

## Conference Paper

# The Impact of Job Satisfaction on Job Performance of Generation Z Employees in DKI Jakarta After the COVID-19 Pandemic

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## Abstract.

The COVID-19 pandemic has had a wide impact on the psychological condition and well-being of employees. This is pertinent, especially to Generation Z employees, as the second largest generation in Jakarta. Conditions during the pandemic resulted in a host of problems for Generation Z employees, which will lead to a fall in their job performance. In the "happy worker hypothesis", job performance is directly influenced by job satisfaction. Therefore, this study aimed to explore the influence of job satisfaction on the job performance of Generation Z employees after the COVID-19 pandemic. The study used a causal associative model. The sampling technique used was purposive sampling with several criteria that needed to be fulfilled, which finally resulted in 389 respondents. This study used two psychological instruments: the Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss et al. (1967) to measure job satisfaction and the Individual Work Performance Questionnaire (IW PQ) developed by Koopmans (2014) to measure job performance. The hypothesis test used was a simple linear analysis. The results discovered that job satisfaction affects job performance significantly and positively. This means that higher job satisfaction is followed by an increase in job performance in Generation Z employees after the COVID-19 pandemic ( $t = 0.684$ ;  $p = 0.000 < 0.05$ ;  $R^2 = 0.504$ ). Job satisfaction had a 50.4% influence on job performance.

**Keywords:** Job satisfaction, Job performance, generation z

## 1. Introduction

Over time, human resources in each generation will have their own challenges, including Generation Z as a generation that dominates the Indonesian population by 27.94 percent [1]. Generation Z (iGeneration) is a generation that grew up with sophisticated gadgets, technology, social media to the point where the use of technology affects their personality. Generation Z tend to have several values to consider when deciding on a job. Research conducted by Hanifah & Wardono on generation Z in Jakarta and Bandung has shown that: (1) Generation Z values a motivating work environment, (2) Has a passion to grow within the company, (3) A supportive or cooperative work environment, (4)

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The type of work that can open up opportunities to increase one's capacity, and (5) Familiarity and harmony with coworkers [2]. In addition, a similar study by Dwidienawati and Gandasari found that generation Z in Indonesia is money-oriented when they have a job [3].

The second reason why Generation Z work in Jakarta is the work context factor where Generation Z also wants a purposeful career, although they are more motivated by money. This reason is confirmed through a study of generation Z in Jakarta and Bandung which revealed that Generation Z has several values as a consideration in choosing a job, one of which wants a motivating work environment [2]. Husainah et al., found that Generation Z concerned with their personal growth and development so they pay attention to the quality of education, mastery of skills and insights, so they are interested in various training programs that can facilitate them in improving their expected career development [4].

In contrast to Generation Z, silent generation, baby boomers, generation X, have hardworking characteristics and even dedicate their lives to work. This was because they were living in an era of chaos that required them to survive. Therefore, these conditions form different characteristics in the workplace such as the silent generation who prioritizes authority and highly values job titles, baby boomers who are workaholic and focus on career development, generation X who are starting to think globally but are also influenced by high motivation, and millennials who have little in common with generation Z, except that millennials are more equipped with good adaptability because they live in a transition period from the traditional era to a sophisticated world [5]. The different characteristics of Generation Z are also a problem during the COVID-19 pandemic, especially in the context of work.

During the COVID-19 pandemic, Generation Z's mental health has been greatly affected by the COVID-19 pandemic, based on signs that 18-23 year olds are experiencing significant crises, especially related to work. This is due to the development of media and technology that leads Generation Z to absorb too much information about COVID-19 even beyond the information processing capacity of the brain, making their fear level even higher [6]. This statement is supported by the American Psychological Association (APA) where adolescents ranging from 20 to 24 years old experience twice the anxiety and stress compared to older generations [7]. Moreover, DKI Jakarta also applies work from home in a number of companies due to the implementation of Large-Scale Social Restrictions or LSSR (Indonesian: Pembatasan Sosial Berskala Besar or PSBB) so that employees rarely connect or build intimacy with both coworkers and

employees outside the team [8]. In fact, referring to the values maintained by generation Z employees, they really need support from their coworkers and superiors.

