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Analysis of Intergenerational Conflict, Resolution Strategies, and Collaboration on Employee Performance at the Medan City Manpower Office

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Abstract

This study aims to analyze the influence of intergenerational conflict, resolution strategies, and collaboration on employee performance at the Medan City Manpower Office. The phenomenon of generational diversity within organizations necessitates effective management of work dynamics to ensure sustainable productivity. The research method employed is a quantitative approach, with data collection conducted via questionnaires. Data analysis was performed using multiple linear regression analysis with SPSS software. The partial testing results indicate that intergenerational conflict has a positive and significant influence on employee performance (sig. 0.000 < 0.05). Conversely, resolution strategies (sig. 0.111 > 0.05) and collaboration (sig. 0.362 > 0.05) show no significant partial influence on employee performance within the institution. Simultaneously, the three independent variables significantly influence employee performance (F = 12.373; sig. 0.000). The Adjusted R Square value of 0.254 indicates that the combined contribution of intergenerational conflict, resolution strategies, and collaboration in explaining the variation in employee performance is 25.4%, while the remaining 74.6% is influenced by other factors outside this research model. These findings emphasize that managing the diverse characteristics across generations is a crucial factor in driving work productivity within the Medan City Manpower Office environment.

Keywords: *Intergenerational Conflict; Resolution Strategy; Collaboration; Employee Performance.*

INTRODUCTION

The presence of effective human resources (HR) is a fundamental determinant in ensuring that an organization possesses adaptive capabilities amid the dynamics of a competitive business environment. The quality of an institution's workforce is reflected through its organizational culture, which serves as the primary foundation for the systematic achievement of objectives (Suryanto & Wijaya, 2022; Rosdiana, 2025). As a government agency in the City of Medan, the Department of Labor (Disnaker) plays a strategic role in formulating industrial policies and providing public services that support community welfare. Therefore, performance optimization within this agency heavily depends on managing internal dynamics to minimize communication barriers that could disrupt the organization's overall productivity.

Human resource dynamics at the Department of Labor (Disnaker) are currently hampered by intergenerational conflict rooted in discrepancies in values and work expectations. Nugroho (2025) (Pratiwi et al., 2025) asserts that the primary determinants of conflict in the public sector in Indonesia are the digital divide and rigid, hierarchical communication patterns. This issue is not merely a matter of chronological age differences, but rather a communication discontinuity that systematically hinders knowledge transfer and undermines team synergy. Without appropriate intervention, these misinterpretations will continue to escalate into structural barriers that degrade bureaucratic performance, necessitating a thorough analysis of how this friction can be mitigated. However, previous research still shows inconsistent results regarding the impact of intergenerational conflict on performance, with some studies finding a significant effect, while others show no significant results.

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An organization's effectiveness in addressing such conflicts depends heavily on the resolution strategy implemented. The urgency of this strategy stems from the fact that reaching a compromise is a crucial element in addressing destructive conflict patterns (Russell et al., 2022; Hidayah et al., 2023). There is a crucial research gap regarding the tendency of individuals to engage in withdrawal behavior when facing conflict, which is negatively correlated with perceptions of problem-solving effectiveness (Bretaña et al., 2023; Hidayah et al., 2023). Therefore, strengthening resolution strategies is imperative to ensure that conflicts do not result in performance stagnation but instead transform into productive collaboration that strengthens the internal stability of the Manpower Office.

Within the framework of modern human resource management, collaboration serves as a key determinant that fosters the alignment of multi-stakeholder interests to achieve sustainable operational resilience in public organizations (JLR Team, 2023); (Lilis et al., 2025). Analytically, the effectiveness of this collaboration reorients sectoral ego dynamics through leadership catalysis that mediates transformative dialogue and adaptive mediation, thereby strengthening cross-functional team cohesion (ITB Semarang, 2025)(Yunanda et al., 2025). However, on-the-ground realities reveal a striking discrepancy, where the low intensity of collaboration at the Medan City Labor Office is actually exacerbated by the hegemony of individualistic egos and chronic deficiencies in cross-sectoral coordination. This discontinuity in the integration of intergenerational perspectives triggers systematic information isolation, which causally hinders the efficiency of labor services (YUME Journal, 2024) (Jemian & Hidayat, 2025).

