



Transformation of Intergenerational Communication Behaviour and Ethics in the Office Environment

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ABSTRACT

Generational differences in the workplace present both challenges and opportunities for organisations to build effective communication and a balanced working environment. This topic was chosen because younger employees entering the workforce are bringing perspectives and communication styles that differ from those of previous generations. This study aims to explore how intergenerational communication behaviour and ethics are formed in office settings, and how interactions across age groups contribute to workplace harmony. The research employs a qualitative descriptive approach through literature review, observation, and interviews with employees from various generations. The findings reveal that communication differences between younger and older generations can be bridged through mutual understanding and willingness to adapt to each other's communication patterns. Younger generations tend to communicate more openly and adapt quickly to digital platforms, while older generations emphasise politeness, structure, and experience. When both groups interact, a new form of communication emerges, one that is more open, respectful, and built on mutual trust. Ethical communication has also evolved from formal rules into a shared awareness of communicating wisely and professionally. This study is expected to provide organisations with insights into fostering a more harmonious and collaborative multigenerational work culture.

Keywords: Behavioural Transformation; Communication Ethics; Generational Adaptation; Intergenerational Communication; Workplace



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INTRODUCTION

Today, the world of work is experiencing significant social changes due to the existence of multiple generations in one workplace. Generations X, Y (or millennials), and Z work together with different personalities and communication styles. While diversity allows organisations to combine experience and innovation, it also presents challenges for effective communication and harmonious working relationships. The new dynamics created by differences in thinking, habits, and perceptions across generations must be fully understood, especially in professional communication in the office. As technology and work culture change, the communication gap between generations is widening. The communication of the younger generation born in the computer and internet era tends to be faster, more relaxed, and more informal.

Meanwhile, the older generation still uses formal, careful, and hierarchical ways of communication. Misconceptions and negative perceptions often arise from these differences. Most people consider the younger generation to be less polite, to complain more easily, and to be less resistant to pressure. In comparison, the older generation is seen as too rigid and unable to adapt to change. This situation shows that the communication gap between generations is not only a matter of speaking style but also reflects differences in values and in understanding of professional ethics.

Communication gaps are also a problem in public organisations. According to research by Putra *et al.* (2025), Gen Z employees in government institutions have difficulty communicating with colleagues and superiors from older generations. To overcome these challenges, they made changes, such as speaking in a more formal language, maintaining personal principles, including the courage to speak up, and retaining their unique communication style. The results show that cross-generational communication is constantly evolving, with everyone seeking to balance personal identity with the organisation's professional principles. A similar pattern is also found in private-sector communications. Karnaen & Pratama (2025) found that the main factor inhibiting coordination in a creative work environment, such as Infia Corporation, is the different communication styles between Generation Z employees and senior leaders. While Generation Z prefers to communicate quickly, openly, and bidirectionally, senior leaders choose to communicate formally. Despite this, both have a common desire to speak to each other sincerely and respectfully. This study shows that formal and informal communication styles are essential for effective communication. Performance and interpersonal relationships in the workplace are greatly influenced by good communication. Increasing employee trust and productivity can be achieved through a healthy, open, and supportive work environment (Efawati, 2020; 2023). Conversely, intergenerational miscommunication can lead to conflict, reduce work morale, and hinder coordination (Efendy & Kusuma, 2024). As a result, communication is seen not only as a way to convey a message but also as a tool to shape a work culture and trust within the organisation.

Ethics are a crucial element in maintaining organizational harmony and fostering mutually respectful working relationships. Business communication ethics help keep an organization's image and encourage honest and responsive communication (Suhairi *et al.*, 2023). In the context of cross-generational communication, ethics serve as the foundation for interactions to remain harmonious and avoid violating social norms. Differences in communication styles between generations can lead to tension and impact work effectiveness, as demonstrated by Wardani *et al.* (2024). The difference in digital literacy also means that each generation understands the message differently. Therefore, Afif *et al.* (2025) emphasize the importance of digital communication ethics in minimizing miscommunication and maintaining the accuracy of information.

