AN ANALYSIS OF FAST IMPROVEMENT PROGRAM OF HUMAN RESOURCES FOR EMPLOYEE SATISFACTION OF PT. PLN (Persero), BANDAR LAMPUNG POWER SECTOR

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ABSTRACT - *One thing that should be a concern for companies in order to achieve their goal is to provide job satisfaction to employees. Employees who get job satisfaction will have a greater attachment or commitment and will encourage employees performing better. PT PLN (Persero), Bandar Lampung Power Sector has developed and implemented the Fast Program Improvement of human resource to fulfil employee satisfaction. The formulation of the problem is whether the implementation of the Fast Program Improvement of human resource is able to fulfil employee satisfaction or not. This study used a sample of 33 people is taken randomly with proportional technique. This research also uses descriptive method by means of Conformity Level Analysis and Cartesian diagram with the help of Importance-Performance Analysis. Results of the research showed that the average value of concordance level between the level of interest (job satisfaction desired) and the level of performance of the company (the results of the achievement of Fast Improvement program) are amounted to 81.52% with the category of very fit, but of the 12 attributes there are five attributes which are below average. Results of Importance-Performance Analysis showed that the average value of the level of company performance is amounted to 3.26 < the value of the average interest rate of 4.01. It means that the achievement results of the implementation of Fast Improvement program have not been fully able to meet employee satisfaction. Results of Cartesian diagram analysis shows that there are three attributes in Quadrant A which is not satisfactory and two attributes in Quadrant D is excessive (not effective), 4 attributes in quadrant C is quite satisfactory, and three attributes in quadrant B is very satisfying. It can be concluded that the Fast Improvement program of human resources has not been fully implemented to provide job satisfaction to employees.*

Keywords: Human Resource Management, Fast Improvement of Human Resources, Employee Satisfaction, Reward and Consequences, World Class Capability.

1. INTRODUCTION

Each organization is required to be able to manage and optimize its human resources in order that human resources can contribute optimally. To obtain an optimal contribution, job satisfaction becomes one of the things that must get the company's attention . Employees who get job satisfaction will have a more sense of attachment or a greater commitment to the company than disgruntled employees, job satisfaction will encourage employees to perform better and improve individual performance and the company will get benefit positively . Thus when job satisfaction is met the performance of employees (individual performance) it will be good, and the employees will be able to contribute optimally to the achievement of corporate goals

PT. PLN (Persero), Bandar Lampung Power Sector located on Jalan Raden Gunawan II No. 4 Rajabasa Bandar Lampung has 167 employees, spread across 3 sections. To know the condition of employee satisfaction level, the company formed a team of OPI (Operational Performance Improvement) to conduct surveys related to employee job satisfaction **[1]** . To determine the condition of the level of employee

satisfaction, the company formed a team of OPI surveys related to employee job satisfaction [1] .

The survey shows the majority of employees feel the discontent caused by some elements and this study is restricted to only three elements that have the index of highest score as a cause of dissatisfaction, namely (1) Rewards and Consequences, (2) World Class Capability, (3) Development of Future Leaders. Based on these survey results, the company made the Fast Improvement program of Human Resources (HR), which aims to increase job satisfaction and is expected to have an impact on increasing the the employee performance. Fast Human Resource Improvement Program which has been implemented can be seen in Table 1**[2]**.

Based on the above discussion it can be formulated the research question: Is the Fast Program Improvement of human resources implemented has been able to meet the job satisfaction of employees at PT. PLN (Persero) Bandar Lampung Power Sector? The study aims to determine wheather Fast Improvement program of human resource implemented has been able to meet the job satisfaction of employees at PT. PLN (Persero), Bandar Lampung Power Control or not.

Table 1: The Implementation of *Fast Improvement* Program of Human Resources

Program Elements	Activity
Rewards & Consequences	(1) Socializing rules on rewards and consequences (decree of Directors) on a regular basis. (2) Notification of employees'attendance visually every month.

World Class Capability	(1) *Training* and *Human Resources Management* :
	    a. *Mapping* employees' competence as their duties
	    b. Implementation of appropriate jobdesk workload Analysis
	    c. Conducting Management Knowledge forum (MK) at the sector level every 3 months
	 (2) *Standard Operating Procedure* (SOP): *Reviewing Integrated Document Management System and the provision of documents in each section.*
	 (3) *Infrastructure* : *Mapping* facility and infrastructure needs in stages
	 (4) *Visual Management* :
	    a. Placing visual management evenly to strategic locations.
	    b. Visual material management using a language that is easily aw sell as attractively understood by frontliner.
	 (5) Implementation of 5 R Program- ringkas (compact), rapi (neat), resik (rehearsal), rawat (care), and rajin (diligence).