The COVID-19 pandemic has had a significant impact on employee performance which is reportedly lower than before, including lack of focus so that the work output is not on target due to unstable internet networks, limited internet quota [9], and employees are required to be able to adapt to the conditions that occur at that time [10]. These various demands can create job stress that has a direct impact on employee job performance. In fact, job stress has a negative impact on both employees and companies because it causes low or decreased job performance in employees as stated in Yeni and Niswati's study [11].

Koopmans et al. refer to job performance with the term individual work performance which is defined as an action related to organizational or company goals [12], such as: (1) Performance should be described through behavior rather than work output, (2) Performance is based only on behavior related to organizational goals, and (3) Performance is multidimensional [13]. According to Koopmans et al. too, Job performance or individual work performance consists of several dimensions consisting of: (1) Task Performance (TP), (2) Contextual Performance (CP), and (3) Counterproductive Work Behavior (CWB) [12].

In several studies, job performance is related to job satisfaction as the source of the above issues. Based on the "happy worker hypothesis" theory, employees who are satisfied will perform better in fulfilling the responsibilities listed in the job [14], and study proved that positive feelings can increase creativity [15,16], develop problem-solving and decision-making skills, and improve memory and recall of some important information [14]. Positive feelings also help to increase employee persistence on tasks and support from coworkers [17]. This strengthens the fact that there is a significant and positive correlation between job satisfaction and job performance. Employees tend to be more productive and perform additional tasks when they have a positive attitude towards their job and workplace [18].

Weiss et al. define job satisfaction as an individual's attitude towards their job based on feelings, beliefs, and behavior [19]. The attitude referred to in this context occurs in the cognitive and behavioral dimensions. The cognitive dimension of job satisfaction includes job beliefs about the job and the job situation. For example, employees' beliefs about their jobs may be challenging, unique, or even uninteresting and demanding. On the other hand, the work behavior dimension includes the dynamics of employee behavior in their work which is reflected through the work tasks performed, such as whether employees will continue to maintain their position, work regularly or be

disciplined [20]. In a different perspective, Weiss et al. determined several aspects that form job satisfaction. These aspects were then implemented into The Minnesota Job Satisfaction Questionnaire, among others: (1) Ability utilization, (2) Achievement, (3) Activity, (4) Advancement, (5) Authority, (6) Company policies and practices, (7) Compensation, (8) Co-workers, (9) Creativity, (10) Independence, (11) Moral values, (12) Recognition, (13) Responsibility, (14) Security, (15) Social service, (16) Social status, (17) Supervision-human relations, (18) Supervision-technical, (19) Variety, (20) Working conditions [21].

This study seeks to reveal the psychological dynamics that arise in generation Z employees in Jakarta after the COVID-19 pandemic which will be very different from the conditions during the COVID-19 pandemic. This is due to the possibility of a recovery process in the new normal era and there are still few studies that try to reveal this. Moreover, this study is expected to be an evaluation for businesses to provide the needs of Generation Z as a generation that is starting to dominate the workforce in Indonesia.

Therefore, the explanation of the issues above refers to several problem formulations, namely how is the job satisfaction of generation Z employees in Jakarta after the COVID-19 pandemic, how is the job performance of generation Z employees in Jakarta after the COVID-19 pandemic, and how does job satisfaction affect the job performance of generation Z employees in Jakarta after the COVID-19 pandemic. This research has several objectives, including: (1) To determine the overview of job satisfaction of generation Z employees in Jakarta after the COVID-19 pandemic, (2) To determine the overview of job performance of generation Z employees in Jakarta after the COVID-19 pandemic, and (3) To determine the influence of job satisfaction on job performance of generation Z employees in DKI Jakarta after the COVID-19 pandemic. This research also presents a novelty from similar previous studies by describing the conditions of employees after the COVID-19 pandemic who experience increased stress and anxiety, especially among generation Z in Jakarta. Jakarta was chosen as the study site because it is currently entering the demographic bonus where the proportion of productive age dominates the entire population, especially generation Z.

## 1.1. Hypothesis

This study aims to determine how job satisfaction affects job performance in generation Z employees after the COVID-19 pandemic. Therefore, the researcher forms the hypothesis of this study which consists of:

Ho: There is no significant influence between job satisfaction and job performance on generation Z employees in DKI Jakarta after the COVID-19 pandemic.

H1: There is a significant influence between job satisfaction and job performance on generation z employees in DKI Jakarta after the COVID-19 pandemic.

