

International Journal of Management Progress

The Influence of Generation Y and Generation Z Human Resource Management Strategy on the Satisfaction and Commitment of Banking Employees in Makassar

Affiliation

Asriandi

Universitas Muslim Indonesia Makassar,
Indonesia

E-mail: asriandi04@gmail.com

Salim Basalamah

Universitas Muslim Indonesia Makassar,
Indonesia

Ibrahim Dani

Universitas Muslim Indonesia Makassar,
Indonesia

A.M. Hasbi

Universitas Muslim Indonesia Makassar,
Indonesia



Citation in APA Style:

Hardin, Suriadi, Dewi, I. K., Yurfiah, Nuryadin, C., Arsyad, M., ... Nurlaela. (2019). Marketing of innovative products for environmentally friendly small and medium enterprises. *IOP Conference Series: Earth and Environmental Science*, 235(1). <https://doi.org/10.1088/1755-1315/235/1/012035>



The Influence of Generation Y and Generation Z Human Resource Management Strategy on the Satisfaction and Commitment of Banking Employees in Makassar

Asriandi, Salim Basalamah, Ibrahim Dani, A.M. Hasbi¹

¹ Doctoral Program in Management Science, Universitas Muslim Indonesia, Makassar, Indonesia

E-mail: asriandi04@gmail.com

Abstract: The purpose of this study is to empirically test and analyze the HR Management Strategy of Millennial Generation and Generation Z on employee satisfaction and commitment. The design of this study used a survey method with cross-sectional data collection through a questionnaire. Determination of the sample with non-probability sampling using two types of approaches, namely quota sampling and cluster sampling. The number of respondents is 100 employees each for the millennial generation and generation Z Banking in Makassar. The data analysis method used in testing the hypothesis is Structural Equation Modeling (SEM). The results provide evidence that the millennial generation and generation Z HR management strategies have a significant effect on satisfaction, the millennial generation HR management strategies have a significant effect on employee commitment but not for generation Z, millennial generation employee satisfaction has a significant effect on employee commitment but not for generation Z. satisfaction is an imperfect mediator in explaining the influence of millennial and generation Z HR management strategies on the commitment of banking employees in Makassar. The practical implication of this research is that it can provide an increase in employee understanding in increasing employee commitment through satisfaction which is influenced by the millennial generation and generation Z HR management strategies. millennial generation and generation Z on employee commitment by using satisfaction as a mediator of the relationship between variables, which previous research was mostly done partially.

Keywords: Commitment, Employee Satisfaction, Generation Z HR Management, Millennial Generation

1. Introduction

The success of an organization depends on its ability to manage various kinds of resources, one of which is very important, namely human resources (HR). Human resources are always attached to any organizational resources as a determining factor for their existence and role in contributing to the achievement of organizational goals effectively and efficiently Cholil and Riani (2003). One of the important aspects in winning the competition in the world of work is human resources as said by Simamora (2006) that human resources (HR) is one of the important organizational assets that can mobilize other resources.

Strovis Payroll & HR, Inc. (2014). In the paper, how to manage complex, multigenerational today starts from communication, the work/life balancing act, and

managing absences across generations. Randstad US is a wholly owned subsidiary of Randstad Holding nv, a \$24.5 billion global HR services provider of one of the largest personnel organizations in the United States. Armed with new insights, attitudes, and hopes of the Gen workers. Z and Millennials, employers are better equipped to put in place customized programs to better recruit, engage and retain these valuable workers. Randstad Holding in his research (2016) states that successful organizations today, and in the future, need to implement important processes and programs in the workplace including: Collaboration, Career advancement, Financial Stability, Technology, Managerial training and work/life balance. Nicholas (2011) in his research entitled *Managing the Millennials: Employee Retention Strategies for Generation Y* "Managing Millennials: Employment Strategies for Generation Y" with the concept of a management strategy, looking at it in terms of: recruitment and training, support and attention, constructive feedback, communication and direction, self-management and flexibility, millennial value, total rewards and career paths and workplace culture.

Based on the many studies related to the management of human resources in several companies as well as theories that support the need for human resource management in improving employee soft skills in order to achieve the company's visions and missions in the industrial era 4.0., related to this, several challenges in managing human resources in banking are also affected. The occurrence of banking disruption, if not addressed properly, then consumer behavior will change. Digital technology opens up competition for competence with the arrival of fintech "finance technology".

Changes in consumer behavior require banks to always be adaptive to digital technology. Because if this change is not addressed, the customer will leave banking. This affects people's lifestyles where technology is all easy, practical and fast. Therefore, banks must continue to innovate following technological developments in the industrial era 4.0 so that they are not left behind.

The banking challenge in the future is how banking companies can survive and develop products that can provide convenience to customers. Related to the regulation from Bank Indonesia which continues to encourage banks to innovate. As well as the community is also demanded for how to increase knowledge related to financial literacy.

HR Management Policies in State-Owned Enterprises (SOE) Banking in Makassar such as Bank Negara Indonesia (BNI), Bank Rakyat Indonesia (BRI), Bank Mandiri and Bank Tabungan Negara (BTN) are more about updating the code of ethics against the backdrop of rapid changes that occur both externally and internally, such as those related to regulations, new business strategies and technological developments in the era of digitalization. This is aimed at increasing the integrity and mutual commitment of both management and employees.

There are several comments from the millennial generation and generation Z in banking, especially from State Savings Bank and Bank Mandiri, where the two generations want the first one to be able to work anywhere (Flexible Place) because he realizes that he will continue to work at work so he needs a comfortable work place. and located anywhere, especially during the covid pandemic like now. Second, the design of a more relaxed, bright room (Co Working Space) with a café concept that can make the work atmosphere more relaxed, not like a formal and rigid room with a cubicle table so that both generations get bored quickly and not free to work especially with inadequate facilities. Third, fast Internet access has been felt by both generations at SSB and Mandiri. Millennials and Generation Z were born in the internet era. So of course, an all-digital environment and faster internet access will be in demand by these two generations. Fourth, work-life balance for millennials

and generation z really hopes for this. Work and fun are no longer mutually exclusive things. The management must realize that they want the communities that have been built in banking to be maximized for millennials and generation Z to accommodate and facilitate their work interests.

HR management in State Owned Enterprises Conventional Banking is almost the same, there is no HR management specifically for millennial and Z generation employees. HR management includes recruitment and selection and HR development in the banking sector which is more about education and training, career paths, employee welfare, health insurance and old age insurance. It aims to increase employee motivation and commitment to the company itself.

The characteristics of the millennial generation in banking are more emphasis on greater social needs, seeking career advancement, skill development, liking challenges, money is not everything for them but experience is the priority, hard working, showing a high level of self-esteem and higher assertiveness than previous generations. and very confident in their abilities. While generation Z is not much different from the millennial generation where generation Z is happy with the freedom to work and does not want pressure so many Generation Z quickly resign from banking, have big ambitions, money is the main priority compared to experience, want certainty that can give them they feel the security and health insurance offered by banking, they do not appreciate the process and prefer instant behavior, although they prefer instant but on the other hand this generation Z likes details, both understand problems and are critical in their thinking and are used to doing activities simultaneously, such as serving customers while watching movies. youtube on a smartphone to browsing on a Personal Computer (PC) at the same time.

