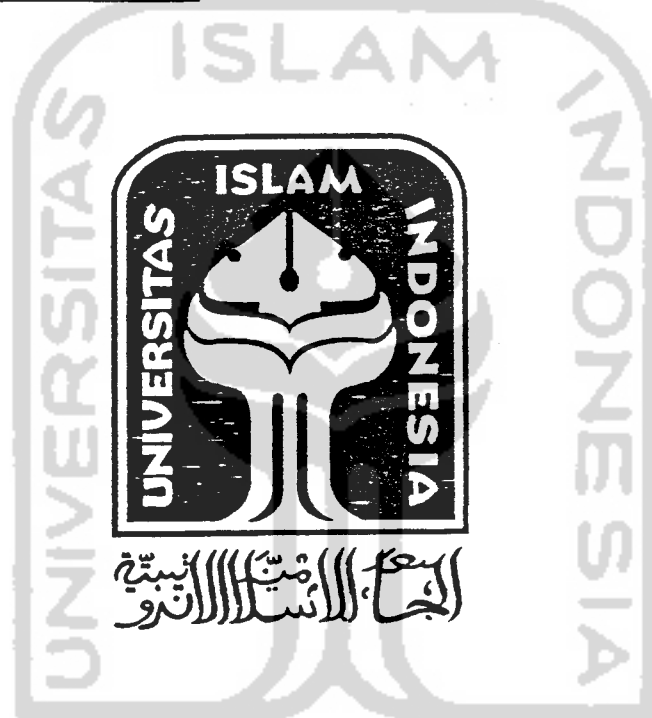


**THE COMPANY AND EMPLOYEE SATISFACTION INFLUENCED
THE HUMAN RESOURCE MANAGEMENT DEPARTMENT
PERFORMANCE AT PT.SEMEN ANDALAS INDONESIA**

A BACHELOR DEGREE THESIS

**Presented as Partial Fulfillment of Requirements to Obtain the
Bachelor Degree in Management Department**



By:

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**DEPARTMENT OF MANAGEMENT
FACULTY OF ECONOMICS
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YOGYAKARTA**

2003

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ABSTRACT

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The Indonesian economics grows as the time goes by growth. Along with this growth, the needs of human resource in economic sector are increased time by time. Human Resource Management is one of the relative subject in the management science development in Indonesia. In human resource management's perspective about employee, it is said that the individual or person working in a company, will give a benefit, as a competitive source to the company's itself, to obtain the company success and goal. Because of that, the development of human resource became straight way. Many companies, specially the private company, search for some human resource councilor, to get the best people for them.

How far the company can get and its their human resource is the important determinant of the failure or success . The employees, as well as the human resource management , is the vital aspect in every success in the company. The Human Resource, should be developed in a better way, along with the development of the the finance , the capital , and raw material. From the explanation above, we can see , that the focus is the person, without them, there will be nothing, there is no need of human resource management system, programs, and procedures. Since all the activities involve people , that is why, all activities need planned program and maximal implementation . In the new modernization in technology, especially those which utilize information computer basis , organization transformation, need more experienced people to be involved and handle the job.

Because of that , the writer tried to explain about the influence of human resource management in a company, in this case the company being researched is PT. Semen Andalas Indonesia..



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The writer hopes that this thesis will be useful to the others, and can give contribution to the readers.

Yogyakarta, November 2003

Writer

Siti Brenda Widuri Toengkagie



CHAPTER I

INTRODUCTION

A. BACKGROUND

The Indonesian economic grows as the time goes by growth. Along with this growth, the needs of human resources in economic sector are increased time by time.

Human resource management is one of the new relative subjects in the developing management science at Indonesia. Before that, business organization, government organization and the expert of management focused more on the terminology of personnel management. On the other side, the college environment, personnel management was taught by the management lectures from the management and physiological science. The relevance of behavioral science development, the contribution of that science in the process of development personnel management that now is known more as human resources management as the popular one.

In the company perspective, human resource management is one of the basic needs in every company. Human resource management is one of the elements that give the solution and participation in the company growth. Personnel management is different from human resource department, which is why this case the management of PT. Semen Andalas Indonesia is separated from that department. In the company the human resources management has totally different responsibility to the company than personnel management. In this company, the human resource management department gives the solution about the employee and the way out to the company. In this department the

Personal not only from economics science but also come from technical science too, because they need the expert which is not from one science only.

PT. Semen Andalas Indonesia is the branch company of PT LEEFGAR, the North America Company that has joint cooperation with the PT.Semen Andalas.

In this case, the company realizes that it needs people who are innovative, creative and hard worker to develop the company. For example the human resource management department has a role in helping the personnel management in selecting the new employee applying for a job in this company.

In fact, the human resource management is not only from the economic sector, but nowadays, there are positions of jobs that need people from other sciences. For example PT Semen Andalas Indonesia, the people working in human resource department are not just those who are physiological background, but also from economics, computer, technical engineering, etc, that related to the need of the company.

By considering the statement above, the writer is interested to have a research under the title “ THE COMPANY AND EMPLOYEE SATISFACTION INFLUENCED THE HUMAN RESOURCE DEPARTMENT PERFORMANCE AT PT. SEMEN ANDALAS INDONESIA JAKARTA”

B. PROBLEM IDENTIFICATION

As the explanation above, the problem identifications are stated as follows:

1. What is the influence of Human Resource Management department toward the company satisfaction?
2. How far is the role of Human Resource Management department in the employee of PT Semen Andalas Indonesia Jakarta?

C. PROBLEM FORMULATION

After identifying the problem, the writer can formulate them as follows:

1. What factor can influence the human resource management department activity?
2. How far is the cooperation among the manager and human resources management department in company progress?
3. Has the employee satisfaction already been fulfilled by PT Semen Andalas Indonesia and have the management of the company also been satisfied with the work of the employee?
4. Is the theory of human resource management related to the fact in taking decision?

D. LIMITATION AND RESEARCH AREAS

To reduce the difficulties in finding appropriate data, some limitations are determined as follows:

1. The research is going to be conducted at PT. Semen Andalas Indonesia, Jakarta.

2. Attribute research

a. Product

Product , in this case, is how to make the satisfaction and the consideration and the result.

b. Employee

Employee, in this case, is sample of research which are taken from PT .Semen Andalas Indonesia.

E. RESEARCH OBJECTIVE

The objectives of this research are:

1. To find out the effect of Human Resource department in the company progress.

2. To know how far is the role of the company and the employee satisfaction that in influencing Human Resource department performance.

F. RESEARCH CONTRIBUTION

This research is expected to give contribution to the following parties:

1. For the company

The company will know more about the function of Human Resource Development in the company and give the view about the differences between human resource management and personnel management. So the company can know the ability and skills of the employee, and the company can position those individuals to the right department according to their ability and skill, to create the effective and efficiency at work.

2. For the writer

This research hopefully will fulfill the requirement for having Bachelor of Economics Degree from Islamic University of Indonesia, and also to give view about the Human Research Management in the company, not just in theoretical but also in practical.

3. For Others

For the other student, this research can enlighten the same research in the future.

G. DEFINITION OF TERMS

The definition is needed to give the information for eliminating some confusion for the readers. The definition used in this research are:

1. Human Resource Management.

Human Resource Management in business context is someone who work for one organization that is usually called employee. We can compare the 3 different opinions about Human Resource Management, which are:

- a. Armstrong (1994) defined the management of Human Resource Management as to create the people in the best way in the organization or company behalf.
- b. Kenooy (1990) said that Human resource management is a maximizing method from the work resource with integrated management of human resource management to the business strategic.
- c. Storey (1995) gave more definition complex, that is Human Resource Management is an approach to the work management that try to get the competitive pre-eminent by developing the strategic from worker who has ability and has high commitment by using integrated cultural, structural and personal technique.

2. Personnel Management.

Personnel management put the role of personal specialist as the responsibility of people as a focus to the employee, also more complex and administrative.

Personnel management is focused more on short-term adhoc, no managerial workforce.

H. REVIEW OF RELATED LITERATURE

I. HYPOTHESIS FORMULATION

In this research the hypothesis are outlined as follows:

Human Resource management has unique role but important in get the company strategy, It means that the department of Human Resource Management has challenge to give their contribution to the company related to the company progress and the satisfaction of employee.

J. RESEARCH METHOD

1. Research subject

a. Population: all of research subject

Population is the people as all employee of PT.Semen Andalas Indonesia Jakarta.

b. Sample: part of population which is being researched

The sample is taken from the around area of PT. Semen Andalas Indonesia Jakarta.

c. Sampling Method

By using the questionnaire and random sampling to develop an accurate frame.