The character of Generation Z also strengthens the urgency of this research. Generation Z tends to prioritize flexibility, the courage to express opinions, and the need to contribute directly, while previous generations emphasized stability and prudence. This condition necessitates the ability to understand differences in values and work habits for effective intergenerational communication. Indrawan & Toni (2025) emphasized that effective communication in a multigenerational work environment can only be achieved if both parties can adapt to technological developments and work effectively together.

According to Aditia (2025) research, differences in media preferences and language styles often lead to communication barriers between generations. Generation Z prefers instant messaging and digital symbols such as emojis, while Generations X and Y are more formal and use conventional communication channels such as email. Miscommunication often occurs due to this imbalance, especially when vital messages must be delivered quickly and precisely. Therefore, for each generation to understand and adapt to one another, an inclusive communication approach needs to be developed. On the contrary, research conducted by Zis *et al.* (2021) found that adolescents' communication behaviour in the digital era changed from direct interaction to gadget-based communication. This has the potential to reduce the honesty and depth of interpersonal relationships and reduce the frequency of face-to-face communication. These changes show that digitalisation is profoundly impacting how young people engage in work relationships, ultimately influencing how people communicate at work.

Various studies show that although many have addressed communication differences between generations, most have focused only on behavioural differences, without thoroughly explaining the process of behavioural transformation or communication ethics. However, there is still little research examining how values, organisational culture, and social interactions change cross-generational communication in the office. The study centres on the idea that workplace communication ethics result from a process of social adaptation that develops through cross-generational and non-static interactions. Communication behaviour, professional ethical values, and organisational culture are three critical aspects of this study. The goal is to understand how intergenerational learning processes shape new communication standards in the workplace.

Based on this description, the purpose of this study is to understand and explain how communication behavior and ethics evolve in the office environment, as well as identify the components that influence this process. For this reason, this study aims to investigate how intergenerational communication behavior is formed in the workplace, how communication ethics are understood and applied by different generations, and what factors encourage changes in communication patterns. This research is expected to make a theoretical contribution to the development of organizational communication science, as well as provide practical benefits for employees in fostering harmonious, ethical, and adaptive cross-generational communication in changing times.

LITERATURE REVIEW

Intergenerational Communication

Intergenerational communication occurs when individuals from different age groups exchange messages within a social or organizational environment. This interaction is increasingly seen in the world of work due to the diversity of ages and backgrounds of employees (Nursyifa & Suben, 2024). Differences in social values and technological developments lead each generation to have a distinct way of conveying messages and understanding the meaning of communication (Sulistiawati & Kurniadi, 2025).

Generations X, Y, and Z bring diverse communication styles, both from cultural and emotional aspects. Cross-generational communication is not only about how messages are conveyed, but also how social symbols and expectations are interpreted. Media preferences are also different. Millennials are more flexible and tend to use digital communication, while Generation X prefers formal face-to-face communication. In contrast, Generation Z prioritizes interactivity and speed in exchanging messages (Jannah *et al.*, 2024).

Intergenerational communication is an essential tool for organisations to build mutual understanding amid differences in experiences and values. If not appropriately managed, generational differences can be a source of conflict, but they can also become a strength if each generation learns from and adapts to the other (Anggraeni *et al.*, 2021). Therefore, not only is the ability to speak or hear vital for effective generational communication, but also the ability to understand differences of opinion. Cross-generational communication also helps to strengthen organisational identity and maintain principles.

Differences between generations can be turned into profitable opportunities for cooperation through open communication and mutual respect. This aligns with research that found that empathy and adaptation from both parties are essential for successful communication in the multigenerational workplace (Budi, 2021). From various perspectives, intergenerational communication is a dynamic process that demands a balance between accepting change and appreciating old values. Healthy communication not only focuses on the exchange of information but also helps people understand the importance of diversity in achieving organisational goals.

