

Research

Predictors Affecting Millennial Generation Work Satisfaction in Pematangsiantar City: a Quantitative Approach

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Abstract

In running the company's operations, skilled and expert human resources are needed to run it to achieve its goals effectively and efficiently. Supporting the role of skilled and expert human resources, optimal job satisfaction is needed for employees to encourage increased performance. The aim of this study is to determine the predictors that affect the job satisfaction of millennial workers in Pematangsiantar City. This research instrument used a questionnaire distributed to 120 respondents who worked in companies and banks. Next, the researcher tested the hypothesis using Structural Equation Modeling (SEM) based on a variant called Partial Least Square (PLS) and the SmartPLS version 3.0 application as a tool to analyze it. The results of this study concluded that five hypotheses were accepted, and 1 hypothesis was rejected. The rejected hypothesis is that organizational justice has no significant effect on work satisfaction. Furthermore, significant results were obtained for the effect of organizational climate, organizational commitment, reward, and work environment on work satisfaction. Then, for the effect of work satisfaction on employee performance, significant results were obtained. For further research, the author recommends researchers develop variables that are suspected to be the main predictors to encourage job satisfaction and employee performance to provide complete recommendations regarding the development of human resource performance, especially for millennial workers. The novelty of this research is in measuring the level of satisfaction of millennial workers, considering that in 2030-2040 the Indonesia will get a substantial demographic bonus. The proposed model includes elements of organizational climate, organizational commitment, reward, organizational justice, and work environment to determine how much influence it has on the level of satisfaction and its impact on performance.

Keywords: *Work Satisfaction, Employee Performance, Millennial Generation*



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INTRODUCTION

In dealing with the dynamics of change in the company's internal environment, the role of human resources is significant because humans are the actors of activities in supporting the company's operations. Human resources can move the company to achieve the goals set (Choiriyah et al., 2019). Companies must choose human resources who can play an active role effectively and efficiently with all activities carried out by the company (Rahimic, 2013). Every organization has various types of resources that are integrated to meet organizational goals (Nath Gangai & Agrawal, 2015). Among the resources owned by the company, human resources are the most vital and the most important to be appreciated because, without these resources, it is challenging to combine other resources and achieve the organization's ultimate goal (Haerani et al., 2020). An essential organizational resource must be appropriately managed to get the most out of it. Reward management and other aspects of human resource management must work effectively to ensure employees are given proper consideration for their contributions (Bezabih Reta, 2019). Given the demographic bonus era in Indonesia in the 2030-2040 forecast, companies must manage their human resources to be more productive and produce more skilled work specifications.

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DOI: 10.31098/quant.747

Research Synergy Foundation

Attention is now focused on the millennial generation who work in several companies. It is undeniable that the millennial generation will be the company's spearhead to develop and succeed in its vision and mission in the future. Millennials are a generation that maintains a balance between the two sides of working hard and playing. This attitude is in stark contrast to the work environment that still upholds conventional values (Rahadytya & Tridayanti, 2020). Therefore, it takes encouragement from internal companies to manage the critical aspects needed by millennial workers, which is none other than job satisfaction (Abbasi et al., 2020). To create job satisfaction following their expectations, it takes several policies from the company's internal to support it, including the integration of organizational climate, implementation of organizational commitment, awarding employees who excel, implementing organizational justice following the norms and values of justice for the company and workers, as well as a conducive work environment. Suppose all of these aspects can be carried out correctly. In that case, there is great hope for millennial workers to obtain satisfaction, and in the end, it will have implications for improving their performance.

Several previous research results revealed a significant relationship between organizational climate and employee satisfaction levels (Ahmad et al., 2018). If the organizational climate's implementation and acceptance go well, employees will follow the norms that apply to the company environment. Similarly, the application of organizational commitment to job satisfaction, where some research results conclude that if the company's commitment is oriented to the welfare of workers, it will impact high satisfaction in doing work (Eslami & Gharakhani, 2012). Furthermore, suppose the reward system is oriented towards performance appraisal and is supported by a conducive work environment. In that case, this can also be a strong trigger for workers to gain satisfaction in doing and completing work. The results of previous studies concluded that the essence of giving rewards would affect satisfaction (Apriyanti et al., 2012). If the work environment felt by workers is comfortable, this also affects satisfaction (Chandrasekar, 2011). Likewise, the implementation of organizational justice is no less critical for the company to pay attention to, considering that organizational justice is the main thing that underlies job satisfaction and must be managed and implemented correctly by the company. If organizational justice runs optimally, it will affect worker satisfaction (Fatt et al., 2010). Furthermore, if workers have obtained satisfaction, this will encourage work motivation and increase work intensity to impact optimal performance (Rahadytya & Tridayanti, 2020).