CHAPTER II

REVIEW OF RELATED LITERATURE

2.1 Theoretical Review

2.1.1 The Human Resources Framework

Human relation and human resources models have three basic components:

1. A set of assumption about people's value and capability.
2. Certain prescription as to the amount and kind of participative policies and practices that managers should follow, in keeping with their assumption about people.
3. A set of expectations with respect to the effect of participation on subordinates morale and performance.

In human resource model, these resources include not only physical skills and energy, but also creative ability and the capacity for the responsible, self-directed, self controlled behavior. Given these assumptions about people, the manager's jobs cannot be viewed merely as one giving direction and obtaining cooperation. Instead, his primary task becomes that of creating an environment in which the total resources of his department can utilize. (Harvard Business Review, Human Resources Part II)

2.1.1.1 The Purpose of Human Resources Management

The purpose of Human Resources Management is to restore people's contribution and responsibility to the company by using strategic, ethics and social ways.

The basic discussion in human resource management department is how to resource, develop, and keep the human resource management in the company, so that they can give the contribution optimally to achieve the company's goal, based on their skills, science, and ability they have. Of course, in this management process, the function of human resource management cannot stand-alone. Human resource management should make good interaction between the functions of human resource management department with other function of departments in the company. In human resources, there are some suggestions that those directly involved in and affected by the decision may actually make many decisions more efficiently.

In general the function or the activity of human resource management, consist of three basic element (Schermerhorn, 1996: 286)

1. Seeking the quality of employees.

The activities consist of, planning human resource management, recruitment, and selection and positioning.

2. Developing the quality of employee

The activities consist of, program oriented position, training and development, planning and developing career.

3. Employee cultural

The activities consist of, performance appraisal, compensation, welfare, labor and management relations.

2.1.1.2 The Objective of Human Resource Management

The purpose from these implementation functions of human resource management in general is to increase the productive contribution from human resource management inside the company by using ethics and social and responsible ways.

There are four (4) objectives in human resources management:

1. Societal Objectives

To be ethically and socially responsible to the needs and challenges of society while minimizing the negative impact of such demands upon the organizations. The failure of organization to be used in their resources for society's benefits in ethical ways may result in restriction.

2. Organizational Objective

To recognize that human resource management exist to contribute to organizational effectiveness. Human resource management is not an end of itself, if it's only a means to assists organization with each primary objective.

3. Functional Objective

To maintain the department's contribution at the appropriate level to the organization needs. Resources are wasted when human resources management is more or less sophisticated than the organization demands. The department level of service must be tailored to the organization it serves.

4. Personal Objective.

To assist employees in achieving their personal goals, at least insofar as these goals enhance the individual's contribution to the organization. Personal objectives of employee must be met if workers are to be maintained, retained, and motivated. Beside that, employee performance and satisfaction may decline, and employee may leave the company.

It means, that in running the function of the department human resource management manager should see the employee as a partner and not only use their energy.

Specifically, in run the human resource management in one company by using implementation function of human resource management, that can fulfill the company needs of human resource management that:

1. Can show the commitment and the quality expected.
2. Can push the company effectiveness optimally

3. Can show the good work in the same way with the company.

The human resources model does not deny a relationship between participation and morale. It suggests that subordinates' satisfaction may well increase as they play more and more meaningful roles in decision-making and control. Moreover, the model recognizes that improvements in morale may not only see the stage for expanded participation, but also create an atmosphere which support creative problem solving. In human resource management, control is thus an additive and expanding phenomenon. Where subordinates are concerned with accomplishing goals and exercising self-direction and self-control, their combined efforts will far outweigh the results of the exercise of any amount of control by management.

2.1.1.3. Human Resources Management Activity

To reach the implication and the objectives human resources management department help the manager by developing, resourcing, evaluating, maintaining, and keeping in the amount correct employee

The activity it self, is especially directed to the program that layout in the way to get and reach all company goal. Their activity consist of like human resources planning, employment planning, recruitment, selection, performance appraisal, training and development, compensation,

Human resource activities are those activity actions taken to provide and maintain an appropriate work force for the organization.

There are three (3) considerations that must be considered in human resources activity:

1. Effective human resources management must have orientation to future and proactive. Human resource management always helps company in reaching the goal in the future by providing the competent and good motivated employee.
2. The effective human resources management is oriented to the action. Human resources management is not only focused in book note, writing procedure, or rule; but also focused on solution to the human resource management problem to help reaching the company goal and employee effectiveness.
3. If possible, the human resource management must treat every employee as an individual, and create the programs based on the unique of each individual.

2.1.1.4 . The Service Role of Human Resources Department

The primary tasks of human resources department are to ensure that the organization's human resource are utilized and managed as effectively as possible. Human resource administrators help designing and implementing policies and program that enhance human abilities and improve the organization 's overall effectiveness.

The leaders of public and private company recognize, that *people* are the organization's primary resource and acknowledge the human resource department role in developing that resource. As the service department, human resources department has their own role in doing the job. They do not have any right to be involved in managing other department. The human resources departments also not only sit in chair and wait or listen the management plan without do nothing. Human resources department must create their own activity strategic that will be making him as proactive manager. Human resources management practically, will give contribution in one company to attract and keep the best people in there. Plan makes the company realize to the type of people it needs in the sort- term, middle- term, and long –term. In every company there has line authority, which make clear the chart of company and staff authority. In line authority, they directly give the information to other line department in that company. Human resource department also has obligation to the company that not only give advice and clue, but also select the rule between the top line authority and bottom line authority. The manager can reject the idea from human resource department if they thought that is not appropriate with company rule. In service role human resource department, they can combine soft approach that depressed on factor of human relationship and motivation to reach the company purpose. The others by using hard approach that focused on other source outside the human resource management, that influence the process of training the human resources management in term to reach the purpose of company.

In service role, the human resource department cooperates with all department in that company and control them but involve directly, to know their progress and need. They almost have the same job with the supervisors, but every department has their own supervisor. When the company faces some problem with the employee, the manager will ask the human resource department advice, and they will follow the advice.

2.1.1.5. Human Resources Management Model

The roles of major human resources subsystem are:

1. Foundation and Challenges

Human resources management faces many challenges in dealing with people. The central challenge is to assist organization in improving their effectiveness and efficiency in an ethical and socially responsible way. Meeting this challenge requires that the human resources department be organized in way that allows it to meet its objectives while serving its organization. The changing demand of workers, international and domestic competition, the influence of pressure groups, the need for sustained professional ethics, and compliance with government's regulations are only part of the challenges human resources management must meet.

2. Preparation and Selection

At the heart of human resources management is need for a sound information base. Without accurate and timely information, departments are seriously limited in their ability to meet the challenges before them. To build a human resources information system, data are gathered based on each job and organization 's future human resource needs. Estimates of future human resources needs allow the department to become proactive in the recruitment and selection of new workers. To evaluate employees, formal performance appraisals are conducted periodically. Appraisals give workers feedback on their performance and can help the department spot its own weaknesses.

3. Development and Evaluation

The employee work in purposing to increase their welfare, also the company, they increase their profit and develop their company into a good one. In that way human resource department give training, orientation to the employee with expectation that they can develop the company as they can. And to know the progress of work, the human resources departments do a formal performance appraisal, which is conducted periodically. Appraisals give workers feedback on their performance and can help the manager and the departments in spot the weakness.

4. Compensation and Protection

One element of retaining and maintaining an effective work force is compensation. Employees must be paid a fair wage or salary according to their productive contribution. When appropriate, the incentive can be given. Modern compensation management however goes beyond payment. Also in the same time, the company needs to protect the workers from occupational hazard. Through safety and health programs, the company not only assures a safe work environment but also keeps the employer in compliance with health and safety rule.

5. Employee Relations and Assessment

In making efficiency and effectivity in work, the employee does not only need high payment, but also benefits, and safety in working. The employee also need motivation and satisfied work with their job. Personal problem and problem related to job, can influence the condition of work. To increase employee satisfaction and comfort in work, company performance, good communication are used to keep people informed. When there is harmonic condition among the employee and employee and the top line executive, it will make the situation of work satisfied. Good communication can increase effective and efficiency in work. This makes the human resource department keep that condition

Running well, by doing department evaluation and self- evaluation. Full service department regularly of their performance, often this research can help uncovers more effective ways to serve the organization and human resources department. To maintain an effective work force requires more than just payment, benefits, and safe working conditions. Employees need to be motivated, and the human resources department is partially responsible for ensuring employee satisfaction with the job. Full service departments regularly conduct audits of their performance and do research to discover more effective ways to serve their organization.

