



Job Satisfaction Factor Analysis on Employee Performance of PT Indocement Tunggal Prakarsa Tbk

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ABSTRACT

Job Satisfaction is individual and more to be an attitude than behavior. Diversity in job satisfaction assessment is mainly influenced by the components of attitude; cognitive, affective and behavioral components. In addition, job satisfaction is also dependent on individual's value system. Herzberg theory identifies the two factors which allow the employees to feel job satisfaction, the first is intrinsic factor and the second is extrinsic factor. The object of this study was the employees of PT Indocement Tunggal Prakarsa Tbk. with a total of respondents were 60 persons. The research was done descriptively with the method of data processing used was statistical analysis with SPSS 16. The purpose of this research was to analyze the effect of intrinsic and extrinsic factors on the employees performance. This result showed that both intrinsic and extrinsic factors had positive correlations to the employees performance. The R-squared score was 0.419 which indicates that the independent variables (intrinsic and extrinsic factors) can explain the variation of dependent variables (performance) by 41.9 percent. Based on the regression analysis, it was only the extrinsic factor which had significant effect on the performance of employees at PT Indocement Tunggal Prakarsa Tbk.

KEYWORDS : job satisfaction, extrinsic factor, intrinsic factor, performance.

INTRODUCTION

In the current era of globalization, the competition on the cement industries is getting tougher. It makes the companies in this kind of industry do the strategies to win the competition exists, in order to maintain or increase the profit to all related stakeholders. An approach that can be done is through the internal resource based, especially for the human resources owned by the company.

One of the companies that engaged in the field of cement industry is PT. Indocement Tunggal Prakarsa Tbk. On the production side, if it compared to other similar companies, PT Indocement Tunggal Prakarsa Tbk. is definitely to be in the first position with installed capacity of production in amount of 18,6 million tons per year, and it will be increased by more than 20 million tons per year in 2016. The increase in this production is mainly intended to meet the cement domestic market that continued to increase in line with the government regulation through the Masterplan for Acceleration and Expansion of Indonesian Economic Development.

Accordingly, in order to achieve the vision and mission of the company, the human resources has an important role. The human resources with all its diversity and integration inside is the intangible asset for the company. Therefore, the development and utilization of this human resources aspect has become a significant point. The approach with the technique of organizational behavior is one of the models that identify more thoroughly the aspect of human resources.

The organizational behavior is represented in a model with two variables, those are the dependent and independent variables. The dependent variable is the main factor that will be explained or predicted assumed in terms of productivity, absenteeism at work without permission, employee turnover, deviant workplace behaviour, organizational citizenship behavior and job satisfaction. Meanwhile, the independent variable is the factor for the main factor forming which is divided into three parts, namely the individual level, the group level and the organizational system level.

At the individual level, each individual is obviously different in so many things so that each of them when entering the organization will bring their intact characteristic and it will affect their behaviors during in the workplace. The main characteristics that can be seen ac-

tually are the characteristics in relation to the biography, such as the age, the gender and the term of office. The diversity of these characteristics has a significant effect to the organizational behavior.

The real representation of the behavior of the individual level to form the behavior of the group level, in the implementation within the company shows that the job satisfaction is the factor that encourages the employee to work with all of his capacity and capability. As said by Robbins (2008:40), the job satisfaction defined as a positive feeling about the work of someone, which is a result from an evaluation of its characteristics. The job satisfaction is understood as an attitude than as behavior, in which job satisfaction is influenced by the intrinsic and extrinsic factors within the individual as an employee.

The intrinsic factor is represented through the achievement, recognition and reward, work, responsibility, promotion opportunity as well as opportunity for self-development. While the extrinsic factor includes the surveillance, employee benefit, company policy and working condition.

Based on the result of interview with several employees and corporate leaders regarding job satisfaction, it is stated that this is identified in the working ability that has not been appropriate to the demands of main duties and also in the reward that is not in accordance with the achievement. These will result in low job satisfaction, less productivity, appearance of jealousy amongst employees and also real impact on the absence of motivation to excel and perform well. Most leaders complain that the majority of employees are often asked to work hard but the reward given by the management have not been satisfactory.

The problems arised in the routines as well as in the incidental activities and become a notice, especially which related to the development management of human resources, such as the system and the Standard Operation Procedure that have not been in maximum implementations, the communication or the harmonization between the sections or units as well as between the management and the functional divisions are also not implemented maximally, the complaints toward the reward and compensation of employees assigned are still exist, as well as the lack of training events both soft skill and hard skill trainings.

