings regarding generational differences and their impact on work culture, communication styles, leadership perceptions, and strategies for integration within the police force. These insights provide a foundation for understanding how different generations interact and adapt in a structured organizational environment like the police.

Table 1. Summary of Previous Research Findings on Generational Differences in the Police Force

Aspect	Findings	Source
Characteristics and Values Across Generations	Baby Boomers value loyalty and hierarchy; Generation X prioritizes efficiency and work-life balance; Generations Y and Z seek meaning, flexibility, and innovation.	(Bencsik et al., 2016; Gursoy et al., 2013; Kapoor & Solomon, 2011)
Impact of Generational Characteristics on Work Culture	Older generations are more likely to follow procedures, helping maintain organizational stability. Younger generations emphasize innovation and flexible approaches, which can present challenges in strict environments like the police force.	(Golose, 2018; McIntyre, 2013; Samual & Kasim, 2020)
Differences in Communication and Collaboration Styles	Baby Boomers and Generation X prefer formal, face-to-face communication. Generations Y and Z prefer digital communication, which can lead to conflict if not managed well.	(Bencsik et al., 2016; Raslie, 2021)
Perceptions of Hierarchy and Leadership	Baby Boomers value instructive leadership; Generations Y and Z prefer participatory and inclusive leadership. This highlights the need for flexible leadership styles within the police force.	(Kapoor & Solomon, 2011; McIntyre, 2013)
Technology Adaptation Across Generations	Generations Y and Z quickly adapt to digital technology, while Baby Boomers and Generation X often require additional training to be comfortable with new technology.	(Golose, 2018; Samual & Kasim, 2020)

Integration of Generational Cultures in the Police Force	Integrating generational cultures can enhance harmony and productivity. Mentoring programs help members of various generations understand each other better.	(Bencsik et al., 2016; Heri, 2019)
Strategies for Managing Generational Differences	Suggested strategies include training senior generations in technology, inclusive leadership for Generations Y and Z, and flexible work cultures that respect structural discipline.	(Bencsik et al., 2016; Golose, 2018; McIntyre, 2013)
Strategies for Managing Generational Differences	Recommended strategies include cross-generational training, focusing on digital skills for senior generations, and digital communication. Inclusive leadership involving Generations Y and Z in decision-making enhances engagement. Additionally, the police force can adopt flexible work cultures balancing traditional and innovative approaches aligned with the expectations of younger generations while maintaining structural discipline valued by older generations.	(Bencsik et al., 2016; Golose, 2018; McIntyre, 2013)

4.7. Strategies for Managing Generational Differences

To effectively manage generational differences in Polri, various management strategies can be applied. First, Polri can provide cross-generational training that includes technology and digital communication skills for senior members, helping them adapt to an increasingly digital work environment (Golose, 2018; Samual & Kasim, 2020). Second, adjusting leadership styles to be more inclusive can allow Millennials and Generation Z to feel more involved in decision-making processes, which can enhance their engagement and job satisfaction (Gursoy et al., 2013; McIntyre, 2013).

Moreover, building a work culture that is flexible yet still respects structural discipline can facilitate a balance between traditional and innovative work approaches. This can be achieved through policies that support cross-generational collaboration and provide space for innovation driven by younger generations (Bencsik et al., 2016). These strategies aim to create a harmonious and adaptive work environment where every generation can optimally contribute according to their characteristics and values.

4.8. Discussion

The findings of this study reveal that generational diversity within the Indonesian National Police (Polri) has a significant impact on organizational dynamics, particularly regarding work values, communication styles, leadership perceptions, and technological adaptation. Baby Boomers and Generation X are more inclined to value stability, hierarchy, and directive leadership styles, which align with Polri's structured and disciplined work culture. On the other hand, Generations Y and Z emphasize flexibility, innovation, and

inclusive leadership, presenting opportunities for modernization while challenging traditional norms.

These generational differences can create challenges in maintaining team cohesion, but they also offer opportunities for innovation and growth. For instance, Generations Y and Z's technological proficiency can facilitate the implementation of digital systems like SPIT or e-ticketing, which are critical for Polri's modernization efforts. However, the slower technological adaptation among Baby Boomers and some Generation X members necessitates targeted training programs to ensure all generations can effectively contribute to the digital transformation.

Communication differences among generations further highlight the need for careful management within Polri. While Baby Boomers and Generation X favor formal, face-to-face communication, Generations Y and Z prefer quicker, digital communication methods such as emails or messaging apps. If these preferences are not balanced, miscommunication may arise, potentially disrupting team synergy. To address this, Polri could integrate flexible communication protocols that bridge the gap between traditional and digital approaches.

The diversity in generational perspectives also emphasizes the need for an inclusive organizational culture within Polri. Baby Boomers and Generation X bring experience and a focus on procedural stability, while Generations Y and Z contribute fresh perspectives, creativity, and adaptability. Cross-generational mentoring programs could enhance mutual understanding and create an environment where members of all generations feel valued and empowered.

By adopting tailored strategies such as leadership flexibility, targeted digital training, and inclusive collaboration practices, Polri can harness the strengths of generational diversity. These efforts will not only improve organizational adaptability and cohesion but also strengthen Polri's capacity to address the demands of modern policing. With the right approaches, generational differences can become a driving force for innovation and efficiency within the organization.

5. Conclusion

The findings of this study highlight the profound impact of generational diversity on Polri's organizational dynamics. Baby Boomers and Generation X emphasize stability, hierarchy, and directive leadership, which align with Polri's traditional work culture, while Generations Y and Z value flexibility, inclusivity, and digital adaptability. These contrasting preferences, though challenging for team cohesion, present significant opportunities for innovation and modernization. For instance, the younger generations' technological proficiency can drive the successful implementation of digital initiatives like SPIT and e-ticketing, provided that older generations receive adequate training to enhance their technological capabilities.

To address these generational differences effectively, Polri is encouraged to adopt inclusive strategies such as hybrid leadership models, cross-generational mentoring programs, and flexible communication protocols. By fostering mutual understanding and leveraging each generation's strengths, Polri can create a cohesive and adaptive organizational culture. Such efforts are expected to not only improve collaboration and efficiency but also position Polri to better meet the demands of modern law enforcement, transforming generational diversity from a challenge into a valuable asset for institutional growth.

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