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The Influence of Human Resource Development and Work Motivation on Job Satisfaction at PT. Istana Bukit Kencana Makmur

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Abstract: This study aims to determine the effect of human resource development and work motivation on job satisfaction of employees of PT. Istana Bukit Kencana Makmur. The research method used in this research is a quantitative approach. The population in this study were all employees at PT. Istana Bukit Kencana Makmur which amounted to 150 employees. The sampling technique used the Slovin formula so that the total sample used was 60 employees. While the data collection technique uses a questionnaire distributed to employees. The data analysis technique used in this research is multiple linear regression analysis, coefficient of determination, and T test with the help of the SPSS program. The results of this study indicate that the variables of human resource development and work motivation have a significant effect on employee job satisfaction.

Keyword: Human Resources development, Work Motivation, Job Satisfaction

INTRODUCTION

The role of human resources in the company is very important because they are the main assets owned to manage and produce quality products, both in the form of materials and products in the form of services. Every human company activity always plays an active role because humans are the planning, perpetrators, and determinants of the realization of company goals. So that a company needs potential human resources, both leaders and employees can make a good contribution and carry out their duties optimally. The quality of human resources is characterized by creative human resources, high ability and willingness. To increase the efficiency and effectiveness of the company, existing human resources must carry out developments to increase their work productivity in the company. Human resource development carried out by each company is different. Development that can be done in the form of developing attitudes, personality and job satisfaction in each individual. With a good HR development program, the organization or company will have more effective competitive strength and be able to compete positively (Sedarmayanti 2017).

In developing human resources, companies need to pay attention to one thing, namely employee job satisfaction. Job satisfaction is related to a person's feelings or attitudes towards the job itself, be it salary, promotion or education opportunities, coworker supervision, workload and others. Job satisfaction is one of the most important factors for employees to produce the best work results. When these needs are met, employees will feel a sense of existence. Many job satisfaction is not achieved in employees in a company. Individuals who express high job satisfaction have a tendency to be more productive, actively engaged, and have a lower likelihood of resigning when compared to coworkers who experience less satisfaction (Aryagunawan and Heryanda 2021). Employee job satisfaction is very important for the success of an organization because employees who are satisfied in their jobs will be better at fulfilling their duties, the positive feelings that grow due to employee job satisfaction also foster creativity, improve their ability to solve problems and make decisions.

According to (Robbins, S. P., & Coulter 2021) job satisfaction is a condition felt by employees in doing their work, this condition describes whether or not employees are happy working in an organization. Meanwhile, according to (Edy 2019) Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters concerning physical and psychological factors. In this study, researchers took one of the business unit groups of the DUTATRANS company, namely PT Istana Bukit Kencana Makmur, which is located at JL. Rayan Teuku Umar, Sukadanau, West Cikarang District, Bekasi Regency, West Java. The survival of PT Istana Bukit Kencana Makmur is currently important for employees because it involves work that meets the needs of life and their families. A company will be able to compete if employees are satisfied. When employees are satisfied, they tend to be more productive, have high morale and are committed to achieving company goals. According to Porter and Lawler, job satisfaction is the result of the difference between the rewards that are considered appropriate (expected) and the rewards obtained. However, the statement put forward by Porter is not in accordance between employee expectations and the realization that occurred at PT Istana Bukit Kencana Makmur so that employees feel dissatisfied with the policies in the company. To see employee job satisfaction, researchers conducted pre-research by distributing questionnaires to 30 respondents with 10 question items as in the table below:

Table 1. pre research questionnaire

No	Statement	Satisfied	Moderately Satisfied	Less Satisfied
1.	What is your level of satisfaction with the current salary reward system?		15 15%	15 50%
2.	The salary received is in accordance with the demands of the work assigned to me.	5 17%	12 40%	13 43%
3.	The incentive distribution policy is fair	3 100%	10 33%	17 57%
4.	Reprimands received from supervisors when I do not carry out my tasks thoroughly	1 3%	10 33%	19 64%
5.	Coworkers always give advice, support and help me when facing difficulties at work.	15 50%	13 43%	2 6%
6.	Interaction among coworkers can make it easier to work.	17 57%	13 43%	
7.	Income earned and can make work enthusiasm increase.	1 3%	12 43%	17 27%
8.	Availability of adequate equipment in carrying out work	6 20%	16 53%	8 27%