Based on the identification of these issues, the researcher conducted a study titled "Analysis of Intergenerational Conflict, Resolution Strategies, and Collaboration on Employee Performance at the Medan City Manpower Office"

METHOD

The relationship between intergenerational conflict, resolution strategies, and collaboration on employee performance can be illustrated in a conceptual framework, as shown in the figure below:

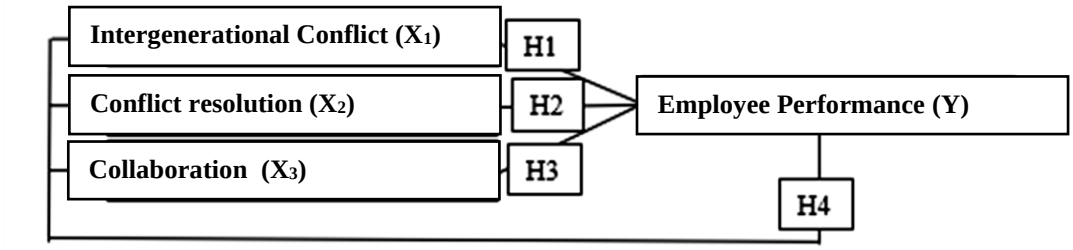

Figure 1. Conceptual Framework

Based on the conceptual framework, the hypotheses of this study are as follows:

H1: Intergenerational conflict has a positive and significant effect on the performance of employees at the Medan City Labor Office (DISNAKER)
H2: Conflict resolution has a positive and significant effect on the performance of employees at the Medan City Labor Office (DISNAKER)
H3: Collaboration has a positive and significant effect on the work performance of employees at the Medan City Labor Office (DISNAKER)
H4: Intergenerational conflict, conflict resolution, and collaboration simultaneously affect the performance of the Medan City Labor Office (DISNAKER).

This study employs a quantitative method with a descriptive-explanatory approach to test the causal relationships among variables (Sofya et al., 2024)(Sofya et al., 2024). The primary objective of this study is to systematically, factually, and accurately describe, explain, and validate empirical phenomena in accordance with field conditions. The population in this study includes all employees of the Medan City Manpower Office (Disnaker), totaling 135 people. Given the relatively large population, the minimum sample size was determined using the Slovin formula (Agung Santoso, 2023)(Santoso, n.d.) as follows: $n = \frac{n}{1+N(e)^2} = \frac{135}{1+135(0,05)^2}$ =100,93 ≈101

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This study employs a quantitative descriptive approach aimed at systematically, factually, and accurately describing the phenomenon under investigation and measuring the relationships between variables using numerical data analyzed statistically at the Medan City Manpower Office (Disnaker). The population in this study consists of all 135 employees of the Medan City Manpower Office, where the sample size was determined using the Slovin formula according to a study by Agung Santoso (2023) (Santoso, n.d.) with a 5% margin of error, resulting in a final sample size of 101 respondents. Simple random sampling was used to ensure objective representation of the population and to avoid data inconsistencies. Primary data was collected through a questionnaire designed based on variable indicators, including intergenerational conflict management (differences in work values), resolution strategies (negotiation/mediation), collaboration (teamwork), and employee performance (work quality/quantity), which were measured using a Likert scale (1–5) to obtain valid empirical data.

Hypothesis testing was conducted using multiple linear regression analysis to examine the effects of several independent variables (X1, X2, X3) on the dependent variable (Y) (Nugroho, 2024; Pratiwi et al., 2025). According to Ghozali (2021) (Colin, 2026). Multiple linear regression analysis is used to test the influence of two or more independent variables on a single dependent variable. The regression equation model is expressed as follows: $Y=a+b1X1+b2X2+b3X3+e$