In addition, the millennial generation in SOE banking in Makassar has dominated the workforce, starting from managers, supervisors, customer service and generation Z have entered the Banking Teller line. These two generations have become the foundation of banking to provide the best service for customers. However, several problems that occur in banking management such as employee retention, work ethics, intergenerational stereotypes and intergenerational perspectives so that different language styles can trigger misunderstandings, so that management is difficult to get employee commitment and loyalty from millennials and generation Z today. This creates a gap between generations so that it can trigger conflict and teamwork does not work well as a whole. To deal with changes in the years to come, workers who have competencies related to soft skills are needed, including: complex problem solving, critical thinking, creativity, knowledge management, collaboration, emotional intelligence, judgment and decision making, service oriented, negotiation, and cognitive flexibility. In general, the company emphasizes the need for employees who can continue to learn, adapt quickly and master technology, in this case how employees are always updated on current and future technological changes.

The company's demands for soft skills that must be needed by employees in working in companies, especially banking, are very necessary, in order to achieve the company's vision and mission. But if the employee is not supported by good HR management in the company, then the employee's competence will not be achieved and the employee will also not be satisfied with what he is doing.

According to Robbins & Judge (2009), one indicator of the success or failure of management in terms of human resources is the level of employee job satisfaction. Luthans (2011) states that job satisfaction is a set of rules concerning pleasant and unpleasant feelings related to their work. An employee who gets job satisfaction will certainly have an impact on psychological maturity which in turn will lead to passion and enthusiasm to act to achieve

higher performance than people who are not satisfied (As'ad, 2000). Robbins & Judge (2009) stated that if the positive variables on job satisfaction, namely the type of work itself, the level of wages or salaries, promotions, supervision from superiors, and communication with coworkers can be fulfilled then commitment to the organization will arise properly. According to Luthans (2011), Employee Commitment is an attitude that reflects employee loyalty to the organization and a continuous process in which members of the organization express their concern for the organization and its success and continuous progress. A number of studies have found a relationship between job satisfaction and employee commitment. A survey study of auditors working at KAP conducted by Parker and Kohlmeyer (2005) reported that job satisfaction is positively related to employee commitment. Research by Panggabean (2004) and Azeem (2010) also supports that job satisfaction is positively related to employee commitment. Overall their research states that higher job satisfaction results in higher employee commitment, on the contrary, lower job satisfaction results in lower employee commitment. Other studies show different results. Meanwhile, Yiing and Zaman (2009) found the opposite result that employee commitment had a significant negative effect on job satisfaction. Mukhyi's research (2007) supports that job satisfaction is not related to employee commitment. Although Mukhyi's research (2007) reports that there is no relationship between job satisfaction and employee commitment, this research still predicts that the higher job satisfaction of both generation Y and generation Z will result in higher commitment to the organization, as long as their expectations are met. Conversely, the lower the job satisfaction of the generation will result in lower commitment to the organization and does not rule out the possibility of turnover.

2. Literature Review

2.1. Human Resource Management in Millennials and Generation Z

Human resource management is a management system design to ensure that employee talents are used effectively and efficiently to achieve organizational goals in the view of Mathis & Jackson (2011). The aim of HRM practice is to increase employee satisfaction, thereby, increase employee commitment, in turn solving the problem of shortage of manpower and skills in the view of Ahmad & Schroeder (2003).

Randstad Holding in his research (2016) states that successful organizations today, and in the future, need to implement important processes and programs in the workplace including: Collaboration, Career advancement, Financial Stability, Technology, Managerial training and work/life balance. Nicholas (2011) in his research entitled "managing the millennials: employee retention strategies for generation Y" with the concept of management strategy, looking at it in terms of: recruitment and training, support and attention, constructive feedback, communication and direction, self-management and flexibility, millennial values, total rewards and career paths and workplace culture. In the previous study, it was examined how the role of HR management in various companies was. As done by Nicholas Thompson (2011), PwC NextGen (2013), as well as the role of HR management on employee satisfaction such as research conducted by Amaru Werku Ijigu (2015), Carmen Domínguez-Falcón, Josefa D. Martín-Santana and Petra De Saá-Pérez (2016), Oktine Rafida, 2016. Ann Suwaree Ashton (2017), which shows that Recruitment and selection, training and development, performance appraisal, compensation, quality of work life, leadership style, job security, brand image and other characteristics employee personal characteristics, Person-Job fit and Reward affect employee satisfaction.

The role of HR management strategy on employee commitment such as research conducted by Vimala Kaderesan, et., al (2015), Saira Hassan and Babak Mhamood (2016),

Carmen Domínguez-Falcón, Josefa D. Martín-Santana and Petra De Saá-Pérez (2016), Torlak, NG, Kuzey, C., & Ragom, M. (2018) Masfah Masfah, Eny Rochaida, Gusti Noorlitaria Achmad (2019) HR Management practices; Recruitment & Selection, Training & Development, Performance Appraisal, Compensation, Communication Empowerment, Salary & Wage, Teamwork, Delegation, job security, Career management, Person-Job fit and Reward) affect employee commitment.

The measurement indicators used in the HR management strategy of the Millennial generation (Gen-Y) with an age range of 25-35 years and Generation Z with an age range of 20-24 years refer to the theory and the results of an empirical review, namely:

- a. Collaboration
- b. Career
- c. Technology
- d. Training
- e. Work/life balance
- f. Communication
- g. Work flexibility
- h. Performance assessment
- i. Leadership
- j. Salary
- k. Work Safety
- l. Pension plan

The indicators used to measure the satisfaction level of the millennial generation (Gen-Y) with an age range of 25-35 years and Generation Z with an age range of 20-24 years are:

- a. Rewards
- b. The right placement according to expertise
- c. Work environment and atmosphere.
- d. Leadership attitude in leadership
- e. Promotion

The indicators used to measure the level of work commitment of the millennial generation (Gen-Y) with an age range of 25-35 years and Generation Z with an age range of 20-24 years are: a) Affective Commitment, b) Continuing Commitment, c) Normative Commitment, d) Intermediate Commitment.

The mediating role of employee satisfaction is HR management on employee commitment: The relationship "Recruitment and Selection", "Training" and "Work Environment" is mediated by "Job Satisfaction". The relationship "Performance Appraisal Satisfaction" is only indirectly mediated by "Job Satisfaction". The relationship "Rewards and Recognition" and "Employee Commitment" is not mediated by "Job Satisfaction". Jawaad M. Amir A.B & Tania Hasan (2019).

2.2. Conceptual Model

The conceptual model of this research can be seen in Figure 1.

