

Conference Paper

Understanding the Role of Job Satisfaction in Workplace from Millennial Generation's Perspective toward Organizational Performance

Alizah Anugrah Putri, Wawan Dhewanto, and Ilham Fadhil Nurdayat

School of Business and Management, Bandung Institute of Technology – Indonesia

Abstract

According to their birth years, millennial generation makes up the rapid growing segment of the workforce for the past several years and continue to increase by time. In 2016, AON as a global leader in human resources consultant shows that millennial and beyond will dominate global workforce in 2025, they make up to 75 percent of workforce composition that was once accommodate by Gen X or Baby Boomers. Due to this situation, it is critical to a business organization of how to adapt, evolve and learn what makes millennial attract and stick in order to acquiring the best talent or workforce based on job qualification and also maintaining their satisfaction in workplace. Work environment that are not adapt in order to accommodate workforce or employee with different attitudes and expectation somehow may struggle with productivity challenge (Stewart, Oliver, Cravens, & Oishi, 2017). Therefore, this research aiming to understanding the role of job satisfaction in a workplace from millennial generation's perspective and examine which of job satisfaction dimension that will give significant impact to satisfied millennial workforce with their job. Moreover, consider overall impact of job satisfaction on organizational performance.

Using purposive sampling method, data collected from 104 respondents by questionnaire with several criteria such as a man or woman, must be an active employee in Bandung specifically in Food and Beverages company also within the age range of 19-39 years old (generation Y or millennial generation). The data collected analyzed with descriptive analysis and multiple linear regression analysis. The results show that four dimensions of job satisfaction such as promotion, pay, supervision and co-workers that used as an independent variable in this research are significantly have an influence toward organizational performance which those independent variables could explain for about 78,9% of the dependent variable.

Keywords: Job Satisfaction, Millennial Generation, Organizational Performance

Corresponding Author:

Alizah Anugrah Putri

alizah.anugrah@sbm-itb.ac.id

Received: 7 February 2020

Accepted: 9 March 2020

Published: 23 March 2020

Publishing services provided by
Knowledge E

© Alizah Anugrah Putri

et al. This article is distributed under the terms of the [Creative Commons Attribution License](#), which permits unrestricted use and redistribution provided that the original author and source are credited.

Selection and Peer-review under the responsibility of the ICE-BEES 2019 Conference Committee.

1. Introduction

A term of Millennial or known as Generation Y refer to the demographic cohort that born between Generation X.and Generation Z. Although there are no particular year

 **OPEN ACCESS**

regarding when this cohort begins and ends, researchers and demographers commonly use the early 1980s to early 2000s as a birth years range for millennials, or generally those who qualify to entered the labor market in the 2000s. According to this, millennial generation makes up the rapid growing segment of the workforce for the past several years and continue to increase by time. In 2016, AON as a global leader in human resources consulting shows that millennials and beyond will dominate global workforce in 2025, they make up to 75 percent of workforce composition.