## 2. Research Methods

This research is quantitative research with a causal associative research design that has the aim of knowing the influence obtained from the independent variable and the dependent variable [22]. The population of this research is all generation Z employees who have worked in Jakarta as many as 188,734 thousand people with an age range of 15-24 years. The sample determination is based on the sample size determination table formulated by Krejcie and Morgan [23], which is a minimum of 384 respondents. The sampling technique chosen in this study is purposive sampling technique, which is the withdrawal of samples from the population by selecting subjects based on specific criteria set by the researcher with the following criteria: (1) Aged 18-24 years old, (2) Domiciled in Jakarta, (3) Have worked for at least three months or more, (4) Have earned their first salary during their employment. By doing so, a sample size of 389 respondents was obtained.

In measuring job satisfaction, this study used the Minnesota Satisfaction Questionnaire (MSQ) designed by Weiss et al. [21] to determine the relationship between employees' work personality and work environment that can explain or evaluate the adjustment of employee work outcomes such as job satisfaction, position, and so on. This measuring instrument consists of 20 statements where each statement represents one aspect. This measurement tool provides five alternative responses or scales on each item ("1=very unsatisfied me to 5=very satisfied").

The second measurement tool uses the Individual Work Performance Questionnaire (IWPQ) designed by Koopmans [24] which consists of 18 statements measuring three dimensions, namely task performance with 5 items, contextual performance with 8 items, and counterproductive with 5 items. The IPWQ measurement tool basically recalls employees' memories over a three-month period measured using a Likert scale ("1=strongly disagree to 5=strongly agree"). In adapting the two measuring instruments, the researcher first conducted a readability test on several individuals whose characteristics were similar to the research subjects so that the adapted research instruments could be understood by the research subjects both in terms of language structure and the meaning of the statements submitted.

Afterwards, the researchers tested the content validity through Aiken's formula from the assessment results of three expert panels outside the researchers or test designers themselves. After the calculation, it was found that all items of the job satisfaction and job performance scales were declared valid with a range of V values that were in 0.83-0.92. This is based on the categorization norms of Aiken's formula proposed by Sugiyono [25].

The researcher conducted a trial which was conducted on March 7-14, 2023 to 42 respondents. The test was carried out through the item discrimination power test with the aim of obtaining the results of the differentiation index of each item through the Item-Total Correlation formulation with the criteria for selecting items that meet the validity using the coefficient limit  $> 0.30$  [26]. The results of item selection resulted in one invalid item, namely the sixth item on the second instrument with a coefficient of 0.282. Therefore, the sixth item on the job performance instrument was eliminated so that the job performance instrument only had 17 instruments distributed to research subjects.

In testing the reliability, the researcher used the Cronbach alpha formula which was assisted by the SPSS program. On the job satisfaction scale, the reliability is 0.911 and the job performance scale with a reliability of 0.877. From the calculation results of the two instruments, it can be concluded that the two research instruments can be said to be reliable and suitable for this research.

The normality test used is the Kolmogorov-Smirnov method based on the conditions, namely data can be said to be normally distributed if the probability is  $\geq 0.05$ . The linearity test uses the F test based on a significant level of 5% or 0.05. This linearity test aims to determine whether the two research variables have a linear relationship or not. Furthermore, the heteroscedasticity test is carried out with the provision that  $H_0$  is accepted if the p value  $\geq 0.05$ . The hypothesis test used in this study is simple linear regression analysis. Afterwards, the data processing is continued with descriptive statistics which leads to data analysis that does not provide a generalized conclusion to the population because it is only through describing the data as a whole.

### 3. RESEARCH RESULTS

This study involved 389 generation Z employees working in Jakarta after the COVID-19 pandemic, ranging in age from 18 to 24 years old. The following is a table of an overview of the gender characteristics of respondents in detail:

TABLE 1: Overview of Research Subjects by Gender Category.

Gender	Total Respondents	Percentage ( % )
Male	89	22.88
Female	300	77.12
Total	389	100

Based on table 1, it can be directly seen that generation Z employees who work in Jakarta are more female when compared to male with a percentage of 22.88% male and 77.12% female.

TABLE 2: Overview of Research Subjects by Age Category.

Age	Frequency	Percentage ( % )
18 -21 Years Old	67	17.22
21 - 24 Years Old	322	82.78
Total	389	100

Based on table 2, it can be seen that most of the respondents were aged from 21 to 24 years with a frequency of 322 people or 82.78%. This shows that the age of 21-24 is an active period for Generation Z in Jakarta to enter the workforce. This research not only processes data hypothetically, but also empirically. The following table shows the results of the calculation of hypothetical and empirical scores on the two research variables:

TABLE 3: Data Description of Research Variables.