Communication Ethics in the Work Environment

Ethical communication is essential for maintaining healthy intergenerational working relationships. Ethics in communication are not only related to politeness, but also include moral responsibility, clarity of message, and mutual respect in professional interactions (Laksana & Nurhaliza, 2023). These ethics encompass not only speaking politely but also demonstrating moral awareness in conveying messages, respecting differences, and upholding integrity in every interaction (Waliulu & Rumra, 2024). Communication ethics becomes an identity and a guide for behavior in multigenerational organizations. When employees communicate with good ethics, a work environment is created that is respectful and open. This is important because views on professionalism and decency differ for each generation. The younger generation emphasizes openness and equality, whereas the older generation views ethics through a hierarchical and formal lens (Saputra & Melina, 2023).

The application of communication ethics in the modern era faces new challenges. Misconceptions in *online* communication often occur due to a lack of nonverbal expression (Maida & Setyanto, 2023). As a result, businesses must raise awareness of digital ethics to ensure that good manners, privacy, and empathy are considered in every message. Production is also influenced by communication ethics (Syamsuyar *et al.*, 2023). Ethical communication increases trust and coordination between leaders and employees, while unethical communication creates conflict and lowers work morale (Yolanda & Paramita, 2023).

Communication standards also change according to the organisation's culture. Too free communication can be considered disrespectful in a hierarchical environment. On the contrary, the same culture encourages innovation (Irdewanti & Yustikasari, 2024). Therefore, each needs to adjust their speaking style to align with the organisation's standards. In general, workplace communication ethics stem from professional awareness

and empathy rather than from formal rules. These are values that unite generations, encourage cooperation, and ensure sustainable working relationships

Intergenerational Communication Behaviour and Style

Behavior and communication in different work environments between generations reflect differences in values, life experiences, and adaptation to technological advances (Jopri & Suhaili, 2024). Each generation has different communication preferences, which are influenced by its social and cultural environment at the time. For example, Generation X prioritizes structure and formality in delivering messages, while generations Y and Z prefer personal expression, speed, and efficiency (Purwana *et al.*, 2023). Generation Z, the youngest group in the workforce, exhibits communication behaviors heavily influenced by the digital world. They are used to communicating through social media, text, and visuals. Previous generations may have considered this custom less formal (Anita *et al.*, 2024).

Openness and spontaneity are often the hallmarks of communication of the younger generation. Even when they express their opinions directly to their superiors, they prefer to do so in a polite and constructive context (Wulandari *et al.*, 2023). In contrast, the senior generation tends to be cautious in voicing their opinions and appreciates communication that is carried out from top to bottom, which maintains a hierarchical structure (Kartika, 2023). This differentiation reveals that each generation has a distinct perspective on what constitutes professionalism and decency. Other studies indicate that traditional standards may not always be suitable for evaluating the communication standards of younger generations. In interactions, they emphasize honesty, openness, and inclusion more than just following formal communication protocols (Edwan *et al.*, 2023). This shows that the paradigm of communication has changed, moving from communication based on hierarchy to communication based on cooperation and equality of values.

Technological developments also affect the way each generation communicates. Millennials and Gen Z are faster to adapt to new communication media, while previous generations take longer (Ongkowijoyo, 2021). Intergenerational interaction remains an important means of learning, as each younger generation helps with the use of technology, while the older generation provides guidance on ethics and professional responsibility (Putra *et al.*, 2025). Differences in speaking styles, media, and self-expression are not only a challenge but also an opportunity to build more creative working relationships. Communication in the workplace is not only aimed at exchanging information, but it is also the basis for creating sustainable cross-generational collaboration through efforts to understand each other's perspectives.

Communication Gaps and Dynamics

The unique and complex dynamics of communication are created by the presence of different generations in the workplace. Different ages, values, and experiences often lead to misunderstandings, but they also allow for better cooperation. This gap in the organization is not only a technical problem in conveying messages but also reflects the way people think and interpret work (Fikri *et al.*, 2024). This phenomenon can be observed when the younger generation, accustomed to digital communication, interacts with the older generation, who prefer to communicate in person or formally. These differences in style often lead to misinterpretations of instruction, responsibility, or criticism (Anggraeni *et al.*, 2021). Nonetheless, many companies see this distinction as a

cross-generational learning opportunity, where the younger generation brings creative ideas, while the older generation maintains an established work culture and principles.

