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THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK SATISFACTION AND GENERATION Y CHARACTERISTICS OF EMPLOYEE PERFORMANCE (Case Study at DKI Jakarta Regional Office BPJS Ketenagakerjaan (BPJSTK))

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Abstract: The focus of the study is generation Y which is the largest population of employees. This type of research is quantitative research with the sampling method used is simple random sampling. The population is all employees of Generation Y at BPJS Regional Office of DKI Jakarta and by using the Slovin formula a sample of 237 people is obtained. The analytical method used in this study is Structural Equation Modeling (SEM). The conclusion of the study shows that the characteristics of generation Y, job satisfaction, and organizational culture also job satisfaction significantly influence employee performance. Partially Y generation characteristics and organizational culture influence employee performance by moderating job satisfaction variables. Based on the results of the study it is suggested that BPJSTK management pay attention to the Y behavior characteristics of the workplace so that they are comfortable and productive, maintain a work culture focused on results, eliminate communication boundaries between generations, increase participation to inovate for employees. From the four variables, the employee performance variable has the highest average value among other variables, while the strong performance indicators are service level agreement and accuracy.

Keywords: Y generation characteristics, organizational culture, job satisfaction and employee performance.

INTRODUCTION

The variety of cross-generational resources in the Company is currently divided into four different generations and this is a potential strength of human resources that must be developed as capital in Human Capital Intervention. Many studies have tried to capture the vision of the future workplace, companies must find a breakthrough so that organizations adapt to be able to exist, challenges arise that will impact the organization, namely the management

of employees who will provide a new challenge for the business world. Pricewater House Cooper (2008), Luntung (2014) concluded that the future of employee management will be colored by several new dynamics, namely: (a) talent crisis, (b) aging workforce in the western world, (c) increase in global worker mobility, (d) HR's very important role is at a crossroads, and (e) matters related to organizational and cultural issues that arise as a direct impact of changes in this decade. The talent crisis mentioned in the study specifically highlights the emergence of Generation Y in the workforce. In 2011 PwCIL, stated that the existence of Generation Y deserves special attention because it is the most numerous generation of other generations.

At least 50 percent of executives in the United States are eligible for temporary retirement in the second, third, and fourth positions are also Baby Boomers, and they will also retire. In short, the vitality of an organization's future depends on its ability to attract, sustain, motivate and develop the millennium. Chip Espinoza, Mick Ukleja, Craig Rusch (2010) *Managing the Millennials: Discover the Core Competencies for Managing Today's Workforce*. Survey conducted by Ministry of Women's Empowerment and Child Protection and BPS (2018). Stating that in 2020, the year the demographic bonus begins, the millennial generation ranges from the age of 20 years to 40 years. This age is the productive age which will be the backbone of the Indonesian economy. Three years before the demographic bonus era (2017), the number of millennials is already dominant compared to other generations. According to the 2017 Susenas, the number of millennial generation reaches around 88 million people or 33.75 percent of the total population of Indonesia. This proportion is greater than the proportion of previous generations such as Generation X (25.74 percent) and veteran baby boomers (11.27 percent). Likewise, the number of new generation Zs reached around 29.23 percent.

Comparison of the number of employees in the company studied based on the generation of Babyboomer and Generation X compared to generation Y has a significant composition difference between 1,193 employees (20.12%): 4,558 employees (76.69%). Generation Y employees dominate under the age of 40 years, composition is increasingly dominant and gradually the next generation (Z) will meet the world of work, the Company's internal data (2019). The characteristics and mindset of Generation Y that are different from previous generations will be one of the biggest challenges for the organization. PwCIL, (2011). The dominance of generation Y is very important to do research on the characteristics of generation, cultural issues and job satisfaction and productivity in the workplace in relation to formulating a Y Generation management strategy initiative. This is closely related to the recruitment process, career path, availability of talent pool and succession management. they want meaningful and challenging work, the vitality of the organization's future depends on its ability to work with millennial Rusch (2010), as many companies face today because of their unpreparedness in the generation disruption gap, so as to ensure the continuity of corporate stability. Research shows that job satisfaction and generation significantly influence work commitment. Oktariani (2017).