Variables	Statistics	Hypothetical	Empirical
<i>Job Satisfaction</i>	Minimum	20	35
	Maximum	100	100
	Mean	60	79.70
	Std. Deviation	10.00	9.65
<i>Job Performance</i>	Minimum	17	21
	Maximum	85	85
	Mean	51	66.98
	Std. Deviation	8.50	9.29

The next step from the data acquisition above is to categorize the two research variables by determining the minimum and maximum limits. The following is a classification of research subjects calculated based on the hypothetical data in the table 3.

Based on table 4, it can be seen that the research subjects are at a high level of job satisfaction with a percentage of 88.95% or as many as 346 out of 389 people. Moderate job satisfaction is obtained with a percentage of 9.77% or 38 out of 389 people, and as many as 5 people are in the low category with a percentage of 1.29%.

TABLE 4: Categories of Job Satisfaction Scale Subjects.

Variables	Norma	Categories	Total Respondents	Percentage ( % )
<i>Job Satisfaction</i>	$x < 50$	Low	5	1.29
	$70 \leq x < 70$	Medium	38	9.77
	$70 \leq x$	High	346	88.95

Therefore, it can be concluded that Generation Z employees working in Jakarta after the COVID-19 pandemic have a high level of Job Satisfaction.

TABLE 5: Categories of Job Performance Scale Subjects.

Variables	Norma	Categories	Total Respondents	Percentage ( % )
<i>Job Performance</i>	$x < 42,5$	Low	10	2.57
	$42,5 \leq x < 59,5$	Medium	52	13.37
	$58,5 \leq x$	High	327	84.06

On the Job Performance scale, the category results show that 327 respondents (84.06%) have high job performance, followed by 52 respondents with moderate job performance or equivalent to 13.37%, and finally as many as 10 respondents who have low job performance (13.7%). Therefore, it can be concluded that Generation Z employees who work in Jakarta after the COVID-19 pandemic have a high level of Job Performance.

TABLE 6: Kolmogorov-Smirnov Normality Test Results.

Variables	Kolmogorov-Smirnov	Significance	Conclusion
<i>Job Satisfaction with Job Performance</i>	1.204	0.110	Normally distributed

According to the normality test conducted on the research data, the calculation results show normally distributed residuals in the relationship between Job Satisfaction and Job Performance. This result is shown from the Kolmogorov-Smirnov statistical value of 1.204, along with a significance value of 0.110 which directly indicates that the significant value is  $\geq 0.05$  or declared normally distributed. The linearity test or F test is assisted through the SPSS program, as follows:

The results obtained in table 7 indicate that the significance value for the Job Satisfaction variable with Job Performance is 0.073. In other words, the significance of the Job Satisfaction variable with Job Performance is greater than the significance level used, which is 5% or 0.05. Thus, the two variables have a linear correlation.



TABLE 7: Statistical Analysis Results of Linearity Test.

Variables	Sig. from linearity	Deviation	Conclusion
Job Satisfaction with Job Performance	0.073		Linier

