

## PENGARUH KEPUASAN KERJA TERHADAP KINERJA KARYAWAN PT MITRA LESTARI SEJATI

### *EFFECT OF WORK SATISFACTION ON PT MITRA LESTARI SEJATI EMPLOYEE'S PERFORMANCE*

<sup>1</sup>Ilham Maulana Endrian <sup>2</sup>Anita Silvianita, S.E., M.S.M.

<sup>1,2,3</sup>S1 Business Administration Study Program, Faculty of Communication and Business, Telkom University  
<sup>1</sup>Maulanailham@student.telkomuniversity.ac.id, <sup>2</sup>Anitasilvianita@telkomuniversity.ac.id

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#### ABSTRAK

Penelitian ini dilatar belakangi permasalahan terkait bagaimana cara perusahaan dapat mempertahankan dan menjaga kinerja karyawan sehingga dapat mendukung keberhasilan pencapaian tujuan perusahaan. Permasalahan tersebut didasari dengan PT MITRA LESTARI SEJATI mengalami penurunan dalam jumlah karyawan dari tahun 2016-2019. Dikarenakan kinerja karyawan yang menjadi rendah, sehingga tujuan perusahaan tidak terpenuhi secara maksimal. Salah satunya adalah faktor kepuasan kerja yang tidak terpenuhi oleh perusahaan. Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh kepuasan kerja terhadap kinerja karyawan pada PT MITRA LESTARI SEJATI.

Metode penelitian yang digunakan dalam penelitian ini adalah metode kuantitatif dengan jenis penelitian deskriptif-kausalitas. Pengambilan sampel dilakukan dengan teknik *non probability sampling* yang digunakan adalah sampel jenuh jumlah responden 50 responden karyawan PT MITRA LESTARI SEJATI. Teknik analisis data yang digunakan adalah analisis deskriptif dan analisis regresi linier sederhana.

Hasil penelitian berdasarkan analisis deskriptif untuk variabel kepuasan kerja sudah dalam kategori cukup baik dengan nilai persentase sebesar 58,4%, variabel kinerja karyawan sudah dalam kategori cukup baik dengan nilai persentase sebesar 55,89%, dan kepuasan kerja berpengaruh signifikan terhadap kinerja karyawan dengan besarnya pengaruh sebesar 63,9% dan sisanya 36,1% dipengaruhi oleh faktor-faktor lain yang tidak diteliti.

**Kata Kunci:** Kepuasan Kerja, Kinerja Karyawan, PT MITRA LESTARI SEJATI.

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#### ABSTRACT

*This research is motivated by problems related to how the company can maintain and maintain employee performance so that it can support the successful achievement of company goals. This problem is based on the fact that PT MITRA LESTARI SEJATI experienced a decrease in the number of employees from 2016-2019. Due to low employee performance, the company's goals are not maximally fulfilled. One of them is the job satisfaction factor that is not fulfilled by the company. This study aims to determine and analyze the effect of job satisfaction on employee performance at PT MITRA LESTARI SEJATI.*

*The research method used in this research is a quantitative method with descriptive-causality research. Sampling was carried out by using non-probability sampling technique which is used is saturated sample with the number of respondents 50 respondents employees of PT MITRA LESTARI SEJATI. The data analysis technique used is descriptive analysis and simple linear regression analysis.*

*The results of the research are based on descriptive analysis for the job satisfaction variable which is in the good enough category with a percentage value of 58.4%, the employee performance variable is already in the good enough category with a percentage value of 55.89%, and job satisfaction has a significant effect on employee performance with the amount the effect of 63.9% and the remaining 36.1% is influenced by other factors not examined.*

**Keywords:** Job Satisfaction, Employee Performance. PT MITRA LESTARI SEJATI

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# 1. INTRODUCTION

## 1.1 Background of The Study

The human resources importance is supported by Tjutju and Suwatno (2008) which explains that part of management science which focuses its attention on regulation of the role of human resources in the activities of an organization and also HRM considers that employees are the main assets of the organization that must be managed properly and plays an important role in carrying out activities to achieve goals. Thus, HR management is naturally more strategic for the organization in achieving the objectives that have been set.

