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## **Determining the Influence of Motivation and Job Satisfaction towards Job Performance of Generation Y+Z Employees of The RARE Company, China**

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### **Abstract**

The purpose of the study was to determine the effect of intrinsic and extrinsic motivational factors and job satisfaction on job performance of the employees in the RARE Company in China in response to recommended plans on enhancing their motivation for higher company's performance. Quantitative data got accumulated from 55 operational-level officers working at the RARE Company through questionnaires. The results of the data were analyzed by using mean score, multiple and simple linear regression, along with one-way ANOVA. The results of the study show that intrinsic factors, including career plan, training, target incentive, teamwork has a significant effect on employees' satisfaction. In contrast, employees' satisfaction has a significant effect on job performance for the RARE company in China, so the management and human resources departments of the RARE Company should give priority to intrinsic motivation and job satisfaction so that employees at different levels in the company have a higher motivation to improve their job performance, which is beneficial to the long-term improvement of organizational performance.

**Keywords :** job satisfaction. motivation. job performance

### **Introduction**

Around the world, a company's development requires the support of its employees. Managers should understand that employees are not only a tool to accomplish the company's goals, but their initiative, enthusiasm, and creativity will have a huge impact on the survival and development of the company. However, in order to get employees' support, employees must be motivated. Thus, business leaders must understand their employees' motivations or needs. A new generation of employees has arrived, and their needs, compared with the older generation of employees, are quite different. However, many managers feel very confused and embarrassed about how to manage this new generation of employees who possess the distinctive characteristics of their time (<https://www.docin.com/p-1834483324.html>). The past incentive mechanism is not suitable anymore, hence it is worthwhile to contemplate what kind of reward

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system does the younger generation of employees want? Nowadays, the age structure of employees is diverse. Table 1 shows the distribution of the Chinese population's age structure in 2016.

The differences between the younger and older generation of employees are not just confined to work. Generation-X is more likely to expand their social life through the internet. Social media is both a friend and an aid for work for this group of people. However, for the Y and Z generations, the opposite is true. Since childhood, the internet has formed their life and social behavior. Social interaction in real life has become a complement to the circle of friends. Because both the Y and Z generations are passionate about using social networks at work, they can be very skilled at making friends with strangers, thus expanding the already diverse social circle. The downside is that if they communicate face to face, their shortcomings may be obvious. (Zhang, 2017) Thus, most of the Y + Z generation indicate that they are more willing to discuss matters through instant messaging or email. However, most companies today are more likely to communicate in a face-to-face manner. Since this is not a familiar communication model for the younger generation, this has become one of the reasons why this generation lacks motivation and enthusiasm in the workplace. However, this cannot be the reason for negating the abilities of the Y+Z and because these popular younger generations are confident in their teamwork, learning new things, relationships, and innovative skills. Business managers from all walks of life have different descriptions of this younger generation of employees.

The age structure difference of generations is not only about the difference in age, but the difference between a series of values and outlook in life. The diversity of generations brings opportunities and challenges to business management. Adjusting the organizational structure, improving the incentive mechanism, innovating the evaluation system, attracting and retaining a new generation of employees, and improving employee satisfaction with the company has become the focus of today's corporate management.

Different generations need to use different methods and incentives to enhance the motivation of employees for improving job performance that brings more benefits to the company. Generation Y+Z employees are a group of employees who can have ideas. The establishment of a diversified reward system and attention to the needs of employees of different generations is a key method to stimulate employees' enthusiasm and satisfaction with their work. Young employees are more eager to gain recognition and respect from the organization, and they need to be given more room for free development

(Huang,2016). Some incentive policies did not play a good role in the implementation process because the companies did not consider the particularities of different groups. When the original incentives expose problems, enterprises should constantly reject the unsuitable parts in the exploration, and further, optimize and innovate based on the original, so that the incentive mechanism can maximize its role to improve the development job satisfaction and job performance for the enterprise and create greater economic benefits.

