
The Influenz of Gen X And Gen Y on Motivation by Leadership Style

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ABSTRACT

Purpose: Changes in the generation of human resources in an organization is something that cannot be avoided. Including the change of generations who hold the baton of leadership who have changed from generation X to the mayiritas gen Y, especially in managerial and top management positions. This study aims to analyze the influence of Gen X and Gen Y leadership on employee motivation through leadership style as an intervening variable, where the independent variable consists of Gen X leadership (X1), Gen Y leadership (X2), leadership style (Z) as an intervening variable and motivation (Y) as a dependent variable.

Design/methodology/approach: This research is a quantitative research using the employee population in one of the salt industries in Indonesia at the level of supervisor, manager, and general manager.

Findings: The results of this study show the direction of a positive variable relationship which means that the two variables are directly proportional, which means that Gen X leadership and Gen Y leadership affect employee motivation. Leadership style affects employee motivation. Gen X leadership influences employee motivation through leadership style and Gen Y leadership influences motivation through leadership style

Research limitations/implications: This research was conducted on one of the companies in the salt industry in Indonesia by distributing questionnaires to 132 employees at the supervisor level as many as 77 people, managers 43 people and general managers as many as 12 people. The nature of the questionnaire shared is closed so that respondents only have to choose on the application of the selected answer.

Practical implications: Changes that occur in the leadership variables of gen X will be followed by changes in employee motivation in the same direction if the leadership of Gen X is adequate in carrying out duties it will be followed by employee motivation, the existence of adequate Gen X leadership will be followed by high work motivation. The right leadership style can encourage Gen X to strengthen employee motivation. Changes that occur in the leadership variables of gen Y will have a good impact and will be followed by high employee motivation. A good leadership style will affect employee motivation. Changes in the leadership variables of gen Y will have an effect on changes in motivation variables in the direction, if the leadership of Gen Y runs well, it will have an impact on increasing employee motivation. The right leadership style can encourage Gen X to strengthen employee motivation. The right leadership style can support the implementation of the influence of gen Y leadership on employee motivation.

Originality/value: This research was conducted in November – December 2023 at one of the salt industry companies in Indonesia by surveying at once 3 generations, namely gen X, gen y and gen z simultaneously to assess each of their leaders, both Gen X and Gen Y.

Paper type: Research paper

Keyword: Gen X Leadership, Gen Y Leadership, Leadership Style, Motivation

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I. INTRODUCTION

In the last six years in one of the salt industry companies faced with the problem of leadership regeneration. The Company's personnel data from 2018 to 2023 as the table below shows that there is a generational shift in occupying managerial positions ranging from supervisors, managers to general managers.

No	Tahun	2018			2019			2020			2021			2022			2023		
	Usia	Jabatan			Jabatan			Jabatan			Jabatan			Jabatan					
	(Tahun)	Supervisor	Manager	General Manager	Supervisor	Manager	General Manager	Supervisor	Manager	General Manager	Supervisor	Manager	General Manager	Supervisor	Manager	General Manager	Supervisor	Manager	General Manager
1	≥44	45	31	12	35	23	10	28	16	4	19	10	4	14	6	4	14	4	2
2	39-43	4	0	0	4	0	0	1	3	1	1	5	2	1	7	3	0	11	4
3	33-38	13	16	4	10	0	5	3	26	7	5	25	7	5	25	7	8	20	6
4	26-32	15	11	2	28	29	2	44	3	1	57	3	1	59	4	0	55	8	0
5	≤25	9	0	0	23	6	0	7	0	0	5	0	0	0	0	0	0	0	0
	Total	86	58	18	100	58	17	83	48	13	87	43	14	79	42	14	77	43	12

Figure 1 Composition of the Department Year 2018 -2023

The company itself has undergone a leadership transformation since the last five years, namely by regenerating Top Leaders (General Managers) from Gen X leaders to Gen Y leaders, while for the manager level there is also a generational shift from gen X to Gen Y and has even begun to enter Gen Z as well as those who occupy manager positions. This is because at the same time in the last six years the top leaders up to the supervisor level have entered retirement age. The slowdown in employee regeneration in the last six years has resulted in the composition of employees entering retirement age almost 90% gen X, but the transfer of knowledge to younger employees has not been carried out optimally. One of the reasons for not maximizing knowledge transfer is because of the significant age that causes communication style problems and is supported by the old work culture still attached to senior employees where delegation is not carried out and involves the team in completing work.