Some facts that currently exist trigger managerial questions: (1) what are the characteristics of Generation Y in Indonesia ?; (2) how are the dominant traits of Gen-Y related to work culture ?; and (3) what are the implications of managing Gen-Y, Luntung (2017)

The purpose of this study was to determine and analyze the characteristics of generation Y, organizational culture and job satisfaction that affect the performance of generation Y in

management strategies, providing applicative recommendations about effective Y generation management strategies.

LITERATURE REVIEW

The topic of generation Y discussions relating to the world of work in Indonesia is currently a trending topic of discussion, most of the discussion is still around the nature, character and behavior of Generation Y. research that links with organizational culture, satisfaction and performance has not been done much.

The concept of millennial generation in Indonesia is the Indonesian population born between 1980-2000, the Ministry of Women Empowerment and Child Protection and BPS (2018), Meier, Austin, and Crocker, (2010). This generation was born in the era of information technology and education development so that it has different characteristics compared to the previous generation. This generation is more likely to pay attention to technology, work life balance aspects than generation X (Meier, Austin, and Crocker, 2010). Sebastian, (2016: 18) This generation is commonly called the Langgas Generation, which has a free meaning which is free to choose schools and majors, free to choose work, and free to choose the business that is run. According to Machova, (2016: 95) Characteristics of behavioral factors Gen Y, View: Selfish, short-term, happy with owned, living for now, relationship: more virtual relationships, Aim: competition for leadership positions, self realization: quick to understand itself as precisely as possible, IT: using IT is a part of daily life and values: Values inherent in him are flexibility, mobility, broad but superficial knowledge, success orientation, creativity, freedom of information are priorities.

The positive characteristics possessed by generation Y are caring about new technology, like to try, active, have high creativity, are not afraid of change, have brilliant ideas, are smart, and are reliable, Generation Y when faced with problems tends to talk with peers and people old Oktariani (2017)

Various studies that have been carried out show that an organization is able to improve its performance very significantly when making organizational culture changes. While the core components that affect performance are: Align (align), Measure (measure), Reward (award), Report (report) and Analyze (analyze), Wibowo (2016: 247). Fareed et al. (2016: 665) revealed that there was a significant positive relationship between high performance work systems and extensive HR practices. Fathonah (2017) an increase in the work results of Y generation employees towards a better direction from time to time to be able to provide the best performance so that company targets can be achieved, Luntungan (2014) Generation Y requires flexibility in the use of time because it is more concerned with results (result oriented), one of the strengths of Generation-Y provides leverage for banks.

Job satisfaction has a positive effect on Generation Y, Research conducted by Sharkawi (2016) Generation Y and Job Satisfaction that Career Concerns, Work Styles and Professional Expectations are indicators of generation characteristics that influence the Generation Y Job Satisfaction. According to Nurhasan (2017) in his research on Job Y Satisfaction and Loyalty of Generation Y, that Generation Y will be more satisfied with an attractive career position position rather than high pay, According to Oktariani (2017) in the Generation X and Y Generation Job Satisfaction of Work Commitment, illustrated that Generation Y tends to be loyal to organization if their expectations are met. On-desk survey in the company's internal

research that the compensation and welfare systems received by employees in 2017 and 2018, on average above the value of compensation and benefits provided by Mercer's market peer group companies (2017). A self-assessment survey in company internal that examined that employee satisfaction in 2018, satisfaction index is at 88%,

Widyastuti research (2018) states that the better compensation given to employees, the better the level of employee performance, Wanda Febriyana (2015), Yuniati (2016) job satisfaction on employee performance has a positive and significant relationship

The Effect of Organizational Culture and Generation Y Job Satisfaction on Organizational Citizenship Behavior has a significant effect on OCB-O, Qisthy (2018). In the Baby Boomers Generation, X, Y and Z, the influence of organizational culture and job satisfaction on organizational commitment in improving performance there is a direct influence between organizational culture and job satisfaction, the stronger the organizational culture, the higher the job satisfaction, and improve the performance of Saliman employees (2018), Taurisa (2013), Fareed (2016) Hamid et al. (2016) Suryani (2016) that there is a significant influence between organizational culture on employee performance, Mohammad Jasim Uddin1 et. al. (2013) Taurisa (2013).