The organization consists of two studios created by three university students in 2014. It has been in operation for five years and has two branches in Guiyang and Taipei. Each "RARE commodity" is divided into two parts, one is the showroom, which displays and sells the works of minors and unknown designers, and the other is the brand integration store, which includes some current fashion brands and unknown local brands. The store's merchandise includes clothing, shoes, antique bags, and some specially designed furniture from around the world. Besides, the company has an interesting way to sell, and customers can buy anything that is displayed in the store or offered to customers, such as sofas, coffee cups, even plates for cakes, or bathroom mirrors. Sixty-five employees are working in this company, with more than half of employees belong to generation Y+Z, which is approximately 55. Such facts imply that the company has to resort to using different rewards system for improving the motivation of different levels of employees for the development of organizational performance.

### **Research Objectives**

1. To find the factors that influence the job performance of generation Y+Z employees.
2. To use the results to recommend what the motivation factors of generation Y+Z influence on job performance.

### **Review of Literature**

#### **Extrinsic Motivation Factors**

The study is oriented to salary and welfare, work time, work environment, company culture, career plan, training, target incentive, teamwork, job satisfaction, job performance.

The RARE Company has always used high salaries and high bonuses as an

incentive to motivate employees. As long as the employees' performance is good enough to contribute, they can get higher wages and bonuses. However, this incentive strategy can only be effective in a certain scope and extent. The company's three founders belong to generation Y, so they provide employment opportunities for graduates who come from younger generations or candidates who do not have much relevant job opportunities. This resulted in 84% of the company's employees belonging to generation Y+Z, and their contribution to the company has directly affected the development of job performance for the RARE Company. The generation of Y+Z employees include newly graduated college students or graduate students. They have just entered society, and they are eager to be recognized and affirmed in the workplace. However, these new generations of employees have a good condition in the family; thus, the higher material returns that the company has always provided have limited stimulating effects on them. Because most of the new generations are young adults, they relatively lack team awareness and team loyalty. They understand the importance of the team, but they are not willing to obey orders. In terms of the RARE Company, which is a self-created brand, the loss of talent is the most common problem within five years. For example, some sales employees, who have already learned a few skills and earned some work experiences, will most likely hop into other well-known enterprises, or to the government, even though there is no improvement in their salary and position, and the companies are unable to provide considerable career management to employees in the future. There is a common situation in China where some traditional parents always think that working for a famous company or in the government is more stable than working for a private company. So they usually asked their children to work in what they think is the perfect company.

The Z generation represents the group aged 0-22, while generation Y is a general term for the group aged 23-30. In the RARE company, the number of employees belonging to generation Y + Z is 45, accounting for 81.82% of the total. The 31-51-year-old group is Generation Z.

### **Salary and Welfare**

Salary and welfare are central components of the human resource strategy of a multinational firm. Specifically, benefits comprise a significant cost to employers and are of significant value for employees (Flannery et al., 2016, p. 84)

Per Goyal (2015), the labor welfare measures provided in an organization affect the attitudes of employees towards work. Labor welfare facilities satisfy the needs of the

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employees, which can improve their working life, family life, and overall welfare. Various studies have explored the labor welfare facilities provided by organizations and determined their influence on job satisfaction.

By organizing and determining its impact on job satisfaction, Kolaweski (2015) believes that the only way management can improve performance, motivate and improve employee job satisfaction is to compensate. Salary is defined as the monetary factor that the company provides to employees as a reward for their commitment to the company (Hamidi, Saberi and Safari, 2014). This satisfies the psychological, social, and material requirements of the staff (Altinoz, Cakiroglu & Cop, 2012). Salary is related to general satisfaction and more closely to the satisfaction of payment (Lumley, Coetzee, Tladinyane, and Ferreira, 2011).

### **Work Time**

Working time is calculated as the number of calls handled by an individual agent, times the agent's average handling time. It thus measures the time during which an agent is directly working on his or her main task, answering customer calls. By definition, this measure does not comprise any non-call related time, such as breaks, slack, or training hours. The measure serves as a precise measure of effective working time. If we used a measure which includes slack time and breaks, part of what would be counted as working time would be recovery time, leading to an underestimation of the fatigue effect (Collewet & Sauermann, 2017).

It has also been argued that an employee must be compensated properly for all "hours worked" for the employer. Generally, all time spent on the employer's premises or at a designated workplace is hours worked when the employee is required or permitted to perform services of benefit to the employer, except for meal periods of at least thirty minutes or other periods when the employee is entirely free from duty. Also included in hours worked is any work which the employee performs for the employer's benefit outside of work hours on or off the employer's premises (Hinlao & Xengian, 2018).

