

DIFFERENCES OF JOB SATISFACTION AMONG THREE GENERATIONS: A STUDY IN PT ASDP INDONESIA FERRY (PERSERO)

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Abstract: *The purpose of this study is to analyze job satisfaction' differences among three generations (generation Y, generation X, and generation Baby Boomer) in PT ASDP Indonesia Ferry (Persero). Additional focus is placed on discovering any variations dimension of job satisfaction' preferences on these three generations, particularly about any intrinsic or extrinsic factors on generation Y that differ with generation X or generation Baby Boomer. The population is the employee of PT ASDP Indonesia Ferry (Persero) based in Jakarta. Data analyzed using SPSS with multivariate GLM method on 189 respondents. This study revealed that there are job satisfaction's differences among the three generations in PT ASDP Indonesia Ferry (Persero), some indicating that generation Y is more intrinsic than extrinsic factor's preference which contrary to current popular belief.*

Keywords: *Job satisfaction; Generation Y; Generation X; Baby Boomer.*

1. Introduction

Differences in generations in the world of work are one of the topics that have always emerged in the development of human resource management, and the concept of current generation differences is continually evolving. Mannheim (1952) who initiated research on generation values said that younger generations could not socialize correctly because of the gap between individual values taught by the older generation and the reality faced by the younger generation. Furthermore, Mannheim pointed out that social locations have a significant effect on the formation of individual consciousness.

The progress of the times has caused the composition of the population of each generation to change, the baby boomer generation and generation X have begun to decline, if associated with productive age and currently the most significant generation entering the workforce is Generation Y born between 1982 and 1999, which is part of the group generation, which consists of generation X and baby boomers (Twenge & Campbell, 2012). Organizational leaders who can effectively recognize differences between ages in the components of job satisfaction, such as motivation and work values, have more significant opportunities to maintain the company's competitive advantage compared to those who fail to understand the complexity of multi-generation workforce (Appelbaum, Deguire, & Lay, 2005; Beck & Wade, 2004).

Modern companies need a competitive advantage in global markets by linking employee morale towards increasing levels of job satisfaction and organizational commitment (Chen, Ellsworth, & Shwarz, 2015). Researchers have shown that job satisfaction is a combination of input and output so that this combination creates a feeling and influences the employee's personal life (Shin, Koh, & Shim, 2015). One of

the studies on job satisfaction was initiated by Herzbergs (1987) with Two Factor theory consisting of hygiene / extrinsic factors and motivational/intrinsic factors. Furthermore, research on job satisfaction is continuously carried out by researchers. For example, Smith and Shields (2013) use Two Factor theory to test factors related to social workers. The researchers found that the two factors influencing job satisfaction with intrinsic factors had the most significant impact on job satisfaction, specifically aspects of work creativity and variation.

Hyun and Oh (2011) used Two Factor theory Herzbergs (1987) to understand the differences in job satisfaction between army officers and non-commissioned soldiers in the Korean Army and their influence on food service for the army. From the research, it can be said that in the non-supervisory human supervisor, independence and moral values as the most influential on job satisfaction, while the factors of creativity and responsibility have little influence. Furthermore, the army officers showed achievement, working conditions, and supervisor-human as the most predictive of job satisfaction, with technical supervision and creativity having a non-significant effect. Overall, this study found that rank has a significant impact on job satisfaction: the higher the level of respondents, the higher the job satisfaction. Like other studies, Hyun and Oh (2011) found that extrinsic factors have a significant impact on creating job satisfaction.

Khan, Shahid, Nawab, and Wali (2013) also use Two Factor theory Herzbergs (1987) to explain the influence of both intrinsic and extrinsic factors on the performance of banking employees in Pakistan. The results of their study show that internal factors are positively correlated with job satisfaction (security, ability utilization, social services, variety, moral values, activities, and authority). Next extrinsic factors, also positively correlated to increase job satisfaction (recognition, supervisor-human, advancement/progress, and coworkers), but the value is not as significant as the intrinsic factor to job satisfaction. The findings of this study suggest that the priority manager for recognition of employees, while also maintaining the right working conditions, and maintaining the level of reimbursement received among employees.