In essence, there are consequences for the employees who love their jobs and also for who do not love it. An understanding toward the theoretical framework of job dissatisfaction is very useful to understand the consequences and job dissatisfaction of employees. Robbins (2008:115) showed four responses that will happen caused by the job dissatisfaction, including resignation, negligence, aspiration and loyalty which associated with constructive and destructive two-dimensional. The real implication in the company showed that there was a job dissatisfaction. On September 7, 2012, the Workers Union of PT Indocement Tunggul Prakarsa Tbk held a demonstration with one of its demands was the raise of salaries. In this event there was a forcible stoppage of cement production machine. This action hurt company financially as well as was very dangerous and can be fatal to the safety of all employees and people around. The company reported this to the court as an unwelcome action and until now the legal process against the elements of employees involved in this action still in progress.

According to Robbins (2008:115) the behavior of Workers Union of PT Indocement Tunggul Prakarsa Tbk. is classified in response of the constructive-active job dissatisfaction, by trying to repair the existing condition. In addition, the company's policy program on the recruitment system of new employee has become a source of questions about the career path within the company for all employees who already have a longer working period. This illustrates the role of justice in terms of job satisfaction. The employees make a comparison of the working period and the current position with the new employees. The relevance of this perception is that employees consider that there is an unfair comparison ratio so that it has created a tension of justice. Another factor which has become a consideration is the level of attendance and the employee turnover that relatively increased.

The individual characteristics that have a significant effect to the job satisfaction need to be concerned, so as to facilitate these elements to be integrated, forming a conducive climate in order achieving the job satisfaction of all stakeholders which is reflected in the organizational behavior. Therefore, it is necessary to perform a study to analyze the level of job satisfaction against the performance of employees at PT Indocement Tunggul Prakarsa Tbk. Citeureup Factory Unit.

METHOD

This study was conducted in PT Indocement Tunggul Prakarsa Tbk. The primary data collection was done in the form of questionnaires and the interview that carried out for a month, that was in February 2014. Whereas the secondary data were collected from the data of performance assessment owned by PT Indocement Tunggul Prakarsa Tbk. The research was done with the descriptive method through a case study approach. A case study is a detailed research regarding someone or something for a certain period. This approach is useful to illustrate something deeply as well as how this thing give reaction to the changes of its environment.

In this study, the researchers used the quantitative data to obtain the primary data. These quantitative data were collected by the survey method using questionnaires. The collected data included primary and secondary data. The primary data were obtained from the questionnaires, interviews, and direct observation. Meanwhile, the secondary data were in the form of information of the number of employees in the observed unit were owned by PT Indocement Tunggul Prakarsa Tbk. The technique of data collection was done through the interviews, questionnaires and literature study. The questionnaires contained both the open-ended and closed-ended questions. The type of scale that had been used on both the exogenous and endogenous variables was the ordinal scale. The statements in this section were build using the ordinal scale in which on the exogenous variables it can be symbolized as 1= very dissatisfied, 2= dissatisfied, 3= satisfied, and 4= very satisfied.

The population in this study was the employees of PT Indocement Tunggul Prakarsa Tbk. Citeureup Factory Unit with the total number of samples of 60 people. The sampling method used was thenonprobability sampling, more exactly was thepurposive sampling.

The variables used in this research consisted of dependent and independent variables. These dependent variables were the job satisfaction, the intrinsic and extrinsic factors of job satisfaction forming.

While the independent variables were composed of achievement, recognition, work itself, responsibility, advancement, company policy and administration, supervision, salary, interpersonal relation and working condition.

The analysis of these job satisfaction forming factors in affecting the performance of employees at PT Indocement Tunggul Prakarsa Tbk. was conducted using the analysis techniques of correlation and regression using the software of SPSS 16.

RESULT AND DISCUSSION

The Characteristics of Respondents

The respondents in this study were the employees of PT Indocement Tunggul Prakarsa Tbk. Citeureup Factory Unit. The total respondents of 60 people were limited by the echelon, that was only for Echelon 5 and 6. This limitation was an implementation of company policy regarding the membership system of Workers Union of PT ITP Tbk. that was defined and agreed upon the Collective Labour Agreement.

The data of respondents were obtained from the questionnaires with the classification based on sex, age, employment status, working period, educational attainment, position, and marital status. The illustration of respondent demographics can be seen in Table 1.