### **Work Environment**

The environment of organization and employee's traits can influence job satisfaction (Silverthorne, 2009) The work environment includes two broader dimensions, such as work and environment. Work includes all the different characteristics of the work, such as the way the work is performed and completed, including task activity training,

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control over their work-related activities, job accomplishment, task diversity and intrinsic value. Many research papers focus on the inner aspects of job satisfaction. The results show that there is a positive relationship between the working environment and the internal aspects of job satisfaction. ( Skalli, et al. , 2018)

Sell, and Cleal (2011) developed a job satisfaction model by integrating economic variables and work environment variables to study employee responses in hazardous work environments with high monetary gains and non-hazardous work environments with low monetary benefits. Studies have shown that different psychosocial and work environment variables such as the workplace, social support directly affect job satisfaction, and increased compensation does not improve employee satisfaction levels.

Chandrasekar (2011) argues that organizations need to pay attention to creating a work environment that enhances employees' ability to increase productivity and thereby increase profits for the organization. He also pointed out that interactions and relationships between people play a more important role in overall job satisfaction than money. At the same time, management skills, time, and energy are necessary to improve the overall performance of the organization in the current era.

A study by Tariq et al. (2013) in the telecommunications industry suggests that different variables such as workload, wages, work environment stress, and family-related conflicts can lead to employee dissatisfaction, which in turn leads to staff turnover. In the final phase, these independent factors can harm job performance.

## **Company Culture**

Sheridan (2012) confirmed that organizational culture has a strong impact on employee's job satisfaction. The culture of an organization is very important for the progress of an organization because it impacts employee commitment and retention as well. If the culture of an organization is flexible, it will provide such a working environment to employees where they may work easily and independently without feeling any burden. Every organization wants employee commitment because it is very important for organizational effectiveness. (Yasmeen,2014)

Some propose that employee benefits can also function as a mechanism to help to create and maintain a sense of corporate culture (Schein , 2012). Establishing an organizational culture across a wide variety of subsidiaries can be extremely difficult for

a multinational firm. The problem is compounded if the firm has experienced contraction or expansion due to mergers or acquisitions. The provision of employee benefits may be used to indicate the sensitivity of corporate management to subsidiary employees' needs or to standardize benefit provisions across all foreign subsidiaries to indicate equality. If organizational culture creates problems like difficulties in changes, creates barriers to diversity then the cultures of that organization is a liability for that organization (Schein, 2009).

### **Career Plan**

The leader will help companies with skills and work experience in developing corporate strategies (Stringer and Cheloha, 2013). The success of the career development plan will affect the company's sustainability (Igbinoba, 2015). Human resources management practitioners should ensure that the company's career development system is consistent with employee satisfaction and business development. Employee satisfaction can be achieved by establishing a good career development system and understanding the importance of the system for the company's design for managers and professional staff (McCracken, 2012; Rutherford, 2015).

Career planning and development programs can improve the effectiveness of an organization. This concept depends on the organization's ability to transform employees from traditional expectations into greater responsibility for their career development and development (Martin, Romero, Valle & Dolan 2011) A well-designed career development system enables organizations to leverage their rich internal talent for staffing and promotion by matching individual skills, experiences and expectations to the needs of the organization. Also, it enables them to make informed decisions around compensation and succession planning to attract, retain, and motivate employees to make their workforce more professional and efficient (Kapel & Shepherd 2014).

### **Training**

A study by Chyeon Alfred (2010) on understanding the link between organizational commitment to training and job performance emphasizes that organizational training has a greater impact on employee job satisfaction. He also stated that the most commonly used variable to measure employee job satisfaction is training. Similarly, a study of employee retention and job satisfaction by employee training programs was conducted by Hansson (2007). According to Dessler (2010), training in his context means providing knowledge to new or existing employees, which is essential for employees to perform their various tasks. He concluded that training is a hallmark of

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good management and has an impressive track of impact on organizational effectiveness.

