
**JOB SATISFACTION IN GENERATION Y EMPLOYEES
IN SWISS-BELRESORT PECATU**

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ABSTRACT

This study examines job satisfaction among Generation Y employees at Swiss-Belresort Pecatu, motivated by concerns about high turnover rates and varying levels of engagement within this demographic. The research aims to identify the factors influencing job satisfaction and analyze how demographic variables affect satisfaction levels. A quantitative research method was employed, utilizing a survey distributed to Generation Y employees at the resort. Data were analyzed using descriptive statistics and regression analysis to explore relationships between satisfaction levels and influencing factors such as work environment, company policies, career development opportunities, and work-life balance. The results indicate that while the overall job satisfaction of Generation Y employees is moderate, key factors such as career growth opportunities and work-life balance significantly impact their satisfaction. Differences in satisfaction levels were also found based on demographic variables, including age, gender, education, and length of service. The study concludes that Swiss-Belresort Pecatu should adopt tailored strategies to address the specific needs of Generation Y employees, focusing on career development, improved work-life balance, and a supportive work environment. These findings provide valuable insights for the management to enhance employee satisfaction and retention, ensuring a motivated and productive workforce in a competitive hospitality industry.

INTRODUCTION

The tourism industry is the primary mainstay sector for local governments and is an essential component in supporting national income (Pardita, 2020). The tourism industry in 2023 is predicted to continue to reach pre-COVID-19 pandemic levels in 2019. This is shown by data from UNWTO, which recorded an 86% growth in international tourists, reaching 235 million international trips in the first quarter of 2023. Survey Wakefield Research in March 2023 also showed high interest in tourists, with 72% planning to take more vacations in 2023. More than 83% plan to travel with a higher frequency or the same as the previous year, and 81% plan to spend more or keep their travel budget the same as the previous year. The trend of increasing the number of searches on the Expedia website was also seen in the first quarter of 2023, rising by 25% quarter-to-quarter (q-to-q), up 10% compared to 2022 in the same period. Destinations with warm weather will be a favorite of tourists in mid-2023, such as Cancun, Palma de Mallorca, and Denpasar (Ministry of Tourism and Creative Economy, 2023). One of the regions that has the most significant tourism opportunities in Indonesia is Bali (Trisakti, 2023).

Bali is a leading tourist destination in Indonesia, famous all over the world, and both foreign and domestic tourists frequent it. The island is known as the "Island of a Thousand

Temples" or "Island of Paradise" because of its incredible natural beauty (Suherliana, 2022). Bali is famous for its unique culture and rich traditions, which are attractions for visitors (Dewi, 2024; Suherliana, 2022). In addition, the hospitality of the Balinese people is one of the main attractions that always make tourists vacation to Bali (Dewi, 2024). Over time, many facilities have been built in Bali, such as the hospitality industry, to support the development of tourism (Suherliana, 2022). The hospitality industry is a service industry that provides room service, food and beverage sellers, and other commercially managed services to the general public. The hospitality industry is driven by human resources to serve guests and achieve corporate goals (Palma, 2023). In today's increasingly stringent and diverse business era, a company must have the ability to develop and manage its corporate resources effectively to achieve its ultimate goal, which is to maximize profits (Y. et al. Lopang, 2023).

People are the key to the company's success, so human resources (H.R.) are considered the most valuable asset for the company (Ardana et al., 2012; Rafliani, 2023). Employees are human resources who manage and run a company and quality people who work tirelessly to advance the company (Palma, 2023). Although the company has other resources, without the presence of humans, the company will not be able to generate revenue or increase its value. This means that it is essential for companies to be able to motivate employees to have a positive attitude toward their work so that employees' attitudes and behaviors are based on the productive tasks given (Rafliani, 2023). Generation Y (millennials), who now dominate the workforce, is known to have unique characteristics and different values than previous generations. Generation Y was formed because of the impact of globalization, especially in the development of social relations and information technology. The availability of the internet, social media, economic liberalization, and environmental awareness have created a young generation that is creative, ambitious, technologically literate, goal-oriented and has a high level of self-awareness. This generation can work together and create new systems but is often considered less resilient in the face of difficult situations, easily distracted, and has a high level of socialization and a higher sense of entitlement (Winyanti, 2023). Generation Y tends to look for jobs that have meaning and strengthen their identity (Surya, 2023).