Leadership regeneration by Gen Y, especially at the Top Management level, resulted in a shift in leadership patterns due to very rapid technological changes and social developments in the company environment. It takes enough time for Gen Y leaders to be able to blend and change the mindset of changing leadership patterns originally led by Gen X and Baby Boomers. The age gap between the leader and the leader is sufficient as well as the process of changing work culture will also affect the motivation of the department / department he leads. Generational differences are diversity issues that need to be focused on in developing current and future leaders, and each generation has unique preferences and activities that are exemplified through movies, music, television shows, individuals or groups and favorite leaders (Arora and Dhole 2019).

Along with the development of time now the company has the arrival of employees from other generations, namely those born between 1996 to 2012. They are Gen Z or also called iGen which reflects the internet generation. Gen Z or iGen always have the internet as a part of their lives either through computers, laptops, or mobile phones in their daily lives wherever it is at home, while working or relaxing. The iGen or Gen Z has characteristics that are not much different from Gen X or Millennials because they both grow in rapid technological developments. Gen Z prefers millennial leaders/managers over Gen X and Baby Boomers because millennial leaders are closer to their expected leaders, i.e., leaders who have good communication and confidence, have high emotional intelligence, always provide continuous, competent guidance, and promote equality. (Gabriellova and Buchko 2021).

According to research conducted by Bencsik, Csikos, (2016) there are 6 (six) groups are (Machova et al. 2022):

1. Veteran Generation is the generation with birth years 1925 - 1946
2. Baby Boomers, the generation born in 1946 – 1960
3. Generation X, which is the generation born in 1961 – 1980
4. Generasi Y, yaitu generasi yang lahir tahun 1981 – 1995 yang sering juga disebut dengan Generasi Millennial.
5. Generation Z, the generation born in 1996 – 2010. Generation Z can also be called iGeneration or IGen.
6. Generasi Alpha Generation Y, which is the generation born in 1981 – 1995 which is often also called the Millennial Generation, yaitu generasi yang lahir setelah tahun 2010.

Leadership regeneration by Gen Y, especially at the Top Management level, resulted in a shift in leadership patterns due to very rapid technological changes and social developments in the company environment. It takes enough time for Gen Y leaders to be able to blend and change the mindset of changing leadership patterns originally led by Gen X and Baby Boomers. The age gap between the leader and the leader is sufficient as well as the process of changing work culture will also affect the motivation of the department / department he leads. Generational differences are diversity issues that need to be focused on in developing current and future leaders, and each generation has unique preferences and activities that are exemplified through movies, music, television shows, individuals or groups and favorite leaders (Arora and Dhole 2019).

In this generational diversity, Gen Y leaders must be experts in communication in their organizations in order to be productive for all their team members / subordinates. A managerial leader must be a true communication expert so that decision making can be accepted by all levels of positions in his team and all ages who must take into account the expectations of work roles, status positions, social norms and work rules as well as the behavior of people in his team. In organizations, the decision-making process by a managerial leader plays an important and significant role in the organization, including but not limited to the organization's employees and processes in achieving company goals. The motivating functions of managerial decisions are realized through the system of Organizational actions (orders, decisions, orders), economic incentives (bonuses, benefits), social assessment (moral and political factors of work activity: individual self-enforcement, self-creativity) (Tashkent 2023). As a generation of leaders in an era full of changes, Gen Y as the successor (Gabriellova and Buchko 2021). Not only leading from the same generation and older, but Gen Y also has challenges to lead the next generation, namely Gen Z or iGen, all of which have different characteristics and have different motivational models. Therefore, a Gen Y or Millennial leader must be good at communicating with his team, both those below him who are equivalent to his position, both in one work unit and across work units in order to create synergy of cooperation in achieving the set organizational targets.