Communication styles and workplaces influence cross-generational dynamics. If the organizational culture is too hierarchical, communication barriers will arise. On the other hand, if the organizational culture is more open, ideas will be easier to share (Syamsuyar *et al.*, 2023). In this situation, both parties must adapt to each other. The younger generation learns about professional ethics and courtesy, while the older generation adjusts to faster digital communication (Maida & Setyanto, 2023). Because each generation looks at problems from a different perspective, often differences of opinion lead to smarter decisions (Budi, 2021).

To meet the needs of cross-generational communication, organizations must develop new communication systems. According to Waliulu & Rumra (2024), the success of communication depends on the organization's ability to foster professional ethics and trust among its members. According to this perspective, generational differences are an opportunity to learn from each other and are no longer an obstacle. When communication is managed wisely and with respect, complementary work patterns are created, and intergenerational relationships are strengthened.

The Influence of Communication Ethics on Employment Relations

Ethical communication is crucial for maintaining a balance in intergenerational working relationships. Ethics encompasses not only politeness but also responsibility, empathy, and respect for the values of each individual (Saputra & Melina, 2023). Because each generation has a distinct view of professionalism, differences in communication styles frequently result in emotional misunderstandings. The younger generation tends to be cautious about showing respect, while the older generation prefers direct and assertive communication. Building an effective communication ethic depends on the ability to adapt to organizational principles and respect each other (Yolanda & Paramita, 2023). With the basis of professionalism and mutual respect, cross-generational communication can take place more smoothly and productively.

Inclusive leadership is crucial for maintaining high communication standards in the workplace. Leaders who value differences and are open to discussion can improve the work environment (Waliulu & Rumra, 2024). Spiritual and moral values also encourage ethical practices, as exemplified by Islamic religious ethics, which emphasize honesty, politeness, and moral responsibility towards colleagues (Saputra & Melina, 2023). This indicates that organizational culture significantly impacts how employees behave ethically.

Communication ethics in the era of computers and the internet are increasingly important. Technology makes interaction easier. Organizations must establish clear communication rules without restricting generational freedom. Good communication ethics are related to positive attitudes, loyalty, and job satisfaction (Kartika, 2023). When employees feel valued for communicating politely and openly, they find it easier to work with people of different ages and positions. An ethical working relationship fosters a sense of security and trust, which is the foundation of a lasting working relationship. Therefore, communication ethics serve as a social strategy and moral guideline to strengthen intergenerational relationships in the workplace.

Transformation and Adaptation of Intergenerational Communication

Communication between generations is now not only related to message delivery, but also the ability of each individual to adapt to the ever-changing context, media, and

culture of organizations (Putra *et al.*, 2025). This transformation is driven by digitalization, which makes the younger generation the primary driver of change, as they are accustomed to collaborating through digital platforms. Meanwhile, Generation X and the more senior generation offer the value of patience and clarity in communication (Ongkowijoyo, 2021). Two-way adaptation also occurs, the younger generation learns to understand the formal context of the organization. In comparison, the older generation adjusts to a more flexible and technology-based communication pattern (Anita *et al.*, 2024).

Additionally, this change marks a significant shift in how people perceive communication ethics. In the past, ethics was considered a strict set of rules and authority. However, today, communication ethics have evolved into a collective consciousness that respects differences and adapts to a dynamic work environment (Purwana *et al.*, 2023). This explains why cross-generational communication does not depend on the same speaking style, but on the ability to adapt to new standards while remaining professional and courteous. Kartika (2023) emphasizes the importance of an adaptive communication structure to provide equal opportunities to every worker, regardless of their generation. A culture of mutual respect and trust arises from open communication, which strengthens teamwork.

