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## **The Satisfaction of The Employee (Case of Study : PT. PEGADAIAN (PERSERO))**

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### **Abstract**

Human resources in the company have a very important role that needs to be managed and maintained properly, in addition to managing, the company must also pay attention to employee job satisfaction. This research is written to find out how the level of job satisfaction of employees at PT. Pegadaian (Persero). This study uses data collection methods through a questionnaire which given to all employees, totaling 30 people, and using quantitative methods by using the average (mean) as an analysis of the data. The results showed that the highest indicator is the loyalty indicator which have an average value of 4.27 and it is classified as very high interval, while the lowest indicator is the salary level with an average of 3.79 and is classified as high. Overall, the results show us the high / good intervals.

### **1. Introduction**

Human Resources in the company has a very important role. Human Resources are assets that need to be managed and maintained as well as possible. The problem of job satisfaction becomes a serious matter and must be considered by both, private and government management in companies. This should be one of particular concern of the leadership of the company. Many factors can affect the job satisfaction, for example the size of the compensation received, lack of attention to the leadership of employees and others. If this problem is allowed to drag on, then it can finally give the result in losses for the company and employees themselves. In addition, the stability of the company can also be disrupted because that problem has a bad impact on the company. For this reason, some programs need to be made so that can improve employee satisfaction at work. If the employees feel satisfied, then they will be more active in working for advancing the company. **Mira** [1] in her research stated that the factors that influence job satisfaction are compensation, placement, salary level and work environment partially and simultaneously that will affect the job satisfaction of employees at the Menara Pekan Baru Resty Hotel. PT. Pegadaian (Persero) is one of the State-Owned Enterprises (BUMN) which is engaged in financial services and gold product sales. Employee satisfaction becomes important because it is one of the key of morale and discipline and performance, by paying attention to employee job satisfaction factors, employees will always work in feelings of pleasure and not forced and have high morale. Employee job satisfaction is related to aspects of fairness and eligibility with employee benefits for the performance that contributed to the company. If these justice and inadequacy are not met then it will cause employees dissatisfaction, this dissatisfaction will lead to a decline of the employee morale which in turn will lead to a decline of the work ethic of the employee. The Problems at PT Pegadaian in general is about only pay attention to customer satisfaction but do not pay attention to how the level of employee satisfaction. The environment of employee working is one of the factors that must be considered by PT. Pegadaian, there are still many uncomfortable working environments. The satisfaction of employee is very important to note because it can affect the stability of a company.



The factors that can affect employee job satisfaction such as compensation received, salary levels, a comfortable work environment and so on. The difference in this study with previous research lies in the method of data analysis, if the previous research uses associative analysis, while this study uses descriptive methods by using quantitative data.

## 2. Methodology

### Date and Place of Research

This research was conducted at PT. Pegadaian (Persero) Setia Budi Branch Office, located at Jl. Setia Budi No. B4 Komplek Ruko Milala Mas Medan Selayan, Medan City, North Sumatra 20154. The study period began in February to May 2019.

### Operational Definition

The operational definitions of this study are as follows:

Variable	Definition	Indicator	Scale
Kepuasan Kerja	Job satisfaction is an emotionally pleasant or emotionally unpleasant expression for employees looking at their job.	1. Loyalty 2. Ability 3. Honesty 4. Creativity 5. Leadership 6. Salary Level 7. Indirect Compensation 8. Work Environment	Likert

### Data Collection Technique

Data collection techniques are more dominant in primary data, the aims in this study is to uncover the facts about the variables to be examined. This study is using several methods, namely: questionnaires, observation, and study documentation.

### Data Analysis Technique

To analyze the research data, the author uses descriptive methods with quantitative data. According to **Sugiyono** [6] Quantitative analysis is using statistics. The statistics used can be in the form of descriptive and inferential / inductive statistics. Quantitative data is data showed in the form of numbers or qualitative data that is leveraged. According to **Sugiyono** [6] Likert scale is a scale used to measure attitudes, opinions, perceptions of a person or group of people about social phenomena. This study uses a measuring scale that is Likert Scale as in the table below.