Leadership is considered as an ongoing process in which a person tries to influence his followers to set and achieve a goal, by using his power to influence others either by motivating his followers or subordinates to complete the job or by rewarding those who do or punishment those who do not do motivation according to a predetermined level/measure (Vasilescu 2019). With the entry of Generation Z into the workforce, there is a development of leadership styles, namely: (Vasileva and Datta 2021):

- a. Transformational leadership, which is a leader who can influence people and social systems in the organization, is able to inspire followers to be able to feel trust, loyalty and admiration for themselves, by increasing understanding of the importance of work results, persuasively emphasizing to his team to put aside his personal interests for the betterment of the team and the Company, and activate higher needs
- b. Transactional Leadership uses an approach based on agreement between the leader and the team members below to each be able to fulfill agreements or transactions that have been agreed so that there is a balance of relationships between them and the Company's bureaucracy and regulations.
- c. Transactional leadership emphasizes the existence of reward and punishment systems so that it emphasizes external motivation. (Cahya, Putriastuti, and Stasi 2019).

How to lead a leader (leadership style) will affect employee motivation. How leaders communicate, involve their teams in problem solving, recognition of employees' work performance. In addition, one's competence is the foundation for one's effective and superior motivation in a job. An employee who has high competence in knowledge, skills, abilities and attitudes relevant to the position he holds will always be motivated to work effectively, efficiently, and productively. This is because the competence of the employee is increasingly able to carry out the tasks assigned to him (Purwanto and Sulaiman 2023).

Motivation itself according to Robbin is the desire to try as hard as possible to achieve organizational goals that are conditioned or determined by the ability of the business to meet the needs of an individual (Purwati and Muttaqiyathun 2020). According to Maslow's theory, humans have five basic human needs, namely physiological needs (food, shelter, and clothing), security needs, social needs namely a sense of belonging and self-acceptance, external submission needs or self-esteem, and self-actualization. According to McCellend that an individual has potential energy reserves that can be released or developed depending on the motivation drive of the individual as well as by the situation and opportunity that exists. A person can release his potential energy reserves because they are formed by three needs, namely the need of achievement or nAch, the need of power or nPow and the need for affiliation or nAff (Ridho et al. 2020). According to Mangkunegara that motivation is formulated as a need, want, drive or impulse in the individual. Motivation is an effort to improve work, achievement Motivation will decrease if motivation is low (Ida Fitri, Maryadi, and Asri 2021).

II. METHODS

This study used a quantitative research model. Quantitative research is a type of research that basically uses a deductive – inductive approach. This approach starts from a theoretical framework, expert ideas, and researchers' understanding based on their experience, then developed into problems and solutions proposed to obtain justification (verification) or assessment in the form of empirical data support in the field. Data collection using research instruments, quantitative / statistical data analysis, with the aim of testing hypotheses that have been set (Sugiyono, 2016:8). The type of data used in this study is primary data, namely data on respondents' opinions about Gen X Leadership, Gen Y (Millennial) Leadership, Leadership Style, and Work Motivation.

Population is a generalized area consisting of objects / subjects that have certain qualities and characteristics that are determined by researchers to be studied and then drawn conclusions (Sugiyono 2010). group or collection of individuals - individuals or objects of research that have certain standards of previously established characteristics. In this study the population used were employees of PT. Salt with position levels at the level of Supervisor, Manager, and General Manager. Sampling techniques using non-probability sampling by means of saturated sampling are respondents who are selected to become members based on the consideration of researchers, where the entire population at the supervisor level up to the General Manager level. The number of employees at the supervisor level up to the General Manager level in 2023 is 132 people, so the sample in this study is 132 people, with the following qualifications :

Table 1 Managerial Positions by Age

No	Tahun	2023		
	Usia	Jabatan		
	(Tahun)	Supervisor	Manager	General Manager
1	≥ 44	14	4	2
2	39 - 43	0	11	4
3	33 - 38	8	20	6
4	26 - 32	55	8	0
5	< 25	0	0	0
Total		77	43	12

III. RESULTS AND DISCUSSION

The results of this study were analyzed through questionnaires, including information related to respondent characteristics, variable descriptions, and the application of statistical tests using the SEM PLS analysis method. The object of this study consisted of 132 respondents who were employees of salt industry companies in Indonesia with positions at the level of supervisors to general managers with diverse characteristics and backgrounds. The characteristics of respondents are differentiated based on gender, age of respondents, respondent education, and years of service of respondents as the table below.

Table 2. characteristics of respondents

<i>Characteristics of respondents by gender</i>		
<i>Gender</i>	<i>Amount</i>	<i>Percentage</i>
<i>Man</i>	80	60,6%
<i>Woman</i>	52	39,4%
<i>Total</i>	132	100,0%

Based on the table above, most respondents are employees with male gender, which is 60.6%. Meanwhile, female respondents only amounted to 39.4%.

