Analysis of Employee Job Satisfaction at CV ABCD

Fani Erisha Dewi[1], Christian Wiradendi Wolor[2], Marsofiyati[3]

[1]Digital Office Administration Study Program, Universitas Negeri Jakarta, Indonesia
[2]Universitas Negeri Jakarta, Indonesia
[3]Universitas Negeri Jakarta, Indonesia

Abstract

This research uses a qualitative method, namely by analyzing and describing the problems found. This research is based on primary data and secondary data. Primary data in this study were obtained through observation, interviews, and documentation, while secondary data were obtained through books, previous research, and articles related to the research. The sample of this research is CV ABCD employees, researchers also collected data through a survey method sent to 15 employees. Job satisfaction is an emotional state that comes from knowledge and evaluation of one's job. Job satisfaction is also the result of employee responses regarding what is considered important about how good their job is. Employee job satisfaction can play an important role in creating a positive work environment, employees who are satisfied with their jobs tend to be responsible in carrying out their duties. From the results of the study, it shows that although quite a lot of employees can feel satisfaction, there are still some employees who have not felt job satisfaction either from the work environment, salary or compensation, etc. Therefore, most employees express that they do not have a clear opinion (neutral) regarding job satisfaction at CV ABCD. Therefore, most employees expressed that they did not have a clear opinion (neutral) regarding job satisfaction at CV ABCD. This research provides insights for companies to help them identify measures that can be implemented to increase employee job satisfaction at CV ABCD. With an increase in job satisfaction, it will have an impact on the overall performance of the company as expected.

Keywords: Job Satisfaction, Work Environment, Compensation, Indonesia

1. Introduction

In essence, human resource management should be carried out with the right techniques to produce a successful level of productivity in accordance with employee capabilities. An important part of success is human resources who are able to do work effectively and efficiently to provide high quality. Employee job satisfaction is one of the many aspects of human resources that companies must pay attention to (Fauzi et al., 2023). The study from Locke E explains the role of employees is very important in a company or organization, because it is an important factor to monitor the impact on employee job satisfaction. Job satisfaction is an emotional state that comes from knowledge and evaluation of one's job. Job satisfaction can also be defined from the results of employee responses regarding what is considered important from how good their job is (Pitasari & Perdhana, 2018).

Based on an article reported by kompas.com, (2023) a survey conducted by BambooHR states that employee job satisfaction worldwide has experienced a steady decline since 2020, with a sharp decline in 2023. The survey included data from nearly 60,000 employees at more than 1,600 companies around the world, which showed that most employees are starting to show a sense of resignation or apathy towards their work. The survey revealed that while many companies have made efforts to improve work-life balance, many challenges remain to improve job satisfaction, including fair treatment, consistency of compensation, and support from coworkers and superiors.

Based on observations made by researchers at CV ABCD, researchers saw a slight lack of satisfaction in working at the company. Employee job satisfaction plays an important role in creating a positive work environment. Employees who are satisfied with their jobs tend to be happy in carrying out their tasks, have a trustworthy attitude, are focused, and are more productive. They are also more likely to carry out tasks in accordance with company policies. However, if employees are not satisfied at work, they may become less motivated, unfocused in carrying out tasks, productivity decreases, and may even violate company policies, which can ultimately affect overall performance.

In this study, the researcher conducted a pre-report by distributing questionnaires to 15 employees of CV ABCD. This pre-research was used by researchers to get an initial picture of employee opinions regarding job satisfaction in the company, as well as to strengthen the validity and reliability of the data to be collected. The results obtained show that respondents' views regarding employee job satisfaction at CV ABCD are quite diverse. A total of 6.7% of respondents “Strongly Agree” that employees are satisfied working at CV ABCD, followed by 33.3% of respondents “Agree,” so that a total of 40% of respondents stated that they were satisfied working at CV ABCD. On the other hand, only 13.3% of respondents “Disagree” that employees are dissatisfied working at CV ABCD. Thus, the majority of respondents, 46.7%, felt they did not have a clear opinion regarding job satisfaction at CV ABCD. This is in accordance with the results of observations made by the author on observation.