Development of future leaders	(1) Internal Program Community of Practice (COP) at least once every quarter. (2) Cultivating employees subordinate to the structural forming of caders by sharing coaching - mentoringand councelling (CMC) .

Source : PT. PLN (Persero) Bandar Lampung Power Sector, 2013

Based on the above discussion, it can be formulated research question : Is the Fast Improvement program of human resources implemented able to meet the job satisfaction of employees at PT . PLN (Persero) Bandar Lampung Power Sector? This study aims to determine wheather Fast Improvement program of human resources implemented has been able to meet the job satisfaction of employees at PT. PLN (Persero) Bandar Lampung Power Control Sector or not.

2. RESEARCH METHODOLOGY

The research uses primary and secondary data. Primary data are obtained directly from the source that is the employees of PT. PLN (Persero) Bandar Lampung Generation Sector by providing questionnaires and interviews. Secondary data are obtained from company documents, references, journals , previous studies , and internet . This type of research is library and field research. The research design used is descriptive survey method. Data collection techniques used are: Direct Observation to PT. PLN (Persero), Bandar Lampung Power and Interview conducted to the director and employees in order to find the problem and obtain the required data, questionnaires given to employees and so on.
The research uses independent dan dependent variables. Independent variables are factors that affect the dependent variable**.** In this study, Independent variable is the Achievement of Implementation of Fast Improvement of Human Resource (X) showing the company performance level including attributes - (1) Rule socialization of reward and consequences , (2) Notification of attendance visually, (3) Mapping

competency, (4) Analysis of the workload, (5) Knowledge Management Forum, (6) Reviewing integrated document management system, (7) Infrastructure , (8) Placement of visual management , (9) visual material management, (10) 5R Program, (11)) Internal COP , (12) Internal Knowledge Sharing by Coaching - Mentoring -Councelling (CMC).
Dependent variables are the factors that influenced the Independent variables. In this study, dependent variable is employee satisfaction (Y) indicating level of interest that employee desired to 12 above attributes. The population in the research is all employees of PT. PLN (Persero) Bandar Lampung Power sector that is 167 people dispersed into 3 parts **[3]**. Samples are taken by using Suharsimi A's calsulation (2006:131) that is " The population of more than 100 is captured 10 % -15 % or 20 % -25 % " **[4]** . In this study, 20 % of samples are taken from 167 i.e. 33 people at random with proportional techniques (Table 2).

Tabel 2. Population and Research sample

Section	Number of employees	Total sample
Human Resources	54 people	11people
Engeneering	10 people	2 people
Operations & Maintenance	103 people	20 people
Total	167 people	33 people

Source : processed Data, 2013

Test Validity. The test is used to indicate how far the capabale of instrument measurement measuring what is desired is (Sofyan Yamin and Heri Kurniawan 2009: 283) **[5]**. To test the validity of the questionnaire uses *product moment* with the help of the program Statistical Program and Service Solution (SPSS) 17.0 to 33 respondents. **Test Reliability**. The test uses to measure the accuracy or reliability of a measuring instrument (Sofyan Yamin and Heri Kurniawan,2009: 283) **[5]** . A measuring instrument can be trusted if it has a high reliability . Reliability test performs with SPSS 17.0 .

This study uses quantitative analysis with two tools : (1) Analysis of Conformity, and (2) Cartesian diagram with the help of *Importance Performance Analysis* . Data are obtained through questionnaires . Questions for the implementation of Fast Improvement program (X) which is a reflection of the level of company performance given 5 alternative answers such as Very Appropriate (VA) , Appropriate (A), Quite Appropriate (QA), Less Appropriate (LF), and Very Inappropriate (VI). Questions to the level of employee satisfaction (Y) reflects the interest level of the employees to the attributes above given 5 alternative answers such as Very Important (VI) , important (I), Quite Important (IE), Less Important (LI), and Very Unimportant (VU) . Results of the questionnaire were scored using a Likert scale seen in Table 3 (J. Supranto , 2006: 241) **[6]**