Research conducted by Rachmaliya and Efendy (2017) states that performance shows the level of success of employees in carrying out their duties and responsibilities. Thus, organizations need to emphasize on human resource management to produce high performance which will improve overall organizational performance. According to Dahlan et al (2017: 69-75) human resource management is one of the important factors in producing high quality human resources. The ability of an organization is highly dependent on the availability of human resource management in carrying out its work, human resources, in this case employees who have knowledge and skills in their respective fields for which they are responsible.

TABLE 1.1

PT MITRA LESTARI SEJATI EMPLOYEES PERFORMANCE INDEX

Year	Individual Performance Standard Value Average	Classification of Individual Performance Standards	Explanation
2016	68.10 %	P2(<80%)	Good
2017	59.20%	P3(<60%)	Fair
2018	67.40%	P2(<80%)	Good
2019	56.90%	P3(<60%)	Fair

Source: Company's Data Internal (2020).

Note:

(P1<100%) = Excellent

(P2<80%) = Good

(P3<60%) = Fair

(P4<40%) = Poor

Table 1.2 is the result of internal interviews with HR and Organizational Manager and it shows the percentage of employee performance scores or Individual Performance Standards (SKI) which fluctuates from 2016 to 2019. Unstable and changing conditions or circumstances occurred. There was a decrease of 8.90% in 2017, then an increase of 8.20% in 2018 and another decrease in the following year. However, if seen from the trend, the employee performance index has decreased from 2016 to 2019. The data listed in table 1.2 are obtained from the measurement instrument used by PT MITRA LESTARI SEJATI to measure how far the performance of each employee. Determining the target for each individual starts from the Badan Usaha Milik Swasta aspiration meeting, followed by determining the Key Performance Index (KPI), then the unit performance standard for each unit or division and the Individual Performance Standard.

Individual performance standards can be said to be good if the results of these performance standards are in accordance with the job descriptions and work goals. Where, if every employee of PT MITRA LESTARI SEJATI will get a 100% index if each employee meets the set target. The performance index is divided into five classifications that will be used for rank evaluation consisting of achievement scores and competency scores. The classification consists of P1 if the individual performance standard value is 100%, P2 if the individual performance standard value is <80%, P3 if the individual performance standard value is <60%, and P4 if the individual performance standard value is <40%. Then it can be analyzed that in 2018 the employee performance index is in the second classification, which is P2.

Therefore, every employee at PT MITRA LESTARI SEJATI is expected to be able to work to meet the predetermined performance targets which are classified into one of the individual performance index classifications. According to Panjaitan & Winarno (2019) one way to retain employees is by maintaining job satisfaction. It can be said that there is a reciprocal relationship between employee performance and job satisfaction which can improve employee performance. So that job satisfaction is an important thing that must be felt and owned by every employee because it can directly influence the employee's behavior at work.

Luthans (2015: 46) suggests that job satisfaction is a positive perception that employees have about their work. Where, employees who have high job satisfaction feelings will also have positive feelings about their work

so that someone who is satisfied in their work will have high motivation, commitment to the organization and work participation, which will improve their performance. Dissatisfied employees can be high, medium or low producing ones and they will continue the level of achievement that gives them satisfaction. So it cannot be generalized that if employees are satisfied with their work, they will definitely be high performers. Job satisfaction has a direct and significant effect on employee performance (Sari & Susilo: 2018, 34-35). Based on research, this shows that when employees are very satisfied with their work, salary, co-workers or others as stated, they will perform optimally. When all aspects of job satisfaction related to employees can be fulfilled by the company, the employees will optimize their work for the company. Job satisfaction is said to cause an increase in performance so that satisfied employees will be more productive. In addition, job satisfaction can be caused by performance or work performance, so that more productive employees will get satisfaction. If job satisfaction is not fulfilled, the employee's performance will be low, so that the company's goals cannot be fulfilled optimally. One of the steps that can be taken by leaders to motivate their employees is to create job satisfaction (Riska & Wardhana, 2018: 2).