Generation Y, in the scope of work, shows high standards but needs to be more realistic in terms of professional values (Winyanti, 2023). This generation not only puts work as a top priority but also values flexible work schedules supported by a positive workplace culture. They demand benefits that match the workload, a positive work environment, and career development opportunities. For Generation Y, working is not only about receiving a salary but also achieving goals in the workplace (Winyanti, 2023). As a result, companies must understand and face these challenges to retain and motivate Generation Y employees (Winyanti, 2023). One of the hotels located in the southern part of Bali is Swiss-Belresort Pecatu, which is only 15 km away from Ngurah Rai International Airport (Pecatu, 2024). The hotel has fluctuated in the number of employees every year, but in 2022 and 2023, there has been an increase in the number of employees from the beginning to the end of the year, as seen in Figure 1.

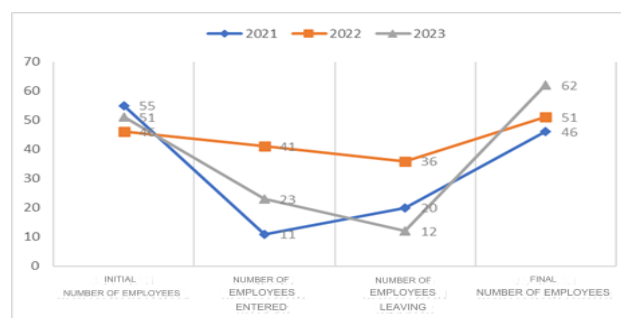


Figure 1. Number of employees of Swiss-Belresort Pecatu

Source: Swiss-Belresort Pecatu. Data processed (2024)

From the image above, it can be seen that during the period from 2021 to 2023, there was a variation in the number of employees at Swiss-Belresort Pecatu. In 2021, there was a decrease in the number of employees from the beginning to the end of the year caused by the number of outgoing employees exceeding the number of incoming employees. However, in 2022 and 2023, there was a reversal of the trend, where the number of employees increased from the beginning to the end of the year. This increase is mainly due to the number of employees entering the company more than the number of employees exiting. Despite fluctuations in the number of employees every year, the trend of increasing the number of employees in 2022 and 2023 shows the growth of Swiss-Belresort Pecatu during the period.

The above phenomenon shows that problems related to employee job satisfaction arise, characterized by an imbalance between *the turnover* of employees who leave and enter. Even though job satisfaction is needed to maintain employee motivation and commitment to the company (Ilyas, 2021), in this case, more-than-optimal human resource management can result in a less-than-optimal level of job satisfaction (Putri et al., 2023). Seeing the situation in 2021, the management decided to carry out a job satisfaction survey in the following year called ESS. ESS (*Employee et al.*) is a survey or questionnaire designed to collect data and feedback from employees about various aspects of work and the work environment at the Switzerland-Belresort Pecatu Hotel. The goal is to evaluate the level of job satisfaction. The results of the employee job satisfaction survey at Swiss-Belresort Pecatu can be seen in the image below.

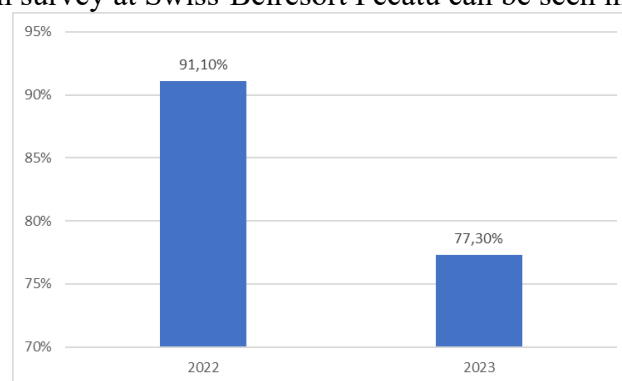


Figure 2. Job Satisfaction in Swiss-Belresort Pecatu Employees
Source: Swiss-Belresort Pecatu, Data processed (2024)

Based on the image above, it is known that in 2022, the job satisfaction rate reached 91.1%. This is due to the large number of new employees in the year, which is still in the adaptation stage. The following survey in 2023 showed a decrease in job satisfaction to 77.3%. This decline may be due to the presence of new employees who have been with the company for a certain period and have had experiences that affect their perception of filling out surveys. At first, tourist interest in visiting Swiss-Belresort Pecatu was still minimal due to the less strategic location and difficulty of accessing it, so the company experienced a decline in performance due to the number of employees leaving the company. This leads to a decrease in employee competitiveness and their productivity. To restore the company's image and improve performance, the strategy taken is to recruit loyal, skilled, and professional employees, taking into account a generation that has a good understanding of technology and information. The following is the composition of the generation of employees of Swiss-Belresort Pecatu.