While, in a current study by Teklab (2016), he saw training as the planned intervention that is designed to enhance the determinants of individual job performance. The organization's overall business and academic goals and objectives can be achieved or improved by providing the training that is related to the skills an employee must acquire to improve the probability of achieving their job functions task (Hashim, 2015)

Training and professional development of employees is part of the company's strategy through the complex issues involved. Studies have shown that specific training for employees can have a greater impact on wages and productivity (Barrett, A. and O'Connell, P. J.2018) . It has a strong impact on the employment growth of small businesses, and there is a direct correlation between training intensity and the profitability of large companies. It can also inspire innovation in the workplace (Lichtenberg, F. R.2017). Some studies by Dearden, Reed, and Reenan (2010) examined the impact of training on company performance, indicating that the latter would be more satisfied if the company provided development opportunities for employees. Marquardt et al. (2014) emphasized the importance of employee performance training in companies, which indicates that organizations rely on well-trained personnel to accomplish their tasks better. If the training has a direct impact on their performance, people will be more satisfied and perform better. If the employer can improve organizational performance and increase the number and type of training, then the quality of the training is directly proportional to the satisfaction of the training. (Jones, Jones, Latreille, and Sloane,2016)

### **Target Incentive**

Target Incentive as of a certain date means an amount equal to the product of Base Salary determined as of such date multiplied by the percentage of such Base Salary (if any) to which an executive would have been entitled immediately prior to such date under the Incentive Plan for the applicable performance period if the performance goals established pursuant to such Incentive Plan were achieved at the 100% (target) level as of the end of the applicable performance period (taking into account for this purpose any negative discretion exercised by the Compensation Committee of the Board in establishing such target including, without limitation, any negative discretion to limit the executive's target to the target level that would be available to senior executives under the annual incentive plan applicable to other employees of the Company or Executive's business unit); provided, however, that any reduction in the executive's Base Salary or Annual Incentive that would qualify as Good Reason shall be disregarded for purposes of



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this definition. (Serrano-Ba, 2019)

Suzan (2018) studied that target motivation is to stimulate people's motivation and guide people's behavior through the setting of goals so that the personal goals of managers are closely linked with organizational goals to stimulate the enthusiasm, initiative, and creativity of managers. The goal is the expected result of the action, the object that meets the needs of the person. The goal is to adjust the behavior of the person together with the need and to lead the behavior in a certain direction. The goal itself is a kind of incentive for the behavior and has the function of inducing, guiding, and stimulating behavior. Therefore, the proper setting of goals can stimulate people's motivation and mobilize people's enthusiasm. Implementation of target incentives should pay attention to: (Suzan, 2018)

1. Personal goals are as consistent as possible with the collective goals.
2. The target direction of the setting should have obvious sociality.
3. The difficulty of the target should be appropriate.
4. The target content should be specific and clear, and there are quantitative requirements.
5. There should be both recent phased goals and overall long-term goals.

### **Teamwork**

Gallie, et al (2010) think teamwork has been at the center of debates about whether new forms of work organization are emerging in advanced capitalist societies. The growth of teamwork has been depicted as a major factor breaking down the hierarchical and conflictual nature of traditional Taylorist forms of work organization by promoting an organizational design that enhances both managerial objectives of increased productivity and employee self-realization and well-being. It has been widely suggested that organizations have moved towards more decentralized patterns of responsibility, which offer employees greater initiative and control over their jobs, and which thereby better engage their creative potential and productive capacities. It has also been argued that teamwork enhances performance through the increased scope it gives to employees to use their knowledge, skills, and abilities to improve the motivation, and employee retention (Batt and Appelbaum 2015; Benders et al. 2011; Dunphy and Bryant 2016; Huselid 1995; Janz et al. 2017). At the same time, it facilitates employee learning and

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skill acquisition, as well as information sharing, which may be particularly important in conditions of growing economic uncertainty (Vaskova 2017; Wall et al. 2012).

### **Job Satisfaction**

A successful manager will help his employees to find satisfaction in their work, and "satisfaction" is important to an employee's decision to stay or leave the organization. (Kreisman, 2012). Schwepker (2011) pointed out that there is a positive and statistically significant relationship between the willingness to leave and the actual departure behavior, as described by many studies. In other words, intentional separation is a direct prerequisite for actual separation. Lambert et al. (2011) pointed out in his research that the employee turnover rate may be affected by various measures of job satisfaction. It is also said that employee turnover can be the cause of low job satisfaction. The decline in employee turnover indicates an increase in organizational performance and reduces the cost of hiring and retraining of new employees, Egan et al. (2014).