Table 1. Illustration of respondent demographics

Respondent Characteristics		Total	Percentage (%)
Sex	Males	54	90
	Females	6	10
Age	20-25 yo	20	33
	26-30 yo	22	37
	31-35 yo	4	7
	36 – 40 yo	8	13
	> 40 yo	6	10
Employment Status	Permanent	60	100
	Contract	0	0
Working/Service Period	1 – 3 years	30	50
	4 – 7 years	10	17
	8 – 10 years	4	7
	> 11 years	16	27
Educational Attainment	Senior High School	25	42
	Diploma Degree (D-3)	35	58
Position	Echelon 5	45	75
	Echelon 6	15	25
Marital Status	Single	42	70
	Married	18	30

Based on data in Table 1, it was obtained the general description of respondents with the majority of respondents were males (90 %). The age characteristic of respondents was relatively young age, with total of 70% respondents were in the age of 20 to 30 years old and all respondents already had status as permanent employees. Respondents working periods were dominated by the permanent employees with the working periods of 1 – 3 years (50%) and 70% had not been married (single).

The earliest echelonization level was a company policy that based on the educational attainment. In this study, as many as 45 employees were Echelon 5 but only 35 employees had the educational attainment of Diploma Degree (D-3). This indicated that 10 employees had been promoted from Echelon 5 to 6 although their educational attainments were senior high school/secondary technical school

The Relation between Respondent Characteristic against Intrinsic Factor, Extrinsic Factor, Job Satisfaction and Performance

The characteristics of respondents in this study were divided into five categories, which included sex, age, educational attainment, marital status and working period. The research on the characteristics of respondents based on these categories was carried out for giving the description about the identity of respondent and its relation to the

job satisfaction and performance. The influence of gender in working was strongly influenced by the type of work had to be done. The result of study on relation between the sex against the job satisfaction and the performance can be seen in Table 2.

Table2. Characteristics of Employees Based on Sex

Sex	n	%	Satisfaction		Performance	
			Average	Subset	Average	Subset
Male	54	90	2.9467	a	3.1444	a
Female	6	10	2.9400	a	1.9500	b

Source: Processed Primary Data, 2014

Based on Table 2, it was obtained that there was no significant difference in job satisfaction on males and females, but there was a significant difference in terms of performance. According to Eaglyand Carlie in Robbins (2008), if there is any difference in performance, only a few important differences between men and women that influence their performances. For example, there is no consistent difference between men and women in terms of the ability to solve problem, analyzing, competitive urge, motivation, sociability or the ability to learn.

Hasibuan (2003) argued that the age of the individual affects the physical condition, mental, working ability and responsibility. In contrast, the older employees have less physical condition, but work tenaciously and have greater responsibilities. The result of analysis of relation between the age toward the job satisfaction and the performance is shown in Table 3.

Table3. Characteristics of Employees Based on Age

Age	n	%	Satisfaction		Performance	
			Average	Subset	Average	Subset
20-25 yo	20	33	2.3800	a	2.7400	b
26-30 yo	22	37	3.5541	c	3.5864	c
31-35 yo	4	7	2.1825	a	2.7000	b
36-40 yo	8	13	3.0750	bc	3.1625	bc
>40 yo	6	10	2.9400	b	1.9500	a

Source: Processed Primary Data, 2014

Based on Table 3, there were significant differences in the job satisfaction and the performance in each age range. The category of 26-30 years old had levels of job satisfaction and performance higher than other categories.

The perception regarding age proposed by Hawkins, *et al.* (2007) informed that each generation behaves differently from other generations as it passes through age categories. Then the force that forms lives of this generation will be different and their behaviors will also differ in their entire life cycle. It is important to be emphasized that the factors affected the behavior and the differences exist can be seen with more specific based on the category of age. However, this analysis also points out to the fact that each generation has a different strength and it will be passed on to the next generation. It can be seen if we enter the different stages of life, then automatically our behavior, attitude, etc., will also vary according to the cycles of our lives. The conclusion is this factor of generation is varied based on the range of age, because the difference on the range of age will result in the difference of people's life cycles. This life cycles difference will give an impact on the differences of their behaviors, perspectives, and the way they acquire or take a decision.

The next characteristic observed in this study is the working period. The working period identical to the length of an individual works in the company. The result of analysis of the relation between the working period to the job satisfaction and the performance is shown in Table 4.

Table4. Characteristic of Employees Based on Working Period

Working Period	N	%	Satisfaction		Performance	
			Average	Subset	Average	Subset
1-3 years	30	50	2.6580	a	2.9433	a
4-7 years	10	17	3.8210	b	3.8200	b
8-10 years	4	7	2.8600	a	3.1750	a
>11 years	16	27	2.9606	a	2.6437	a

Source: Processed Primary Data, 2014

There were significant differences in the job satisfaction and the performance in the category of working period (Table 4). The working period of 4-7 years had a significant effect to the job satisfaction and the performance compared with other working period categories. But in fact, the worker who had a longer working period, sometimes his productivity decreased due to boredom. This opinion is supported by Rivaia and Mulyadi (2010) who revealed that the protracted boredom in working and the lack of intellectual stimulation effect result in the lack of work productivity.