Millennials and beyond will make up to 75% of the global workforce by 2025

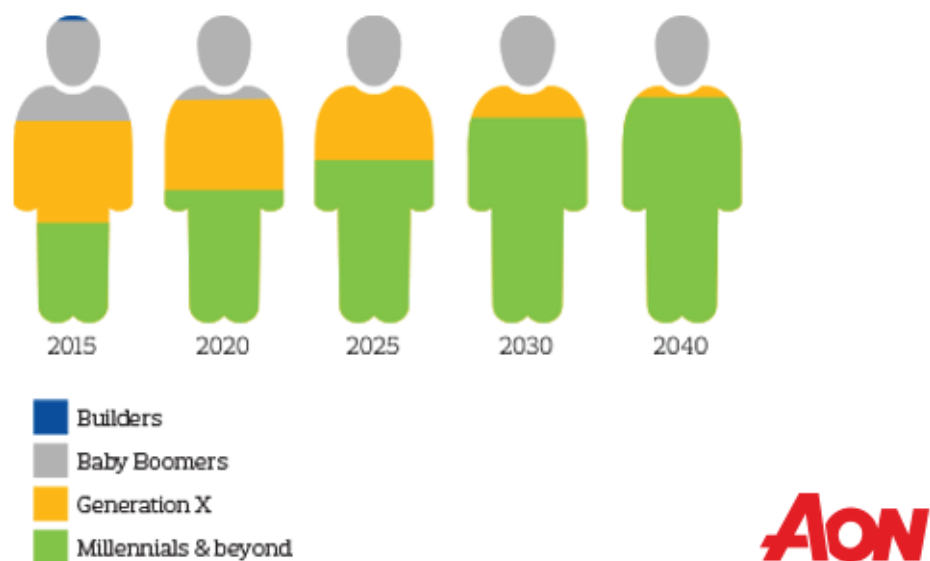


Figure 1: Illustration of Workforce Composition (Source: Aon: Risk - Reinsurance - Retirement - Health - Data & Analytics).

Aligned with that, millennial generation also considered as one that will carry on Indonesia's future. This is strengthened by the data from Indonesian Central Bureau of Statistics that point in Indonesia itself, millennial currently make up more than 50 percent of the productive age population (a range age between 16-64 years old). In response to this situation, business organizations supposed to consider for generational differences in the way they manage human resources. The fact that an organization compete for the finest available workforce, thus they simply cannot neglect the needs, desires, and attitudes of this vast generation. Same goes with each generation before this. Due to this matter, it is kind of challenge for integrating this newest working generation with older co-worker. Work environment that are not adapt in order to accommodate workforce or employee with different attitudes and expectation somehow may struggle with productivity challenge (Stewart, Oliver, Cravens, & Oishi, 2017). There are a few

factors that distinguish the millennial generation. Millennials are the first generation that experiencing digitalization transformation and adopting technology at an earlier age compared to previous generation, hence millennials bring technology-driven attitudes to work. Also, they put more value on personal growth and development opportunities than on lifelong employment (Broadbridge, Maxwell, & Ogden, 2007). Moreover, millennials looking for an ideal job and salary while demanding rapid advancement and new skills development as well as expect pleasant life outside of work. Since this idealistic generation commonly known by its flexibility, in case of work some study state that they are tend to be less committed in one workplace than earlier generation. But it does not always mean that they cannot be nurtured to be loyal to an organizations. Naturally, it is a human nature that they will be always striving for more and have a hard time being satisfied with what they have now (Kaliprasad, 2006). Thus there always be a way to figure out the best solution. In the other side, past researchers shows that the key organizational objective is job satisfaction and it is essential for higher competitive level and organizational success (Garcia Bernal et al., 2005). In a nutshell, job satisfaction is a term which tells favorable or unfavorable feelings that the employees perceive from their jobs. Job satisfaction can also be observed as a psychological process and general attitude of the employee towards many aspects of job. In field of management sciences, job satisfaction has become the most important things that studied regularly. Satisfaction itself originated from the humanistic school of thought, one of the branches of psychology (Sypniewska, 2014). Abraham Maslow, a supporter of the school believed people satisfy their needs in a hierarchical order. He believed needs emerge in a predictable stair- step fashion. Once a need is satisfied it activates the next need in the hierarchy until the highest level need, in this case is activated self actualization. In work, a person may be satisfied with one aspect of the job while dissatisfied with other aspects. Usually job satisfaction is related to the performance and quality of work performed by an employee, and translates into the success or performance of an organization. In such a way, it has become concurrently complex phenomenon and investigated variables in organizational culture for many time. According to experts, job satisfaction is considered in many categories. Many researchers also have created the links between job satisfaction and other factors like stress and burnout, motivation, turnover intention, workplace environment, organizational commitment, empowerment, performance, turnover intention and personal characteristics. (Chen, 2006). Thus, through this research the author interested to analyze the role of job satisfaction in workplace from millennials generation's perspective towards organizational performance.

2. Literature Review

2.1. Job Satisfaction

According to Schermerhorn (2000), job satisfaction is the degree to which individuals feel positively or negatively about their jobs. It points out an individual general opinion toward his or her job as if a person gain high degree of job satisfaction, they can have a positive emotional response or feeling towards their job, whereas one who is unhappy with the job can grip a negative attitude (Robbins & Coulter, 2005:374). Workers will have high job satisfaction when they have positive attitudes toward such job factors such as promotion, pay, supervision and co-workers (Luthans, 2002). As the millennials are the subject focus of this research hence the factors such as promotion, pay, supervision and co-workers were taken as the dimensions of job satisfaction to be analyzed from millennials generation perspective and used to structure this research.