HYPOTHESIS

The assumption built in this study is that the factors that influence the performance of employees of Generation Y are related to the characteristics of the nature, behavior, expected level of job satisfaction and cultural dynamics that exist in the company. Not all generation characteristics that affect performance, organizational culture in accordance with Generation Y is expected to drive performance towards a more productive direction. Millennials have different levels of job satisfaction than other generations. Companies can increase high levels of job satisfaction so that they will mediate other variables in achieving the expected performance. The variables studied are:

- a. The independent variable (Independent Variable), Characteristics of Generation Y or Millennial Generation (X1) with dimensions of Attitude, Result-oriented and Social Environment influences, Luntung (2014). Work Culture (X2), with dimensions of Innovation and risk taking, Attention to detail, Orientation on Robbins results (2018)
- b. Mediation variable Job Satisfaction (Y1), with dimensions of superiors, coworkers, salaries, and Luthans Superiors (2011); and
- c. Dependent Variable, Employee Performance (Y2) with the dimensions of Quality, Timeliness and Need for Supervision, Sudarmanto (2014)

From the description of variables, the relationships between variables and their dimensions are formulated as follows:

- a. H1: It is suspected that the characteristics of generation Y affect employee performance.
- b. H2: Alleged generation Y characteristics affect job satisfaction
- c. H3: Allegedly job satisfaction affects employee performance.
- d. H4: It is suspected that organizational culture influences job satisfaction.
- e. H5: Allegedly organizational culture influences employee performance.
- f. H6: Suspected job satisfaction mediates the characteristics of generation Y on employee performance.
- g. H7: Suspected job satisfaction mediates organizational culture on employee performance.

The framework of thought explains the relationship of causality and influence between the variables studied. The form of the framework of thinking in this study outlined, that employee performance is influenced by factors characteristic of generation Y, organizational culture and job satisfaction.

From the framework of thinking and developing hypotheses above, the research model can be described in the following figure.

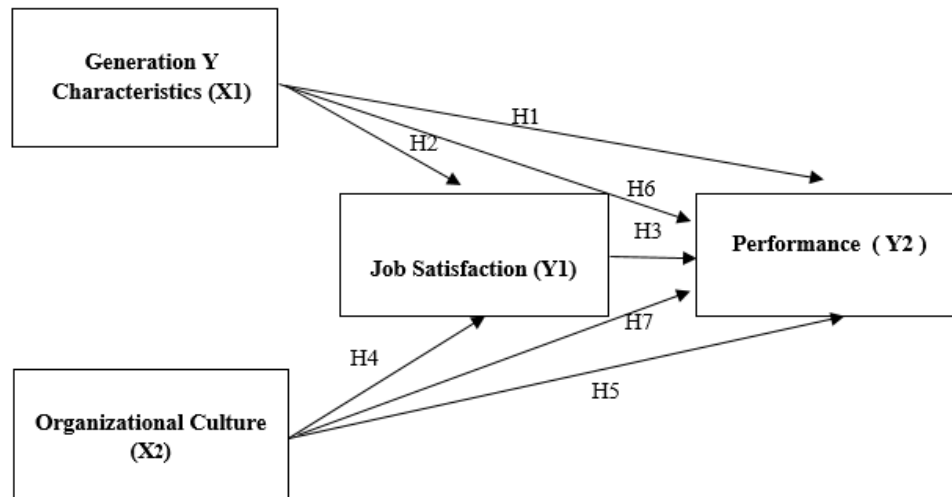


Figure 1. Research Framework

RESEARCH METHODS

This research is an explanatory research, namely research that aims to analyze the relationships between one variable with another variable or how something affects other variables. The population in this study were Generation Y employees in the DKI Jakarta Regional Office. The total population of the Y generation of Headquarters and Branch Offices is 4,558 people, or as much as 76.69% of all multi-generation employees. The total population of Generation Y in DKI Regional Office is 583 people from all multi-generation employees as many as 817 people or 71%. The instrument used to collect data was a questionnaire with a self rating questionnaire model, consisting of four parts. First about the demographic data of respondents. Second about the characteristics of generation Y. Third about organizational culture. The fourth is about job satisfaction and the Fifth about employee performance. Secondary data of this study were obtained from a review of documents related to the research problem. In this study the sampling technique used is simple random sampling, this technique is used if taking sample members from participation is done randomly without regard to strata that exist in the population. To determine the number of samples from the existing population, the author uses the Slovin formula, from calculations using the Slovin formula, the samples taken were 237 employees from a total of 583 generation Y employees in DKI Jakarta Regional Office.