Based on data obtained from internal documents through interviews with HR and Organization Managers, PT MITRA LESTARI SEJATI experienced a decrease in the number of employees from 2016-2019. Due to low employee performance, the company goals are not maximally fulfilled. One of them is the factor of age, health and job satisfaction which are not fulfilled by the company.

TABLE 1.2  
NUMBER OF PT MITRA LESTARI SEJATI PERMANENT EMPLOYEES

Year	Number of Employees
2016	50
2017	55
2018	53
2019	49

Source: Company's Internal Data (2020)

The data in table 1.3 is the result of an internal interview with the HR and Organization Manager and it can be seen that PT MITRA LESTARI SEJATI has decreased the number of employees from 2016 to 2019. Several factors that cause the reduction in the number of employees is employees job satisfaction factor which is the result from factors such as better job welfare, the suitability of the job to the desires of employees, higher salaries, and opportunities to study. In addition, other factor that causes the decrease in the number of employees at PT MITRA LESTARI SEJATI is due to unproductive age and weak immune system so that many suffer from disease. Therefore, based on the information obtained, the reduction in the number of employees can be an indicator that the Job Satisfaction in PT MITRA LESTARI SEJATI is experiencing problems that can impact the achievement of company goals and targets.

Based on the results of the interview data that has been obtained, it can be concluded that there is a phenomenon of employees job satisfaction and employees performance which has increased or decreased since 2016-2019. Therefore, based on the description above, the writer wants to know whether or not there is a mutual influence between job satisfaction and employee performance. So the authors are interested in doing research entitled **“EFFECT OF WORK SATISFACTION ON PT MITRA LESTARI SEJATI EMPLOYEES PERFORMANCE”**

**1.2 Statement of The Problems**

- a. How is the job satisfaction at PT MITRA LESTARI SEJATI?
- b. How is the performance of employees at PT MITRA LESTARI SEJATI?
- c. How are the effects of job satisfaction on employee performance at PT MITRA LESTARI SEJATI?

**1.3 Purpose of The Study**

- a. To observe job satisfaction at PT MITRA LESTARI SEJATI.
- b. To observe the performance of employees at PT MITRA LESTARI SEJATI.
- c. To observe the effect of job satisfaction on employee performance at PT MITRA LESTARI SEJATI.

## 2. LITERATURE REVIEW

### 2.1 Human Resource Management

Human resource management is a process of utilizing human resources effectively and efficiently through planning, mobilizing, and controlling all values that become human strength to achieve goals (Sedarmayanti, 2017: 3). According to Dessler (2015: 4), human resource management is a process for obtaining, training, assessing, and compensating employees and for managing labor relations, health and safety, and matters related to justice

### 2.2 Employee Performance

According to Kasmir (2018: 181) in performance, it is the result and work behavior of a person in a period which is measured by his ability to complete the assigned tasks and responsibilities. Edison et al (2017: 188) also explains that performance is a process that has been measured over a certain period of time based on predetermined terms or agreements, with the aim of maintaining stable and optimal performance.

