



Analysis of Differences in Employee Performance on Job Satisfaction in the Company Hutama Karya Infrastructure Zone 4 Langkat Regency

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<p>Track Record Article</p> <p>Accepted: 1 March 2024 Revised: 25 January 2024 Published: 10 March 2024</p> <p>How to cite : Akbar, R., Silaban, G., & Salmah, U. (2024). Analysis of Differences in Employee Performance on Job Satisfaction in the Company Hutama Karya Infrastructure Zone 4 Langkat Regency. <i>Contagion : Scientific Periodical of Public Health and Coastal Health</i>, 6(1), 78–90.</p>	<p style="text-align: center;">Abstract</p> <p><i>Employee performance measures the success of an employee's achievement in carrying out his duties and responsibilities in a company or organization. This study aimed to analyze the effect of individual characteristics and job satisfaction on the performance of employees of the Hutama Karya Infrastructure Company Zone 4 Langkat Regency. This type of research is quantitative research with a cross-sectional design. The research location was conducted at the Hutama Karya Infrastructure Company Zone 4 Langkat Regency, and the research was conducted from August to November 2023. The study population was all employees at the Hutama Karya Infrastruktur Zone 4 Langkat Regency Company, which amounted to 70 employees. The sampling technique used in the study was total sampling, so the number of samples in this study was 70 employees. The data collection technique used a questionnaire method. The data analysis method used is statistical testing using the chi-square test. The results showed that there was an influence of individual characteristics on length of service (p-value=0.002), education (p-value=0.025), age (p-value=0.001), no influence of gender (p-value=0.708), marital status (p-value=0.726). There was a relationship between job satisfaction (p-value=0.023) with employee performance at the Hutama Karya Infrastructure Company Zone 4 Langkat Regency. It is recommended that leaders provide direction and guidance for new employees in carrying out their work, and for employees, it is hoped that new employees will follow directions at work and for all employees to carry out study assignments and attend training so that they have good abilities at work.</i></p> <p>Keywords: <i>Characteristics, Employee, Job satisfaction, Performance</i></p>
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INTRODUCTION

Employee performance evaluates how well a worker performs in fulfilling their obligations within a business or organization (Andayani, 2020; Marimin et al., 2020). The success of a company cannot be separated from the support of its employees in pursuing their work performance; in other words, employee performance is the result of the level of employee ability to achieve results, especially in terms of quantity (Dasaad, 2015; Ikhsan, 2016; Dewi et al., 2018).

Therefore, employee performance levels vary, they can be high or low depending on the level of persistence in carrying out their duties (Yuniarsih et al., 2016). According to Solihin, et al., (2019), employee performance is the main element in helping companies achieve organizational goals. According to Diamantidis et al., (2019), performance can good if the work environment and management support are optimal.

The ability of a firm or organization's workforce to produce outcomes or function effectively and efficiently with the resources used is measured by comparing the number and

quality of its workforce over a given period of time (Dekoulou et al., 2015; Cesilia et al., 2017). This complies with Government Regulation Number 46 of 2011 of the Republic of Indonesia regarding the evaluation of work targets for employees that include quantity, quality, time, and cost.

Businesses and organizations constantly strive to enhance employee performance with the expectation that their objectives will be realized (Gultom, 2014; Adha et al., 2019). Another factor that can influence employee performance is Work satisfaction. Work satisfaction refers to an individual's attitude towards his or her Work. Work satisfaction is an emotional attitude in the form of feelings that originate within a person who likes and loves their work (Susanto, 2019; Asmawiyah, et al., 2020).

Various methods will be taken by companies to improve the performance of their employees, for example, by paying attention to employee Work satisfaction, which can produce the maximum employee performance expected by the company (Parasian et al., 2021) . At the very least, the organization constantly monitors the environment in which employees perform their work, including leaders, coworkers, the work environment, and other factors that may have an impact on an individual's capacity to perform their job, in order to ensure that employee work satisfaction is consistently high (Steven et al., 2020).