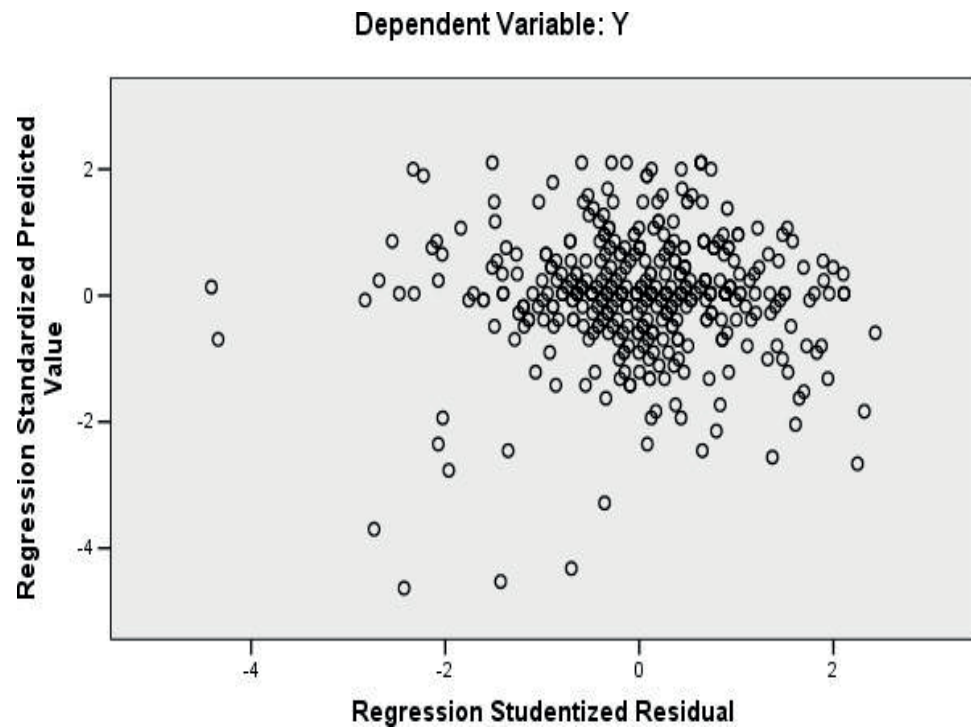


Figure 1: Heteroscedasticity Test.

According to Figure 1, it can be seen that the results of the scatter plot consist of points that form a random pattern, and are unevenly distributed on the Y axis, especially at points above and below 0. This pattern also indicates that heteroscedasticity does not occur in both variables in this research.

TABLE 8: Hypothesis Testing.

R Square	F count	Significance	Conclusion
0.504	392.668	0.000	Significant

**Table 8: Hypothesis Test**

Based on the results of the F test analysis, a significance value of 0.000 ( $p < 0.05$ ) is obtained, which means that job satisfaction simultaneously affects job performance so that H1 can be fulfilled. The F test results prove that higher job satisfaction in generation Z employees will be followed by higher job performance as well.

Based on the regression coefficients listed in table 9, the calculation results are then distributed into a simple linear regression equation formula, namely:

TABLE 9: Regression Coefficient.

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
Constant	12.494	2.770		4.511	.000
Job Satisfaction	.684	.035	.710	19.816	.000

$$Y = 12,494 + 0,684 X$$

Notes:

Y: *Job Performance*

X: *Job Satisfaction*

The simple linear regression equation shows a constant value of 12.494 which indicates that if job performance is positive at 12.494 then job satisfaction is worth 0. In the job satisfaction variable, it is known that the regression coefficient value is 0.684 where job performance will increase by 0.684 when the job satisfaction value increases by 1 point. Therefore, it can be concluded that job performance is positively influenced by job satisfaction in generation Z employees after the COVID-19 pandemic.

### 3.1. Determination Coefficient

In addition to hypothesis testing, the contribution of job satisfaction and job performance can also be seen through the coefficient of determination. The purpose of using the coefficient of determination is to determine how much the percentage changes from the independent variable (Y) due to the dependent variable (X). The coefficient of determination can be seen through the R Square value, which is 0.504. The results of this calculation lead to the conclusion that job performance is influenced by job satisfaction by 50.4%. Meanwhile, the remaining 49.6% is influenced by factors outside job satisfaction.

## 4. DISCUSSION

### 4.1. Job Satisfaction of Generation Z Employees in Jakarta after the COVID-19 Pandemic

The results showed that most generation Z employees in Jakarta had high job satisfaction with a percentage of 88.95% or as many as 346 people. This finding is an interesting point because it turns out that the stressful environment for Generation Z

employees in Jakarta after the COVID-19 pandemic is not an obstacle for them to keep working, and most of them even have a high level of job satisfaction. In explaining the high level of job satisfaction, researchers conducted descriptive calculations to see the percentage distribution of each aspect of job satisfaction. There are several aspects with the highest percentage, namely social status (5.35%), authority (5.33%), activity (5.28%), achievement (5.25%), and independence (5.13%).