According to **Siregar** [9] the average of sample can be calculated by the following formula:



$$\bar{x} = \frac{\sum x_i}{n}$$

Information:

- $\bar{X}$  = Averages
- $\sum x_i$  = Number of Question Mark
- n = Number of Data

According to **Herrhyanto and Gantini** [9] to get the data with the largest value and the data with the smallest value with the same class length for each interval class, the formula is used:

$$P = \frac{\text{The Range}}{\text{The Number of Interval Classes}}$$

Information:

- P = Class Length
- The Range = The largest value – the smallest value
- The Number of Interval = 5

Based on the formula above, the length of the interval class is:

$$P = \frac{5 - 1}{5}$$

$P = 0,80$

Then the intervals of the assessment criteria are:

- 1,00 – 1,79 = Very Bad / Very Disagree
- 1,80 – 2,59 = Bad / Disagree
- 2,60 – 3,39 = Good Enough / Doubtful
- 3,40 – 4,19 = Good / Agree
- 4,20 – 5,00 = Very Good / Very Agree

### 3. The Result and Discussion

#### The distribution of the answer of respondents to the loyalty indicators

No	Statement	VG	%	G	%	GE	%	B	%	VB	%
1	Willing to sacrifice time and energy for the company where they work	9	30,00	17	56,66	4	13,33	0	0,00	0	0,00
2	Maintain and defend the company from harassment of people who are not responsible	12	40,00	17	56,66	1	3,33	0	0,00	0	0,00
	The Average		35,00		56,66		8,33		0,00		0,00

Based on the distribution of respondents' answers to the Loyalty indicators is showed for the first statement, the respondent's highest answer of agreeing is with a percentage at 56.66% while the lowest of doubtful, is with a percentage at 13.33%. This shows that the majority of employees are willing to sacrifice labor time for the company



where they work. The second statement, the highest respondent's answer of agreeing is with a percentage at 56.66% and the lowest answer of doubtful, is with a percentage at 3.33%. This shows that the majority of employees agree with the statement that they are willing to protect and defend the company from harassment of irresponsible people. When calculating the average percentage of all statements for the Loyalty indicator, then the highest percentage of average answer will be obtained from this indicator that is the dominant respondent answers agree at 56.66% point, while the lowest average percentage of doubtful is at 8.33%.

### The distribution of the answer of respondents to the ability indicators

No	Statement	VG	%	G	%	GE	%	B	%	VB	%
1	The quality of work in the line of expectation	11	36,66	17	56,66	2	6,66	0	0,00	0	0,00
2	The working is beyond of the target that given by the boss	6	20,00	21	70,00	3	10,00	0	0,00	0	0,00
	The Average		28,33		63,33		8,33		0,00		0,00

The answer to the third statement, the respondent's highest answer agreed is at a percentage of 56.66% and the lowest answer of the respondent with doubtful is at a percentage of 6.66%. This shows us that the majority of respondents agreed with the statement of the quality of work in accordance with the expectations. As for the fourth statement, the respondent's highest answer agreed is at a percentage of 70.00% and the lowest answer of the respondent with doubtful is at a percentage of 10.00%. This shows that the majority of respondents agreed with the statement that the quality of work was in line with expectations. When calculating the average percentage of all statement items for the Ability indicator, then the highest percentage of average answers obtained from the ability indicator of agreeing is at 63.33% point, while the lowest average percentage of doubtful is at 8.33%.

### The distribution of the answer of respondents to the honesty indicators

No	Statement	VG	%	G	%	GE	%	B	%	VB	%
1	Always be honest with yourself and your boss or coworkers	11	36,66	15	50,00	4	13,00	0	0,00	0	0,00
2	Prioritize honesty in carrying out the work	9	30,00	18	60,00	3	10,00	0	0,00	0	0,00
	The Average		33,33		55,00		11,5		0,00		0,00

The answer of the fifth statement, the respondent's highest answer agreed is at a percentage of 50,00% and the lowest answer of the respondent with doubtful is at a percentage of 13,00%. This shows that the majority of respondents agree with statements that are always true to themselves or to superiors or colleagues. As for the sixth statement, the respondent's highest answer agreed is at a percentage of 60,00% and the lowest answer of the respondent with doubtful is at a percentage of 10,00%. This shows us that the majority of respondents agreed with giving priority to honesty in doing work.



When calculating the average percentage of all statement items for the Honesty indicator, then the highest percentage of average answers obtained from the honesty indicator of agreeing is at 55,00% point, while the lowest average percentage of doubtful is at 11,5%.

### The distribution of the answer of respondents to the creativity indicators

No	Statement	VG	%	G	%	GE	%	B	%	VB	%
1	trying to do creativity well, in doing the work	5	16,66	24	80,00	1	3,33	0	0,00	0	0,00
2	Having a high creativity to get the job done	4	13,33	24	80,00	2	6,66	0	0,00	0	0,00
	The Average		14,99		80,00		4,99		0,00		0,00

The answer of the seventh statement, the respondent's highest answer agreed is at a percentage of 80,00% and the lowest answer of the respondent with doubtful is at a percentage of 3,33%. This shows that the majority of respondents agreed with the statement in doing the work given, and tried to creativity well. As for the eighth statement, the respondent's highest answer agreed is at a percentage of 80.00% and the lowest answer of the respondent with doubtful is at a percentage of 6,66%. This shows that the majority of respondents agreed that in carrying out the work given and trying to creativity well. When calculating the average percentage of all statement items for the Creativity indicator, then the highest percentage of average answers obtained from the creativity indicator of agreeing is at 80,00% point, while the lowest average percentage of doubtful is at 4,99%.