Bernardin & Russel in Busro (2018: 96-97) state that there are 6 things that can be used as a tool to measure employee performance, which are:

- a. Quality - Is the extent to which the process or the results of the implementation of activities close to perfection or close to the expected goals, regarding to processes or results that are close to perfect. So that employees are required to have the ability to work in accordance with predetermined targets, work schedules and according to work procedures.
- b. Quantity - This is the amount produced, for example the amount of rupiah, units, and the cycle of activities performed. In its definition, Winowoda (2018: 9) explains that quantity in employee performance can be measured through work that can be completed according to targets, fulfillment of tasks borne by employees in accordance with organizational expectations and completing work in accordance with existing procedures.
- c. Punctuality - Is the extent to which an activity is completed at the desired time, taking into account the coordination of other outputs and the time available for other people's activities. Punctuality or timeliness can be measured by the extent to which employees can complete work within a predetermined time, and the ability to make decisions.
- d. Cost Effectiveness - This is the extent to which the organization's resources are used in the form of financial, human, technological and material optimally to achieve the highest results or reduce losses from each unit of the use of organizational resources Cost effectiveness is measured by looking at the ability of each employee to save costs, reduce errors during work and the ability of employees to complete work on time.
- e. Need for Supervision - This is the extent to which a worker can carry out a job function without requiring the supervision of a supervisor to prevent unwanted actions. Therefore, every employee is expected to be present on time, go home on time and rest according to the predetermined time.
- f. Interpersonal Influence - Is the extent to which employees can maintain self-esteem, reputation, and cooperation between colleagues and subordinates. Interpersonal influences include peer support and the ability of employees to work together between work groups. It can also be measured by seeing how fellow employees respect each other's work and how superiors value their employees work.

### 2.3 Job Satisfaction

Job satisfaction is a person's emotional response to work situations and conditions. Emotional responses can be either feeling satisfied (positive) or dissatisfied (negative). If emotionally satisfied means that job satisfaction is achieved and vice versa if not, it means that employees are not satisfied. According to Wibowo (2015: 132) job satisfaction is a person's evaluation of their work and work context, assessment of job characteristics, work environment, and perceived emotional experiences at work. According to Sedarmayanti (2017: 166) a person's job satisfaction depends on the difference between something that is considered to be obtained and what is achieved.



Over the years, five job dimensions have been identified to represent the most important job characteristics for which there is an employee's affective response. Luthans (2015: 141) explains that there are five dimensions that can be used as a measuring factor for job satisfaction, which are:

a. The work itself

The extent to which the job provides the individual with the type of work performed and the skills abilities mastered by each individual. In this study, it was determined that job characteristics and job complexity mediate the relationship between personality and job satisfaction, and if employees' creative work requirements are met, they are likely to be met. So that it can be measured through the suitability of the type and ability of a given job, workload, and work suitability with the desires of each individual.

b. Wages / Salaries

Satisfaction with wages or salaries is related to the suitability of salaries and salary increases received by each individual. Each individual has their own expectations for the salary provided by the organization. In this study, the wage / salary factor is seen from a person's satisfaction or dissatisfaction with the suitability of salaries, allowances provided, and salary increases received each period.

c. Promotion

The extent to which each individual gets promotion opportunities and promotion policies in accordance with the expectations of individual progress in the organization. In this study, promotion is viewed from the existence of promotion opportunities and promotional policies provided to each individual that applies in the organization.

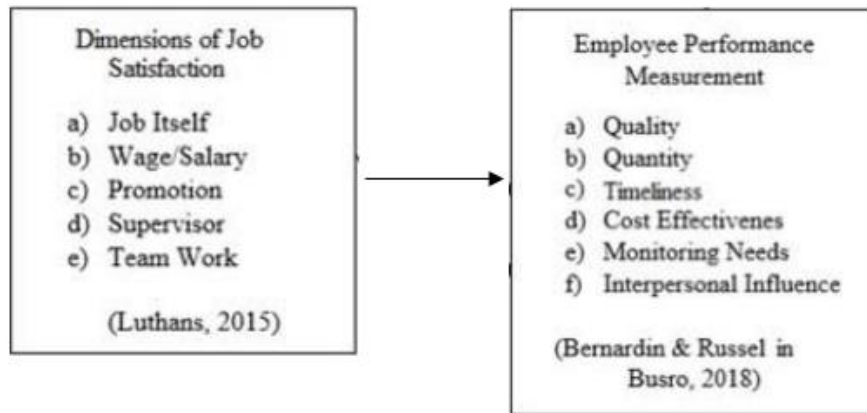
d. Supervisor

The ability of supervisors to provide technical assistance and behavioral support. Supervision is defined as the satisfaction of each individual with the functions and interactions of his or her superiors, as well as the time given by the superiors.