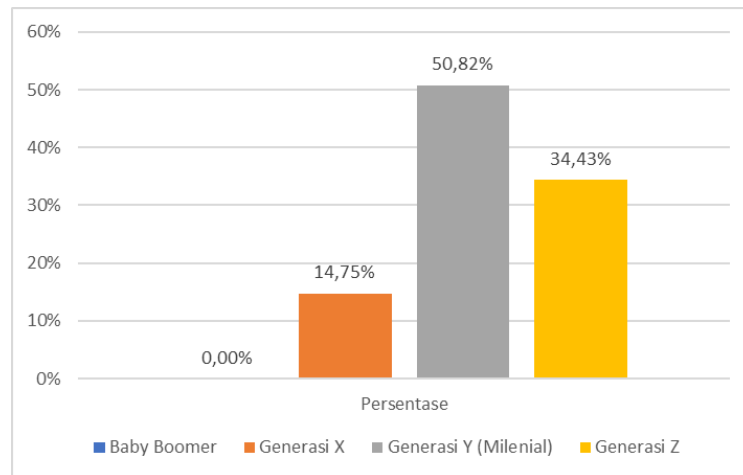


Figure 3. Generation Composition in Swiss-Belresort Pecatu Employees

Source: Swiss-Belresort Pecatu, Data processed (2024)

Based on the image above, it can be seen that the majority of employees, as many as 50.82%, are from Generation Y (Millennial), indicating that this generation plays a dominant role in the sustainability of the company's operations. They were followed by Generation Z, which accounts for 34.43% of the total employees, indicating the significant presence of the younger generation in the workplace. Although Generation X also comes with a contribution of 14.75%, the number is lower compared to the other two generations. To ensure that employees, especially those with good performance, stay in the company, a strategy is needed to retain them. One of these strategies is to increase their job satisfaction (F. et al., 2023). Job satisfaction indicates the extent to which the rewards provided by the job meet an individual's expectations. Whether employees feel satisfied or not depends on how much difference there is between expectations and reality. If what the employee receives is less than expected, this will lead to dissatisfaction (Idrus, 2023). Every employee expects to feel satisfaction in their work, as it has been proven that this satisfaction provides significant benefits, both for the individual and the company as a whole (Y. Lopang et al., 2023). A person's attitude towards their work also reflects the positive or negative experiences experienced at work, as well as their expectations for the future. If a person feels happy with their job, it indicates that they feel job satisfaction. On the other hand, if work does not provide a pleasant experience, then a sense of job dissatisfaction will arise (Widiasih & Suarmanayasa, 2021).

Managers who are aware of the level of employee job satisfaction will take the necessary steps to create a more dynamic work environment. Companies are advised to conduct job satisfaction surveys to manage, train, and retain workers, as this job satisfaction is considered essential to achieve success in achieving organizational goals (Idrus, 2023). Employees who have a positive attitude toward their work tend to be much more successful (Idrus, 2023). Therefore, efforts made to improve the quality of human resources often focus on increasing employee job satisfaction (Y. Lopang et al., 2023). Analyzing one's job satisfaction problem is a challenging thing (Fanillah & Farida, 2023). This is because job satisfaction is a complex concept. After all, it is influenced by various factors (Fanillah & Farida, 2023). Some studies have shown that job satisfaction is the result of the interaction between personal and job characteristics, as well as additional factors such as gender, age, education level, level of autonomy, income, perception of Leadership, and organizational culture (Idrus, 2023).

Nonetheless, the factors that affect job satisfaction can be classified into two main categories, namely extrinsic factors and intrinsic factors. Extrinsic factors are factors outside the scope of work that affect job satisfaction, such as salary levels, work environment conditions, relationships with colleagues and employers, and promotion opportunities.