Table 3. Characteristics of respondents by age

<i>Age</i>	<i>Amount</i>	<i>Percentage</i>
<i>18-25 year</i>	<i>0</i>	<i>0,0%</i>
<i>26-32 year</i>	<i>63</i>	<i>47,7%</i>
<i>33-38 year</i>	<i>34</i>	<i>25,8%</i>
<i>39-44 year</i>	<i>15</i>	<i>11,1%</i>
<i>>44 year</i>	<i>20</i>	<i>15,2%</i>
<i>Total</i>	<i>132</i>	<i>100,0%</i>

Referring to the results of the age-based frequency distribution shows that most (34.6%) respondents are aged 26-32 years

Table 4. Characteristics of respondents based on education

<i>Education</i>	<i>Amount</i>	<i>Percentage</i>
<i>SMA/SMK</i>	<i>18</i>	<i>13,6%</i>
<i>D3</i>	<i>31</i>	<i>23,5%</i>
<i>S1</i>	<i>67</i>	<i>50,8%</i>
<i>S2</i>	<i>16</i>	<i>12,1%</i>
<i>S3</i>	<i>0</i>	<i>0</i>
<i>Total</i>	<i>132</i>	<i>100%</i>

In accordance with the results of frequency distribution based on education, it can be seen that most (50.8%) respondents of this study have the last level of S1 education.

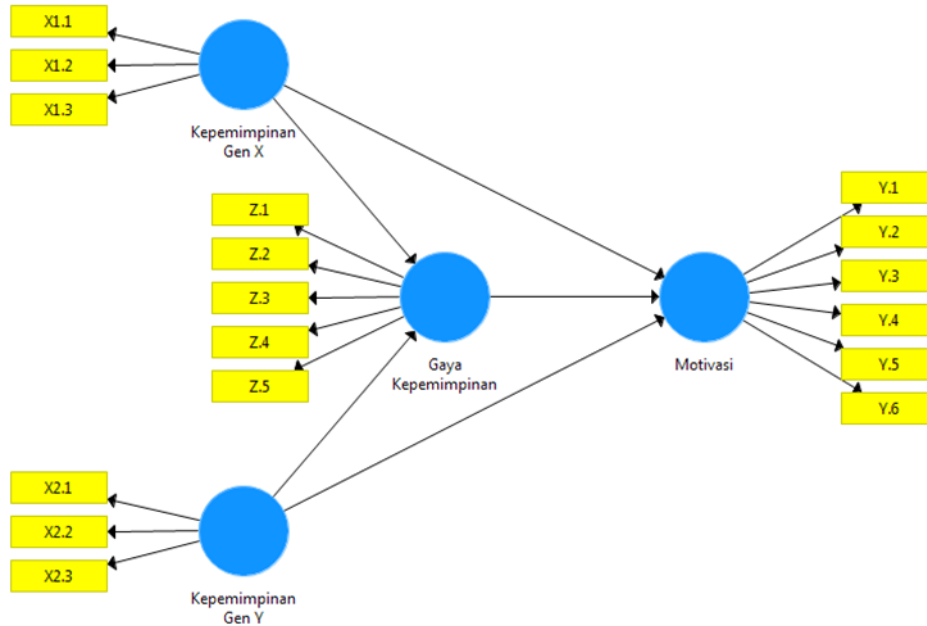
Table 5. Characteristics of respondents by length of service

<i>Working Period</i>	<i>Amount</i>	<i>Percentage</i>	<i>Working Period</i>
<i>1-5 year</i>	<i>4</i>	<i>10,6%</i>	<i>1-5 year</i>
<i>6-10 year</i>	<i>54</i>	<i>49,2%</i>	<i>6-10 year</i>
<i>11-15 year</i>	<i>25</i>	<i>26,5%</i>	<i>11-15 year</i>
<i>16-20 year</i>	<i>10</i>	<i>9,9%</i>	<i>16-20 year</i>

> 20 year	5	2,8%	> 20 year
Total	132	100%	Total

In accordance with the results of frequency distribution based on education, it can be seen that most (49.2%) respondents of this study have a working period of 6-10 years.

