



HUMAN RESOURCE MANAGEMENT EVALUATION IN IMPROVING EMPLOYEE JOB SATISFACTION IN THE MANUFACTURING INDUSTRY IN BEKASI CITY

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Abstract

This study aims to evaluate human resource (HR) management in improving employee job satisfaction in the manufacturing industry in Bekasi City. A qualitative approach was used with data collection through in-depth interviews, observations, and document analysis. The results showed that factors such as training and development, compensation systems, work environment, and leadership style significantly create job satisfaction. It has been demonstrated that skills can be enhanced through training tailored to the job's specific requirements. Additionally, employees' well-being is significantly influenced by adequate compensation, which includes supplementary benefits. Job satisfaction is also positively influenced by a transformational leadership style and a conducive work environment. Nevertheless, this investigation identified obstacles, including inadequate communication, budgetary allocations for HR development initiatives, and employee participation in decision-making processes. This study recommends that companies formulate more flexible HR management strategies centred on employee needs to enhance job satisfaction and overall productivity.

Keywords: Human Resource Management, Job Satisfaction, Training, Compensation, Manufacturing Industry.

INTRODUCTION

Management of human resources, also known as HRM, is highly significant to an organization's accomplishments and performance. Within the context of increasingly complex business, technological, and social environments, human resource management practices continue to develop on a global scale. HRM is about recruitment and training and creating a work environment that supports employee well-being and productivity. In Dessler's (2015) view, effective HRM contributes to sustainable organizational performance improvement. Improving employee job satisfaction is one crucial aspect that HR managers must pay attention to because it is directly related to their motivation and work commitment (Robbins & Judge, 2022). Therefore, this study aims to evaluate how HRM can improve employee job satisfaction in the manufacturing industry, focusing on the Bekasi area, one of the industrial centres in Indonesia.

The manufacturing sector in Indonesia, particularly in the Bekasi region, makes a sizeable contribution to the country's economy as a whole. Bekasi City is home to many manufacturing companies that develop and produce a wide variety of products, including consumer goods, automotive components, and electronic components. On the other hand, Bekasi City's manufacturing companies face the most significant obstacle in the form of human resource management, which still needs improvement to boost the level of job satisfaction experienced by employees. Job satisfaction is an indicator that reflects employee feelings towards various aspects of the work environment, such as

relationships with superiors, coworkers, compensation, and career development opportunities (Putri et al., 2022). Therefore, evaluating HR management in terms of increasing job satisfaction is important to understand how companies can improve performance and reduce employee turnover.

This research was conducted in Bekasi City, one of Indonesia's most significant industrial areas. This city has many manufacturing companies operating, especially those engaged in the electronics and automotive sectors. According to Setiawan (2024), Bekasi has become a significantly developed industrial area with a number of large and medium-sized companies. This study chose Bekasi because of the diversity of the existing manufacturing industry and the challenges faced in managing human resources. In addition, Bekasi is a relevant place to evaluate how manufacturing companies manage human resources to achieve optimal job satisfaction.

Several factors that influence employee job satisfaction in manufacturing companies are compensation management, organizational communication, career development opportunities, and the quality of relationships between superiors and subordinates (Lestari et al., 2023). Inadequate compensation or compensation that does not meet employee expectations can cause dissatisfaction and affect their performance. Meanwhile, poor communication between management and employees is often the leading cause of misunderstanding and conflict in the workplace (Mudassir et al., 2023). Limited training and career development can also reduce job satisfaction because employees feel there is no opportunity to grow (Darka, 2023). Therefore, effective HR management can improve these aspects and increase employee job satisfaction.

The phenomenon that occurs in the manufacturing sector in Bekasi City is high job dissatisfaction, which leads to a high turnover rate. Many employees feel that they do not get the opportunity to develop, and there is a lack of clarity in organizational communication (Pahira & Rinaldy, 2023). It creates problems in retaining potential employees and increasing recruitment and training costs for the company. In addition, the provision of uncompetitive compensation is also a significant problem, which causes employee dissatisfaction and decreases their productivity. This phenomenon shows that evaluation of HR management is needed to create a more conducive work environment and increase employee job satisfaction.

One of the main problems manufacturing companies face in Bekasi City is the high employee turnover rate. Many companies have difficulty retaining qualified employees, which can affect the company's performance and sustainability (Khalda et al., 2024). Another problem often encountered is the low level of employee work motivation. Many employees feel unappreciated and do not have the opportunity to develop, which leads to decreased job satisfaction (Kasmir, 2019). Therefore, this study needs to evaluate HR management in manufacturing companies in Bekasi City and provide recommendations to improve job satisfaction.