9.	The work received is in accordance with the skills and abilities that I have	8 27%	16 53%	6 20%
10.	The fairness of employee promotion policies has been well implemented in this company	7 23%	17 57%	6 20%

Based on the table above, it can be seen that the respondents' responses to employees about the level of job satisfaction, many employees responded less satisfied. From the question items written many stated less satisfied, quite satisfied and satisfied. In detail, it can be seen regarding respondents' responses regarding salary satisfaction in statement numbers 1, 2, 3 and 7, the average employee who gave a less satisfied response was more satisfied and satisfied. So here there is employee dissatisfaction at work. In the sense that the current salary system obtained by employees is not in accordance with their expectations, because there are more needs than the income received. Besides that, also in statement number 8 regarding the availability of work equipment, respondents' responses to the availability of equipment were on average quite satisfied, meaning that employees were not satisfied with the availability of existing equipment, meaning that there was still a lack of availability of facilities in the form of equipment and work equipment at PT Istana Bukit Kencana Makmur. In statement number 6 regarding the interaction of fellow employees, the average response is Satisfied in the sense that communication between coworkers and superiors is good and coworkers can work together, help each other so that work becomes easier, and can also be used to gain work experience. On the same occasion, the author conducted brief interviews with employees. From the results of short interviews with 10 employees, including responding to the road money system not in accordance with the distance traveled, there are several employees asked the company to respond to employee complaints. And there are also complaints from some employees about work accident insurance.

Based on the results of pre-research on employees of PT Istana Bukit Kencana Makmur, researchers found a general problem, namely a decrease in job satisfaction due to many dissatisfied employees, lack of communication with both coworkers and superiors so that they do not understand each other, and lack of job security. However, there are some who are satisfied with their jobs because. Loyal and productive employees occur when a sense of satisfaction is built from within the employee, towards his job, his superiors, equipment and facilities and other variables. The above phenomenon is corroborated by (Syahyuni 2019) To be able to increase the level of employee job satisfaction, the company can pay more attention to the HR development process so that employee job satisfaction can be increased again. In previous research conducted by (Gita, Danial, and Norisanti 2022) with the title Human Resource Development and Job Placement on Employee Job Satisfaction (Empirical Study at Pt Marga Maju Mapan Bekasi Project Division Branch) explained that there is a positive and significant influence between human resource development on employee job satisfaction. And also research conducted by (Dailangi, Wilfried S, and Wehelmina 2020)Dailangi, with the title Human Resources Development and Job Satisfaction on Employee Performance of PT MegahSurya Pertiwi. The results of his research show that human resource development has a significant effect on job satisfaction. This means that the more attention is paid to human resource development in a company, the higher the employee's job satisfaction.

In developing employee personality, it can be done through work motivation. Every employee must have different work motivation because motivation is a driving factor for humans to fulfill their needs and desires. As in carrying out activities every day, employees of PT Istana Bukit Kencana Makmur need quality human resources, have high morale and discipline and have high work responsibilities in carrying out their business activities so that the continuity of all activities can run well. Employees who have high work motivation will be more enthusiastic at work and tend to be more satisfied with their work, so they will work

better and achieve better results. Conversely, people who are less interested in their work or lack high work motivation will be less satisfied with their work and the results produced will also be less than optimal. In general, work motivation and job satisfaction have a reciprocal relationship.

High work motivation can increase job satisfaction, while high job satisfaction can increase work motivation. High job satisfaction can improve one's performance and increase work productivity, and can reduce the turnover rate (employee resignation rate) in the company.This is corroborated by previous research conducted by Rulianti and Nurpribadi (2023). In his research that explains that work motivation has a positive and significant effect on employee job satisfaction. High work motivation can increase job satisfaction because someone will be more enthusiastic about working and tend to be more satisfied with their work. Conversely, people who are less interested in their work or lack high work motivation will be less satisfied with their work and the results produced will also be less than optimal. Based on the above background, the authors want to conduct research entitled The Effect of Human Resources Development (HR) and Work Motivation on Job Satisfaction of employees of PT. Istana Bukit Kencana Makmur.

METHOD

The research method used in this research is a quantitative approach. The population in this study were all employees at PT Istana Bukti Kencana Makmur. The sampling technique used the Slovin formula so that the total sample used was 60 employees. While the data collection technique uses a questionnaire distributed to employees. The data analysis technique used in this research is multiple linear regression analysis, coefficient of determination and T test. With the help of the SPSS program.

