

Determination Work Life Balance, Commitment Organization, Work Motivation and Compensation Financial on the Job Satisfaction Generation Millennial Performance as an Intervening Variable (Case Study on Driver Gojek Kota Medan)

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Received September 16, 2021; Accepted December 15, 2021

ISSN: 1735-188X

DOI: 10.14704/WEB/V19I1/WEB19213

Abstract

This research to examine work life balance, organizational commitment, work motivation and financial compensation on job satisfaction through the millennial generation on Gojek drivers in Medan City. The population in this study are gojek drivers in Medan City who have worked for at least 6 months and are included in the millennial generation category. Data collection techniques were carried out using questionnaires and interviews. The analysis method uses path analysis using SmartPLS. The results showed that work life balance, organizational commitment, work motivation and financial compensation on job satisfaction through the performance of the millennial generation on gojek drivers in Medan City. Performance can also indirectly mediate work life balance, organizational commitment, work motivation and financial job satisfaction.

Keywords

Commitment Organization, Determination Work Life Balance, Work Motivation.

Introduction

Every company in achieving its success requires a long process. The process of success of a company cannot be separated from the hard work of the employees in it. The existence of employees is very important in the success of the company, because their performance is able to produce products or services that are sold by a company. All processes of the company's operating activities cannot run properly without the support of adequate and quality human resources. Thus, employees are the most valuable asset that determines the

performance and sustainability of the company. This is supported by Widiassa & Purnomo (2013) which states that quality resources will influence the company or organization to achieve goals. This is because the success of an organization is strongly influenced by employee factors in carrying out their functions.

Generation Y or millennials have experienced various events such as the emergence of the internet, economic liberalization, the development of social media, and awareness of the environment, this has made the millennial generation ambitious, creative, and goal-oriented with confidence and a high sense of self-esteem, and responsiveness. technology (Naim & Lenka, 2018). According to Wen et al. (2018), millennial employees are considered as highly educated, ambitious, and career-oriented people. With these characteristics, it is hoped that the millennial generation workforce in the industrial era 4.0 can be more competitive and productive than the previous generation to face global competition. By looking at one of the advantages of the millennial generation, namely being responsive to technology, this will affect them in their work. By utilizing existing technology, it will make it easier for employees to complete their work, and this will have an impact on employee performance. Employee performance can affect individual and organizational performance (Bataineh, 2019). Organizations or companies as employers, when they cannot keep their promises to employees, can have an impact on decreasing levels of performance and commitment to the organization (Robbins & Judge, 2015). Human Resource Performance according to Mangkunegara (2010) is a measurement of the quantity and quality of performance or work output, from the results obtained by individuals in a certain period of time when carrying out their duties and work.

Basically, performance is an activity that is carried out or not carried out by employees (Mathis & Jackson, 2011). Companies need to pay attention to employee job satisfaction, such as psychological needs, namely *work-life balance* and material needs, to improve employee performance (Saina et al., 2016). According to Ranaweera & Dharmasiri (2016), millennial employees want to have flexibility in their work by prioritizing work-life balance. Work-life balance refers to individuals who have enough time to have a balance in work and personal life, such as being able to spend time with family members, getting free time to relax, having good communication with co-workers, and being able to complete their work well (Vyas & Shrivastava, 2017). Meanwhile, according to Rifadha et al. (2017) work-life balance is the capability of an individual to fulfill the duties of his job as well as demands from outside of work, and this makes the individual happy. Work-life balance is also a way for employees to have a healthy and beneficial lifestyle, so that it can affect their performance improvement (Larasati et al., 2019). According to research conducted by Aslam (2015), Saina et al. (2016), Johari et al. (2018), Soomro et al. (2018), Isse et al.

(2018), Rene & Wahyuni (2018), Bataineh (2019), and Dousin et al. (2019), explains that work-life balance has a significant positive effect on employee performance. When employees have high satisfaction with the balance of their life and work, this can have an effect on improving the quality of the employee's performance or performance. A different opinion from the research of Wambui et al. (2017) and Rafsanjani et al. (2019) which explains that work-life balance has no effect on employees' performance, this is because employees get adequate facilities at work, so that family or personal problems do not affect their performance. In addition to work-life balance, satisfaction can also affect individual performance (Saina et al., 2016).

