

***ANALYSIS OF EMPLOYEE PERCEPTIONS ON JOB SATISFACTION IN GENERATION Z
IN PALU CITY***

**ANALISIS PERSEPSI KARYAWAN TERHADAP KEPUASAN KERJA PADA GENERASI
Z DI KOTA PALU**

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ABSTRACT

This study aims to determine employee perceptions on job satisfaction in generation Z in Palu City. This research uses a quantitative approach with the aim of seeing the relationship between the variables studied. The population of this study was generation Z in Palu City, totaling 35 respondents. The sampling technique on this surveillance uses purposive samplings. This research data collection used a questionnaire. The data analysis technique of this research is descriptive statistics and simple linear regression. Based on the results of descriptive statistics and simple regression analysis conducted, there is a positive and significant influence between Employee Perception (X) on Job Satisfaction (Y) of 64.1%. While the remaining 35.9% is explained by other factors not examined in this study.

Keywords: Organization; Perception; Satisfaction; Social Information; Work Environment

1. INTRODUCTION

In the modern era of globalization, employees are regarded as a vital asset to any company and must be effectively managed and developed in order to ensure the long-term sustainability of the organization. Furthermore, companies must contend with significant challenges in order to gain a competitive advantage. Consequently, it is essential to undertake meticulous preparation in order to effectively address these challenges. One of the key challenges of the globalization era is organizational change. It is therefore essential to foster a harmonious relationship between employees and organizations (W. Adda et al., 2019). In this era of globalization, organizations must be able to adapt to developments in the workplace, many of which are driven by the use of technology and a fast-paced culture among employees. The ability to navigate these changes is strongly supported by productive employees between the ages of 19 to 23, also known as Generation Z. Their ability to adapt to these changes is critical.

In the era of globalization, significant demographic shifts are occurring in the world of work. The workforce is undergoing a notable transformation with the increasing presence of Generation Z employees (Putra, 2018). Generation Z in Indonesia, comprising individuals aged 19-23 in 2024, represents a substantial demographic cohort within the workforce. This phenomenon of Generation Z entering the workforce is also evident in Palu City, where a significant proportion of Generation Z employees are engaged in various roles, including waiters, baristas, kitchen crew, marketing agents, honorary staff, and employees at delivery services.

The phenomenon of today's employees is more populated by Generation Z, who were born between 1997 and 2012. They bring a distinctive approach to work culture and technology utilization (Rumangkit & Zuriana, 2017). The growing presence of Generation Z in the workplace has significant implications for companies. They bring distinct expectations and approaches to work that differ from those of previous generations. Generation Z employees contribute unique

perspectives and values to the workplace. Understanding the perceptions of this generation of employees is crucial for organizations that aim to remain competitive and relevant in an evolving business environment (cari sumbernya).

The perceptions of Generation Z employees with relation to various aspects of work are influenced by their experiences and the socio-economic conditions that shaped them. In a comparison with previous generations, Generation Z has been found to have elevated expectations regarding work flexibility, technological innovation, work-life balance, and organizational culture. They tend to seek employment opportunities that not only provide competitive compensation but also afford them avenues for personal and career advancement. A favorable work environment, coupled with consistent rewards from the company, fosters a positive outlook on work among Generation Z employees. Generation Z employees feel a sense of value when they are rewarded for their contributions to the workplace. The recognition and incentives they receive, whether directly or indirectly, influence the quality of their performance (Daswati et al., 2021). The psychological state of employees has a notable impact on their perceptions of work and the work environment. Employees who feel supported and recognized tend to exhibit more positive, productive and and shape their psychological wellbeing (Fadjar et al., 2022). To understand the influence of employee perception, we can measure it using the dimensions inherent in employee perception itself. These theoretical perspectives have been classified into three types based on their focus. The first set of theoretical perspectives focusing on explaining employee well-being based on occupational health psychology literature is distinguished. Second, a set of theoretical perspectives that focus on how the organization communicates with their employees is identified. Lastly, a set of theoretical perspectives focuses on the exchange relationship between the individual and the organization.(Van Beurden et al., 2021)

Tabel 1.
Dimensions and indicators of employee perception

No.	Dimension	Indicator
1.	Occupational Health	Job Demand
2.	Communication	Social Information Processing Theory
3.	Exchange	Person Environment Fit

