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The role of highperformance human resource management in efforts to improve employee satisfaction cv putra sala group

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Abstract

Every organization also expects employees to feel satisfied working in the organization. Job satisfaction employees are shown by their work results, enthusiasm and passion. Companies need to be sensitive and able to understand the potential (talents) of employees. This study aims to determine High Performance Human Resource Management is able to increase employee job satisfaction. Research object at CV Putra Sala Group with the number of respondents as many as

60 employees. Sampling technique using Convenience Random Sampling. The data analysis used is the multiple linear regression method. The results of the analysis state that there is a significant effect of High Performance Human Resource Management on employee job satisfaction, or in other words, it means that High Performance Human Resource Management is able to increase job satisfaction of CV Putra Sala Group employees.

Keywords: High Performance Human Resource Management; Employee job satisfactionmeningkatkan kepuasan kerja karyawanCV Putra Sala Group

Introduction

Every advanced company cannot be separated from the support of all members in it. The role or participation of employees can also be a decision by the company's board of directors. This is able to have a good impact on the company, namely employees become satisfied, Job satisfaction is still interesting to study because many studies show there is a positive relationship with job performance (Hunter & Thatcher, 2007, in Fairuzzabdi, *et al*, 2016), in addition to that High Performance Human Resource Management also has a positive effect on satisfaction (Wijaya & Sawitri, 2015) ^[13]. In creating job satisfaction, in achieving High Performance.

Human Resource Management there are some actions to be done from superiors and employees, namely through the implementation of a job rotation system (Job Rotation), this is done so that employees do not get bored quickly. (Wijaya, 2015) ^[12]. Apart from Job Rotation, companies need to do Empowerment, where empowerment is based on providing skills, authority, opportunities, motivation, and giving responsibility to employees. Based on research by Mischra & Spreitzer, 1998; in Widjaja, *et al*, 2008: 72) ^[11] states that empowerment increases the sense of meaning of employees in doing their work thereby increasing commitment and reducing the urge to leave.

and will also increase employee job satisfaction (Employee Satisfaction). Employees will be more satisfied also determined by their participation in participating in the company, as evidenced by research Luthans, 2005; Moorhead & GrifCin, 2004; in Wijaya & Sawitri, 2015) ^[13] states that when employees are actively involved in making company decisions, absenteeism levels decrease, commitment becomes greater, performance increases, and job satisfaction becomes greater. Contributions of High Performance Human Resources include: increased employee motivation, increased self-confidence, clearer job definitions and criteria, company goals will be easily achieved, employees become more competent, motivation, commitment, and employee intention to survive increases (employee loyalty is achieved). From some literature and previous research, researchers tried to take the place of CV research. Putra Sala Group, a private company engaged in the convection sector, researchers have observed several problems including a lack of enthusiasm for some company employees, behavior that leads to boredom at work, and a lack of company commitment to these employees which results in employees being less loyal to the company. So based on the situation above, the authors are interested in knowing the role of High Performance Human Resource Management in an effort to increase employee job satisfaction CV Putra Sala Group.

Formulation of the problem

From several theories, literature, and problems in the object of research, the researcher took several problem formulations as follows

1. Is there any influence of Empowerment on Job satisfaction of employees of CV Putra Sala Group?
2. Is there an effect of Job Rotation on Job Satisfaction of CV Putra Sala Group employees?
3. Is there any influence of Employee Participation on Job Satisfaction of CV Putra Sala Group employees?
4. Is there any influence of High Performance Human Resource Management on
5. Job satisfaction of employees of CV Putra Sala Group?

Research purposes

From the formulation of the problem, the researcher can describe it into the research objectives as follows: Test and analyze the influence of Empowerment on Job satisfaction of employees of CV Putra Sala Group.

1. Testing and analyzing the effect of Job Rotation on job satisfaction of employees of CV Putra Sala Group.
2. Testing and analyzing the effect of Employee Participation on Job Satisfaction
3. employees of CV Putra Sala Group.