Previously, Generation Z employees as a new generation entering the workforce had to face a number of challenges such as the pandemic and the economic crisis, which made them more ambitious and confident in pursuing their careers [27]. Therefore, high job satisfaction among Generation Z employees in Jakarta is obtained when they feel reliable in the workplace as competent individuals or referred to as social status. Furthermore, the second highest aspect is also still related to the aspect of social status, namely authority where high job satisfaction is not only obtained by being a reliable individual, but also by directing fellow coworkers to do something until the other person does it. In fact, another study also said that Generation Z is very happy when their opinions or directions can be listened to, considered both by their coworkers and superiors. Again, as mentioned in the introduction, Generation Z values being considered and recognized [4]

In the next aspect, activity relates to the ability to work productively throughout working hours. This is in accordance with the characteristics of Generation Z where they prefer jobs that have a target along with a deadline. This will help them shape and evaluate how to complete work tasks, and from the completed targets create a sense of satisfaction and accomplishment. The next aspect is achievement, which is satisfaction with the achievements that have been obtained from the job. In some studies, various achievements are considered by them in producing satisfaction such as the opportunity to be in a higher position than the current position, an increase in salary, even the job itself can also be an achievement when it is meaningful to them, to a compact team can also be an achievement that can increase job satisfaction [28] .

The next aspect is self-reliance. Self-reliance in this case is the opportunity to complete work independently. Therefore, high job satisfaction in generation Z employees may come from their fulfilled expectations of idealistic ideas about the way they work which comes from a work environment that is full of flexibility and freedom without authoritarian control [4].

Thus, it can be concluded that high job satisfaction among generation Z employees in Jakarta after the COVID-19 pandemic is due to their existence being recognized and

relied upon by the workplace, being productive at work because of the feeling of having achieved a target, to self-reliance in solving the problems they face.

## **4.2. Job Performance of Generation Z Employees in Jakarta after the COVID-19 Pandemic**

Meanwhile, the results showed that generation Z employees in Jakarta had a high Job Performance category with a percentage of 84.06% or 327 people. This high result can be analyzed through the age range of 21-24 years which dominates generation Z employees in Jakarta where this age can be said to be a productive age. This is because employees who are at a productive age usually have high productivity because they still have excellent physical quality when compared to boomers. Lower performance tends to be among older employees due to declining physical abilities [29].

In addition, when viewed from the length of work shows that the highest number is at 6-12 months which can explain that the longer the employee's tenure, the more opportunities employees have to improve their abilities and skills in their work. This is because the increase in technical maturity in employees depends on experiences that occur continuously [30]. During this time, Generation Z employees in Jakarta have begun to master their work tasks and adapt to work challenges. As such, improved mastery of work tasks will be accompanied by improved employee performance.

Furthermore, the high job performance of generation Z employees in Jakarta after the COVID-19 pandemic is also caused by the contextual performance dimension as the aspect with the highest descriptive percentage of 46.20%. Contextual performance (CP) is the behavior of individuals as employees to support the organizational, social, and psychological environment in which the technical core must function [12]. In the context of CP, employees can contribute in several ways, such as: (1) influencing colleagues to perform more behaviors that contribute to organizational effectiveness, (2) increasing individual readiness to contribute to the organization, such as employees developing their work-related knowledge and skills, and (3) demonstrating actions that affect organizational or company resources.

## **4.3. The Impact of Job Satisfaction on Job Performance of Generation Z in Jakarta After the COVID-19 Pandemic**

Based on data processing, the results show that job performance is significantly influenced by job satisfaction in generation Z employees after the COVID-19 pandemic.

These results are reinforced by the determination test with the aim of knowing the amount of independent variables in influencing the dependent variable, namely through R Square of 0.504 or equivalent to 50.4%. In other words, job satisfaction affects job performance by 50.4%. Meanwhile, there are other factors outside job satisfaction that influence job performance as much as 49.6%. Meanwhile, the results of research using a simple linear analysis model obtained an equation where job performance will increase by 0.684 every 1 value increase in job satisfaction. In other words, job satisfaction affects job performance positively with a movement that occurs in the same direction, namely higher job satisfaction will be accompanied by an increase in job performance in generation Z employees after the COVID-19 pandemic. Therefore, the proposed H1, namely that there is a significant influence between job satisfaction on job performance in generation z employees after the COVID-19 pandemic, can be fulfilled. Psychologically, Generation Z employees have a more positive attitude towards hybrid learning and training in the workplace. This is in accordance with one of the values of generation Z employees that they highly value self-development, deepening skills and knowledge, plus they have an openness to grow and adapt, especially facing the new work system after the COVID-19 pandemic. Moreover, Generation Z employees are technologically proficient, have been exposed to the internet and its devices since they were very young, and have a tendency to become addicted to technology [31]. In this way, the post-COVID-19 pandemic is an opportunity for them to improve their skills and knowledge, which in turn becomes ammunition to work even better.