Notoatmojo (2003) defined education as any planned effort to influence others, either individuals, groups or communities so that they do what is expected by the education performers. From this limitation, it is implicit the elements of education, that is: (1) the input is the target of education (individual, group, community) and educator (education performer); (2) the process (the planned effort for influencing others); (3) the output (do what is expected or the behavior). The result of analysis of the relation between the education toward the job satisfaction and the performance is shown in Table 5.

Table5. Characteristic of Employees Based on Education

Education	n	%	Satisfaction		Performance	
			Average	Subset	Average	Subset
Senior High School	25	42	2.4216	a	2.7600	a
Diploma Degree (D-3)	35	58	3.3206	b	3.2143	b

Source: Processed Primary Data, 2014

Table 5 shows that there were significant differences in the job satisfaction and the performance in terms of education, in which the category of Diploma Degree (D-3) had higher levels of job satisfaction and performance than the high school category. The education provides knowledges not only directly by the execution of tasks, but also the foundation to develop themselves as well as the ability to utilize all facilities are around us for the continuity of tasks (Wilfin, 2014). The result of this study was in line with the opinion of Rivaia and Mulyadi (2010) which stated that an individual's educational attainment will affect his ability level. This implies that the higher the individual's education then his performance will be better.

The theory about the relation between the marital status and the performance shows that since the marriage demands a greater responsibility of family, thus to increase the position in the work becomes very important, or perhaps just because someone already gets married then he becomes diligent at work. The result of analysis of the relation between the marital status against the job satisfaction and performance can be seen in Table 6.

Table6. Characteristic of Employees Based on Marital Status

Marital Status	n	%	Satisfaction		Performance	
			Average	Subset	Average	Subset
Single	42	70	2.9950	a	3.1833	b
Married	18	30	2.8317	a	2.6556	a

Source: Processed Primary Data, 2014

In Table 6, we can see that the marital status had no significant difference with the job satisfaction, in contrast it had a significant difference with the performance. Someone's marital status is very influential on the quality of his working. This result was not in accordance with the study done by PurbadiandSofiana (2006) which found that the individuals who have been married will increase in performances because they have more mature and wiser thoughts.

The Perception of Respondents on Job Satisfaction

This study used a descriptive statistical analysis which used to analyze the data by describing or illustrating the collected data as it is without intending to create such a general conclusion or the generalization. This analysis is only an accumulation of basic data in the form of description only in the meaning of to not seek or explain the mutual relation, test the hypothesis, make predictions, or generate the conclusion. The result of this analysis is shown in Table 7.

Table 7. Perception of Respondents on Job Satisfaction

Variable		Percentage (%)			
		Dissatisfied	Satisfied	Very Satisfied	
Intrinsic Factor	Achievement	11%	30%	26%	33%
	Recognition	8%	18%	35%	39%
	Work itself	21%	24%	22%	32%
	Responsibility	4%	18%	38%	41%
	Opportunity for advancement	9%	23%	31%	37%
Extrinsic Factor	Company Policy	9%	23%	35%	33%
	Supervision	17%	29%	18%	36%
	Salary	2%	12%	43%	43%
	Interpersonal relation	8%	14%	39%	39%
	Working condition	18%	19%	23%	40%
Performance		19%	13%	16%	53%

Source: Processed Primary Data, 2014

Based on Table 7, the factors of job satisfaction forming involved two factors, those were the intrinsic and the extrinsic factors. The intrinsic factor was represented through the achievement, recognition, work itself, responsibility and opportunity for advancement variables. In variable of achievement, as many as 33% of respondents were very satisfied, 30% were dissatisfied, 26% were satisfied and 11% of respondents were very dissatisfied. In variable of recognition, it was known that 39% of respondents were very satisfied, 35% were satisfied, 28% were dissatisfied and 8% were very dissatisfied. The result of the variable of work itself showed that 32% of respondents said they were very satisfied, 24% were dissatisfied, 22% were satisfied and 21% were very dissatisfied. In variable of responsibility, 41% of respondents were very satisfied, 38% were satisfied, 18% were dissatisfied and 4% said that they were very dissatisfied. Meanwhile, in variable of opportunity for advancement, as many as 37% of respondents were very satisfied, 31% were satisfied, 23% were dissatisfied and 9% answered that they were very dissatisfied.

