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A STUDY ON THE INFLUENCE JOB SATISFACTION OF MILLENNIAL WORKERS IN BEVERAGE MANUFACTURING INDUSTRY

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ABSTRACT

Taking into account the importance of millennial employees in the organizations, this study aimed at finding out what factors lead to job satisfaction in millennial employees. In these recent years organizations have been eager to recruit generation Y as they are talented and more focused at their work. Millennial workers are considered to be more performance driven, quick learners and risks taker. To keep on going forward in life millennial workers are always keen on taking new opportunities. All these aspects of millennial employees make it really interesting to find that what factors help this work force to stay committed in their work. Therefore for this purpose three independent variables were selected, Recognition & Reward, Leadership Support and Growth Opportunities. The relationship of these three independent variables was studied with dependent variable which is Job Satisfaction. The study was conducted in companies of Beverage Industry of Pakistan. Beverage industry is known for recruiting millennial workers all over in Pakistan. The study was conducted sample size of 151 millennial workers in the two giant companies of the beverage industry Pakistan Coca Cola Pakistan and PepsiCo Pakistan. The purpose of this study was to reach out the millennial employees of these companies through already made instruments and obtain responses from them. This research was quantitative hence questionnaires were used to get the responses of the employees. The main aim of this research is to find out whether independent variables like Leadership support, Growth opportunity and Recognition leads to Job Satisfaction which is the dependent variable while working in beverage industry of Pakistan. For this purpose, millennial employees in the industry will be reached out and then it will be noted that what factors lead to job satisfaction. Job satisfaction holds major significance. Many organizations strive for employee satisfaction, but it is not that easy to fulfill this goal. Human Resource department plays a vital role here and they are asked to know more about how the employee satisfaction can increase. Once they are able to find employees with the age group of 24 to 35 and they are satisfied with their jobs only then the company will strive.

Keyword: Job satisfaction, leadership Support

1.0 INTRODUCTION

In Pakistan beverages industry the work is usually of tough nature hence it's important to provide the right job satisfaction the worker in order to achieve successful worker tasks. Usually in beverage industry of Pakistan it's seen that the competition between the companies is very high which makes the job nature tough. It's not very easy to provide job satisfaction right away specially during learning phase. Millennial workers are usually career oriented and they keep on looking for new jobs in case they are not satisfied with their jobs they will try to find new. It's a loss for the company if a millennial worker stops working due to poor satisfaction of job, hence it's an important factor to know how to provide job satisfaction to millennial workers.

This study aims to find out whether the variables known to positively affect job satisfaction based on literature review, Leadership support, Recognition and Growth opportunity leads to job satisfaction in millennial workers.

2.0 LITERATURE REVIEW

2.1 Strauss-Howe Generational Theory 1991

According to "Strauss-Howe Generational theory 1991" it is expected that millennial will stay important part of the workforce team for considerable amount of coming years? The Generational Theory was first updated in 1997 with the fourth turning (Cagle, 2020).
This theory shows that the needs of this generation and the expectations from the managers of this generation are observed to be different from generation x. This theory is linked this topic since it describes about 'needs' of generations. For this topic Millennial generation is used and this theory will describe how the needs of Millennial generations are different from others which will be used to see how to provide job satisfaction to them (García, 2019).
Dr. Mary Donohue is a famous TEDX presenter, TV personality, author, columnist and researcher. Mary Donohue has done numerous researches on Millennial and Gen X by using Strauss-Howe theory of generation. Since 2012 she has explained the differences between both generations have in many TEDX talks, articles and on her website donohuelearning.com. For this topic information from her research is taken because they use the Generation theory in an updated way (Klemp, 2020).

2. 2 Recognition and Reward

Past theories found some elements of satisfactions which consist of team building tasks, engaging employees in projects and by providing recognition and reward that secure the interests the young people. According to the Incentive Theory of Motivation (1950s) motivating employees through rewards in a way which will keep them satisfied. Roles which offer meaningful work and give sense of contentment aspires this workforce according to research. The factor of reward can be monetary and non-monetary (Ullah, 2018).
Some studies show the gap between HR practices and employee expectation can lead to negative impact on the organizations overall performance. A research conducted on attitude of employee and their job satisfaction showed that HR practices are supposed to enhance the

employee's positive feelings (Worth, 2016). For millennial the research showed that through monetary and non-monetary rewards regarding the satisfaction element these rewards play a major role in creating a positive attitude. Based on literature nonmonetary rewards include praise in public, exposure in front of seniors and appreciation from boss. This type of recognition is called as non-tangible incentives as well. As per literature these types of recognition has a major positive impact on the employee's motivation (Urban, 2015).

According to findings by others over time with the outcome shows that millennial emphasize on meaningful tasks and promise high performance, with such mindset millennial think about high performance with higher chances of big rewards. Models related to this research show industries in USA suffering from these issues along with many other in Asia and Europe as well. To adjust this problem companies come with ideas to replace high salaries with other kind of attractive offers along with a good salary which was to offer them new trainings, relocation sand international exposure as well (S.Stewart, 2017).