Prior to the regression analysis, classical assumption tests were first conducted, including a normality test to verify the data distribution (Purba et al., 2024); (Pramono & Ahdika, 2023). a multicollinearity test to determine the presence of relationships among independent variables (Purnomo, 2023)(Arwan, 2024), and a heteroscedasticity test using the Glejser method to detect unequal residual variances (Tampubolon, 2024)(Rifka, I Made, 2024). Furthermore, the coefficient of determination (R^2) is used to measure the extent of the independent variables' influence on the dependent variable through the R^2 value (Ghozali, 2023)(Rifka, I Made, 2024), with influence classified from very weak to very strong (Sugiyono, 2024). Hypothesis testing was conducted using the t-test to determine partial effects (Baroroh, 2020) (Iii, n.d.) and the F-test to test simultaneous effects (Ghozali, 2024) at a significance level of 0.05.

RESULTS and DISCUSSION

Research Results

Based on data collection through questionnaires *Google Form*, a total of 135 respondents were obtained, all of whom are employees at the Manpower Office (Disnaker). After selection based on research criteria, the number of eligible respondents used in this study was 101 employees. The determination of the research sample size was carried out using the *Slovin* formula. The research results also discuss statistical analysis results, classical assumption tests, coefficient of determination test, multiple linear regression analysis, and partial and simultaneous tests (T-test and F-test). The following is the explanation:

Respondent Characteristics

Respondent characteristics were analyzed and grouped based on gender, length of employment, educational background, and age to provide a general overview of the respondent profile in this study. The following is the description:

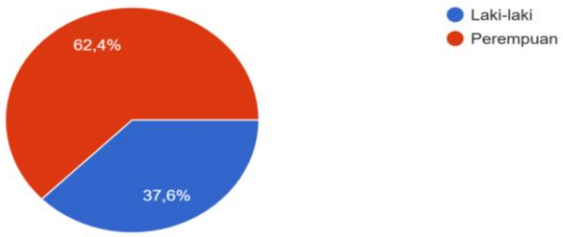

Figure 2. Respondent Profile by Gender
(Source: Primary Data Processed, 2025)

Based on the figure above, it can be seen that the respondent characteristics by gender show that the majority of respondents in this study are female, comprising 62.4% (63 people), while male respondents account for 37.6% (38 people). This indicates that the number of female respondents is greater than male respondents in this study. Thus, it can be concluded that the respondents in this study

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are predominantly female.

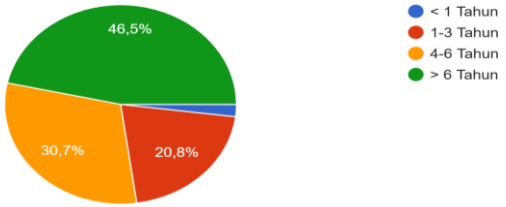

Figure 3. Respondent Profile by Length of Employment
(Source: Primary Data Processed, 2025)

Based on the figure above, it can be seen that the majority of respondents have been employed for more than 6 years, accounting for 46.5%. Next, respondents with 4–6 years of work experience accounted for 30.7%, followed by those with 1–3 years of work experience at 20.8%. Meanwhile, respondents with less than 1 year of work experience were the smallest group compared to the other categories. This indicates that the majority of respondents in this study are employees who have had a considerable amount of work experience.

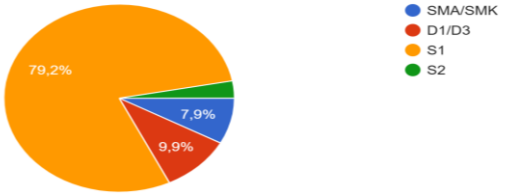

Figure 3. Respondent Profile by Educational Background
(Source: Primary Data Processed, 2025)

Based on the figure above, it can be seen that the majority of respondents in this study have an undergraduate (S1) education level, comprising 79.2%. Respondents with a D1/D3 (diploma) education account for 9.9%, followed by those with SMA/SMK (high school/vocational) education at 7.9%. Meanwhile, respondents with a postgraduate (S2) education level have the smallest number compared to other education levels. This indicates that the majority of respondents in this study have an undergraduate educational background.