In this study, the hypothesis was tested using the Partial Least Square (PLS) Structural Equation Modeling (SEM) analysis method using the smartPLS 3.0 program. Below, a schematic model of the SEM PLS program that has been tested is presented:



From the PLS model in this study, it can be seen that there are two independent variables, namely Generation X Leadership and Generation Y Leadership, one intervening variable is Leadership Style, and one dependent variable is Motivation. The model has five direct relationships between these variables and two indirect relationships.

1. Convergen Validity

To test convergent validity, outer load factor values and Average Variance Extracted (AVE) values are used.

1. Outer Loading

Suatu indikator dianggap memenuhi validitas konvergen dengan baik jika nilai faktor The outer charge > 0.5. The following are the outer charge factor values of each indicator on the research variable:

Table 6. Outer Loading

Variable	Indicator	Outer loading	Information
Generation Leadership X (X1)	X1.1	0,872	Valid
	X1.2	0,871	Valid
	X1.3	0,875	Valid
Generation Leadership Y (X2)	X2.1	0,879	Valid

<i>Variable</i>	<i>Indicator</i>	<i>Outer loading</i>	<i>Information</i>
	X2.2	0,894	Valid
	X2.3	0,895	Valid
	Z.1	0,846	Valid
	Z.2	0,833	Valid
<i>Leadership Style (Z)</i>	Z.3	0,876	Valid
	Z.4	0,908	Valid
	Z.5	0,915	Valid
<i>Motivation (Y)</i>	Y.1	0,764	Valid
	Y.2	0,764	Valid
	Y.3	0,866	Valid
	Y.4	0,861	Valid
	Y.5	0,873	Valid
	Y.6	0,902	Valid

Source, Smart-PLS data processing, 2024

In the table above, it can be seen that each indicator in the study variable has an outer load factor value of > 0.5. According to Chin cited by Ghazali (2018), an outer charge factor value between 0.5 to 0.6 is sufficient to meet the convergent validity requirement. The data show that there are no indicators with an external load factor value below 0.7, so all indicators are considered feasible and valid for use in research and can be further analyzed.

In addition to observing cross loading values, convergent validity can also be evaluated through other methods, namely by paying attention to the Average Variance Extracted (AVE) values for each indicator. A good requirement is that the AVE value must be more than 0.5 (Ghozali, 2018).

Table 7. Average Variant Extracted (AVE)

<i>Variable</i>	<i>AVE</i>
<i>Generation Leadership X (X1)</i>	0,761
<i>Generation Leadership Y (X2)</i>	0,791
<i>Leadership Style (Z)</i>	0,768
<i>Motivation (Y)</i>	0,706

Data Source : PLS 2024 Results

The data of table 5.1o above confirms that the AVE value of the variables Generation X Leadership, Generation Y Leadership, Leadership Style, Motivation > 0.5. So it can be mentioned that each variable has a good convergent validity.

a. Discriminant Validity

In this section, the results of the discriminant validity test will be described. Testing the validity of the discriminant is carried out using cross loading values. An indicator is considered to meet discriminant validity if the cross-loading value of the indicator on that variable is higher than that of other variables (Ghozali, 2018). The following is the cross-loading value of each indicator:

Table 8. Cross Loading

<i>Indicator</i>	<i>Variable</i>			
	<i>X1</i>	<i>X2</i>	<i>Y</i>	<i>Z</i>
<i>X1.1</i>	0,872	0,779	0,794	0,784
<i>X1.2</i>	0,871	0,767	0,785	0,716
<i>X1.3</i>	0,875	0,765	0,822	0,734
<i>X2.1</i>	0,808	0,879	0,801	0,745
<i>X2.2</i>	0,804	0,894	0,827	0,727
<i>X2.3</i>	0,745	0,895	0,828	0,722
<i>Y.1</i>	0,725	0,720	0,764	0,708
<i>Y.2</i>	0,745	0,714	0,764	0,643
<i>Y.3</i>	0,822	0,811	0,866	0,847
<i>Y.4</i>	0,827	0,800	0,861	0,852
<i>Y.5</i>	0,735	0,781	0,873	0,731
<i>Y.6</i>	0,762	0,805	0,902	0,764
<i>Z.1</i>	0,745	0,722	0,786	0,846
<i>Z.2</i>	0,690	0,633	0,752	0,833
<i>Z.3</i>	0,771	0,785	0,792	0,876
<i>Z.4</i>	0,734	0,720	0,808	0,908