Data analysis method. The method of data analysis in this study uses Component or Variance Based Structural Equation Modeling where data processing uses Partial Least Square (Smart-PLS) version 3.0. PLS (Partial Least Square) is a model of SEM-based variance. PLS

is intended for causal intelligent analysis in situations of high complexity and low theoretical support. (Ghozali, 2014)

FINDINGS AND DISCUSSION

Demographic Characteristics of Respondents. Based on the questionnaire answers from the respondents, the demographic characteristics of the respondents are shown in the following Table 1.

Table 1. Characteristics of Respondents

Gender	Freq	Percent	Year Of Birth	Freq	Percent	Position	Freq	Percent
Man	133	48,5	1965-1979	15	5,5	Kabid	7	2,6
Woman	141	51,1	1980-2000	257	93,8	Staf	267	97,4
			>2000	2	7			

Education	Freq	Percent	Technical Training	Freq	Percent	Special Training	Freq	Percent
S2	10	3,6	Yes	188	68,6	Yes	45	16,4
S1	229	83,6	No	86	31,4	No	229	83,6
D3	35	12,8						

Working	Freq	Percent
>10	3143	11,3
>5-10	155	15,7
1-5	45	56,6
Ca. Kary.		16,4

Characteristics of Questionnaire Answers. Based on the questionnaire that has been distributed, the characteristics of the questionnaire answers from 274 respondents seen from the average value for the indicators of each construct can be shown in Table 2 below.

Table 2. Characteristics of Questionnaire Answers from Respondents

Characteristics Y Generation			Organization Culture		
KG1.1	<i>The use of technology</i>	4.67	BK1.1	<i>Innovation</i>	4.03
KG1.2	<i>Verbal directive communication</i>	4.04	BK1.2	<i>innovation opportunities</i>	3.99
KG1.3	<i>direct criticism</i>	4.25	BK1.3	<i>take risks</i>	4.26
KG2.1	<i>Competitive</i>	4.47	BK2.1	<i>Ability to work in detail</i>	4.29
KG2.2	<i>Aggressive critical</i>	4.57	BK2.2	<i>Level of accuracy</i>	4.35
KG3.1	<i>Leader's direction</i>	4.07	BK2.3	<i>Optimal work results</i>	4.40
KG3.2	<i>Clarity of Work</i>	4.46	BK3.1	<i>Focus on results</i>	4.07
KG3.3	<i>Flexibility in time</i>	4.37	<i>Mean</i>	<i>Organization Culture</i>	4.14
KG3.4	<i>Learning opportunities</i>	3.76			
KG3.5	<i>Trust for assignments</i>	3.61			
KG3.6	<i>Freedom of expression</i>	3.99			
MEAN	<i>Characteristic Y Generation</i>	4.30			

KK1.1	Figure superior to subordinates	3.92	KRK1.1	Achievement of specified targets	4.37
KK1.2	Communication with superiors	4.01	KRK1.2	Work error	4.50
KK1.3	Objectivity of superiors	4.00	KRK1.3	Refusal of work given	4.43
KK2.1	The attitude of coworkers	4.27	KRK2.1	Achievement of the specified time target	4.43
KK2.2	Partner relations	4.40	KRK2.2	Work delays	4.32
KK2.3	Collaboration with colleagues	4.28	KRK3.1	Work quality standards from superiors	4.36
KK3.1	Appropriate income for employees	4.08	KRK3.2	Achievement of quality work results without supervision from superiors	4.45
KK3.2	Income according to regulations	4.26	KRK3.3	Execution of tasks without having to wait for orders from superiors	4.37
Mean	Job Satisfaction	4.15	Mean	Employee Performance	4.40
Job Satisfaction			Employee Performance		

Partial Least Square (PLS). Component / variance based structural equation modeling is an alternative to covariance based SEM, component or variance based SEM is known as partial least square (PLS). PLS has the aim to find predictive linear relationships between variables (component based predictive models) (Ghozali, 2014). The testing steps are as follows:

1. Evaluation of Measurement (outer model), namely: a) Test Validity with Convergent Validity. Convergent Validity is a method used to test the validity of each indicator in one construct. According to Chin in Ghozali (2014), an indicator is said to have good validity if the value is greater than 0.70. While loading a factor of 0.50 to 0.60 can be considered sufficient. Based on these criteria if there is a loading factor below 0.50 it will be removed from the model.