2.1.2. View Points of Human Resources Management.

Human resources management is the most important asset in company, and makes the other human resource in other department work. Human resource management affects each other, and specialist must remain aware of this interdependency. Human resources management is important, because it affects the efficiency and effectiveness of the company and also as a fundamental outlay in running the business. Human resources management is about decision that affected the relation among the employee and the manager, influences to the other competent side and it is also hoped to be able affect the effective work of the employee and the top line company. Almost all human resources management practice optimally used human resources as a competitive key to the company. Now only how the human

resources departments maximize and make the competency and employee commitment as personal or group to fulfill the company needs and integrated that needs to the business process and management system that the company run. The quality and characteristic of employee that company need in basic is that not far away from the competitors challenges faced by the company nowadays or in the future. Since human resources department should capable to make the good quality and commitment human resources management based the company even by soft approach and hard approach.

Here are some approaches provide complementary themes which pursue throughout to keep human resource management in perspective.

1. Human resource approach

Human resource management is the management people. The importance and dignity of human resource beings should not be ignored for the sake of expediency. Only through careful attention to the need of employees the organization can grow and gain success.

2. Management approach

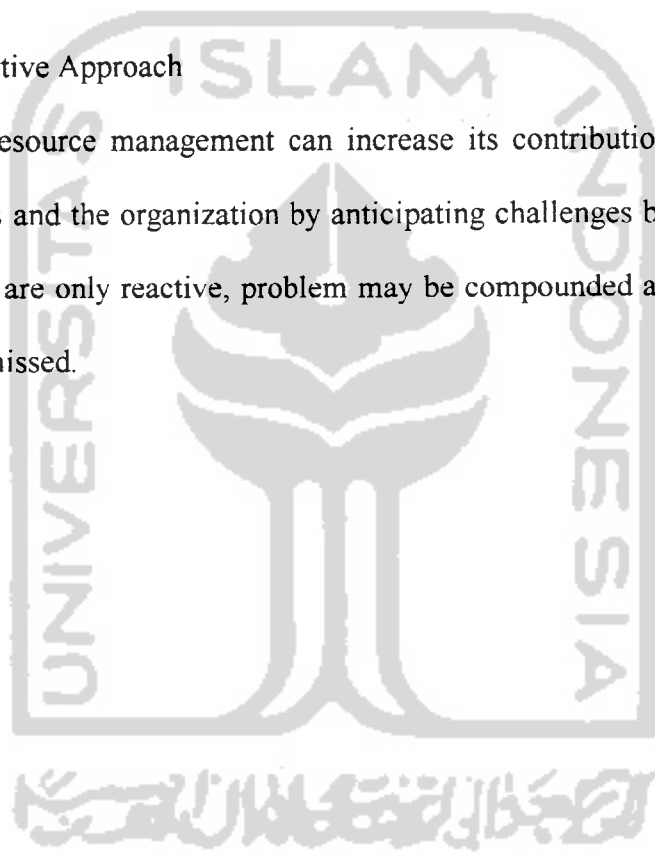
Human resource management is the responsibility of every manager. The human resources department exists to serve managers and employees through its expertise. In the final analysis, the performance and well being of each worker is the dual responsibility of that worker's immediate supervisor and the human resource department.

3. System Approach

Human resource management takes place within a larger system, the organization. In practice, experts must recognize that the human resource management model is an open system of interrelated parts.

4. Proactive Approach

Human resource management can increase its contribution to employees, managers and the organization by anticipating challenges before they arise. If efforts are only reactive, problem may be compounded and opportunities may be missed.



CHAPTER III

COMPANY PROFILE

3.1 The History and the Development of the Company

3.1.1 A Brief History of the Establishment of the Company

PT. Semen Andalas Indonesia is one of the domestic investment company which established factory in Lhoknga about 16 kms in South Banda Aceh and has the capacity 1,3 of million ton every year. PT semen Andalas Indonesia established the factory in March 1980 and started the production on April 7, 1983. But on 1994, the management of PT. Semen Andalas Indonesia was taken over by Lafarge Group, which belongs to the group of Lafarge Cement at North America.

In the beginning PT Semen Andalas Indonesia only product Cement Portland Type I that is composited of raw material from calcium oxide, silica, alumina, and iron oxide. However after it was found that there are huge Pozzolite materials mine in the Seulawah mountain side, round Lam Teuba about 40 kms from the factory, finally PT Semen Andalas Indonesia started to production Portland Pozzolan Cement (PPC) besides Portland Cement (OPC) type I on April 1994.

From all cement factories in Indonesia, there are only 2 factories that produce Portland pozzolan cement; that is PT Semen Andalas Indonesia in Aceh and PT Semen Gresik in East Java. Besides for Asia, Philippine has started to introduce Portland Pozzolan cement to the consumer, since 1934 which was called Hi-Silik cement.

Portland Pozzolan Cement (PPC), is specially designed for baton construction with the purpose that the condition of land that consist of high sulfate silk has their own characteristic.

That building does not use Portland cement type I, and it has already been proven that the golden gate at San Francisco was built using Pozzolan cement (Hi- Silik), that is originally from Philippine by Cebu Portland as the exporter.

3.1.2. Pozzolan Raw

Pozzolan is a material which is not dependent like cement, but is consist of raw materials that can react with calcium hydroxide with water in the room with the temperature that has particle like cement.

Poozolan can be divided into 2 (two) groups, Natural Poozolanas and Artificial Poozolanas.

a. Natural Poozolanas

Basically, we can find natural pozzolanas at the volcanic mountain region, which is made from the silicate particle . These particles look like crystal and glassy. This Natural Poozolan can be found in the varieties of stones such as, trass, tuff, and also zeolite stones.

b. Artificial Poozolanas

Poozolan is generally a result of clay burning process, shale, sandstone and diatomite. Besides, it can be obtained from the remaining of dust burned which is known as Fly -Ash.

Make pozzolan with clay burning process, shale, sandstone, and diatomite, had been previously done in the past, when the raw materials were still cheap and easy to get. Meanwhile in order to get the good pozzolan the burning process needs temperature , between 500- 1000 o.c. however, it depend on the material. Some researches that have already been done, showed that the material that has already burned is not perfect or under-burning material. This imperfect material will increase the amount of water used at the process in making pozzolan cement. And, the material that is over burnt will decrease the pozzolan activity. That is why, this technique of making pozzolan cement is not applied anymore by the cement factories.

3.1.3. The Process of Making Portland Pozzolan Cement at PT Semen Andalas Indonesia

The material of pozzolan that is used by PT Semen Andalas Indonesia to produce Portland and pozzolan cement is taken from Seulah mountainside, around Lam Teuba, Seulimun Aceh Besar.

That pozzolan material is mixed together with Portland , clinker and gypsum into the cement mill with the following percentage 15 %- 20 % and gypsum = 4 %, in order to obtain Portland pozzolan cement.

The different process of making Portland cement type 1 with Portland pozzolan cement is, on the last mix process of Portland cement only, while ordinary Portland

cement (OPC) consist of clinker and gypsum. Portland poozolan cement (PPC) consist of clinker and gypsum and also poozolan material that are mixed together.

The chemical compositions of Portland cement type 1 and Portland poozolan cement are as follow :

Chemical Analysis	Portland Cement (OPC)	Portland Cement (OPC)
	% WT	% WT
SiO₂	20.53	29.73
Al₂O₃	5.31	6.76
Fe₂O	3.76	4.82
CuO	66.00	54.50
MgO	1.26	1.68
SO₃	2.35	2.26
LOI	1.20	2.74

3.1.4. The Test of the Production of Result Portland Poozolan Cement of PT Semen Andalas Indonesia

Some experiment has already been done with variety poozolan in the amount of 10 %, 15 %, and 20%. The result of that experiment showed that the maximum mixed poozolan can be used 20%- 25 % for PT Semen Andalas Indonesia to produce Portland poozolan cement that fulfilled the standard specification of ASTM C- 595- 89 type IP.