The positive perceptions of employees regarding their work and the work environment also have a strong correlation with the level of innovation in the company, when employees feel valued and supported, they are more likely to contribute with creative ideas and innovative solutions. For an employee, innovation is a means of supporting the quality of work in the organization (Wahyuni et al., 2019). This, in turn, directly increases organizational innovation (Pasaribu et al., 2021). To ensure effective operation, it is essential that decision-makers provide support (Suparman & Muzakir, 2023). This will facilitate the organization's ability to recognize and utilize the outcomes of these innovations as visible knowledge (Ferdinand & Wahyuningsih, 2018). Moreover, the encouragement and recognition of innovation within an organizational context contribute to the overall job satisfaction of employees. This enhanced job satisfaction not only has a positive impact on individual performance but also on the productivity and long-term success of the organization as a whole (Saputra et al., 2023).

In the context of human resource management, job satisfaction is generally regarded as a significant factor influencing employee performance, retention, and overall well-being. Job satisfaction can be defined as an employee's perception of the extent to which their job provides them with the things that are important to them (Hasanuddin dkk., 2021; Wahyuningsih, 2005) Over the past decade, there have been significant demographic changes in the workforce due to the influx of Generation Z, which has resulted

in a shift in the way employees view work itself. This generation was formed in the context of rapid digital technology development and exhibits distinct characteristics and values compared to previous generations. Consequently, when choosing a job, Generation Z tends to have a more nuanced perception.

The concept of job satisfaction among Generation Z is shaped by a multitude of factors that are distinctive to this age cohort. One of the pivotal elements is their aspiration for avenues to learn and expand their capabilities (Rahmah et al., 2024). They tend to pursue roles that provide continuous training and advancement opportunities. Their perception of job satisfaction is frequently linked to the extent to which they believe they can enhance their skills and knowledge in their professional capacity.

A substantial comprehension of Generation Z employees' perceptions of job satisfaction is becoming a crucial element for organizations aiming to attract, retain, and motivate talent from this generation (Masrur & Manafe, 2024). By grasping the factors that contribute to employees' sense of satisfaction and motivation, companies can devise more efficacious strategies to cultivate a productive and supportive work environment.

Perception can be described as the process of understanding information obtained through the senses, including taste, hearing, smell, and vision. As defined by the comprehensive psychological dictionary (Asrori, 2020), perception is the process through which an individual observes and interacts with their environment through the senses, thereby becoming aware of their surroundings. Perception may also be defined as a process of organizing and interpreting sense impressions to give meaning to the environment. As a process, perception is described as a mechanism by which individuals select, organize, and translate stimulation into a meaning that is cohesive with everything that happens in the environment. Robbins in Yuannisa, (2022) defines perception as a process in which a person organizes and understands what they see, hear, and feel to give meaning to their surroundings.

Therefore, it can be posited that employee perception represents an opinion

that employees are at liberty to express regarding their experiences at work or within the company. When an avenue for employees to engage in discourse is made available to the company, it may lead to an enhancement in job satisfaction amongst the employee population.

As described by Sutrisno, (2019), job satisfaction can be defined as an employee's attitude towards their work-related experiences, including their perception of work situations, the quality of employee collaboration, the rewards they receive in their role, and the physical and psychological factors that influence their work environment. From an organizational perspective, high job satisfaction can enhance employee performance, which in turn has an impact on the overall results of the company. It is hypothesized that behaviors that support organizational success tend to develop when employees feel well motivated and have a strong commitment to the organization. Moreover, high levels of job satisfaction are also of significant importance, as satisfying work can encourage employees to make greater and more effective contributions in achieving company goals (Paaais & Pattiruhu, 2020). Job satisfaction is a key indicator that reflects various psychological, physiological, and work environment factors that contribute to the emotional stability of employees. It plays a crucial role in influencing employee motivation, which in turn has a significant impact on productivity and overall performance of the organization (Davidescu et al., 2020).

Based on the definition provided, it can be concluded that employee job satisfaction is the emotional state experienced by an employee within an organizational context, and is reflected in the manner in which the employee performs their duties. When employees are satisfied, they will demonstrate positive behaviors and performance, which can influence their productivity (Hidayatullah, 2019). Conversely, if they feel dissatisfied, the reactions shown will tend to be negative. In other words, the positive or negative reactions that employees give are a reflection of the satisfaction or dissatisfaction they feel at work. When job satisfaction meets employees' expectations, it can increase their motivation,

which in turn can improve the quality of their work (Insan, 2020).

