

Conference Paper

Analysis Factors of Y Generation Job Satisfaction at BCA Bank Bogor

Dwi Oktariani, Sutanti, and Hasanah

Management Program, Economics and Business Faculty, University of Muhammadiyah Jakarta, Ciputat, Indonesia

Abstract

According to statistical data, the number of productive ages in Indonesia (15-60 years) reached 166.06 million. This means that 50% of Indonesia's population is of productive age. That age is the age that can still actively work and carry out productive activities. Of the population of productive age, the dominating age group is aged 15-39 years with a total of around 84.75 million of the total population of Indonesia which is 258 million. This means that around 32% of Indonesia's population is productive age which is Y generation or millenials. Revealed from Sociolab's research, most millenials are not highly committed workers based on a feeling and a relationship of loyalty to the company where he works but on value, brand and feedback. For this reason, millenials are not workers who like to stay in a stagnant company and often do not promise rapid development. Y-generation likes high salaries, flexible working hours, and demands career development in a short time. For that, they will not hesitate to leave the company only in less than 1 year and change to other jobs. The generation born based on the development of the digital era tends to have a low level of satisfaction if it is related to its commitment to continue working in one company. The way of thinking of this generation seems selfish. This has effected in the banking industry hiring employees many times and often the influx of employees, especially Y generation, in the banking industry. Therefore, further research is needed to see what are the factors and reasons why Y generation willing to and stay in one company as long as he works for a long time. So we need to analysis in what is job satisfaction factors are usually taken into consideration for Y generation to continue working in the banking industry, especially at BCA Bank.

This study has three research objectives: (1) to identified the characteristics from Y generation in BCA Bank employee; (2) to analyze the satisfaction job factors from Y generationat BCA Bank; (3) to analyze what job satisfaction factor that has dominant impact fromYgeneration and so Y generation have high satisfaction job while working at the Bank. So that the author can determine which factors that have dominant impact to satisfaction job from Y generation at BCA Bank.The method that used is descriptive qualitative, quantitative methods and simulation using multiple linear regression and using SPSS for windows. The main factors that influence are age, gender, last education, salaries of employees.

Keywords: Y Generation, Job Satisfaction Factors, Multiple Linear Regression.

Corresponding Author:

Dwi Oktariani

dwioktachandra@gmail.com

Received: 16 September 2019

Accepted: 28 September 2019

Published: 31 October 2019

Publishing services provided by
Knowledge E

© Dwi Oktariani 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 ICEMA Conference Committee.

 OPEN ACCESS

1. Introduction

2020 to 2030 is predicted that Indonesia will reach the number of the productive age population of 70% of the total population of Indonesia (Sebastian, Amran, and Youth Lab, 2016). This can be an advantage for the Indonesian economic and Indonesia's progress if the millennial generation as a generation with a large number can be managed properly. Moreover, if every company can manage the millennial workforce.

According to the number of statistical data, the number of productive ages in Indonesia (15-60 years) was reached 166.06 million. This means that 50% of Indonesia's population is of productive age number. That productive age is the age that still able to actively working and carrying out productive activities. From the population of productive age, the age group that dominates is between 15-39 years with a total amount at 84.75 million based on the total population in Indonesia that around 258 million. This means that around 32% of Indonesia's population productive age is Y generation or millennials. Revealed from Sociolab's research, most millennials are not highly committed workers based on a feeling and a relationship of loyalty to the company where he works but because of value, brand and feedback. For this reason, millennials are not workers who like to stay in a stagnant company and often do not promise rapid development (Nurhasanah, 2017).

Y-generation likes high salaries, flexible working hours, and demands career development in a short time. For that, they will not hesitate to leave the company only in less than 1 year and change to other jobs. The generation born based on the development of the digital era tends to have a low level of satisfaction if it is related to its commitment to continue working in one company. As a result, lately many human resources managers have had difficulty managing their workforce. Especially those who have high talent and have a good career in a company suddenly come out or even resign. Various ways and methods for holding the employees have been carried out but have not been fully successful. This phenomenon does not only occur in banking companies.

The phenomenon of Y-generation who wants flexible working time and other requirement is considered to be a form of problem in the banking industry. The banking industry has working hours for 8 hours/day, not counted yet about the overtime and working outside from the office hours. This is very contrary to the Y-generation characteristics. If this could be happens, the Y-generation is prefer to quit and leave their jobs rather than having to stay in their company. The way of thinking of this generation seems selfish. This affected the banking industry to hiring employees many times because the Y generation characteristic, especially millennials in the BCA Bank. Therefore, further

research is needed to see what are the factors and the reasons why the millennials want and make them stay in one company as long as he works for a long time. The need for analysis of the job satisfaction factors is usually taken into consideration for Y generation to continue working in the banking industry, especially at BCA Bank.