THE STANDARD QUALITY OF PORTLAND POZZOLAN CEMENT
AND THE RESULT OF PORTLAND CEMENT TEST
PT SEMEN ANDALAS INDONESIA

	PT.SAI	SNI	SNI	ASTM
	PPC	15-2049-9	15-0302-94	C-595-89
		OPC		TYPE IP
		TYPE I		
Chemical Composition:				
MgO %	1,30	Max 5,00	Max 5,00	Max 5,00
SO ₃ %	2,47	Max 3,00	Max 4,00	Max 4,00
LOI %	2,24	Max 5,00	Max 5,00	Max 5,00
Physical Properties				
Finnes:				
- Residual on 0,09 mm %	6,00	-	Max 10	-
Blaine, Cm ² /gr	3, 478	2,800	Min 2,800	-
Time of Setting, Vicat test				
Initial set, minute	135	Min 45	Min 45	Min 45
Initial set, hour	4:30	Max 375	Max 420	Max 420
Autoclave:				
Expansion, %	0, 12	Max 0,8	Max 0,5	Max 0,8

Contraction, %			Max 0,2	Max 0,2
Compressive strength:				
- 3 days, kg/cm ²	1.63		Min 125	Min 125
- 7 days, kg/ cm ²	216	Min 125	Min 200	Min 197
- 28 days, kg/ cm ²	309	Min 200	Min 250	Min 246
Heat of hydration:				
- 7 days, kcal/gr	64		Max 70	Max 70
- 28 days, kcal/ gr	76		Max 80	Max 80

3.1.5. Portland Poozolan Cement Usage

The Portland poozolan cement produce by PT Semen Andalas Indonesia has fulfilled the requirements of Portland poozolan cement quality, according to the ASTM C- 595-89. It has been proven so far that Portland poozolan cement produced by PT Semen Andalas Indonesia can be used for baton public construction.

Compared to physical characteristic of Portland cement type I, at the beginning, Portland poozolan cement has a lower quality. However , based on the results some experiments it has been proven that Portland poozolan cement can be the same, and even higher than baton cement made by Portland type I.

Portland poozolan cement can be used as a supplement in the production of cement type II, because poozolan's heat hydration is less than 70 cal/ gr on age 7 days.

Because of that Portland poozolan can be widely used, as follows:

- Mass baton construction that needs hydration which is in lower temperature such as dam, etc
- Baton construction which is under the sea or other location that needs a baton which is strong enough and able to stand in sulfate salt.
- Building which in need lower temperature such as sanitation building and clean water.
- Plaster working that needs mixed plastic work.

3.2. Marketing

PT Semen Andalas Indonesia introduces the product of Portland poozolan cement (PPC) to all consumers especially at Nangroe Aceh Darussalam, North Sumatra, Riau, since April 1994 until now. Until this time, the comparison of the total production of Portland Poozolan Cement (PPC) and ordinary Portland Cement (OPC), produced by PT Semen Andalas Indonesia is 70: 30 from total production of 1,3 Million ton each year.

The total increase of demand to Portland poozolan cement (PPC) production start from the beginning of production PT Semen Andalas Indonesia, , the demand of Portland poozolan cement is increasing, and this increasing of demand can be seen from the marketing data PT Semen Andalas Indonesia like below:

THE REALIZATION OF SELLING (1996- 1998)

BASED ON MARKETING REGION

PT. SEMEN ANDALAS INDONESIA

Aceh

Year	Portland cement (OPC)	Poozolan cement (PPC)	Total selling (Ton)	% Poozolan cement
1996	128, 774	168, 794	297, 568	56,72
1997	106, 100	215, 252	321, 352	66, 98
1998	73, 383	208, 612	281, 995	73, 98

North Sumatra

1996	188, 936	59, 659	648, 595	70, 87
1997	147, 296	486, 355	633, 651	76, 75
1998	43, 706	424, 977	468, 683	90, 67

Riau

1996	187, 658	8, 054	648, 595	70, 87
1997	242, 275	15, 251	633, 651	76, 75
1998	87, 517	21, 241	468, 683	90, 67

Export

1996	29, 855	0	29, 855	00,00
1997	36, 586	0	36, 586	00,00
1998	188, 013	0	188, 013	00,00

THE MARKETING REALIZATION
PT. SEMEN ANDALAS INDONESIA
PERIOD: 1996-1998

Year	Portland cement (OPC)	Poozolan Cement (PPC)	Total Selling (Ton)	% Poozolan Cement
1996	535, 223	636, 507	1,171, 730	54, 32
1997	532, 257	716, 858	1, 249, 115	57, 39
1998	392, 619	654, 830	1, 047, 449	62, 52

3.3. Company's Recent Condition

3.3.1 Location

The factory and the office of PT Semen Andalas Indonesia are located at Lhoknga, around 17 kms to the south of Banda Aceh city. The factory has started the production since August 1983, with the following facilities :

- Raw material factory which is located round the factory
- 33 MW electrical generator
- Special sea boat with 200 m length and the boat that can be used to carry 14.000 ton capacity, also can be used to clay, gypsum, and oil
- Housing complex, clinic, Mosque, and sport facilities.

3.3.2 Production and Marketing

The annual report of PT. Semen Andalas Indonesia has not been prepared yet, due to the re-organization of the company in 2001. Therefore, the company does not have a new company report and profile. Besides, it is also because of the terrible situation in Aceh. As we now the factory and also the head office of PT. Semen Andalas Indonesia are located in Aceh. However, since being managed by new management PT. Semen Andalas Indonesia, is achieving high profit during these 3 years.

PT. Semen Andalas Indonesia, produced 2-types of cement, Ordinary Portland _Cement (OPC) and Portland Poozolan Cement (PPC). The market in Aceh region is focused in Lhoknga and Lhokseumawe. Meanwhile, for the other region in Indonesia, the market is directed to Belawan and Batam . The whole cement production is delivered to all regions by boat from Lhoknga factory.



CHAPTER IV

RESEARCH METHOD, DATA ANALYSIS and FINDINGS

4.1. Research Method

4.1.1. Research Subject

a. Population

Population is all employees and staffs of PT. Semen Andalas Indonesia Jakarta.

The Population used in this research are the employees and the managers of PT. Semen Andalas Indonesia Jakarta.

b. Sample

Sample is part of population, which is being research. The sample is taken from the Human Resource that is the employee and manager of PT. Semen Andalas Indonesia.

4.1.2. Research Setting

The research was conducted at PT.Semen Andalas Indonesia Jakarta.

4.2. Research Instruments

a. Company's Profile

Is a research focusing on book's report of PT. Semen Andalas Indonesia Jakarta.

b. Questionnaire

Is a process of gathering data by making list of question to get data in the form of answer from the respondents.

c. Validity and Reliability Data

In order to distribute the questionnaire to the respondent, the question must be tested in validity and reliability. Because of this reason, the researcher used SPSS in order to know that the correlation between both variables will be proven.

a. Validity

Is the extent to which a scale produces consistent result, if repeated measurements are made on the characteristic.

b. Reliability

Is the extent to which differences in observed scale score reflect true differences among object on the characteristic being measured rather than systematic or random error.

4.3. Research Variable

Variable

Is anything that can be taken on differing or varying values. The variable used in this research will consist of two, which are:

4.3.1. Independent Variable

Is variable or alternative that are manipulated and whose effects are measured and compared

a) Company Satisfaction

The company satisfaction about the Human Resource Department Performance at PT. Semen Andalas Indonesia Jakarta.

b) Employee Satisfaction

The employees work satisfaction to the company and the Human Resource Department Performance.

4.3.2. Dependent Variable

Is a variable that measured the effect of the independent variable on the test unit.

a) Human Resource Department Perform.

The influence of human resource department perform to company and employee satisfaction at PT. Semen Andalas Indonesia Jakarta.

4.4. Research Procedures

The research was started by obtaining interesting topic to know deeply about a certain result. This result will give an idea and new theory, therefore it is a continuous process. These procedures contain of two data, they are:

4.4.1 Primary Data

The primary data is the data directly gathered from PT. Semen Andalas Indonesia Jakarta

4.4.2 Secondary Data

The data is data gathered from the literature or the complementary data.

4.5. Technique of Data Analysis

In this research, the researcher used two kind of data analysis, which are :

4.5.1. Qualitative Analysis

is an unstructured exploratory research methodology based on small samples that provides insight and understanding of the problem setting.

This research has objective to know correlation , that consist of attribute :

- a) The company satisfaction
- b) The employee satisfaction
- c) The influence of human resource department activity

Qualitative Analysis

Data analysis in this thesis, shows the qualitative analysis in the answers given in the table. The qualitative analysis is shown to describe the result of the respondents' answers to the question. The respondents involved in this research are about 10 people; which consist of the director, staff and employee of PT. Semen Andalas Indonesia.