Meanwhile, intrinsic factors are factors that come from within employees, such as age, gender, personality, work stress level, and working period in the company (Widiasih & Suarmanayasa, 2021). Based on the background that has been explained above, the researcher is interested in further studying job satisfaction in Generation Y employees at Swiss-Belresort Pecatu. Thus, this study is entitled *Job Satisfaction in Generation Y Employees in Swiss-Belresort Pecatu*. This study aims to identify and analyze the factors influencing job satisfaction among Generation Y employees at Swiss-Belresort Pecatu: Describe the level of job satisfaction among Generation Y employees at Swiss-Belresort Pecatu, Identify the key factors contributing to job satisfaction among Generation Y employees at the company, such as the work environment, company policies, career development opportunities, and work-life balance, Analyze differences in job satisfaction levels based on demographic variables such as age, gender, education, and length of service, Provide recommendations to the management of Swiss-Belresort Pecatu to improve job satisfaction among Generation Y employees.

RESEARCH METHOD

The type of research used in this study is qualitative through a descriptive approach. Data Collection Techniques are as follows: **Observation:** The observation in this study is by conducting direct observations in the field for six months, starting from August 2023 to February 2024, to find out the actual conditions of job satisfaction of Generation Y employees at the Swiss-Belresort Pecatu company located on Jl. Pecatu Indah Resort Blok G2, Pecatu Indah Resort, South Kuta Badung, Bali 80361, **Interview,** By conducting unstructured interviews with several resource persons, namely H.R. managers, assistant managers, supervisors, staff, outsourcing and Daily Workers at Swiss-Belresort Pecatu, **Documentation,** In addition, the documentation in this study was also carried out by taking photos during an interview at the Swiss-Belresort Pecatu company located at Jl. Pecatu Indah Resort Blok G2, Pecatu Indah Resort, Kuta Selatan Badung, Bali 80361.

After the data is collected, it can be done by sorting the data, creating themes, categorizing, focusing the data according to the field, discarding, arranging the data in a way, and making summaries in the unit of analysis, after that then, re-examining the data and grouping it according to the problem being studied. After being reduced, the data by the research objectives is described in the form of sentences so that a complete picture of the research problem is obtained. Data Display: This form of analysis is carried out by presenting data in the form of a narrative, where the researcher describes the results of data findings in the form of chart sentence descriptions and relationships between categories that are sequential and systematic (Harahap, 2020). Data presentation can also be done in the form of tables, graphs, flowcharts, pictograms, and the like. Thus, the data can be organized and arranged in a relationship pattern so that it will be easy to understand (Sugiyono, 2018). Concluding: The last step in analyzing qualitative research is concluding. At this stage, conclusions have been drawn accurately and factually from the data evidence obtained in the field. Inductive techniques conclude without generalizing one finding to another (Harahap, 2020).

RESULTS AND DISCUSSION

Job Satisfaction in Generation Y Employees at Swiss-Belresort Pecatu *Salary or Financial Compensation*

Salary is the amount of payment a person gets as a result of the implementation of work (Irawan et al., 2024). Employees tend to choose payroll systems and procedures that are considered fair, transparent, and in line with their expectations ((F. et al., 2023). Employee satisfaction with salary is reflected in the suitability of the salary paid with the contribution made in his work and equal to the salary received by others in the same position (Sunanda,

2020). Salaries or financial compensation at Swiss-Belresort Pecatu are managed through a manual system that ensures salary payments are made on time every month and comply with the 2024 Badung Regency Minimum Wage (UMK). This system includes daily wages for day workers, although in some cases, their salaries may be below MSEs. Transparency in payroll is maintained by displaying service *charge information* on the bulletin board and sending payslips through staff's *email* every month. Although this system is considered fair and transparent, some employees feel that there is a mismatch between the responsibilities they carry out and the compensation they receive.

The majority of Generation Y employees at Swiss-Belresort Pecatu expressed satisfaction with the salary they received, although there were different nuances of satisfaction. Some employees expressed their satisfaction mainly because of the additional income from *service charges*. In contrast, others felt that they were not fully satisfied because the basic salary was insufficient or had not reached the MSE, and there was a cut in BPJS. Generation Y employees expect competitive salaries according to industry standards, including the District Minimum Wage (MSE) or even higher. They also evaluate their salary in the context of any additional responsibilities or special skills they bring to the workplace. If their salary does not meet expectations or is not proportional to the contribution they provide, this can affect their satisfaction level. This is in line with the *Discrepancy Theory*, which highlights the difference between employees' expectations of work and the reality they experience. Generation Y, for example, expresses expectations for more competitive salaries in line with the changing standards of the hospitality industry. This expectation reflects the feeling that their contributions, such as additional responsibilities, should be rewarded with a higher salary.