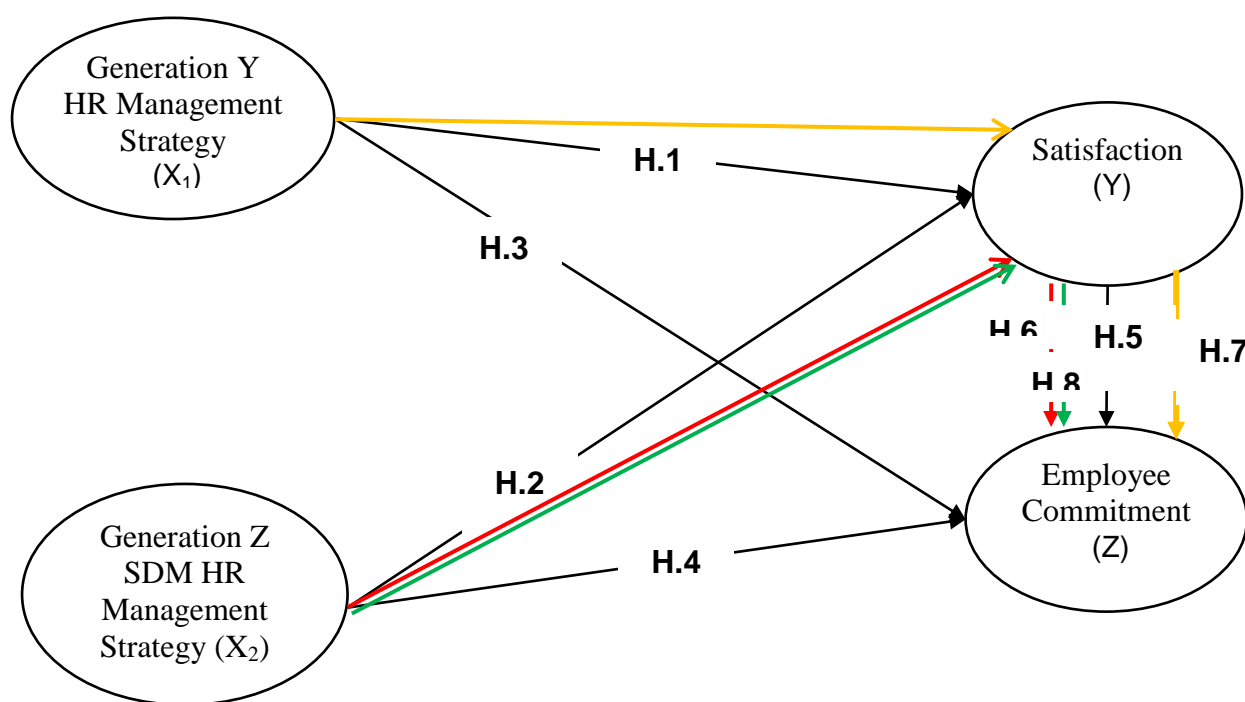


Figure 1. Conceptual Framework Model

2.3. Hypothesis

Based on the problem formulation that has been stated in chapter 1 previously and supported by the above framework, the proposed hypothesis is:

1. Millennial Generation Management Strategy (Gen-Y) has a positive and significant effect on Banking Employee Satisfaction in Makassar.
2. The Management Strategy of Generation Z (Gen-Z) has a positive and significant effect on the satisfaction of banking employees in Makassar.
3. Millennial Generation Management Strategy (Gen-Y) has a positive and significant impact on Banking Employee Commitment in Makassar.
4. The Management Strategy of Generation Z (Gen-Z) has a positive and significant effect on the Commitment of Banking Employees in Makassar.
5. Millennial Generation Employee Satisfaction (Gen-Y) has a positive and significant impact on Banking Employee Commitment in Makassar.
6. Satisfaction of Generation Z (Gen-Z) employees has a positive and significant effect on the Commitment of Banking Employees in Makassar.
7. Millennial Generation Management Strategy (Gen-Y) has a positive and significant effect on Employee Commitment through Banking Employee Satisfaction in Makassar.
8. Generation Z Management Strategy (Gen-Z) has a positive and significant effect on employee commitment through Banking Employee Satisfaction in Makassar.

3. Methodology

3.1. Research Location and Design

The location of the research was carried out in several state-owned conventional banking companies in the city of Makassar. In this study, the mixed methods research approach is a research approach that focuses on collecting, analyzing, and combining qualitative and

quantitative forms in a study. The use of a combination of qualitative and quantitative approaches will result in a more adequate understanding of research problems than using only one method (Cresswell & Clark, 2011).

The quantitative approach is carried out using a preference survey that refers to the key variables in HR Management strategies at work which are distributed to respondents in the form of a questionnaire. The data is then processed by descriptive statistical methods. Descriptive statistics is a statistical method used to describe or describe data that has been collected into information (Purwanto, 2012: 28). A quantitative approach is carried out to identify key variables in the formation of management strategies that are suitable for millennials and Gen-Z generations. Meanwhile, the qualitative approach was carried out by conducting a focused group discussion (FGD) to further explore the reasons for choosing preferences for key variables in the organization. A qualitative approach is carried out to dig deeper into the information needed to formulate recommendations in the preparation of management strategies for Millennial Generation and Gen-Z in order to increase their satisfaction and commitment in the company.

3.2. Population and Sample

The population in this study is a generalization of all objects that have been observed and have been determined. The population in this study were all banking employees in Makassar. There are 34 conventional banking companies in Makassar. So the total population is 34 banking companies.

The sample in this study were all employees who were seen by year of birth. Where generation Y is taken from the age range of 27-35 years because only a small part of those aged over 35 years feel the use of technology, while 27-35 years, most of them have felt the use of technology. For generation Z, the age range of 20-26 years is taken because this generation has experienced technology that is developing better than the previous generation. The sample in this study uses a non-probability sampling technique by combining two types of approaches, namely quota sampling and cluster sampling. (Sugiyono. 2017) Non-probability sampling technique is a sampling technique by providing unequal opportunities for each element of the population to be sampled. Quota sampling is used to determine the sample from the population, specifically the State-Owned Enterprises Conventional Banking consisting of (PT Bank Negara Indonesia (Persero) Tbk, PT. Bank Rakyat Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk, and PT. Bank Tabungan Negara (Persero) Tbk) which has certain characteristics up to the desired amount (quota). Because in this study, we want to see the opinions of Generation Y and Generation Z employees related to HR management strategies as well as satisfaction and commitment of Conventional banking employees in Makassar, especially state-owned banks. For this reason, the researchers determined 100 samples with cluster sampling where for the Millennial Generation (Gen-Y) and Generation Z (Gen-Z) 100 samples each. If the data collection has not been based on these 100 people, then this research is considered unfinished, because it has not fulfilled the specified quota. Then the researchers also combined it with cluster sampling which aims to group samples based on the age of each generation. The reason for combining quota sampling and cluster sampling is to make it easier for researchers to know the sample from the characteristics of the sample used by 100 people, where the characteristics of the sample or respondents in this study are:

- a. Worked as an employee in a state-owned conventional bank in Makassar.
- b. A person who is born in 1980-1995 or is 27-35 years old for the Millennial generation—Gen Y.
- c. Someone who is born in 1996-2010 or is 20-26 years old for Generation Z-Gen Z.

3.3. Data Analysis Method

Methods of data analysis using 2 (two) tests, namely the instrument test (validity and reliability test) and using SPSS version 23 (Hardin, LM Mustari, WODDP Sari, 2019: 16). And the analysis of Structural Equation Modeling (SEM).

Based on functional equations and path diagrams as in the conceptual framework, it shows the flow of causal relationships between exogenous variables and endogenous variables, where causal relationships that already have theoretical and conceptual justifications are visualized into pictures so that they are easier to see and more interesting. Then the path diagram, the structural model is converted into a mathematical model, namely:

$$1. Z = f(X_1, X_2, Y) \dots\dots\dots (1)$$

$$2. Y = f(X_1, X_2) \dots\dots\dots (2)$$

Where: Y = Employee Satisfaction
Z = Employee Commitment
X₁ = Generation Y HR Management
X₂ = Generation Z HR Management

Functional Equations I and II can be formed into a regression equation, namely:

$$3. Z = \alpha_0 + \alpha_1 X_1 + \alpha_2 X_2 + \alpha_3 Y + \mu_2 \dots\dots\dots (3)$$

$$4. Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \mu_1 \dots\dots\dots (4)$$

4. Results and Discussion

1. The Influence of Millennial Generation (Gen-Y) HR Management Strategy on the Satisfaction of SOE Banking Employees in Makassar City

Based on the results of the analysis, obtained a significance value or p value of (0.000), with a C.R value of 3.573 which is positive. Because the significance is less than 0.05 or (0.000 < 0.05) and the C.R value is positive and greater than 1.96 (3.573 > 1.96). This shows that the Millennial Generation (Gen-Y) HR Management Strategy has a positive and significant impact on the satisfaction of SOE Banking Employees in Makassar City.