Several previous studies have discussed topics related to HR management and job satisfaction. Lestari et al. (2023) found that providing appropriate training and development can improve employee

performance and job satisfaction. Another study by Manurung et al. (2023) showed that an organizational culture that supports employee involvement in decision-making can increase motivation and job satisfaction. Iswandi (2021) also stated that effective conflict management in an organization can create a harmonious work environment and increase employee job satisfaction. These studies provide a strong basis for evaluating HR management in the manufacturing industry in Bekasi City.

There is still a research gap in the context of the manufacturing industry in Bekasi City, despite numerous studies presenting topics related to human resource management and the level of job satisfaction experienced by employees. While most of the studies that have been conducted so far concentrate more on large corporations or other industries, the manufacturing sector in Bekasi City possesses unique characteristics. This study will investigate how human resource management can enhance job satisfaction experienced by employees working in manufacturing companies in Bekasi. This study will also focus on more specific factors associated with the manufacturing industry. Some examples of these factors include the importance of maintaining a healthy balance between workload and compensation and the management of effective communication within the organization.

LITERATURE REVIEW

Human Resource Management (HRM)

Human resource management (HRM) is an important part of an organization's strategy for managing employees to achieve organizational goals. Dessler (2015) stated that HRM does not only focus on recruitment and training but also includes efforts to create a work environment that supports employee well-being and productivity. This study will utilize HRM theory to examine how elements of HRM, including training, compensation, and career development, can enhance employee job satisfaction in the manufacturing sector of Bekasi City. It aligns with Dessler's perspective (2015), which underscores the significance of a comprehensive approach in HRM to generate additional value for the organization.

Job satisfaction

Various factors, both internal and external to the organization, influence employee job satisfaction. Robbins & Judge (2022) stated that job satisfaction is a person's evaluation of their work and work environment, which involves aspects such as the work itself, coworkers, company policies, compensation, and development opportunities. Elevated levels of job satisfaction may enhance employee motivation, productivity, and loyalty to the organization. To ascertain how HR management influences employee job satisfaction in the Bekasi manufacturing industry, this investigation will assess the numerous factors that contribute to it.

Motivation and Performance

Work motivation is an important factor that influences employee performance in an organization. According to recent research, employee motivation is determined by internal factors, such as the need for achievement, and external factors, such as a supportive work environment (Lestari et al., 2023). The two-factor motivation theory remains relevant in human resource management, where motivator factors (recognition and development opportunities) increase job satisfaction. In contrast, hygiene factors (such as salary and working conditions) help minimize dissatisfaction (Khaeruman, 2023). Within the context of the manufacturing industry in Bekasi, this study will investigate how motivational factors are utilized in human resource management, particularly emphasising the efforts made to enhance employee job satisfaction and performance. It is essential to have this knowledge to comprehend how organizations can establish a working environment that fosters the development of their employees and the organisation's overall productivity.

Leadership in Human Resource Management

Leadership is important in HR management because how leaders interact with employees can affect their motivation, performance, and job satisfaction. According to Lestari et al. (2023), effective leaders can create a positive work culture by providing the support needed by employees, communicating well, and providing opportunities for self-development. In the context of the manufacturing industry, good leadership will affect employee job satisfaction and productivity because they feel appreciated and encouraged to develop. Therefore, this leadership theory is the basis for evaluating the role of leaders in improving employee job satisfaction in Bekasi manufacturing companies.

METHOD

Research methods

This study employs a qualitative methodology to investigate and comprehend human resource management's role in enhancing job satisfaction experienced by employees working in the manufacturing sector in Bekasi City. Because this study focuses on gaining a comprehensive understanding of the factors that influence job satisfaction and how HR management plays a role in achieving it, as well as how employee perspectives and experiences can provide broader insights related to the topic that is being studied, the qualitative method was selected as the research approach to be utilized.

According to Creswell (2018), qualitative research aims to understand individuals' experiences, perspectives, or views regarding certain social phenomena and provide a holistic picture of the context being analyzed. This study will analyse data collected through in-depth interviews, observations, and document analysis related to HR management in the manufacturing industry in Bekasi City to identify

factors that influence job satisfaction and reveal the dynamics between HR management and employee job satisfaction.

Data collection technique

Data collection was conducted using in-depth interviews and participant observation. In-depth interviews will be conducted with HR managers, supervisors, and employees working in manufacturing companies in Bekasi City. In addition, observations were conducted in the workplace to see firsthand how HR management is implemented in the organization and how it affects employee job satisfaction.

In-depth interviews aim to understand better HR management, such as training, compensation, and the relationship between leaders and employees. According to Kvale (2007), in-depth interviews allow researchers to gain a broader view of individual perceptions, beliefs, and experiences regarding the topic being studied. Understanding the factors influencing employee job satisfaction in the manufacturing sector is important. Participatory observation was conducted to capture the day-to-day dynamics in the workplace, especially regarding the interactions between managers and employees and how HR management is implemented in practice. These observations provide direct insight into how HR management policies and practices influence job satisfaction.