2.1.1. Promotion

Promotion affords employees with personal growth opportunities, greater responsibilities and also increased social status (Bajpai & Srivastava, 2004). It is related to the advancement of an employee from one job position to another job position that most likely resulted to higher level job title as well as salary and job responsibilities in an organization. Many aspect could encourage a employee to seek out promotion. According to that, promotions can be considered as a tool by management for increasing job satisfaction levels and motivation of the employee itself. However, Cockcroft (2001) perceived equity of promotion is not the only single factor that has a positive impact on job satisfaction. Employee might be happy about the organization policy regarding promotion, but dissatisfied with the opportunities for promotion. It is not the desire of all employees to be promoted it is therefore largely dependent on the individual career aspirations of the individual employee. And on the other hand, Cockcroft (2001) also notes that the employee may perceive the promotion policy of the organization as unfair, but would still be satisfied since they have no desire to be promoted. Although every employee has their own preference but research indicates that employees are most likely to experience job satisfaction if they perceive that promotion decisions are made in a fair and just manner. Various researches indicated that job satisfaction is highly related to opportunities for promotion (Pergamit & Veum, 1999; Peterson, Puia & Suess, 2003; Sclafane, 1999 as cited in Luddy, 2005). According to

Sajuyigbe et al (2013), many people experience satisfaction when they believe that their future prospects are good. This may translate into opportunities for advancement and growth in their current workplace, or enhance the chance of finding alternative employment. When employees perceive that there are golden chances for promotion they feel satisfied for the respective place in the organization (De Souza, 2002). Wan, H., Sulaiman, M., & Omar, A.(2012) argue that employees that perceived promotion decisions as fair are more likely to be committed to the organization, experience career satisfaction, perform better and subsequently have a lower intention to leave the organization. For this reason, the researcher develops the hypothesis is as follows

H0: Promotion does not have significant influence to organizational performance

H1: Promotion has significant influence to organizational performance

2.1.2. Pay

Pay is a term that stands for the amount of remuneration that employee received for a specific job (Robbins et al., 2003). According to Qasim, S., F.E.A. Cheema and N.A. Syed (2012) monetary reward play an important role in job hence pay is one of the fundamental components of job satisfaction and it has a powerful effect in determining job satisfaction. The pay factor is significant because once workers are satisfied with this, their behaviour and attitude could be influenced towards the desired objective (Onukwube, 2012). For the purpose of this research, pay is defined as the employee pay that are equal to their normal work load. Pay is provided according to the working experiences and equal to the work done. Thus compensation is the main indicator of the dimension of payment. Moreover, it also covers bonus and salary increments also. Employee consider a compensation as an indicator as their value to the organization. Employees generally make comparisons between their inputs and the received outputs relevant to that of others (Nel, Van Dyk, Haasbroek, Schultz, Sono and Werner., 2004). Pay is considered as one of the determinants factor for satisfaction because of several reason that indicated by Oshagbemi and Hickson (2003) such as pay is an important factor in conducting business process, moreover it is one of the five indices integrated in the original and revised Job Descriptive Index, it affects the overall level of employee job satisfaction and job dissatisfaction.. According to the finding from Lambert, Hogan, Barton and Lubbock (2001) and other past researchers agreed that financial rewards have a significant impact on job satisfaction and performance. For this reason, the researcher develops the hypothesis is as follows.

H0: Pay does not have significant influence to organizational performance

H0: Pay have significant influence to organizational performance

2.1.3. Supervision

Supervision takes a big part in job satisfaction. It refer on how the supervisor provide emotional and technical support and also guidance with work-related assignment (Robbins, S.P. Odendaal, A.; & Roodt, G., 2003). Moreover, it also depict the way of supervisor treats the employee itself in terms of praise, the employee's good work, seeking the advice from the employee, understanding the nature of the employee's work as well as giving the employee enough supervision and at the same time portraying good an example to the workers. Research indicate that if a person enjoy working with their supervision he or she will tend to be more satisfied with their job (Aamodt, 2004). A good supervision perform by the supervisor is one of the key that determine a high job satisfaction levels. In a case that a supervisors engage employees in tasks which involve higher levels of responsibility, employees are likely to feel more valued thereby gaining a notion of achievement and success (Glickens, 2005). In other words, employees receive respect and consideration from their seniors. Aamodt (2004) shows that satisfaction with supervisors was related to organisational and team commitment, it resulted to higher productivity, lower turnover and a greater willingness to help. Thus the dimension of supervision is used and tested under job satisfaction variable. For this reason, the researcher develops the hypothesis is as follows.