e. Team work

The extent to which workmates are technically proficient and socially supportive. This can be seen from the side of how the interaction and cooperation that occurs between colleagues

**2.5 Research Framework**



**Figure 2.1 Research Framework**

Source: Data Proceed by Author (2020)

**2.6 Research Hypothesis**

According to Sudaryono (2017: 352) the hypothesis is an answer to the formulation of the problem or sub-problem put forward by the author, which is described from a theoretical basis or study and still has to be tested for validity. Based on the framework above, the hypothesis proposed and will be verified is as follows:

**"Job satisfaction has a significant effect on the performance of employees of PT Mitra Lestari Sejati"**

**3. METHOD OF RESEARCH**

**3.1 Types of Research**

This research uses a quantitative approach. This type of research is descriptive and causal. The research location is PT MITRA LESTARI SEJATI. The measurement scale uses the Likert scale. The population of respondents is the employees of PT MITRA LESTARI SEJATI. The sample technique used is saturated sample. In this study the sample used was the entire population, namely all employees totaling 50 respondents. Data collection techniques through primary data and secondary data. The data analysis technique in this research is descriptive analysis and simple linear regression analysis.

**4. RESEARCH RESULTS AND DISCUSSION**

**4.1 Descriptive Analysis Results**

**Respondents' Responses Regarding Job Satisfaction**

Based on the results of a descriptive analysis of job satisfaction on the employees of PT MITRA LESTARI SEJATI, it is already in the good enough category with a percentage of 58.40%. This shows that the job satisfaction of employees at PT MITRA LESTARI SEJATI which includes the dimensions of the job itself, salary / wages, promotion, supervisors, and work groups are in a fairly good category.

**Respondents' Responses Regarding Employee Performance**

Based on the results of the descriptive analysis of the employee performance of the employees of PT MITRA LESTARI SEJATI, it is already in the quite good category with a proportion of 55.89%. This shows that the performance of PT MITRA LESTARI SEJATI employees which includes the dimensions of quality, quantity, timeliness, costs, and the need for supervision is in quite good condition .

**4.2 Simple Linear Regression Analysis Test Results**

**TABLE 4.1  
SIMPLE LINIER REGRESSION ANALYSIS TEST RESULTS**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.043	.296		.146	.885
Work Satisfaction	.999	.108	.799	9.211	.000

a. Dependent Variable: Employee Performance

Source: Results of SPSS Processing 20, 2020

Based on Table 4.4, the following regression models can be obtained:

$$Y = a + b X$$

$$Y = 0,043 + 0,999X$$

The constant value a means that when work satisfaction (X) is zero (0) or employee performance (Y) is not influenced by work satisfaction, the average employee performance is 0.043. While the regression coefficient b means that if the work satisfaction variable (X) increases by one unit, the employee performance (Y) will increase by 0.999. The regression coefficient is positive, which means that work satisfaction has a positive effect on employee performance (the higher / stronger the work satisfaction, the higher the employee performance).

**TABLE 4.2  
T TEST RESULTS**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.043	.296		.146	.885
Work Satisfaction	.999	.108	.799	9.211	.000

a. Dependent Variable: Employee Performance

*Source: Results of SPSS Processing 20, 2020*

Based on the results of the t test obtained based on the processing of SPSS, it can be seen in table 4.5 that the t value is 9,211 and a significance value of 0,000, so  $H_0$  is rejected. Because t-count (9.211) > t-table (1.67722) so that  $H_0$  is rejected and  $H_1$  is accepted. This means that work satisfaction has a significant effect on employee performance.