2. Methods and Equipment

2.1. Methods

2.1.1. Research Design

The research design used in this study is a quantitative model or method which aims to measure the influence of dependent variables namely Y generation job satisfaction on independent variables which consist of salary, promotion, relationships with superiors, relationship with coworkers and the work environment itself.

This measurement is calculated using SPSS For Windows software with ordinal data generated by data processing based on the job satisfaction questionnaire filled in by the respondents for this study. The data will be processed using multiple linear regression methods to see which independent variables have the most influence on the level of job satisfaction of Y generation at BCA Banking.

2.1.2. Variable Operationalization

The variable operational research definition is an explanation of each variable used in the study of the indicators that shape it. The independent variable in this study is Y generation job satisfaction. The dependent variables in this study include; salary, promotion, relationships with superiors, relationships with coworkers and the work environment itself.

2.1.3. Data Sources

Quantitative data obtained from respondents to answers the structured questionnaire that given. While qualitative data is obtained by survey methods with Likert scale and also answers from respondents through open questions. In this case, the researcher conducted an open question to the respondent to find out other things related to the research topic. Respondent is employees in related institutions included in the birth age group in the Y generation category.

2.1.4. Population and Samples

The sampling data in this study were employees whose birth age category was included in the Y Generation at the BCA Bank that the researchers chose to study. Respondents selected as samples in this study were male and female employees that includes in birth age categories between Y generation years (1980-2000). Employees appointed as respondents are the employees who have worked for minimum 3 months and at the minimum level staff.

TABLE 1: Number of Y Generation employees at BCA Bank.

Company Name	Generation Of Birth	Gender	Sample (n)
BCA Bank	Y Gen	Men	34
Bogor	(1980-2000)	Women	38
The Total Number Y Gen Employpess of BCA Bank			72

2.1.5. Data Collection Method

Retrieval of data in this study was conducted by survey method, namely job satisfaction survey. The data that will be used in this study are primary data collected using survey methods through distributing questionnaires directly to respondents. Data collection is done by distributing questionnaires to employees of BCA Bank which are included in Y generation can be collected immediately after being answered by respondents through several data collectors.

2.1.6. Data Analysis Method

Data processing is done manually through tabulations, non parametric statistical tests through multiple linear tests using SPSS for windows software with multiple linear regression analysis. to see the influence of variables independent and dependent with nominal data. This is done in order to obtain accuracy, speed of the calculation process and trust in the test results. The influence of job satisfaction factors in Y generation which determines the level of job satisfaction in this study was measured using multiple linear regression. The independent and dependent variable was tested using the SPSS for Windows tool. In general, multiple linear regression models for the population are as follows:

$$Y_1 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 \epsilon \tag{1}$$

Information:

$\beta_0\beta_1\beta_2$: Coefficients or parameters of the regression model

Y: Dependent in this study is Y generation job satisfaction. Job satisfaction is calculated based on very low, low, neutral, high and very high choice criteria found in the form of questions in the questionnaire.

X1: Independent is for salary of Y generation employees.

X2: Independent Y generation promotion at BCA Bank.

X3: Independent Y generation co-worker at BCA Bank.

X4: Independent Y generation with supervisor at BCA Bank.

X5: Independent the work itself from Y generation.

ϵ : error

3. Result

3.1. Research Result

3.1.1. Respondent Characteristic

Distribution of respondents based on the number of samples that have been selected based on the criteria and sampling formula is as many as 72 Y generation number of respondents considered to be in the category as respondents who can be used as samples.

TABLE 2: Age Characteristic of Y Generation.

No	Ages	Frequection	Percentage
1	≤20 year old	-	-
2	21 - 25 year old	8	11%
3	26 - 30 year old	37	52%
4	31 – 35 year old	17	23%
5	36 – 40 year old	10	14%
6	≥45 year old	-	-
Total Amount		72	100%

On the list above (2) describes the characteristics of the Y generation of respondents based on ages. Y Generation generally has an age vulnerable from 1980-2000. The banking industry, especially BCA Bank, which is the place of research, is dominated by young employees, as seen in the percentage of age ranges on the list(2).

TABLE 3: Gender Characteristic of Y Generation.