H0: Supervision does not have significant influence to organizational performance

H1: Supervision has significant influence to organizational performance

2.1.4. Co-workers

Several studies show that existence of social support such as co-workers has a contribution to determine whether the working environment will be pleasant or an unpleasant place as it is co-workers that employees are always in contact with on a day to day. Moreover, it is the key that lead to employees' job satisfaction, productivity and well-being. According to (Robbins et al., 2003) the extent to which co-workers are friendly, competent and supportive are another dimension which influences job satisfaction. Relate to that, employees will experience increased job satisfaction if co-workers are more supportive (Aamodt, 2004; Robbins, 1989; 2005). Co-workers support refers to co-workers assisting one another in their tasks when needed by sharing knowledge and expertise as well as providing encouragement and support (Zhou & George, 2001).

Lindorff (2001) shows that support from work colleagues is appropriate for work specific problems and can relieve work stress. As a result of these feelings of being valued and experiencing less stress, employees feel more satisfied with their job and are less inclined to have intentions to quit the organisation (Levy, 2006). Research shows that a company with higher levels of co-worker support is likely to be associated with enhanced organizational performance (Joiner, 2007). For this reason, the researcher develops the hypothesis is as follows.

H0: Co-workers does not have significant influence to organizational performance

H1: Co-workers has significant influence to organizational performance

Based on the study, the proposed dimensions for job satisfaction in this research are promotion, pay, supervision and co-workers. The indicator for each dimension is stated in Table 1.

TABLE 1: Dimensions of Job Satisfaction

No.	Authors	Job Satisfaction Dimension	Indicators	Indicators Specified
1	Luthans (2002)	Promotion	Job's future prospect (Sajuyigbe et al, 2013)	Advancement Opportunities
				Job Value
2		Pay	Financial Reward (Lambert, Hogan, Barton and Lubbock, 2001)	Salary
				Bonus
3		Supervision	Supervisor support and guidance (Robbins, S.P. Odendaal, A.; & Roodt, G., 2003)	Emotional Support
				Technical Support
				Work Guidance
4		Co-workers	Co-workers support (Zhou & George, 2001)	Sharing Knowledge
				Encouragement

Source: Author's own work

2.2. Millennial Generation

According to Kupperschmidt (2000), generation is a term that refers to a group of individuals who identify their groups based on similarity year of birth, age, location, and events or occurrence in life that have a significant influence on their growth phase. On the other side, a term of millennial itself initiated by William Strauss and Neil for the first time in his book titled Millennials Rising: The Next Great Generation (2000). They

coined this term in 1987. According to Elwood Carlson in his book entitled *The Lucky Few: Between the Greatest Generation and the Baby Boom* (2008), millennials are born in the range of 1983 to 2001. In addition, other sources from *Working With Generations X And Y In Generation Z Period: Management of Different Generations in Business Life* (Right Baysal Berkup, Gediz University, Izmir, Turkey, 2014) mentions that millennials or generation Y are born between 1980 and 2001. This opinion is similar to the opinion of Stafford and Griffis (2008) which states that generation millennial is a population born between 1980 until 2000. Whereas the millennial generation according to the United States Census Bureau (2015) are those born between 1982 and 2000. Based on several data obtained, researcher develops a recapitulation table of millennial generation's birth year that extracted from a book titled *Statistik Gender Tematik: Profil Generasi Milenial Indonesia* (2018).

TABLE 2: Recapitulation Table of Millennial Generation's Birth Year Based on Several Researchers.