This adaptation did not just happen. This is due to the ever-growing social learning and interaction in the workplace. According to research by Edwan *et al.* (2023), the younger generation prefers to communicate quickly and effectively, while the older generation prefers clarity and politeness. Although the orientations differ, they share the same goal, to foster productive working relationships. Ultimately, the transformation of communication across generations shows human efforts to adapt to the changing times. Adaptability in office management determines the quality of teamwork and the overall effectiveness of the organization.

RESEARCH METHOD

This study uses a qualitative descriptive approach involving observation, interviews, and literature studies. This method is suitable for addressing complex social phenomena, such as changing behaviour and intergenerational communication standards, in the office environment. Based on real-world field experience, the qualitative approach enables researchers to interpret social context and communication dynamics thoroughly (Wardani *et al.*, 2024).

The study begins by reviewing the literature to establish a conceptual basis and identify relevant prior research. In the last five years, there have been numerous publications of literature on organisational communication, generational behaviour, and work ethics in the digital age. This literature review supports theoretical arguments and develops observation and interview tools appropriate to the research context (Chaniago *et al.*, 2023).

Furthermore, in October 2025, a non-participatory observation was conducted at one of the companies in East Karawang to examine intergenerational communication patterns in work activities, including meetings, team coordination, and digital communication. The results of the observations were recorded systematically to compare them with organisational communication theory (Sulistiawati & Kurniadi, 2025).

In the next step, six informants were interviewed thoroughly. These interviews were conducted on October 25, 2025, and each consisted of two people from Generation X, two from Generation Y (also known as millennials), and two from Generation Z. Each interview lasted 15-20 minutes. The question focuses on informants' understanding of

cross-generational adaptation and communication ethics (Wardhani *et al.*, 2022). To ensure that the results are more valid, the data collected from all three methods are analysed interactively and thematically by grouping, comparing, and interpreting results based on pattern similarities. In addition, the triangulation process, which compares literature findings, observations, and interviews, is also used to validate the results. This combination of techniques provides an in-depth look at the changing ethics and communication behaviours between generations in the workplace. It also reveals the social meaning behind the differences in communication styles and values in multigenerational organisational environments.

RESEARCH RESULTS

Observation Results

The results of the observation show that the communication pattern in the intergenerational work environment is dynamic and adjusts to each other. Each generation has a different style of interaction, but it still influences the other. Generation X tends to maintain formality and hierarchy, Generation Y acts as an adaptive mediator, while Generation Z is more expressive and relies on technology.

Table 1. Results of Observation of Intergenerational Communication Behaviour

Observed Aspects	Generation X	Generation Y	Generation Z
Communication Style	Formal, polite, and explicit language is often used in face-to-face communication.	A combination of formal and casual, open to discussion.	It tends to be informal, direct to the point, and often uses digital media.
Communication Media	Face-to-face and formal meetings.	Online meetings, group chats, and emails.	Instant messaging apps (chat), voice notes, and Google Meet.
Relationship with Coworkers	Maintain professional distance, respect structure.	Tend to be collaborative and open to suggestions.	More fluid, dare to have an opinion, but sometimes lack understanding of ethical boundaries.
Ethics and Attitudes	Prioritise manners and respect for seniority.	Balancing politeness and communication efficiency.	Assess ethics based on context and intent, not just on formal language.
Response to Differences	Sometimes it's hard to adjust to the style of fast communication.	Become a bridge between generations X and Z.	Quick to adapt, but easily misinterpreted by senior colleagues.

Source: Own Compilation (2025)

From the observation results, despite differences in communication styles, each generation shows an effort to understand the other. For example, Generation Z is increasingly using polite language when talking to seniors, while Generation X is becoming more open to using digital media for work coordination. The work atmosphere becomes more flexible as a result of this two-way adaptation process.

Interview Results

Interviews were conducted with six respondents (two from each of the generations X, Y, and Z). This interview focuses on their views on cross-generational communication, work ethics, and how to adapt to changing communication patterns in the office environment.