Work satisfaction is a personal experience for each person since their level of satisfaction varies depending on the values that are important to them (Sanuddin et al., 2013; Noor et al., 2016). The quantity of satisfaction felt increases with the number of facets of the work that meet the individual's desires (Huda, 2013). The level of satisfaction will increase employee morale. In contrast, dissatisfaction and low levels of employee satisfaction can cause disruption and obstacles as well as irregularities in carrying out work, causing losses and reducing the company's performance (Hamid et al., 2019). These different levels of satisfaction can occur due to the individual perceptions experienced by employees (Wahab, 2012; Wirani et al., 2017).

Work satisfaction results from employees' perceptions of how their work can provide something that is considered important (Risqi et al., 2015). Because this is a matter of perception, the work satisfaction shown by someone is different from another person's because the things that each person considers important are different (Subariyanti, 2017; Latifah et al., 2020). Work satisfaction is a person's perspective, both positive and negative, about their work so that it will improve the resulting performance (Siagian, 2012; Rosmaini et al., 2019).

Workers need to be able to feel and appreciate what they do in addition to working in an office setting in order to avoid boredom and become more focused on their tasks (Rosita et

al., 2017). If they are given opportunities to grow professionally, workers will be more contented in their jobs. However, the urge for employees to have their desires met can indicate whether or not they are satisfied with their work (Elisabeth Letsoin, 2023).

Reality in Work satisfaction often receives little attention from every company or organization, one of which is Company Hutama Karya Infrastruktur Zone 4 Langkat Regency, several employees are dissatisfied with the incentives they receive based on the Work duties and responsibilities given, causing these employees to be less responsible in carrying out their work and attendance at the office so they do not comply with the rules for coming and going and coming home from work not on time.

From the results of an initial survey conducted on December 10, 2022, at the company Hutama Karya Infrastructure Zone 4 Langkat Regency has 202 employees, including 132 employees working in the field and 70 employees working indoors who have different workloads and demands - different. From the initial survey conducted related to the Influence of Individual Characteristics and Job Satisfaction on Employee Performance of the Hutama Karya Infrastructure Zone 4 Langkat Regency, it was found that as many as 90% of employees were male. The average age was 22-40 years with a history of Diploma, Bachelor, high school and junior high school education.

The results of interviews conducted with the manager found that indoor employees lack competence or capability in carrying out the work of building the Binjai - Langsa toll road and making the Stabat bridge which affects the timeliness of completing work or promptness, lack of behavioural awareness in maintaining work safety such as the use of personal protective equipment which is always a serious concern because the personal protective equipment provided is always underestimated so that many workers still do not comply with the use of personal protective equipment according to the regulations made by the Hutama Karya Infrastructure Zone 4 Company and are less serious in doing work so that the work of making the Binjai - Langsa toll road and making the Stabat bridge is always not on time for completion or quality of work so that several projects are completed not by the achievement target.

In addition, the manager also said that employee performance could be more optimal, even though the division of tasks is by the criteria determined by the company. Likewise, the results of interviews conducted with 10 employees where 7 employees stated that at work, the boss did not provide feedback on the work that had been completed so employees needed to learn from the mistakes in their work. Feedback is an aspect of communication that must be carried out by superiors to subordinates or vice versa. This feedback is necessary to help both parties understand whether the work is successful. In addition, employees also said that they

needed more support from superiors in the form of bonuses or incentives, so employees still did not feel satisfaction at work.

Based on the above background, the researcher is interested in researching "The influence of individual characteristics and job satisfaction on the performance of employees of PT. Hutama Karya Infrastructure Zone 4 Langkat Regency".

METHODS

The type of research used is quantitative research using a cross-sectional design. This research will be conducted at the Hutama Karya Infrastructure Company Zone 4 Langkat Regency. The research will be conducted from May to August 2023.

The population in this study were all administrative staff of the Hutama Karya Infrastructure Company Zone 4 Langkat Regency, which amounted to 70 people. The sampling technique to be used in the study is total sampling, where the number of samples is the same as the population. The total sampling technique is used because the population is less than 100. So, the number of samples in this study was 70 people.