Table 3. Likert Scale Score of Five Story Skor Skala Likert Lima Tingkat

Employee interest	Score	Company Performance	Score
Very Important	5	Very Appropriate	5
Important	4	Appropriate	4
Quite Important	3	Quite Appropriate	3
Less Important	2	Less Appropriate	2
Very Unimportant	1	Very Unappropriate	1

Source : J. Supranto (2006 :241)

Analysis of Conformity
The analysis is used to measure the appropriateness between the level of company performance (the achievement of the implementation of Fast Improvement program) and the level of employee interest Employees' desired job satisfaction). The level of conformity is the ratio between the company 's performance and the interests of employees scores . Based on the results of questionnaires, the level of company's performance (the achievement of the implementation of the Fast Improvement program) and the results of the questionnaire level , the interests of employees (the level of job satisfaction that employees desired), it can then be calculated with the following formula :

$$TKi = \frac{Xi \times 100\%}{Yi}$$

(Source : J. Supranto, 2006:241) **[6]**

Keterangan:
Tki   = Score of the level of Respondent's conformity
Xi   = Score of Company's Performance (The achievement of Fast Improvement program of Human Resource)
Y i   = Score of Employee Interest (Employees' desired job Satisfaction)

To determine the level of conformity used interval categories: 100 % : 5 = 20 % with the details of the category of the level of conformity is as follows:

Categories Assessment	percentage
Imappropriate	1%-20%
Less Appropriate	21%-40%
Quite Appropriate	41%-60%
Appropriate	61%-80%
Very Appropriate	81%-100%

Cartesian Diagram Analysis
Data analysis techniques using Cartesian diagram is to know the map or portrait employees' satisfaction in Quadrant A , B , C, or D. Meanwhile, according to Supranto (2006:70)**[6]** : "Cartesian diagram is a construction divided into four sections (Quadrant A , B , C and D) by two perpendicular lines intersecting at points X and Y ". Point X is the average score of the level of company's performance, and Y is the average point score of the employees's interest.
Point X is the average score of the level of the company's performance, and Y is the average point score of the level of employee interest. Data analysis techniques using Cartesian diagram is to know the map or portrait employee satisfaction in Quadrant A , B , C or D. The main use of Cartesian diagram is to determine in which quadrant employees are satisfied and in which quadrant the employees are not or have not been satisfied with the performance of the company ,
To analyze which quadrant of each attribute of the level of corporate performance and the level of employees interest in which quadrant is. Calculation can be seen in Table of *Importance Performance Analysis*. *Importance Performance Analysis* is used to see to what extent the level of performance the company has to give satisfaction to the employees (J. Supranto , 2006: 241) **[6]**. Based on the results of the questionnaire scores subsequently inserted into the table of *Importance Performance Analysis*, found the average score of the level of the company's performance (X) and the average score of the importance of employees (Y) using the formula:
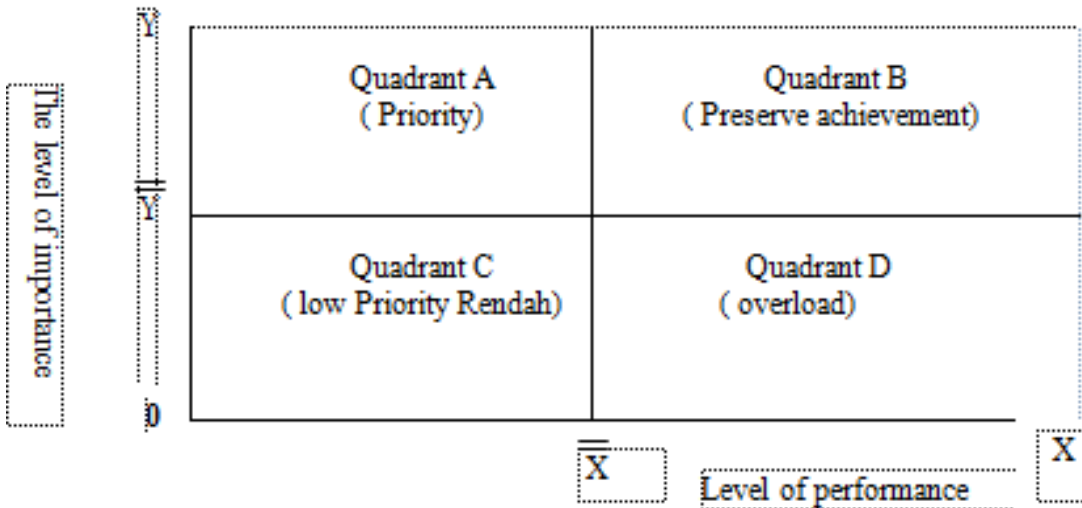
$$\overline{\overline{X}} = \frac{\sum Xi}{n} \quad dan \quad \overline{Y} = \frac{\sum \overline{Y}i}{n}$$

Source : J. Supranto (2006 :241) **[6]**.