Job satisfaction is generally defined as an emotional response to individual performance appraisals (Wen et al., 2018). Job satisfaction can also be a factor that can support individuals to work better (Maslichah & Hidayat, 2017). Job satisfaction is related to the feelings that exist in an individual regarding various aspects and characters related to their work (Bataineh, 2019). The elements of job satisfaction according to Newstrom (2015) are job content (nature of work) and job context (supervisor, co-workers, organization). The results of research by Valaei & Jiroudi (2015), Sari (2015), Utami et al. (2017), Sinaulan et al. (2017), Isse et al. (2018), Yuen et al. (2018), Moku et al. (2019), Mahmood (2019), Mira et al. (2019), and Sabuhari et al. (2020), stated that job satisfaction was significantly positively related to employee performance. In contrast to the opinion stated by Kristine (2017), that job satisfaction has a significant negative effect on performance because it is influenced by individual factors, namely self-esteem. Employees with high self-esteem, think that they are valuable and Triyana Muliawati & Agus Frianto. The Role of Work-Life Balance and Job Satisfaction on Millennial Employee Performance: Literature Study 608 believes in his abilities, this causes his main task to become a burden and the satisfaction obtained can reduce his performance. Contrary to the results of previous studies, research by Bataineh (2019), states that job satisfaction has no effect on employee performance.

Literature Review

Millennial

Generation Y or millennials are residents born from 1980 to 2000 (Budiati et al., 2018 and Rahmawati et al. (2019)). The millennial generation and is predicted to reach its peak in 2030 with a millennial generation workforce of 70%. (Gichuhi & Mbithuka, 2018m Amalia & Hadi, 2019). Millennials are also referred to as the Net Generation who have high digital knowledge and multitasking, as well as a tendency to socialize and learn on the Internet (Karakas et al., 2015). According to Budiati et al. (2018), the millennial generation who

was born in the era of globalization, has advantages compared to generation X and Baby Boomers in the fields of technology and education. The millennial generation in Indonesia realizes that education is a top priority in the industrial era 4.0.

Work Life Balance

Work-life balance can be defined as the condition of an individual who can manage time well or can harmonize work at work, family life, and personal interests (Lumunon et al., 2019). According to Wambui et al. (2017) work-life balance is intended to give employees greater flexibility in their work so that employees can balance their responsibilities and interests outside of work. Work-life balance can be interpreted as a balance between individual lives in carrying out dual roles in work and personal life (Saina et al., 2016). Work-life balance is a challenge for every profession to be able to balance responsibilities for work and family (Vyas & Shrivastava, 2017). Many companies provide family-friendly benefits programs with the aim that employees have a balance between work and personal life, such as activities outside the company, job sharing, flexible working hours, and so on (Ganapathi et al., 2016). According to Vyas & Shrivastava (2017) there are eleven factors that can affect an individual's work-life balance, namely social support, stress, organization, information technology, work itself, family, social, support, workload, individual, and knowledge. While the work life balance factor according to Wambui et al. (2017), namely conflicting priorities of work and family interests and the existence of assistance programs for employees (counseling services and health programs). Indicators for measuring work-life balance according to Ganapathi (2016) are time balance, related to the time used for work and activities outside of work; balance of involvement, a psychological implication and commitment of an individual in work; balance of satisfaction, the level of job satisfaction that is felt by individuals at work and outside of work.

Job Satisfaction

The definition of job satisfaction according to Wen et al. (2018) is an emotional response to an assessment by an individual based on the results of perceived values in a job. Job satisfaction is an assessment of the work environment, job characteristics, and emotional experiences at work (Soomro et al., 2019 and Mokalun et al., 2019). Valaei & Jiroudi (2015) define job satisfaction as a consideration between the affective response of the work performed and the actual expected earnings results. In the organizational context, job satisfaction is an employee's overall attitude and approach to salary, work conditions and controls, job promotion, social relations, recognition, and relationships outside of work life (Dousin et al., 2019). From these various definitions, job satisfaction is a positive attitude

and a reflection of the feelings that exist in an individual towards various aspects of his work.). Employees who work according to their abilities and areas of expertise, get the expected salary and a supportive work environment, will feel higher job satisfaction (Maslich). & Hidayat, 2017).