Independent variables or independent variables are individual characteristics and job satisfaction. Moreover, the dependent variable or the dependent variable is the performance of employees of the Hutama Karya Infrastructure Zone 4 Langkat Regency. This research data collection with primary data was obtained through the distribution of individual characteristics questionnaires, job satisfaction questionnaires and performance questionnaires when the research was conducted at the Hutama Karya Infrastructure Zone 4 Langkat Regency Company. Data collection in this study using a questionnaire.

The data analysis of this study consisted of univariate and bivariate analysis. Univariate analysis with descriptive to explain each variable studied with a presentation in the form of a frequency distribution table. Includes individual characteristics, satisfaction and performance. Bivariate analysis with chi-square test to determine whether there is a relationship between the independent variables, namely employee characteristics and job satisfaction on the dependent variable, namely employee performance. This research data analysis was processed using computer software assistance in the form of SPSS version 23 software.

This study uses informed consent where the researcher asks for individual consent to participate in the study. This study has received approval from the University of North Sumatra research ethics committee with number 107/KEPK/USU/2023.

RESULTS

Frequency distribution analysis of employee characteristics at Company Zone 4 Langkat Regency as:

Table 1. Characteristics of Employees at Hutama Karya Infrastructure Company Zone 4 Langkat Regency

Characteristics of Employees	n	%
Age		
Productive age (15-64 years)	56	80.0
Non-productive age (>65 years old)	14	20.0
Gender		
Male	46	65.7
Female	24	34.3
Marital Status		
Married	43	61.4
Not married	27	38.6
Education		
High	64	91.4
Low	6	8.6
Work Period		
New (<5 years)	20	28.6
Old (\geq 5 years)	50	71.4

According to Table 1, the results of individual characteristics are that most of the 56 employees (80%) are of productive age, the majority of 46 employees (65.7%) are male and the majority of 43 employees (61.4%) are married, most of the 64 employees (91.4%) are highly educated and the majority of 50 employees (71.4%) have more than 5 years of service.

Table 2. The relationship between individual characteristics and job satisfaction with employee performance at the Hutama Karya Infrastructure Zone 4 Company, Langkat Regency

Variables	Employee performance				p-value
	Good		Not Good		
	n	%	n	%	
Individual Characteristic					
Age					
Productive age (15-64 years)	53	75.7	3	4.3	0.001
Non-productive age (>65 years old)	8	11.4	6	8.6	
Gender					
Male	39	55.7	7	10.0	0.708
Female	22	31.4	2	2.9	
Marital Status					
Married	38	54.3	5	7.1	0.726
Not married	23	32.9	4	5.7	
Education					
High	58	82.9	6	8.6	0.025
Low	3	4.3	3	4.3	
Work Period					
New (<5 years)	13	18.6	7	10.0	0.002
Old (\geq 5 years)	48	68.6	2	2.9	
Job satisfaction					
Satisfied	52	74.3	2	2.9	0.023
Not satisfied	9	12.9	7	10.2	

Based on Table 2. above, it is obtained that the percentage of employees who have good performance is higher for employees who are at the productive age stage compared to employees who are at the unproductive age stage, namely (75.7%) versus (11.4%). Statistically obtained p-value $0.001 < 0.05$, which means there is a relationship between age and employee performance.

The percentage of employees in the male and female gender who have good and not good performance is the same, statistically obtained p-value $0.708 > 0.05$, which means there is no relationship between gender and employee performance.

The percentage of employees with married and unmarried marital status is the same. Statistically, the p-value is $0.726 > 0.05$, which means there is no relationship between marital status and employee performance.

The percentage of employees with good performance is higher for employees with higher education compared to employees with lower education, namely (82.9%) versus (4.3%). Statistically obtained p value $0.025 < 0.05$, which means there is a relationship between education and employee performance.

The percentage of employees who have good performance is higher in employees whose tenure is more than 5 years compared to employees who have less than 5 years of service, namely (68.6%) versus (18.6%). Statistically obtained p-value $0.002 < 0.05$, which means there is a relationship between tenure and employee performance.

The percentage of employees with good performance is higher for employees whose job satisfaction is satisfied compared to employees whose job satisfaction is not satisfied, namely (74.3%) versus (12.9%). Statistically obtained p-value $0.023 < 0.05$, which means there is a relationship between job satisfaction and employee performance.