2.3 Growth Opportunities

As per the literature, Growth opportunities are a way that an employee can upgrade his or her position and get the opportunity to gain new skills and experiences. In the long term this move can have a positive impact on the employee's career. Millennial workers consider growth opportunities as one of the biggest aspects for them it is said to be predictor of turnover in millennial employees (Fox, 2019). According to literature, low chances of growth opportunities are directly associated with intentions to quiz the job. For employee's Growth opportunities are a form of support and encouragement. Growth opportunities allow the employee to develop new skills and are a structural development of the company which is required to survive in the high competition industries. Some studies show development of interpersonal and emotional skills are a part of growth (Kosterlitz, 2017).

For an employee, Growth opportunity provides a career plan in the company for them and protects employee's aspirations. Millennial are eager to climb up the ladder and become the focal point of the discussion. A study was conducted on such eagerness which showed, performance-based rewards and positions were the biggest challenge for the millennial. These days' millennial makes up a significant amount of the employee's workforce. Hence it is important to monitor the needs of millennial employees with respect to their professional and personal needs. Millennial working in the organizations is the representatives of this new generation (Smith, 2014).

For millennial employees growth is achieved when they are challenged by the nature of their job, and their deliverables as this helps them to increase engagement in work and further improve their mental and analytical abilities (Pant, 2019). It is important for the managers of millennial workers to keep providing with challenging tasks, absence of such challenges causes highest amount of stress in millennial employees. Literature tells that employers should put a limit on the challenges to avoid issues like overtime, other workplace health and safety issues. According to level of deliverables these millennial are willing to give employers should also align the compensation and rewards structure for them (Petrucelli, 2017).

Pervious study shows development and learning opportunities are most important factors in order for retaining millennial workers among all other factors. It is seen that millennial workers value development higher than generation X so it is right to state that growth opportunities is heavily linked with job satisfaction for millennial employees. Higher the chances of growth opportunities higher will be the chances of job satisfaction for millennial employees and they will be more motivated to work as well (Rusell, 2016). Growth and development opportunities for millennial employees however stagnate with time. Millennial expect a constant barrage of new opportunities and tasks to perform and any monotony in this

process sooner than later results in frustration and ultimately demotivation leading to turnover. This is in line with the criticism received by millennial employees, that they haven't really earned the right for greater learning and development opportunities leading to growth (Liu, 2019).

However according to some studies, a gap arises for this study which is associated to the point that millennial workers although do give importance to growth opportunities but in some cases millennial workers think they can just swap jobs in order to find satisfaction no matter if the previous company was providing growth opportunities. This issue is because millennial employees are of very dynamic nature and they tend to solve their issues in their own mind and once they get to an outcome they will always follow that rather looking at their opportunities to grow at an organization (Zaharee, 2018).

According Hackman and Oldham (1975) characteristic model, in terms of career development and personal development Growth opportunities are found out to be equally important and complement to each other. To make sure enough and fair opportunities are available for millennial a past study conducted on engagement of employees which is related to this topic found out that, millennial employees engagement must be increased further, some of the work place factors that restrict engagement for millennial employees which include, no collaborative supervisor, static environment, unclear vision, lack of direction and unclear vision (Glazer, 2019). A study was conducted on random sampling basis, on age group 21-35 on 300 workers of an automobile company in Japan and is related to this research part. One of interesting result of this study was that generation y requires sense of direction but enjoy autonomy in their job that gives them space to work, do mistakes, take risks and learn (Meola, 2016).

In various recent studies it is suggested that for attracting and retaining millennial employees growth opportunities should be communicated well enough to this young generation. For millennial workers, no formal approach exist, and a lot of growth opportunities are required which help them in improving their career on the other side generation X required formal approach. Literature supports the fact that millennial employees stay in organizations which focuses on providing growth opportunities to millennial workers. Millennial employees are considered to be more flexible and hence they are more attracted to opportunities to grow which makes sense because millennial employees switch jobs when they are not provide with the right job satisfaction (Tsai, 2017). Hence H2: Growth Opportunities have a positive relation with job satisfaction.

2.4 Leadership Support

The support extended to an employ by his or her immediate boss is defined as Leadership support. There have been several theories which include the importance of leadership supports and describe the leadership styles. According to The Great Man Leadership theory of the 19th century states that leadership support can be extended to an employ in a lot of forms, as supported by leadership. The direct relation of an employee with his or her supervisor describes the satisfaction of the employee and their performances. According to literature, leadership style can be traditional or transformational; it's on the employees in what way they benefit from all them (Chaudhuri, 2014).

This variable is one of the most important tools that develop confidence in a worker. Literature suggests that millennial usually have a similar need of support from their supervisors just like other employees. Those millennial workers who are trying to please their bosses will be keen on seeking good behaviors and will express their feelings towards their managers. In case they don't receive the same importance from their bosses they will become less motivated. It takes a lot of time and effort for the employers to make sure all millennial support is adjusted

equally. The important question is how much to invest and expect the supports for the millennial. Many factors influence the employer's behavior which includes personal nature, limitations due to the job and position of them (Javadeya, 2018).

A study on which leadership styles are liked by millennial employees described that for millennial, the employers must change their leadership style in a way millennial want them to be. Employers should adjust it just like that so millennial will be focus on work. Qualitative surveys on a sample of 160 millennial were done with the aim to find out them ways for companies to retain them and keep them satisfied (Valenti, 2019). It was also assumed that the results will help companies in making these ideal leadership qualities which will help the entire organization. Expectations and attitudes of millennial employees were extracted from already published sources; at the core the idea was to make it easy for employers to develop practices that will motivate employees. Results of this study showed that millennial employees want a leadership style that helps them to move forward in companies along with high personal growth, leadership behavior that encourages risk taking and that recognizes efforts of millennial employees is what persuade them to stay in a company (Hicks, 2019).