According to Vroom (2014), Job satisfaction is an orientation of emotions that employees possess towards the role they are performing at the workplace. Job satisfaction is an essential component for employee motivation and encouragement towards better performance. Many people have defined job satisfaction over the years. Hoppok & Spielgler (2018) define job satisfaction as an integrated set of psychological, physiological, and environmental conditions that encourage employees to admit that they are satisfied or happy with their jobs. Further, the role of employees at the workplace is emphasized as there is an influence of various elements on an employee within the organization.

### **Job Performance**

According to Nohria, Joyce, and Roberson (2013), there are other points of view that leadership, innovation, and development are important components of the link between ensuring that companies are related to achievement. Although there is a large body of research that emphasizes the impact of innovation on performance, the company's ability to innovate in diagnostic models is not surprising (Kotler, 2013).

In the 1960s and 1970s, companies began to discover novelty in assessing their performance. Therefore, performance, in turn, is the ability of an organization to use its environment to access and utilize constrained resources. Since then, in the 1980s and 1990s, company target indications were much more complicated than originally

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envisaged. Managers are beginning to realize that achieving organizational goals or effectiveness by using the least amount of resources (efficiency) can drive a company's success. Therefore, the theory of the organization (the concept of adhering to the organization to achieve its performance goals) depends on the constraints of the constraints-imposed resources (Kaplan and Norton, 2013).

Lebans and Euske (2016) propose a series of definitions of organizational performance, as follows:

- Performance is a financial and non-financial indicator that details the level of achievement of goals and outcomes.
- Performance is dynamic and requires explanation, insight or judgment
- Performance may be explained by a causal relationship paradigm that illustrates how current behavior may affect future outcomes.
- Performance may be significantly improved due to the involvement of people in assessing job performance.

Job performance is considered an unresolved issue stemming from research using scales and definitions (Kirby, 2015). The performance of an organization consists of the company's virtual output or results, as measured by the company's intentional production (or goals and objectives). Richard, Devinney, Yip, and Johnson (2009) argue that performance constitutes three specific types of organizational outcomes:

- Financial performance, including profit, return on assets and return on investment
- Product market performance, including market share and sales.
- Shareholder returns, such as the overall return of shareholders, value-added
- Belonging to the economy
- Performance is defined as the implementation of work and the results achieved.

Therefore, it can be expressed as a work-related outcome because it establishes the closest relationship with the company's strategic goals, customer satisfaction, and contribution to the economy (Salem, 2013).

The company is closely related to daily life. Consistent performance is considered

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to be the focus of the company as a key element of the developing world, and because of its ability to grow strongly and progress through its performance, any company will focus on performance. Therefore, organizational performance is considered to be one of the most important prerequisites for management-related research and is the most important indicator of company performance. In the 1950s, organizational performance meant the extent to which the company achieved its goal as a social system (Reeve & Jang, 2016). The performance evaluation at the time highlighted the company's people, work, and structure.

