



# Effectiveness of Job Satisfaction to Improving Employee Engagement in the BGES Divisions of PT Telkom Witel Medan

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## ABSTRACT

This study aims to analyse the effect of job satisfaction on employee performance at the Business, Government and Enterprise Services Division of PT Telkom Witel Medan. This is motivated by the decline in Telkom's performance as seen from the decline in Indihome Market Share in the last three years. In this case, employee performance can be influenced by many factors, one of which is job satisfaction. When doing their job, positive support directly or indirectly from the company has an impact on the work produced by individuals. So that in fulfilling the required quality, the company provides positive support to support employee satisfaction at work. This research uses a qualitative research method with a descriptive approach. The primary data collection of this research is by conducting interviews and direct observation at the BGES Division of PT Telkom Witel Medan. Then secondary data is obtained from related literature studies. The results showed that job satisfaction has a great influence on improving employee performance in the BGES Division of PT Telkom Witel Medan such as increasing productivity. The results also show that job satisfaction is very effective in influencing employee loyalty to the company.

**Keywords:** Job satisfaction, Organizational Support, Employee Engagement

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## ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh job satisfaction terhadap kinerja karyawan pada Divisi Business, Government dan Enterprise Services PT Telkom Witel Medan. Hal ini dilatarbelakangi oleh penurunan kinerja Telkom yang dilihat dari penurunan Market Share Indihome dalam tiga tahun terakhir. Dalam hal ini, kinerja karyawan dapat dipengaruhi oleh banyak faktor salah satunya adalah job satisfaction. Ketika melakukan pekerjaannya, dukungan positif secara langsung maupun tidak langsung dari perusahaan berdampak pada pekerjaan yang dihasilkan individu. Sehingga dalam memenuhi kualitas yang dibutuhkan, perusahaan memberikan dukungan positif untuk menunjang kepuasan karyawan dalam bekerja. Penelitian ini menggunakan metode penelitian kualitatif dengan pendekatan deskriptif. Pengumpulan data primer penelitian ini yaitu dengan melakukan wawancara dan observasi langsung pada Divisi BGES PT Telkom Witel Medan. Kemudian data sekunder diperoleh dari studi kepustakaan yang berkaitan. Hasil penelitian menunjukkan bahwa job satisfaction memiliki pengaruh yang besar terhadap peningkatan kinerja karyawan Divisi BGES PT Telkom Witel Medan seperti meningkatnya produktivitas. Hasil penelitian juga menunjukkan job satisfaction sangat efektif dalam mempengaruhi loyalitas karyawan terhadap perusahaan.

**Kata Kunci:** Kepuasan Kerja, Dukungan Organisasi, Kinerja Karyawan

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## 1. Introduction

Following the growing trend, Indonesia is also adapting to globalization. Quoting from the Kominfo page, globalization brings the fourth-generation industrial revolution which makes intelligent systems intervene. This industry causes business people in the world including Indonesia to be able to connect and communicate with each other without limits, (Kominfo, 2020).

This development brings every company to improve each other in order to have the readiness to survive the changes. If the company manages to adapt to this pressure through the formulation and implementation of strategies, it will survive and prosper, while companies that fail to adapt are destined to fail (Collis in Angelica, et al 2023).

Employees will determine the life and ensure the quality and quantity of the company, whether it is able to survive and adapt to the existing competition (Nadia, 2022). A growing situation requires human resources who have skills, abilities, knowledge, a responsible attitudes, and are trained in their work (Triasmoko, et al., 2014). This is in line with the principles of PT Telkom Witel Medan where the company realizes that achieving goals is supported by good human resource management.

PT Telkom realises that the successful achievement of the company's vision and mission is inseparable from the role and contribution of all employees. According to Sutrisno (2016:172) who says performance is the result of employee work seen from the aspects of quality, quantity, timeliness, and cooperation to achieve predetermined goals.