According to Brown & Lord (2001) participative leadership theories have a gap that job satisfaction does not get a heavy impact from leadership support rather it increases the employee motivation. A research on leadership support in Pakistan showed that it's difficult for a company to cater all the expectation of the employee hence leadership support is a prospect which varies boss to boss. All supervisors cannot support an employee like the way he or she wants to (Seheult, 2016). Many companies have started to invest on employee's expectation; they focus on attributes which led to improve work on the employee's expectation. This however leads to unfair perception in employees and sometimes creates a negative work environment with a limiting motivation of increasing performance because the employee will work according to his or her leader (Villasenor, 2018).

A research was conducted on employers of organization that face issue of constantly changing ration of millennial and generation y employees. Millennial require dynamic support from their leadership which keeps on changing. It was also seen due to varying numbers of employee's support mechanism is disturbed. Employers described in this study that due to poor or absence of the right support huge turnover has been noticed. When the expectations of millennial employees are not fulfilled, they try to look for more and better opportunities where they will be valued. Also, once this generation becomes loyal to the companies then they require even more support to keep on improving (Martin, 2017).

According to some recent studies conducted on the senior management of MNCs, the outcome addressed that millennial workers require support from their leadership in form of training, coaching and sessions of feedbacks. Some other forms of support consist of motivation from leadership, clear assessment criteria which help these millennial employees to measure their progress and help from leadership in order to correct their mistakes and teach them how to tackle problems. All this provides millennial with sufficient knowledge which helps built their confidence, gives them more and better idea's, teaches the, decision making and mainly provides a positive working environment which is associated with positive impact on the satisfaction of the workers (Prossack, 2018). H3: Leadership Support has a positive relation with job satisfaction

3.0 RESEARCH METHODOLOGY

Research Type	Quantitative
Unit of Analysis	Millennial Workers
Tool	Questionnaire (Email)
Industry	Beverage
Location	Pakistan
Population Size	-
Sample Size	151

Table 3.0: Research Methodology

Population includes the entire millennial workforce of Coca Cola Pakistan and PepsiCo. Both companies have equal percentage of millennial employee's hence it makes them easy for sample. To make sure the sample size is achievable; convenience sampling method will be used. The total exact population size cannot be achieved due to lack of resources as a student and current restrictions in the country. Initially the sample size was supposed to be 100 as according to researches when the population & sample are difficult to measure the sample is taken as 100 (tools4dev, 2020). Once the questionnaire was distributed it was concluded that due to high number of Millennial employee's the total responses achieved were 151 hence the sample size was finalized as 151.

For this research the main source of data collection is through questionnaire. The questionnaire will be developed after combining different items of articles which are published. To make sure that all the millennial workers are accessed, the questionnaire will be sent through emails. Questionnaire will be sent via Google docs. The main reasons of using questionnaire are because it is very easy to simultaneously provide questionnaires to all the workers of CCI and PepsiCo through emails. As this research is quantitative hence questionnaire will be the best options as it is easy to do statistical calculation once the data is collected completely.
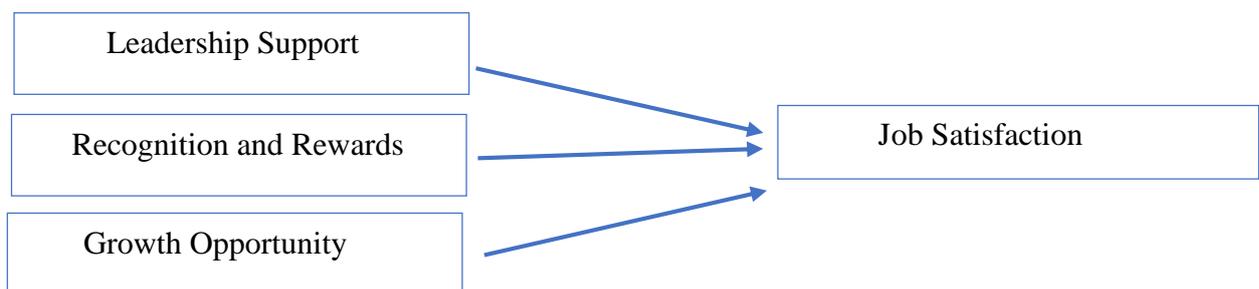
The start of the questionnaire will be with the title of the survey. After that there will be a small description of the survey which will state the purpose of the survey. This will be followed by some initial instructions. The survey will start with demographic questions and then gradually will become more specific to the variables, in this way the participants will be slowly engaged to the questionnaire. The questionnaire for this research will be close ended and mostly answers will be selected by using Likert scale. For this questionnaire verbal navigation will be used which helps the respondent to easily navigate through the survey.

For this research the instrument used is a questionnaire. Questionnaire will be used to measure, analyze and obtain data for the research. The questionnaire used for this research will have some questions based on demographics as it is only for the millennial workers. To make sure the employee lies in the generation Y category they will have to select their age. Option of male and female will be provided in the start of the survey as well. Marital status is an important factor hence millennial will have to select it. Once the demographic questions are answered the employee's will have to deal with series of questions linking with the three independent variables and one dependent variable.