### The distribution of the answer of respondents to the leadership indicators

No	Statement	VG	%	G	%	GE	%	B	%	VB	%
1	Has a strong personality and is authoritative enough to motivate others	6	20,00	18	60,00	6	20,00	0	0,00	0	0,00
2	The provision of good service is the main attraction for customers	5	16,67	22	73,33	3	10,00	0	0,00	0	0,00
	The Average		18,35		66,66		15,00		0,00		0,00

The distribution of the answer of the ninth statement, the respondent's highest answer agreed is at a percentage of 60,00% and the lowest answer of the respondent with very agreed and doubtful is at a percentage of 20,00%. This shows that the majority of respondents agreed with the statement that having a strong personality and being authoritative enough to motivate others. As for the tenth statement, the respondent's highest answer agreed is at a percentage of 73,33 % and the lowest answer of the respondent with doubtful is at a percentage of 10,00%. This shows us that the majority of respondents agreed with the statement that the provision of good service is a special attraction for customers. When calculating the average percentage of all statement items for the Leadership indicator, then the highest percentage of average answers obtained from the leadership indicator of agreeing is at 66,66% point, while the lowest average percentage of doubtful is at 15,00%.



### The distribution of the answer of respondents to the Salary Level indicators

No	Statement	VG	%	G	%	GE	%	B	%	VB	%
1	The company provides salary according to my position and work results	2	6,66	25	73,33	3	10,00	0	0,00	0	0,00
2	I am satisfied with the salary that I received	3	10,00	25	83,33	3	10,00	1	3,33	0	0,00
The Average			11,66		78,66		10,00		0,00		0,00

The Distribution of the answer to the eleventh statement, the highest value of the respondent for agreeing the statement is with a percentage of 73.33% and the lowest answer of the respondent for not agreeing is with the percentage of 10.00%. This shows us that the majority of respondents agreed with the statement that the company gives salary according to the position and work results. While the twelfth statement, the respondent's highest answer agreed is at a percentage of 83.33% and the lowest answer of the respondent with disagreement is at the percentage of 3.33%. This shows that the majority of respondents agree with the statement that I was satisfied with the salary I received. When calculating the average percentage of all statement items for the Salary Level indicator, then the highest percentage of average answers obtained from the salary indicator of agreeing is at 66,66% point, while the lowest average percentage of doubtful is at 15,00%. So Thus, the salary level indicator can affect the level of satisfaction of an employee

### The distribution of the answer of respondents to the Indirect Compensation indicators

No	Statement	VG	%	G	%	GE	%	B	%	VB	%
1	The company provides rewards for employees who got achievement	3	10,00	23	76,66	4	13,33	0	0,00	0	0,00
2	The company provides rewards for employees who have dedicated themselves to the company	3	10,00	24	80,00	3	10,00	0	0,00	0	0,00
The Average			10,00		78,32		11,68		0,00		0,00

The Distribution of the answer to the thirteenth statement, the highest value of the respondent for agreeing the statement is with a percentage of 76,66% and the lowest answer of the respondent of very agree is with the percentage of 10,00%. This shows us that the majority of respondents agreed with the statement that the company provides rewards to employees who got achievement in order to job satisfaction for employees. As for the fourteenth statement, the respondent's highest answer agreed is at a percentage of 80,00% and the lowest answer of the respondent with doubtful and very agree is at the percentage of 10,00%. This shows us that the majority of respondents agreed with the company's statement of giving rewards to employees who had dedicated themselves to the company. When calculating the average percentage of all statement items for the Indirect Compensation indicator, then the highest percentage of average answers obtained from the indirect compensation indicator of agreeing is at 78,33% point, while the lowest average percentage of very good is at 10,00%.