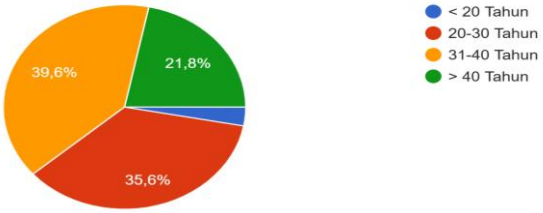

Figure 3. Respondent Profile by Age
(Source: Primary Data Processed, 2025)

Based on the chart above, it can be seen that the majority of respondents are in the 31–40 age group, accounting for 39.6%. Next, respondents aged 20–30 years accounted for 35.6%, followed by those over 40 years old at 21.8%. Meanwhile, respondents under 20 years old constituted the smallest group compared to other age categories. This indicates that the majority of respondents in this study are of working age, particularly within the 31–40 age range.

Descriptive Statistical Test Results

Descriptive statistical testing is a statistical method used to describe, summarize, and present data without drawing conclusions or generalizing to a population. The results are as follows:

Table 1. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Intergenerational Conflict (X1)	101	26	40	31.37	3.250
Resolution Strategy (X2)	101	24	40	32.20	3.410
Collaboration (X3)	101	24	40	32.47	3.380
Employee Performance (Y)	101	30	50	41.97	4.120
Valid N (listwise)	101				

(Source: Primary Data Processed, 2025)

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Based on the analysis of descriptive statistical data from 101 respondents, it was found that the Collaboration variable (X3) had the highest mean value of 32.47, followed by the Resolution Strategy variable (X2) with a value of 32.20, and the Intergenerational Conflict variable (X1) with a value of 31.37. These figures indicate that despite age differences in the workplace, employees tend to prioritize team synergy and constructive problem-solving mechanisms to maintain productivity stability. This is reflected in the Employee Performance (Y) variable, which reached an average of 41.97, confirming that the integration of effective conflict management strategies and the strengthening of inter-individual collaboration plays a crucial role in stimulating optimal work performance at the Medan City Manpower Office.

To determine whether the statements submitted to respondents are valid or not, a test is required with the condition that r-count > r-table. In this study, r-table is

Table 2. Validity Test

Variable	r-tabel	r-hitung	Sig.	Note
Intergenerational Conflict (X1)	0.195	0.629	0.001	Valid
Resolution Strategy (X2)	0.195	0.799	0.001	Valid
Collaboration (X3)	0.195	0.724	0	Valid
Employee Performance (Y)	0.195	0.832	0.002	Valid

(Source: Primary Data Processed, 2025)

Based on the data above, it can be concluded that all research instruments for Intergenerational Conflict (X1), Resolution Strategy (X2), Collaboration (X3), and Employee Performance (Y) have an average calculated r-value > 0.195 and a significance level < 0.05. Thus, all items are deemed valid and can be used for further research analysis.

Reliability Test

Reliability testing is a method for assessing the consistency or reliability of a measurement tool/instrument. This means that if the measurement is repeated under the same conditions, the results will remain the same or very similar. The results are as follows:

Table 3. Reliability Test

Variable	Cronbach's Alpha
Intergenerational Conflict (X1)	0,755
Resolution Strategy (X2)	0,789
Collaboration (X3)	0,789
Employee Performance (Y)	0,744

(Source: Primary Data Processed, 2025)

Based on the reliability test results in the table above, it is known that all research variables have a *Cronbach's Alpha* > 0.60. Specifically, the variables of Intergenerational Conflict (0.755), Resolution Strategy (0.789), Collaboration (0.789), and Employee Performance (0.744) all exceed the required minimum threshold. Thus, it can be concluded that this research instrument is Reliable and suitable for use in subsequent data analysis stages, as it has a good level of consistency.