Characteristics of the Job Itself

The characteristics of a job are a reference for the content and condition of a job. Job characteristics are internal aspects of a job that refer to the content and conditions of the job (Irawan et al., 2024). This includes how much a position allows employees to take responsibility for specific tasks and offers exciting work challenges ((F. et al., 2023). Satisfaction with work is reflected in the extent to which employees feel that the nature of a job makes them feel proud of doing their job (Sunanda, 2020). Satisfaction with the characteristics of the job at SwissBelresort Pecatu is reflected in the extent to which employees feel that their work matches their interests and characteristics.

This shows the importance of aligning job duties with employees' values and skills, which can increase their job satisfaction and encourage maximum contribution to organizational goals. While many employees appreciate a high level of responsibility, opportunities to develop skills, and challenges in their jobs, some issues, such as lack of innovation, role conflicts, and poor workload management, can reduce satisfaction and affect employee productivity and well-being. Overall, employees feel that their work offers adequate challenges and opportunities for growth, which supports their job satisfaction. These findings are in line with the relevant Two-Factor Theory as it identifies hygienic factors (such as working conditions and recognition) and motivators (such as job challenges and skill development) that contribute to job satisfaction.

Relationship with Coworkers

Coworkers are harmonious relationships between human beings, meaning a system of association in which people trust each other and respect each other. It is important to note that affecting good communication among employees can improve performance. Colleagues in an organization or company function as collaborators in completing work and can also be someone who supports the work (Irawan et al., 2024). Many employees find that the need for social interaction is met through their work. Thus, having supportive and friendly coworkers can

increase job satisfaction ((F. et al., 2023). Satisfaction with relationships with colleagues reflects the extent to which an employee feels comfortable with other colleagues in doing their jobs (Sunanda, 2020). The relationship between employees at Switzerland-Belresort Pecatu is considered very positive and supportive, as evidenced by effective communication, mutual respect, and strong collaboration at all levels.

The dominance of millennials in the work environment contributes to similar technological and communication adaptability, facilitating productive and efficient cooperation. Support from coworkers includes direct assistance in tasks as well as emotional support and friendliness, which significantly improves an individual's psychological well-being and productivity. Good social interaction, especially in H.R. and operational departments, serves as an essential bridge in communication between management, owners, and employees, as well as strengthening team coordination. While most employees are satisfied with the work environment and social support that exists, some individuals report challenges in interacting with colleagues from specific departments. In conclusion, good social interaction and support between colleagues are essential in creating a comfortable work environment, increasing motivation, and influencing employees' overall job satisfaction levels. The findings of this study are in line with the *Two-Factor Theory*, where a good work environment, including positive relationships with managers and coworkers, can be considered a hygienic factor. When these hygienic factors are met (e.g., the presence of supportive managers and cooperative coworkers), it can prevent dissatisfaction and create a solid basis for higher job satisfaction.

Promotional Opportunities

Promotion is the transfer from one position to another higher position in exchange for good work performance, a long service period, and other benefits (Irawan et al., 2024). Promoted employees are usually given more challenging tasks and opportunities to develop. Promotion allows companies to make the most of their employees' abilities and knowledge (F. et al., 2023). Satisfaction with promotion opportunities reflects the opportunity for employees to be promoted to a higher level in the organization based on employee competencies (Sunanda, 2020). Promotional opportunities at Swiss-Belresort Pecatu reflect the company's commitment to career mobility and professional development by offering opportunities for advancement not only within the exact location but also at the regional or property level. This shows the company's efforts to support broader career development for employees.