Table 3. Convergent Validity

Variabel	Indikator	Nilai Outer Loadings	Kriteria
Characteristics Generatio	KG1	0,636	Valid
	KG2	0,705	Valid
	KG3	0,834	Valid
Organizational Culture	BK1	0,839	Valid
	BK2	0,816	Valid
	BK3	0,761	Valid
Job Satisfaction	KK1	0,624	Valid
	KK2	0,677	Valid
	KK3	0,797	Valid
Performance	KRK1	0,881	Valid
	KRK2	0,895	Valid
	KRK3	0.802	Valid

Based on Table 3 above, it can be seen that the results of the validity test with confirmatory factor analysis show indicators with a standardized loading factor > 0.50 . It can be seen that each indicator of each variable has a value of more than 0.50 so that the construct can be said to be valid.

b) Relativity Test (Composite Reliability and Cronbach's Alpha). Composite reliability and Cronbach's Alpha aim to test the reliability of the instrument in a research model. Or measure internal consistency and its value must be above 0.60. If all latent variable values have composite reliability and cronbach alpha values ≥ 0.7 , it means that the construct has good reliability or the questionnaire used as a tool in this study has been reliable or consistent.

Table 4. Composite Reliability Testing Results

Variable	Composite Reliability	Cornbachs Alpha
Organization culture	0,847	0,729
Generation Y Characteristics	0,771	0,569
Job Satisfaction	0,744	0,479
Performance	0,895	0,824

Based on Table 4 that the composite reliability test results show a satisfactory value, because all latent variable values have a composite reliability value greater than or equal to 0.7. But on the other hand the results of cronbach alpha testing showed unsatisfactory values, namely there are two latent variables that have not been reliable because the value of latent variables (Y generation characteristics and job satisfaction) has cronbach alpha values below 0.7 (< 0.7). According to Suherman (2003), if the results of cronbach alpha are between 0.40 - 0.70, as in this case, the degree of reliability is moderate. However, because composite reliability meets the criteria, so reliability testing is considered reliable.

2. Testing the Structural Model (Inner Model). Inner model is the development of concept and theory based models in order to analyze the relationship between exogenous and endogenous variables. The stages of testing the structural model (inner model) are carried out with the following steps:

(a) **Goodness of Fit Model.** Coefficient of Determination. R-square value is a goodness-fit model test. The calculation results are shown in Table 5 below.

Table 5. R2 Variable Endogen

Variabel	<i>R-square</i>
Job Satisfaction (Y1)	0,427
Employee Performance(Y2)	0,490

Structural models indicate that the model on the variable Job satisfaction and employee performance can be said to be moderate because it has a value above 0.33, the model of the influence of the independent latent variables (Generation Y characteristics and Organizational Culture) on Job Satisfaction gives an R-square value of 0.427 which means that the variability construct Job satisfaction that can be explained by constructs Generation Y characteristics and Organizational Culture by 42.7% and 57.3% are explained by other variables outside the study, Then the model of the influence of independent latent variables (Characteristics of Y generation and Organizational Culture) on employee performance gives an R-square value of 0.490 which means that the construct variability of employee performance that can be explained by the constructs of Generation Y Characteristics and Organizational Culture by 49% and 51% is explained by other variables outside of the study.

Predictive relevance Testing Goodness Fit of structural models on the inner model using predictive-relevance (Q2) values, Q-square value greater than 0 (zero) indicates that the model has predictive relevance value, R-square value of each endogenous variable in this study can be seen in the following calculation: Predictive-relevance value obtained by the formula:

$$Q2 = 1 - (1 - R1) (1 - Rp)$$

$$Q2 = 1 - (1 - 0.427) (1 - 0.490)$$

$$Q2 = 1 - (0.573) (0.510)$$

$$Q2 = 0.70777 \text{ (rounding 0.708)}$$

From the calculation results obtained predictive-relevance value of 0.708 (> 0), It shows that 70.8% of the variations in the variable job satisfaction and employee performance (dependent variable) is able to explain the variables used. Thus the model is said to have a relevant predictive value.