Data Analysis Techniques

The data obtained from interviews and observations will be analyzed using thematic analysis. Thematic analysis is an approach often used in qualitative research to identify patterns or themes in data related to the phenomenon being studied (Braun & Clarke, 2006). In this study, the researcher will identify key themes related to HR management and job satisfaction and the relationship between the two factors.

The first step in the thematic analysis is data coding, which is labelling the parts of the data relevant to the topic being studied. Next, the themes that emerge from the coding will be grouped and analyzed further to identify the relationship between HR management and job satisfaction. The results of this analysis will be used to provide practical recommendations for manufacturing companies in Bekasi City to improve employee job satisfaction through better HR management.

Validity and Reliability of Research

To ensure the validity and reliability of the research, the researcher will use triangulation techniques that combine various data sources (interviews, observations, and documents) to obtain a more holistic view and reduce potential bias. In addition, the researcher will also conduct member checking by asking several informants to check and confirm the findings obtained from interviews and observations.

The study aims to provide an in-depth understanding of HR management, its impact on employee job satisfaction, and valuable recommendations for manufacturing companies in Bekasi City.

RESEARCH RESULTS AND DISCUSSION

Research result

This study was conducted in several manufacturing companies in Bekasi City to evaluate human resource (HR) management in improving employee job satisfaction. Data were collected through in-depth interviews with HR managers, supervisors, and employees and direct observation in the workplace. The following are the main findings of this study:

1. HR Management Factors That Impact Job Satisfaction

Training and development programs provided by the company have been shown to help employees improve their job skills, although there are complaints that the training is not specific enough to their job needs (Lestari et al., 2023). In addition, the compensation system is an important factor in influencing job satisfaction, where employees feel that the salary they receive is quite competitive but expect an increase in benefits such as health and transportation (Mudassir et al., 2023). Another factor influencing job satisfaction is a conducive work environment, characterized by good relationships between coworkers and supervisors, thus creating a comfortable work atmosphere and supporting productivity (Pahira & Rinaldy, 2023).

2. Leadership and Job Satisfaction

The interview results revealed that the manager's leadership style significantly increases employee job satisfaction. Leaders who can provide emotional and professional support to employees consistently contribute to creating a positive work environment. Emotional support includes empathy, attention to employees' personal needs, and building open communication. Meanwhile, professional support involves mentoring, training, and providing the resources needed to complete tasks effectively. Employees who feel supported by their managers tend to have higher motivation and loyalty to the organization. Managers increase job satisfaction and contribute to the team's overall productivity by creating a mutually supportive working relationship.

3. Employee Involvement in Organizational Decisions

Employees who feel involved in the organization's decision-making process show higher levels of job satisfaction. It is supported by research showing that employee participation in decision-making can increase a sense of ownership and motivation at work (Khaldia et al., 2024). However, in some companies that implement a rigid hierarchical system, employee involvement in decision-making is still limited. Other studies have shown that in more hierarchical companies, employees feel less control over organizational decisions, resulting in lower job satisfaction

(Mudassir et al., 2023). Therefore, increasing employee involvement in decision-making needs to be considered as an effort to increase job satisfaction in the organization.

4. Challenges in Human Resource Management

Several significant challenges in HR management have been identified that can hinder its effectiveness. One of them is the limited budget for training, which limits the company's ability to optimally develop employee skills and competencies. Without adequate training, employees may not be able to adapt to technological changes and increasingly complex job demands. Another challenge faced is the lack of effective communication between management and employees. When communication is limited, important information regarding company policies, strategy changes, or performance feedback is too complex to convey clearly, leading to employee dissatisfaction and confusion. In addition, the lack of reward programs for high-performing employees is also an obstacle to increasing work motivation. Inadequate rewards can cause employees to feel underappreciated, ultimately affecting their satisfaction and performance. Therefore, companies need to overcome these challenges by planning and implementing more effective solutions in HR management to support overall organizational performance.

Discussion

1. Training with Job Satisfaction

This finding aligns with research conducted by Pahira and Rinaldy (2023), which states that effective training and development can improve employee skills and confidence, positively impacting job satisfaction. Relevant training helps employees feel more competent and ready to perform their duties. However, in this study, some employees felt that the training provided was not entirely to their job needs, so its effectiveness was limited. Companies need to design training programs that are more focused and tailored to the specific demands of the job. Targeted and relevant training programs can increase employee engagement and maximize their impact on employee performance and job satisfaction.