Promotion at Swiss-Belresort Pecatu plays an essential role in motivating employees, not only by providing recognition for individual achievements and abilities but also by encouraging innovation and providing avenues for better career development. Economically, promotions improve employee well-being through increased income, which serves as an intrinsic motivation to achieve better financial stability. In addition, promotion is considered a form of Appreciation that boosts confidence and loyalty to the company. Therefore, a transparent and fair promotion system plays a crucial role in maintaining motivation, high performance, and retention of high-performing employees. However, there is a view that promotion opportunities are limited for employees who have achieved certain positions, such as *Assistant Manager*, as well as challenges related to the company's financial limitations that can hinder promotions and cause high rates of resignation. This creates dissatisfaction with career prospects, especially for employees who feel that growth opportunities still need to be improved, and reveals that the most dominant factor that determines employee job satisfaction is the opportunity factor to develop.

Thus, satisfaction with promotional opportunities at Swiss-Belresort Pecatu shows a complex dynamic between individual expectations, organizational realities, and management strategies. Employees who feel a real promotion opportunity tend to feel more satisfied and

motivated. Instead, those who think there is no opportunity to improve show dissatisfaction. Meanwhile, the dominant generation in Swiss-Belresort Pecatu sees promotion as a realistic and vital opportunity for their career advancement, leveraging technology and adaptation to change as a force to achieve promotion. For Generation Y, satisfaction with promotions is also related to opportunities for self-development and the achievement of personal and professional goals. The complexity of the dynamics between individual expectations, organizational realities, and management strategies in managing employees' careers is reflected in their satisfaction with promotional opportunities at Swiss-Belresort Pecatu. Management that can manage expectations and provide a clear career path can make a positive contribution to employee satisfaction and motivation in the workplace. This is in line with *the Equity Theory*, where, in the context of Swiss-Belresort Pecatu, managing expectations and providing clear promotional opportunities can help create a fair work environment, which in turn increases job satisfaction.

Supervision or Leadership

Leadership is the activity of directing employees to realize the goals that have been set, encouraging employees to follow the direction of the Leadership in realizing organizational goals, and motivating employees to change the service culture for the better (Mendrofa et al., 2021). In this case, direct supervision can affect how employees do their jobs. Employees tend to prefer Leadership that is open, honest, and eager to work with them ((F. et al., 2023). According to (Fanillah & Farida, 2023), Leadership can affect employee job satisfaction. Satisfaction with supervision or Leadership reflects how far the superior's competence is in doing their work, both in the context of supervision, direction, and technical assistance to subordinates (Sunanda, 2020).

Employee satisfaction at Swiss-Belresort Pecatu with supervision or Leadership shows significant variation. Most employees are satisfied with the Leadership received, valuing a boss who is open, honest, and passionate about leading the team. A boss like this not only provides clear direction but also builds a supportive and motivating work environment to achieve the best results. Active support from the boss has a tremendous positive impact on personal motivation and satisfaction at work. On the contrary, some employees have different views. They noted challenges in supervision or Leadership at this hotel, such as the incompatibility of SOP implementation with field conditions and the owner's intervention in operations. However, they still recognize the importance of having a supportive boss in overcoming problems and providing help when facing challenges.

In Equity Theory, job satisfaction is influenced by employees' perception of fairness in the organization. Non-compliance with SOP implementation and owner intervention can lead to feelings of injustice among employees. On the contrary, an open and supportive boss can strengthen the perception of fairness, thereby increasing job satisfaction. On the other hand, there are shortcomings in the supervisory structure; support from an open and responsive boss is still considered an essential factor affecting overall job satisfaction. Overall, employee satisfaction with supervision or Leadership at Swiss-Belresort Pecatu reflects the employer's success in creating a motivating and supportive work environment. Despite differences in perceptions, efforts to improve policy implementation and increase employer engagement are expected to improve overall job satisfaction in the future.

Inhibiting and Supporting Factors for Job Satisfaction in Generation Y Employees at Swiss-Belresort Pecatu

Factors Inhibiting Job Satisfaction in Generation Y Employees in Swiss-Belresort Pecatu

a. Budget Limitations

Several significant factors at Swiss-Belresort Pecatu can hamper job satisfaction. One of them is the limitations of the *Budget*, which limits the company's ability to provide adequate supporting facilities, such as social activities or self-development programs for employees. This not only affects the social and professional well-being of employees but can also reduce their motivation to contribute to the maximum. Limited *Budget* is a severe problem in organizational management that has a direct impact on employee performance and satisfaction. Limitations *Budget* This is a factor that inhibits job satisfaction because it requires employees to work extra hours without the opportunity to develop themselves. According to the two-factor theory (*two-factor theory*) on hygienic factors (*Dissatisfiers*), these limitations create dissatisfaction among employees due to aspects such as working conditions and opportunities for self-development. The findings of this study are also supported by the results of the research (Widiasih & Suarmanayasa, 2021), which reveals that the factors that determine employee job satisfaction include social and financial aspects.