The following is a diagram The pre-research results show that from a total of 15 respondents taken as a sample, regarding the satisfaction of the work environment at CV ABCD is quite diverse. A total of 6.7% of respondents “Strongly Agree” that the work environment is good, followed by 20% of respondents “Agree,” so that 26.7% of respondents

think the work environment at CV ABCD is good. On the other hand, 33.3% of "Neutral" respondents indicated that they did not have a strong opinion about the working environment at CV ABCD. Thus, the majority of respondents, 40%, felt that they disagreed that the working environment at CV ABCD was not good. This is in accordance with the results of observations made by the author on observation.

Researchers discuss employee job satisfaction at CV ABCD with qualitative research methods and data collection techniques carried out by observation, interviews, and documentation. Researchers chose to discuss employee job satisfaction at CV ABCD because of the importance of maintaining job satisfaction levels to optimally achieve company goals. This research is expected to provide clearer insights into the factors that influence employee job satisfaction, so that companies can take the necessary steps to improve that satisfaction and, in turn, improve employee performance and productivity. From the explanations and problems that exist, the author considers that companies need to maintain employee job satisfaction in the company or organization so that it reaches its goals optimally. Therefore, the researcher wishes to conduct research with the title **"Analysis of Employee Job Satisfaction at CV ABCD."**

2. Literature Review

2.1 Job Satisfaction Theory

To determine the standard of employee job satisfaction, a theory is needed that can describe the behavior of someone who is satisfied with their job. This theory can be used as a basis for consideration to assess the behavior of employees who are satisfied or dissatisfied with their jobs. The following are the theories of job satisfaction discussed by experts, namely:

1. Locke E states that *Goal Setting Theory* is a characteristic of behavior that has a purpose and will last until it reaches the end of completion. This is similar to someone who will just start a job and is eager to finish in order to immediately achieve his goal. This means that *Goal Setting Theory* can be said that commitment is based on goals. If someone is committed to achieving a goal, their actions will be influenced, which in turn will have an impact on their performance (Hasanah, 2021).
2. Eerde states that Vroom's Expectation Theory is to measure motivation, then job satisfaction is the difference between what should happen and what actually happens. Since a person has the necessary abilities and needs, they can experience job satisfaction and dissatisfaction. Therefore, needs are not only material such as compensation, but can also be non-material needs such as career achievement, achievement, position, opportunity to develop, social, and spiritual. These material and non-material needs can be met by working according to abilities that are beneficial to people and companies or organizations. Individuals who work begin to have expectations that their wishes will be fulfilled where they work. When there is a difference between what a person expects from the organization or company and what they get as a result of their work, it may cause dissatisfaction (Sunarta, 2019).
3. Adams states that Equity Theory or justice theory explains that a person who works assesses his input in relation to work by comparing the results obtained. They see it compared to members of their own group, members of other groups, or with individuals outside the organization or company where they work. If a person feels that their effort or contribution to the organization or company is not proportional to

their compensation, they are likely to decrease their work output. A person can be more motivated to reduce the mismatch that they feel is getting bigger (Kinasih, 2022).

4. Herzberg states Two Factor Theory or two-factor theory, Herzberg explains job satisfaction and job dissatisfaction are two different things. This theory is divided into two types of work components. The first group talks about job intristic factors, while the second group talks about the work environment or job extrinsic factors. In summary, it states that hygiene factors or maintenance factors, can cause dissatisfaction if absent, but can provide motivation if present. If the factor is present, the motivator will push towards strong motivation and satisfaction. But if the factor is not present, it does not cause dissatisfaction. If safety factors cannot be met, employees will feel dissatisfied with their work (Putra, 2017).