(b) Hypothesis Testing Results (Estimated Path Coefficient). In hypothesis testing, the procedure performed is bootstrapping. To see the significance of hypothesis testing by looking at the value of the parameter coefficient and the value of the significance of T-statistics on the bootstrapping report algorithm. To find out significant or insignificant seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared by the T-count (T-statistic).

Table 6. Hypothesis Testing Results

	Hipotesis	Original Sample	Std Deviasi	T-Statistics	P-Value
H1	Generation Y Characteristics – Employee Performance	0,220	0,096	2,287	0,023
H2	Generation Y Characteristics – Job Satisfaction	0,238	0,095	2,501	0,013
H3	Job Satisfaction – Employee Performance	0,239	0,108	2,223	0,027
H4	Organization Culture – Job Satisfaction	0,475	0,105	4,522	0,000
H5	Organization Culture – Employee Performance	0,351	0,128	2,752	0,006

Based on the table above alpha of 0.05 (5%), then the value of statistical T is greater than T table of 1.96 and the value of P Value is less than 0.05 then the hypothesis can be stated that the model is accepted,

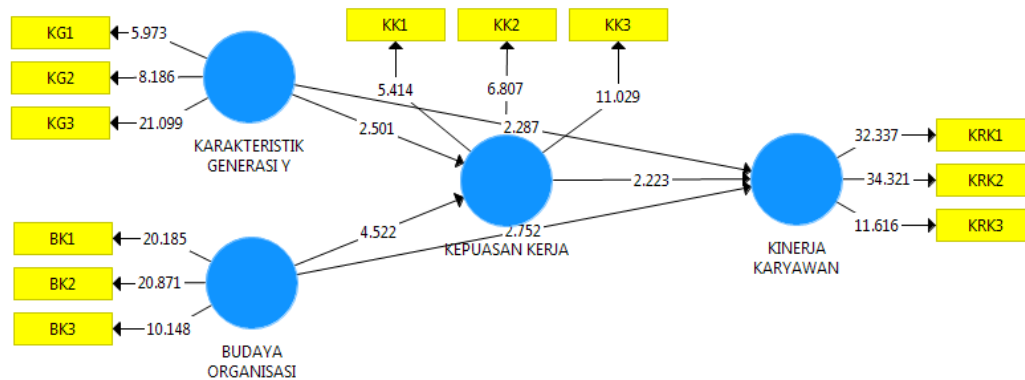


Figure 2. Hypothesis Testing

Employee Performance

Characteristics of Generation Y affect Employee Performance, in the hypothesis testing results table, the data explains that the characteristics of Generation Y employees of BPJS TK in the Regional Office of DKI Jakarta influence on Employee Performance. These findings support the results of Fathonah's research (2017) an increase in the work results of Y generation employees towards a better direction from time to time to be able to provide the best performance so that company targets can be achieved, thus the hypothesis is accepted. In addition, the results of the study provide an overview The relationship of Generation Y's characteristics to employee performance has a positive relationship, especially on the trend of the use of technology and result oriented indicators and the critical and competitive nature that stands out generation Y in the working environment of DKI Jakarta Regional Office.

Characteristics of Generation Y affect Job Satisfaction, in the hypothesis testing results table, the data in the table explains that Characteristics of Generation Y BPJSTK employees in DKI Jakarta Regional Office affect Job Satisfaction. These findings support previous research that job satisfaction has a positive influence on Generation Y, research conducted by Sharkawi (2016) Generation Y and Job Satisfaction that Career Concerns, Work Styles and Professional Expectations are indicators of the generation characteristics that influence Generation Y Job Satisfaction. it also explains that job satisfaction at BPJSTK has been felt by Generation Y, because the self-assessment survey in the company's internal research shows that employee satisfaction in 2018, the satisfaction index is at the 88% level. Conditions in the field indicate that the clarity of the job, and the direction of the leader and the flexibility of work time makes employees feel comfortable.

