

**THE ANALYSIS OF THE EMPLOYEE'S JOB
SATISFACTION AND PERFORMANCE IN PRIVATE
AGRICULTURAL COMPANY
(A Case on PT Trisna Naga Asih, Subang)**

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ABSTRACT

This study aims to analyse the level of gardeners' satisfaction and performance in PT Trisna Naga Asih which is located in Cijambe village, Subang district. This research was a quantitative research with survey methods. The samples are 62 gardeners of PT Trisna Naga Asih. The data analysis used was descriptive analysis by index analysis of Three Box Method. The result of this study indicates that the level of employee's work and performance are classified as moderate. Job satisfaction is dominated by some supervision answer, the opportunities to progress and working conditions. While the employees' performance is classified as high when answering cost effectiveness, moderate in the relationship between employees and low in quantity, but overall is classified as moderate. The suggestion that can be given are increasing wages, increasing work facilities, monitoring and improving coordination and openness between employees and the company.

Keywords: Employee's Performance, Job Satisfaction, Human Resources.

INTRODUCTION

In this competition era, the competition between companies is getting tougher, so it is important for companies to move forward and increase their existence. The companies must know employees' needs and realize that human resources (HR) are the basic capital in the development of companies where the quality of human resources must always be developed and directed so that the achievement of goals that have been created by a company or organization (Handoko, 2003).

A person who is satisfied with his work will provide comfort and optimal achievement of work results by an employee. According to Hasibuan (2013) job satisfaction is an emotional state that is related on fun and loves the job. This attitude is reflected by the moral shown by a worker, the discipline of the work, and the job performance shown (Azizah et. al., 2019).

Beside job satisfaction, employee's performance is another factor that must be considered by the company to achieve optimal business results. These roles are very influential on the development agribusiness both at local and national scale (Awaliyah, 2018). Prawirosentono (2014) revealed that performance is an achievement of a person or group in an organization with a portion of their respective responsibilities to achieve the goals of the organization/company.

This study was conducted in PT Trisna Naga Asih Subang Regency. PT Trisna Naga Asih is a private-owned agricultural company that focuses on horticultural commodities. Dragon fruit plants are the main commodities which are planted. With a vast land area of 30 hectares and adequate capital and human resources, this company is expected to have high productivity and independence in managing the company's economy. Since 2012 until now, this agricultural company is still in the developing stage and has a production rate that is fluctuating and tends to decrease. The production curve of PT Trisna Naga Asih can be seen in the Figure 1.

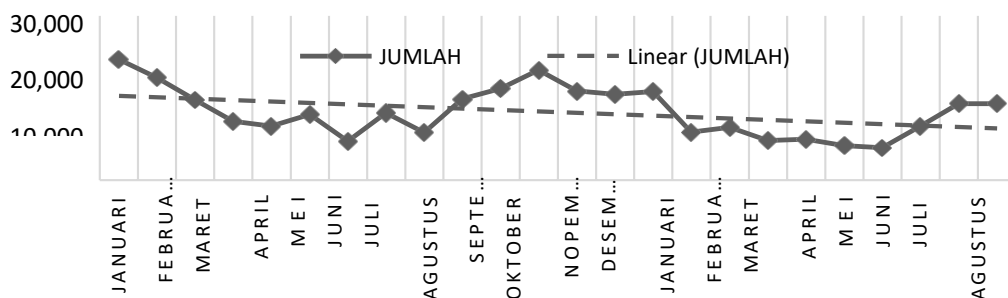


Figure 1. The Production of Dragon Fruit during 2017 - 2018

Based on the picture, it can be seen that there is a fluctuating production and tends to decrease. When viewed from the production input factors and the company's operational system, PT Trisna Naga Asih should be able to produce dragon fruit consistently without any fluctuating production. This is because PT Trisna Naga Asih has been able to meet its production needs and has implemented innovations such as an installation of lights on each plant that can respond to the appearance of flowers on the plant. Based on this, PT Trisna Naga Asih should be able to maximize the productivity of dragon fruit every month and find out the harvest schedule and how much production will be obtained. This study aims to find out: (1) the level of employee's satisfaction to the company in PT Trisna Naga Asih Subang District, (2) employee's performance in PT Trisna Naga Asih Subang District.

METHODS

This study was descriptive quantitative research. This study was conducted in PT Trisna Naga Asih which was addressed in Cirangkong, Cijambe, Subang District, West Java. The population of this study was all gardeners in PT Trisna Naga Asih in total of 62 gardeners. Sampling of sample farmers was carried out using the proportional random sampling method (Puryantoro, 2018). The data analysis technique used descriptive method and index analysis technique with likert scale. While to determine the range on the index value, the researcher used criteria of *three box method*.