Indicator	Variable			
	X1	X2	Y	Z
Z.5	0,796	0,736	0,830	0,915

Sumber Data : PLS 2024 Data Processing Results

Based on the data in the table above, each indicator in the research variable has the largest cross loading value in the variable formed from it, compared to the cross loading value in other variables. By looking at these results, it can be concluded that the indicators used in this study have good discriminant validity in compiling each variable. The indicators in the indicator block of such constructs are better than the indicators in other blocks.

b. Discriminant Reliability

Discriminant Reliability in this study was measured by Composite Reliability and Cronbach alpha.

2. Composite Reliability

Composite reliability is a part used to test the reliability value of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value of > 0.6 (Ghozali, 2014). The following are the composite reliability values of each variable used in this study:

Table 9. Composite Reliability

Variable	Composite Reliability	Information
<i>Generation Leadership X (X1)</i>	0,905	<i>Reliabel</i>
<i>Generation Leadership Y (X2)</i>	0,919	<i>Reliabel</i>
<i>Leadership Style (Z)</i>	0,943	<i>Reliabel</i>
<i>Motivation (Y)</i>	0,935	<i>Reliabel</i>

Data Source : PLS 2024 Results

Referring to the table, it can be found that the value of Composite Reliability All variables in this study are greater than 0.6 so that it can be stated that the indicators on all variables are reliable.

1) Cronbach Alpha

The Reality Discrimination Test was also carried out using the Cronbach alpha value. A variable is declared reliable or meets the cronbach alpha if it has a cronbach alpha value > 0.7 (Eisingerich and Rubera, 2010). The following is the cronbach alpha value of each variable:

Table 10. Cronbach Alpha

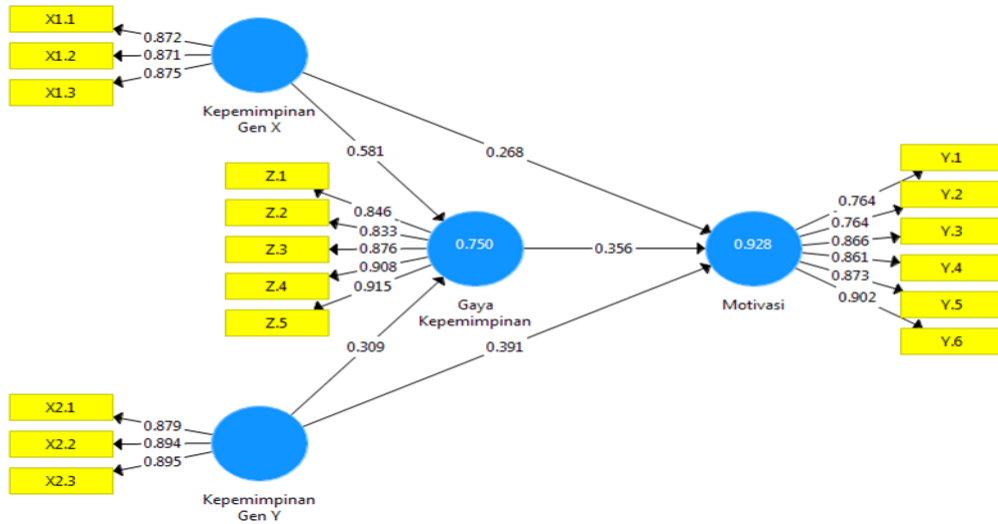
Variable	Cronbach alpha
<i>Generation Leadership X (X1)</i>	0,843
<i>Generation Leadership Y (X2)</i>	0,868
<i>Leadership Style (Z)</i>	0,924
<i>Motivation (Y)</i>	0,916

Sumber Data : PLS 2024 Data Processing Results

In accordance with the data above in the table, it can be seen that the Cronbach alpha value of each research variable > 0.7. Thus these results can show that each of the study variables has met the requirements of the Cronbach alpha value. So it can be concluded that the overall variable has a high level of reliability.

c. Inner Model Evaluation

In this study, the results of R square and Q square test and hypothesis test will be explained. The following is a picture of the inner model of the smart-PLS data processing results.