The above studies show that Herzberg's theory (1987) must continue to be tested and applied to a broad industrial context. The methodology of Herzbergs (1987) and other arguments relating to the study of intrinsic and extrinsic job satisfaction has always been debated in recent decades (Sachau, 2007). Since Herzberg's (1987) research was first published more than fifty (50) years ago, in the decade of the industrial revolution, the generation studied by Herzbergs may have very different views on intrinsic and extrinsic job satisfaction compared to the generations incorporated in the workforce at present (Bassett-Jones & Lloyd, 2005).

Guha (2010) concludes that Herzberg's (1987) theory needs to be reviewed in the context of the modern generation. Guha (2010) also reminds organizations that adopt this theory to consider the uniqueness of generation Y, thinking that the current generation may be more complicated than the original approach of Herzberg's (1987). Moreover, the theory of Herzberg's (1987) is used as a broad theory of job satisfaction,

so researchers are trying to moderate the argument for generations that exist through research to provide a unique perspective on the components of job satisfaction, especially for the Y generation who work in the 21st century.

As a State-Owned Enterprise engaged in transportation services, PT ASDP Indonesia Ferry (Persero) is required to provide excellent service to customers. And to realize this superb service, human resources become one of the things that must be managed seriously, both employees in the branch and head office – moreover, the head office of PT ASDP Indonesia Ferry (Persero) which is based in Jakarta, which has employees with the largest generation Y category as many as 57%, then followed by X generation and baby boomers. Given the majority of the numbers among other productions, generation Y needs to be of more concern in handling development and job satisfaction so as not to have a negative impact on individual performance and achieving company targets (Hershatter & Epstein, 2010, Hsieh, 2016).

The current condition is that in the last four (4) years the employee job satisfaction index shows a variable number, and relatively decreases, then a trend of increasing numbers that is not significant appears. Recognizing this need initiation to examine the differences in employee job satisfaction factors that see age or generation as a control variable.

The purpose of this study is to examine the differences in factors that influence intergenerational job satisfaction at the Head Office of PT. ASDP Indonesia Ferry (Persero). The results of this study are expected to provide an overview and input for the company to be more precise in developing the HR system or human resource development, and the company can take HR policies better by the conditions of the current generation.

2. Research Method

This study assumes that there are differences in the influence of intrinsic and extrinsic factors on job satisfaction among three (3) generations at the Head Office of PT ASDP Indonesia Ferry (Persero). In this study, there are two (2) variables namely generation as independent variables (X) and job satisfaction as the dependent variable (Y). Havens (2015) indicates that there are differences in job satisfaction between generations considering that generation Y has unique characteristics, this is supported by previous researchers (Durkin, 2004; Montana & Petit, 2008; Durkin, 2008; Taylor & Keeter, 2010; Murray, 2011; Wiedmer, 2015).

Sources of data in this study using primary data through survey methods with research questionnaires containing closed questions with the instrument of research in this study are the Minnesota Satisfaction Questionnaire (MSQ). For quantitative analysis, each answer to the question is given five (5) answer choices with weights using a Likert scale. The population used in this study are all employees of PT ASDP Indonesia Ferry (Persero) Head Office with permanent employee status and employees with a specific time/contract work agreement. Sampling was done using the Stratified Random Sampling method by calculating the number of population born between 1962

and 1999, or in other words employees aged 18 to 56 years in 2018, with surveys distributed to Y generation employees (57%), Generation X (41%) and the baby boomer generation (2%). The sample size uses the Slovin formula as follows:

$$n = \frac{N}{1 + Ne^2}$$

Notes:

N = Population

n = Sample

e = Error rate (5%), so that with a total population of 357 employees, the number of samples becomes:

$$n = \frac{357}{1 + (357 \times 0,05^2)} = 189$$

This study will use two (2) analytical techniques, namely statistical description analysis and Multivariate General Linear Model (GLM). Statistical description analysis is used for grouping data based on the variables studied, tabulating data based on variables obtained from all respondents. The next analysis will use Multivariate GLM, which is one analysis of variance in several dependent variables that scale data ratios to one or more factors (Maholtra, 2010).