b. Inadequate Operational Facilities

According to (Jufri, 2019), Facilities can include hotel facilities, leave, pension funds, or housing, which is the standard of a position. If it can be fulfilled, it will cause a sense of satisfaction. At Swiss-Belresort Pecatu, there needs to be more operational facilities, such as canteens, that often cannot provide adequate food, which can negatively impact the physical and mental well-being of employees. Whereas (Widiasih & Suarmanayasa, 2021) stated that the factors that determine employee job satisfaction include physical and psychological factors. The inability of Swiss-Belresort Pecatu to obtain adequate operational facilities can also interfere with the efficiency of carrying out daily operational tasks. This can create a mismatch between employees' expectations and the reality they are facing. Employees may expect adequate facilities, such as canteens, that provide enough food to support their well-being.

Based on *discrepancy theory*, when these expectations are not met, a *discrepancy occurs*, which leads to job dissatisfaction. Employees will feel that the reality they are facing is far from their expectations, which is in line with the theory of mismatch, which states that job satisfaction depends on the difference between expectations and reality. Thus, it is essential to provide supporting facilities, for example, in the canteen, such as entertainment such as television or a more relaxed atmosphere, which can provide opportunities for employees to unwind after work, enjoy rest time better, and build better relationships with colleagues. Equipping the canteen with these facilities is expected to increase overall job satisfaction, by creating a more supportive and pleasant environment for employees.

c. Lack of Appreciation

According to (Muktamar et al., 2024), recognition and Appreciation of employee performance is also an essential factor in influencing workforce retention. Leaders who regularly give recognition and rewards to outstanding employees will increase their job satisfaction and strengthen their bond with the company. Recognition and awards can be formal awards, such as best employee awards or promotions, as well as informal awards, such as direct praise and Appreciation from leaders. At Swiss Belresort Pecatu, the lack of Appreciation from superiors for employee performance, especially among millennials who tend to need recognition for their contributions, is another inhibiting factor in creating a proud and motivating work environment. The millennial generation needs clear recognition as a motivation to work with passion. Employees who feel

valued and rewarded will feel more motivated and satisfied with their work (Muktamar et al., 2024).

On the other hand, (Poddala & Alimuddin, 2023) argue that millennials often seek meaning in their work and life and are more concerned with meaningful values. In the context of the findings, the lack of Appreciation from superiors can be identified as a deficiency in motivator factors in the two-factor theory (*two-factor theory*), which directly affects employee motivation and job satisfaction. The fulfillment of motivator factors will cause satisfaction in employees, but the lack of fulfillment does not always result in dissatisfaction (Wiranto et al., 2023).

Supporting Factors for Job Satisfaction in Generation Y Employees in Swiss-Belresort Pecatu

Salary

The main supporting factors in increasing job satisfaction at Swiss-Belresort Pecatu include several vital aspects, including adequate salary as the primary foundation for employees to feel valued and financially secure. A competitive salary that matches the skills and responsibilities of the employee is the main factor that supports job satisfaction. An adequate salary not only meets the financial needs of employees but also builds a positive perception of fairness in the workplace. This is in line with the opinion (Muktamar et al., 2024) that employees need to feel that they are getting a salary that is proportional to their contribution and performance because it will affect their job satisfaction. Justice theory (*Equity Theory*) also emphasizes that employees compare their inputs (such as hard work, expertise, and experience) to the results they receive (such as salary and awards). If employees feel that the wage they receive is fair between their input and that of their colleagues, then they will feel satisfied. Injustice in salary distribution will lead to dissatisfaction (Wiranto et al., 2023). According to (Frye et al., 2020), salary significantly affects the job satisfaction of Generation Y employees. Research (A. et al., 2023) also shows that compensation has a significant favorable influence on the job satisfaction of the millennial generation in Jakarta.