No	Gender	Frequention	Percentage
1	Men	34	47%
2	Women	38	53%
Total Amount		72	100%

On the list above (3) explains the characteristics of the Y generation of respondents based on sex. BCA Bank Bogor consists of 34 men and 38 women. So that it can be said that employees who work at BCA Bank Bogor are currently a little more dominated by female employees.

TABLE 4: Marital Status Characteristic of Y Generation.

No	Marital Status	Frequention	Percentage
1	Not Married	5	7%
2	Widow/Widower	0	0
3	Married	67	93%
Total Amount		72	100%

On the list above (4) describes the characteristics of Y generation respondents based on marital status. Married-marital status dominates Y generation employees at BCA Bank with a total of 72 people. While those included in the unmarried category are 5 people. This might be due to the very young age when becoming an employee at BCA Bank Bogor.

TABLE 5: Last Education Characteristic of Y Generation.

No	Education	Frequention	Percentage
1	Senior High School	2	3%
2	Diploma III	15	20%
3	Bachelor	53	74%
4	Master	2	3%
Total Amount		72	100%

On the list above (5) describes the characteristics of the Y generation of respondents based on their last level of education. Bachelor graduates dominated the educational background of BCA Bank employees in a total of 53. This shows that education of BCA Bank employees, especially Y generation, it is a superior and educated employees.

On the list above (6) describes the working proportion from Y generation at BCA Bank. It was shown that Y generation has the longest working level for less than 5

TABLE 6: Length of Work Characteristic Y Generation.

No	Working Time	Frequention	Percentage
1	≤ 5 tahun	52	73%
2	6 – 10 tahun	17	25%
3	11 – 20 tahun	3	4%
4	> 20 tahun	-	-
Total Amount		72	100%

years, this is a characteristic and from the millennials because of their tendency to change their jobs quickly. This is indicated by the number 52 BCA Bank employees.

4. Discussion

4.1. The Overview from Y Generation at BCA Bank Bogor

The characteristics that Y generation had were very different or surely contrast with X generation from the way they work at BCA Bank. Y Generation was born with technological changes and the era of globalization that was changing very fast, so that the competition generated from this generation itself caused negative characteristics. Armer (2011) said that some of the traits possessed by Y generation that were considered not good if their applied in the work field, namely individualism. Y Generation at BCA Bank in reality has a very individualistic nature in the way of thinking and working, so it gives and turn them into an ego-centric nature, does not care about the others and sometimes they are quickly bored in the moment of time. This will have an adverse effect on fellow colleagues, including Y generation and BCA bank itself. For them, a sense of mutual care with a teammate and so their having time to share with fellow colleagues in the office is not too important. This means millenials generation is considered impatient and does not have full responsibility for their work.

4.2. Statistical Result from Y Generation Job Satisfaction Factors

The results of distributing 72 questionnaires from all respondents that have been collected of 100% feedback, because the sampling in this study was a saturated sample so all the employees from Y Generation at BCA bank became research study respondents and 100% also fill the requirements.

TABLE 7: F-Test Result.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12,834	5	2,567	48,922	,000 ^b
	Residual	,035	66	,001		
	Total	12,869	71			

a. Dependent Variable: Kepuasan Kerja Y

b. Predictors: (Constant), Satisfaction with Work Itself, Satisfaction Co-Workers, Satisfaction with Supervisor, Satisfaction with Pay, Satisfaction with Promotion

On the list above (7) Significant value is smaller than 0.05 so the regression model of salary (independent), employeespromotion (independent), relations with coworkers (independent), relationships with supervisors (independent), conditions with the work itself (independent) simultaneously have an influence towards job satisfaction as a dependent variable.

TABLE 8: t-Test Result.

Model		t	Sig.	signifikansi
1	(Constant)	3,874	,000	
	Satisfaction with Pay	7,611	,000	Postive significant
	Satisfaction with Promotion	2,684	,000	Postive significant
	Satisfaction Co-Workers	3,820	,000	Postive significant
	Satisfaction with Supervisor	1,480	,000	Postive significant
	Satisfaction with Work Itself	7,783	,000	Postive significant

From the results of the t test above (8), the significance of the salary variable is 0,000 <0,05, therefore H1 is accepted, the promotion variable is 0,000 <0,05, therefore H2 is accepted, the relation with coworkers variables are 0,000 <0, 05 therefore H3 is accepted, the relationship with the supervisor variable is 0,000 <0,05 therefore H4 is accepted, the satisfaction from work itself variable is 0,000 <0,05 therefore H5 is accepted.