Researcher	Birth Year									
	1976	1978	1980	1985	1990	1995	1999	2000	2001	
Tapscott (1998)										
Zemke et al (2000)										
Howe & Strauss (2000)										
Martin & Tulgan (2002)										
Oblinger (2005)										
US Cencus Berau (2005)										
Darlene E Stafford and H. S. Griffis (2008)										
Sezin Baysal (2014)										
Social Research (Sindonews 2015)										
Hasanuddin Ali dan Lilik Purwandi (2017)										
Farrington (2019)										

Source: *Statistik Gender Tematik: Profil Generasi Milenial Indonesia* (2018)

Basically, there are no exact year regarding the when the millennials generation begin. Thus, previous researchers have used different birth- year boundaries to define the millennial generation (Twenge, 2010). In actual practice, the exact boundaries defining a generation are much less important than shared historical events and experiences accompanied by social changes (Lyons and Kuron, 2014; Parry and Urwin, 2011). Hence,

for the purpose of this study the age range that will be used to defining millennial generation start from 19 years old and end at 39 years old in 2019 that also derive from common researcher's opinion as seen in the table above. In term of work and nature of work that has been changed itself, organizations dictates a modern conceptualization of a career – one that entails boundaryless and protean career concepts (Lyons et al., 2015). Boundaryless careers revolve around “opportunities across organizational boundaries,” while protean careers are “person driven” rather than organization driven (cf. Briscoe and Hall, 2006; Inkson, 2006). In this regard, the career trajectories of millennials are said to follow a modern career route (i.e., boundaryless and protean careers) rather than a traditional one (Lyons et al., 2012). As they demanding a modern career route in workplace, millennials also tend to fulfill their materialistic (extrinsic reward) needs and search for meaningful careers. Related to the pay factor in job, studies denote that salary growth is related to voluntary turnover (e.g., Tang et al., 2000; Trevor et al., 1997). Millennials also enjoy working in teams and are more tolerant than prior generations. Millennials have been raised on sports teams, standardized testing, and group learning, so it is not surprising that this would transfer into the workplace (Kowske et al., 2010). Millennials also have higher expectations for advancement opportunities within their careers. Hauw and Vos (2010) found that due to Millennials' confidence and need to over achieve, they are more likely to seek out career enhancing opportunities in an organization.

2.3. Organizational Performance

Organizational performance is an analysis of a company's performance against its objectives and goals (Cho and Dansereau, 2010). In other words, Tomal and Jones (2015) define organizational performance as the actual results or output of an organization compared to the organization's intended outputs. Or ganizational productivity and efficiency are attained by satisfying employees and being sensitive to both their physiological and socio- emotional needs in a holistic manner (Schneider et al., 2003). Satisfied employees tend to perceive that the organization will be more satisfying in the long run, they care about the quality of their work and are more committed to the organization, leading to a demonstration of organisational citizenship behaviours (Fraser, 2001; Sempane et al., 2002; Yoon & Suh, 2003). It is necessary for management in organizations to create a kind of pleasing workplace environment that encourages higher worker satisfaction levels that resulted in a stimulus effect on the reliability and

confidence of personal, enhances the remarkable of yields and will build productive-ness. The performance of an organization depends on its employees, who are a key part of the organization and form the team that works toward achieving the organization's goals. Also, the effectiveness of an organization consists in the efficiency of each of its individual employees; thus, employee performance can be defined, in part, as a function of leadership (Mastrangelo et al., 2014). The concept of leadership is often incorporated within the context of a virtual team (Mukherjee et al., 2012). A highly satisfied worker is a contented and happy human being, they tend to have better physical and mental well-being. They put an attention about the quality of their jobs and are additional dedicated to the organization while workers that disappointed, their physical and emotional health is negatively affected. Thus, it might give a negative impact on organizational performance as a disappointed employees are probably to take more leave on their job. According to that, people in an organization is essential in determining the organizational performance itself. From the study above, the proposed dimensions for organizational performance in this research are several job satisfaction output to an organization that measured by employee contribution or performance itself. The indicators are stated in Table 3.

TABLE 3: Dimensions of Organizational Performance

No.	Authors	Organizational Performance Dimension	Indicators	Indicators Specified
1	Umar (2004) in Triton (2009:164)	Job satisfaction output to an organization	Productivity within input and output framework (Kusnendi, 2003)	Productivity
2			Job satisfaction impact (Greenberg and Baron, 2008)	Turnover
				Attendance
3			Knowledge and skills development (Borghans et al., 2005)	Ability to learn new jobs

Source: Author's own work

2.4. Food and Beverages Sector

According to Statistics Canada, the food and beverage sector that commonly known to tourism professionals by its initials as F&B is a sector that comprises establishments primarily engaged in preparing meals, snacks and beverages, to customer order, for immediate consumption on and off the premises (Government of Canada, 2012). This