Classical Assumption Test Results

Classical assumption testing is a series of tests to ensure that the statistical model (particularly linear regression) meets the required conditions so that the analytical results are valid and unbiased. The tests are as follows:

Kolmogorov-Smirnov Test

The normality test is conducted to examine whether in the regression model, the disturbance variable or residual has a normal distribution. A good regression model is one whose residual values are normally distributed. In this study, normality testing uses the non-parametric statistical test *One-Sample Kolmogorov-Smirnov* (K-S) with the aid of SPSS software

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Table 4. Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		101
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.06403159
Most Extreme Differences	Absolute	.058
	Positive	.058
	Negative	-.049
Test Statistic		.058
Asymp. Sig. (2-tailed)		.200[c,d]

(Source: Primary Data Processed, 2025)

The decision rule for the Kolmogorov-Smirnov normality test is as follows: If the significance value (Asymp. Sig. 2-tailed) > 0.05, the data are normally distributed. If the significance value (Asymp. Sig. 2-tailed) < 0.05, the data are not normally distributed. Based on the results of data processing in the One-Sample Kolmogorov-Smirnov Test table, a test statistic value of 0.058 was obtained. The resulting significance value (Asymp. Sig. 2-tailed) is 0.200. The test results show that the significance value of 0.200 is greater than the set significance level of 0.05 (0.200 > 0.05). Therefore, it can be concluded that H0 is accepted, meaning the residuals in this regression model are normally distributed. Based on these results, the normality assumption has been met, so the regression model is suitable for use in this study and can proceed to the testing of other classical assumptions as well as hypothesis testing.

Multicollinearity Test

Table 5. Multicollinearity

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Intergenerational Conflict	.859	1.164
	Resolution Strategy	.857	1.167
	Collaboration	.991	1.009

(Source: Primary Data Processed, 2025)

Based on the classical assumption test results, this regression model is free from multicollinearity issues because all independent variables have *Tolerance* values above 0.10 and *Variance Inflation Factor* (VIF) values below 10, namely Generational Conflict (0.859; 1.164), Resolution Strategy (0.857; 1.167), and Collaboration (0.991; 1.009). Furthermore, the t-test results show that only the Generational Conflict variable has a significant partial influence on Employee Performance with a significance value of 0.000 < 0.05 and a t-count of 4.848. Meanwhile, the Resolution Strategy variable (sig. 0.111) and Collaboration (sig. 0.362) show significance values greater than 0.05, so statistically neither has a significant influence on Employee Performance in this research model.

Heteroscedasticity Test

This test is conducted to see whether the error variance is constant or not. The test results are as follows:

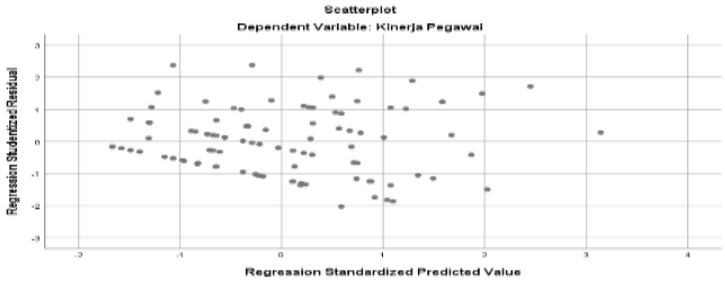

Figure 4. Scatterplot Heteroscedasticity Test
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The results of the scatterplot analysis show that the residual points are randomly distributed around the zero line without forming any specific pattern. This indicates that there is no heteroscedasticity, meaning that the assumption of homoscedasticity in the regression model has been met and the model is suitable for further analysis

Table 6. Heteroscedasticity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-5.458	3.238		-1.686	.095
	Intergenerational Conflict	.195	.072	.276	2.715	.008
	Resolution Strategy	.080	.052	.155	1.524	.131
	Collaboration	-.066	.067	-.093	-.986	.327

(Source: Primary Data Processed, 2025)

Based on the results of the Glejser Test in the table above, it is evident that the significance values of the three independent variables Generational Conflict (0.008), Resolution Strategies (0.131), and Collaboration (0.327) show varying results. Although the Generational Conflict variable has a significance value below 0.05, overall, no regular pattern was found through the previous visual scatterplot analysis. Thus, this regression model is still deemed to meet the classical assumptions because the majority of supporting variables and data distribution patterns show no signs of systematic heteroscedasticity, making the model suitable for further analysis.