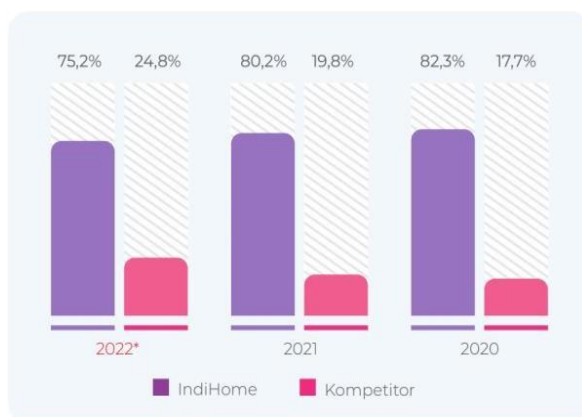


Figure 1 IndiHome and Competitor Market Share Diagram 2020 – 2022.

PT Telkom's performance can be seen based on the development of its product market share where IndiHome continues to compete with other fixed broadband service providers such as First Media, Biznet, MNC Play and My Republic. In the figure, IndiHome's market share in 2022 was 75.2% or equivalent to 9.2 million subscribers. However, the development of IndiHome's market share has decreased by more than 1% each year while its competitors have started to increase. The decline in company productivity is strongly influenced by employee performance. The decline in IndiHome's market share is a separate focus for Telkom to improve its company performance. The success of the company's performance is supported by the readiness of employees in facing competition.

Furthermore, the BGES division itself still lacks skilled human resources to fulfil the tasks of each division. This certainly causes delays for employees in completing their work because they have to double up on other jobs with close deadlines.

The decline in IndiHome Market Share is a separate focus for Telkom to improve its company performance. The success of company performance is supported by employee readiness in facing competition. This research aims to find out and provide input to companies related to employee needs that support performance while doing work

## 2. Literature Review

### 2.1 Human Resource Management

According to Sedarmayanti (2014:25) human resource management is defined as a formal system design in the organisation to ensure the effective and efficient use of human talent to achieve organisational goals.

### 2.2 Job Satisfaction

Handoko (Edy Sutrisno, 2019:75), says job satisfaction is a pleasant or unpleasant emotional state for employees in view of their work. Job Satisfaction reflects a person's feelings towards his job and everything

faced in his work environment. According to Afandi (2018:82), job satisfaction has several indicators, including:

1. Work, employees expect that there is a match of obligations with what is being doing so that they can enjoy their work.
2. Wages, which are monetary payments in return for work done.
3. Promotion, employees who do a good job have the same opportunity for promotion, namely by moving employees to higher positions with greater benefits and opportunities.
4. Supervisor, someone who controls and constantly gives orders or instructions in the execution of work.
5. Coworkers, this indicator measures satisfaction with the relationship between co-workers. For example, pleasant, harmonious and complementary co-workers make employees comfortable at work.

### **2.3 Organizational Support**

According to Ismainar (2018:162), explaining that organizational support refers to employee perceptions regarding the extent to which the organization values the importance of employees' socio-emotional needs such as providing appreciation, care and benefits such as salary and health pay. According to Rosyiana (2019:62), there are several indicators that are a reference source for measuring employee performance, including:

1. Equity, is a way to determine the division of work and treatment of employees in accordance with applicable procedures.
2. Superior support, is the employee's general view of the extent to which the employer values the employee's contribution.
3. Reward and work conditions, Rewards are a sign of the company's appreciation for its employees while work conditions are related to all employee activities ranging from facilities, health insurance, parking and others.

### **2.4 Employee Engagement**

Torang (2014) argues that performance is the quantity or quality of individual or group work in the organisation in carrying out the main tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been determined or that apply in the organisation. The purpose of this research is to determine the effectiveness of job satisfaction in improving the performance of employees of the BGES Division of PT Telkom Witel Medan.

## **3. Method**

This research was conducted using qualitative research methods with a descriptive approach. According to Sugiyono (2019:23), qualitative research is research conducted based on the philosophy of postpositivism to examine an object or a phenomenon that exists. Meanwhile, according to Walidin & Tabrani (2015:77), qualitative research is a research process used to understand human or social phenomena by creating a comprehensive picture so that it can be presented in detailed words obtained from informant sources. In this research method, the researcher is the key research instrument.