Note:

$\overline{X}$ = The avarage score of implementation achievement of performance (theimplementation achievement of fast improvement program)

$\overline{Y}$ = avarage score of interest (job satisfaction employees desired)

n = number of respondents

To describe quadrants in Cartesian Diagram so they are counted by finding the score of avarage rate of the implementation achievement of fast improvement program and average rate of the score of job satisfaction employees desire in each attribute by using the formula as follows.

$$\overline{\overline{X}} = \frac{\sum\limits_{i=1}^{n} Xi}{K} \quad dan \quad \overline{\overline{Y}} = \frac{\sum\limits_{i=1}^{n} Yi}{K}$$

Source : J. Supranto (2006 ; 241) **[6]**.

Note:

$\underline{K}$ = The number of attribute effecting satisfaction.

$\overline{\underline{X}}$ = The average score of the level of performance

$\overline{Y}$ = average score of level of interest (satisfaction tat employes desired)

Based on the calculation result $\overline{(X,\ Y)}$, Cartasian Diagram can be further described in Picture 1. Then, all atributes in Cartasian diagram will be known attribute position wheather it is quadrant A, B, C, or D.

Source : J. Supranto, 2006 :242) **[6]**.
Fig 1: Cartesian Diagram

The explanation of Quadrant A , B , C and D is as follows: (1) Quadrant A (Priority) showing the area that contains the attributes considered important by the employees but the implementation of *Fast Improvement* program is not appropriate the employees desired. Attributes that are in this quadrant should get high priority to be improved and enhanced, (2) Quadrant B (Preserve Achievement) showing the area that contains the attributes considered important and the implementation of *Fast Improvement* program has been appropriate with the employees' desire so that these achievements must be maintained. (3) Quadrant C (Low Priority) showing the area that contains the attributes considered less important and the implementation of *Fast Improvement* program is also low, and (4) Quadrant D (Overload) indicating the area that contains the attributes considered to be less important, but the conduct of the *Fast Improvement* program is high, so it feels too much (less effective) .

By knowing and understanding the position of the attributes of *fast improvement* of human resources program in quadrant A , B , C , and D, it can be seen the level of satisfaction obtained by employees .

3. ANALYSIS AND DISCUSSION
Validity and Reliability Test Results
Validity test processing results can be seen in Table 4.

Table 4. Questionnaire Validity of Test Results

Item matter	r_{count}	r_{table}
Test Statement 01	0,544	
Test Statement 02	0,539	
Test Statement 03	0,728	
Test Statement 04	0,595	
Test Statement 05	0,488	
Test Statement 06	0,671	0,344
Test Statement 07	0,720	
Test Statement 08	0,598	
Test Statement 09	0,679	
Test Statement 10	0,656	
Test Statement 11	0,617	
Test Statement 12	0,711	

Source: Processed Data, 2014

Based on the results of the above table showing that address of the 12 statements, it can be r- value greater than the value of r - table so it can be concluded that all the questions are stated Valid. Testing reliability of the questionnaire is done by comparing the alpha value chronbach with r- tabel value, if the value of alpha chronbach > of r-tabel means reliable .

Tabel 5: Reliability Test Results

Item matter	Alpha coefficients Chronbach	Conclusion
12 Questions	0,902	Very high Reliabel

Source : Processed Data, 2014

Result *Alpha cronbach* calculation is 0.902 so that we can conclude all variables have qualified the instrument realibility since it has enough considerable value .

The level of conformity analysis

Based on data from the questionnaire results, an analysis of the conformity of each attribute is then conducted. Recapitulation of the results of the analysis of the conformity level is presented in Table 6 .

