EFFECT OF EMPLOYEE QUALITY AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT PT. PERDANA INVESTAMA MINA

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Abstract

This study aims to analyze the influence of employee quality and job satisfaction on employee performance at PT. Prime Investama Mina. The phenomenon behind this study is a decrease in work performance, which is characterized by not achieving the annual operational targets and increased procedural errors. The research method used is quantitative with a descriptive-causal approach. The population in this study amounted to 250 employees, with the number of samples determined through the Slovin formula as many as 154 respondents. The Data were collected through a questionnaire using a Likert scale and analyzed using multiple linear regression through SPSS software version 22. The results showed that, partially, the quality of employees has a positive and significant effect on Employee Performance t-count 3,018 > t-table 1,976; Sig. 0,003). Similarly, job satisfaction is proven to have a positive and significant effect on Employee Performance t-count 5,042 > t-table 1,976; Sig. 0,000). Simultaneously, employee quality and job satisfaction significantly affect employee performance with an F-count value of 99.842 and a significance level of 0.000. An R-square value of 0.576 indicates that the variables of employee quality and job satisfaction are able to explain the variability of Employee Performance by 57.6%, while the remaining 42.4% is influenced by other variables outside the model of this study.

Keywords: Quality of employees, job satisfaction, employee performance, PT. Perdana Investama Mina

INTRODUCTION

In recent years, the issue of employee performance quality has received more and more serious attention in Management Studies and organizational studies (Kamble and Kumar, 2025). Modern organizations are no longer only oriented towards achieving quantitative targets, but also on how work processes are carried out in a responsible, safe and sustainable manner. This change indicates a paradigm shift in Human Resource Management, where employees are seen as strategic assets whose quality of performance is greatly influenced by the organizational practices applied (Fisher, 2022).

Human Resources (HR) is an important factor in an organization or in a company. This is because there will be no running of an organization or company if there are no good human resources. It also will not work well if there is no management of Human Resources Management in an organization or company. To improve employee performance, a business utilizes several methods, such as through education, training, and motivation. Through this process, employees are desired to be able to streamline accountability at work, because employees receive education and training that is certainly appropriate for their work performance (Nuraeni & Dwi, 2020).

The main phenomenon in this study centered on the indication of decreased work performance in PT. Perdana Investama Mina as seen from the non-achievement of annual operational targets consistently. This symptom appears in the increasing delay in the completion of investment analysis reports and the existence of several procedural errors (human error) in the execution of transactions that could potentially harm the company. This condition indicates that the performance of employees has not reached the optimal point as the standard set by management.

Specifically, this problem is thought to be triggered by aspects of the quality of employees who began to lag behind by the dynamics of the industry. Emerging phenomena in the field indicate a competence gap, in which employees have difficulty adapting to new investment instruments or constantly changing market regulations. In addition, there are indications of a decrease in job satisfaction, which is reflected in the increase in employee complaints related to unbalanced workloads and lack of non-financial appreciation. This dissatisfaction creates low work morale, which ultimately discourages employees from making their best contribution to the company's efficiency.

Performance is a picture of the extent to which the actualization of an activity, program, or policy has been achieved to achieve the goals, objectives, vision, and mission of the institution as outlined in the formulation of the institution's strategic plan. Employee performance is the most essential condition in the effort of a business in order to obtain its objectives (Tolu et al., 2021).

Attention to the quality of employee performance cannot be separated from the increasing normative pressures facing organizations. Such normative pressures encourage organizations to adopt work practices that are considered legitimate, ethical, and in line with social expectations, including in terms of employee competence development and occupational safety protection. Durand et al., (2019) explains that organizations respond to normative pressures through various forms of action, both symbolic and substantive, depending on the level of importance of the issue and the organization's ability to mobilize resources.

Improving the quality of employee performance cannot be separated from the context of the work environment in which the employee performs his duties (Williams et al., 2025).

Work environments that are unsafe, risky, or ignore health aspects have the potential to hinder the implementation of the training results that have been given. Under these conditions, the competencies of employees cannot be optimally utilized, so the quality of performance decreases.

A person's overall feeling regarding his or her job is known as job satisfaction, or satisfaction. A person's attitude towards work can be described as good or negative depending on how happy they are with their work (Lumbantobing, 2020). Job satisfaction is an individual thing, because each employee's satisfaction with the performance of their duties is different. Institutions can measure employees for their job satisfaction with their organization, with their work, with colleagues or with anything that is part of and or affects them (Yumhi, 2021).