The sample frame for this research is the millennial workers in Coca Cola Pakistan and PepsiCo Pakistan. Convenience sampling was done in order to get the sample size; the finalized sample size we got is 151. Furthermore, for both the companies' millennial employees' from different territories of each company will be provided with the questionnaire.

For this research, online questionnaires were used to collect responses. Once all the questionnaires are filled, they analysis of questionnaires are done on excel sheets. SPSS software will be used to analyze or calculate data. SPSS test stands for Statistical Package for Social Sciences and is used for calculation of questionnaire responses. SPSS test includes different kinds of statistics and analysis. For this research SPSS tests will be used which will include correlation analysis, regression analysis, reliability tests, hypothesis testing and ANOVA table to display the results of the questionnaires. According to Layman for quantitative research SPPS is the most beneficial tool for data analyzing. SPSS software just requires the data from the questionnaire and then performs automatic calculations to provide answers.

4.0 DATA ANALYSIS

4.1 Demographic Analysis

Characteristics of the Respondents
- The total responses collected are 151. The data is analyzed using SPSS tests.

Statistics

		Gender	Age	Marital Status
N	Valid	151	151	151
	Missing	0	0	0

Table 4.0: Statistics

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	78	51.7	51.7	51.7
	Male	73	48.3	48.3	100.0
	Total	151	100.0	100.0	

Table 4.1: Gender of the Respondents
- The responses vary with gender. Out of the total 151 responses collected, 78 were gathered by females and 73 were gathered from male respondents. In a country like

Pakistan, there are different requirements for the both gender types as concept of diversity is still a new concept in work places. For the employers it is interesting to see the similarities and differences in desire of the male and female workers regarding their career. This data hence helps to separate the number of responses by gender.

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	22-27	92	60.9	60.9	60.9
	28-32	46	30.5	30.5	91.4
	33-38	13	8.6	8.6	100.0
	Total	151	100.0	100.0	

Table 4.2: Age of the Respondents

For this research age is very significant demographic part. Age is a factor which determines that the person belongs to the millennial category or not. As per the information 60.9% of the responses belong to people in the age group of 22-27 years. About 30.5% of the individuals belong to age category of 28-32 years. Lastly only 8.6% of the individuals belong to 33-38 years age bracket that filled the survey. This information determines the difference in response of the younger millennial vs. the older millennial. This is also important because with the change in age, changes in preferences of life and priorities also happen. This difference describes about the things millennial try to do for a constant stable career.

As per the data, 33.8% of the individuals are married and 66.2% are single. This data is important as there will be differences in the needs of single millennial then those who are married.

4.2 Descriptive Statistics

Descriptive Statistics

	N	Range	Min	Max	Mean	Std. Dev.	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Leadership Support	151	4.00	1.00	5.00	3.7167	.73845	1.423	.209	1.606	.414
Growth Opportunities	151	4.00	1.00	5.00	3.6786	.71466	.707	.209	1.355	.414
Recognition & Rewards	151	4.00	1.00	5.00	3.4508	.83185	1.248	.209	.1329	.414
Job Satisfaction	151	4.00	1.00	5.00	3.7810	.73671	1.032	.209	1.180	.414
Valid N (list wise)	151									

Table 4.5: Descriptive Statistics

The Descriptive statistics provide information regarding the minimum, maximum and the range of the data. The statistics of the standard deviation of the data is also provided. Skewness statistics with negative value have a long left tail whereas Skewness statistics with positive values have long right tail. Positive skew values are also known as right tail distributions. For Kurtosis the acceptable values are between -2 to 2 (Cain, 2016). As per the above table's data, the values of Skewness statistics are positive hence they have a long right tail and they fall in the acceptable category of kurtosis statistics as they are between -2 to 2.

Variable	Cronbach's Alpha	Reliable/Not Reliable	Number of Items
Dependent Variable			
Job Satisfaction	0.781	Reliable	5
Independent Variable			
Leadership Support	0.761	Reliable	6
Growth Opportunity	0.752	Reliable	6
Recognition & Reward	0.766	Reliable	6

Table 4.5: Reliability Analysis – Cronbach's Alpha Test

Reliability analysis is used to provide information regarding relationships between the items in the scale. It is also used to calculate the commonly used number by measures of scale reliability. The Cronbach's Alpha value represents the internal consistency and describes whether the variable is reliable or not. 0.70 is taken as the cut of value for Cronbach's Alpha (Keshtegar, 2019). As per the nature of solutions and the solubility-diagnostic instrument, the reliability of Cronbach's alpha coefficient was represented. It has been stated Cronbach's alpha values higher than 0.7 indicate internal acceptable consistency (Taber, 2017).

As per the results stated below it can be seen the Cronbach's Alpha value of Job Satisfaction is 0.781, the value of Leadership Support is 0.761, and the value of Growth Opportunity is 0.752 and lastly the value of Recognition & Reward is 0.766. This describes that all the values are above 0.70 and hence they are in acceptable range.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.761[a]	.579	.570	2.12774	.579	65.938	3	144	.000

a. Predictors: (Constant), Recognition & Rewards, Leadership Support, Growth Opportunity
b. Dependent Variable: Job Satisfaction

Table 4.6: Model Summary

Regression analysis is used to statistically calculate the relationship between the variables. The value of R describes the extent to which the dependent variable relates to the independent variables (Kumari, 2018). In this case the simple linear regression is used as it is quantitative research. For this research the value of R is 0.761. The assumptions by regressions were held as constant.