2.2 Factors Affecting the Level of Job Satisfaction

Factors that affect the level of job satisfaction are a number of variables that can influence an employee to feel satisfied or dissatisfied in carrying out their work. Job satisfaction is a positive feeling that employees have towards their work, and also the level of job satisfaction also has an impact on productivity, commitment and also employee loyalty to their organization or company. There are several opinions from experts regarding the factors of job satisfaction levels. According to Mukhtar (2019) the factors that affect job satisfaction for employees, namely:

1. Position
   People believe that people in higher positions are happier than people in lower positions. However, studies show that this is not always true. Instead, it is the change in job level that affects job satisfaction.
2. Rank or Position
   If the job is based on differences in class level, so it can be said that the job will give a certain position to the person who does it. Some consider a compensation increase as a promotion, and they feel proud of their new position. This can change their feelings and behavior.
3. Age
   There is basically a correlation between job satisfaction and employee age. People who are 25 to 34 years old and 40 to 45 years old usually experience feelings of dissatisfaction with the results of their work.
4. Quality of Supervision
   The existence of a good relationship between leaders and employees and always increasing attention, can increase employee job satisfaction. By having a good relationship between leaders and employees, employees themselves will feel they are the most important part of the company they work for.

3. Material and Method

This research was conducted for 4 (Four) months starting from September 2024 to December 2024. The research location is a place for researchers to conduct observation activities to examine the object of research. Researchers conducted observation activities at:

Company Name : CV ABCD
Address : Jl. Kayu Manis No.5, RW.09/RT.05, Kec. Kramat jati, East Jakarta
Phone No : (+62) 81293619371

Regarding sampling techniques, this research uses purposive sampling techniques. Researchers take samples that are directly related to the topics that researchers take. The data in this study were obtained from primary data and secondary data. Primary data is obtained by conducting observations, interviews, and documentation. While secondary data is obtained through literature and other written sources such as previous research, books and articles related to this research.

The reason the researcher chose CV ABCD as a place to carry out observations is because there are phenomena related to Employee Job Satisfaction which is an important factor in company performance. CV ABCD, which is engaged in the distributor of healthy beverage products. It has collaborated with 1500 MSMEs, and has a significant number of employees and varied job dynamics, so that it can allow for various job satisfaction among employees. This research was also conducted because this company implements human resource management policies and strategies that aim to improve employee welfare and job satisfaction.

1. **Primary Data**
   a. Observation

      Observation is a data collection method carried out through direct observation, accompanied by systematic recording of the condition or behavior of the object under study. Observation is a structured process of observing and recording the phenomenon under study, where researchers record information in accordance with what they observe during the research (Abdussamad, 2021). The purpose of the observations made by researchers is to gain a deeper understanding of the phenomena and problems that arise at the research location. Researchers made direct observations at CV ABCD to analyze employee job satisfaction. Observations were made directly to work activities in the company, supported by field activities that lasted for approximately five months, so that researchers could better understand the dynamics that occur in the employee work environment.

   b. Interview

      Interviews are a form of interpersonal communication where two people engage in a question and answer based conversation. The interview guide serves to direct the focus of the material discussed. The success of the interview also depends on the quality of the answers given by the interviewee. Structured interviews are a method of data collection using the same questions that have been prepared in advance by researchers to ask respondents (Rosaliza, 2015). Interviews are designed to extract information from each respondent, where researchers need to listen carefully to the explanations given. In this study, interviews were conducted with employees who have a role in various aspects of work related to Employee Job Satisfaction at CV ABCD.

   c. Documentation

Documentation is a collection of records that can be used as legal evidence. Documentation includes all forms of physical evidence such as; writings, videos, photographs, recordings, etc., which have been made and can be collected or reused as relevant data (Rusandi & Rusli, 2021).

2. **Secondary Data**

The author uses literature study as a data collection technique, by accessing information from literature and other written sources such as books, previous research, and articles relevant to the research topic. Literature study is a research activity that aims to examine various theories from scientific references, such as theses or articles published in research journals. In this study, researchers analyzed a number of scientific articles relevant to the study objectives (Setiawan & Sulistiani, 2019). This, literature study is an effort made by researchers to collect various information and theories related to the research topic that has been done.