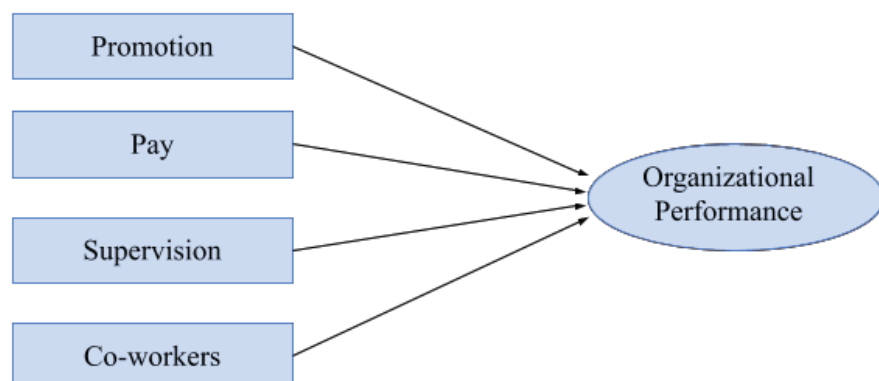
sector includes fresh, prepared foods as well as packaged foods, and the beverages itself it includes alcoholic and nonalcoholic beverages. In a nutshell, any product intended for human to be consumed aside from pharmaceuticals, passes through this industry

2.5. Food and Beverages Sector in Indonesia

Indonesia as the third fastest growing economy in the Group of Twenty (G20) after India and China has substantial, interesting and very dynamic food and beverages market. According to the data from Cekindo as a leading consulting firm of market-entry, during the period of January to September in 2017 alone, investment values in the food and beverages sector have reached IDR 19.7 trillion (USD 1.4 billion) for foreign investments and IDR 27.9 trillion (USD 2 billion) for domestic investments. Moreover, in 2018 revenue in food and beverages markets reach USD 253 million (IDR 3.6 trillion). The sector also grow by 6.7% this year. Revenue is expected to show an annual growth rate (CAGR 2018-2022) of 13.8%, resulting in a market volume of USD 423 million (IDR 5.95 trillion) in 2022.

2.6. Research Framework

Independent variable of this research are promotion, pay, supervision and co-workers as a dimension of job satisfaction while the dependent variable is organizational performance. This research aim to understand the role of job satisfaction itself from millennials' generation perspective used four job satisfaction dimension and to see the influence of job satisfaction toward organizational performance. According to that, the research framework is a s shown below.



3. Methodology

This research is conducted in Bandung, West Java. Using quantitative method, the data collected using online and offline questionnaire survey. In doing questionnaire survey, the sampling method used was non - probability sampling with purposive or judgment sampling technique. In order to meet the research objective, researcher decide several criteria of respondent such as the respondent of this research must be an active employee, within the age range of 19-39 years old or considered as a generation Y or millennial generation and working in food and beverages business in Bandung. The measurement of this research is the five-point likert scale in the questionnaire and analyzed with Multiple linear regression (MLR) statistical technique.

4. Data Analysis

4.1. Validity and Reliability Test

This validity test conducted toward 19 questions from both of independent and dependent variable dimension in order to prove that the test accurately measures what it is supposed to measure. And from the test, all the questions are valid since all of them show a positive pearson correlation value and less than 0.05 significant score (2-tailed). Hence, all the gathered data can be analyzed and used for this research. On the other side, reliability test is performed in order to check overall consistency of a measures. A variable is reliable if Cronbach Alpha shows the value of >0.60 . From the data collected, the reliability test are conducted with SPSS toward each of variables and the result shows all the variables have Cronbach Alpha value >0.60 .

4.2. Classical Assumption Test

Since the data will be analyzed with Multiple Linear Regression statistical technique, there are five statistical assumptions associated with the statistical test or technique that should be met. In this research, the assumption that checked or tested are the assumptions of normality, linearity, homoscedasticity, autocorrelation and absence of multicollinearity.

4.3. Multiple Linear Regression

In this research, there are four independent variables that tested toward one dependent variables. Those four independent variables are promotion, pay, supervision also co-workers and the dependent variable is organizational performance. Multi linear regression method help this research to analyze the relationship of promotion, pay, supervision and co-workers toward organizational performance.