The Perception of Respondents on Performance

The assessment of process or activity as part of the management control function is realized by knowing how the employees perform their duties appropriate to what have been charged to them or commonly known as the performance assessment. Through the performance assessment system, the real individual performance is regularly evaluated. This evaluation process includes achievement of a good work both in quantitative and qualitative aspects with the same standard amongst the employees. This assessment system will make the employees be aware of their levels on work performance which then compared to the expectation of the organization. At the end, the performance assessment system is also a medium to get the general informations, reasons for salary system, promotion, transfer, disciplinary enforcement actions and termination (Marquis, 2006). The result of

data processing regarding perception of performance of employees at PT ITP Tbk. can be seen in Table 8.

Table 8. Perception of Respondents on Performance

Variable	Percentage (%)			
	Very dissatisfied	Dissatisfied	Satisfied	Very satisfied
Performance	19%	13%	16%	53%

Source: Processed Primary Data, 2014

Based on the result of data processing, as many as 53% of respondents were very satisfied with their performance achievement, 19% were very dissatisfied, 16% were satisfied and as many as 13% were dissatisfied.

The Influence of Intrinsic and Extrinsic Job Satisfaction Forming Factors on Performance

The factors of job satisfaction forming area representation of the elements of job satisfaction, these factors can be divided into two main categories, that are the intrinsic and the extrinsic factors of job satisfaction forming. In this study, each satisfaction forming factor defined by five variables (Table 9).

Table 9. Analysis of Correlation of Intrinsic Satisfaction Forming Factor and Performance

Variable	Y	Details
Achievement	0.650	Significant
Recognition	0.465	Significant
Work itself	0.621	Significant
Responsibility	0.574	Significant
Opportunity for advancement	0.440	Significant

Source: Processed Primary Data, 2014

The result of the study showed that there was a conformity of correlation between the work achievement and the performance with a significance value of 0.650. The influence on this aspect was positive, which represented that the higher the level of work achievement, the higher the performance of employee.

It is explained on this aspect that the achievement actually concentrates on the strength of someone's thrust to get the optimum work achievement. This aspect consists of the success and the failure that assessed specifically, for example the implementation of the work, problem solving and efforts to maintain success. This can also defined that the thrusts on the obtained achievement of employees are high so that for each work implementation it is not required special attention to employees.

This result was not in accordance with the previous study which showed that the achievement has no significant influence to the performance (Syaini, 2008:58). In the previous studies, it was described that the achievement assessed based on the quantity of work, not by the performance indicator defined by the management, so that the employees feel that the work achievements do not contribute on their job satisfaction, even less on their performance, because most of them assume that the work achievements shown do not give any change for the sustainability of their lives and the increase of their careers.

In the analysis result for the variable of recognition, there was a positive correlation between the recognition and the performance with a significance value of 0.465. It was in line with the study result of Lusiani (2006:91) that argued there was a positive relationship between the recognition and the nurse performance in SumberWaras Hospital in Jakarta. This result can be explained that the greater the recognition, that there will be a tendency on employees to perform well. This tendency is an implication of the concept of the reinforcement theory with an approach of behavior as the key. It shows that the reinforcement gives an effect on behavior. A behavior that gets fine rewards

will experience the reinforcement and tends to be repeated. On the contrary, a behavior that is not rewarded, will not experience the reinforcement, because it tends to not be repeated even avoided, because basically the reinforcement is a repetition of activity due to being rewarded, both material and non-material rewards (Robbins and Timothy, 2008:245).

This study was in accordance with the research of Balzeret *al.* in Robbins and Timothy (2008:109) that stated on average, the employees as individuals feel satisfied with their jobs overall, but they tend to feel dissatisfied with their pays/salaries and promotion opportunities given by the company. Therefore, the real implication of the correlation between the work itself and the performance is an existence of the relevance between the ability requirements of work and the intellectual or physical abilities of employees to do their job.

This was in line with the result of this study, in which there was a positive correlation between the work itself and the performance with a significance value of 0.621. There was a positive correlation between the responsibility and the performance of 0.575, in which indicated that the higher the responsibility given, will result in a higher performance as well.

This was consistent with the theory of goal setting which stated that there are elements of responsibility in achieving the goal. The existence of goal means the employees will be aware of what to do and how much effort should be done to achieve that goal. However, the result of this study was not consistent with the study of Suardi (2010:100) that showed there is no significant effect between the responsibility and the performance.