Descriptive approach according to Nazir (2014:43), descriptive research method is a method for researching the status of a group of people, objects, or phenomena that occur in the present with the aim of making a systematic, factual and accurate description or painting of the facts, properties and relationships between the phenomena under investigation. The definition is in line with the opinion of Bodgam and Guba (Andalas 2018:4) who describe the descriptive approach as research that focuses on understanding events contained in research data sources and produces a series of descriptions or explanations that analyze the data thoroughly.

So, it can be concluded that qualitative research with a descriptive approach is research conducted to examine a condition, object or phenomenon that occurs with the aim of making an overview in the form of an explanation that is assembled systematically, factually and accurately. Primary data collection in this research is by conducting interviews and direct observation with employees of the BGES Division of PT Telkom Witel Medan. Then the secondary data is obtained from literature studies related to.

## **4. Result and Discussion**

PT Telkom Witel Medan is one of the companies providing telecommunication networks and services, informatics, as well as optimizing the use of resources owned by the company. PT Telkom serves landline services, PSTN (telephone network), Speedy, UseeTV, and IndiHome. PT Telkom has always been consistent in carrying out the transformation of its business and operations that are more focused on investing in facing future challenges and supporting the acceleration of transformation towards a superior digital

telecommunication company. Telkom is optimistic that it can continue its transformation to establish itself as the first choice digital telco to advance society and bring Telkom to become a superior company in Asia (Telkom, 2022).

BGES Division is one of the divisions in Telkom Witel Medan. BGES itself is divided into three divisions namely, Business Service Division, Government Service Division and Enterprise service Division. These three divisions are very important for Telkom because these divisions are the spearhead of Telkom's revenue in attracting and serving clients. Overall, these three divisions have the same duties and responsibilities, namely in the field of marketing where they are tasked with bridging between companies and clients in fulfilling the needs of telecommunications-based goods or services.

Each of these divisions has an Account Manager whose job is to be the liaison that bridges between the client and the company. Each AM is responsible for building relationships with each client he handles. The Account Manager or often referred to as A.M will hear every complaint and request from clients regarding their needs for Telkom products and provide good business solutions for clients. They will make sure their company can answer these needs. So that in carrying out its duties, this division depends on the readiness of facilities from the company, both indoor and outdoor needs of employees.

According to Robbins (2016:260) performance indicators are tools to measure how far employee performance has been achieved. Here are some indicators to measure employee performance:

1. Quality of work, the quality of employee work can be measured from employee perceptions of the quality of work produced and the perfection of tasks against the skills and abilities of employees.
2. Work quantity, quantity is the amount produced expressed in terms of number of units, number of cycles of activity completed.
3. Timeliness, timeliness is the level of activity completed at the beginning of the stated time, seen from the angle of coordination with output results and maximising the time available for other activities.
4. Effectiveness, the use of resources, both human resources themselves and resources in the form of technology, capital, information and raw materials in the organisation can be used as much as possible by employees.
5. Independence, Independence is the degree to which a person will be able to perform their work functions without receiving assistance, guidance from or supervising.

Based on the results of interviews conducted with employees of the BGES Division of PT Telkom Witel Medan, it is found that 80% of the interviewees answered that job satisfaction affects their performance. The achievement of the company's expected performance depends on the satisfaction and support given to its employees.

Kreitner and Kinicki (Wibowo, 2016:415), explain that job satisfaction is an affective or emotional response to various aspects of one's job. This definition shows that job satisfaction is not a single concept, a person can be relatively satisfied with one aspect of the job and dissatisfied with one or more other aspects. Handoko (Edy Sutrisno, 2019:75), says job satisfaction is a pleasant or unpleasant emotional state for employees in view of their work. Job satisfaction reflects a person's feelings towards his job and everything faced in his work environment and shows the difference between the number of awards received during work and the amount they believe they should receive (Robbins in Wibowo, 2016:415).

The average interviewee in this study felt that the decline in their productivity was based on dissatisfaction with their company. This is in accordance with the factors that affect job satisfaction, namely salary and promotion. Where in the explanation of the answers from the informants, this salary and promotion factor is one of their dissatisfaction while working. As many as 85% of the interviewees were dissatisfied with the salary provided by the company. Respondents answered disagree with the salary statement provided by the company. This is because they feel that the distribution of salaries by this company is not in accordance with the quantity of work done.