This means all the responses are equally distributed and the variance of the variable is equal and the residual value is taken as minimum. The value of R (square) is higher than 0.5 which tells the value is significant. This also describes the total change in the independent variables.

The value of Adjusted R (square) also shows that the value is significant as it is used to refer to sample data. The value of adjusted R square is usually used as R square is considered as optimistic. Adjusted R square is considered as more reliable as it is more realistic in its calculation linked with generalization to the population (Bar-Gera, 2016).

ANOVA TABLE

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	895.552	3	298.517	65.938	.000[b]
	Residual	651.927	144	4.527		
	Total	1547.480	147			

a. Predictors: (Constant), Recognition & Rewards, Leadership Support, Growth Opportunity
b. Dependent Variable: Job Satisfaction

Table 4.7: ANOVA TABLE

Based on the statistics, ANOVA is one-way analysis that can be used to address the differences between the three independent variables. ANOVA table helps to show the statistics which help in testing the hypothesis about the mean population. If the null hypothesis of the means are correct then the 2 mean square estimate the quantity which is same (Fraiman, 2018).

As per the ANOVA table analysis, the regression equation is significant with an F value of 65.938 and the p value of 0.000 which is less than 0.1 hence the overall regression model for Leadership Support, Growth Opportunities and Recognition & Reward is significant. Furthermore the regression model fits the overall data in explaining Job Satisfaction. The value for F should be as high as possible for significant ANOVA results and the value 65.938 adjusts to that category

In the Coefficient table below all the significance value are below 0.10 which shows that all are significant values. By Variance inflation factor multicollinearity can be seen. The variables have linear combination of independent variables which can be seen by small tolerance value.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2.357	1.387		1.700	.091	-.384	5.099		
	Growth Opportunities	.241	.074	.281	3.234	.002	.094	.388	.387	2.586
	Leadership Support	.081	.078	.079	1.036	.032	-.073	.234	.501	1.997
	Recognition & Rewards	.419	.064	.486	6.582	.000	.293	.545	.537	1.863

a. Dependent Variable: Job Satisfaction

Table 4.8: Coefficient/Multi-Collinearity

The above coefficient table addresses the multiple regression analysis of Job Satisfaction. The table shows all the coefficients of the independent variables. According to the results all the variables are significant at 10%. The p value of Leadership Support is 0.032, for Growth Opportunities it is 0.002 and for Recognition & Rewards the p value is 0.000. This significant level of independent variables shows that the three variables significantly contribute to the regression equation. This also allows having a significant contribution to the prediction by the variables. The Beta value indicates that an increase of one unit in the independent variable the value of dependent variable will increase by that amount (Hayes, 2017).

- In the table below is the formula used to classify the beta value of the standardized coefficient.

JS = 0.281GO + 0.079LS + 0.486RR
Where, JS IS Job Satisfaction, GO is Growth Opportunity, LS is leadership Support and RR is Recognition & Reward.

Table 4.9: Regression Equation

The formula above describes the influence of the independent variables on the dependent variable. The use of standardize beta weight is to compare the contribution of each predicator relatively. The variable with the highest beta value describes that it has the most influence on the independent variable and it contributes the most. The predictor p with the lowest value is considered to be the most significant. The positive standardized beta value of Recognition & Reward is positive 0.486 whereas the beta value of Leadership Support is 0.079 and lastly the positive value for Growth Opportunity is 0.281. By these results it can be concluded that the Recognition & Reward is the most significant factor which influence Job Satisfaction.
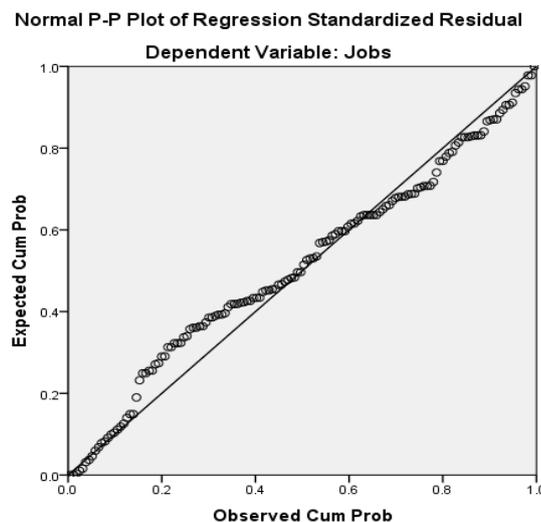