The result showed that there was also a positive correlation between the opportunity for advancement and the performance, which was equal to 0.440. This indicated that the increase of opportunity for advancement will create the higher employee performance as well. This was in line with the statement of Harlie (2011:865) which argued that the opportunity for advancement affects significantly and partially on the performance of employee. Based on this, the transparency and clarity of the opportunity for advancement of employees will result in a positive impact for the employees themselves. The positive impact that is expected to happen is the appearance of a high performance by trying to outperform others.

As for the result of the correlation analysis of the extrinsic factor of job satisfaction forming is presented in Table 10.

Table 10. Correlation Analysis of Extrinsic Factor of Job Satisfaction Forming

Variable	Y	Details
Company Policy	0.699	Significant
Supervision	0.678	Significant
Salary	0.551	Significant
Interpersonal relation	0.508	Significant
Working condition	0.426	Significant

Source: Processed Primary Data, 2014

The analysis result showed that there was a positive correlation between the administration and policy of company with the performance in a significance value of 0.699, where if there was an accuracy in policy decision taking and administration implementation done by company, then the performance of employees will be higher.

The real representation of this positive correlation is the company has implemented the standard rules that apply to all stakeholders related to the management of company. Until now PT ITP Tbk. has been applying the quality management system (ISO 9001) related to the production process from the upstream to the downstream synergized with the implementation of environmental management system (14001). The company also applies the OHSAS 18001 that is an international standard for implementing the Occupational Health and Safety Management System at the company.

This research found a positive correlation between the working condition and the performance of employee with a value of 0.426, the more comfortable the working condition at the place of employee worked, that resulted in an increase of employee performance. This was similar to the studies of Numberi and Margono (2011:152) as well as Riansari (2012:818) which stated that there is a direct influence of the working condition on the employee performance. The logical indication, that generally the working condition in the company engaged in cement production is dusty, can be accommodated by the company through the implementations of a clear working procedures as well as a complete safety facilities to support the employees in the work and through the giving of employee benefits for the employees working in the plant. This study focused on the relationship between the financial compensation with the performance.

This study result showed that there was a positive correlation between the salary and the performance with a significance value of 0.551. For the relation between salary and performance, Gibson (1996) stated that the one that a very strong affects the individual performance is the system of remuneration/pay of organization or industry. The industry can use pay to improve the current performance, also to attract the skilled worker for joining the company. The pay strategy that is effective is expected to contribute in maintaining the viability of work units, realization of the vision and mission and achieving the work targets.

This study result was also in accordance with the study of Umar (2012:415) which said that the pays have a significant effect on the performance of employees. The real indication in the company was after the presence of the Workers Union's action of PT ITP Tbk. in 2012, the management tried to accommodate the needs of the employees by increasing the salary gradually by 150% in 3 years with a requirement of appropriateness consideration on the work performance at the end of each year. At the current condition, the employees have received the salaries increases which means that the employees performances in 3 years has been aligned with the vision and mission of the company.

This study discovered the presence of a significant effect of the interpersonal relation to the work performance. This result was in line with the study of Syaiin (2008:53) which stated that there is a significant relationship between the interpersonal relation and the performance. This situation represented that the satisfaction felt by employees on the interpersonal relations were formed from the togetherness that was often carried out either in the form of working matter or others.

A supervision is a very important part and one of the components of management function for achieving the effectiveness and the efficiency of the action implementation. Besides the supervision is also an effort of coaching and directing to increase the passion and the work achievement (Syaiin, 2008:50).

The result of this study showed that there was a significant relation between the supervision and the performance. The implementation of supervision was a direct, open, periodic and objective observation that conducted by the leader. In the company, the employees felt that the supervision had conducted well, so that if a problem was found, then the leader immediately provided the instruction or guidance that were directly in order to overcome it.

The Influence of Intrinsic and Extrinsic Job Satisfaction Forming Factors on Performance

The relevance of the relation between the job satisfaction factors and the performance is the assumption that can be used as a basis to determine the level of the real implementation of these factors related to the magnitude of the direction or the strength from the relation between these two variables. The assessment of this research involved both the intrinsic and the extrinsic factors as the factors of job satisfaction. The result of the analysis of these two factors on the performance was obtained through the average of each of intrinsic and extrinsic job satisfaction factors which then analyzed toward the performance by using the correlation technique. The result of this analysis can be seen in Table 11.

Table 11. Correlation Analysis of Intrinsic and Extrinsic

Factors on Performance

Variable	Y	Details
Intrinsic Factor	0.609	Significant
Extrinsic Factor	0.647	Significant

Source: Processed Primary Data, 2014

As shown in the Table 11, the direction of the two job satisfaction factors on the performance was positive while the strength level of extrinsic factor (0.647) was greater than the intrinsic factor (0.609). The strength level difference between these two factors was a representation that the extrinsic factor must also get the attention in order to improve the work performance that expected by the company.