Inner Model

Source : PLS Processing, 2024

2) Goodness of Fit Test

The assessment of goodness of fit is known from the value of coefficient determination (R-Square) and Q-Square. Triggering the results of data processing carried out using the smartPLS 3.0 program, the R-Square value is obtained as follows:

Table 11. Value R-Square

Variable	R-Square Value
Leadership Style	0,746
Motivation	0,927

Data Source : PLS 2023 Results

According to the data in table 5.13, it can be seen that the R-Square value for the Work Motivation variable is 0.746. The acquisition of the score explains that the percentage of leadership styles can be explained by Gen X leadership, and Gen Y leadership at 74.6%. Then for the R-Square value obtained by the Motivation variable of 0.927 The value explains that Motivation can be explained by Gen X Leadership, and Gen Y Leadership, and Leadership Style by 92.7%.

Evaluation of the suitability of the model can be obtained through the assessment of Q-Square values. Q-Square has a concept similar to the coefficient of determination (R-Square) in regression analysis, where an increase in the value of Q-Square indicates an increase in the fit of the model with the data. The following are the results of the calculation of the Q-Square value that has been done:

Table 12. Value Q Square

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Leadership Style	660,000	283,844	0,570
Motivation	792,000	282,063	0,644

Data Source : PLS 2023 Results

Based on the table data above, it can be seen that the Q-Square value of the leadership style variable is 0.570, and the motivation variable is 0.644. A Q-Square value greater than 0 (zero) indicates that the model has a predictive relevance value. Thus, from these results, this research model can be stated to have a good goodness of fit.

3) Hypoplant Test

Referring to the data analysis that has been done, the results can be used to test the hypothesis in this study. Hypothesis testing is done by evaluating the values of T-Statistics and P-Values. The research hypothesis can be considered accepted if the P-Values < 0.05, in accordance with the views of Yamin and Kurniawan (2011). The following are the results of the hypothesis test obtained in this study through the inner model.

Table 13. Test the Direct Influence Hypothesis

Hypothesis	Influence	Original Sample	T-statistics	P-Values	Results
H1	Generation Leadership X → Leadership style	0,581	7,425	0,000	Accepted
H2	Generation Leadership Y → Leadership style	0,309	3,946	0,000	Accepted
H3	Leadership Style → Motivation	0,356	7,452	0,000	Accepted
H4	Generation Leadership X → Motivation	0,268	3,778	0,000	Accepted
H5	Generation Leadership Y → Motivation	0,391	5,656	0,000	Accepted

Data Source : PLS 2024 Results

Table 14. Test the Indirect Influence Hypothesis

Influence	Original Sample	T-statistics	P-Values	Results
Generation Leadership X → Leadership Style → Motivation	0,207	5,528	0,000	Accepted
Generation Leadership Y → Leadership Style → Motivation	0,110	3,389	0,001	Accepted

Data Source : PLS 2024 Results

Based on the results of the data in the table above, it can be seen that of the seven hypotheses proposed in this study, they are as follows:

1. The Influence of Gen X Leadership on Leadership Style has a P value of 0.009 or less than 0.05. This means that Gen X Leadership variables affect Leadership Style.

2. The Influence of Gen Y Leadership on Leadership Style has a P value of 0.001 or less than 0.05. This means that the Gen Y Leadership variable affects the Leadership Style.
3. The Influence of Leadership Style on Motivation has a P value of 0.000 or less than 0.05. This means that the Leadership Style variable affects Motivation.
4. The influence of Gen X leadership on motivation has a P value of 0.000 or less than 0.05. This means that the Gen X Leadership variable has an effect on motivation.
5. The Influence of Gen Y Leadership on Work Motivation has a P value of 0.000 or less than 0.05. This means that the Gen Y Leadership variable has an effect on motivation.
6. The Influence of Gen X Leadership on Motivation Through Leadership Style has a P value of 0.001 or less than 0.05. This means that Gen X Leadership variables influence Motives Through Leadership Style.
7. The Influence of Gen Y Leadership on Motivation Through Leadership Style has a P value of 0.000 or less than 0.05. This means that the Peak Gen Y Leadership variable influences motivation through leadership style.