Job Satisfaction influences Employee Performance, in the hypothesis testing results table, It explains that Job Satisfaction of BPJSTK employees in DKI Jakarta Regional Office

affects Employee Performance, this supports previous research Widyastuti research (2018) states that the better compensation is given to employees the better the level of employee performance, Wanda Febriyana (2015), Yuniati (2016) job satisfaction with employee performance has a positive and significant relationship. Existing facts based on Mercer's internal survey (2017) show that compensation and benefits of BPJSTK employees are above the industry average, other conditions that can strengthen the argumentation are strong teamwork, employee relations and income in line with employee expectations.

Organizational Culture influences Job Satisfaction, the hypothesis test results table, the data in the table above explains that the Organizational Culture of BPJSTK employees in the Regional Office of DKI Jakarta has an effect on Job Satisfaction, the results of this study support previous research Herawan et.al (2015) that culture organization positive and significant effect on job satisfaction. The culture implemented at BPJSTK is the culture of IMAN ETHIKA, namely the excellence of faith, example, harmony, integrity, care and enthusiasm, implementation and internalization have been carried out. The positive impact of strong employee behavior on peer relationships, attitudes and collaboration with colleagues.

Organizational Culture influences Employee Performance, in the hypothesis testing results table, It explains that the Organizational Culture of employees of BPJSTK in DKI Jakarta Regional Office influences Employee Performance, the results of this study support the results of previous studies, that there is a significant influence between organizational culture on employee performance , Mohammad Jasim Uddin1 et. al. (2013) Taurisa (2013). Performance management according to organizational culture at BPJSTK encourages employees to implement organizational culture, some positive things that stand out in encouraging employee performance are indicators of optimal and innovative work results, level of accuracy, ability to work in detail, and indicators of orientation to results. This shows that the implementation of performance culture for the core behavior of excellence and enthusiasm has been implemented optimally.