Data analysis is carried out using the *Index Analysis Technique*, to describe the respondents' perceptions of the items in the questions asked. To make it easier for researchers to present the results of respondents' answers, index numbers are categorized into a range of scores based on criteria of the *three box method* (Ferdinand, 2006).

The scoring technique which is done in this study decides the minimum value of 1 and maximum of 5 which is going to be multiplied with each answer frequency, then divided with the highest score which is used in this study, so the calculation of respondent's answer index is calculated with this formulation:

$$Index Value = \frac{((F1 \times 1) + (F2 \times 2) + (F3 \times 3) + (F4 \times 4) + (F5 \times 5))}{5}$$

Descriptions:

F1 = respondent's frequency who answer 1

F2 = respondent's frequency who answer 2

F3 = respondent's frequency who answer 3

F4 = respondent's frequency who answer 4

F5 = respondent's frequency who answer 5

$$Interval = \frac{Highest\ NI - Lowest\ NI}{3}$$

The categories of index value are: (*descriptive index*)

Low = *Lowest NI up to (Lowest NI + Interval)*

Moderate = *(Lowest NI + Interval) up to (Lowest NI + 2 × Interval)*

High = *(Lowest NI + 2 × Interval) up to Highest NI*

RESULT AND DISCUSSION

This study also investigated the characteristics of respondents who were all garden workers from PT Trisna Naga Asih. From the results of interviews and data collection conducted, the characteristics of PT Trisna Naga Asih garden workers are as follows:

1. Dominated by male workers. This can be seen from data that shows 87% of garden workers are men.
2. Half of the plantation workers are 23-39 years old so that workers can be said to belong to the productive age.
3. Most of the plantation workers are married.
4. The highest education level of garden workers is at the elementary and junior high school levels.
5. Garden workers have a number of dependents, most have 3-4 dependents.
6. Most plantation workers are in the work status of male daily workers, which is 61 percent of the total number of workers.
7. Workers have a long work experience of around 3-4 years.

The Level of Employee's Satisfaction

Robbins and Judge (2008) said that job satisfaction is a positive feeling of a person towards their work based on the evaluation of their characteristics. According to Martoyo (2007), job satisfaction is described as the emotional state of an employee who shows a meeting point between the value of remuneration and the expectations of the employee to the company/organization where they work. Whereas Davis and Newstrom (1994) argue that job satisfaction is an expression of the feelings of employees about whether or not the work they are doing is fun. In general, job satisfaction leads to the attitude shown by an employee because it shows the employees' expectations to the company. According to Luthans (Husein Umar 2010: 38) job satisfaction factor can be measured with *Job Descriptive Index (JDI)* which are: 1) Payment (salary and wages), 2) Employee's work, 3) Promotion, 4), Supervision (monitoring), 5) Co-workers, 6) Work Condition.

By using the criteria of *three box method*, then the range of 25 is divided by three which is resulted the range of 8 which will be used as the basis of index value interpretation.

$$\text{Satisfaction Interval} = \frac{50 - 25}{3} = 8$$

The categories of index value are: (*descriptive index*)

Low = 25 - 34

Moderate = 35 - 42

High = 43 - 50

The index analysis technique results the satisfaction variable as follows:

Table 1 The Analysis Result of Job Satisfaction Variable

Indicators	Score Total	Index Value	Category
Works	176	44	High
Salary and wages	56	28	Low
Supervision	181	36	Moderate
Opportunity to progress	75	37,5	Moderate
Co-workers	95	47,5	High
Work condition	141	35,5	Moderate

The gardener's satisfaction level in PT Trisna Naga Asih overall can be concluded as moderate. The satisfaction is categorized as moderate in the supervision, opportunity to progress, and work condition category. The gardeners feel that the supervision level of the company must be improved more and the opportunity to progress is not prevalent yet. For work condition indicator, employees feel that the company is able to provide better facilities for them. Then the high satisfaction level is shown in the work and co-worker indicator. On the work indicator, it can be seen that the employees love the work and feeling able to do the work. On the co-worker indicator, the employees feel that they have good and fun co-worker. Then, the gardeners' satisfaction level in PT Trisna Naga Asih is low on salary and wages indicator. It is caused by the employees who feel the given salary and wages is not proper with the work they have done and the employees admit that salary which is given by the company never increase since 2014.