Employee Performance

According to Armstrong (2006), the definition of performance is the input and output of goals that are measured, not only from the results achieved but also the process of achieving them. Performance is defined as an assessment obtained from activities and roles in a certain work period (Mokalu et al., 2019). According to Soomro et al. (2019) employee performance is the productivity of each employee, which results in rewards for tangible or intangible returns. Employee performance can be described as a response in the form of behavior that reflects the learning outcomes by employees, including the results of mental and psychological abilities (Bataneh, 2019). Organizations or companies as employers, when they cannot keep their promises to employees, can have an impact on decreasing the level of performance and commitment to the organization (Robbins & Judge, 2015). From the opinions and views of experts, the definition of employee performance is the achievement or work of an individual or employee that can be measured both in quality and quantity. Factors that can affect performance, according to Mangkunegara (2010) are the ability and motivation received. According to Mathis & Jackson (2011) the factors of employee performance are individual abilities such as personality, talents, and interests; level of effort which includes task design, work ethic, motivation, and attendance; organizational support such as training and development, work standards, technology, management and co-workers.

The Organizational Commitment Organizational

The employee's attachment to the employer's organization, namely commitment to the entire organization where employees feel (Morrow, 1993 in Michael, Court, and Petal, 2009) and organizational support for these employees (Zaitman-Speiser, 2005; Whitener, 2005, Hanum et al., 2019, Sari et al., 2019). 2001 in Michael, Court, and Petal, 2009). According to Buchanan (1974) in Michael, Court, and Petal (2009), organizational commitment is an emotional relationship and loyalty - a sense of belonging to the organization. Popper (1984) in Michael, Court, and Petal (2009) emphasizes that organizational commitment reflects an individual's unique relationship with the organization and that this relationship is important in explaining individual behavior in organizations.

Work Motivation

Work motivation has been defined as, for example, “a series of energetic forces originating both within and outside the individual's existence, to initiate work-related behavior and to determine its form, direction, intensity and duration (Kultalahti and Viitala, 2014). has been seen in two forms, namely intrinsic motivation and extrinsic motivation.

Methods

The data collection method used in this study is by using a questionnaire. This study uses a Likert scale. The Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people about phenomena social aspect (Sugiyono, 2015). The population in this study is the Gojek Driver in Medan City. For sampling, it is determined by purposive sampling, namely sampling with certain considerations (Sugiyono, 2015). The criteria for this research sample are as follows: working as a Gojek driver for more than 6 months and also being included in the Millennial Generation category.