Table 2. Summary of Interview Results by Generation

Main Themes	Generation X	Generation Y	Generation Z
The Meaning of Communication in the Workplace	A form of professional responsibility and respect for the organizational structure.	A means of building relationships and strengthening cooperation.	How to express ideas quickly and efficiently.
Communication Ethics	Must be polite and use measured, formal language.	Be open-minded while still maintaining a sense of community.	More contextually, as long as it is not offensive, it is considered to remain polite.
Communication Challenges	Less comfortable with digital styles that are too fast and relaxed.	Difficulty balancing the expectations of two generations.	Fear of being judged as less polite by seniors because of the short communication style.
Adaptation Efforts	Start embracing digital communication and a fast work style.	Become a mediator between the senior and junior generations.	Learning to use language is more polite in formal situations.
Important Quotes	"Young people are quick to respond, but sometimes too straightforward."	"Now the important thing is not only to be polite, but also to listen to each other."	"If the message is clear, why should it be too long?"

Source: Own Compilation (2025)

From the interviews, all generations are aware of the importance of good communication in the workplace, albeit in different ways and with different understandings. Generation X still strongly upholds formal ethics, while Generation Y tries to balance old and new values. Meanwhile, Generation Z brings the spirit of spontaneity and the efficiency of digital communication, but is also beginning to understand the importance of context and professional manners. This process of intergenerational adjustment shows that communication in the workplace is no longer just a means of conveying messages, but also a form of social awareness that respects differences and builds harmony.

DISCUSSION

The results of observations and interviews indicate that intergenerational communication in the office is dynamic and influenced by diverse perspectives and work habits. The younger generation emphasizes openness, spontaneity, and the use of digital media, while the older generation emphasizes politeness, prudence, and work experience. This finding aligns with Lestari & Yulianita (2025), who stated that differences in the way of speaking and interpreting work reflect the character of each generation. Generation Z also sees communication as a means of collaboration and prefers instant messaging to meetings or formal letters, as revealed in the research of Anita *et al.* (2025). This study expands on this view by demonstrating that cross-generational communication is influenced not only by technology but also by the efforts of both parties to understand each other's habits and ways of thinking.

Generation Z tends to communicate directly and openly, but still maintains politeness in professional situations (Syarifah *et al.*, 2025). They have a strong desire to express opinions while adapting to more senior colleagues. In interviews, the younger generation demonstrated that they value an open discussion space without compromising on work hierarchy. These findings reinforce the theory of intergenerational communication that emphasizes the importance of two-way adaptation. In line with the opinions of Maida & Setyanto (2023), open dialogue spaces create a bridge between experience and innovation. However, this study shows a different thing, namely that

cross-generational communication is not only collaboration-oriented, but also forms a more mature pattern of working relationships, where openness is balanced with professional responsibility and awareness.

According to research by Nuraini *et al.* (2024), digital behavior is closely related to employee performance, primarily through the responsible use of technology. These findings align with the results of this study, which indicate that digital literacy plays a crucial role in the way generations communicate in the office. The younger generation is quick to adapt to digital media, while the older generation is starting to learn how to utilize it to support their work. However, in contrast to Nuraini *et al.* (2024), who emphasized digital behavior in general, this study shows that cross-generational communication also gives birth to a new form of work ethics, where the responsibility for communicating is not only about the technicalities of media use but also about how to maintain trust and respect between generations.

Ramdhan *et al.* (2025) found that synergy between employees and management is important for creating a harmonious organization. This is also evident in this study, where open communication is the primary factor in fostering cross-age cooperation. When young employees feel heard, they are more eager to contribute, while senior employees feel valued because their experiences are recognized. This pattern of communication demonstrates that harmony in the workplace can be achieved not through uniformity, but through a willingness to adapt to one another. This study found that aspects of daily communication behavior are the basis for creating trusting working relationships.