In addition to practical phenomena in the field, this research is also driven by the Gap research or gaps in the results of previous studies. There are inconsistencies in the findings regarding which variables are most dominant in influencing performance. Most literature studies state that the quality of employees (technical competence) is the main determining factor of organizational success. However, other studies have actually shown different results, where high individual quality will not have a significant impact on performance if it is not accompanied by adequate job satisfaction as a motivation driving motor.

Furthermore, there is a contextual gap in the current literature. Most research on the relationship of quality, satisfaction, and performance is conducted in the conventional banking sector or large-scale manufacturing industry. There is still very limited research testing this relationship model on medium-sized investment management companies such as PT. Perdana Investama Mina, which has the characteristics of high working pressure and very strict data accuracy standards. Therefore, this study is here to re-examine the validity of these theories in a more specific industry context in order to close the gap between the results of previous studies.

Based on the results of the description and the phenomena that have been submitted above, the researcher wants to examine further on “the influence of employee quality and job satisfaction on employee performance at PT. Prime Investama Mina.”

LITERATURE REVIEW

Employee Performance

Employee performance involves various aspects such as productivity, quality of Work, initiative, and attendance levels (Darmawan et al., 2020). Employee performance is an assessment of the work done by a person or group, which is important for the use of most prevailing capacities in an organization (Shinta, 2020). According to Wushe & Shenje (2019), performance is the result of a person's overall work during a certain period in carrying out a task, such as work standards, targets, or criteria that have been determined in advance and have been mutually agreed upon.

Employee Quality

The independent variable in this study is the quality of employee performance. The quality of performance is not only understood as the level of achievement of targets, but also includes how the work is carried out, the extent to which employees work responsibly, safely and in accordance with organizational standards.

The conceptual basis of this variable comes from the perspective of disciplinary power and work practices in organizations. Beime and Lundh (2025), with reference to the

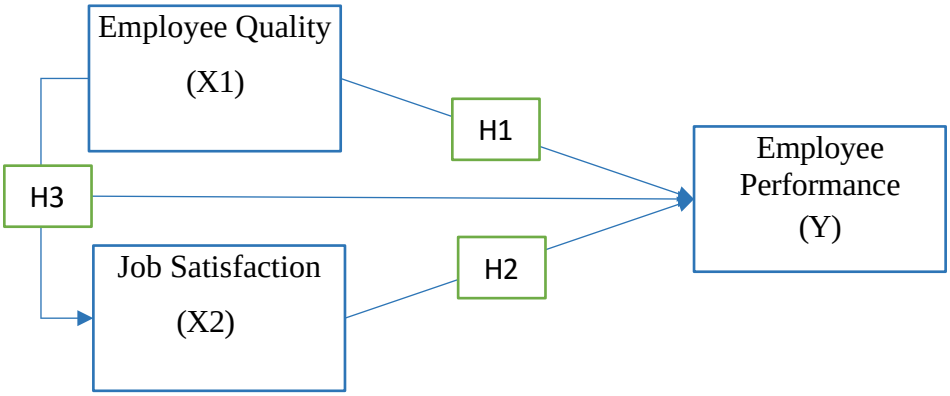
thought of Michel Foucault, explain that organizations establish standards of normality of work through various practices of evaluation, supervision and formation of competencies. Employee performance is assessed based on the extent to which individuals are able to meet norms, speed of work, accuracy, and compliance with organizational expectations

In this perspective, the quality of employee performance is the result of work normalization processes that take place through organizational practices, including training and regulation of working conditions. Employees who are able to meet these standards are seen as "normal" and productive workers, while failure to meet quality standards can lead to sanctions, marginalization, or even exclusion.

Job Satisfaction

According to Howell and Dippoye, job satisfaction refers to the total result of how much workers love or hate a particular part of their job. Job satisfaction can be defined as the overall sentiment that employees have towards their work. (Amalia et al., 2021). In simple terms, job satisfaction can be said to be the extent to which the employee likes his job, and job dissatisfaction shows how much the employee dislikes his job (Kuruway, 2021). There are two types of job satisfaction, namely intrinsic job satisfaction, which includes a person's affective response to job characteristics that are intrinsic to the task, such as job Variety, opportunities to use skills, and autonomy. Then there is extrinsic job satisfaction, which includes aspects outside of work, such as salary, benefits and how to run a company (Yumhi, 2021). Job satisfaction is one of the important factors that affect life satisfaction because most of human time is spent at work. The study of job satisfaction and organizational commitment is an interesting topic and can be considered when reviewing employee turnover models (Zulkarnaen, W., and Sofyan, Y., 2018:184).

