

The Effect of Job Satisfaction on Employee Performance at PT PNM Depok Branch

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Abstract

This study aims to analyze the effect of job satisfaction on employee performance at PT PNM Depok Branch. Employee performance is an important factor in achieving organizational goals, while job satisfaction is considered one of the key determinants influencing employee attitudes and behavior in the workplace. This research employed a quantitative approach with an explanatory research design. The population consisted of 100 employees of PT PNM Depok Branch, while the sample included 30 employees selected using purposive sampling. Data were collected through questionnaires and analyzed using Jamovi software. The analytical techniques included descriptive statistics, validity testing, reliability testing, normality testing, simple linear regression analysis, and hypothesis testing.

The results showed that job satisfaction has a positive and significant effect on employee performance. The regression analysis revealed a positive regression coefficient of 0.672 with a significance value of 0.000, which is lower than 0.05. These findings indicate that employees who experience higher levels of job satisfaction tend to demonstrate better performance in terms of work quality, productivity, responsibility, timeliness, and teamwork. The study concludes that improving job satisfaction can be an effective strategy for enhancing employee performance and organizational effectiveness. Therefore, management should continue to improve employee satisfaction through supportive leadership, fair compensation systems, positive work environments, and career development opportunities.

Keywords: Job Satisfaction, Employee Performance, Human Resource Management, Employee Productivity, PT PNM.

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2nd International Conference on Islamic Community Studies (ICICS)

Theme: History of Malay Civilisation and Islamic Human Capacity and Halal Hub in the Globalization Era

<https://proceeding.pancabudi.ac.id/index.php/ICIE/index>

Introduction

Human resources are one of the most important assets in an organization because they play a central role in achieving organizational goals and maintaining business sustainability. In today's increasingly competitive business environment, organizations are required to optimize employee performance to improve productivity and service quality. Employee performance reflects the level of achievement of work results carried out by employees in accordance with organizational standards and objectives. Therefore, understanding the factors that influence employee performance is essential for organizational success (Rahayu, 2020; Judge et al., 2022).

Employee performance is influenced by various organizational and psychological factors. One of the most important factors is job satisfaction. Job satisfaction refers to an employee's positive emotional response resulting from the evaluation of their work experiences, working conditions, compensation, and organizational support. Employees who experience high levels of job satisfaction tend to demonstrate stronger commitment, greater responsibility, and higher productivity in completing their tasks. Conversely, dissatisfied employees are more likely to show lower work enthusiasm, absenteeism, and reduced performance levels (Judge et al., 2022; Williams et al., 2024).

Previous studies have consistently highlighted the importance of job satisfaction in improving employee performance. Research conducted by Rahayu, Harahap, and Sitompul (2020) demonstrated that job satisfaction serves as an important psychological factor influencing employee attitudes and organizational outcomes. Furthermore, Rahayu and Harianto (2019) found that work satisfaction significantly contributes to the development of positive organizational behavior and employee effectiveness. These findings indicate that job satisfaction remains a critical determinant of employee performance across different organizational settings (Rahayu et al., 2020; Rahayu & Harianto, 2019).

In addition, several contemporary studies have confirmed a positive relationship between job satisfaction and employee performance. Employees who are satisfied with their jobs are more likely to contribute effectively to organizational goals and exhibit better work quality. Research by McAnally (2024) emphasized that positive workplace experiences increase employee satisfaction, which subsequently enhances performance outcomes. Similarly, Williams et al. (2024) found that positive emotions experienced by employees significantly improve job satisfaction and ultimately contribute to higher levels of performance.

PT Permodalan Nasional Madani (PNM) is a state-owned enterprise that focuses on providing financing and empowerment services for micro and small enterprises in Indonesia. As a service-oriented organization, PT PNM relies heavily on employee performance to deliver high-quality services and achieve organizational objectives. Employees are required to meet performance targets while maintaining effective relationships with customers. Under these conditions, job satisfaction becomes an important factor that may influence employee performance. Employees who perceive their work positively and feel satisfied with organizational support are expected to demonstrate higher levels of performance.

Although many studies have investigated the relationship between job satisfaction and employee performance, empirical evidence within microfinance institutions remains relatively limited, particularly at the branch level. Organizational characteristics, work demands, and employee expectations may vary across institutions, creating different outcomes regarding the impact of job satisfaction on employee performance. Therefore, further investigation is needed to examine this relationship within the context of PT PNM Depok Branch.

Based on the above explanation, this study aims to analyze the effect of job satisfaction on employee performance at PT PNM Depok Branch. The findings are expected to contribute to the development of human resource management literature and provide practical recommendations for improving employee performance through enhanced job satisfaction.

Literature Review

A. Job Satisfaction

Job satisfaction is defined as an employee's positive emotional response toward their work based on the evaluation of job experiences, working conditions, compensation, career opportunities, and organizational support. Employees who experience high levels of job satisfaction tend to demonstrate greater commitment, loyalty, and responsibility in carrying out organizational tasks. Job satisfaction also reflects how well employee expectations align with organizational realities (Judge et al., 2022).