Pratami (2024) states that work experience and organizational culture greatly affect employee abilities and performance. The results of this study support this view by showing that an organizational culture that is open to age differences encourages healthier cooperation. The younger generation is learning to value experience, while the older generation is starting to accept new work patterns that are faster and more flexible. However, this research adds a new dimension, namely that intergenerational collaboration does not only depend on organizational structure, but also on the way communication is built with mutual respect. The age difference that previously had the potential to become a distance is now a source of ideas and understanding that complement each other.

Generational differences also affect the way a person speaks and behaves. The younger generation views openness as a form of honesty and transparency. In comparison, the older generation sees it as a step that needs to be taken carefully to avoid violating the boundaries of formality. This difference is clearly evident in the interview results, specifically that the younger generation prefers digital platforms for discussions. In comparison, the older generation remains comfortable with face-to-face meetings or official letters (Edwan *et al.*, 2023). This change in pattern is also reflected in leadership styles that are now more open to two-way communication (Waliulu & Rumra, 2024). In line with Yolanda & Paramita (2023), the modern work culture emphasizes flexibility and clarity, where everyone is given space to express their opinions. In contrast to the results of previous research that focused on work systems, this study emphasizes the importance of cross-generational communication as a foundation for creating a work culture that strikes a more balanced balance between experience and digital speed.

Adaptability has proven to be the key to cross-generational communication. The younger generation learns to understand the professional expectations of senior colleagues, while the older generation adjusts to the faster pace of work. These results align with the opinion of Irdewanti & Yustikasari (2024), who affirm that an open work culture fosters cross-age participation. Kartika (2023) also noted that intergenerational interaction fosters more equitable working relationships. However, the study expands on

these findings by showing that intergenerational balance is not only shaped by the work system, but also by communication habits built through mutual respect and a desire to understand others' perspectives. Thus, cross-generational communication plays a crucial role in fostering a supportive and productive work environment.

Changes in the way of communication also bring changes in work ethics. Now, communication is not only about conveying a message, but also about maintaining relationships between colleagues from different generations. Each generation has a responsibility to adjust in order to maintain professionalism without losing familiarity. The younger generation sees politeness as a form of appreciation for experience, while the older generation sees openness as a sign of maturity in thinking. The leadership pattern has also evolved to be more open, with many decisions made through joint discussions. In line with Saputra & Melina (2023), communication built on mutual respect can strengthen trust and reduce psychological distance between generations. From these findings, it is evident that cross-generational communication is not merely an interaction between generations but a form of cooperation that enables the integration of differences to become new strengths in the modern work environment.

CONCLUSIONS

This research demonstrates that intergenerational communication in the office environment is a dynamic process that evolves in tandem with diverse perspectives, views, and work habits. The younger generation tends to be more open and quick to adapt to technology, while the older generation is more cautious and emphasizes manners and work experience. Based on the results of literature studies, interviews, and observations, when the two generations try to understand and adjust to each other, a more open and respectful working relationship is formed. Communication ethics in the workplace have also changed. If previously adhering to formal rules, it has now developed into an awareness of communicating more wisely, respecting differences, and adjusting to situations. These findings strengthen the theory of intergenerational communication while adding to the understanding that the success of communication is not only determined by the media or position, but by the ability to build mutual respect in every interaction.

Thus, this study confirms that cross-generational communication plays a crucial role in fostering harmonious working relationships in the office environment. Two-way adaptation between the younger and senior generations helps bridge the communication gap and facilitates practical cooperation. The findings of this study also reveal something new, harmony is not built on uniformity, but on the willingness to understand and adapt to one another. Theoretically, this research adds to the understanding of how communication behavior and ethics develop in intergenerational interactions. In practical terms, these findings provide a reference for organizations to build more open and adaptive communication patterns. Thus, the research objectives have been achieved, showing that communication that respects each other and can adapt is the key to creating good working relationships.

This research certainly has limitations. The number of informants involved is still small, and the research was only conducted in one work environment, so the findings cannot yet describe the situation in other workplaces. For further research, it is recommended to involve more respondents and come from different types of organizations or regions, so that the picture of intergenerational communication can be seen more broadly and diversely.

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