Multiple Linear Regression Analysis

The regression analysis in this study was conducted to test if the intrinsic factor (X1) and the extrinsic factor (X2) influenced the performance of employees (Y) at PT ITP Tbk. the regression between the intrinsic factor(X1) and the extrinsic factor (X2) on the employees performance (Y) of PT ITP Tbk. resulted in a regression equation as follows:

$$Y = 1.220 + 0.059 X1 + 0.550 X2$$

The constant value of 1.220 showed that the level of employees performance was not influenced by both the intrinsic factor (X1) and the extrinsic factor (X2). This indicated that if both the intrinsic factor (X1) and the extrinsic factor (X2) = 0, then the performance of employees(Y) would be equal to 1.220. This showed that there were another factors that affected the performance of employees at PT ITP Tbk. adjacent to the intrinsic and extrinsic factors.

The value of regression coefficient of intrinsic factor (X1) indicated a direction of positive effect of intrinsic factor (X1) on the performance of employees (Y). It means that if the intrinsic factor gets higher for one unit (get better), then the performance of employees at PT ITP Tbk. will increase by 0.059, in a condition where the extrinsic factor is constant or not changed. The value of regression coefficient of extrinsic factor (X2) was 0.550, showed a direction of positive effect on the performance (Y). This indicates that if the extrinsic factor increased for one unit (get higher), then the performance of employees will be increased by 0.550, in a condition where the intrinsic factor is constant or not changed.

For the test of hypothesis, an F-test was used to analyze the simultaneous effect of the independent variables on the dependent variables. If the F-test results in F-count > F-table and the significance value < 0.05 (α=5%), then H0 is rejected and H1 is accepted, so that we can conclude the independent variables simultaneously and significantly affect on the dependent variables. The result of this F-test for the multiple linear regression analysis shown in Table 6.

Table 12. F-test of Multiple Linear Regression Analysis

Relation	F	p(value)
Intrinsic and Extrinsic factors – Performance	20.567	0.000

Source: Processed Primary Data, 2014

Table 12 shows that F-count = 20.567 > F table (df1=2, df2=57, α=0,05), with a significance value of 0,000 < 0,05, then H0 rejected and H1 accepted. Based on this result, it can be concluded that the intrinsic and the extrinsic factors significantly affected on the performance of employees at PT ITP Tbk.

The result of regression analysis in this study showed that the extrinsic factor had more significant effect compared to the intrinsic factor. This proved that this research was not in line with the result of Herzberg's study. This inconsistency was interesting. Some factors that affected it to happen were that the job is not only about involving himself, each job requires the interactions with the work partners and the leader, employees must follow the rules and policies of the company,

standards of performance are fulfilled and working condition that is often not ideal is accepted (Popp danBelohlavin Robbins, 2008:108). Besides, this study was conducted in the developing country where the factor of salary/pay very related to the job satisfaction and the performance of employees.

In essence, the determination coefficient (R²) is to measure how far the ability of the model in explaining the variation of dependent variable. The value of determination coefficient is between the zero and one, which is closer to 0 means the ability of independent variables in explaining the variation of dependent variables is very limited as well as vice versa. The fundamental weakness of the use of determination coefficient is a bias against the number of independent variables which are put in into the model. Each addition of one independent variable, then the value of determination coefficient certainly increased no matter whether the independent variables significantly affect on the dependent variables or not.

The analysis result of the determination coefficient showed a value of R² equal to 0.419. This implied that the performance of employees at PT ITP Tbk. was influenced by the intrinsic and extrinsic factors by 41%, while the remaining 59% affected by other factors.

The next analysis done in this study is the significance test of individual parameters (statistical t-test). The statistical t-test basically showed how far the individual influence of one independent variable in explaining the variation of dependent variables. The analysis result of t-test in multiple linear regression analysis is shown in Table 13.

Table 13. Result of t-Test in Multiple Linear Regression Analysis

Variable	T	Sig.
Intrinsic factor	0.248	0.805
Extrinsic factor	2.148	0.033

Source: Processed Primary Data, 2014

In Table 13, it can be obtained the following explanation, the testing of the influence of intrinsic factor (X1) on the performance of employees (Y) resulted in t-count = 0.248 < t table, with a significance value = 0.805 > 0.05, then H0 was accepted and H1 was rejected. Based on these results, it can be concluded that the intrinsic factor did not significantly affected on the performance of employees at PT ITP Tbk.