There are 17 items of question that are used as the object of observation in this survey. The questionnaire can be explained as follows :

- a. The company hires both experienced and non experienced candidates. The respondents answers to this question can be seen in table 4.1. Based on the data explained in the table ; we can conclude the result of survey the as follows:

Table 4.1.

Answer	Total	%
Definitely agree	3	30 %
Agree	4	40 %
Not Agree	3	30 %
Definitely not agree	-	-
Total	10	100 %

Source: Primary data 2003

Based on the respondents answers above, we can know that 40 % of the respondent answers are on the agree section and the rest of them are on really agree section and those who do not agree are about 30 %.

- b. Some of the candidates have skills, but most of the skills are not suitable with the skills needed in the company. We can see the respondents answer on that question in table 4.2. Based on data in table 4.2 we can conclude the result surveys as follows :

Table 4.2.

Answer	Total	%
Definitely agree	2	20 %
Agree	4	40 %
Not Agree	4	40 %
Definitely not agree	-	-
Total	10	100 %

Source: Primary data 2003

Based on the respondents answers above, we can know that 40 % of the respondents answers on the agree section, and then the other group of respondents that give not agree answer are 40 %, and the rest of the respondents or 20 % of the respondents are definitely agree.

- c. You have already felt agree with the job in according with the skill you have at this time. The respondents answers on that question can be seen on table 4.3. Based on the data on table 4.3, we can take conclude the result of the survey as follows :

Table 4.3.

Answer	Total	%
Definitely agree	4	40 %
Agree	3	30 %
Not Agree	3	30 %
Definitely not agree	-	-
Total	10	100 %

Source: Primary data made

Based on the respondents answers above, we can know that 40 % of the respondents are on the definitely agree section . Then the other group of respondents that choose the agree answer are 30 % and rest of them or 30 % do not agree with the statement above.

- d. The salary you have received has been suitable with your expectation .
The respondents answer for this question can be seen in table 4.4. Based on the data explained in table 4.4; we can draw the following conclusion :

Table 4.4

Answer	Total	%
Definitely agree	2	20 %
Agree	5	50 %
Not Agree	3	30 %
Definitely not agree	-	-
Total	10	100 %

Source: Primary data made

Based on the respondents answers above, we can know that 50 % of the respondent choose the agree answer. The other respondents that choose not agree answer are 30 %, and the rest of them who choose definitely agree answer are 20 %.

- e. You are the type of person who tend to avoid critics from other people surrounds you. The respondents answers based on the above question, can be seen in the table 4.5. Based on data classified in table 4.5. We can conclude the results as follows :

Table 4.5

Answer	Total	%
Definitely agree	4	40 %
Agree	4	40 %
Not Agree	2	20 %
Definitely not agree	-	-
Total	10	100 %

Source: Primary data made

Based on the respondents answers above, we can know that 40 % of the respondents choose the definitely agree answer. The group of respondents that choose agree answer are 40 %, and rest of them where choose not agree answer are 20 %.

- f. The company where you work now, have already fulfilled the obligation to you as an employee. The respondents answers to this question, can be seen in table 4.6. Based on the data on the table 4.6. we can conclude the result as follows :

Table 4.6

Answer	Total	%
Definitely agree	1	10 %
Agree	5	50 %
Not Agree	4	40 %
Definitely not agree	-	-
Total	10	100 %

Source: Primary data made

Based on the respondents answers above, we can know that 50 % of the respondents choose the agree answer. Then, the group of respondents that choose not agree answer about 40 %, and rest of them who choose definitely agree answer are about 10 %.

- g. Have you already spent your time to plan your future? The respondents answers to this question, can be seen on the table 4.7. Based on that data classified in table 4.7, we can conclude the result as follows :

Table 4.7

Answer	Total	%
Definitely agree	4	40 %
Agree	4	40 %
Not Agree	2	20 %
Definitely not agree	-	-
Total	10	100 %

Source: Primary data made

Based on the respondents answers above, we can conclude that 40 % of the respondents choose said definitely agree answer . Then 40 % of the respondents choose agree answer and the rest of them 20 % of the respondent choose agree answer .

- h. The company still has old fashioned standards which should be improved. The respondent answers for this question can be seen in table 4.8. Based on data classified in table 4.8. We can conclude the following result :

Table 4.8

Answer	Total	%
Definitely agree	2	20 %
Agree	4	40 %
Not Agree	4	40 %
Definitely not agree	-	-
Total	10	100 %

Source: Primary data made

Based on the respondents answers above, we can know that 40 % of the respondents choose not agree answer. Then 40 % of the respondents choose agree answer and the rest of them or 20 % choose definitely agree answer.

- i. The role of Human Resource Department has already been appropriate and satisfying.. The respondents answers for this question, cab be seen in table 4. 9. Based on table 4.9. we can conclude the following result :

Table 4.9.

Answers	Total	%
Definitely agree	1	10 %
Agree	6	60 %
Not Agree	3	30 %
Definitely not agree	-	-
Total	10	100 %

Source: Primary data made

Based on the respondents answers above, we can know that 60 % of the respondents choose the agree answer. Then 30 % of the respondents choose not agree answer and the rest of them or 10 % choose definitely agree.

- j. Does the Human Resources Department in your company always give work motivation and spirit to the employee? The respondents answers to this question, can be seen in table 4.10. Based on table 4.10. , we can conclude the following results :

Table 4.10.

Answer	Total	%
Definitely agree	2	20 %
Agree	7	70 %
Not Agree	1	10 %
Definitely not agree	-	-
Total	10	100 %

Source: Primary data made

Based on the respondents answers above, we can know that 70 % of the respondents choose agree answers. Then 20 % of the respondent choose definitely agrees answer and the rest of them or 10 % of the respondents choose not agree answer .

- k. Do you have good relation with the board executive, manager and other employee? The respondents answers for this question can be seen in the table 4.11. Based on the data in table 4.11, we can conclude the following results:

Table 4.11.

Answer	Total	%
Definitely agree	3	30 %
Agree	3	30 %
Not Agree	4	40 %
Definitely not agree	-	-
Total	10	100 %

Source: Primary data made

Based on the respondents answers above, we can know that 30 % of the respondents answers definitely agree. Meanwhile, 30 % of the respondents choose agree answer and the rest of them 40 % of the respondents choose not agree answer .

1. Does the company, as a place to work, provide training to the employee to increase the human resource management quality? The respondents answers for this question can be seen in table 4.12. Based on data in table 4.12. we can take conclude the following results:

Table 4.12.

Answer	Total	%
Definitely agree	3	30 %
Agree	4	40 %
Not Agree	3	30 %
Definitely not agree	-	-
Total	10	100 %

Source: Primary data made

Based on the respondents answers above, we can know that 40 % of the respondents choose agree answer. Then 30 % of the respondent choose definitely agree answer and the rest of them or 30 % of the respondent choose not agree answer.

- m. The employees need a long time to get a working standard. The respondents answers for this question can be seen in table 4.13. Based on data classified in table 4.13, we can conclude the following result:

Table 4.13.

Answer	Total	%
Definitely agree	3	30 %
Agree	5	50 %
Not Agree	2	20 %
Definitely not agree	-	-
Total	10	100 %

Source: Primary data made

Based on the respondents answers above, we can know that 50 % of the respondents choose agree answer. Then 30 % of the respondents choose definitely agree answer and the rest of them or 20 % of the respondents choose not agree answer .

- n. Is your company director the type of person who can accept critics and advice or input from the employee? The respondents answers to this question, can be seen in the table 4.14. Based on the table 4.14. We can conclude the following results:

Table 4.14.

Answers	Total	%
Definitely agree	3	30 %
Agree	6	60 %
Not Agree	1	10 %
Definitely not agree	-	-
Total	10	100 %

Source: Primary data made

Based on the respondents answers above, we can know that 60 % of the respondents choose agree answer. Then 30 % of the respondents choose definitely agree answer and the rest of them or 10 % of the respondent choose not agree answer .

- o. The company management do not give special attention to the employee with high quality. The respondents answers to this question we can be seen at table 4.15. Based on data at table 4.15, we can conclude that :

Table 4.15.