This study is here to bridge the previous research that examines the factors that influence job satisfaction. The novelty of this research is oriented towards measuring the level of satisfaction of millennial workers, considering that in 2030-2040 the country of Indonesia will get a substantial demographic bonus. The author tries to include elements of organizational climate, organizational commitment, reward, organizational justice, and work environment in one model to determine how much influence it has on the level of satisfaction and its impact on performance. The essence of this study is to determine the impact of the application of organizational climate, organizational commitment, reward, organizational justice, and work environment on work satisfaction and its implications for the performance of millennial workers.

LITERATURE REVIEW

Organizational Climate

Organizational climate is described as measuring organizational culture whose impact will be related to changes in organizational climate. The urgency of the climate of an organization is to focus on policies that are repeated by upper management levels with an orientation that leads to

optimal work performance (Danish et al., 2015). If organizational culture is the organization's personality, then climate is the 'mood' of an organization. Organizational climate signifies workers' observations of the workplace that are impartial to anyone within the organization's internal scope (Marpaung, 2021). The manifestation of work comfort can be seen when every worker feels comfortable with the working atmosphere in the workplace. This condition triggers to produce an optimal performance for every worker in carrying out all their work activities (Rahimic, 2013). And vice versa, if there is an environment or work atmosphere that is not following what is expected, it will reduce morale which has implications for less than optimal performance (Ngadiman et al., 2013). Interpolating some millennial workers assumes that a good organizational climate based on their perception is relatively constant about the characteristics and quality of organizational culture (Ristianawati & Kurniawan, 2018). Several researchers have carried out several research results that discuss the relationship between organizational climate and work satisfaction. First, research results by (Jyoti 2013) concluded that high and low job satisfaction is closely related to the state of organizational climate and the work environment and work atmosphere. Then research from (Ahmad et al., 2018), which examines the interaction of organizational climate between satisfaction, concludes a significant relationship between organizational climate and work satisfaction. Therefore, based on several previous research results, this study is carried out in developing hypotheses:

H1: Organizational climate affects work satisfaction

Organizational Commitment

The increase in competitiveness experienced by organizations in recent years imposes the need for participation, involvement, and effective efforts from workers, thus requiring a high commitment to the company's policy implementation and strategic planning processes (Lizote et al., 2017). Employees who have high organizational commitment are employees who are more stable and more productive, have a strong belief in and acceptance of the organization's values and goals so that in the end, they are also more profitable for the organization (Choiriyah et al., 2019). One of the most crucial concepts in organizations and companies is having a solid organizational commitment based on planning and establishing a vision and mission (Wahyuni et al., 2014). It is called crucial because the organizational commitment has significance for organizational performance and effectiveness in some managerial literature.

Furthermore, commitment will be tested when every employee has a high sense of loyalty to the company and remains steadfast in carrying out all applicable rules in the company (Nath Gangai & Agrawal, 2015). Several studies that examine the relationship between organizational commitment and employee job satisfaction have been studied by several researchers, including research (Neubert & Halbesleben, 2014), with the substance of research on examining the relationship between job satisfaction and organizational commitment concluded that there is a significant relationship between the two. More research (Eslami & Gharakhani, 2012) conveys the same thing regarding the significant relationship between organizational commitment and job satisfaction levels. Therefore, based on several previous research results, this study is carried out in developing hypotheses:

H2: Organizational commitment affects work satisfaction

Rewards

The reward system is one of the most significant problems of human resource management. Several works of literature from theorists, academics and practitioners, and managers emphasize

the critical factor of rewards to support and encourage the creation of job satisfaction for employees (Galanou et al., 2011). According to (Putra & Prasetya, 2018), the reward is interpreted as everything that employees receive from the company in return for a given job. Rewards offered by organizations or companies are intended to influence employee behavior and consider it as something of value to the organization (Bezabih Reta, 2019). Therefore, if the level of appreciation given is higher, it will affect the employee's desire to keep working longer, and this condition causes the majority of employees to be satisfied to do the work following the duties and responsibilities given (Apriyanti et al., 2012). Several studies that examine the relationship between organizational commitment and employee job satisfaction have been studied by several researchers, including (Hsieh, 2011), with the research topic of empirical studies on job satisfaction and preference of direct sales salesman reward system in Taiwan concluded that there is a significant effect of reward on the level of job satisfaction. Then the results of research by (Galanou et al., 2011) with a qualitative approach, concluding that awarding employees is crucial to encourage employee job satisfaction. Therefore, based on several previous research results, this study is carried out in developing hypotheses:

H3: Reward affects work satisfaction

Organizational Justice

A sense of justice for the organization will have an impact on employee behavior. It will receive justice properly, which will impact organizational performance because there is a sense of trust among fellow employees, the creation of teamwork, and leads to a level where employees have a sense of pride in their organization (Silitonga et al., 2020). Organizational justice is a term used to describe the role of justice as it is directly related to the workplace and the level of employee job satisfaction (Sembiring et al., 2020). Organizational justice appears in various work environment processes, including organizational activities and programs. Therefore, organizational justice can be defined as employees' perceptions of fairness regarding various organizational practices and activities (Al-Douri, 2020). If employees feel good organizational justice, this will spur employees to work following the procedures established by the company so that it has implications for whether or not the job is satisfying and vice versa (Al-Zu'bi, 2010). From several studies submitted by several researchers discussing the relationship between organizational justice and work satisfaction, they concluded that there is a significant relationship between the two and those implemented in employees who work at several companies in Malaysia (Fatt et al., 2010). Furthermore, research by (Tziner et al., 2011) also concluded the same thing regarding the significant relationship between organizational justice and work satisfaction. Therefore, based on several previous research results, this study is carried out in developing hypotheses:

H4: Organizational justice affects work satisfaction

Work Environment

To achieve the company's goals, many factors can support it, one of which is the condition of the employee's work environment, which is a supporting factor for the smooth running of the tasks they do, so that the work can be done as expected (Nasution et al., 2018). The manifestation of the work environment is described as a means provided by the company to support the company's tone in achieving the goals set by the control holder (Ratnasari et al., 2020). Reflection of understanding related to the environment or working conditions can be interpreted as all aspects of physical work, work psychology, and work regulations that can affect job satisfaction and work productivity (Budiyanto & Oetomo, 2011). In addition, the work environment can create binding working

relationships between people in the community. Therefore, the work environment must be good and conducive to work because a good work environment will make employees comfortable and enthusiastic to carry out their respective duties (Chandrasekar, 2011). Research result (Widodo, 2014) discusses the effect of the work environment on job satisfaction and its impact on employee performance obtained conclusions that lead to a significant impact of the work environment on satisfaction. Then the results of research by (Ratnasari et al., 2020) with the substance of research on the influence of the environment on employee job satisfaction in Batam, Indonesia, concluded that there is a strong and significant contribution from the state of the work environment to the level of employee satisfaction. Therefore, based on several previous research results, this study is carried out in developing hypotheses:

H5: Work environment affects work satisfaction

Work Satisfaction

The satisfaction of each employee varies greatly or varies according to the values that exist in him. The higher the assessment of the activities following the wishes, the higher the job satisfaction of these activities (Ihsani & Wijayanto, 2020). Furthermore, the interpretation of job satisfaction is defined as a picture of the feelings felt by every employee both related to his work and his condition, which has an impact on feeling satisfied or dissatisfied in carrying out his work (Siengthai & Pila-Ngarm, 2016). The essence of job satisfaction for the company is vital to support the maintenance of the performance of its human resources. Therefore, as one of the fundamental factors that have a relationship with performance, job satisfaction is used to make company policies for the welfare of its employees (Pancasila et al., 2020). In simple terms, job satisfaction is the difference between what the employee expects from the job and what he does. When the employee's expectations from work are less or equal to what is given, the employee will be satisfied (Sherly et al., 2021). Several researchers have previously carried out research related to the relationship between work satisfaction and employee performance. For example, research conducted by (Rahadytya & Tridayanti, 2020) on job satisfaction on employee performance at the institution of tropical diseases Universitas Airlangga Surabaya, Indonesia, obtained results that lead to a significant impact of job satisfaction on performance effectiveness. Then the research also discussed the relationship between work satisfaction and employee performance delivered by (Idris, 2016) with the results of the discussion stating that job satisfaction will impact employee performance. Therefore, based on several previous research results, this study is carried out in developing hypotheses:

H6: Work satisfaction affects employee performance

Employee Performance

Human resources are significant for organizations or organizations in processing, managing, and utilizing employees to function productively to achieve goals. For this reason, every company expects optimal performance from each of its employees to make it easier for the company to achieve the targets that have been set (Lie et al., 2019). Performance is the result of work or output produced through the functions of a job in a group or organization that has their respective responsibilities to achieve one's success in carrying out tasks (Idris et al., 2020). Further, according to (Sherly et al., 2021), performance is basically what employees do or don't do. However, performance affects how well employees contribute to the organization because each job has specific job criteria. An employee's performance is an individual thing because each employee has a different level of ability, and can be seen from his performance appraisal in carrying out his duties

(Rahadytya & Tridayanti, 2020). The purpose of performing a performance appraisal, in general, is to provide feedback to employees to improve the appearance of their work and efforts to increase organizational productivity and is specifically carried out about various policies to employees (Lie et al., 2019). Performance appraisal is an evaluation of the work of individuals in carrying out their duties and responsibilities and refers to a formal and structured system used to measure, assess, and influence work-related characteristics (Sherly et al., 2021).

RESEARCH METHOD

This research was conducted in Pematangsiantar City, North Sumatra, Indonesia using a causal quantitative approach. The target population of this research is all millennial workers (age range 25-40 years) who work in several manufacturing sectors. Following the questionnaires that have been distributed online, only 120 questionnaires were returned and are valid, so this data will be used to analyze and describe their interpretation. First, it includes the outlier model analysis for the data analysis stage by analyzing the validity and reliability and the internal model analysis to test the hypothesis. Next, the researcher tested the hypothesis using Structural Equation Modeling (SEM) based on a variant called Partial Least Square (PLS) and the SmartPLS version 3.0 application as a tool to analyze it.

RESULT AND ANALYSIS

Respondent General Profile

The questionnaires are distributed online by distributing directly to millennial workers through chat applications such as WhatApss and Telegram. Based on the results of data collection in the field obtained valid data as many as 120 respondents. It is known that there are 85 male respondents (70.83%) and 35 female respondents (29.17%). The majority of millennial workers who work in several manufacturing sectors are dominated by men, considering that these sectors are very dominant in requiring the skills of male workers. Furthermore, it is also known that the most dominating level of education is workers who have completed their education at the high school level, as many as 45 respondents. This illustrates that the manufacturing sector still requires workers who only graduated from high school. Then for the length of work of each worker,

Table 1: Respondent General Profile

Category	Details	Number of Respondents	Percentage (%)
Gender	Men	85	70.83
	Woman	35	29.17
Age	25-29 years old	35	29.17
	30-34 years old	55	45.83
	35-40 years old	30	25
Level of education	high school	45	37.5
	D1 to D3	25	20.83
	Bachelor	42	35
	Master	8	6.67
Length of work	< 1 Year	25	20.83
	1-5 Years	65	54.17

	6-10 Year > 10 Years	23 7	19.17 5.83
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Outer Model Measurement

Table 2: Validity, reliability and R-Square test

Variables	Items	Outer Loading	Average Variance Extracted (AVE)	Composite Reliability	Cronbach's Alpha
Organizational Climate	Responsibility Coordination Group Spirit Work Standard Organizational Clarity	0.826 0.847 0.793 0.810 0.741	0.646	0.901	0.864
Organizational Commitment	Affective Commitment Continuance Commitment Normative Commitment	0.762 0.850 0.876	0.690	0.869	0.773
Rewards	Intrinsic Rewards Extrinsic Rewards	0.960 0.965	0.926	0.962	0.921
Organizational Justice	Distributive Justice Procedural Justice Inter-sactional Justice	0.890 0.932 0.825	0.781	0.914	0.860
Work Environment	Space and facilities required Relationship with superiors Equality of treatment at the workplace Communication system Coworkers Identify and control hazards	0.881 0.863 0.867 0.787 0.834 0.722	0.685	0.928	0.908
Work Satisfaction	Mentally challenging work Promotion Supporting work conditions Cooperation	0.868 0.856 0.826 0.809	0.706	0.906	0.861
Employee Performance	Work Quantity Work Quality Knowledge about Job Description Job Responsibilities	0.809 0.794 0.862 0.749	0.647	0.880	0.818