**4.2 Determination Coefficient Test Results**

**TABLE 4.3**  
**Determination Coefficient Test Results**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.799 <sup>a</sup>	.639	.631	.46698	.639	84.844	1	48	.000	1.110

a. Predictors: (Constant), Work Satisfaction

b. Dependent Variable: Employee Performance

*Source: Results of SPSS Processing 20, 2020*

Based on the results in table 4.3 above, it can be seen that the R value is 0.799 and Rsquare (R2) is 0.639. This figure is used to see the magnitude of the influence of job satisfaction on employee performance. This shows that the effect of the independent variable, namely job satisfaction, on the dependent variable, namely employee performance, is 63.9%, while the remaining 36.1% is influenced by other factors not examined in this study.

**5. CONCLUSIONS AND SUGGESTIONS**

**5.1 Conclusions**

Based on the results of research and discussion on "The Effect of Work Satisfaction on Employee Performance at PT MITRA LESTARI SEJATI" it can be concluded as follows:

- a Job satisfaction at PT MITRA LESTARI SEJATI is already in the good enough category of 58.40%
- b Employee performance at PT MITRA LESTARI SEJATI is already in the quite good category of 55.89%
- c There is a positive and significant effect of job satisfaction on employee performance at PT MITRA LESTARI SEJATI of 63.9%.

**5.2 Suggestions**

**5.2.1 Suggestions for the the Agency:**

Based on the results of research and discussion together with conclusions, there are several suggestions that the researchers propose that can be used as input for future improvements for PT MITRA LESTARI SEJATI, which are as follows:

- a. One of the elements of employee job satisfaction besides salary, of course, is how employees get motivation from their superiors, so researchers suggest that to increase employee job satisfaction is to increase the motivation of superiors towards employees, both in completing work, and achieving the work targets that have been set. In almost all companies, the role of supervision and the role of superiors in behaving will indirectly have an impact on employee job satisfaction. So with these efforts, the boss is able to carry out his role well, motivate and provide encouragement to his employees, employees will feel needed by the company so that if the employee's right to get motivation has been obtained, it is expected that employee job satisfaction will increase. One example of being able to provide motivation, guidance and company assistance can be held once a week for sharing sessions between superiors and subordinates in order to mutually improve relationships, communication and cooperation.

- b. It is better for the company, especially superiors, pay special attention to the work results of employees. Superiors or managers are expected to be able to appreciate the employees' effort no matter how small. Provide assessments of the works that have been done, provide input if there are some deficiencies for improvement at a later date. Because one of the attitudes of a leader is being able to be a partner and hear all the complaints of their employees. Thus, it is expected that employees will feel more appreciated by the company. And this is expected to be able to provide motivation so that employees performance would be more excellent.
- c. The last suggestion is even though the boss is not possible all the time or every time to help the employees' works because the boss is more busy than the employees. So the suggestion for companies is to maximize the existing standard operating procedures. Perfecting the guidelines of each job has an above average difficulty level. So that if the boss cannot be asked for help or cannot be found by the employees to help complete the existing works. So there is a complete SOP and these guidelines. Another thing that can be done is, for example, by creating groups or small groups in an application, for example in a messaging application such as WhatsApp. Where groups or work groups are created with the aim of being problem solving and media discussed among employees or between employees and superiors in terms of work. This also does not cost money because it only requires the WhatsApp application. Those are the efforts that are expected to increase employee job satisfaction.

### 5.2.2 Suggestions for Further Researchers

- a. Further researchers are advised to conduct further research using the same company regarding employee performance, such as the influence of the work environment on employees performance, the influence of motivation on employees performance and the effect of compensation on work performance.
- b. Further researchers are expected to add indicators to measure the variables of job satisfaction and employee performance so that they can be measured accurately.
- c. It is expected that further researches can increase the number of research samples.

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