DISCUSSION

Employees of the Hutama Karya Infrastructure Company Zone 4 Langkat Regency are mostly in the adult age group, this is because the productive age group where productive age usually has a good level of performance compared to the age group at an unproductive age, which is more vulnerable to their health so that it affects their quality of life which will result in a decrease in their performance.

Based on the results of the statistical analysis, there is a significant relationship between age and employee performance at the Hutama Karya Infrastructure Company Zone 4 Langkat Regency. Employee age determines the success in doing a job, both physical and non-physical. In general, labourers of unproductive age have weak and limited physical energy; on the

contrary, labourers of productive age have strong physical abilities. Employee age is one of several factors that affect productivity. Productive age employees usually perform better, while older employees improve their performance in line with their experience.

According to Meutia et al., (2022), One's abilities deteriorate as one grows older, resulting in poor productivity. The older a person gets, the more his technical maturity and psychological and mental maturity increase. The awareness of one's capacity to make judgments, reason, regulate emotions, and accept the opinions of others will likewise mature with age, which will have an impact on the rise in motivation (Siagian, 2019; Oka et al., 2020).

This is relevant to the research results of Lestari et al. (2019), which revealed a positive correlation between age and performance. Ningrat (2018) states that workers aged 20 to 30 years have low reality work motivation compared to older workers because younger workers have not been grounded in reality, so they often experience anxiety at work, causing low performance and job satisfaction.

The Hutama Karya Infrastructure Company Zone 4 Langkat Regency employees are in the early adult age range of 20 to 30 years, but employees perform well for the company. So the more mature a person's age, the better his performance will be. However, several other factors can affect performance such as education and experience and motivation towards work.

Gender is a description of one's role, where this gender can determine the difference in one's role both in carrying out tasks and in everyday life. Employees of the Hutama Karya Infrastructure Company Zone 4 Langkat Regency are mostly male, this is because in work in PT or factories often prioritize the male gender compared to women, this is because the physical and stamina of men is stronger than women.

The statistical research indicates that there is no meaningful correlation between employee performance and gender. This is relevant to the results of research Rahman et al., (2020), that there is no relationship between gender and work productivity between female and male employees. In general productivity, gender differences are not a source of problems in completing work.

Employees who are married or single will calculate their working hours properly and optimally because they have duties and responsibilities that are still waiting at home. Sometimes, married employees rush when they come home from work, and single employees tend to relax (Susilowati et al., 2021).

Based on the research results obtained, there is no significant relationship between marital status and employee performance at the Hutama Karya Infrastructure Zone 4 Company, Langkat Regency. The results of this study are inversely proportional to those expressed by

Jatmiko et al. (2021), that marital status affects a person's behaviour in organizational life either positively or negatively. This shows that a person's marital status also provides an overview of the ways and techniques that a person works, thus indicating that married employees have the potential to pay attention to performance that is different from those who are not married (Fadilla et al., 2020).

The difference between the results of this study and previous research is that only employees who have an attitude of diligence, hard work, discipline and responsibility can do their job well, even if they are single or married. Marriage imposes increased responsibilities that can make a regular job more valuable and important. Married employees tend to be more responsible to fulfil their and their spouse's needs. In contrast to single employees, they prioritize personal interests and sometimes ignore their work, for example, by often being absent. Single employees only fulfil their own needs. However, this opinion does not apply to all employees in general only because employees with a diligent, hardworking, disciplined and responsible attitude can do their job well even though they are single or married.

Based on the study results, there is a significant relationship between education and employee performance at the Hutama Karya Infrastructure Company Zone 4 Langkat Regency. Based on Dewi et al., (2021) said that the higher the education, the higher the work productivity. A person's educational background will affect the ability to fulfil their needs.

Based on theory, it has been proven that individual characteristics positively and significantly affect employee performance. It can be assumed that workers with a higher educational background will realize a different work motivation from lower education.

The period of work is the length of time a person works, which is seen from when he starts working or when he starts researching his work by knowing exactly the twists and turns of his work and the various obstacles faced. Based on the study results, there is a significant relationship between tenure and employee performance at the Hutama Karya Infrastructure Zone 4 Langkat Regency Company. The results of employee performance based on tenure are due to an employee's experience, where tenure can describe a person's experience in mastering their field of work.