Answer	Total	%
Definitely agree	2	20 %
Agree	8	80 %
Not Agree	-	-
Definitely not agree	-	-
Total	10	100 %

Source: Primary data made

Based on the respondents answers above, we can know that 20 % of the respondent choose definitely agree answer. Then 80 % of the respondents choose agree answer and there is no respondent who choose not agree and definitely not agree answer.

- p. As an individual, do you have a working plan as individual ? The respondents answers to this question we can be seen at table 4.16. Based on data classified in table 4.16, we can conclude that

Table 4.16.

Answer	Total	%
Definitely agree	3	30 %
Agree	5	50 %
Not Agree	2	20 %
Definitely not agree	-	-
Total	10	100 %

Source: Primary data made

Based on the respondents answers above, we can know that 50 % of the respondent choose agree answer. Meanwhile, 30 % of the respondent choose definitely agree answer and the rest them or 20 % of the respondents answers choose not agree answer .

- q. Does the company involve the employee pinion in the decision making?. The respondents answers to this question, can be seen in table 4.17. Based on the data classified in table 4.17, we can draw the following conclusion :

Table 4.17.

Answer	Total	%
Definitely agree	4	40 %
Agree	5	50 %
Not Agree	1	10 %
Definitely not agree	-	-
Total	10	100 %

Source: Primary data made

Based on the respondents answers above, we can know that 50 % of the respondent choose agree answer. Then 40 % of the respondents choose definitely agree answer and the rest them or 10 % of the respondents choose not agree answer.

4.5.2. Quantitative Analyze

Is a research methodology that seeks to quantify the data and typically applies some form of statistical analysis . The method used in this research is Regression linear simple analysis.

4.5.3. Instrument Test Survey

The fixed test in one hypothesis about variable survey relationship depends on the quality of the subject that used in the sample or survey itself. Data survey, in one collected process, sometimes demands much cost, time and energy, therefore it will be useless if the tools that used to collect the survey data does not have high validity and reliability. Hypothesis test will not through to the object , if the used data to test the data itself is unreliable and cannot show the correct concept made.

Validity will show how far a tool can measure the things to be measured. Whereas reliability is a technical term used to show, how far the measurement result can be relatively consistent, if the measurement is repeated twice or more .

In this survey, the way to collect the data is by using questionnaire which consists of questions that are then distributed to the respondents. In doing the test to obtain qualified data, this questionnaire is distributed to 10 respondents from 20 employees on that office. The result of validity and reliability question instrument about the influence of human resource management department activity in company and employee at PT. Semen Andalas Indonesia can be gathered.

a. Test Validity

In this test of coefficient critical correlation, the distribution r table is obtained by using free degree ($N-2$) = $10-2 = 8$, and the level of significant at 5 %, obtained from table = 0, 549.

The significance test was done by comparing the r-value calculation with r-value table. If r is bigger than r-value and r value positive, so the value or the question itself is valid.

After doing the processing data by SPSS program, the result of validity test about the influence of Human Resources Management Department perform in the company and the employee at PT Semen Andalas Indonesia Jakarta, can be seen at table 4.18, and the complete result about this validity test can be seen in the appendices section

Table 4.18

The Summary of Test Result Validity Question Instrument

Question. No.	R count	R table	Status
1	0,7931	0,549	Valid
2	0,6736	0,549	Valid
3	0,6298	0,549	Valid
4	0,6723	0,549	Valid
5	0,6637	0,549	Valid
6	0,7270	0,549	Valid
7	0,9163	0,549	Valid
8	0,7568	0,549	Valid
9	0,7572	0,549	Valid
10	0,6974	0,549	Valid
11	0,8558	0,549	Valid
12	0,6798	0,549	Valid
13	0,7463	0,549	Valid
14	0,8267	0,549	Valid
15	0,6983	0,549	Valid
16	0,5887	0,549	Valid
17	0,9326	0,549	Valid

Source: Primary data made (2003)

It has been discussed previously, that if the correlation coefficient is the same with critical correlation coefficient ($r_{table} = 0,549$) or more, the instrument point can be valid. From the test validity result itself, all the points have the total score

of up to 0, 549, so the question in the questionnaire can be said to be valid and could be used for the next survey.

b. Reliability Test

In doing the test is only do by one shot way or one measured. SPSS program provides facility to test the reliability with statistic test Cronbach alpha (α). One variable could be reliable if the cronbach alpha (α) value $> 0,60$. (Nunally; Ghozali: 2001)

The result of reliability about variables survey, with the coefficient of alpha value of about 0, 9560 (see the appendix) stated that the value itself is bigger than 0, 6 until each question points that used in this survey can be said that it is valid.

4.6. Regression Linear Simple Analysis

The following explanations discuss the estimation result that covers the estimation of result and the test result effect and the correlation between dependent variable and independent variable or explanatory variable in statistics. This analysis is aimed to know how far the influence of Human Resource Management Department to the employee satisfaction and company progress at PT. Semen Andalas Indonesia Jakarta.

An analysis of association that simultaneously investigates the effect of two independent variable (company satisfaction and employee satisfaction) and dependent variable (influence of human resource department perform).

$$Y = a + b_1 X_1$$

$$Y = a + b_2 X_2$$

Where: Y= Dependent variable (influence of human resource department perform)

X₁ = independent variable (company satisfaction)

X₂= independent variable (employee satisfaction)

A = constant value

B = coefficient of multiple regression.

For this research , the researcher used the data of questionnaire from the employee and the manager of PT Semen Andalas Indonesian Jakarta. It is imposed to make the higher accuracy of the result for data processing, the researcher used software system.

The complete result about linear regression simple analysis can be seen in the following table :

Table 4.19
The Summary Result of Linear Simple Analysis

Parameter	Model 1	Model 2
Constant	1,343	- 0, 204
b	0, 343	0, 106
Se b	0, 104	0, 016
T count	3, 308	6, 586
Probability	0, 011	0,000
R square	0, 578	0, 844

Source: Result data made

4.6.1. Hypothesis Test

a. The First Test Hypothesis

The first hypothesis states whether or not there is any contribution of, company satisfaction at the Human Resource Management perform at PT. Semen Andalas Indonesia Jakarta. Based on table 4.19. which illustrate the first model, so it could be explained that:

The Regression Model is as follow :

$$Y = 1,343 + 0,343 X$$

Based on varieties of parameter in the regression model about contribution company decision towards the human resource management, the following interpretation can be drawn:

The constant value is 1,343, it means that, Human resource managements do not have any contribution in the company satisfaction, so the score to made decision has the value of 1, 343.

The company satisfaction has a positive value in increasing progress, with regression coefficient at 0,343. It means that if the human resource management value increases to 1 level, the company satisfaction will increase at 0,343 denomination.

Based on the statistical test result, the t count is obtained at 3,308 with the probability at 0,011, therefore, it shows that the value is smaller than 0,05.

It can conclude that, H_0 is rejected and H_a is accepted. It means that company satisfaction has a positive significant effect to the performing of Human Resource Management department process of or progress at PT. Semen Andalas Indonesia Jakarta.

Meanwhile, the big influence of company satisfaction to increase the Human Resource Management, in the activity can be seen through the R square value. Whereas if R square value is at 0,578 or 57.8 %, it means that there is a big contribution of company satisfaction variable toward the Human Resource Management is at 57.8 % and the rest of it which is 42,2 % is influenced by the other variables that is not obtained, in this survey model.

b. The Second Test Hypothesis

The second hypothesis said that there is an influence of employee's work satisfaction in increasing the Human Resource Management department perform at PT. Semen Andalas Indonesia Jakarta. Based on table 4.19 above, based on from the first model, it can be explained as follows :

Regression Model, is formulated as follows :

$$Y = -0,201 + 0,106 X_2$$

Based on the variative parameter in the regression model about the employees work satisfaction t factor in the increasing the human resource managemen, some interpretations can be drawn.

Based on the value of constant at -0,201 it means that if there is a influence from the Human Resource Management Department in the increasing the employees working,

the company will have a progress at $-0,201$. It means that without the human resource management department the company, will get decrease in the employees work.

The variable of human resource management has a positive effect to the employees satisfaction, with regression coefficient at $0,106$, it means that if the employees satisfaction increases at 1 denomination, so the human resource department will increase at $0,106$ denomination.

Based on the statistic test result, the t value is at $6,586$ with probability at $0,000$ it shows that the value is smaller than $0,05$. Therefore, H_0 is rejected and H_A is accepted . It means that the employee satisfaction has a positive significant effect trough the increasing of Human resource management department performing at PT. Semen Andalas Indonesia.