RESULTS AND DISCUSSION

This study involved 60 respondents, which is the number of samples that have been calculated using the Slovin formula. The distribution of questionnaires was carried out online using Google Form. Most of the respondents who filled out the questionnaire were men greater than female respondents, namely with a percentage of 87%. Because PT. Istana Bukit Kencana Makmur is an expedition company so men are preferred to handle working conditions like this. And also most of the respondents who filled out the questionnaire were aged more than 36-45 years with a percentage of 55%. And the minority age in this study is at the age of 43-50 years and also at the age of more than 50 years where age is not a productive age with a percentage of 5%. The results of the classification of respondents based on the length of work for employees of PT. Istana Bukit Kencana Makmur and in the graph above it can be concluded that most employees work for > 5 years with a percentage of 38%.

Multiple Linear Regress

Table 2. Multiple Linear Regression

Coefficients[a]					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	T	Sig.
1(Constant)	6.398	3.631		1.762	.083
HR Development	.413	.148	.243	2.790	.007

work motivation.532	.067	.692	7.952.000

a. Dependent Variable: job satisfaction

Source: SPSS-26 Program Data Processing

Model persamaan regresi regresi linear berganda dapat ditulis berdasarkan table diatas

$$Y = a + b^1 X_1 + b^2 X_2 + e$$

Description:
a = constant
b^{12} = tested regression coefficient
X1 = Human Resource Development
X2 = Work Motivation
Y = Job Satisfaction
e = Standard error
$Y = 6.398 + 0.413\ X^1 + 0.532\ X^2 + e$

In accordance with the regression line equation obtained, the regression model can be interpreted as follows:

a. Constant (a) of 6.398 means that if the variables of human resource development (X1) and work motivation (X2) are zero then job satisfaction (Y) is 6.398

b. The regression coefficient value of the human resource development variable (X1) of 0.413 is positive, this indicates that the regression coefficient value of human resource development (X1) has a unidirectional relationship with job satisfaction. This shows that with the addition of one unit of human resource development (X1), there will be an increase in job satisfaction units of 0.413, assuming that the other independent variables of the regression model are fixed.

c. The regression value of the work motivation variable (X2) of 0.532 is positive, this indicates that the regression coefficient value of work motivation (X2) has a unidirectional relationship with job satisfaction. This shows that with the addition of one unit of work motivation (X2), there will be an increase in job satisfaction units of 0.532 assuming that the other independent variables of the regression model are constant.

d. e is the possible model error of the regression equation, which is caused by the possibility that other variables affect the job satisfaction variable but are not included in the regression equation.

Koefisien Determinasi

Table 3. Multiple Linear Coefficients

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875[a]	.765	.757	3.48641

Source: SPSS-26 Program Data Processing

The results of statistical calculations through the SPSS 26 program above obtained the coefficient of determination (R2) is 0.765 or 76.5%, this means that the ability of all independent / free variables, namely human resource development and work motivation in influencing the dependent / dependent variable, namely job satisfaction, is 76.5% while the remaining 23.5% is influenced by other variables not included in this research model.

The results of the t test of the human resource development variable (X1) on job satisfaction (Y)

Table 4. t test results of human resource development on job satisfaction

Coefficients[a]					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	T	Sig.
(Constant)	7.105	5.227		.359	.179
Pengembangan SDM	1.209	.157	.710	7.688	.000
a. Dependent Variable: Kepuasan kerja					

Source: SPSS-26 Program Data Processing

Finding the t table with degrees of freedom df = n-k-1 = 57, at a level a of 0.05, two-way testing, the t table is 1.672. Based on the table above, it is known that the tcount is 7.688 and the significance value is 0.000. It can be seen that the tcount> ttable value is 7.688> 1.672. In addition, to see the influence between variables is also seen from the Sig value. 0.000 <0.05 so H0 is rejected and H1 is accepted, it can be concluded that the Human Resources development variable (X1) partially has a significant effect on Job Satisfaction (Y).

Results of the t Test for Work Motivation Variables (X2) on Job Satisfaction

Table 5. t-test results of work motivation on job satisfaction

Coefficients[a]					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	T	Sig.
(Constant)	13.640	2.684		5.082	.000
Motivasi kerja	.658	.052	.856	12.624	.000
a. Dependent Variable: Kepuasan kerja					

Source: SPSS-26 Program Data Processing

Based on the table above, it is known that the tcount is 12.624 and the significance value is 0.000. It can be seen that the tcount> ttable value is 12.624> 1.672. In addition, to see the influence between variables is also seen from the Sig value. 0.000 <0.05 so H0 is rejected and H1 is accepted, it can be concluded that the Work Motivation variable (X1) partially has a significant effect on Job Satisfaction (Y).