3.1 Design Study

The research method used by researchers is a qualitative method. Qualitative research is a research method that aims to understand reality through an inductive thinking process. Researchers are expected to always focus on reality or events in the context being studied. This research process consists of the pre-field research stage, the field work stage, and the data analysis stage (Adlini et al., 2022).

In a qualitative approach, one type of approach that is often used is the case study approach. A case study is a research strategy in which closely studying a program, event, process activity or group of individuals. Case study is one of the research methods used to answer various issues or objects related to a phenomenon. This method involves an in-depth investigation of a particular program, event, activity, process, or group of individuals. Case study research is limited by time and activities, where researchers collect data comprehensively using various data collection techniques within a predetermined period of time (Rusandi & Rusli, 2021).

3.2 Data Analysis

Data Analysis

Data analysis is the process of systematically organizing and compiling records of observations, interviews, and others to help researchers understand the case under study, and present findings that are useful to others. In order for the researcher's understanding to increase, this analysis must be continued with an effort to find deeper meaning (Kurniasih et al., 2021). The data analysis process includes four steps as follows:

1. Data Collection

   Researchers carry out data analysis simultaneously with the data collection process. Data information collected from observations, interviews, and documentation is used as material that supports the research. In this study, data collection was carried out with several employees at CV ABCD.

2. Data Reduction

   Data reduction is a simplification process through grouping and removing unnecessary information, so that the remaining data can produce meaningful

information and make it easier to draw conclusions. At this stage, the data collected by researchers in the field is rewritten in the form of a detailed report. Data reduction involves summarizing and selecting important information, so that the data can be presented clearly and help researchers in collecting subsequent data.

3. Data Presentation

   Presentation of data is one of the steps in preparing a report on the results of the research carried out so that it can be understood and analyzed in accordance with the desired objectives. The data presented needs to be organized simply and clearly so that it is easy to understand. In this study, researchers presented information through descriptive text that describes the existing data.

4. Drawing Conclusions or Verification

   The final step in qualitative data analysis is to formulate preliminary conclusions that are temporary and may change if there is no strong or supporting evidence during the data collection stage. Conversely, if the initial conclusions are supported by new evidence found later, then the conclusions that have been proposed are considered credible.

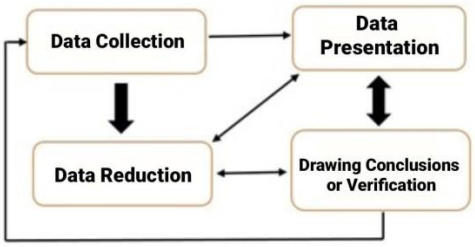

Figure 3.1 Research Model of Miles & Huberman Model
Source: Data processed by researchers

Data Validity Techniques

In qualitative research, data validity is carried out to ensure that the data and information obtained can be proven in the research results. The validity of this data was tested using triangulation techniques. Triangulation is a method of checking data by comparing information from various sources to ensure its validity. This technique combines data from various available sources. The purpose of triangulation is to strengthen the theoretical, methodological, and interpretative aspects of qualitative research. Triangulation can also be interpreted as a data verification process by checking information through, sources, techniques, and time (Mekarisce, 2020).

4. Result and Discusssion

4.1 Data Description

To describe employee job satisfaction at CV ABCD, researchers used interviews to obtain in-depth research results. In this stage, there were four informants who became the main subjects, focusing on their experiences and views regarding job satisfaction in the company. The researcher designed relevant questions related to aspects that affect the level

of job satisfaction. The aim is to understand the extent to which the work environment, company policies and relationships between employees have an impact on their job satisfaction. The number of participants in this study was 4 (four) people, namely: one admin division staff, one production division staff, and two delivery division staff or couriers.