### **Related Theories**

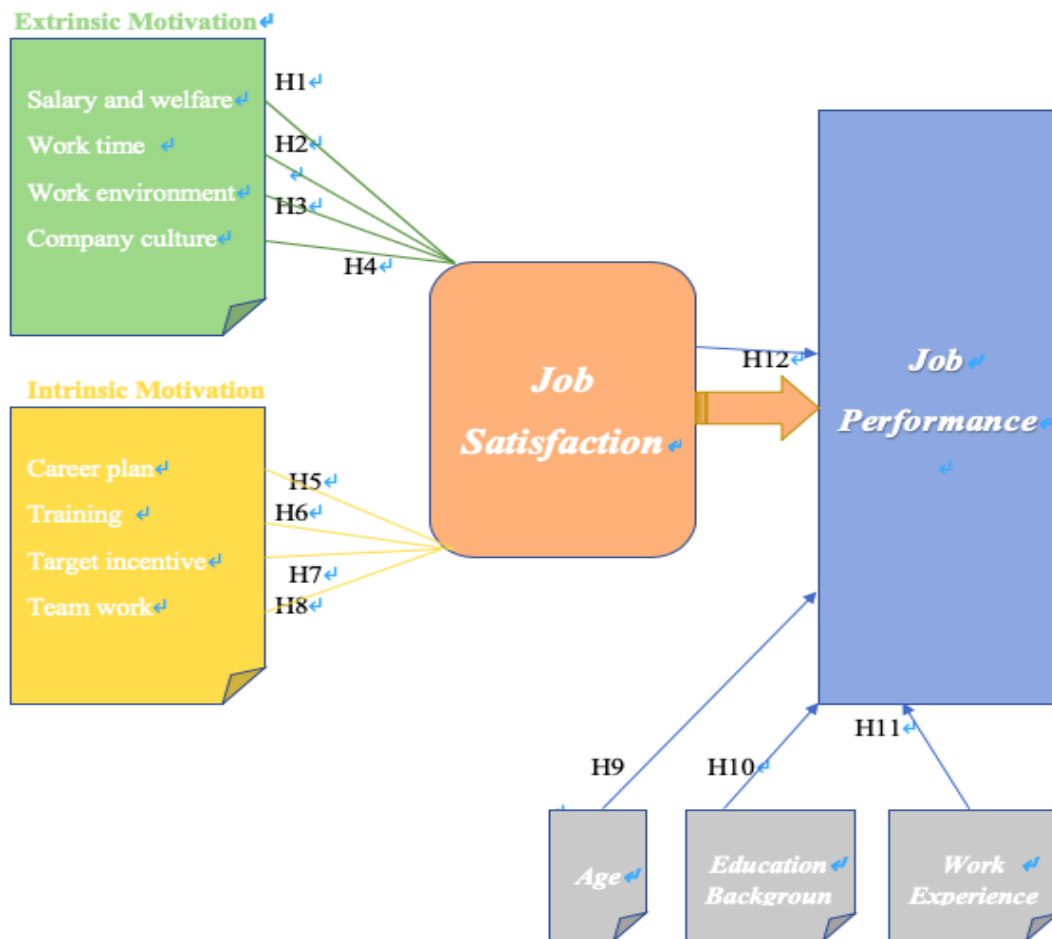
Some of the most important theories of motivation are as follows: 1. Maslow's Need Hierarchy Theory; 2. Herzberg's Motivation Hygiene Theory; 3. McClelland's Need Theory; 4. McGregor's Participation Theory; 5. Urwick's Theory Z. Since the founding of the original human organization, various thinkers have tried to find the answer that motivates people to work. The different methods they employ lead to many theories about motivation. These will be discussed briefly in this order.

### **Conceptual Framework**

The conceptual framework (Figure 1) shows the independent variables, which are salary and welfare, working time, work environment, company culture, career plan, training, target incentive, teamwork. The mediating variable is job satisfaction, and the dependent variable is job performance. Also, there are three demographic factors in the conceptual framework, respectively age, education background, and work experience.

**Figure 1**

*Conceptual Framework*



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## **Methodology**

This research is quantitative. Quantitative data that emanated from questionnaires handed over to targeted respondents were analyzed through inferential statistics and descriptive statistics from a statistical program. This chapter is composed of five distinct sections: 1) Research design and the research method used; 2) Sampling procedures and population or participants for the study; 3) Research instrument questionnaires for data collection; 4) Gathering data; 5) Data-related statistical treatment.

The quantitative research used a questionnaire to survey all generation Y+Z employees of RARE company. This means a deeper understanding of the needs of employees with more realistic ideas and details, and more efficient enhancement of job performance.

## **Research sample**

The target population of the study is mainly aimed at Y+Z employees currently working in RARE companies, located in Guizhou Province and Taiwan, China. The company has a total population of 65, of which 55 employees belong to the Y+Z generation who were the respondents of this study.

## **Research Instruments**

The research instrument, which is the questionnaire, was sent online to the target respondents via Wechat or emailed to make it easier for respondents to accept the research and be willing to be investigated, as opposed to face-to-face or paper-based versions.

The first data analysis in the research is Multiple Linear Regression between the eight motivation from extrinsic factors and intrinsic factors, analysis whether the independent variables (salary and welfare, work time, work environment, company culture, career plan, training, target incentive, and teamwork) has a significant influence on job satisfaction (dependent variable). The second research data analysis is Simple Linear Regression in order to analyze whether job satisfaction has a significant influence on job performance. Lastly, the researcher analyzed the data for a result that whether the three demographic factors (age, education background, work experience) depends on the job performance of employees.