Conceptual Framework

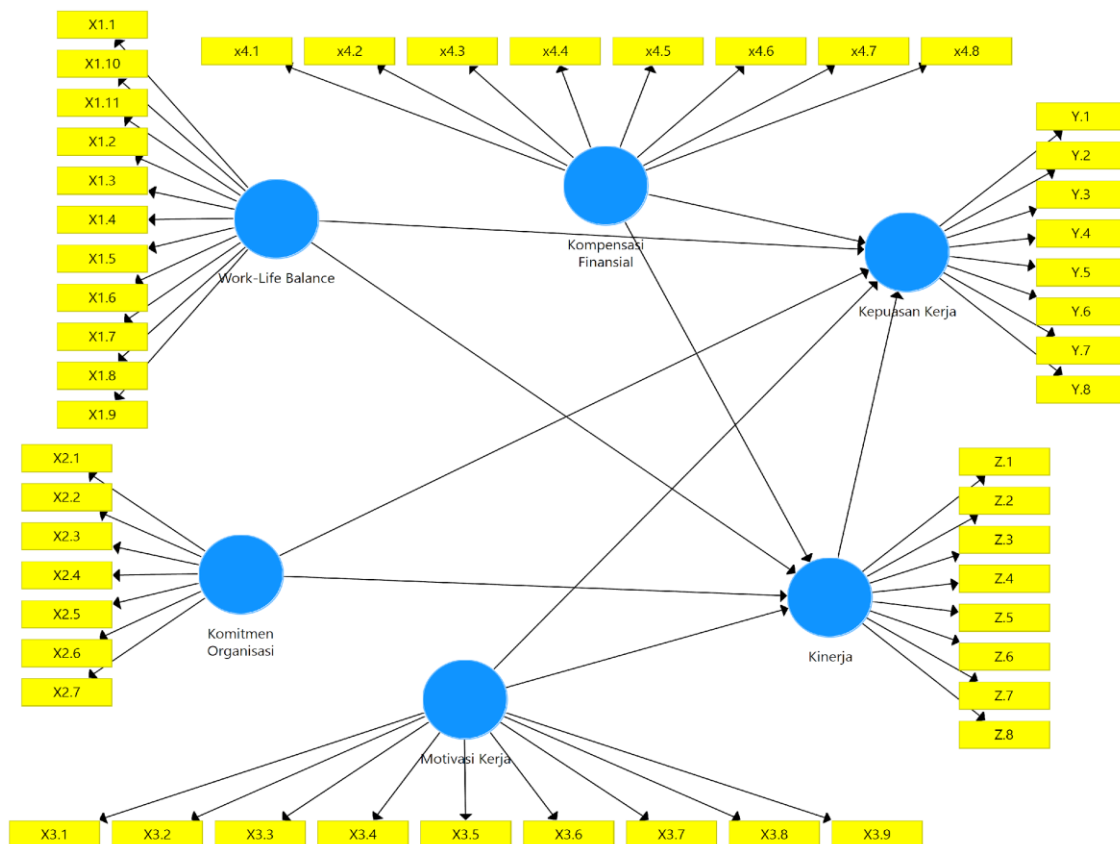


Figure 1 Conceptual Framework

Research Results and Discussion

Results of Data Analysis

Table 1 Test Results of Direct and Indirect

Effects of Direct Effects	
	P Values
Performance -> Job Satisfaction	0.000
Organizational Commitment -> Job Satisfaction	0.009
Organizational Commitment -> Performance	0.000
Financial Compensation -> Job Satisfaction	0.000
Financial Compensation -> Performance	0.006
Work Motivation -> Job Satisfaction	0.000
Work Motivation -> Performance	0.038
Work-Life Balance -> Job Satisfaction	0.004
Work-Life Balance -> Performance	0.000
Indirect Effect	
	P Values
Organizational Commitment -> Performance -> Job Satisfaction	0.000
Financial Compensation -> Performance -> Job Satisfaction	0.015
Motivation -> Performance -> Job Satisfaction	0.004
Work-Life Balance -> Performance -> Job Satisfaction	0.007

Discussion

The millennial generation at work has the characteristics of getting rewards or praise for performance achievements and having flexible time in their work (Schwartz et al., 2018). Vyas & Shrivastava (2017) explained that organizations or companies have an important role in making work-life balance policies for their employees. The right policies can have an impact on increasing employee performance and satisfaction. Research by Mendis & Weerakkody (2018) conducted in the Sri Lankan Telecommunications Industry, The research results of Saina et al. (2016) explained that work-life balance is able to provide benefits for individuals or employees to be more productive and healthy in living their personal and professional lives. Work-life balance will be achieved if employees do not have complaints or stress due to work and various other psychological symptoms.

From the results of research on 210 Gojek Drivers in Medan City, it is supported by policy factors from the company. The study concluded that the high level of employee satisfaction on work-life balance, can affect the improvement of work quality. The results of research analysis by Soomro et al. (2018), work-life balance determines the amount of time available

for an employee to fulfill roles in work and family life. Employees who do not have a work-life balance can result in low productivity and poor performance for the organization.