The collaboration of Millennial Generation HR management indicators is seen in terms of Collaboration, Career, Technology, Training, Work/Life Balance, Communication, Work Flexibility, Performance Assessment, Leadership and Salary which is felt by most SOE Banking employees in Makassar City is very good so that the level of pride or a sense of employee satisfaction which consists of rewards, appropriate placement according to their expertise, work atmosphere and environment, leader's attitude in leadership and promotions that can be felt by employees. Even though this doesn't mean that workers are satisfied quickly, it must be improved, especially since the current business condition is very competitive, so that HR management is needed that is always updated on these changes, especially changes in the demographics of workers. The purpose of HRM practice is to increase employee satisfaction, thereby, increasing employee commitment, in turn solving the problem of shortage of manpower and skills (Ahmad & Schroeder (2003)) and According to Robbins & Judge (2009), one indicator of the success or failure of management in terms of human resources is the level of employee job satisfaction.

Previous research examines the role of HR management in various companies. As done by Nicholas Thompson (2011), PwC NextGen (2013), as well as the role of HR management on employee satisfaction such as research conducted by Amaru Werku Ijigu (2015), Carmen Domínguez-Falcón, Josefa D. Martín-Santana and Petra De Saá-Pérez (2016), Oktine Rafida, 2016. Ann Suwaree Ashton (2017), which shows that Recruitment and selection, training and development, performance appraisal, compensation, quality of work life, leadership style, job security, brand image and other characteristics employee personal

characteristics, Person-Job fit and Reward affect employee satisfaction. Md. Shamimul Islam, et.al (2018). Through the practice of HRM (Work life balance, Compensation & Reward, Recruitment & Selection) it has an influence on employee satisfaction and will have an impact on employee commitment in banking.

However, the results of this study were different from Md. Tofael H.M (2012) HRM such as recruitment and selection system, compensation package, job security, career growth, training and development, management style, job design and responsibility, reward and motivation and work environment. This study reveals that all dimensions of HRM carried out in Bangladesh's private banking sector do not satisfy the employees. Md. Shamimul Islam, et.al (2018). Through the practice of HRM (Training & development and performance appraisal) there is no effect on employee satisfaction in banking. A survey on the old Commercial café in coil.com (2019), where the management of intergenerational Human Resources is seen from the work-life balance, the results show that the millennial generation and generation Z have low working time compared to the previous generation and in fact the millennial generation and generation Z feel the most dissatisfied with the balance between work and life, while on the page of The Telegraph in Kumparan.com (2019) it is precisely the millennial generation who are most concerned with the balance of work and life. Emi W. & Rindi A. (2019) Human resource management through communication has no significant effect on job satisfaction.

2. The Influence of Generation Z (Gen-Z) HR Management Strategy on the Satisfaction of SOE Banking Employees in Makassar City

Based on the results of the analysis, obtained a significance value or p value of (0.042), with a C.R value of 2.033 which is positive. Because the significance is less than 0.05 or (0.042 < 0.05) and the C.R value is positive and greater than 1.96 (2.033 > 1.96). This shows that the Generation Z (Gen-Z) HR Management Strategy has a positive and significant impact on the satisfaction of SOE banking employees in Makassar City.

The collaboration of Generation Z HR management indicators is seen in terms of Collaboration, Career, Technology, Training, Work/Life Balance, Communication, Work Flexibility, Performance Appraisal, Leadership, Salary, job security and social benefits felt by the majority of SOE Banking employees in Makassar City. very good so that the level of pride or a sense of employee satisfaction is attached to the employee. Even though this doesn't mean that workers are satisfied quickly, it must be improved, especially since the current business condition is very competitive, so that HR management is needed that is always updated on these changes, especially changes in the demographics of workers. The purpose of HRM practice is to increase employee satisfaction, thereby, increasing employee commitment, in turn solving the problem of shortage of manpower and skills (Ahmad & Schroeder (2003)) and According to Robbins & Judge (2009), one indicator of the success or failure of management in terms of human resources is the level of employee job satisfaction.

Previous research examines the role of HR management in various companies. As done by Nicholas Thompson (2011), PwC NextGen (2013), as well as the role of HR management on employee satisfaction such as research conducted by Amaru Werku Ijigu (2015), Carmen Domínguez-Falcón, Josefa D. Martín-Santana and Petra De Saá-Pérez (2016), Oktine Rafida, (2016). Aditya CM & M. CZholil (2020), Ann Suwaree Ashton (2017), which shows that Recruitment and selection, training and development, performance appraisal, compensation, quality of work life, leadership style, job security, brand image and personal traits employees, Person-Job fit and Reward have an effect on employee satisfaction. Manesha K, et.al (2018) the practice of Human Resources (training, flexibility and supervisory support) of Generation Z has an influence on employee satisfaction. Md.

Shamimul Islam, et.al (2018). Through the practice of HRM (Work life balance, Compensation & Reward, Recruitment & Selection) it has an influence on employee satisfaction and will have an impact on employee commitment in banking.

However, the results of this study were different from Md. Tofael H.M (2012) HRM such as recruitment and selection system, compensation package, job security, career growth, training and development, management style, job design and responsibility, reward and motivation and work environment. This study reveals that all dimensions of HRM carried out in the private banking sector of Bangladesh do not satisfy the employees. The survey on the old Commercial café in coil.com (2019), where the management of intergenerational Human Resources is seen from the work-life balance, the results show that the millennial generation and generation Z have low working time compared to the previous generation and the millennial generation and generation Z feel at least satisfied with the balance between work and life, while on the The Telegraph page in Kumparan.com (2019) it is precisely the millennial generation who are most concerned with the balance of work and life. Emi W. & Rindi A. (2019) Human resource management through communication has no significant effect on job satisfaction. Md. Shamimul Islam, et.al (2018). Through the practice of HRM (Training & Development and Performance Assessment) it has no effect on employee satisfaction in banking.

3. The Influence of Millennial Generation (Gen-Y) HR Management Strategy on the Commitment of SOE Banking Employees in Makassar City

Based on the results of the analysis, obtained a significance value or p value of (0.000), with a C.R value of 4.931 which is positive. Because the significance is less than 0.05 or ($0.000 < 0.05$) and the C.R value is positive and greater than 1.96 ($4.931 > 1.96$). This shows that the Millennial Generation (Gen-Y) HR Management Strategy has a positive and significant impact on the Commitment of SOE Banking Employees in Makassar City.

The collaboration of Millennial Generation HR management indicators is seen in terms of Collaboration, Career, Technology, Training, Work/Life Balance, Communication, Work Flexibility, Performance Assessment, Leadership, Salary which is felt by most SOE Banking employees in Makassar City is very good. Armstrong (2006) said that HR practices that can contribute to increasing employee commitment, one of which is training.