Tabel 6: Recapitulation Results of Conformity Level for Each Attribute

Attributes of *Fast Improvement* program of Human resources	Company's performance score (X)	Employee interest score (Y)	Level of conformity (%)	Catagories of performance level
Reward and Consequences				
1) Rule socialization of reward	107	144	74,30	Appropriate
2) Announcement of visually attendance	112	131	85,49	Very appropriate
Worl class capability				
3) *Mapping* employee's compentency	104	142	73,23	Appropriate
4) Workload analysis	104	137	75,91	Appropriate
5) *Knowledge Management* Forum	116	127	91,33	Very appropriate
6) *Reviewing* integrated management document system	102	127	80,31	Appropriate
7) Equipment facility and infrastructure	112	137	81,75	Very appropriate
8) *visual management placement*	106	125	84,80	Very appropriate
9) *visual material management*	115	137	83,94	Very appropriate
10) Implementation of 5R program	110	134	82,08	Very appropriate
Development of the future leaders				
11) Internal COP	103	119	86,55	Very appropriate
12) *Knowledge Sharing Internal* dengan *coaching-mentoring-councelling* (CMC)	103	131	78,62	appropriate
The average level of concordance			81,52	Very appropriate

Source : Processed Data,2014

Results of Table 6 show that the level of correspondence between the level of performance (achievement of the implementation Fast Improvement of Human Resource) with the level of interest (job satisfaction of employees' desire) varies with the lowest value of 73.23 % and 91.33 % with the highest average level of conformity 81 , 52 % to the category of very satisfactory .

However, there are five attributes that are below the average that are not able to meet the employees' job satisfaction , namely : (1) *Mapping* The competency of employees; (2) Rule socialization of reward; (3) workload analysis (4) Internal *knowledge sharing* (CMC), and (5) *Reviewing* integrated management document system.

Diagram Cartesian Analysis

For the purposes of this analysis , the data questionnaire results are in the table *importance-performance analysis* in order to do calculation results seen in Table 7.

Tabel 7: Calculation of *Importance- Performance Analysis*

Attributes of *Fast Improvement* program of Human Resources	Company's performance score (X)	Employee interest score (Y)	$\overline{X}$	$\overline{Y}$
1. Reward and consequences				
1) Rule socialization of reward and consequences	107	144	3,24	4,36
2) Announce visually	112	131	3,39	3,96
2. World Class Capability				
3) Mapping the competency of employees	104	142	3,15	4,30
4) Workload analysis	104	137	3,15	4,15
5) Knowledge Management forum	116	127	3,51	3,84
6) Reviewing integrated management document system	102	127	3,09	3,84
7) Equpment facility and infrastructure	112	137	3,39	4,15
8) visual management placement	106	125	3,21	3,78
9) visual material management	115	137	3,48	4,15
10) 5R program	110	134	3,33	4,06
3. Development of the future leaders				
11) Internal COP	103	119	3,12	3,60
12) Internal Knowledge sharing with *coaching-mentoring-councelling* (CMC)	103	131	3,12	3,96
Total			39,18	48,15
Nilai the value of avarage score (X and Y)			3,26	4,01

Source : Processed Data, 2014

Calculation of the avarage $\overline{X}$ and $\underline{Y}$:

$$\overline{X} = \frac{\sum Xi}{n} = \frac{107}{33} \qquad \overline{Y} = \frac{\sum Yi}{n} = \frac{144}{33}$$

$$= 3,24 \text{ (and so on)} \qquad = 4,36 \text{ (and so on)}$$

The amount of the value of the average score of the level of performance (X) and the level of interest (Y) is obtained from the following calculation:

$$\overline{\overline{X}} = \frac{\sum_{i=1}^{n} Xi}{K} = \frac{39,18}{12} = 3,26 \qquad \overline{\overline{Y}} = \frac{\sum_{i=1}^{n} Yi}{K} = \frac{48,15}{12} = 4,01$$

Based on the results of these calculations, it can be determined the position of each quadrant with the following criteria:

Quadrant A = ($\overline{X} < 3,26$; $\overline{Y} > 4,01$), Quadrant B = ($\overline{X} > 3,26$; $\overline{Y} > 4,01$), Quadrant C = ($\overline{X} < 3,26$; $\overline{Y} < 4,01$), and Quadrant D = ($\overline{X} > 3,26$; $\overline{Y} < 4,01$)