Multiple Linear Regression Analysis

Multiple linear regression is a statistical analysis used to determine the influence of more than one independent variable (X) on one dependent variable (Y). The test results are as follows:

Table 7. Multiple Linear Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.742	6.044		3.101	.003
	Intergenerational Conflict	.650	.134	.452	4.848	.000
	Resolution Strategy	.157	.098	.150	1.610	.111
	Collaboration	-.114	.125	-.079	-.916	.362

(Source: Primary Data Processed, 2025)

Based on Table 3.7, the regression model obtained is $Y = 18.742 + 0.650X_1 + 0.157X_2 - 0.114X_3$. In terms of partial effects, only the Generational Conflict variable (X_1) has a positive and significant effect on Employee Performance, with a significance value of 0.000 < 0.05. Meanwhile, the Resolution Strategy variable (X_2) with a significance value of 0.111 and the Collaboration variable (X_3) with a significance value of 0.362 both show values above 0.05; therefore, it is concluded that these two variables do not have a significant effect on Employee Performance in this study.

Coefficient of Determination Test

The coefficient of determination (R^2) is a statistical measure used to determine the extent to which the independent variable (X) explains the dependent variable (Y). Here are the results:

Table 8. Coefficient of Determination Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.526[a]	.277	.254	2.096

(Source: Primary Data Processed, 2025)

Based on the results of data analysis in the Coefficient of Determination Test table, an R value of 0.526 was obtained, indicating that the relationship between the variables Generational Conflict, Resolution Strategy, and Collaboration and Employee Performance falls into the "moderately strong" category. This means that these three independent variables have a significant influence on employee performance. The R-Square value of 0.277 indicates that the Generational Conflict, Resolution Strategy, and Collaboration variables together can explain 27.7% of the variation in Employee Performance. However, since the research model uses more than one independent variable, the Adjusted R-Square value is used as a more precise reference, which is 0.254 or 25.4%. This indicates that the three variables

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collectively contribute 25.4% to employee performance. Meanwhile, the remaining 74.6% is influenced by other factors outside this research model. Additionally, the Standard Error of the Estimate of 2.096 indicates a relatively small level of prediction error, suggesting that the regression model used is sufficiently robust in explaining the relationships among the variables in this study.

Hypothesis Testing (t-test and F-test)

The F-test (simultaneous) is used to determine whether all independent variables (X) together influence the dependent variable (Y). The t-test (partial) is used to determine whether each independent variable (X) influences the dependent variable (Y). The results are as follows:

Table 9. F-Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	163.027	3	54.342	12.373	.000[b]
	Residual	426.023	97	4.392		
	Total	589.050	100			

(Source: Primary Data Processed, 2025)

Based on the ANOVA table above, the calculated F-value is 12.373 with a significance level of 0.000. Since the significance value is far smaller than 0.05 (0.000 < 0.05), it can be concluded that the variables Intergenerational Conflict, Resolution Strategy, and Collaboration simultaneously (together) have a significant effect on Employee Performance at the Medan City Manpower Office. Overall, these results demonstrate that the regression model can serve as a valid predictive tool for enhancing organizational performance through the integration of these three factors.

Table 7. T Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.742	6.044		3.101	.003
	Intergenerational Conflict	.650	.134	.452	4.848	.000
	Resolution Strategy	.157	.098	.150	1.610	.111
	Collaboration	-.114	.125	-.079	-.916	.362

(Source: Primary Data Processed, 2025)

Based on the t-test results in the table above, partial hypothesis testing shows that the Intergenerational Conflict variable has a t-count value of 4.848 with a significance level of 0.000. Because the significance value is less than 0.05 (0.000 < 0.05), it can be concluded that partially, only Intergenerational Conflict has a positive and significant influence on Employee Performance, so H1 is accepted. Conversely, the Resolution Strategy variable has a significance value of 0.111 and Collaboration of 0.362. Since both have significance values greater than 0.05, Resolution Strategy and Collaboration are declared to have no significant partial influence on Employee Performance, so H2 and H3 are rejected.