Employee's Performance

According to Prawirosentono (2014), performance is a person's or a group achievement in an organization respective duties portion in reaching the company/organization's goal. There is a perpendicular relationship between individual performance and organizational performance, which when the employee's performance is good then the organization's performance will also be good. Whereas according to Mohamad Mahsun (2013), performance is a picture

of the achievement level of a program in order to achieve the goals, objectives, vision and mission of the organization that has been determined in the organization strategic planning. For the example in the agriculture, the farmers could sell their product to better market by increasing the performance of their products (Sari et. al., 2019), because the excellent performance will increase product sales (Rasmikayati, 2017). Bernardin & Russel (2003) said that to measured employee's performance it can use some performance dimension such as: 1) Quantity, 2) Quality, 3) Timeliness, 4) Cost effectiveness, 5) Interpersonal impact.

Judge et. al. (2001) argued that the study about relation between satisfaction and performance which should not be done. This argument is supported by the theory of Schwab and Cummings (1970) which said that satisfaction and performance have to be seen as two different variables, not as a relation anymore. This is based on the fact that satisfaction has a positive and interconnected reciprocal relation, so is the relation between performance and satisfaction.

This positive reciprocal relation means when a person feels satisfied to the work they have done, then it gives impact to the performance, as a person has good performance then the person gets proper reward so the satisfaction is increasing or vice versa. This theory was read by the researcher when in the field, where a gardener has high satisfaction then the performance is also increasing and when the performance is also increasing, the company will give a proper reward for the gardener which also causes higher satisfaction. According to Rasmikayati et. al. (2018), technological factors, institutional factors and cultural factors influence performance improvement.

Therefore in this study, it is going to deepen on how the gardeners' satisfaction and performance in PT Trisna Naga Asih is without seeing its relation. This matter prevents a controversy between opinions, which one tends to argue on is satisfaction influence the performance or vice versa. On the other hand, the researcher discusses about the level of gardeners' satisfaction and performance in PT Trisna Naga Asih, which will make this study to be more complex on its information and the discussion will be more detailed so the reader can understand the real condition existed and the level of gardener's satisfaction and performance in PT Trisna Naga Asih.

The performance variable is also enforced the same way. So the calculation of respondent's answer index toward the performance variable can be calculated with the following formulation.

$$\text{Satisfaction Interval} = \frac{56 - 23}{3} = 11$$

It also uses the criteria of *three box method*, so the range of 33 is divided by three which results the range of 11 which will be used as the basis of index value interpretation. The categories of index value are: (*descriptive index*).

Low = 23 - 33
 Moderate = 34 - 45
 High = 46 - 56

The index analysis technique results the satisfaction variable as follows:

Table 2 The Analysis Result of Performance Variable

Indicators	Score Total	Index Value	Category
Quantity	176	44	Moderate
Employee's relation	350	44	Moderate
Cost Effectiveness	281	56	High

The gardeners' performance in PT Trisna Naga Asih is overall determined as moderate and it is dominant on the indicator of co-worker relation. It is caused by the employees who have close relation with one and another, but in the matter of work the employees are not accustomed to help each other because they work individually. The gardeners' performance in PT Trisna Naga Asih is high on the indicator of cost effectiveness. This matter is caused by the company who really emphasize on savings for the company's expenses. On the employees' performance quantity, it is determined to low category. This is caused by the employees who exceed the target work time, do not like overtime work and the productivity of the dragon fruit is tended to be low and inconsistent.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the study result through descriptive analysis it can be concluded that gardeners' job satisfaction and performance in PT Trisna Naga Asih is seen as follows :

1. The gardener's satisfaction level in PT Trisna Naga Asih overall can be concluded as moderate. The gardeners feel that the supervision level of the company must be improved more and the opportunity to progress is not prevalent yet.
2. The gardeners' performance in PT Trisna Naga Asih is overall determined as moderate and it is dominant on the indicator of co-worker relation. It is caused by the employees who have close relation with one and another, but in the matter of work the employees are not accustomed to help each

other because they work individually.

Recommendations

According to the study result through descriptive analysis, the researcher gives some suggestions as follows:

1. PT Trisna Naga Asih should optimized everything that can support the increase of employees' satisfaction such as the raise of salary, providing more employees' working facilities, regular monitoring, also on everything which can increase performance such as spirit at work, employee's sense of belongingness and loyalty which can give more benefit to the company.
2. Do coordination and stay open between the gardeners and the company in order to give critic and suggestion to each other so the company's goals can be achieved.
3. For the further researchers on the same topic, they can add independent variable which does not exist in this research and can explore further related to employee's performance such as leadership style, wages and many more aspects that can influence the employee's performance in an organization or company.

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