This results are supported by research from Firmansyah and Darmawan which found that employee performance (job performance) is partially and significantly influenced by job satisfaction [32]. This statement is obtained from the calculation of the tcount value of 9.170 and the ttable of 1.995 with a significance value of  $0.001 < 0.05$ . This research is supported by an explanation from [33] which explains that employees will feel satisfied with the quality of their work if these employees get autonomy of action such as the freedom to find ways to get work done, do things that contribute to the progress of the company so that all things done by employees can get satisfactory feedback [32].

In subsequent research, explained that job satisfaction significantly affects job performance, which these results prove the seventh hypothesis in the research [34]. The results of the research are presented through the acquisition of the calculation of  $t_{count} > t_{table}$  with significance  $< 0.05$ . Furthermore, this research explains that job satisfaction is able to influence work behavior in the form of laziness, intelligence, productivity, or other things that have similar behaviors that are very important for companies. In other words, the more employees get and feel job satisfaction, the more

this will support their best performance. Conversely, maximum performance will not appear when employees do not get job satisfaction at work.

An explanation of the influence of job satisfaction on job performance is obtained in more detail through research conducted by Rodrigo et al. [35]. This research compares each aspect of job satisfaction and its influence on employee performance. This research explains that salary, benefits, and the job itself have a significant and positive influence on job performance. The results of this research are in line with the high level of job satisfaction among Generation Z employees in Jakarta after the COVID-19 pandemic where salary and benefits or career opportunities are more considered even though they themselves have experienced concerning psychological dynamics over the past few years. The influence of each of the four dimensions of job satisfaction consisting of salary, promotion, supervision, and the job itself. The result is that the four dimensions of job satisfaction affect the job performance of information technology industry employees in Bengaluru. This research also equally reveals that salary is the most considered thing in achieving employee job satisfaction so that it can bring changes to other dimensions so that it affects job performance [36].

To increase the level of job satisfaction in order to develop employee performance, the company must provide employees with opportunities to develop their skills, consider salary increases, employee involvement in company policies, and so that employees make more efforts to increase their organizational [37]. These various aspects similar to maintaining security and being communicative with superiors and fellow employees can lead to greater job satisfaction more satisfied with their jobs have more effective performance when compared to employees who experience job dissatisfaction. This statement is corroborated by research from Fatehi et al. [38] explains the positive correlation between work quality and job satisfaction. Employees who experience satisfaction are relatively more competent, and have a better quality of understanding of their work tasks. This is because having a good understanding of work tasks makes employees understand their completion strategies or have knowledge related to how to overcome work tasks where this is also related to job satisfaction in employees.

This is because by having a good understanding of the job, it makes employees understand the solution strategy or have knowledge related to how to cope with job tasks where this is also related to job satisfaction in employees. Various challenges such as the economic crisis, self-isolation, and so on were able to deliver them in the recovery period so that they grew into a generation that was mature in entering the world of work. This is shown by the high level of job satisfaction and job performance

and the influence of job satisfaction in contributing to job performance on generation Z employees in DKI Jakarta after the COVID-19 pandemic.

## 5. CONCLUSION

Thus, a descriptive statistical conclusion can be drawn, namely generation Z employees after the COVID-19 pandemic in Jakarta have high job satisfaction with a percentage of 88.95% followed by high job performance with a percentage of 84.06%. This shows that there are psychological and social dynamics after the COVID-19 pandemic where previous research has explained the phenomenon of stress and the performance of generation Z employees who are not optimal during the COVID-19 pandemic. Meanwhile, the hypothesis test from data processing interprets that job satisfaction affects job performance significantly and positively, meaning that higher job satisfaction will be followed by an increase in job performance in generation Z employees after the COVID-19 pandemic.

In this research, there are still many limitations in revealing the influence of job satisfaction on job performance where there is a lack of research that reveals the job performance of generation Z employees before the COVID-19 pandemic. For future research, it is expected to be able to construct both research instruments with the latest version so that they are even more effective in revealing research objectives. In addition, future researchers can clarify the choice of sectors in the questionnaire on Google Form so that it can be analyzed more deeply related to research variables. Not only that, future researchers can add a section on the choice of employee or contract workers, then paid or unpaid to be able to analyze more complexity in this research. Through this research, future researchers are expected to be able to reveal factors or see other influences from the variables used in this research.

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