According to Luthans in Anugrah, (2014) the factors influencing job satisfaction are divided into six dimensions, namely: (1) The job itself. In this case, where work provides interesting tasks, opportunities to learn, and chances to take on responsibilities. (2) Salary. The amount of compensation received and the level at which this can be viewed as something considered appropriate compared to others in the organization. (3) Promotion. The existence of a clear career path within the organization. (4) Supervision. The supervisor's ability to provide technical assistance and behavioral support. (5) Work group, the level at which coworkers are technically skilled and socially supportive. (6) Working conditions The impact of the work environment on job satisfaction is similar to the effect of work groups.

Tabel 2.

Dimensions and indicators of job satisfaction

No.	Dimension	Indicator
1.	Job itself	Opportunity to learn
2.	Salary	Feeling proud of salary
3.	Promotion	Promotion
4.	Supervision	Support from the supervisor
5.	Working group	Teamwork
6.	Working condition	Adequate facilities

This research aims to examine the perceptions of Generation Z employees regarding job satisfaction. By investigating the factors that influence this generation's job satisfaction, organizations can implement appropriate strategies to enhance employee engagement and productivity, which will

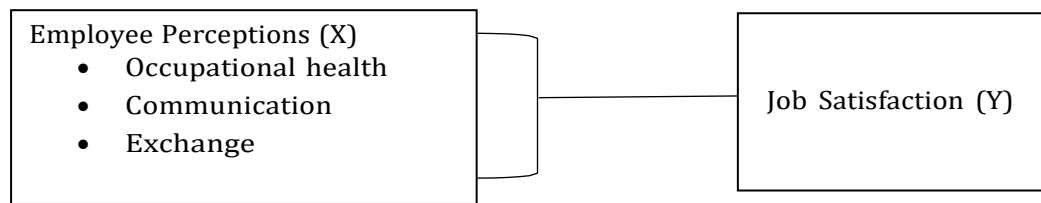
ultimately contribute to the long-term success of the company.

2. METHODOLOGY

This study is based on a descriptive quantitative approach. As defined by Sugiyono, (2019) , quantitative research methods are those based on the philosophy of positivism. They are used to research specific populations or samples, with data collected using research instruments. The population under investigation in this study was Generation Z employees in Palu City, the number of which is unknown. Therefore, the formula used to determine the sample size for this research is the one proposed by Roscoe, as cited in Sugiyono, (2019) . A suitable sample size in research is between 30 and 500. Additionally, if the research will conduct analyses using multivariate methods (correlation or regression), the minimum sample size should be 10 times the number of variables being studied. with a total sample size of 35 individuals. The sampling technique on this surveillance uses purposive samplings. According to Sugiyono, (2019) purposive sampling is sampling techniques with certain considerations.

In this study, the data collection technique employed was a questionnaire distributed via electronic forms (Zahra et al., 2022), and completed directly by Generation Z employees. A questionnaire is a data collection tool that presents a set of questions or written statements to respondents for answers. A questionnaire is a data collection tool used by presenting a number of written statements or questions to respondents to be answered by them (Sujawerni, 2020). As for the data analysis technique used in this study, it is a simple linear regression analysis.

Framework theory



Research hypothesis.

H¹ : Employee perceptions directly affect job satisfaction.

Descriptive analysis is conducted by describing the highest and lowest average values in responding to the questionnaire from the variables in this research dimension, serving as the basis for interpreting the mean values, referring to the following table:

3. RESULTS AND DISCUSSIONS

Tabel 3.
Basis for interpreting the mean value of research variables

No.	Nilai skor	Interpretasi
1.	1-1,8	Bad/ Irrelevant
2.	1,81-2,6	Insufficient
3.	2,61-3,4	Adequate
4.	3,41-4,2	Good/relevant/high
5.	4,21-5,0	Excellent/ significant /very high

(Risnawati & Noermijati, 2011)

The results of this research show that the X1 opportunity to learn, which has a mean value of 4.42 and is in the excellent category, is the variable with the greatest and lowest mean values of the X employee perception variable. With a score of 3.71, the variable X2 Feeling Proud of Salary is in the good range.

The mean of the Y variable's job satisfaction is then calculated by averaging the values of the highest and lowest means. With a score of 4.00, or very good, the Y3 person environment has the highest average, while the Y1 job demand has the lowest average, with a score of 3.97, or good.