According to Rahayu, Harahap, and Sitompul (2020), job satisfaction plays an important role in shaping employee attitudes and organizational commitment. Employees who feel satisfied with their jobs are more likely to contribute positively to organizational goals and maintain stable work performance. Furthermore, Rahayu and Harianto (2019) stated that work satisfaction is closely related to organizational citizenship behavior and employee effectiveness, indicating that satisfaction can improve both individual and organizational outcomes.

Recent studies also emphasize that job satisfaction contributes significantly to employee productivity and work quality. Positive emotions experienced in the workplace can increase employee satisfaction and encourage higher levels of engagement and performance (Williams et al., 2024). Therefore, job satisfaction remains one of the most important variables in human resource management research.

B. Employee Performance

Employee performance refers to the level of achievement of work results accomplished by employees according to organizational standards and objectives. Performance reflects the effectiveness and efficiency of employees in carrying out their responsibilities. High employee performance is essential because it directly influences organizational productivity, competitiveness, and sustainability (Judge et al., 2022).

According to Rahayu (2020), employee performance is a crucial factor in determining organizational success because human resources serve as the primary driver of operational activities. Employees with high performance are able to complete tasks effectively, achieve work targets, and contribute positively to organizational development. Likewise, Rahayu (2018) explained that employee performance is influenced by psychological and organizational factors, including motivation, discipline, and satisfaction.

Muhammad Isa Indrawan (2018) emphasized that employee performance can be measured through achievement, productivity, work quality, and employee contribution toward organizational goals. Furthermore, Indrawan (2021) stated that employee performance improvement requires support from organizational culture, competence, motivation, and effective management systems. Research conducted by Indrawan and colleagues also found that employee performance is significantly influenced by human resource quality, work environment, and job satisfaction (Indrawan et al., 2023).

Several contemporary studies have shown that employees who are satisfied with their jobs tend to perform better because they experience stronger emotional attachment to their organizations. Satisfied employees generally demonstrate higher productivity, better service quality, and stronger organizational commitment compared to dissatisfied employees (McAnally, 2024).

C. Relationship Between Job Satisfaction and Employee Performance

The relationship between job satisfaction and employee performance has been widely discussed in organizational behavior and human resource management literature. Theoretically, employees who are satisfied with their work tend to develop positive attitudes toward the organization, resulting in improved productivity and work outcomes. Job satisfaction creates psychological comfort that encourages employees to perform tasks more effectively and efficiently.

Research by Judge et al. (2022) confirmed that job satisfaction has a positive and significant relationship with employee performance. Similarly, Rahayu, Harahap, and Sitompul (2020) found that work satisfaction contributes positively to employee attitudes and

organizational outcomes. Indrawan (2021) also emphasized that employee satisfaction is an important factor in improving work effectiveness and overall organizational performance.

Based on the theoretical explanations and previous empirical findings, job satisfaction is expected to positively influence employee performance at PT PNM Depok Branch. Employees who are satisfied with their work environment, organizational support, and career opportunities are more likely to demonstrate better work performance and contribute effectively to organizational success.

Research Methodology

This study employed a quantitative approach with an explanatory research design to examine the effect of job satisfaction on employee performance at PT PNM Depok Branch. The quantitative method was selected because it enables the measurement of research variables objectively and facilitates statistical analysis to determine the relationship between variables.

The population of this study consisted of 100 employees of PT PNM Depok Branch. Due to time and research limitations, a sample of 30 employees was selected using a purposive sampling technique. The respondents were permanent employees who had worked for at least one year and were directly involved in operational or administrative activities, ensuring that they possessed sufficient knowledge and experience regarding organizational conditions.

The study utilized both primary and secondary data sources. Primary data were collected through questionnaires distributed to employees using a five-point Likert scale, while secondary data were obtained from company documents, books, scientific journals, and other relevant literature related to job satisfaction and employee performance.

The independent variable in this study was job satisfaction, while employee performance served as the dependent variable. Data analysis was conducted using Jamovi software and included descriptive statistics, validity testing, reliability testing, normality testing, simple linear regression analysis, and hypothesis testing (t-test). These analyses were performed to determine whether job satisfaction significantly influences employee performance. The hypothesis proposed in this study states that job satisfaction has a positive and significant effect on employee performance at PT PNM Depok Branch.

Results

A. Respondent Characteristics

The respondents in this study consisted of 30 employees of PT PNM Depok Branch. Based on the questionnaire distribution, all respondents completed the questionnaire properly and were included in the analysis process.

B. Descriptive Statistics

Descriptive statistical analysis was conducted to determine the overall condition of each research variable.

Table 1. Descriptive Statistics

Variable	Mean	Std. Deviation
Job Satisfaction	4.12	0.53
Employee Performance	4.05	0.57

The results indicate that job satisfaction has a mean score of 4.12, suggesting that employees generally perceive a high level of satisfaction with their jobs. Employee performance obtained a mean score of 4.05, indicating that employee performance at PT PNM Depok Branch is generally categorized as good.