DISCUSSION

The Effect of Human Resources Development on Employee Job Satisfaction PT. Istana Bukit Kencana Makmur

Based on the results of the analysis of this study, it shows that there is a positive influence of human resource development on job satisfaction. This can be proven from the test results using the help of the SPSS-26 program, from the test results obtained the tcount value for the human resource development variable of 7.688 while the ttable value is 1.672. Therefore, it is obtained that the tcount> ttable is 7.688> 1.672. In addition, to see the influence between variables is also seen from the Sig value. 0.000 <0.05 so H0 is rejected and H1 is accepted So, it can be concluded that the human resource development variable (X1) partially has a significant effect on work satisfaction (Y). This supports Seokidjo Notoatmodjo's theory that human resource development is a process of improving the quality or ability of humans in order to achieve an optimal result. Human resource development is a process that prepares

individuals to accept different responsibilities in the organization and is usually related to increasing intelligence to do a better job.

The importance of the role of human resources in running an organization can meet the objectives of the company. In managing human resources to obtain quality human resources, labor is needed in work placement in order to achieve company goals. So in the process of developing human resources it needs to be considered. In (Gita, Danial, and Norisanti 2022) research states that job satisfaction is one of the most important factors for employees to produce the best work results. When these needs are met, employees will feel the value of existence. The results of the research above are in line with the results research of (Kasmawati & Asmawati 2021) where the results of the study found that human resource development has a significant effect on job satisfaction. Furthermore, research by (Kurniawan 2012) shows that human resource development has a significant effect on job satisfaction. This shows that human resource development is determined by how much ability employees have, skills so that the desired goals are achieved optimally. Then there is satisfaction felt by employees after carrying out their duties, both positive and negative.

The Effect of Work Motivation on Job Satisfaction of Employees of PT. Istana Bukit Kencana Makmur

Based on the results of the analysis of this study, it shows that there is a positive influence of work motivation on job satisfaction. This can be proven from the test results using the help of the SPSS-26 program, from the test results obtained a tcount of 12.624 and a significance value of 0.000. It can be seen that the tcount> ttable value is 12.624> 1.672. In addition, to see the influence between variables is also seen from the Sig value. 0.000 <0.05 so H0 is rejected and H1 is accepted, it can be concluded that the Work Motivation variable (X1) partially has a significant effect on Job Satisfaction (Y1). Employee work motivation is very necessary in increasing the work passion of employees. Employees who have high work motivation will be more enthusiastic in doing their duties, so that the perceived job satisfaction will increase. As stated by (Hasibuan 2017) that motivation is a way of encouraging subordinates' passion so that they want to work hard by giving all their abilities and skills to realize organizational needs. So that with high work motivation, it will encourage an employee to be more active, more enthusiastic in carrying out the tasks that are his responsibility. This research is in line with research conducted (Hakim et al. 2018)) and also research conducted by (Kirani and Bagia 2021) where the research results obtained by work motivation partially have a significant effect on job satisfaction. This shows that if more employees are motivated, the more satisfied they are with their jobs, so that employees are more committed to the organization to increase company productivity. Organizations can create employee motivation by providing employee incentives and providing support so that employees feel they have their own place in an organization, motivated employees will improve the quality of their work and make employees more committed to an organization.

CONCLUSION

Berdasarkan hasil penelitian ini, dapat disimpulkan bahwa program talent pool memiliki pengaruh positif terhadap pengembangan karir karyawan di PT. Langgeng Jaya Plastindo. Dengan alur seleksi yang lebih terstruktur, mulai dari penilaian HRD hingga keputusan manajer, proses pemilihan kandidat menjadi lebih efektif dan efisien. Program ini juga memberikan manfaat dalam hal penghematan waktu dan biaya, serta memudahkan perusahaan dalam menemukan kandidat yang tepat untuk posisi strategis. Selain itu, pengembangan kompetensi karyawan melalui program ini turut berkontribusi pada peningkatan kinerja dan loyalitas karyawan, yang pada akhirnya mendukung tercapainya tujuan organisasi.

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