### The Distribution of the answer of respondents to the Work Environment indicators



No	Statement	VG	%	G	%	GE	%	B	%	VB	%
1	I feel a good working environment at the company	4	13,33	19	63,33	7	23,33	0	0,00	0	0,00
2	I feel comfortable while working in the company	5	16,66	21	70,00	2	6,66	0	0,00	0	0,00
	The Average		14,99		65,17		14,99		0,00		0,00

The Distribution of the answer to the fifteenth statement, the highest value of the respondent for agreeing the statement is with a percentage of 63,33% and the lowest answer of the respondent of very agree is with the percentage of 13,33%. This shows us that the majority of respondents agree with the statement that employees felt a good working environment in the company. As for the sixteenth statement, the respondent's highest answer agreed is at a percentage of 70,00% and the lowest answer of the respondent with no doubtful is at the percentage of 6,66%. This shows us that the majority of respondents agree with the statement that employees feel comfortable working in the company. When calculating the average percentage of all statement items to the Work Environment indicator, then the highest percentage of average answers obtained from the work environment indicator of agreeing is at 65,17% point, while the lowest average percentage of very good and doubtful is at 14,99%.

### The Mean of Each Indicator

Based on the research data above, the average of each indicator / variable of job satisfaction is calculated, among others: Loyalty, ability, honesty, creativity, leadership, salary level, indirect compensation and also the work environment. Then the result of answer number multiplied by the weight of the answer and divided by the number of questions for each indicator so that, the results obtained as the following table.

**The Table of Mean of Each Indicator**

No	Indicator	Number	Mean
1	Loyalty	256	4,27
2	Ability	252	4,2
3	Honesty	253	4,22
4	Creativity	246	4,1
5	Leadership	242	4,03
6	Salary Level	238	3,79
7	Indirect Compensation	239	3,98
8	Work Environment	236	3,93
	The Mean		4,07

Based on the results of the calculation of the table above then the average value for the level of job satisfaction of employees at PT Pegadaian (Persero) is 4.07. When viewed in the interval table, it is including the criteria that the level of employee job satisfaction in accordance with the indicators examined in this study.



## Discussion

Based on the results of the questionnaire that the authors distributed to employees of PT. Pegadaian (Perserto) of 30 people can be classified and disclosed in accordance with the theory of mangkunegara that the absolute job satisfaction is very difficult to find, because each individual has a different standard. Job satisfaction variables that can be identified include loyalty, ability, creativity, leadership, salary level, indirect compensation, conceptual, and work environment. Loyalty is the loyalty of employees towards their work, position and organization. This loyalty is reflected by the willingness of employees to maintain and defend the organization both inside and outside of work from interference by irresponsible people. Loyalty variable is something that can determine the level of employee job satisfaction. In this study the loyalty indicator becomes the first highest indicator with a mean value of 4.27. Ability is the result of work both in quality and quantity that can be produced by employees which shows that employees master job descriptions. The ability to know the quality of work in accordance with company expectations and work exceeds the targets that given by the superiors. In this study, this indicator is the third highest indicator with a mean value of 4.2. The next job satisfaction variable is honesty, always do honestly with yourself and to superiors and colleagues and always give priority to honesty in doing every job. In this research, this indicator became the second highest indicator with a mean value of 4.2. The next satisfaction variable is creativity in doing the work given and trying to be creative in completing work and achieving the target which the company wants. In this study, this indicator became the fourth highest indicator with a mean value of 4.10. The next job satisfaction variable is leadership, in this case, employees have strong personalities and are empowered to motivate others. The ability to lead, have a strong personality, be respected, authoritative and be able to motivate others to work effectively. In this study, the indicator is the fifth highest indicator with a mean value of 4.03. The salary level is the amount of salary given by the company and received by employees which must be in accordance with what employees give to the company so that they feel satisfied. To measure the level of employee job satisfaction, the company provides salary according to position and work results. In this study, the indicator is the lowest indicator with a mean value of 3.79. Indirect compensation is an adequate and appropriate compensation to employees for their contribution to helping the company achieve its goals. The Rewards for energy, time, thoughts and achievements that have been given by employees to the company. In this study, the indicator is the sixth highest indicator with a mean value of 3.98. Work environment is a good work environment that can make employees feel comfortable so that they can produce the best in their work. In this case, a good work environment so that employees feel comfortable and concerned has something to do with employee job satisfaction. In this study, the indicator is the seventh highest indicator with a mean value of 3.93.

## Conclusions

There are eight job satisfaction variables, to find out the level of employee satisfaction at PT Pegadaian (Persero), namely: loyalty, ability, honesty, creativity, leadership, salary level, indirect compensation, and work environment. The indicator which has the highest value of the job satisfaction variable is the loyalty indicator with a value of 4.27 with a very good / high category while the lowest value is for the salary level indicator with a value of 3.79 with a fairly good category. Therefore, one factor in the salary level can have a significant effect on employee satisfaction.

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