The role of HR management strategy on employee commitment such as research conducted by Vimala Kaderesan, et., al (2015), Saira Hassan and Babak Mhamood (2016), Carmen Domínguez-Falcón, Josefa D. Martín-Santana and Petra De Saá-Pérez (2016), Torlak, NG, Kuzey, C., & Ragom, M. (2018), Oktine Rafida (2016) Masfah Masfah, Eny Rochaida, Gusti Noorlitaria Achmad (2019) HR Management practices; Recruitment & Selection, Training & Development, Performance Appraisal, Compensation, Communication Empowerment, Salary & Wage, Teamwork, Delegation, job security, Career management, Person-Job fit and Reward) affect employee commitment. Conway and Monks (2008), Emeagwal and Ogbonmwan (2018) focus on increasing employee positive behavior that can be achieved by employee commitment to development through the HRM system, and they conclude that strategic HRM significantly affects employee commitment.

Different research results are shown by Stefanus H & Marhalinda (2020) and Intan Nirmalasari (2018) who see HR management management as seen from career development and Work Life Balance does not have a significant effect on employee commitment to the organization. However, work life balance can only have an indirect effect on commitment if the employee's satisfaction first arises.

4. The Influence of Generation Z (Gen-Z) HR Management Strategy on the Commitment of SOE Banking Employees in Makassar City

Based on the results of the analysis, obtained a significance value or p value of (0.672), with a C.R value of 0.423 which is positive. Because the significance is greater than 0.05 or ($0.672 > 0.05$) and the C.R value is positive and less than 1.96 ($0.423 < 1.96$). This shows that Generation Z (Gen-Z) HR Management Strategy has a positive and insignificant effect on the Commitment of SOE Banking Employees in Makassar City.

The collaboration of Generation Z HR management indicators is seen in terms of Collaboration, Career, Technology, Training, Work/Life Balance, Communication, Work Flexibility, Performance Appraisal, Leadership, Salary, job security and social benefits felt by the majority of SOE Banking employees in Makassar City. has a significant effect on commitment. This is due to the characteristics of Generation Z itself, age and working period which are still lacking so that employee commitment has not been well formed.

In this study, the hypothesis that was built by the researcher from the beginning was rejected and is not in line with empirical research related to the role of Generation Z HR management strategy on employee commitment, such as research conducted by Vimala Kaderesan, et., al (2015), Saira Hassan and Babak Mhamood (2016), Carmen Domínguez-Falcón, Josefa D. Martín-Santana and Petra De Saá-Pérez (2016), Torlak, NG, Kuzey, C., & Ragom, M. (2018), Oktine Rafida (2016) Masfah Masfah, Eny Rochaida, Gusti Noorlitaria Achmad (2019) HR Management practices; Recruitment & Selection, Training & Development, Performance Appraisal, Compensation, Communication Empowerment, Salary & Wage, Teamwork, Delegation, job security, Career management, Person-Job fit and Reward) affect employee commitment. Conway and Monks (2008), Emeagwal and Ogbonmwan (2018) focus on increasing employee positive behavior that can be achieved by employee commitment to development through the HRM system, and they conclude that strategic HRM significantly affects employee commitment.

The results of the study that are in line with the results of this study are shown by Stefanus H & Marhalinda (2020) and Intan Nirmalasari (2018) who see HR management as seen from career development and Work Life Balance does not have a significant effect on employee commitment to the organization. However, work life balance can only have an indirect effect on commitment if the employee's satisfaction first arises.

5. The Effect of Millennial Generation Satisfaction (Gen-Y) on the commitment of Banking Employees in Makassar

Based on the results of the study where the influence of Employee Satisfaction (Y) on Employee Commitment (Z) obtained a significance value or p value of (0.036), with a C.R value of 2.098 which is positive. Due to the significance less than 0.05 or ($0.036 < 0.05$) and the CR value being positive and greater than 1.96 ($2.204 > 1.96$), Millennial Generation Employee Satisfaction has a positive and significant effect on Employee Commitment in SOE Banking in Makassar.

We can see how the results of the description of respondents' answers relate to millennial generation employee satisfaction in influencing employee commitment. Among them the first aspect; Reward, Millennial banking generation is the most valuable asset for the company but it only applies to employees who can be involved or fully committed to their work. The reason is that their character is different from the previous generation which is more concerned with establishment, it is different for the millennial generation who is more concerned with awards, especially with technology literacy, looking for better workplace information. It's easy for them so it's easier for them to move from where they are now.

Therefore, banks can no longer apply the same treatment for each generation. For example, the presentation of the same annual salary increase for all employees. This can create problems among employees because they feel they are being treated unfairly and those who do mediocre jobs can get the same raises as employees who do more for the company. This has been implemented quite well in the banking sector, although there are other factors that can influence this, such as human relations between employees and their own superiors. The second aspect The right placement according to their expertise, Banking itself, anyone can work, even if they don't have a banking education background. Employee work placement is its own policy for the company to channel the ability of employees to work positions that best suit the needs of the position, knowledge, skills and high positions always have excellent experience in their field. We can see that there are still some respondents stating that the placement is not in accordance with their educational background and not all of them who have good positions have good experience in their fields. However, this can be improved through training and other programs that can increase the knowledge and experience of banking employees so that they can provide a sense of attachment for the millennial generation to the company.

The third aspect, the atmosphere and work environment,. The millennial generation is known as a generation that is creative, tech savvy, borderless and does not hesitate to argue between generations. This is a positive force if managed properly. All banking companies strive to improve employee development in terms of their happiness, capability, engagement and productivity, which are the keys to the company's long-term success.

The fourth aspect, the attitude of the leadership in leadership, the millennial generation needs a leader who can be used as a role model in all work activities in the office. With its character, it is not uncommon for the previous generation to complain about the millennial generation due to differences in character that made it difficult for the previous generation to adjust their wants and needs. Therefore, it is necessary to have a figure who understands the wants and needs of the millennial generation, this can be done among: 1) the leader as a relationship builder (connector). 2) the leader must be a coach, 3) the leader of the challenger (Challenger).

The fifth aspect is Promotion, for the millennial generation, promotion is something they want as a better career path in the future. There are several benefits of promotion that can be felt for the millennial generation, namely: 1) increasing employee productivity, the millennial generation is given the opportunity to think creatively and be more productive in addition to increasing morale, morale, and being able to motivate other employees. 2) employee job satisfaction, employees feel valued and satisfied with the results of their performance so far. With a promotion, it can also be balanced with an appropriate salary/wage increase. 3) increased knowledge, experience and skills of employees. The results of the description of answers from 100 respondents where there are 93 (93%) respondents stated that the promotions that apply in banking are those that have good performance achievements and are handled fairly.

A survey study of auditors working at KAP conducted by Parker and Kohlmeyer (2005) reported that job satisfaction is positively related to employee commitment. Research by Panggabean (2004) and Azeem (2010), Dwi Oktariani, et.al, (2016), Aditya Chanda M & M. Cholil (2020) also supports that millennial generation job satisfaction is positively related to employee commitment. Overall their research states that higher job satisfaction results in higher employee commitment, conversely, lower job satisfaction results in lower employee commitment. Other studies show different results. Meanwhile, Yiing and Zaman (2009) found the opposite result that employee commitment had a significant negative effect on job

satisfaction. Mukhyi's research (2007) supports that job satisfaction is not related to employee commitment.