The company provides wages as a loyalty feedback to its employees. The purpose of giving this salary is so that every employee feels that all their achievements and work are valued and appreciated so that it has an impact on performance and increased motivation at work. Interviewees also expect more in terms of treatment and support by the company.

This salary indicator has an influence on the performance of an employee. This is supported by research by Efendi, Junita Lubis and Elvina entitled "The Effect of Wages and Employee Incentives on Employee Performance at PT Milano Panai Tengah". The results showed that the wage variable had a positive and significant effect on employee performance at PT Milano Plantation. This means that if wages increase, employee performance will also increase because wages are one of the main encouragements for someone to work.

The results of interviews with interviewees also show that 80% of employees describe another driving

indicator of their productivity is promotion. This promotion indicator measures the extent of employee satisfaction to get a promotion. Employees who do a good job will have the same opportunity to get a promotion, namely by transferring employees to a higher position or position with greater benefits and opportunities.

The interviewees stated that the reason is because every employee has the right to get development through career advancement. This will motivate them to do a better job. Interviewees also have the skills, work achievements and loyalty to the company so they deserve to receive promotions for a more promising career. The source statement above is supported by previous research by Sidiarta and Trianasari entitled "The Effect of Position Promotion and Compensation on Employee Performance at PT Pos Indonesia (Persero) in Buleleng Regency". This study shows that there is a positive and significant effect of position promotion variables on employee performance. This means that employees feel they have abilities which should be recognized by the company. By giving promotions, employees who are competent in their fields will improve company performance.

The development of job satisfaction fosters a sense of loyalty supported by the perception and trust of employees towards their company regarding the extent to which the company provides the support and assistance needed. Commitment that has been formed can be interpreted as a determinant of the dedication an employee gives to the company (Siregar, 2022). Ismainar (2018: 162) explains that organizational support refers to employee perceptions regarding the extent to which the organization values the importance of employees' socio-emotional needs such as providing appreciation, care and benefits such as salary and health benefits. Organizational support can increase employee confidence in the organization and increase employee morale so that individual and organizational work results will increase.

Organisational support provides positive energy to increase employee morale, commitment to the organisation and individual or organisational results will increase. An employee will be aware of his/her responsibility in the company's goals and motivate his/her colleagues to succeed and motivate his colleagues to succeed (Pakpahan & Siregar, 2022). Organisational support is also important because the higher the level of support provided by the company will make employees more satisfied and committed to the company. Research conducted by Arshadi et al (2016), examines the effect of organisational support on employee performance, in his research showing that company support has a positive and significant effect on performance.

## 5. Conclusion

The results of the interview show that the job satisfaction variable affects the performance of employees of the BGES Division of PT Telkom Witel Medan. Job satisfaction is very effective and has a positive impact, one of which increases productivity and affects employee loyalty to the company where he works. Job satisfaction is a reflection of the comparison between the contribution and the rewards he gets based on the subjective opinion of the employee himself. If employees do not have job satisfaction, it will cause work stress, frustration which in turn makes work enthusiasm decrease and employee emotions are unstable and vice versa. Researchers see job satisfaction has an important meaning for employees and companies, especially in creating positive conditions in the work environment. The impact for companies can also maintain the quality of employees and avoid conflicts caused by employees.

## 6. Suggestion

Based on the research results that have been obtained, the suggestions from researchers that can be described are as follows:

1. It is recommended that PT Telkom in the future provide payroll and promotions to employees objectively according to the quality of work produced. To support the quality of performance, *training and* development of employee skills can also be carried out. This is done with the aim that the support of the company will encourage the increase in job satisfaction expected by the company so that in the future employees are more confident and persuade themselves to increase productivity.
2. It is recommended that PT Telkom in the future further improve harmony among colleagues to support the achievement of a conducive environment. This is because maintaining a good atmosphere in the work environment will support the comfort of employees to be more productive at work. Superiors can conduct outings or gatherings to establish intimacy with each employee.

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