Beside that, the big effect or influence of Human resource management trough company work shown by the R square value, where R square at $0,844$ or $84,4\%$. It means that the variable of contribution of employee satisfaction in the human resource management of the company at $84,4\%$, then the rest is at $15,6\%$ which is affected by the other variables that is not consisted in this research model.

4.6.2. Discussion and Implication

Based on the second analysis of the simple linear regression above, it has been proved that the first hypothesis and the second hypothesis could be accepted. It means that the human resource management department perform has give significant and positive influence in the company process and also give influence in the employee satisfaction, at PT. Semen Andalas Indonesia Jakarta . This result shows that the employee's work is more dominant in influencing the Human resource management department performing than in the company progress.

There is an influence of the the employee satisfaction and company satisfaction in human resource management department activity also in the PT Semen Andalas Indonesia's progress that is cause by the rule of management in increasing the human resource management department. With this significant influence, it has brought the vast implication and positive effect to the company.

The effort of the management of PT. Semen Andalas Indonesia in increasing the human resource management culture, is done by developing some coordination programs in the human resource management department activity which is started from the selection and employee training development. The better steps that are done by PT. Semen Andalas Indonesia in increasing the Human Resource Management are as follow :

1. Individual Development

The company management has already made manual contrived in relation with working instruction, until the new employee can get skill and technic acknowledge

2. Management Training

The company give big opportunity and management participation including the middle and lower manager in the development of the management program, such as seminar , symposium, short course and workshop.

3. Human Resource Planning

The management of PT. Semen Andalas Indonesia identifying the potential nominee to sit in the important position at company in the next period.

4. Work Standard

The management of the company make a working guideline in an booklet which consist of instruction about handling a job like and to do a specific job.

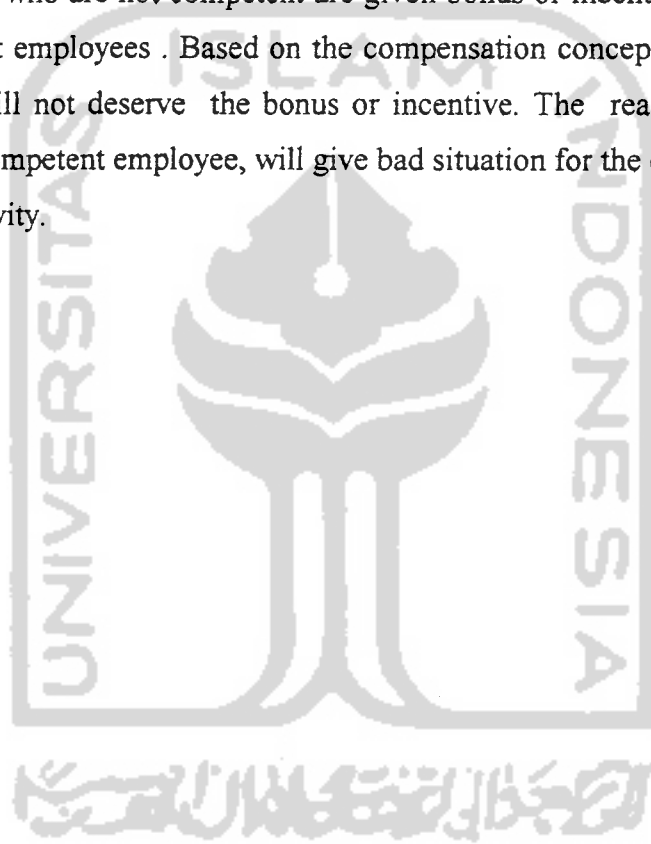
5. Career Development

The management hold a development career program with is focused more on skills and responsibility by involving all the employee.

The positive implication implemented by the management which is based on competency base at PT Semen Andalas Indonesia environment has became the company's

commitment to give awards to the Human Resource Management . The effect from that role is the position change in every line, because at that moment some of old position are still influenced by nepotism situation.

Every work positions at the moment, are accupied by people who are competent in the positions. If they are not competent, they are placed at position according to their ability and skills. The other implications implemented by the human resource management, is based on competent according to the new compensation system. The compensation system in the management that is based on the competency will not happen if some employees who are not competent are given bonus or incentive in the same way with the competent employees . Based on the compensation concept, the person who is not competent , will not deserve the bonus or incentive. The reaction from both the competent and incompetent employee, will give bad situation for the competent people to keep their productivity.



CHAPTER V

CONCLUSION, SUGGESTION, AND RECOMMENDATION

5.1. Conclusion

5.1.a. There is a positive influence which is significant at 57, 8 % of the company satisfaction process in the Human Resource Management perform at PT. Semen Andalas Indonesia Jakarta. Based on the statistic test result, the t value is at 3, 308 with the probability at 0, 011, it shows that the value smaller than 0,05. Therefore , HO is rejected and HA is accepted, it means that the company progress has a positive and significant influence on the, process of Human resource management perform at company PT. Semen Andalas Indonesia Jakarta. There is also big attention from Human resource management department on the employee so the process of increasing the company satisfaction in the company is getting better. The big influence of the company progress, in the human resource management shown is by the R square value, where the R square is at 0, 578 or 57,8%.

5.1.b. There is also a positive influence which is significant at 84, 4 % of the employee work satisfaction in increasing the Human Resource Management perform. Based on the statistic test result, the t value is at 6, 586 with the probability at 0,000 it shows that the value smaller than 0,05. Based on that value HO is rejected and HA is accepted .It means that the higher Human Resource Management employee, the working standard in the also company is also getting higher. Beside that the big effect or influence of the employees work in Human resource management perform is shown by R square value. The R square which is at 0, 844 or 84,4 % , it means that the variable contribution of employee satisfaction in the human resource management is at 84.4 %, then the rest is at 15,6 % which is affected by the other variable that is not consisted in this research model.

5.2. Suggestion and Recommendation

5.2.a. By seeing the analysis and conclusion that we get from some points that the company needs to concern as a determined consideration are :

There is an influence of human resource management department activity at the company progress or satisfaction and the employees satisfaction , so it is better if the company gives attention to the human resource management department, so when the decision are made in a more convenient was and then implemented in the employees work , hopefully there will be increase in the result . This idea could be done by increasing the skills according to the work specification, and it could be done by Development of Individual. The company managements have already made manual rule that program about work instruction, for the new employee to get skill and technical knowledge

.5.2.b. Management Training,

The company gives a big opportunity and management participation including the middle and lower manager in the development management program, such as by holding a seminar , symposium, short course and workshop. The Human Resource Department , PT. Semen Andalas Indonesia Jakarta identify the potential nominee to sit in the important position at company in the next period. To increasing the working standard , the management of the company has made a working guide line in the form of a booklet which consist of instruction about doing a job and how to do a specific job. In the Career Development section, the Managements do a development career program which are focussed at skills and responsibility by involving all the employees.

Besides, because the total employee of PT Semen Andalas Indonesia are 675 employees, with the Executive office at Jakarta which consist of 20 people. Because of this the company should give more attention, especially for the employee in factory at Lhoknga,

south Banda Aceh. Since the situation in Aceh which is not safe at the moment, the company can give more attention to the factory . The attention can be in the form of insurance for the employee, especially for the providing job and increasing the welfare and comfort at work . The suggestion which the researcher would like to propose is that there should be a transparent working condition and good communication, so that there will be a conducive working environment.