Referring to the results of hypothesis testing, it can be stated that:

1. Gen X leadership influences leadership style. The two variables have a positive relationship, which means that both variables are directly proportional. These results confirm that changes that occur in the Gen X Leadership variable will be followed by changes in employee motivation in the same direction. If Gen X leadership is adequate in carrying out duties, it will be followed by high employee motivation. Gen Y leadership affects employee motivation. The direction of the relationship between the two variables shows positive, these results indicate that changes that occur in the Gen Y Leadership variable will have an impact on employee motivation in direct proportion. If Gen Y leadership is good, it will be followed by high employee motivation. Referring to the variable description data, it can be seen that the average score of Gen Y Leadership is in the good category. These results ultimately contribute to the motivation of employees who fall into the good category. Top management support reflected by aligning goals, allocating resources, and encouraging participation and motivating organizational members will encourage high employee motivation.
2. Gen Y leadership influences leadership style. The direction of the relationship between the two variables shows positive, which means that both variables are directly proportional. These results indicate that changes that occur in the Gen Y Leadership variable will have an impact on employee motivation in direct proportion. If Gen Y leadership is good, it will be followed by high employee motivation.
3. Leadership Style influences employee motivation. The direction of the relationship between the two variables is positive. This means that a good leadership style will motivate employees. A strong leadership style can spur employees to provide higher quality work. Leadership Style encourages employees to take initiative and show creativity in completing tasks. Motivated employees feel a responsibility to contribute positively to the organization and can generate innovative ideas to improve the efficiency or quality of work.
4. Gen X leadership influences motivation through leadership style. The right leadership style can encourage strengthening Gen X leadership towards employee motivation. By providing comprehensive support like this, Gen X Leadership not only helps implement the right leadership style, but also encourages motivation. Overall, Generation X leadership is becoming a key element in helping to implement the right leadership style in the organization that will motivate employees in achieving organizational goals.
5. Gen Y leadership influences motivation through leadership style. The right leadership style can support the implementation of the influence of Gen Y Leadership on Employee Motivation. Gen Y's leadership in providing inspiration, guidance and influence on the leadership style adopted by leaders in organizations can encourage the formation of employee motivation. Employees who feel they fit the leadership style of the leaders in the organization and get direction from the right leaders will be more motivated to work. Gen Y leadership in providing inspiration, guidance, and influence is needed to create a situation or condition of leadership style that suits the needs of employees. This right leadership style can motivate employees in carrying out their duties.
6. Gen X leadership influences motivation through leadership style. The sign of the relationship between the three variables is positive, which means that the direction of the relationship is directly proportional. The results suggest that the right leadership style can encourage strengthening Gen X leadership towards employee motivation. Gen X leadership has a primary role in making the leadership style in the organization in accordance with employee expectations so that it can support the creation of employee motivation. Gen X leadership that emphasizes leadership that inspires, guides, and influences can create high employee motivation.
7. Gen Y leadership influences motivation through leadership style. The sign of the relationship between the three variables is positive, which means that the direction of the relationship is directly proportional. The results stated that the right leadership style can support the implementation of the influence of Gen Y Leadership on Employee Motivation. Gen Y's leadership in inspiring, guiding and influencing the leadership

style adopted by leaders in organizations can encourage the formation of employee motivation. Employees who feel they fit the leadership style of leaders in the organization and get direction from the right leaders will be more motivated to work.

IV. CONCLUSION

In drawing the conclusion line of this study, an in-depth analysis has been conducted regarding the influence of Gen X leadership and Gen Y Leadership on Motivation through Leadership Style as an intervening variable in PT Employees. Salt gives a comprehensive picture. The conclusions of this study are as follows :

1. Gen X leadership influences the leadership style at PT Garam. Adequate Gen X leadership will encourage a good Leadership Style.
2. Gen Y leadership of top management influences the Leadership Style at PT Garam. Strong Gen Y leadership will support the Leadership Style.
3. Leadership Style affects PT Garam's Employee Motivation. Adequate competence will encourage Employee Motivation.
4. Gen X leadership influences PT Garam's employee motivation. Strong Gen X leadership shapes employee motivation.
5. Gen Y leadership influences PT Garam's employee motivation. Gen Y leadership, will drive employee motivation.
6. Gen X leadership influences motivation through leadership style at PT Garam. Adequate Gen X leadership can encourage leadership styles that are appropriate to organizational conditions, so as to encourage employee motivation.
7. Gen Y leadership influences motivation through PT Garam's Leadership Style. Gen Y leadership that supports the running of the Leadership Style in the organization will create high employee motivation.

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