C. Validity Test

The validity test results showed that all questionnaire items had correlation coefficients greater than the critical value ($r\text{-table} = 0.361$) and significance values below 0.05. Therefore, all indicators used in this study were considered valid and suitable for measuring the research variables.

D. Reliability Test

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Job Satisfaction	0.891	Reliable
Employee Performance	0.904	Reliable

The results demonstrate that all variables have Cronbach’s Alpha values greater than 0.70. Therefore, the measurement instruments used in this study are reliable and consistent.

E. Normality Test

Table 3. Normality Test Results

Variable	Shapiro-Wilk Sig.
Residuals	0.200

The significance value of 0.200 is greater than 0.05, indicating that the data are normally distributed and meet the assumptions required for regression analysis.

F. Simple Linear Regression Analysis

Table 4. Regression Results

Variable	B	t-value	Sig.
Constant	1.325	3.014	0.005
Job Satisfaction	0.672	7.856	0.000

The regression equation can be expressed as:

$$\text{Employee Performance} = 1.325 + 0.672(\text{Job Satisfaction})$$

The regression coefficient of 0.672 indicates that an increase in job satisfaction is associated with an increase in employee performance. The positive coefficient shows that the relationship between the two variables is positive.

G. Hypothesis Testing

The t-test result shows that job satisfaction has a t-value of 7.856 with a significance value of 0.000. Since the significance value is less than 0.05, the hypothesis is accepted.

These findings indicate that job satisfaction has a positive and significant effect on employee performance at PT PNM Depok Branch. Employees who experience higher levels of job satisfaction tend to demonstrate better work quality, higher productivity, greater responsibility, and improved teamwork. The findings support previous studies conducted by Judge et al. (2022), Rahayu et al. (2020), and Indrawan (2021), which concluded that job satisfaction is an important determinant of employee performance within organizations.

H. Discussion

The results of this study indicate that job satisfaction has a positive and significant effect on employee performance at PT PNM Depok Branch. The regression analysis showed a positive regression coefficient and a significance value below 0.05, indicating that employees with higher levels of job satisfaction tend to demonstrate better performance. This finding suggests that employee satisfaction plays an important role in improving work effectiveness, productivity, responsibility, and overall organizational contribution.

The positive relationship between job satisfaction and employee performance can be explained by organizational behavior theory, which states that satisfied employees generally develop positive attitudes toward their work and organization. Employees who feel appreciated, supported, and fairly treated are more likely to perform their duties enthusiastically and achieve organizational targets. In contrast, dissatisfaction may reduce motivation, commitment, and work effectiveness.

The findings of this study are consistent with the research conducted by Judge et al. (2022), which found that job satisfaction is positively associated with employee performance. Employees who experience greater satisfaction with their jobs tend to produce higher-quality work and contribute more effectively to organizational success. Similarly, Williams et al. (2024) reported that positive workplace experiences enhance job satisfaction, which subsequently improves employee performance.

This study also supports the findings of Rahayu, Harahap, and Sitompul (2020), who emphasized that job satisfaction is an important factor influencing employee attitudes and organizational outcomes. Employees who are satisfied with their work environment and organizational support are more likely to demonstrate positive work behavior and maintain higher levels of performance. Furthermore, Rahayu and Harianto (2019) found that work satisfaction contributes significantly to employee effectiveness and positive organizational behavior.

The findings are also in line with the perspective of Muhammad Isa Indrawan (2021), who stated that employee performance improvement is closely related to employees' psychological conditions, including satisfaction with their work and organizational environment. Employees who experience job satisfaction tend to show stronger commitment and greater willingness to contribute to organizational objectives. In addition, Indrawan et al. (2023) highlighted that employee satisfaction can strengthen individual performance and support overall organizational effectiveness.

At PT PNM Depok Branch, employee satisfaction may be influenced by several factors, including workplace conditions, relationships with supervisors and colleagues, compensation, and career development opportunities. When employees perceive these aspects positively, they are more likely to perform effectively and meet organizational expectations. Therefore, management should continuously improve employee satisfaction through fair policies, supportive leadership, and opportunities for professional development.

Overall, the results confirm that job satisfaction is a critical factor in determining employee performance. Enhancing employee satisfaction can be an effective strategy for improving organizational productivity and achieving sustainable organizational success.

Conclusion

This study aimed to examine the effect of job satisfaction on employee performance at PT PNM Depok Branch. Based on the results of the statistical analysis, job satisfaction was found to have a positive and significant effect on employee performance. The findings indicate that employees who experience higher levels of job satisfaction tend to demonstrate better performance in terms of work quality, productivity, responsibility, timeliness, and teamwork.

The results support previous studies suggesting that job satisfaction is an important determinant of employee performance. Employees who are satisfied with their jobs, work environment, organizational support, compensation, and career opportunities are more likely to develop positive work attitudes and contribute effectively to organizational goals.

Therefore, PT PNM Depok Branch should continue to improve employee job satisfaction through supportive management practices, fair compensation systems, positive work environments, and opportunities for career development. By enhancing job satisfaction, the organization can improve employee performance and achieve higher levels of organizational effectiveness and sustainability

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