6. The Influence of Generation Z Satisfaction (Gen-Z) on the Commitment of Banking Employees in Makassar

Based on the results of research where the influence of Generation Z (Y) Employee Satisfaction on Employee Commitment (Z) obtained a significance value or p value of (0.240), with a C.R value of 1.174 which is positive. Due to the significance greater than 0.05 or $(0.240 > 0.05)$ and the CR value being positive and less than 1.96 $(1.174 < 1.96)$, Generation Z (Gen-Z) employee satisfaction has a positive and insignificant effect on Commitment of BUMN Banking Employees in Makassar.

The results of respondents' characteristics based on self-identity, which are seen by generation Z (aged 22 - 26 years) in 2021 show that a young age can still provide more opportunities for a career in another place before the age of 35 - 40 years. Because the age of 35-40 years is the time limit in which the company considers recruiting employees except those with special skills and the company requires certain positions with that age. Then the working period of Generation Z until 2021 is < 1 year as many as 7 people and 1-4 years as many as 93 respondents or 46.5%. The working period shown by Generation Z is still relatively new, the opportunity to develop is still wide open, whether working in banking today or in other companies. This can happen due to faster access to information through smartphones as the identity of the personality of generation Z.

We can see how the results of the description of respondents' answers are related to the satisfaction of Generation Z employees in influencing employee commitment. Among them; Reward aspects, proper placement according to their expertise, work atmosphere and environment, leader's attitude in leadership and promotion. Of the 100 respondents of Generation Z, there are above 60 respondents who strongly agree and agree that these five aspects can provide good results on employee satisfaction.

Robbins & Judge (2009) stated that if the positive variables on job satisfaction, namely the type of work itself, the level of wages or salaries, promotions, supervision from superiors, and communication with coworkers can be fulfilled then commitment to the organization will arise properly. From this theory it does not apply to Generation Z even though with the addition of indicators such as social benefits and a sense of security, it has not been able to also provide very good results in increasing employee satisfaction. This is due to the characteristic factors of Generation Z itself which can be seen from the age and working period.

How is employee commitment in banking seen from the aspect of affective commitment, continuity commitment, normative commitment, and intermediate commitment? The results of the description of the statement of the Z generation respondents that highlight these four aspects of commitment provide poor results for forming employee commitment. For affective commitment, it shows that from 100 respondents of Generation Z, there are 40 respondents who expressed an attitude that the problems that occur in the company are not a problem either. Continuity/sustainability commitment, shows that 64 respondents of generation Z stated that they did not find it difficult to leave a banking company just because they were afraid of not getting job opportunities elsewhere and 59 respondents of generation Z stated that they did not feel disadvantaged if they left their current job. Normative commitment shows that there are 76 respondents who feel that the company is very meritorious to themselves as an employee in terms of welfare and 80 respondents stated that they feel that while working in banking, they have had many experiences and fun things. The

commitment between shows that there are 47 respondents who feel that working in banking is only a stepping stone to become a better member of the organization and 45 respondents of Generation Z feel that working in banking is to gain work experience that can be used to build their own business.

From these four aspects, it shows that affective commitment and continuance commitment show poor results in shaping the commitment of Generation Z employees and is supported by an intermediate commitment where Generation Z works in banking only as a stepping stone to being able to work in another better place.

The results of this study reject the hypothesis built by researchers where generation Z satisfaction has no effect on employee commitment, including: Survey research on auditors working at KAP conducted by Parker and Kohlmeyer (2005) reported that job satisfaction is positively related to employee commitment. Research by Panggabean (2004), Azeem (2010), Aditya Chanda M & M. Cholil (2020) also supports that job satisfaction is positively related to employee commitment. Overall their research states that higher job satisfaction results in higher employee commitment, on the contrary, lower job satisfaction results in lower employee commitment. Putri Rakhmatia N, & Setyo R. (2020), Employee satisfaction and work motivation have a good relationship in increasing generation Z organizational commitment.

Other studies show the same results including Yiing and Zaman (2009) finding that employee commitment has a significant negative effect on job satisfaction. Mukhyi's research (2007) supports that job satisfaction is not related to employee commitment.

7. The Influence of Millennial Generation (Gen-Y) HR Management Strategy on Employee Commitment through Banking Employee Satisfaction in Makassar

The results of the evaluation of the submission of mediating variables on the influence of millennial generation HR management on employee commitment by involving the mediating variable of employee satisfaction. On the indirect effect between millennial generation HR management (X1) on employee commitment (Y) through employee satisfaction (Z) based on the results of the Sobel test, a significance value or p value of (0.0697943 or 0.069) was obtained, with a statistical test value of 1.81324333 or 1.813 is positive. Because the significance is greater than 0.05 or (0.069 > 0.05) and the statistical test value is positive and less than 1.96 (1.813 < 1.96), so it can be said that there is no indirect effect of the Generation HR Management Strategy variable. Millennials (Gen-Y) on Employee Commitment (Z) through the Satisfaction variable (Y). Thus, the hypothesis is not accepted or rejected. That is, the better the Millennial Generation HR Management Strategy (Gen-Y), it will increase Satisfaction (Y) but have no impact on increasing Employee Commitment (Z). So that "HR Management Strategy (Gen-Y) (X1) has a positive and insignificant effect on Employee Commitment (Z) through Satisfaction (Y) as an intervening variable" is not supported and there is no indirect influence between Millennial Generation HR Management Strategy (Gen-Y) (X1) with Employee Commitment (Z).

The purpose of HRM practice is to increase employee satisfaction, thereby, increasing employee commitment, in turn solving the problem of shortage of manpower and skills (Ahmad & Schroeder (2003)) and According to Robbins & Judge (2009), one indicator of the success or failure of management in terms of human resources is the level of employee job satisfaction.

The results show that how the role of millennial generation of HR management in terms of (Collaboration, Career, Technology, Training, Work/Life Balance, Communication, Work Flexibility, Performance Appraisal, Leadership, Salary) can directly affect employee

satisfaction and also directly affect commitment. employees in state-owned banking in Makassar City. After conducting indirect testing to see the effect of Millennial generation HR management on employee commitment mediated by employee satisfaction. It turned out that the results obtained did not have a significant effect. This means that the selected mediator does not fit and does not fit the theoretical model adequately.

Collaboration, Career, Technology, Training, Work/Life Balance, Communication, Work Flexibility, Performance Appraisal, Leadership, Salary feels good, is likely to have a stronger impact on his level of commitment to the company regardless of his level of satisfaction. These results convince researchers that if the implementation of millennial generation HR management is carried out properly by the company, it will lead to more satisfied and committed employees and it can be concluded that the attitudes that do not materialize from the millennial generation such as employee satisfaction and commitment to their work have an important role to be maintained. .

The results of this study are not in line with research conducted by Jawaad M. Amir, Aideed Bashir and Tania Hasan (2019) where aspects of Job Satisfaction can mediate the relationship between HR practices adopted by the company (recruitment and selection, training, satisfaction with performance appraisal and work environment). & Employee Commitment. Intan Nirmalasari (2018) the management of HR management seen from the work life balance can only have an indirect effect on commitment if employee satisfaction first arises. Md. Shamimul Islam, et.al (2018). Through the practice of HRM (Work life balance, Compensation & Reward, Recruitment & Selection) it has an influence on employee satisfaction and will have an impact on employee commitment in banking.