Based on these criteria, it can be illustrated four quadrants (A , B , C , D) in the Cartesian diagram. Furthermore, the value of average scores of each attribute inserted into quadrants in order to know the location of attribute position in each quadrant (see Figure 2)
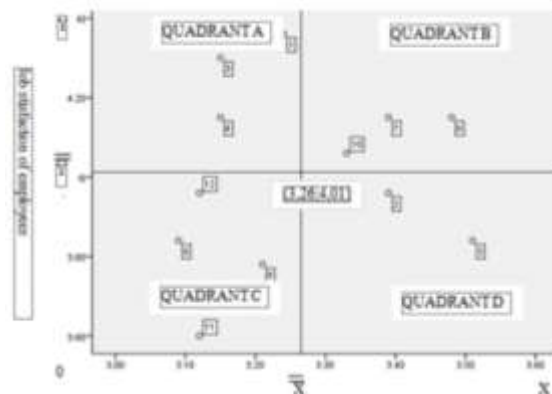

Fig 2: the result of research survey of all attributes of Diagram Kartesius

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To facilitate an understanding of how the extent of these attributes which have given job satisfaction based on the Cartesian diagram is, the following explanation is given in Figure 3 of Table 8.

Tabel 8: The Information of the level of importance (job satisfaction desired by employees)

Attributes of Fast Improvement program of Human Resources	Quadrant	Result
1.Reward and consequences		
1) Rule socialization of reward and consequences.	A	unsatisfactory
2) Announcement of visual attendance.	D	excessive
1. World Class Capability		
3) Mapping employee competence	A	unsatisfactory
4) Workload analysis	A	unsatisfactory
5) Knowledge Management forum	D	excessive
6) Reviewing integrated management document system	C	quite Satisfactory
7) Equipment facility and infrastructure	B	Very Satisfactory
8) Visual management placement	C	Satisfactory Enough
9) visual material management	B	Very Satisfactory
10) 5R program	B	Very Satisfactory
3.Development of the future leaders		
11) Internal COP	C	Satisfactory Enough
12) Internal Knowledge sharing (CMC)	C	Satisfactory Enough

Source : Picture 3 of Cartesian Diagram

The following explanation of the analysis results of the Cartesian diagram (Figure 2) :

Quadrant A (Priority): Attributes that according to the employees is very important , but the level of Fast Improvement program achievement of human resources can not satisfy the employees like (1) Socialization reward and consequences on a regular basis, (2) Mapping employee competence as their duties, (3) Analysis of the workload according to *jobdesk*. These attributes can not satisfy the employee so it should be top priority to be improved and enhanced .

Quadrant B (Preserve Achievement): Attributes that the employee think is very important, and the level of fast Improvement program of human resources has been very good and can satisfy the employees, such as (1) Hardware infrastructure, 2) visual material management is easy to understand and (3) implementation of 5R program. These attributes have been very satisfactory so the achievement must be maintained.

Quadrant C (Low Priority): Attributes that employees think is less important and the level of program achievement is also lower such as (1) Reviewing integrated document management system, (2) placement of visual management of strategic location, (3) internal COP program at least once every quarter, (4) Cultivating to form cadres structurally to subordinate employees through internal knowledge sharing (CMC). These attributes are considered less important and program achievements are also low, so it does not need to be prioritized for improvement (low priority).

Quadrant D (Excessive): Attributes that employees think is less important, but the level of program achievement is very good (redundant) such as (1) Notification of Employee Attendance visually, 2) Activity of Knowledge Management forum once in 3 months. Because of these attributes are considered excessive (not effective) so it needs to be reviewed and adjusted.

4. CONCLUSION

Based on the analysis and discussion, it can be concluded that (1) average rate of Conformity level between the level of company performance (the achievement of implementation of human resources) and level of satisfaction employees desired)) amounted to 81.52% with the category of very satisfactory, but there are 5 attributes which are below average in the category of just quite satisfactory, meaning that it is not yet fully appropriate with employees desired, (2) Results of Importance-Performance Analysis shows that the average value of the company's performance level (the achievement of the Fast Improvement program of human resource) amounted to 3 , 26 <the value of the average rate of employees's interest (satisfaction desired by employees)) equal to 4.01, has not yet fully provided job satisfaction to employees, and 3) The results of the analysis of Cartesian diagram, there are three attributes in quadrant A, which does not give satisfaction to employees, two attributes in quadrant D that is considered excessive should be reconsidered its implementation, four attributes in quadrant C is quite satisfactory, and three attributes in quadrant B is very satisfying. Therefore, it can be concluded that the achievement of Fast Improvement program of human resource has not been fully able to meet the employee satisfaction PT PLN (Persero), Bandar Lampung Power Sector.

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