Framework



Based on existing theories and previous research findings, the hypotheses proposed in this study are as follows:

- H1: It is suspected that there is a significant positive effect of employee quality on employee performance
- H2: allegedly there is a significant positive effect of job satisfaction on employee performance
- H3: employee quality and job satisfaction simultaneously have a positive and significant influence on employee performance

RESEARCH METHOD

In this study, researchers used quantitative methods because this study aims to analyze the relationship between variables and describe the results of the study. The research method used is quantitative research. Quantitative research is a type of research that aims to obtain conclusions by using data in the form of numbers (Sugiyono, 2019).

The technique of data collection in this study by conducting a distribution of questionnaires with likert scale method 5 to respondents who have become a source of research by researchers. Respondents selected are employees of PT. Prime Investama Mina. The source of data in this study is secondary data, secondary Data can be obtained from various sources, including documents, government publications, industry analysis by the media, websites, and the internet. Researchers use documentation methods to collect secondary data, such as searching for and analyzing documents that are relevant to the research topic. In addition, researchers can also use reference books, journals, and the internet to obtain the necessary secondary data (Ariyaningsih et al., 2023; Kurniawati et al., 2022).

Data analysis techniques in this study using statistical software yaittu SPSS ver 22. The population of this study as many as 250 employees at PT. Perdana Investama Mina, with the determination of the sample using the slovin formula to calculate the number of samples in accordance with the established margin of error of 5%.

RESULTS AND DISCUSSION

Validity Test

Validity test is a testing procedure performed to measure the extent to which the accuracy and precision of a research instrument (questionnaire) in carrying out its measurement function. In research on the effect of employee quality and job satisfaction on employee performance, the instrument must be ensured to be able to accurately reflect these variables.

Table 4.1
Validity Test

Indicator	R Table	R count	Conclusion
X1_1	0.1603	0.742	Valid
X1_2	0.1603	0.745	Valid
X1_3	0.1603	0.775	Valid
X1_4	0.1603	0.803	Valid
X1_5	0.1603	0.765	Valid
X1_6	0.1603	0.818	Valid
X1_7	0.1603	0.738	Valid
X1_8	0.1603	0.737	Valid
X1_9	0.1603	0.723	Valid
X1_10	0.1603	0.730	Valid
X1_11	0.1603	0.687	Valid
X1_12	0.1603	0.691	Valid
X2_1	0.1603	0.734	Valid
X2_2	0.1603	0.758	Valid
X2_3	0.1603	0.690	Valid
X2_4	0.1603	0.775	Valid
X2_5	0.1603	0.815	Valid
X2_6	0.1603	0.730	Valid
X2_7	0.1603	0.696	Valid

X2_8	0.1603	0.710	Valid
X2_9	0.1603	0.667	Valid
X2_10	0.1603	0.766	Valid
X2_11	0.1603	0.729	Valid
X2_12	0.1603	0.702	Valid
X2_13	0.1603	0.717	Valid
X2_14	0.1603	0.723	Valid
X2_15	0.1603	0.714	Valid
X2_16	0.1603	0.735	Valid
Y1_1	0.1603	0.680	Valid
Y1_2	0.1603	0.832	Valid
Y1_3	0.1603	0.804	Valid
Y1_4	0.1603	0.785	Valid
Y1_5	0.1603	0.718	Valid
Y1_6	0.1603	0.647	Valid
Y1_7	0.1603	0.736	Valid
Y1_8	0.1603	0.766	Valid
Y1_9	0.1603	0.695	Valid
Y1_10	0.1603	0.768	Valid
Y1_11	0.1603	0.767	Valid
Y1_12	0.1603	0.743	Valid
Y1_13	0.1603	0.749	Valid
Y1_14	0.1603	0.719	Valid
Y1_15	0.1603	0.747	Valid
Y1_16	0.1603	0.769	Valid

All indicators for employee quality variables (X1), job satisfaction (X2), and Employee Performance (Y) are valid. This is evidenced by the calculated R values (ranging from 0.667 to 0.832), which are all greater than the tabular R (0.1603). That is, the questionnaire is able to measure what should be measured.