Test and analyze the influence of High Performance Human Resource Management on job satisfaction of employees of CV Putra Sala Group

Literature Review

High Performance Human Resource Management

Noe *et al.* (2006: 330) said that performance management is a process through which managers ensure that employee activities and outputs are aligned with people's goals

Indikator High Performance Human Resource Management

According to research by Wijaya & Sawitri (2015) ^[13] High Performance Human Resource Management has 3 (three) indicators: Empowerment, Job Rotation, and Employee Participation. Empowerment is the practice of HR sharing information, rewards, and power with employees with the aim that they are able to have the initiative and make decisions for problem solving. Empowerment is based on giving ketrampialan, authority, opportunity, full responsibility, motivation (Wijaya, 2015) ^[12]. Stewart in Widjaja (2008) ^[11] states that employee empowerment means enabling and providing opportunities for employees to plan, implement and control work plans. Luthans in Widjaja (2008) ^[11] empowerment is stated as the authority to make decisions in a job position without requiring the consent of others. Job Rotation includes activities to find, place, and empower human resources in the company effectively and efficiently. Job rotation is a process changing positions in work horizontally with the aim of overcoming boredom in work and increasing knowledge and skills of employees (Jamil, 2016: 99) ^[5]. Job rotation

It will also increase productivity, but training and development are still needed to support the positions that will be occupied by employees (Radita & Netra, 2017: 1342). Employee Participation is a condition in which employees are informed and their opinions are involved to be able to influence company decision making. There are three concepts in Employee Participation: Influence, Interaction, and sharing of advice

with employees. Employees are given autonomy and freedom of opinion, their opinions can influence the work system, job description (Adham, 2014: 369-370) ^[1].

Job satisfaction

Job satisfaction is a pleasant feeling that comes from the perception of the fulfillment of a job or an appreciation for the fulfillment of an important job. According to Robbins (2008: 73), argues that job satisfaction is "a positive feeling about one's job resulting from an evaluation of its characteristics". Robbins (2008: 83) ^[10] states that there are consequences when employees like their jobs, and there are consequences when employees don't like their jobs. According to Robbins, there are four consequences of dissatisfaction, namely:

1. Exit: behavior directed to leave the organization, including seeking new positions as well as resigning.
2. Voicing (Voice): actively and constructively working to improve conditions, including proposing improvements, discussing problems with superiors, and several forms trade union activities
3. Loyalty: a passive but optimistic attitude waiting for conditions to improve, including talking to the organization in the face of external criticism and trusting the organization and its management to "do the right thing."
4. Neglect: passivity allows conditions to worsen, including chronic absences or tardiness, decreased effort and increased error rates.

Research Hypothesis

From the theory and some preliminary research, the researcher makes several hypotheses as follows:

- H1: There is an influence of Empowerment on Job satisfaction of employees of CV Putra Sala Group.
- H2: There is an effect of Job Rotation on job satisfaction of employees of CV Putra Sala Group.
- H3: There is an influence of Employee Participation on the job satisfaction of CV Putra Sala Group employees.
- H4: There is an influence of High Performance Human Resource Management on the job satisfaction of employees of CV Putra Sala Group labor union

Research Methods

Types of research

This type of research is associative research. Correlational research is research that aims to determine whether between variables or with others there is an influence that is able to provide changes to other variables (Sekaran, 2016: 44).

Sample Determination Method

In this study, the researcher used a nonprobability sampling technique, with the method of determining the sample by means of Convenience Random Sampling. Convenience Random Sampling is a sampling method based on the will of the researcher or

Operationalization of Variables

Job satisfaction as the dependent variable and High Performance Human Resource Management (HRM) as the independent variable. High Performance HRM is described through Empowerment, Job Rotation, Employee Participation as independent subvariables.

Conclusions and recommendations

Conclusion

Partially Job Rotation and Employee Participation that affect employee job satisfaction. With the implementation of Job

Rotation, employees will not get bored quickly, get bored, will be motivated and challenged to work that is also adjusted to functions, responsibilities and jobs. Employee Participation also has a positive impact on employee satisfaction, employees will feel more valued and considered for their input and ideas creative in company development. This will also help improve the quality of employees and organizations; whereas for Empowerment it has no effect significant to the job satisfaction of employees of CV Putra Sala Group. From the simultaneous test, the variable High Performance Human Resource Management also affects the job satisfaction of CV Putra Sala Group employees.

Recommendation

1. The management of CV Putra Sala Group gives more confidence in employees to carry out work without depending on the leadership.
2. The management of CV Putra Sala Group strives for effective communication between management and employees, for example, through a briefing before the activity is carried out or after activity is complete, as a work evaluation.
3. The management of CV Putra Sala Group provides equal opportunities to employees in order to modify the rules and work guidelines according to work positions.
4. The management of CV Putra Sala Group provides equal opportunities to employees to provide input that builds the company to be more professional.
5. There is training and human resource development so that employee performance increases and employees become more satisfied, and turnover decreases.

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