3. Findings and Argument

In this study, researchers distributed 250 questionnaires to employees of PT ASDP Indonesia Ferry (Persero) in Jakarta. Furthermore, from the survey distributed, 200 respondents were successfully collected, and after the selection and elimination process per a predetermined age range, 189 respondents were obtained.

In this study, it has succeeded in obtaining the demographic data of the respondents, in table 1 below it describes in full the majority characteristics that exist for the research. The purpose of this study is to explain whether there are differences in job satisfaction between generation Y, generation X and baby boomers and what is the difference between intrinsic factors and extrinsic factors among the three (3) generations.

Table 1. Characteristics of the majority of respondents

Spesifikasi Data	Respondent	Persentase
Gender	Male	70,54%
Age range	20-25 years old	28,68%
Generational Grouping	Generasi Y	57,42%

Education Level	Bachelor's Degree	63,57%
Years of Service	1-5 years	47,29%

In table 1 above, male respondents dominate 133 people (70.54%) while women 56 people (29.46%). This is by the proportion of PT ASDP Indonesia Ferry (Persero) with the majority of male employees. Generation Y dominates the number of respondents as many as 108 people (57.42%) compared to generation X as many as 76 people (40.34%) and the baby boomer generation as many as four people (2.24%). The distribution of these respondents has a number that is proportional to the composition of employees at PT ASDP Indonesia Ferry (Persero) 's headquarters of 357 people. Next, the level of undergraduate education dominates the distribution of respondents as many as 120 people (63.57%), variations in the level of knowledge that are in accordance with the initial requirements as head office employees at staff level, and for the level of postgraduate / master education as a priority requirement for served at management level.

The results of the mean are obtained by calculating each generation of factors that affect job satisfaction (intrinsic vs. extrinsic). The intrinsic factor consists of four (4) dimensions, name recognition, achievement, social status, and variety, while for extrinsic factors consists of three (3) dimensions, namely compensation (compensation), working conditions, and co-worker relations. The intrinsic factor has the value as in table 2 below:

Table 2. Mean Response- Intrinsic factor Among three Generation

Faktor Intrinsik	Generasi Y	Generasi X	Baby Boomer
<i>Achievement</i>	4,13	4,19	4,11
<i>Recognition</i>	4,41	4,26	4,07
<i>Variety</i>	4,30	4,21	3,95
<i>Social Status</i>	4,22	4,17	3,60
Total Skor	4,27	4,21	3,93

Table 2 shows that generation Y and generation X reflect higher outcomes compared to the baby boomer generation, by choosing recognition as the most critical dimension compared to the aspects of Achievement, Variety, and Social Status. Also, generation Y and generation X feel that the dimensions of variation in work have a significant impact compared to the baby boomers.

The results of extrinsic factors are illustrated in table 3 which reflects the three generations preferring compensation to be accepted as a more critical dimension among other dimensions.

Table 3. Mean Response- Extrinsic factor Among three Generation

Faktor Ekstrinsik	Generasi Y	Generasi X	Baby Boomer
<i>Compensation</i>	4,09	3,75	3,61
<i>Working Condition</i>	3,19	2,89	3,20
<i>Co-Worker</i>	3,41	3,12	3,07
Total Skor	3,56	3,25	3,29

Table 3 illustrates that baby boomers consider working environment conditions to be more critical than generation Y and generation X. On the other hand generation Y and generation X consider relationships between colleagues to be significant compared to baby boomers. In general, baby boomers reflect extrinsic factors with higher results than generation X.

The next analysis uses a multivariate GLM analysis; this analysis is used to find out how generation variables affect job satisfaction. Multivariate GLM analysis is a tool to analyze several dependent variables with one or several factors or covariates (Priyatno, 2013).

Tabel 4. Multivariate Analysis GLM in Job Staisfaction Generasi Y

Variabel Independent	Variabel Dependent	Coefficient notation	β	Sig.
Generasi Y	Faktor Intrinsik	a ₁	-0.410	0.001*
	Faktor Ekstrinsik	a ₂	-0.268	0.099

Table 4 indicates that generation Y has a significant impact on the baby boomers generation group on intrinsic factors, but does not differ significantly on extrinsic factors. In table 5 below, we will discuss in detail the multivariate GLM analysis on generation Y with each dimension.