Table 4.2
Reliability Test

Variabel	Cronbach's Alpha	Conclusion
Employee Quality (X1)	0.823	Realiabel
Work Satisfaction (X2)	0.811	Realiabel
Employee Performance (Y)	0.666	Realiabel

All variables are declared reliable because they have a value of Cronbach's Alpha > 0.60. The employee quality variable has the highest reliability (0.823), followed by Job Satisfaction (0.811), and Employee Performance (0.666). This shows the consistency of the respondents' answers in the questionnaire.

Classical Assumption Tests

Table 4.3
Multicollinearity Tests

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1,038	,842		1,232	,220		
	Employee Quality	,207	,069	,296	3,018	,003	,300	3,329
	Work Satisfaction	,328	,065	,494	5,042	,000	,300	3,329

a. Dependent Variable: Employee Performance

This regression Model is considered healthy because it does not find a linear relationship that is too strong between independent variables. This is evidenced by the Tolerance value of 0.300 (> 0.100) and VIF value of 3.329 (<10.000) for both independent variables. It is concluded that there are no symptoms of multicollinearity.

Table 4.4
Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		154
Normal Parameters[a,b]	Mean	,1466667
	Std. Deviation	1,02588477
Most Extreme Differences	Absolute	,061
	Positive	,046
	Negative	-,061
Test Statistic		,061
Asymp. Sig. (2-tailed)		,200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Because of the Asymp value. Sig. (2-tailed) of 0.200 > 0.05, so it is concluded the data are normally distributed.

Table 4.5
Koefisien Determinasi (R–Square)
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,759[a]	,576	,570	1,28521

a. Predictors: (Constant), Work Satisfaction, Employee Quality

Obtained R Square value of 0.576 which shows that 57.6% of employee performance variability can be explained by job satisfaction and employee quality, while the remaining 42.4% is explained by other variables outside the model.

Table 4.6
F Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	329,831	2	164,915	99,842	,000[b]
	Residual	242,809	147	1,652		
	Total	572,640	149			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Work Satisfaction, Employee Quality

Because Of The Value Of GIS. equal to 0.000 < 0.05 and the value of F count 99.842 > the value of F table 3.06. Thus, it can be concluded that there is a significant influence of employee quality and job satisfaction simultaneously on employee performance.

Table 4.7
T Test
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,038	,842		1,232	,220
	Employee Quality	,207	,069	,296	3,018	,003
	Work Satisfaction	,328	,065	,494	5,042	,000

a. Dependent Variable: Employee Performance

- Analysis of the effect of employee quality on employee performance

Obtained the value of employee quality significance of 0.003 < 0.05 and t value count 3.018 > t value table 1.976. Thus, it can be concluded that there is a significant influence of employee quality on employee performance.

- Analysis of the effect of job satisfaction on employee performance

Obtained the value of job satisfaction significance of 0.000 < 0.05 and the value of t count 5.042 > t value table 1.976. Thus, it can be concluded that there is a significant effect of job satisfaction on employee performance.

CONCLUSION

Based on the results of data analysis that has been done, this study concluded that the performance of employees at PT. Perdana Investama Mina is largely determined by two main factors, namely the quality of the individual employees themselves and the level of satisfaction they feel at work. Overall, this study illustrates that employee quality is not just a target achievement number, but a reflection of how an employee is able to carry out his responsibilities precisely, safely, and in accordance with strict organizational standards. When an employee has a high quality characterized by the ability to adapt to dynamic investment instruments and minimal procedural errors, the company's operational performance will automatically move towards a more stable and professional direction.

On the other hand, the psychological aspects contained in job satisfaction proved to be a driving force that is no less important for the sustainability of the organization. The test results showed that employees ' positive feelings towards their work, whether derived from intrinsic factors such as autonomy in duty or extrinsic factors such as a balanced workload, had a real impact on productivity. This satisfaction serves as a catalyst that transforms the technical competence of employees into optimal work results. Without adequate satisfaction, even high-quality individuals will not be able to make maximum contributions because they are hampered by low work morale.

Integratively, the synergy between individual quality and job satisfaction has a very dominant influence on organizational performance at PT. Prime Investama Mina. This explains the phenomenon in the field that the failure to achieve the company's previous targets was triggered by a gap in competence and lack of appreciation felt by employees. Therefore, the success of the company in achieving its vision and mission is highly dependent on the ability of Management in aligning the development of employee skills with the creation of a work environment that supports their well-being. With the contribution of considerable influence from these two variables, the company has a strong foundation to make managerial improvements in order to improve efficiency and accuracy in the future.

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