According to Rahman et al. (2020) said that the more active personnel who leave the organization and move to other organizations reflect the irregularity of the organization. Griffin et al. (2018) state that the longer a person works in an organization, the higher his work motivation, resulting in good performance.

According to Susanto et al. (2022) elucidate how performance and satisfaction are correlated. It is said that job satisfaction both causes performance to rise and makes satisfied

workers more productive. In other words, work satisfaction drives performance to rise and makes more productive workers happier. In other words, higher employee satisfaction leads to better outcomes, and opposite is also true.

In efforts to improve and increase performance, knowledge of employees' interests and tendencies in working becomes a meeting point to increase work satisfaction so that work placement becomes the main thing in achieving targets as expected. It is worth remembering that the issue of work satisfaction is a dynamic that employees will face.

Employees feel that the work they do is routine. This means that the work carried out does the same things every day without any challenges that require you to develop accordingly. According to Foà et al., (2020), describes this as employee job satisfaction for working to achieve targets. Employees tend to want bosses who care and understand their employees' conditions. This attitude is desired to create good work satisfaction, because employees feel protected, cared for and safe.

The existence of a special room closest to the wall and closed creates a communication barrier between subordinates and superiors. This kind of spatial planning system occurs in all parts. The impact felt indirectly by employees is that they are reluctant to express their thoughts and ideas to their superiors directly. Moreover, communication exists between superiors and subordinates who want employee performance to be more productive.

The results of this research indicate a difference in performance between the work satisfaction of satisfied and dissatisfied employees. The overall performance of dissatisfied employees has a lower rating compared to the performance of satisfied employees, so they should be given compensation, this is necessary to maintain their performance. The quality of employees may need to be given special attention and given increased and supervised work and training to employees on how to work together well so that company goals are achieved.

According to Nabawi (2019), One's thoughts about their employment might be reflected in their level of work satisfaction. Employees' favourable attitudes towards whatever they come across in their workplace serve as evidence of this. Workers that are happy with their jobs will contribute their best efforts to the company and are also more likely to be devoted to it. Meanwhile, if employees feel dissatisfied with their work, they will tend to show attitudes such as laziness, careless work, strikes, or even quit their work (Rahmadani & Sampeliling, 2023).

Work satisfaction is an important factor in getting good performance. According to Arda (2017), work satisfaction is a pleasant emotional attitude that loves one's work. Therefore, work satisfaction is an expression that describes feelings of happiness or dissatisfaction at work

(Suardi, 2020). Employees dissatisfied with their work will feel burdened so that their performance is less than optimal. For this reason, management needs to support employee satisfaction through salaries or incentives, supervision, and supportive working conditions (Letsoin et al., 2023).

According to Andra et al. (2023), employee work satisfaction is important for a company or organization. Employees who feel satisfied will decide to stay where they work and be able to work productively. Work satisfaction is an important thing that individuals have at work. Employees with a high level of satisfaction will produce high performance conversely, low satisfaction will produce low performance (Sari et al., 2023).

CONCLUSIONS

Individual characteristics influence age, length of service and education on employee performance in the Hutama Karya Infrastructure Zone 4 Langkat Regency. However, there is no influence of individual characteristics on gender and marital status on employee performance, and there is a relationship between job satisfaction and employee performance at the Hutama Karya Infrastructure Zone 4 Langkat Regency Company.

For the Hutama Karya Infrastructure Zone 4 Langkat Regency Company, when recruiting, the company should pay attention to the employee's tenure, where employees who have a long tenure must have good performance because they have previous work experience. Second, the company should provide learning assignments or training to each employee, where employees with a high education will perform well. Third, the company should provide rewards or incentives by the employee's work position, where employees who get large rewards must have large duties and responsibilities to provide good performance results.

For the leadership of the Hutama Karya Infrastructure Zone 4 Langkat Regency Company, it is hoped that the leadership will guide new employees in carrying out their work. For employees, it is hoped that new employees will follow directions at work and for all employees to carry out learning tasks and attend training so that they have good abilities at work.

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