Tabel 5. Multivariate GLM Analysis on Y Generation Job Satisfaction Dimensions

Variabel Independent	Variabel Dependent	Coefficient notation	β	Sig.
Generasi Y	<i>Achievement</i>	a ₁	-0.014	0.927
	<i>Recognition</i>	a ₂	-0.624	0.000*
	<i>Variety</i>	a ₃	-0.345	0.023*
	<i>Social Status</i>	a ₄	-0.339	0.018*

<i>Compensation</i>	a ₅	-0.474	0.009*
<i>Working Condition</i>	a ₆	-0.008	0.970
<i>Co-Worker</i>	a ₇	-0.336	0.082

It is clear that generation Y has a significant impact on intrinsic factors, but in table 5 above there are three (3) dimensions that have significant values on intrinsic factors with one (1) considerable amount on extrinsic factors, namely the compensation dimension. These results indicate that generation Y has a significant difference with the baby boomer generation on intrinsic factors, with an additional note that the compensation dimension also has an impact on generation Y. Table 5 also shows that generation Y feels that recognition for work, social status, variations in work and compensation received are more important than the baby boomers in job satisfaction.

Tabel 6. Multivariate GLM Analysis on X Generation Job Satisfaction

Variabel Independent	Variabel Dependent	Coefficient notation	β	Sig.
Generasi X	Faktor Intrinsik	a ₁	-0.328	0.010*
	Faktor Ekstrinsik	a ₂	0.037	0.823

Table 6 above indicates that generation X has a significant impact on the baby boomers generation group on intrinsic factors, but does not differ significantly on extrinsic factors. Generation X feels that intrinsic factors have a more significant impact on their job satisfaction than the baby boomers. In table 7 below, we will discuss in detail the multivariate GLM analysis on generation X with each dimension.

Tabel 7. Multivariate GLM Analysis on X Generation Job Satisfaction Dimensions

Variabel Independent	Variabel Dependent	Coefficient notation	β	Sig.
Generasi X	<i>Achievement</i>	a ₁	-0.081	0.606
	<i>Recognition</i>	a ₂	-0.571	0.000*
	<i>Variety</i>	a ₃	-0.258	0.095
	<i>Social Status</i>	a ₄	-0.194	0.182
	<i>Compensation</i>	a ₅	-0.136	0.496
	<i>Working Condition</i>	a ₆	0.310	0.128
	<i>Co-Worker</i>	a ₇	-0.063	0.747

It is clear that intrinsic factors have more impact on generation X, and the results of the analysis can be said that the dimensions of recognition are the only dimensions that have a significant effect on job satisfaction. The results as indicated above indicate that generation X has a significant difference with the baby boomer generation on intrinsic factors. In this case, Generation X feels that the dimension of recognition is the most important impact on their job satisfaction compared to the baby boomers.

4. Conclusion

This research was conducted to analyze differences in job satisfaction among three generations at the PT ASDP Indonesia Ferry (Persero) Head Office. Based on the findings, there are differences in job satisfaction among the three generations at PT ASDP Indonesia Ferry (Persero). Analysis of the study used multivariate GLM and meant statistics as supporting data. Overall, this study found that intrinsic factors have a significant influence on job satisfaction for generation Y and generation X compared to the Baby Boomer generation.

Each dimension on intrinsic factors and extrinsic factors is also carried out an analysis process using multivariate GLM. Each dimension has results that are felt to be different for each generation. Generation Y thinks that it is more important to have recognition of work, social status, and variations in work compared to the baby boomer generation. While generation X thinks that achieving targets, compensation, and recognition for their work is a concern more than the needs of the baby boomer generation, and the baby boomers feel the need for compensation, the conditions of the work environment and coworkers are a concern in job satisfaction compared to generation Y and generation X.

Furthermore, Management, especially those in charge of human resources, need to make a change of approach in managing employees of generation Y and generation X to produce an optimal performance for the company. Employees who get recognition for achievement will be more likely to proactively innovate and give more ideas to the company than those who do not get recognition.

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