## Results of Validity and Reliability

After the IOC procedure of 54 questions, nine questions were deleted for having a score of 0.34, which were less than 0.66 ( $IOC < 0.66$ ), hence considered to be incongruent and unacceptable items. Then the remaining 54 questions were examined for their reliability and validity scores using Cronbach's Coefficient Alpha (acceptable degree of Cronbach's Coefficient Alpha must be more than 0.66) through a pilot test of 55 people working at the fashion industry. The outcome is illustrated on Table 1.

**Table 1**

*Outcomes of Validity and Reliability (Cronbach's Coefficient Alpha)*

Variables	Number of Items	Cronbach's Coefficient Alpha	Reliability
Welfare and Salary	5	0.695	Reliable
Work Time	4	0.670	Reliable
Work Environment	5	0.881	Reliable
Company Culture	5	0.852	Reliable
Career Plan	5	0.784	Reliable
Training	5	0.790	Reliable
Target Incentive	5	0.835	Reliable
Teamwork	5	0.793	Reliable
Job Satisfaction	5	0.729	Reliable
Job Performance	5	0.780	Reliable

## Results

The researcher utilized a statistical analysis test to analyze data through multiple linear regression to determine the four independent variables that have a significant influence on job performance of generation Y+Z, respectively are target incentive, teamwork, training, and career plan.

**Table 2***Coefficients<sup>a</sup>*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.444	0.164		2.701	0.010
Salary and Working Time	0.016	0.064	0.017	0.254	0.801
Work	0.049	0.064	0.049	0.763	0.450
Company	0.013	0.085	0.013	0.157	0.876
Career Plan	0.004	0.061	0.004	0.067	0.947
Training	0.215	0.111	0.201	2.055	0.046
Target Incentive	0.227	0.091	0.211	2.37	0.022
Teamwork	0.325	0.102	0.3	3.188	0.003
	0.26	0.095	0.242	2.742	0.009

Dependent Variable: Job satisfaction p-value <.05

Table 2 shows that specified that four variables (Career Plan, Training, Target Incentive, Teamwork) out of 8 independent variables possessed significant impact on job satisfaction since each of their significant levels (Sig. = 0.05 < p value) was less than the significant level at 0.05 which signified that there was significance between an independent variable and a dependent variable.

### Summary of Hypotheses Testing

Following thorough finalization of the statistical analysis applied for every hypothesis, the related summary table was established as follows:



**Table 3***Summary of Hypotheses 9-12 Testing*

Hypothesis	Statistical Hypotheses	Statistical Used	Level of Sig.	Results
H9o	There is no significant difference between age groups in terms of job performance.		0.293	Failed to Reject H9o
H9a	There is a significant difference between age groups in terms of job performance.			
H10o	There is no significant difference between education background groups in terms of job performance.	ANOVA	0.78	Failed to Reject H10o
H10a	There is a significant difference between education background groups in terms of job performance.			
H11o	There is no significant difference between work experience groups in terms of job performance.		0.111	Failed to Reject H11o
H11a	There is a significant difference between work experience groups in terms of job performance.			
H12o	Job satisfaction has no significant influence on job performance.	Simple Linear Regression	.000	Rejected: H12o
H12a	Job satisfaction has a significant influence on job performance.			

Regarding the consequences of ANOVA for hypothesis 9-12 shown in table 3, it could be explained on the fact that there was no significant difference among hypotheses 9-11 (represented age, education background, and work experience) toward job performance on account of its significant level more than the significant level at 0.05 and meanwhile according to the job performance on account of its significant level at 0.000 which was considered to be less than the significant level at 0.05, the hypothesis H12o "Job satisfaction has no significant influence on job performance." was rejected.

## Discussion and Conclusion

The main purpose of the study was to identify the factors that improve employee job performance of Generation Y+Z employees at RARE Company. Employee motivation has always been important, both in the private sector and in the public sector. Even in China's highly competitive situation, effective incentives for employees are an essential catalyst for success. However, the reason for more excellent employee motivation is the firms are facing employee retention challenges, which Human Resource Department as the core for business due to constantly augment employee motivation in response to a tendency towards the raised effective performance of the companies (Adi, 2000; Rothberg, 2015). Therefore, part of the reason why an organization will succeed or fail depends on the employee's condition. When employees report their work in a positive attitude and are willing to contribute more than their value to the company, such a company must have a high job performance, which means that the possibility of such a company facing success is improved.