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2521.851	4	630.463	92.639	.000 ^a
	Residual	673.752	99	6.806		
	Total	3195.603	103			

a. Predictors: (Constant), Co-workers, Promotion, Pay, Supervision
 b. Dependent Variable: Organizational Performance

Using statistical calculation of SPSS, F value shows a number of 92.639 with Sig. value of 0.000a. From this, it can be concluded that all the independent variables used in this model which is in this case are promotion, pay, supervision and co-workers have an effect or influence toward organizational performance as dependent variable simultaneously.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.502	1.781		1.405	.163
	Promotion	.388	.242	.105	1.604	.112
	Pay	.675	.228	.184	2.959	.004
	Supervision	1.189	.199	.458	5.985	.000
	Co-workers	.792	.156	.307	5.095	.000

a. Dependent Variable: Organizational Performance

Other than that, t - test also performed in this research to identify whether each of these independent variables used have a significant influence toward dependent variable partially. The requirement that must be met in t - test is the Sig.value itself, it must be less than 0,05. From the table above, it can be seen that Sig.value of pay, supervision and co-workers are less than 0,05. Hence it can be concluded that each of those three independent variables in this model have a significant influence to one dependent variables partially. On the other side, promotion has Sig.value 0,112 which

is more than 0,05. According to this number, it can be concluded that promotion as one of job satisfaction dimensions used in this research has no significant influence to organizational performance as a dependent variable partially. Moreover, since the standardized beta coefficient shows the strength of the effect of each independent variable to the dependent variable hence we can conclude that in this case supervision has the most noteworthy portion that is 0.458. On the other hand, promotion is the weakest independent variable since it shows smallest number among others which is 0.105.

Concurring to the Coefficients table, the value of constant (a) is 2.502 and the value of promotion, pay, supervision and co-workers as an independent variables of this research are 0.388, 0.675, 1.189 and 0.792 respectively. Thus, it could be stated from the coefficient regression that the formula of the regression is as follows.

$$Y = 2.502 + 0.388X_1 + 0.675X_2 - 1.189X_3 + 0.792X_4$$

Y = Organizational Performance

X1 = Promotion

X2 = Pay

X3 = Supervision

X4 = Co-workers

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.888 ^a	.789	.781	2.60875	2.213

a. Predictors: (Constant), Co-workers, Promotion, Pay, Supervision
 b. Dependent Variable: Organizational Performance

And using Model Summary table, the value of R² or R square is 0.789. It means that promotion, pay, supervision and co-workers as an independent variables in this model could predict or explain 78,9% of organizational performance and there is also remaining 21,1% of dependent variables that could be explained by other factors beside job satisfaction dimension that used in this research (promotion, pay, supervision and co-workers).

5. Conclusion

Based on the data that has been analyzed, the result show that job satisfaction have significant influence toward organizational performance, with promotion, pay, supervision and co-workers as a job satisfaction dimension used in this research. Those several

independent variables are being analyzed to predict the outcome of a response variable with multiple linear regression statistical technique. In conclusion, null hypothesis or H₀ of pay, supervision and co-workers are rejected because the significance value shows a number less than 0.05. On the other side, H₀ for promotion as one of the job satisfaction dimension is retain. It shows that only promotion that has no significant influence to organizational performance as a dependent variable partially. The relationship between job satisfaction dimensions used in this research and organizational performance is proven to be significant. In this case, it could predict or explain 78,9% of organizational performance. It means that the factor such as promotion, pay, supervision and co-workers is an important consideration for improving organizational performance. Based on each level of importance itself, the research shows that supervision factor hold the strongest influence toward organizational performance. And followed by co-workers factor, pay and promotion respectively. From this, food and beverages business in Bandung should consider the supervision factor in the business, relationship among co-workers, pay and also the promotion opportunity itself in order to improve organizational performance.