The testing of the influence of extrinsic factor (X2) on the performance of employees (Y) produced a t-count = 2.184 > t table with a significance value = 0.033 < 0.05, then H0 was rejected and H1 was accepted. Based on these results, it can be concluded that the extrinsic factor had a significant effect on the performance of employees at PT ITP Tbk. The extrinsic factor that is higher will increase significantly the performance of employees at PT ITP Tbk.

The Difference Test between Job Satisfaction and Performance of Employees

The Duncan's Multiple Range Test is a further test to determine which medians have the same value and which medians are not the same when the testing of homogeneity of several medians results in rejecting the null hypothesis and accepting the alternative hypothesis. This test can also used to analyze the difference between all pairs of possible treatment regardless of the number of the treatment.

In this study, the Duncan test was done to compare the job satisfaction amongstst the groups as well as the performance value. The result of F-test on the job satisfaction of each group showed that p-value (0.000) was less than alpha 5%, then H0 was rejected, which indicated that there was at least one group gave an average of job satisfaction that was significantly different. Based on this result, to see the difference in job satisfaction between groups, it was necessary to complete a further test of Duncan Test. The result of the further test of Duncan Test on job satisfaction of each group can be seen in Table 14.

Table 14. Result of Further Test of Duncan Test on Job Satisfaction of Each Group

Group	N	Job Satisfaction	
		Averagesubset	
Group 1	10	2.227	a
Group 2	10	2.336	a
Group 3	10	2.751	b
Group 4	10	3.847	c
Group 5	10	3.831	c
Group 6	10	2.684	b
P value		0.000	

Source: Processed Primary Data, 2014

Based on Table 14, there were no significant differences in job satisfaction between Group 1 and Group 2, between Group 6 and Group 3 and between Group 5 and Group 4. However, it was seen from the table that there were also significant differences in job satisfaction between Group 1 and Group 2 against Group 6 and Group 3, Group 1 and Group 2 against Group 5 and Group 4 as well as between Group 6 and Group 3 against Group 5 and Group 4. The job satisfaction of Group 1 (2.227) had the lowest value of job satisfaction compared with other groups, while the job satisfaction of Group 4, which was equal to 3.847 was the highest value compared with other groups.

The next further test of Duncan test was to compare the performance of each group. The result of F-test on performance of each group showed that p-value (0.000) was less than alpha 5%, then H0 was rejected, which meant that there was at least one group showed an average of performance that was significantly different. Based on this result, then to see the difference in performance between groups, it was necessary to do the further test of Duncan Test. The result of the further test of Duncan Test on performance of each group can be seen in Table 15.

Table 15. Result of Further Test of Duncan Test on Performance of Each Group

Group	N	Performance	
		Averagesubset	
Group 1	10	2.62	b
Group 2	10	2.81	b
Group 3	10	2.92	b
Group 4	10	3.81	c
Group 5	10	3.83	c
Group 6	10	2.16	a
P value		0.00	

Source: Processed Primary Data, 2014

Based on Table 15, there were no significant differences in performance between Group 1, Group 2 and Group 3, as well as between Group 4 and Group 5. However, it was seen from the table that there were also significant differences in performances between Group 6 against Group 1, Group 2 and Group 3, between Group 2 against Group 4 and Group 5, as well as between Group 1, Group 2 and Group 3 against Group 4 and Group 5. The performance of Group 6(2.16) had the lowest value of performance compared with other groups, while the performance of Group 5, which was equal to 3.83was the highest value compared with other groups.

The result of this study showed that there were significant differences in job satisfaction and performance between Group 4 and Group 5 against the other groups. The significant indication of these differences was that Group 4 and Group 5 were relatively the new plants in the area of company and supported by the use of renewable technologies as compared with other groups.

CONCLUSION

The intrinsic factor of job satisfaction of employees had a significant effect on performance of employees.

The extrinsic factor of job satisfaction of employees had a significant effect on performance of employees.

The extrinsic factor of job satisfaction had more significant effect than intrinsic factor of job satisfaction on performance of employees.

SUGGESTION

Based on the study was done, the researchers have some suggestions for the stakeholders concerned in this case as follows:

In order to create a good performance, the company not only should give attention to the intrinsic factor of job satisfaction, but should also consider the extrinsic factor of job satisfaction of employees.

For further research, it is suggested to conduct the research related to the theory by adding the variation of respondents and more employee participation, and also improve the variable of research related to the intrinsic and extrinsic factors of job satisfaction and performance of employees.

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