Figure 4: Regression Scatter Graph

A scatter graph is considered as a special type of graph which allows seeing the relationship between the independent variable and the dependent variable. Regression analysis allows plotting such kind of graph and it can help see the variables are linearly related or not. The independent variable is taken on the Y axis whereas the three dependent variables are clubbed together and taken on the X axis. The regression line from right to left show a positive relation between the variables is formed. This indicates that there is a correlation between the three independent variables (Leadership Support, Growth Opportunity and Recognition & Rewards) and the dependent variable (Job Satisfaction)
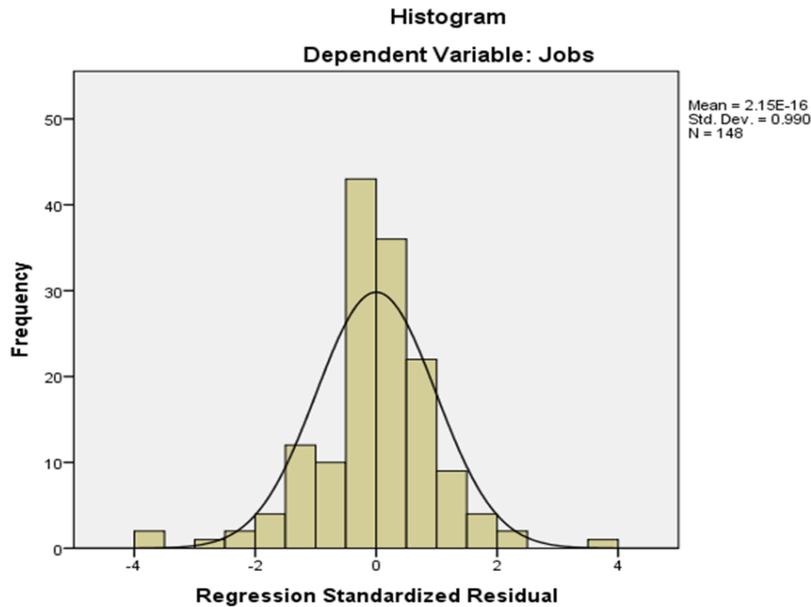
Figure 5: Regression Standardized Residual Histogram

The regression standardized Residual histogram describes that how much the cells are significant with the chi-square value. As per literature, residual is the vertical distance between the regression line and the data point (Feng, 2020). This histogram helps to measure the strength between the expected and the deserved values. The histogram addresses that the regression analysis results are significant as variance is normally distributed around the 0 value and the histogram has formed bell shaped symmetry.

The analysis from correlation are considered as statistical techniques which address how strongly the two variables are related to each other and what is the degree of association between the two. When the variable moves to the same direction it's known as positive correlation. Whereas when one variable goes towards positive direction and the second moves towards the negative side then the correlation is considered to be negative (Weaver, 2013).
The hypothesis of the tests is to find the relationship between each pair of the variables which are Leadership support, Growth Opportunities and Rewards and Recognition. For this report the significance level was at 1% or 0.01 alpha value was taken in account. As per the table it can be addressed that the independent variables are correlated to the dependent variable. The p value of all three variables is 0.000 which denotes that the confidence level is 100%.

Correlations

		Job Satisfaction	Leadership Support	Growth Opportunities	Recognition & Rewards
Job Satisfaction	Pearson Correlation	1	.539**	.663**	.719**
	Sig. (2-tailed)		.000	.000	.000
	N	151	148	149	151

Leadership Support	Pearson Correlation	.539**	1	.700**	.541**
	Sig. (2-tailed)	.000		.000	.000
	N	148	148	148	148
Growth Opportunities	Pearson Correlation	.663**	.700**	1	.674**
	Sig. (2-tailed)	.000	.000		.000
	N	149	148	149	149
Recognition & Rewards	Pearson Correlation	.719**	.541**	.674**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	151	148	149	151

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.10: Person Correlation Analysis

The Correlation (r) between Leadership Support and Job Satisfaction is +0.539. This addresses that there is a moderate relationship and positive correlation. The significance level is below 0.01 hence there is a significant relationship between Leadership Support and Job Satisfaction. The hypothesis formed in Chapter 1 is accepted.

The Correlation (r) between Leadership Support and Job Satisfaction is +0.663. This addresses that there is a moderate relationship and positive correlation. The significance level is below 0.01 hence there is a significant relationship between Growth Opportunity and Job Satisfaction. The hypothesis formed in Chapter 1 is accepted.
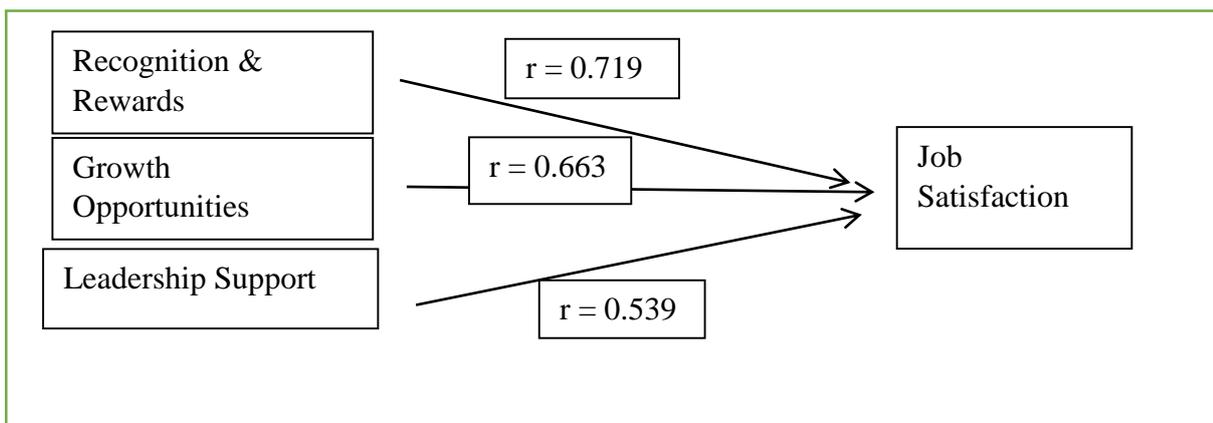
The Correlation (r) between Leadership Support and Job Satisfaction is +0.719. This addresses that there is a moderate relationship and positive correlation. The significance level is below 0.01 hence there is a significant relationship between Growth Opportunity and Job Satisfaction. The hypothesis formed in Chapter 1 is accepted.