While the results of the same study as Jawaad M. Amir, Aideed Bashir and Tania Hasan (2019) The relationship "Rewards and Recognition" and "Employee Commitment" is not mediated by "Job Satisfaction"

8. The Influence of Generation Z (Gen-Z) HR Management Strategy on Employee Commitment through Banking Employee Satisfaction in Makassar.

The results of the evaluation of the submission of mediating variables on the influence of Generation Z HR management on employee commitment by involving the mediating variable of employee satisfaction. On the indirect effect of HR Management Generation Z (X2) on employee commitment (Y) through employee satisfaction (Z) based on the results of the Sobel test, a significance value or p value of (0.311 or 0.311) was obtained, with a statistical test value of 1.01195085 or 1.011 is positive. Because the significance is greater than 0.05 or $(0.311 > 0.05)$ and the statistical test value is positive and less than 1.96 $(1.011 < 1.96)$, so it can be said that there is no indirect effect of the Generation HR Management Strategy variable. Z (Gen-Z) on Employee Commitment (Z) through the variable Satisfaction (Y). Thus, the hypothesis is not accepted or rejected. That is, the better the HR Management Strategy Generation Z (Gen-Z), it will increase Satisfaction (Y) but have no impact on increasing Employee Commitment (Z). So that "Generation Z (Gen-Z) HR Management Strategy (X2) has a positive and insignificant effect on Employee Commitment (Z) through Satisfaction (Y) as an intervening variable" is not supported and there is no indirect influence between Generation Z HR Management Strategy (Gen-Z) (X2) with Employee Commitment (Z).

The purpose of HRM practice is to increase employee satisfaction, thereby, increasing employee commitment, in turn solving the problem of shortage of manpower and skills (Ahmad & Schroeder (2003)) and According to Robbins & Judge (2009), one indicator of the

success or failure of management in terms of human resources is the level of employee job satisfaction.

The results show that how the role of Generation Z HR management in terms of (Collaboration, Career, Technology, Training, Work/Life Balance, Communication, Work Flexibility, Performance Appraisal, Leadership, Salary, Social Benefits and Job Security) can directly affect employee satisfaction. but it does not directly affect the commitment of employees in state-owned banking in Makassar City. After conducting indirect testing to see the effect of Generation Z HR management on employee commitment mediated by employee satisfaction. It turned out that the results obtained did not have a significant effect. This means that the selected mediator does not fit and does not fit the theoretical model adequately.

Collaboration, Career, Technology, Training, Work/Life Balance, Communication, Work Flexibility, Performance Appraisal, Leadership, Salary (social benefits and job security) as a form of HR management for generation Z as well as millennials in banking have been able to provide significant results on employee satisfaction. However, when looking at employee commitment through HR management, it turns out that it does not provide significant results to Generation Z. This can illustrate that Generation Z may feel satisfaction with existing HR management in banking, but when faced with the attachment to being committed, Generation Z cannot show that commitment. This is because Generation Z has the ambition and desire to have high money and goods, they are not looking for a mentor, but can immediately change jobs as long as the salary is good and the job is according to passion. Ambition makes them confident and able to manage their personal careers and when Generation Z is committed to the company, especially at a young age and has not much experience elsewhere, Generation Z employees will feel disadvantaged.

Robbins & Judge (2009) stated that if the positive variables on job satisfaction, namely the type of work itself, the level of wages or salaries, promotions, supervision from superiors, and communication with coworkers can be fulfilled then commitment to the organization will arise properly. From this theory it does not apply to Generation Z even though with the addition of indicators such as social benefits and a sense of security, it has not been able to also provide very good results in increasing employee satisfaction. This is due to the characteristic factors of Generation Z itself which can be seen from the age and working period.

The results of this study are not in line with research conducted by Jawaad M. Amir, Aideed Bashir and Tania Hasan (2019) where aspects of Job Satisfaction can mediate the relationship between HR practices adopted by the company (recruitment and selection, training, satisfaction with performance appraisal and work environment). & Employee Commitment. Intan Nirmalasari (2018) the management of HR management seen from the work life balance can only have an indirect effect on commitment if employee satisfaction first arises. Md. Shamimul Islam, et.al (2018). Through the practice of HRM (Work life balance, Compensation & Reward, Recruitment & Selection) it has an influence on employee satisfaction and will have an impact on employee commitment in banking.

While the results of the same study as Jawaad M. Amir, Aideed Bashir and Tania Hasan (2019) The relationship "Rewards and Recognition" and "Employee Commitment" is not mediated by "Job Satisfaction"

5. Conclusion

The findings in the current research results add to knowledge that can be used and practiced, especially by revealing that HR management strategies such as Collaboration, Career, Technology, Training, Work/Life Balance, Communication, Work Flexibility, Performance

Appraisal, Leadership, Salary, social benefits and job security has a significant influence on employee satisfaction both millennial and generation Z. In addition, HR management strategies have a significant influence on millennial generation employee commitment as well as millennial generation satisfaction has an effect on employee commitment compared to generation Z. This study can help managers in the banking sector to be more carefully consider HR management strategies to obtain employee satisfaction and commitment. It should be understood that HR management strategies do not always succeed in being able to commit to all generations in banking, especially Generation Z, this is because there are desires and needs and years of work in starting a working career make Generation Z unable to commit to the company.

Companies must pay close attention to the characteristics of each generation who work as banking employees, especially Generation Z itself. The findings of this study emphasize the need for a practical approach when managing multiple generations with regard to HR management in building employee satisfaction and commitment. When banking is employee centered, genuinely interested in employee contributions, and demonstrates its commitment through profitable HR management, it can provide a good response to employees. They give back to the company by increasing their performance beyond their specific task-related responsibilities and, in doing so, they are noticed and recognized by the company. This study provides evidence of confidence that organizations can gain employee commitment when HR management is well understood by employees. In addition, this study hopes that its contribution will lead to an understanding of banking employees' perceptions of HR management, employee satisfaction and commitment.

This finding also reveals that employee satisfaction does not mediate between HR management strategies and employee commitment for both the millennial generation and generation Z. It should be noted that the sample in this study were young employees with fewer years of service in the company. Most of the millennial generation employees with a working period of 1-5 years are 41 employees and an age range of 27-30 years are 52 employees. Meanwhile, Generation Z with a working period of 1-4 years has 93 employees and an age range of 22-25 years as many as 76 employees. This indicates that the work experience is still minimal in banking and as the beginning of a career makes employees to try new experiences that can be better than what is provided by banking. Moreover, it is supported by wider internet access to get the information that workers need.

References

- Aditya Chandra M & M.Cholid, 2016. Human Resource Management Practices on Job Satisfaction, Employee Commitment and Intention to Move. *Journal: Jurnal Bisnis & Manajemen* Vol, 16, No.1
- Ahmad, S., & Schroeder, R. G. 2003. The impact of human resource management practices on operational performance: Recognizing country and industry differences. *Journal of Operations Management*, 21(1), 19–43.
- Ann Suwaree Ashton. 2017. How human resources management best practice influence employee satisfaction and job retention in the Thai hotel industry. *Journal: Journal of Human Resources in Hospitality & Tourism*.
- Armstrong, M. (2006). *A Handbook of Human Resources Management Practice*. Great Britain: Cambridge University Press.