This research was conducted using a qualitative approach that aims to understand how job satisfaction is at CV ABCD. CV ABCD is a company engaged in retail distributors, one of the products distributed is healthy drinks. Established in April 2019, until now CV ABCD has partnered with more than 1500 MSMEs in the Jabodetabek area and has dozens of employees. In this study, the interview participants consisted of four employees who would provide views related to aspects that affect their level of job satisfaction. The interviews are expected to provide a comprehensive picture of employee job satisfaction at CV ABCD and its impact on company performance.

Table 4.1 Participant Data
Source: Data processed by the researcher

No.	Participant	Gender	Length of Servive	Position
1.	Participant A	Female	2 years	Administration
2.	Participant B	Female	2 years	Production
3.	Participant C	Male	9 months	Goods Delivery
4.	Participant D	Male	3 months	Goods Delivery

4.2 Data Results

Environment to Job Satisfaction at CV ABCD

The work environment at CV ABCD has various views from employees that reflect satisfaction and dissatisfaction. Some employees feel quite comfortable working, especially because communication between employees is considered to be going well, although there are still shortcomings in daily interactions due to activities that take place in their respective workspaces. In addition, the company's leadership is appreciated for being able to embrace employees and listen to input for improvement, creating a family atmosphere. However, opportunities for career development or promotion in this company are considered limited given its status as a small CV.

In terms of facilities, employees stated that the facilities provided by the company are adequate to support the smooth running of the work. The workload given is felt to be in accordance with the abilities and responsibilities of each, although there are certain conditions such as position vacancies that cause adjustments to tasks. In addition, giving appreciation in the form of bonuses to outstanding employees is also considered a positive effort from the company in motivating employees.

The flexibility of working hours at CV ABCD is considered quite good by some employees. However, communication between employees in the field still needs improvement, especially to support more effective interaction and collaboration. Overall, the

company is considered to have created a fairly good working environment, although there are still aspects that need to be improved, such as career opportunities and internal communication management.

Figure 4.1 Work Environment
Source: Researcher's Document

Salary or Compensation Factors on Employee Job Satisfaction at CV ABCD

Salaries and compensation provided by CV ABCD are considered to have been adjusted to the workload of employees, although there are differences of opinion among employees regarding satisfaction with the salary received. Some employees feel that their salaries have not fully met their expectations, but this can be offset by the potential for gradual increases based on work progress. Bonuses given to outstanding employees are also a factor that is considered helpful in increasing income.

Other employees consider that the salary provided is in line with the workload, especially with the additional bonus. This bonus is not only given based on performance but also from activities such as answering quizzes or games held by the company. This also provides additional motivation for employees in carrying out their duties.

In addition, additional money for transportation and incentives such as awards for the most visits to MSMEs are considered to provide added value for some employees. Overall, although salaries at CV ABCD are considered standard and in line with the company's scale, additional bonuses and incentives play an important role in increasing employee satisfaction with the compensation received.

Solutions or Factors that Improve Employee Job Satisfaction

Based on observations and interviews, there are several solutions and factors that need to be improved to increase job satisfaction at CV ABCD. One of the obstacles revealed is that communication between employees, especially between the production division and other divisions, is less than optimal because employees have to work indoors all day. The delivery division (courier) also feels similar challenges although not as significant. In addition, obstacles arise when an employee resigns without a replacement, so it is necessary to re-brief the division of tasks.

Some employees suggested that the company provide time to expand interactions between divisions to improve communication and collaboration. In addition, accelerating the

recruitment process to replace departing employees, especially in the courier division, is considered important to keep operations running smoothly, especially when the workload increases such as during MSME expansion.

Employees also emphasized the importance of maintaining the positive aspects that have been implemented in the company, such as listening to employee feedback and maintaining a supportive work atmosphere. With improvements in these factors, it is expected that the work environment at CV ABCD can become more productive and satisfying for employees.