Work Environment

One of the factors that affect job satisfaction is a supportive work environment. A good work environment includes both physical and psychological aspects. Physical aspects include safe, comfortable, and adequate working conditions such as appropriate temperatures, adequate lighting, and adequate facilities. Meanwhile, the psychological element includes good relationships between colleagues, superiors, and subordinates, as well as social support and recognition for employee contributions (Muktamar et al., 2024). To increase employee job satisfaction, Swiss-Belresort Pecatu is striving to pay attention to and meet the needs for a comfortable working environment, supportive employee relationships, adequate facilities, and sincere Appreciation for employee contributions. A relaxed working environment and proper facilities allow employees to work well, while supportive relationships between employees increase cooperation and team cohesion. A comfortable work environment also plays a vital role in creating an atmosphere that supports employee productivity and psychological well-being. In addition, genuine Appreciation given when employees give their best is an essential factor in increasing motivation and job satisfaction.

Recognition of employees' achievements and contributions not only provides a sense of Appreciation but also encourages them to continue to excel, which will ultimately improve the well-being of employees and the overall productivity of Swiss-Belresort Pecatu. Based on the *two-factor theory*, hygienic factors include working conditions, such as adequate facilities, physical conditions, and relationships between employees. The comfortable working environment and proper facilities at Swiss-Belresort Pecatu serve as hygienic factors that

prevent dissatisfaction. Meanwhile, sincere Appreciation for employee contributions is a motivating factor that can increase job satisfaction. Recognition of employees' achievements and contributions provides a sense of success and reward, which is part of the motivating factor. Research (Frye et al., 2020) shows that the work environment significantly affects the job satisfaction of Generation Y employees. These factors then affect the employee's commitment and intention to stay in the hospitality business. Research (Wiranto et al., 2023) also found that the work environment has a positive and significant impact on employee job satisfaction, as well as on organizational commitment.

Leader (Superior)

Leaders in human resource management need to pay attention to the factors that affect job satisfaction to create a supportive work environment, provide clear policies and procedures, provide career development opportunities, provide fair compensation and rewards, create a work-life balance, involve employees in decision-making, provide recognition and support, and create an organizational culture that is in line with Employee Values and Personalities (Muktamar et al., 2024). Leadership is one of the main factors that increase employee job satisfaction at Swiss-Belresort Pecatu. Leaders are responsible for decision-making and team management and serve as role models, mentors, and motivators. Leaders who inspire and motivate employees can increase job satisfaction by guiding the team towards a common goal, building morale, and high commitment among team members. Leaders who actively develop and nurture employees can create a work environment that supports professional and personal growth. It includes constructive feedback, training, and career development. Fair and consistent leaders increase trust and comfort in the workplace, thereby contributing to employee job satisfaction.

Based on the two-factor theory, a good relationship with the leader is part of the hygienic factor that must be met to avoid dissatisfaction. On the other hand, leaders who provide constructive feedback, training, and career development are among the motivating factors. These factors are directly related to the job itself and can increase job satisfaction. The findings of this study are also supported by the results of the research (Widiasih & Suarmanayasa, 2021), which revealed that the factors that determine employee job satisfaction include psychological factors and social factors. In addition, research (Frye et al., 2020) shows that the relationship with managers significantly affects the job satisfaction of Generation Y employees.

CONCLUSION

This study reveals several key findings regarding job satisfaction among Generation Y employees at Swiss-Belresort Pecatu. Firstly, the overall level of job satisfaction among Generation Y employees is moderate, with specific areas, such as career development opportunities and work-life balance, emerging as significant contributors to their satisfaction. Factors like a supportive work environment, fair company policies, and opportunities for personal growth also play essential roles in enhancing job satisfaction. Secondly, there are noticeable differences in job satisfaction levels based on demographic variables. For instance, younger employees tend to prioritize opportunities for learning and advancement, while more experienced employees value stability and recognition more highly. Additionally, gender and educational background influence specific aspects of job satisfaction, reflecting diverse expectations and needs within the Generation Y workforce.

Based on these findings, the study recommends that Swiss-Belresort Pecatu management focus on creating more tailored strategies to meet the unique preferences and expectations of Generation Y employees. Emphasizing career development, enhancing work-life balance initiatives, and fostering a positive work environment can significantly contribute to improving job satisfaction levels. Implementing these strategies can help the company retain talented

Generation Y employees and maintain a motivated and productive workforce. Overall, this research provides valuable insights into the factors influencing job satisfaction among Generation Y employees and offers practical recommendations for enhancing their work experience and engagement.

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