Table 4.11: Pearson Correlation Findings

The relationship of variables is shown in the table above. It can be seen that positive significant correlation exists between the variables. The variables are arranged in the form of strongest correlation to the least strong correlation with Job Satisfaction. The final sequence is Recognition & Rewards, Growth Opportunity and Leadership support.

4.3 Hypothesis Testing

Dependent Variable: Job Satisfaction
 In an industry like beverage industry of Pakistan the companies tend to hire fresh graduates every year and hence it makes it highly important for them to use their resources and money on them so it can all be worth it. In an industry where the competition is really tough retaining the young workers and letting them contribute in all stages becomes very important for the value of the companies in the beverage industry. However from the literature point of view it is a huge gamble for companies to trust these young employees right away from both retaining and competency perspective.

For companies with high budget in beverage industry it's easy to gamble however the companies still considered small it becomes difficult. This is the point in which to understand perspective of millennial becomes important as they are considered the leaders of the future. In this analysis the relation of three independent variables were tested with the dependent variable Job satisfaction. After different tests the relation of the three variables is considered to be positive with Job satisfaction as the entire hypothesis have been accepted as per the significance value.

H1: Recognition & Reward have a positive relation with Job Satisfaction

It is found out that Recognition & Reward have a positive relation with Job Satisfaction (t=6.582, B=0.486). When other unit will increase in Recognition & Reward it will increase Job Satisfaction by 0.486 units. Recognition & Reward is accepted with a significance value of 0.000 and the direction is towards Job Satisfaction. As per the Collinearity statistics the tolerance value is 0.537. This describes that Recognition & Rewards have a positive relation with Job satisfaction as higher the recognition and rewards the more satisfied millennial, worker will be.

It can be noted that millennial employees look for recognition from their employers which can be in the form of comments, informal admiration, pat on the back etc. More formal recognition can be a letter of appreciation, emails and public administration. These both ways of recognition are very effective as they boost they employee's moral and keep them motivated. Rewards are considered a little more complex as they require calculations and evaluations of the data. Rewards are provides to employees can be monetary or nonmonetary and such rewards help to keep the employees motivated. The employee feels honored to receive awards from the company for the hard work he or she has put in over a period of time.

H2: Growth Opportunities have a positive relation with job satisfaction

It is found out that Growth Opportunity have a positive relation with Job Satisfaction (t=3.234, B=0.281). When other unit will increase in Growth Opportunity it will increase Job Satisfaction by 0.281 units. Growth Opportunity is accepted with a significance value of 0.002 in the direction of Job Satisfaction. Collinearity statistics show tolerance value of 0.387. This shows that millennial workers think that growth opportunities provided to them brings the job satisfaction. It can be concluded that millennial always look forward to opportunities which can help them grow. Millennial are ready to work in positions outside their department. Growth opportunities like these have been considered an effective way to increase employee commitment to work for a long time. This helps an individual to build new expertise and career driven individuals find such opportunities as satisfying element. This practice is worthwhile

for the employer as they can get the best out of their employees. Feedback sessions with employees can help employers know what kind of opportunities is preferred by their employees and then they should work in order to providing those opportunities to their employees.

H3: Leadership Support has a positive relation with Job Satisfaction

It is found out that Leadership Support have a positive relation with Job Satisfaction (t=1.036, B=0.079). When other unit will increase in Leadership Support it will increase Job Satisfaction by 0.079 units. The significance value of Leadership Support is 0.302 which addresses that leadership supports have positive relation with Job satisfaction. This data shows that millennial admire the support from their employers as it would lead to their higher job satisfaction. Leadership Support is defined as the support provided by an employer to its employee it can be in various forms such as problem solving, skill sharing and improvement of lifestyle etc.
The results address that leadership support is required to go forward and improve further. The sense of having a backhand supports for millennial boost their confidence as thy like to be empowered. Companies should make sure they have an open culture in their workplace so millennial can openly arrange trainings and sessions. For better job satisfaction of the employees, policies such as training, expense claiming, applying for parent department and individual projects are highly useful and all can be achieved with the support from the employer.

SPSS tests were used to analyze the research findings. Tests such as reliability tests, regressions analysis, ANOVA table analysis and correlation analysis were made. All the results and implications were analyzed and conclusions were made. It can be concluded that the hypothesis (H1, H2, H3) made in chapter 1 after tests show that they have a positive relation with Job satisfaction. The results show significant evidence of their reliability and that they have a significant relationship with Job Satisfaction.