Rene & Wahyuni (2018) assume that work-life balance can provide increased performance so that it has a positive impact on their level of job satisfaction. Research conducted on administrative staff at universities by Isse et al. (2018) explained that work-life balance has a significant and positive relationship with employee performance.

Gojek drivers in Medan City really feel the importance of financial compensation because it can affect them in their work. Gojek drivers generally feel that work life and family conflicts are a source of stress at work. The Gojek company in dealing with this has implemented several employee assistance programs which include the provision of health services, counseling services, financial assistance from financial institutions and physical fitness programs. So that family or personal problems do not affect their performance. In this case, it is important for drivers to conduct financial consultations with various parties or companies that can help drivers.

Based on the research results of Dousin et al. (2019), work motivation is also an important concept in organizations because it can affect employee performance and job satisfaction, this refers to employees' feelings and responses to their work. Employee development programs and providing awards as a form of work performance, have a positive impact on millennial generation job satisfaction (Wen et al., 2018). In the context of teaching staff, excessive working hours and workload can affect the quality of life and job satisfaction of employees so that it can affect the quality of teaching and the quality of education in general (Johari et al., 2018). Research by Sinaulan et al. (2017) conducted on employees of Islamic financial institutions in Jakarta showed a significant positive effect between work motivation on job satisfaction through employee performance. Improving the performance of a company or organization can have a positive impact on the lives of individuals and the achievement of organizational goals. Employees who understand and do their job well, they feel more satisfied with their work. Similar research was also delivered by Sari (2015), explaining that employees will feel satisfied when they get what is in accordance with their needs and expectations, therefore the drive for job satisfaction is related to an individual's performance.

Mahmood (2019) explains in working hours are factors in employee job satisfaction and this has a positive impact on increasing their efficiency and performance. Research by Sabuhari et al. (2020) on 105 employees of PT POS Indonesia Ternate, revealed that the flexibility of human resources, employee competence, and job satisfaction significantly

affect employee performance. The results show that employees can improve performance, if they are satisfied with the work they do. The results of Mira et al. (2019) conducted on 367 Saudia Port employees found a significant positive relationship. Yuen et al. (2018) explained that priorities for managing job satisfaction and performance. Organizational commitment also affects job satisfaction and performance. Organizational commitment encourages employees to improve their competence at work so that they can do more challenging jobs in new career paths. In addition, organizational commitment based on employee performance and the presence of mentors and sponsors can make every employee have the same opportunity to be promoted to a higher position. Opportunities and fulfillment of career needs in the company will increase employee job satisfaction. According to Rivai (2004), through employee commitment in the company can improve employee attitudes towards work and build higher job satisfaction. The important thing that companies need to pay attention to and most employees want is career development guarantees for these employees. Career development is very much needed by both private companies and government companies because career development is oriented towards future challenges in facing competitors. The success of career development for employees is highly dependent on the management of human resources. Therefore, companies must increase their commitment to be sustainable and integrated with other human resource activities. Research shows that organizational commitment has a positive and significant effect on employee job satisfaction. This means that the better the commitment of the gojek driver, the higher the job satisfaction of employees in the company (Winda, Nayati, and Arik, 2017). Research conducted by Lisdiani (2017) regarding the relationship between organizational commitment to job satisfaction shows organizational commitment has a significant influence on job satisfaction. Similarly, research conducted by Bahri and Nisa (2017) shows that organizational commitment have impact on job satisfaction through performance.

Conclusions and Recommendations

The traits and characteristics possessed by the millennial generation, if developed effectively can provide benefits and advantages for the organization. Organizations need to understand that millennial employees at work want rewards, an environment, and flexible working hours. Wen et al. (2018) states that organizational commitment, financial compensation, work motivation and work-life balance have a direct and significant impact on job satisfaction through the performance of the millennial generation. The millennial generation who has a balance in their personal and work lives will feel satisfaction with the work they do, so that it has an impact on improving performance. Drivers who have a

balanced time at work and personal matters, from the results of research that have been carried out, explain that these employees have good productivity at work.

Acknowledgements

This research is funding from Talenta research at Universitas Sumatera Utara in 2020.

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