4.3 Data Discussion

Job satisfaction refers to a state in which employees feel comfortable and satisfied with the work they do, although it is subjective and influenced by various factors, such as work environment, communication, compensation, and company policies. A positive work environment creates a sense of security and comfort for employees, thereby increasing productivity and loyalty. Based on the results of interviews and observations at CV ABCD, most employees are satisfied with work facilities, rewards in the form of bonuses, and a supportive work atmosphere. However, there are some obstacles, such as less than optimal communication between divisions, limited opportunities for growth, and difficulties in replacing employees who resign, which can hinder work effectiveness.

Compensation is also an important factor affecting job satisfaction. Most employees at CV ABCD feel that the salary received is quite appropriate, especially with additional bonuses and incentives. However, some employees revealed that salaries have not met expectations, although there is optimism that salaries will increase along with performance progress. Wise compensation management is key to increasing motivation and retaining employees. Dissatisfaction with compensation can have a negative impact on productivity and loyalty, so companies need to ensure there is a balance between the workload and the rewards received.

To increase job satisfaction, CV ABCD needs to improve communication between divisions to create a more harmonious and collaborative working atmosphere. In addition, accelerating recruitment to replace employees who resign can help reduce excessive workload, especially in the delivery division. Company leaders are expected to continue listening to feedback from employees to create a more conducive work environment. By improving on these factors, CV ABCD can increase employee job satisfaction, support loyalty, and strengthen employee contributions to the company's success.

5. Closing

5.1 Conclusion

Based on data analysis, it can be concluded that the work environment at CV ABCD is generally considered adequate by most employees, especially in terms of family atmosphere, internal communication, and leader support through appreciation and rewards. However, there are still communication problems between divisions, especially for employees who work in the room all day. Improvements to the work environment are needed to increase employee satisfaction. Compensation provided by CV ABCD is quite helpful

through bonuses and incentives, but there are still employees who feel that salaries have not fully met expectations. A gradual increase in salary in accordance with work progress is considered important to maintain a match between rewards and workload. Proposed solutions include increasing interaction time between divisions, accelerating the replacement of employees who resign to reduce workload, and maintaining a positive culture of appreciation. Actively listening to employee feedback was considered essential to create a more productive and harmonious working atmosphere.

5.2 Implication

Theoretical Implications

The research results obtained can strengthen the findings of previous research conducted by (Anke Priyono, 2015), (Diyah & Widiastini, 2021), (Mukhtar, 2019), (Sutrisno, 2017), (Afandi, 2018), (Wijaya, 2022), (Rahmadhani & Priyanti, 2022), (Hasanah, 2021), (Sunarta, 2019), dan (Putra, 2017) from the results of these studies show that employee job satisfaction analysis has an important role in a company to support increased productivity and work effectiveness.

Practical Implications

The findings of this study indicate that employee job satisfaction at CV ABCD has been well managed according to company standards and policies. Based on the results of observations and interviews, most employees feel quite satisfied with the work environment, salary or compensation, and communication between employees and leaders. However, there are some obstacles such as lack of interaction or communication between divisions, increased workload when employees resign without replacement, and salary mismatches with expectations in some divisions. Proposed solutions include improved communication, jobdesk adjustments, and quick handling of vacant positions. Overall, despite the obstacles, employee job satisfaction is still at a fairly good level and needs to be continuously improved.

5.3 Research Limitations

Researchers realize that in the implementation of this study there are several limitations that need to be refined and strengthened through additional research as a complementary effort. These shortcomings include:

1. The limited time owned by researchers in carrying out this research resulted in a lack of deepening of the topic under study.
2. The limited number of interview participants in this study made it difficult for researchers to explore more deeply the existing problems.

5.4 Recommendation

Based on the discussion and conclusions that have been presented previously, the researcher provides several suggestions, among others:

1. Future research is advised to extend the duration of observation, so that the

phenomenon under study can be explored in more depth. With a longer time, researchers can collect more diverse data and observe potential changes or developments that occur within that period.

2. To get better results, it is recommended that future research involve more participants to increase the validity and representation of the research results.

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