Table 4.
Descriptive Statistics Employee Perception

No	Indicator	N	Mean	
1	Kesesuaian individu dan lingkungan (X.1)	35	4.000	Highest
2	Permintaan Pekerjaan (X.2)	35	3.9714	Lowest
3	Pemrosesan Informasi Sosial (X.3)	35	3.9714	
	Valid N (listwise)	35		

Table 1 reveals that the indicator "Opportunity to learn" (X.1) exhibits the highest mean frequency of 4.42. This value

falls within the "very good" category, indicating that the majority of employees express satisfaction with the learning

opportunities provided by the company. Conversely, the indicator "Feeling proud of salary" (X.2) exhibits the lowest mean frequency within the "good" category, with a value of 3.71 and a standard deviation of 0.92582. This suggests that a considerable proportion of employees express satisfaction with the remuneration offered by the company.

Table 5.
Descriptive Statistics Job Satisfaction (Y)

No	Indicator	N	Mean	
1	Merasa bangga dengan gaji (Y.1)	35	3.7143	Lowest
2	Kerjasama tim (Y.2)	35	4.3714	
3	Kesempatan untuk belajar (Y.3)	35	4.4286	Highest
4	Promosi (Y.4)	35	4.0286	
5	Dukungan dari pengawas (Y.5)	35	4.0857	
6	Fasilitas yang memadai (Y.6)	35	3.8286	
Valid N (listwise)				

Table 2 reveals that the Person Environment Fit indicator has the highest mean frequency value of 4.000 and a standard deviation of 1.05719, which falls within the "good" category. This indicates that the majority of employees perceive themselves as fitting into the current workplace environment. The lowest mean frequency value is observed for the Social Information

Processing Theory and Job Demand indicators, with a mean of 3.9714 and a standard deviation of 1.01419 and 1.05719, which nevertheless still indicates a positive response. This suggests that the majority of employees perceive their work environment as supportive, with adequate information provided by the company and the capacity to manage their workload.

Table 6.
Simple Linear Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.525	1.909		-1.322	.195
	X1	.592	.077	.800	7.669	.000

a. Dependent Variable: Y

The t-test results for the perception variable indicate that the t-count (7.669) surpasses the t-table value (1.697) at a 5% significance level. This suggests that employee perceptions have a positive and

significant effect on job satisfaction. Therefore, The hypothesis H1 is supported, which states that employee perception has a positive effect on job satisfaction.

Table 7.
Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.800 ^a	.641	.630	1.73972
a. Predictors: (Constant), X1				

The R-square value of 0.641, showed in the table above, explained demonstrates that Employee Perception (X) influence on Job Satisfaction (Y), accounting for 64.1% of the variation in the latter. This indicates that 64.1% of the variation in job satisfaction can be attributed to employee perception. In other words, employees' positive perceptions of learning opportunities and salary have a significant impact on their level of job satisfaction. The remaining 35.9% is attributed to other factors that were not examined in this study

The regression of this study are of interest as they reveal the intricate dynamics underlying the impact of employee perceptions on job satisfaction among Generation Z. The researchers discovered that employee perceptions (X) exert a significant influence on job satisfaction (Y), with a value of 64.1%. This influence is based on the results of the study's indicators, such as "Opportunities to Learn" (X.1), where the majority of employees indicate agreement and satisfaction with the learning opportunities provided by the company. In alignment with this, employees also express satisfaction with their remuneration. Employee job satisfaction can be observed in the indicators of Person-Environment Fit, Social Information Processing Theory, and Job Demand, wherein all three indicators are classified as "good," indicating that the majority of employees perceive their work environment as conducive to their well-being, find it straightforward to perform their duties, and are capable of

managing their workload. The results of this research indicate that job satisfaction due to salary is the lowest-scoring factor. Therefore, it is evident that employee salaries require an increase, and the local government must revise the regulations governing the determination of the minimum wage.

4. CONCLUSION

The conclusion of our research is a direct influence of employee perceptions on job satisfaction. The results of this study indicate that employee perceptions have a positive and significant effect on job satisfaction among Generation Z employees, with a value of 64.1%. The majority of employees express satisfaction with the learning opportunities and salary provided by the company. Indicators such as Person-Environment Fit, Social Information Processing Theory, and Job Demand demonstrate that the majority of employees perceive themselves as fit, easy to work with, and able to effectively manage their workload.

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