As per the analysis of the previous chapter it can be seen that a total of 151 respondents filled the questionnaire. The analysis shows that there were more female respondents 78 then male respondents which were 73. Most of the respondents belonged to age group of 22-27 years then the age group of 28-32 and lastly the lowest respondents belonged to age group of 33-38 years old. Besides this most respondents marital status was single than married.
The first 4 responses of questionnaires were used as a part of pilot testing process which helped to test the reliability of the questionnaire. As per table 4.5 Reliability analysis, all the variables are considered to be reliable as the Cronbach's alpha value exceeds 0.7 (70%). This shows that the research can further go on as all the variables are applicable for the research.
The research was analyses using regression analysis as well. After multiple regression tests it was concluded that all the independent variables namely leadership support, growth opportunities and recognition & rewards have influence on the dependent variable, Job satisfaction. ANOVA analysis in table 4.7 were also used which described that the overall data fits the research in a proper manner. By Coefficient table 4.8, the significance of the independent variables was also proved. It was also addressed that independent Recognition & Reward have the strongest influence on the dependent variable job satisfaction as it has the highest standardized beta value. The entire hypothesis formed in chapter 1 was accepted and the regression scatter graph also concluded a positive relation between the independent and dependent variables.
In table 4.10, the Pearson correlation tests show that the three independent variables leadership support, growth opportunities and recognition & reward used in the research are significant. A

moderate relationship between the independent variables and the dependent variable is also confirmed. This further confirms the hypotheses made in literature review are accepted as the independent variables have a positive relationship with the dependent variable.

To carry out a successful research a researcher has to keep all the challenges and limitations in mind in order to keep the error level at minimal. While conducting this research some unfavorable circumstances took place. This part will be divided into two parts, General limitations and particular limitations.

The limited time frame for this research has been a big problem. The research needs to be completed in a given time frame hence it gets difficult to collect the data in limited time. Once the data is collected more time is required in order to analyze it which is a complex task and requires high concentration in order to get perfect results. Hence it is difficult to carry out an in depth research due to the limited time period.

As a student with lack of resources and working on a research during time of corona pandemic it was difficult to distribute questionnaires and as a result only 151 responses were gathered. This figure is not enough to represent the entire millennial employees working in the two main beverage industry of Pakistan, Coca Cola Pakistan and PepsiCo. It was difficult to carry out focus group in this pandemic situation otherwise for further analyses an optional focus group could have had helped in this research which was not possible. Lastly, with lack of resources and limited time frame only three independent variables were used in the research.

This research is limited to only millennial, generation X whereas job satisfaction can be tested for other generations as well such as generation Y and generation Z. This research was limited only to millennial whereas the variable job satisfaction can be tested with other generations as job satisfaction has a broad scope and it might have different relations with other generations. For the analysis of this research only Statistical Package for the Social Sciences (SPSS) software is used. For very large set of data's SPSS tests cannot be used to analysis and SPSS uses default graphs which are far from quality of publications (Ozgur, 2015). One major problem is that SPSS required training in order to exploit all the available options of the software. Lastly as a student most work is done on Microsoft Word or Excel rather SPSS software, hence it's difficult to understand the new graphical features which are not basic and simple.

5.0 RECOMMENDATIONS FOR FUTURE RESEARCH

Some recommendations are made in order to eliminate the limitations discussed. These recommendations will be helpful in order to make the future research done with minimal errors and will increase the efficiency rate. Recommendations are divided into two parts, general recommendations and particular recommendations.

In this field of study there is more room of improvement which can be done by conducting more researches in this field. By conducting more future researches it will get clear that what other factors can affect the Job satisfaction of millennial employee's in the beverage industry. Researches in future will find other dimensions which will address other factors which will affect the job satisfaction of the millennial workers. For now the study focuses only on the variables namely Leadership Support, Growth Opportunity and Recognition & Reward, this means there are more factors which are neglected and should be worked on to find their relation with Job Satisfaction.

For future research the sample size can be increased as for this research the sample size is small and does not represent the whole of millennial in the beverage industry of Pakistan. In order to eliminate the factor of insufficient results it is suggested that future researches should be done

with larger sample size which will help in achieving more valid results. For this research convenience sampling was done due to lack of resources but for future researches with larger sample size, probability sampling should be used. Probability sampling allows choosing respondents with equal chances. The probability sampling also helps in increasing the reliability and validity of the generated data as it represents whole of the population more accurately.

This research is associated only with the beverage industry. For future researches, different industries can be used to test Job satisfaction with different variables. In this way new dimensions and angle of research will be covered and new relations of variables will be found. To check Job satisfaction of employees only with one industry is not enough hence for future researches different industries such as chemical industry, automobile industry, manufacturing industry etc. can be used.

Considering the vast number to independent variables that could be tested to find out relation with job satisfaction, it would be interesting to study mediator variable, for further research it is recommended to study relation of independent variable with job satisfaction mediated by a variable such as employee work commitment, because being a mediating variable it could produce a change in job satisfaction and link independent and dependent variable.

Similarly moderator variable can also be included in the same theoretical framework, different variable such a demographic, age or quantitative variable such as fair treatment, work environment can strengthen or weaken relation between independent variable and job satisfaction, since these moderating factors can influence an employee, and they may produce different results for different age group, socio economic class etc.

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