This research is a study of the influencing factors towards employees on job performance. What factors influence job performance of generation Y+Z employees and what the factors have a significant influence on job satisfaction of generation Y+Z employees on job performance are the research questions. The first part of the conceptual framework in the research is constituted by the four variables of intrinsic factors 1) salary and welfare, 2) work time, 3) work environment, 4) company culture and four variables of extrinsic factors form the second part of the conceptual framework respectively 5) career plan, 6) training, 7) target incentive, and 8) teamwork, then 9) job satisfaction is mediating variable which in the center of the conceptual framework for not only research the importance between the eight factors and job satisfaction but also is a benefit for the researcher to find out the result of the research question "what the factors have a significant influence on job satisfaction of generation Y+Z employees on job performance?"

Also, the researcher considers the four factors of age, education background, work experience, and employee position in terms of demographic factors.

For the part of the independent variables, especially for the assumption of H1-H8 (salary and welfare, work time, work environment, company culture, career plan, training, target incentive, and teamwork), the results show that career plan, training, target incentive, teamwork has a significant effect on job satisfaction.

Target incentive is the most significant factor in improving job satisfaction. The incentives are valuable to an employee because they allow workers to learn new skills and pursue advancement opportunities. (Sherrie,2017) Furthermore, money is not the only motivator; the employees who have more esteem and self-actualization need active in them get satisfied with the non-monetary incentives only. (Samiksha,2018). This can be explained by the fact that the company's executives believe that obtaining non-money incentives such as target incentives will enable them to focus on their work and improve job satisfaction. For this group of generation Y+Z employees, target incentives such an unconventional way can increase their passion for work and job satisfaction. This means that the most effective way to improve motivation for employees is the salary increase and material rewards, which will not work for such a younger generation of employees. Because most of the employees of this generation live in an era of quality living standards in the 21st century, they are not eager to get the traditional way of raising wages and more benefits than other unique incentives. Therefore, raising the target incentives such as a non-money way can help motivate the company's employees for long-term job satisfaction.

In the meantime, teamwork is the second most important determinant for improving job satisfaction. A teamwork environment promotes an atmosphere that fosters friendship and loyalty, and close-knit relationships motivate employees in parallel and align them to work harder, cooperate, and be supportive of one another. (Wehbe, 2017) This shows that respondents recognize the importance of teamwork for their job satisfaction, a way to increase productivity and learning opportunities, and a way to promote collaboration. Companies want to improve the job satisfaction of employees should not only start from the uniqueness of employees but also focus on the cooperation between employees and employees.

The third most important factor for the improved motivation of employees is training-particularly. Training-particularly for departments, workgroups, and learns-can help get things on track to improve work quality and outcomes. (Scott,2017) Moreover, Sherrie Scott thought training helps employees realize their goals by educating them they need not only to do their jobs better but to learn about new aspects of business and even higher-level managerial skills they can use down the line. Therefore, this study shows that respondents believe that they have received relatively satisfactory training because of the incompleteness of corporate training. However, the training is not completely satisfied with their satisfaction, which indicates that the existing training of the company cannot

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lead the organization to achieve the goals they want.

Career development is also a factor with a significant effect on job satisfaction. According to a recent poll by Gallup (2018), a career plan helps you make informed choices about your current job situation as well as a future career move, and a solid career plan is important in that it can provide a roadmap for employee future. Peel (1992) mentions that career development is not a process for individuals limited to their employment; it also organizes personal lives of them as well by affecting an individual's motivation, effectiveness, and goals.

The same determinants brought about by the literature review have been used in this study. The result ultimately led to the notion of support for certain factors, but not all. In other words, in addition, to paying and working hours, the important influences of career plan, training, target incentive, and teamwork will significantly affect the job satisfaction of generation Y+Z employees.

### **Implications for Future Research**

In the future, the results of this study should be studied in other state-owned enterprises, not just for private enterprises. Also, because each employee can gain power and achieve different effects in a variety of different ways, and these effects cannot be completely accurately controlled and predicted. Therefore, research in the organization may also include other motivational factors besides the above motivational factors, e.g., personal style, uncertain work mood, the variety of personal values, and even some influence from family or society.

Consideration should be given to using qualitative recommendations in future research to obtain deeper information face-to-face with participants, including in-depth explanations of the answers to each question in the questionnaire. On the other hand, it could take the form of a panel interview. The role of job satisfaction between employee satisfaction and motivation methods is presented in a public information management form.

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