TABLE 9: R² Test Result.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,916 ^a	,839	,803	3,453

The R² test above (9) shows that the coefficient of determination or R-Square is about 0.839. it means that the R-Square value of 83.9% can be explained by all the independent variables in this study namely salary, promotion, relationship with the

coworkers, relationships with supervisors and job satisfaction work itself are explained by the variable itself not from other factors outside all the research variables. This number implies that all the independent variables in this study simultaneously (together) affects the dependent variable (Y) as big as 83.9%. And so that 16.1% is influenced by other variables outside of this regression equation or variables not examined in this study.

4.3. The Most Dominant Factor that affected Y Generation Satisfaction at BCA Bank Bogor

Partially testing from the salary variable (X_1) on job satisfaction (Y) directly can be seen in list 8 above. From list (8) above, it can be explained that the relationship between independent and dependent variables is significant. It turns out that the value X^1 is 0.366 and the significant value of this study about 0.00 is smaller than 0.05, so the effect of salary (X^1) on job satisfaction (Y) is significant. So, salary compensation (X_1) has a direct effect on job satisfaction (Y).

The salary variable is the most dominant factor compared to the other 4 independent variables in this study. It can be explained that salary variable is a main factor that makes Y Generation employees at BCA Bank have a highest level of job satisfaction at BCA Bank itself. This can be proven from the value at the t-test result that shown salary variable as big as 7.611 which is most dominant than the other independent variables. Because in the compensation theory it is said that compensation is often also called an award and can be defined as any form of award given to employees as remuneration for the contributions they given to the organization (Wong, 2009).

5. Conclusion

Salary has a significant effect to Y Generation job satisfaction. In this study salaries have a significant effect on job satisfaction, because the respondents studied were Y generation, where they had worked for BCA Bank for hoping much time which showed that their less loyalty and willingness to work were influenced by any awards and feedback that they could received during their work. The salary variable based on the t-test count has the most dominant value, namely 7.611 compared to the other four independent variables in this study.

Funding

This work was supported by the team from Management study of Economic and Business, UMJ

Acknowledgement

The authors would like to thank their colleague for their contribution and support to the research. They are also thankful to all the reviewers who gave their valuable inputs to the manuscript and helped in completing the paper.

Conflict of Interest

In this study only respondents were companies that included in Y generation with birth ranges from 1980-2000 become the sample study. Making not all employees at BCA Bank can be used as respondents in this study. The existence of research questions using a questionnaire is the answer given by a sample that does not show reality.

References

- [1] Armer, Tania T. (2011). *Dissertations and theses from start to finish: Factors that affect job satisfaction*. Columbia (CO): Capella University.
- [2] Bakotić. D, Babic.T, (2013) Relationship between Working Conditions and Job Satisfaction: The Case of Croatian Shipbuilding Company. *International Journal of Business and Social Science Vol. 4 No. 2; February 2013*
- [3] Baldonado AM, Spangenburg J. (2009). Leadership and the Future: Gen Y Workers and Two-Factor Theory. *Journal of American Academy of Business*. Cambridge. 15 (1):99-103.
- [4] Chan, Donna Suk-hing. (2005). *Relationship between generation-responsive leadership behavior and job satisfaction of generations X and Y* Chen, Z (2001). Further investigation of the outcomes of loyalty to supervisor: Job satisfaction and intention to stay *Journal of Managerial Psychology*; 2001; 16, 7/8; ABI/INFORM Research pg. 650
- [5] Murphy MM. (2011). Exploring generational differences among millennials gen Xers and baby boomers: work values, manager behaviour expectations, and the impact of manager behaviours on work engagement [Disertasi]. Los Angeles (LA): Alliant

International University *professionals [Dissertation]*. New York City (US): University of Phoenix.

- [6] Nurhasanah R. (2017). Kepuasan Kerja dan Loyalitas Generasi Y. *Jurnal Wacana Ekonomi*.: Fakultas Ekonomi Universitas Garut. Vol 17 No 1.
- [7] Sebastian, Amran dan Youth Lab. (2016). *Generasi Langgas: Millenials Indonesia*. Gagas Media.
- [8] Wong.E.S.K, Heng.T.N (2009) Case Study of Factors Influencing Jobs Satisfaction in Two Malaysian Universities; *International Business research Vol 2. No 2 Of Art and Scient*, CD-ROM. ISSN: 1944-6934:: 5(1):73–83