2. Compensation as a Determinant of Job Satisfaction

An adequate compensation system is one of the key elements in creating job satisfaction. Research conducted by Lestari et al. (2023) shows that even though the salary is competitive, some employees feel that benefits such as health and transportation are still inadequate. They suggest that companies pay more attention to employee welfare by providing benefits that are more relevant to their needs. It is to the theory of job satisfaction, which states that in addition to salary, additional benefits also affect employee job satisfaction (Lestari et al., 2023). Therefore, companies need to evaluate the compensation system periodically to ensure that employees feel appreciated and prosperous, which in turn can increase their motivation and performance.

3. Conducive Working Environment

A conducive work environment greatly influences employee job satisfaction. Mudassir et al. (2023) research shows that a positive work atmosphere, including good relationships between coworkers and superiors, can significantly affect performance and job satisfaction. They found that employees who feel comfortable and supported in their work environment are more likely to have higher levels of satisfaction. Good social relationships in the workplace can increase a sense of togetherness, strengthen teams, and encourage more effective communication. The findings of this study showed that employees stated that good interactions with supervisors and coworkers contributed to their comfort and motivation at work. Therefore, companies must create a supportive work environment and facilitate positive social relationships to increase employee satisfaction and productivity.

4. Leadership and Job Satisfaction

Effective leadership is one of the main factors that can increase employee job satisfaction. One leadership style that has proven effective is transformational leadership. According to Andayani and Hirawati (2021), leaders who apply a transformational leadership style can provide more inspiration and attention to employees, creating a productive and satisfying work environment. Leaders with this style not only focus on tasks but also pay attention to the emotional well-being of employees. However, the results of this study indicate that although some leaders can create positive relationships with employees, others still provide less emotional and professional support. This lack of support has the potential to be an obstacle to creating a conducive and satisfying work environment. Therefore, organizations need to ensure that all leaders can adopt a more supportive leadership style to increase overall employee job satisfaction.

5. Employee Involvement in Organizational Decisions

This finding is in line with the results of research conducted by Putri et al. (2022), which states that employee involvement in the decision-making process can increase a sense of belonging to the company and job satisfaction. When employees feel involved in decision-making, they feel appreciated and recognized by the company. It builds a greater sense of responsibility for the results of their work, which ultimately positively impacts improving performance and job satisfaction. In addition, active participation in company decisions can strengthen the relationship between employees and management, creating a more harmonious and collaborative work atmosphere.

However, this study also shows that employee involvement in decision-making is still minimal in some companies. It is challenging for companies to design a more inclusive organizational structure and support employee participation. Companies can increase employee motivation and commitment by providing space for employees to contribute to decisions that affect their work. Therefore, the HR management system needs to be improved to encourage active

employee participation, which will increase their sense of belonging to the company and, in turn, improve job satisfaction levels.

6. Challenges in Human Resource Management

This study identified several challenges that align with the findings expressed by Lestari et al. (2023), such as budget constraints for training programs and lack of effective communication between management and employees. These challenges are significant obstacles to creating a productive work environment and increasing job satisfaction. Budget constraints often hinder employee skill development through relevant training, while poor communication reduces mutual understanding between management and employees, potentially leading to misperceptions and dissatisfaction.

To overcome these challenges, companies must adopt a more strategic and employee-centric approach to HR management. This approach can include improving internal communication in a more transparent and open manner and allocating sufficient budget for training programs tailored to employee needs. In doing so, companies can create a more positive work culture and support employee development, ultimately improving job satisfaction and overall performance.

While many previous studies have highlighted the importance of HR management in improving job satisfaction, this study found that the specific needs of employees in the manufacturing sector in Bekasi City have not been fully met. Local factors, such as work culture and employee preferences, influence the effectiveness of HR management. It suggests further research to explore the interaction between cultural factors and HR policies.

CONCLUSION

This investigation assesses the efficacy of human resource (HR) management in enhancing employee job satisfaction within the manufacturing sector of Bekasi City. As indicated by the study's findings, effective HR management is the primary factor contributing to job satisfaction. Compensation systems, work environment, leadership style, and training and development significantly influence employee satisfaction.

Training tailored to job needs has improved employee skills and confidence. However, there is still a gap between the training programs provided and the employees' specific needs. Although relatively competitive, the compensation system needs improvement, especially regarding health and transportation benefits. A conducive work environment and good relationships between individuals within the company are also key determinants in creating job satisfaction. In addition, an emotionally supportive and professional leadership style has been shown to increase employee motivation. However, employee involvement in decision-making still needs to be improved to encourage a sense of ownership of the company. There is still room for improvement in human resource management, as evidenced by the presence of complex challenges such as limited financial resources and inefficient communication. As a result, businesses need to implement human resource strategies that are more

focused, adaptable to the needs of employees, and oriented towards welfare in order to generate more optimal job satisfaction, which will ultimately lead to an increase in overall organizational productivity.

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