- As'ad. (2000). *Industrial psychology*. Yogyakarta : Liberty.
- Asriandi & Kattya N.P, (2020) Generation Z's Competence in Facing the Industrial Revolution 4.0 Era. (case study of universities in Makassar. Jurnal: *SEIKO: Journal of management & Business*. Vol.3, No.3.
- Azeem, Syed Mohammad. 2010. Job Satisfaction and Organizational Commitment among Employees in the Sultanate of Oman, *Scientific Research*, Vol 1. pp 295 ± 299.
- Carmen S. F, Josefa D. M.S & Petra. 2016. Human resources management and performance in the hotel industry: The role of the commitment and satisfaction of managers versus supervisors. Journal: *International Journal of Contemporary Hospitality Management* 28(3):490-515.
- Creswell W.J. & Clarc P. 2011. *Designing and conducting mixed methods research*. Sage: Mathematics.
- Conway, E.; Monks, K. 2008. Human resource practices and commitment to change: An employee-level analysis. *Hum. Resour. Manag. J.* 18, 72–89.
- Cholil, M. dan Riani, AS, 2003. HThe relationship between job satisfaction and individual characteristics with the organizational commitment of economic lecturers at private universities in Surakarta City . *Jurnal Perspektif* 8(1).
- Dwi Oktariani, Aida V.S.H & Dadang S. 2017. Job Satisfaction of Generation X and Generation Y on Work Commitment at Bank Mandiri Palembang . Jurnal: *Aplikasi Bisnis dan Manajemen*, Vol. 3 No. 1
- Emeagwal, L.; Ogbonmwan, K.O. 2018. Mapping the perceived role of strategic human resource management practices in sustainable competitive advantage. *Acad. Strateg. Manag. J.*, 17, 1–9.
- Hardin, LM Mustari, WODDP Sari. (2019). The Effect of Achievement Motivation, Fear of Success on the Performance of Farming Women in Ngkaringkaring Village, Baubau City. *International Journal of Management Progress* Volume 1 Number 1 August 2019.
- Ijigu Amaru Werku. 2015. The Effect of Selected Human Resource Management Practices on Employees' Job Satisfaction in Ethiopian Public Banks. *EMAJ: Emerging Markets Journal*, 5(1), 1-16.
- Intan Nirmalasari, 2018. Analysis of the effect of work life balance on organizational commitment through job satisfaction . *Publikasiilmiah.ums.ac.id*.
- Jawaad Mehwish, Abeera Amir, Aideed Bashir and Tania Hasan. 2019. Human resource practices and organizational commitment: The mediating role of job satisfaction in

emerging economy. JEL classification: *Human resource management, business management*

- L Mathis, Robert & Jackson, John. 2011. *Human Resource Management*. Edisi 10. Jakarta: Salemba Empat.
- Luthans, F.2011. *Organizational behavior* (12th ed.). New York: McGraw-Hill, Inc.
- Masfah Masfah, Eny Rochaida, Gusti Noorlitaria Achmad. 2019. The Influence of Human Resource Management Practices on Organizational Commitment at PT Syam Surya Mandiri Samarinda . Jurnal: *JIMM*
- Md. Tofael Hossain Majumder. 2012. Human Resource Management Practices and Employees' Satisfaction towards Private Banking Sector in Bangladesh. *International Review of Management and Marketing*, 2, 52-58.
- Md. Shamimul Islam, Jaynob Sarker, Md. Mahmudul Islam. (2018). Influence of HRM Practices on Employee Job Satisfaction: Evidence from Private Commercial Banks in Bangladesh. Journal: *Global Journal of Management and Business Research: Administration and Management*.
- Mukhyi, M.A. 2007. " The Relationship Between Job Satisfaction and Organizational Commitment in Educational Institutions in Depok". *Proceeding PESAT*. Vol. 2.
- Nicholas W. Thompson 2011. Managing the millennials: employee retention strategies for generation Y: *Jurnal CMC Student Scholarship*.
- Oktariani, Dwi, Aida Vitalaya Hubeis dan Dadang Sukandar. 2017. Generation X and Generation Y Job Satisfaction on Work Commitment at Bank Mandiri Palembang. *Jurnal Aplikasi Bisnis dan Manajemen*. Vol. 23. No. 1.
- Oktine Rafida. 2016. Peran Kepuasan Kerja Sebagai Variabel Moderasi Dalam Pengaruh *Human Resources Practices* Terhadap Komitmen Karyawan Di Polda Bengkulu. *Jurnal: Manajemen dan Pemasaran Jasa*.
- Panggabean, Mutiara Sibarani. 2004. "Organizational Commitment as a Mediator Variable for the Effect of Job Satisfaction on the Desire to Change Jobs. *Jurnal Bisnis dan Akuntansi*. Vol. 6. No. 1. April. Hal. 90-114.
- Parker, R.J. and J.M. Kohlmeyer. 2005. "Organizational Justice and Turnover in Public Accounting Firms: A Research Note". *Accounting, Organizations and Society*. Vol. 30. pp. 357-369.
- Price Water house Coopers. 2013. PwC'S NextGen: A Global Generational Studi. www.pwc.com.
- Purwanto. 2012. *Quantitative Research Methodology*. Yogyakarta: Pustaka Pelajar.

- Putri Rakhmatia N & Setyo R. (2020) *Employee Satisfaction and Motivation: Generation Z Organisasi Organizational Commitment*. <https://jsss.co.id/index.php/jsss/article/view/39/80>.
- Randstad and Future Workplace. 2016. Gen Z and Millennials Collide at work. <https://www.randstadusa.com/jobs/search/q-gen-z-and-millennials-collide-at-work/page-11>. Diakses tanggal 27 Januari 2019.
- Robbins, S.P. & Judge, T.A. 2009. *Organizational behavior* (13th ed.). New Jersey: Pearson.
- Saira Hassan and Babak Mahmood. 2016. Relationship between HRM Practices and Organizational Commitment of Employees: An Empirical Study of Textile Sector in Pakistan. Journal: *International Journal of Academic Research in Accounting, Finance and Management Sciences*.
- Simamora, H. (2006). *Manajemen sumber daya manusia* (2nd ed.). Yogyakarta: STIE YKPN.
- Strovis Payroll & HR, Inc. 2014. Human Capital Management Report| www.StrovisPayroll.com
- Stefanus H & Marhalinda (2020). The influence of perceived organizational support, career development and job satisfaction on the organizational commitment of millennial employees at banks in Bandung City. Jurnal: *Ikraith Ekonomika*. Vol 3. No.3
- Sugiono. 2017. *Quantitative, Qualitative and Combination Research Methods*. Bandung: Alfabeta
- Torlak, N. G., Kuzey, C., & Ragom, M. (2018). Human resource management, commitment and performance links in Iran and Turkey. *International Journal of Productivity and Performance Management*, 00–00. doi:10.1108/ijppm-11-2017-0298
- Vimala Kadiresan, et.,al 2017. Performance Appraisal and Training and Development of Human Resource Management Practices (HRM) on Organizational Commitment and Turnover Intention. Journal: *Asian Social Science*; Vol. 11, No. 24; 2015.
- Yiing, Lee Huey dan Kamarul Zaman Bin Ahmad, 2009, The Moderating Effects of Organizational Culture on the Relationships between Leadership Behaviour and Organizational Commitment and between Organizational Commitment and Job Satisfaction, and Performance, *Leadership and Organization Development Journal*, 30(1): 53-86.