References

- [1] A.Joiner, T. (2007). Total Quality Management and Performance: The Role of Organization Support and Co- worker Support. *International Journal of Quality & Reliability Management, Vol.24*, 617-627.
- [2] Aamodt. (2004). *Applied Industrial / Organizational Psychology*. Belmont: Wadsworth.
- [3] Bajpai, N. &. (2004). Sectorial comparison of factors influencing job satisfaction in Indian banking sector. Bernal, G., Gargallo-Castel, A., Marzo-Navarro M., & Rivera-Torres, P. (2005). Job Satisfaction: Empirical Evidence of Gender Differences. *Women in Management Review, Vol. 20*.
- [4] Broadbridge, A., M. G., & O. S. (2007). Experiences, perceptions and expectations of retail employment for Generation Y. *Career Development International, 523-544*.
- [5] Canada, G. o. (2012). Food services and drinking places. *North American Industry Classification System (NAICS) Canada 2012*.
- [6] Chen, C. (2006). Short Report: Job Satisfaction, Organizational Commitment, and Flight Attendants“ Turnover Intentions: A Note”. *Journal of Air Transport Management, Vol. 12*.

- [7] Cho, J., & Dansereau, F. (2010). Are transformational leaders fair? A multi-level study of Transformational Leadership, Justice Perceptions, and Organizational Citizenship Behaviors. *The Leadership Quarterly*, 409-421.
- [8] Cho, J., & Dansereau, F. (2010). Are Transformational Leaders Fair? A Multi-Level Study of Transformational Leadership, Justice Perceptions, and Organizational Citizenship Behaviors. *The Leadership Quarterly*, 409-421.
- [9] Cockcroft. (2001). Job Satisfaction and Organizational Commitment.
- [10] De Souza, R. (2002). *Walking upright here: Countering prevailing discourses through reflexivity and methodological pluralism*. Albany, NZ: Massey University.
- [11] Glicken, M. (2005). *Working with troubled men: A contemporary practitioners guide*. Lawrence Erlbaum. Hauw, S. &. (2010). Millennials' Career Perspective and Psychological Contract Expectations: Does the Recession Lead to Lowered Expectations. *Journal of Business & Psychology*.
- [12] Jeanine S. Stewart, E. G. (2017). Managing millennials: Embracing generational differences. *Business Horizons*.
- [13] Kaliprasad, M. (2006). Attracting, Retaining and Motivating Capable People.
- [14] Kowske, B. R. (2010). Millennials' (Lack of) Attitude Problem: An Empirical Examination of Generational Effects on Work Attitudes.
- [15] Kupperschmidt, B. R. (2000). Multigenerational Employees: Strategies for Effective Management. *The Health Care Manager*, 65-76.
- [16] Luddy, N. (2005). Job satisfaction among employees at a public health institution in the Western Cape. Luthans. (2002). *Organizational Behavior* (9th Ed). McGraw-Hill Companies Inc.
- [17] Onukwube, H. N. (2012). Correlates of Job Satisfaction amongst Quantity Surveyors in Consulting. *Australasian Journal of Construction Economics and Building*.
- [18] Robbins, S., & Coulter, M. (2005). *Management*. India: Pearson Education. Inc and Dorling Kindersley.
- [19] Robbins, S., O. A., & R. G. (2003). *Organizational Behavior. Global and Southern African Perspectives (9th ed)*. Cape Town: Pearson Education.
- [20] Sajuyigbe A.S, O. B., & Adeyemi M.A. (2013). Impact of Reward on Employees Performance in a Selected Manufacturing Companies in Ibadan. *International Journal of Arts and Commerce. Vol 2, No 2*.
- [21] Sypniewska, B. A. (2014). Evaluation of Factors Influencing Job Satisfaction. *Contemporary Economics*. Tomal, D. a. (2015). A Comparison of Core Competencies of Women and Men Leaders in the Manufacturing Industry. *The Coastal Business Journal*, 13-25.

- [22] Twenge, J. M. (2010). A Generational Differences in Work Values: Leisure and Extrinsic Values Increasing, Social and Intrinsic Values Decreasing. *Journal of Management*.
- [23] Umar, H. (2008). Metode Penelitian Untuk Skripsi dan Tesis Bisnis. Jakarta: PT. Rajagrafindo Persada. Umar, H. (2009). Metode Penelitian Untuk Skripsi dan Tesis Bisnis. Jakarta: Rajawali Persada.
- [24] Wan, H., Sulaiman M, & Omar A. (2012). Procedural Justice in Promotion Decisions of Managerial Staff in Malaysia. *Asia Pacific Business Review*, 99-121.
- [25] Zhou, J. &. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management journal*.