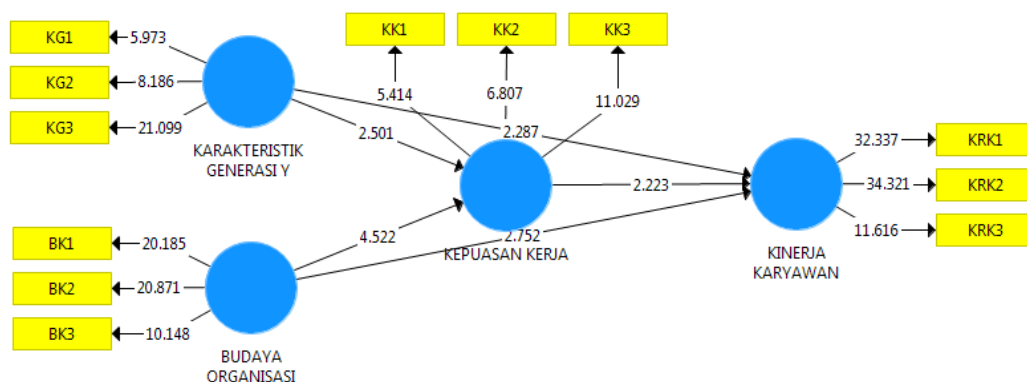


Figure 3. Bootstrapping Test Results Involving Mediation Variables

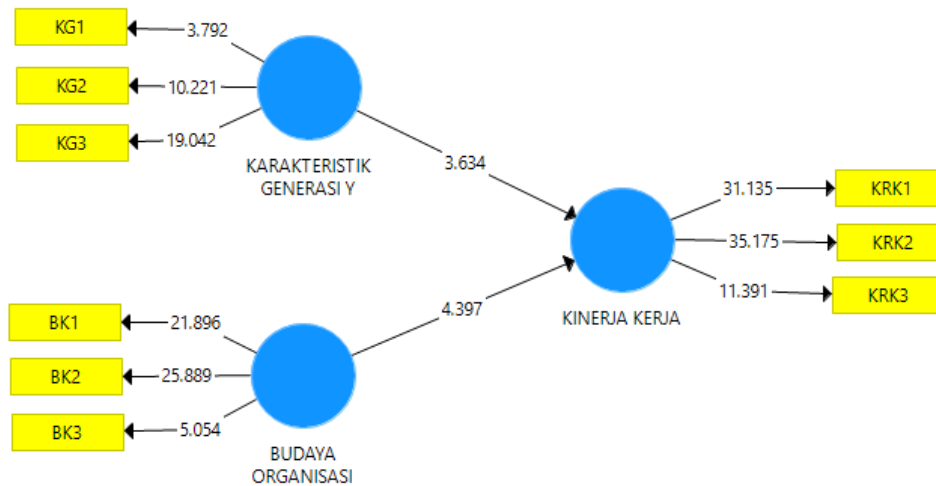


Figure 4. Bootstrapping test results without involving mediation variables

Job satisfaction mediates the characteristics of generation Y on employee performance. Bootstrapping test results show that the effect of mediating variables is partial mediation (Partial Mediation), the effect of generation Y characteristics directly on employee performance by involving job satisfaction variables getting significant results (Figure 3, path P4.A). while the effect of generation Y characteristics directly on employee performance without involving job satisfaction variables obtained significant results (Figure 4 path P1.A), with a greater path coefficient. That is, the mediating nature of job satisfaction on the relationship between generation Y characteristics and employee performance is a partial mediating variable. So it can be concluded that hypothesis 6 is accepted. This supports previous research that organizational culture that is in line with the characteristics of generations has a positive impact. The influence of organizational culture and job satisfaction of Generation Y on OCB has a significant effect, Qisthy (2018). In the Baby Boomers Generation, X, Y and Z, the influence of organizational culture and job satisfaction on organizational commitment in improving performance there is a direct influence between organizational culture and job satisfaction, the stronger the organizational culture, the higher the job satisfaction, and improve the performance of Saliman employees (2018), Fareed (2016) Hamid et al. (2016) Syrian (2016)

Job satisfaction mediates organizational culture on employee performance, the results of hypothesis testing by including and without including job satisfaction variables as mediating variables in the effects of organizational culture on employee performance are presented in Table 6, Figure 3. and Figure 4. Organizational culture has a positive and significant effect on job satisfaction (figure 3 lane P2.B), job satisfaction has a positive and significant effect on employee performance (figure 3 lane P3.A), the influence of organizational culture directly on employee performance by involving work satisfaction variables get significant results (picture 3 lane P4.B), while the direct influence of organizational culture on employee performance without involving job satisfaction variables get significant results (figure 4 lane P1.B), with a greater path coefficient.

That is, the mediating nature of job satisfaction on the relationship between organizational culture and employee performance is a partial mediating variable. So it can be concluded that hypothesis 7 is accepted.

CONCLUSION AND SUGGESTION

Conclusion

Based on the results of research that has been done, it can be concluded that the characteristics of generation Y have a positive and significant effect on employee performance, the characteristics of generation Y also have a significant positive effect on job satisfaction. Organizational culture has a positive and significant influence on work performance and satisfaction. Job satisfaction has a positive and significant influence on employee performance. Job satisfaction partially influences the mediation characteristics of generation Y on employee performance and job satisfaction provides a mediating influence on the culture of the organization on employee performance.

Suggestion

First, to manage Generation Y in the workplace, to pay attention to the characteristics of behavior in the workplace, so that they are comfortable and more productive, including maintaining a competitive, aggressive and critical atmosphere, technological facilities as work facilities, career path clarity and flexibility in working time. What needs to be increased attention is the dimension of Social Environment Influences especially trust for assignments and opportunities for learning and verbal communication between generations, especially with the Babybomer generation who appear to have gaps, this was revealed during in-depth interviews with competent officials. Likewise, the leader's direction must change his communication patterns by placing more employees as friends.

Second, maintaining a well-proven way of implementing and internalizing a culture that is a culture of focus on optimal work results, a level of accuracy, detail and the courage to take measured risks and the need to open up opportunities to innovate and breakthrough to make breakthroughs with measurable risks.

Third, maintaining employee job satisfaction at an optimal level so that employees will take better performance, needs to be maintained including in the dimensions of coworkers in indicators of relationships, attitudes and cooperation with colleagues, needs to be improved are indicators of superiors, the role of superiors to be strengthened as a figure who is committed, as a role model and being objective.

Fourth, it needs to be encouraged to increase timelines, namely to postpone work and achieve work time targets according to service level agreement and work quality standards from superiors. This is consistent with the focus of the work assessment index related to the quality of service to participants and the public.

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