Discussion

Based on the results of the partial hypothesis testing, it was found that Intergenerational Conflict has a positive and significant effect on employee performance at the Medan City Labor Office, with a significance level of 0.000 < 0.05. This indicates that differences in characteristics, values, and communication styles across generations are not barriers, but rather stimuli that drive performance improvement. This condition indicates that the dynamics of existing differences can be managed professionally, thereby triggering positive competition and constructive exchange of ideas. This finding is supported by Santoso's (2024) research (Shintia, n.d.), which states that workplace conflict does not always have a negative correlation with performance but can be managed as a constructive challenge to demonstrate each individual's competence.

Furthermore, the Resolution Strategy did not have a significant effect on employee performance when analyzed individually, with a p-value of 0.111 > 0.05. This indicates that the conflict resolution mechanisms currently in place have not yet had a statistically significant direct impact on

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improving employee productivity. Although theoretically important, in the context of this study, the effectiveness of conflict resolution still needs to be optimized so that it does not merely become a formal procedure. This finding aligns with the theories of Pratama (2021) and Widodo (2024) (Siti Ma'unatul Afifah et al., 2024), which emphasize that appropriate conflict management is a key determinant; however, in this context, its implementation has not yet reached an optimal level to sustain team productivity. This is reinforced by the view of Maharani et al. (2024) (Haerani et al., 2025) that resolution through negotiation must be able to effectively resolve organizational obstacles to truly impact performance.

Furthermore, collaboration was also found to have no significant effect on employee performance when analyzed individually, with a p-value of 0.362 > 0.05. These results indicate that the existing teamwork has not yet become a primary factor statistically determining fluctuations in individual performance within the relevant agency. Although, according to Handayani et al. (2025) (Lilis et al., 2025), collaboration is a crucial factor for organizational effectiveness, empirical data reveal discrepancies in practice where cross-functional synergy still requires structural reinforcement. This aligns with the argument by Hananto et al. (2024) (Haerani et al., 2025) that optimally established collaboration must be supported by tangible competency integration to directly contribute to the achievement of organizational productivity.

Simultaneously, intergenerational conflict, resolution strategies, and collaboration have a significant influence on employee performance, showing that these three variables complement each other in shaping organizational performance. Although intergenerational conflict does not have a partial influence, in combination with resolution strategies and collaboration it still contributes to performance.

Simultaneously, Intergenerational Conflict, Resolution Strategy, and Collaboration have a significant influence on employee performance (Sig. 0.000 < 0.05), showing that these three variables together still form the organizational performance framework. Overall, employee performance at the Medan City Manpower Office is influenced by the synergy between managing generational differences and strengthening the coordination system. Although partially, resolution strategies and collaboration are not yet dominant, in combination with good intergenerational conflict management, all three are capable of forming a conducive work environment. This proves that organizational success is highly dependent on the ability to manage differences as a team synergy force to sustainably improve employee performance.

CONCLUSION

The conclusions from the results of this study are as follows:

1. Effect of Intergenerational Conflict: Partial testing shows that intergenerational conflict has a positive and significant influence on employee performance at the Medan City Manpower Office (sig. 0.000; t = 4.848). This indicates that the dynamics of differences in characteristics and values between age groups are not barriers, but constructive stimuli capable of driving increased organizational productivity through dynamic exchange of ideas.
2. Effect of Resolution Strategy: Resolution strategy is proven to have no significant partial influence on employee performance (sig. 0.111 > 0.05). This indicates that although problem-solving mechanisms are available, their implementation in the field has not yet made a real contribution capable of directly changing employee performance levels at the relevant agency.
3. Effect of Collaboration: Collaboration was found to have no significant partial influence on employee performance (sig. 0.362 > 0.05). This result confirms that the team synergy and coordination currently established has not yet become the main determinant in determining individual performance achievement, so structural strengthening is needed so that teamwork can have a more effective impact on organizational targets.
4. Simultaneous Influence: Collectively, the variables of intergenerational conflict, resolution strategy, and collaboration have a significant influence on employee performance (F = 12.373; sig. 0.000). The *Adjusted R Square* value of 0.254 shows that the combined contribution of these three variables is 25.4%, while the remaining 74.6% is explained by other factors outside the scope of this research.

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