Discriminant Validity

	Employee Performance	Organizational Climate	Organizational Commitment	Organizational Justice	Rewards	Work Environment	Work Satisfaction
Employee Performance	0.805						
Organizational Climate	0.797	0.804					
Organizational Commitment	0.608	0.597	0.830				
Organizational Justice	0.464	0.401	0.595	0.884			

Rewards	0.517	0.625	0.534	0.316	0.963		
Work Environment	0.530	0.445	0.609	0.800	0.433	0.827	
Work Satisfaction	0.712	0.603	0.623	0.578	0.579	0.654	0.840
R-Square							
<i>R-square</i>							
Work Satisfaction		0.593			0.576		
Employee Performance		0.507			0.503		

The validity test results-oriented to each variable's loading factor and AVE values show results by the criteria. For all exogenous and endogenous variables from this research, the loading factor value is above 0.70, and the AVE value is above 0.5. After that, composite reliability values were also obtained above 0.70, and Cronbach's alpha values for each variable were above 0.60, indicating that all research variables have good reliability values. Judging from the R-square value of the endogenous variable, the value obtained is 0.593 for job satisfaction, this shows that the overall ability of the exogenous variable to explain job satisfaction is moderate. Then the R-square value of the next endogenous variable is also obtained, namely employee performance of 0.507 (Ghozali, 2014).

Hypotheses Test

Furthermore, a significance test was conducted to prove the hypothesis testing to determine the relationship between the exogenous and endogenous variables. The significance criterion was seen from the p-value. For example, with a significance level of 5%, if the p-value between the exogenous variables and the endogenous variable is less than 0.05, the exogenous variables significantly affect the endogenous variable. In contrast, if the value is higher than 0.05, the exogenous variables do not have a significant effect in building the endogenous variable. The results of the hypothesis test are presented in Table 3 below:

Table 3: Hypotheses Results

Hypotheses	Coefficients	t-Statistics	P-Value	Result
Organizational Climate → Work Satisfaction (H1)	0.216	2.478	0.014	Accepted
Organizational Commitment → Work Satisfaction (H2)	0.139	1,290	0.198	Rejected
Rewards → Work Satisfaction (H3)	0.207	2.221	0.027	Accepted
Organizational Justice → Work Satisfaction (H4)	0.102	0.951	0.342	Rejected
Work Environment → Work Satisfaction (H5)	0.302	2,731	0.007	Accepted
Work Satisfaction → Employee Performance (H6)	0.712	11,813	0.000	Accepted

Based on the results of data analysis to prove hypothesis testing, it can be said that overall exogenous variables have a significant effect on endogenous variables. However, two exogenous variables do not affect endogenous variables. Of the six hypotheses put forward, there is 1 hypothesis that is rejected, namely the effect of organizational commitment on work satisfaction and the effect of organizational justice on work satisfaction, the results of which are not significant.

Then the other five hypotheses were declared accepted based on the significance test results, which stated that there was a significant effect of organizational climate, organizational commitment, and work environment on work satisfaction and a significant effect of work satisfaction on employee performance.

Discussion

Testing the first hypothesis (H1) from this research indicates that organizational climate significantly affects work satisfaction. This confirms that elements of the organizational climate such as changes in structure, standards, responsibilities, rewards, and support directly influence the level of satisfaction of millennial workers. This condition reflects that workers have their own identity related to payroll issues in the company. This identity explains the position of each employee by distinguishing what they do and how they work (Riyanto & Panggabean, 2020). Furthermore, the conducive working environment of each organization and company provides new impetus and motivation for each employee to create their satisfaction. A pleasant and comfortable work atmosphere is a stimulus for millennial workers to do everything to the maximum (Bhutto et al., 2012). It is undeniable that an excellent organizational climate will indirectly create an energetic atmosphere, which can encourage morale and work satisfaction. Testing the second hypothesis (H2) from this research indicates that organizational commitment does not significantly affect work satisfaction. The results of the second hypothesis confirm that if the application of organizational commitment is not implemented optimally, this will impact the expectations and needs of the workers who are not optimal. This condition will be an obstacle to encourage the improvement of the quality of work, which will affect the amount of job satisfaction obtained. Organizational commitment provides gradual fulfillment of needs, as indicated by the emotional attachment and sense of responsibility of workers to the company. Representative job satisfaction on the other hand is related to the fulfillment of instant needs such as working conditions, income, relationships with colleagues and managers, and promotion opportunities (Cherian, Ahed & Megha, 2018). In high-pressure and unstable jobs, the fulfillment of urgent needs affects unstable job performance and the implication is that it hinders the fulfillment of workers' needs gradually (Loan, 2020). This is the problem of organizational commitment to encourage an increase in optimal job satisfaction.

Testing the third hypothesis (H3) from this research indicates that reward significantly affects work satisfaction. High rewards will create a pleasant environment, thereby increasing employee morale and can cause them to be satisfied and feel at home to continue working at the company (Bustamam et al., 2014). For this reason, the provision of rewards is increasingly essential, especially when linked to the main objectives of rewards to attract and retain employees, motivate employees to achieve high levels of performance, and obtain and strengthen job satisfaction. The essence of recognition and reward programs for employees is to define a system to provide direction to employees (Danish & Usman, 2010). Giving fair and optimal rewards can link it with their performance, ultimately leading to employee job satisfaction. Further testing explained that this research's fourth hypothesis (H4) shows that organizational justice does not significantly affect work satisfaction. Therefore the submission of the fourth hypothesis in this study was rejected. One of the causes of organizational justice not affecting work satisfaction is the ineffective implementation of procedural justice. Procedures designed to collect accurate information to make decisions and procedures designed for all parties, not involving representatives of employees, including millennial workers, formulate (Haerani et al., 2020). The issue of organizational and company problems lies in distinguishing appropriate treatment for differences in perceptions of fairness between two coworkers (Abbasi et al., 2020). Often the

perception of fairness felt by one employee, in this case, is a worker who has worked with another for a long time (millennial workers), is different. If one person perceives that behavior is fair to the company, other employees consider it inappropriate.

Testing the fifth hypothesis (H5) from this research indicates that the work environment significantly influences work satisfaction. These results confirm that implementing the work environment for employees is one form of company service to support performance in meeting employee needs and increase employee productivity and job satisfaction. The more adequate the work environment provided the higher job satisfaction and productivity, which drives the company's management activities to achieve organizational goals. Facilities and equipment that support work, precise work, and written procedures will make it easier for employees to complete their work (Pitaloka & Sofia, 2014). Therefore, the work environment must be excellent and conducive because it will make employees feel comfortable and enthusiastic about doing their duties. From that point of view, it can affect him in carrying out the given task (Sunarsi, 2020). The results of testing the fifth hypothesis (H6) from this research indicate that work satisfaction significantly affects employee performance. The research results from the sixth hypothesis firmly confirm that satisfaction has a crucial role in making employees comfortable doing their jobs and will ultimately encourage increased performance. Based on the data collection results in the field through questionnaires, it turns out that the majority of millennial workers are very happy with the mentally challenging work, promotion, supporting work conditions, cooperation that the company applies to them. These elements are the basic foundation for the company to consistently support the welfare of its employees, including millennial workers (Andani & Ardiana, 2020). However, it cannot be denied that the essence of the desired satisfaction is welfare in the form of financial and non-financial. The majority of millennial workers want to get maximum job satisfaction and increase morale and productivity according to their wishes (Pananrangi et al., 2020).

CONCLUSION AND RECOMMENDATION

Based on the development of six hypotheses in this study, it was found that one hypothesis was rejected (H4), namely the insignificant effect of organizational justice on work satisfaction. Testing the fourth hypothesis provides an understanding that if organizational justice is not implemented correctly, then everything made by the organization is not carried out optimally by millennial workers. Together we know that millennial workers' need for a supportive work environment is absolute for them. So we need a place that convinces them with recognition, appreciation of achievements, and progressive career paths. Furthermore, the development of the first to third hypotheses and the fifth hypothesis conclude that organizational climate, organizational commitment, reward, and work environment are crucial as a stimulant for millennial workers to boost their level of satisfaction in doing work. Furthermore, if millennial workers get the job satisfaction they need, this will trigger high work motivation and improve their performance.

As consideration for companies, the authors suggest that they pay attention to implementing organizational justice so that workers feel more optimally. Every company's policy-making should involve workers' representatives to create a transparent and fair discussion space for both parties. The author realizes that this research still has some limitations so that it has not been able to reveal other essential aspects that can affect job satisfaction. For further research, the author recommends further researchers develop variables that are suspected to be the main predictors to encourage job satisfaction and employee performance to provide complete recommendations regarding the development of human resource performance, especially for millennial workers.

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