LIST OF TABLE

Frequency Table

BUTIR_1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SS	3	30.0	30.0	30.0
	S	4	40.0	40.0	70.0
	TS	3	30.0	30.0	100.0
	Total	10	100.0	100.0	

BUTIR_2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SS	2	20.0	20.0	20.0
	S	4	40.0	40.0	60.0
	TS	4	40.0	40.0	100.0
	Total	10	100.0	100.0	

BUTIR_3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SS	4	40.0	40.0	40.0
	S	3	30.0	30.0	70.0
	TS	3	30.0	30.0	100.0
	Total	10	100.0	100.0	

BUTIR_4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SS	2	20.0	20.0	20.0
	S	5	50.0	50.0	70.0
	TS	3	30.0	30.0	100.0
	Total	10	100.0	100.0	

BUTIR_5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SS	4	40.0	40.0	40.0
	S	4	40.0	40.0	80.0
	TS	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

BUTIR_6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SS	1	10.0	10.0	10.0
	S	5	50.0	50.0	60.0
	TS	4	40.0	40.0	100.0
	Total	10	100.0	100.0	

BUTIR_7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SS	4	40.0	40.0	40.0
	S	4	40.0	40.0	80.0
	TS	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

BUTIR_8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SS	2	20.0	20.0	20.0
	S	4	40.0	40.0	60.0
	TS	4	40.0	40.0	100.0
	Total	10	100.0	100.0	

BUTIR_9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SS	1	10.0	10.0	10.0
	S	6	60.0	60.0	70.0
	TS	3	30.0	30.0	100.0
	Total	10	100.0	100.0	

BUTIR_10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SS	2	20.0	20.0	20.0
	S	7	70.0	70.0	90.0
	TS	1	10.0	10.0	100.0
	Total	10	100.0	100.0	

BUTIR_11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SS	3	30.0	30.0	30.0
	S	3	30.0	30.0	60.0
	TS	4	40.0	40.0	100.0
	Total	10	100.0	100.0	

BUTIR_12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SS	3	30.0	30.0	30.0
	S	4	40.0	40.0	70.0
	TS	3	30.0	30.0	100.0
	Total	10	100.0	100.0	

BUTIR_13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SS	3	30.0	30.0	30.0
	S	5	50.0	50.0	80.0
	TS	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

BUTIR_14

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SS	3	30.0	30.0	30.0
	S	6	60.0	60.0	90.0
	TS	1	10.0	10.0	100.0
	Total	10	100.0	100.0	

BUTIR_15

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SS	2	20.0	20.0	20.0
	S	8	80.0	80.0	100.0
	Total	10	100.0	100.0	

BUTIR_16

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SS	3	30.0	30.0	30.0
	S	5	50.0	50.0	80.0
	TS	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

BUTIR_17

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SS	4	40.0	40.0	40.0
	S	5	50.0	50.0	90.0
	TS	1	10.0	10.0	100.0
	Total	10	100.0	100.0	

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	X1 ^a		Enter

a. All requested variables entered.

b. Dependent Variable: Y

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.760 ^a	.578	.525	.46521

a. Predictors: (Constant), X1

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.369	1	2.369	10.945	.011 ^a
	Residual	1.731	8	.216		
	Total	4.100	9			

a. Predictors: (Constant), X1

b. Dependent Variable: Y

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.343	.609		2.204	.059
	X1	.343	.104	.760	3.308	.011

a. Dependent Variable: Y

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	X2 ^a		Enter

a. All requested variables entered.

b. Dependent Variable: Y

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919 ^a	.844	.825	.28249

a. Predictors: (Constant), X2

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.462	1	3.462	43.379	.000 ^a
	Residual	.638	8	.080		
	Total	4.100	9			

a. Predictors: (Constant), X2

b. Dependent Variable: Y

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.204	.539		-.378	.715
	X2	.106	.016	.919	6.586	.000

a. Dependent Variable: Y

Hasil Uji Validitas Kuesioner

***** Method 1 (space saver) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

		Mean	Std Dev	Cases	
1.	BUTIR_1	3.0000	.8165	10.0	
2.	BUTIR_2	2.8000	.7888	10.0	
3.	BUTIR_3	3.1000	.8756	10.0	
4.	BUTIR_4	2.9000	.7379	10.0	
5.	BUTIR_5	3.2000	.7888	10.0	
6.	BUTIR_6	2.7000	.6749	10.0	
7.	BUTIR_7	3.2000	.7888	10.0	
8.	BUTIR_8	2.8000	.7888	10.0	
9.	BUTIR_9	2.8000	.6325	10.0	
10.	BUTIR_10	3.1000	.5676	10.0	
11.	BUTIR_11	2.9000	.8756	10.0	
12.	BUTIR_12	3.0000	.8165	10.0	
13.	BUTIR_13	3.1000	.7379	10.0	
14.	BUTIR_14	3.2000	.6325	10.0	
15.	BUTIR_15	3.2000	.4216	10.0	
16.	BUTIR_16	3.1000	.7379	10.0	
17.	BUTIR_17	3.3000	.6749	10.0	
Statistics for		Mean	Variance	Std Dev	N of
SCALE		51.4000	91.8222	9.5824	Variables
					17

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
BUTIR_1	48.4000	79.6000	.7931	.9523
BUTIR_2	48.6000	81.6000	.6736	.9545
BUTIR_3	48.3000	81.1222	.6298	.9558
BUTIR_4	48.5000	82.2778	.6723	.9545
BUTIR_5	48.2000	81.7333	.6637	.9547
BUTIR_6	48.7000	82.4556	.7270	.9535
BUTIR_7	48.2000	78.4000	.9163	.9500
BUTIR_8	48.6000	80.4889	.7568	.9530
BUTIR_9	48.6000	82.7111	.7572	.9532
BUTIR_10	48.3000	84.2333	.6974	.9542

BUTIR_11	48.5000	77.8333	.8558	.9511
BUTIR_12	48.4000	81.1556	.6798	.9545
BUTIR_13	48.3000	81.3444	.7463	.9532
BUTIR_14	48.2000	81.9556	.8267	.9521
BUTIR_15	48.2000	86.1778	.6983	.9550
BUTIR_16	48.3000	83.3444	.5889	.9559
BUTIR_17	48.1000	80.1000	.9326	.9502

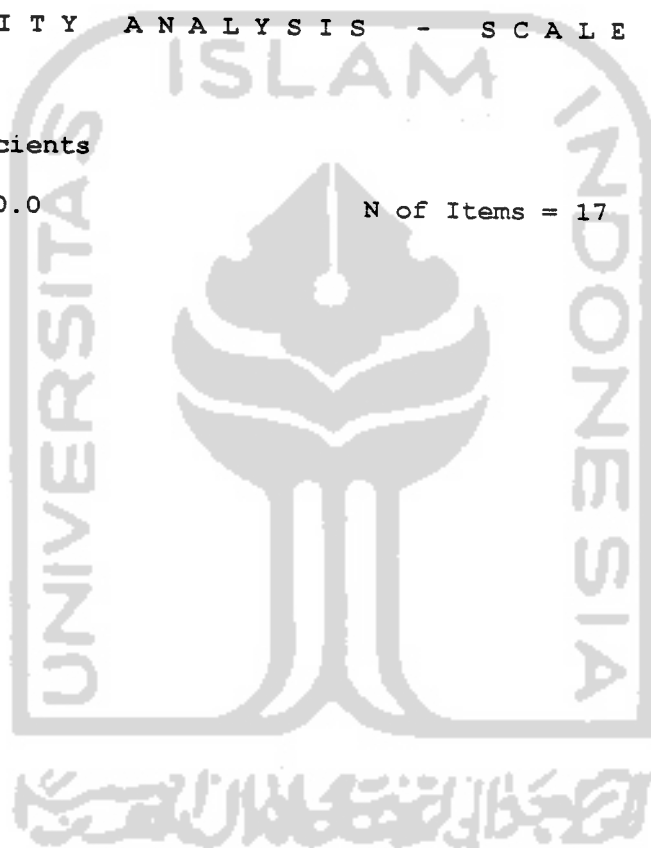
RELIABILITY ANALYSIS - SCALE (ALPHA)

Reliability Coefficients

N of Cases = 10.0

N of Items = 17

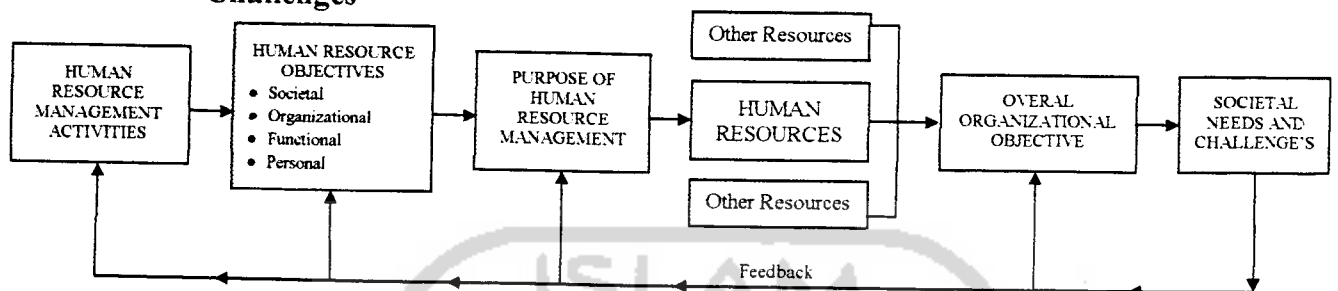
Alpha = .9560



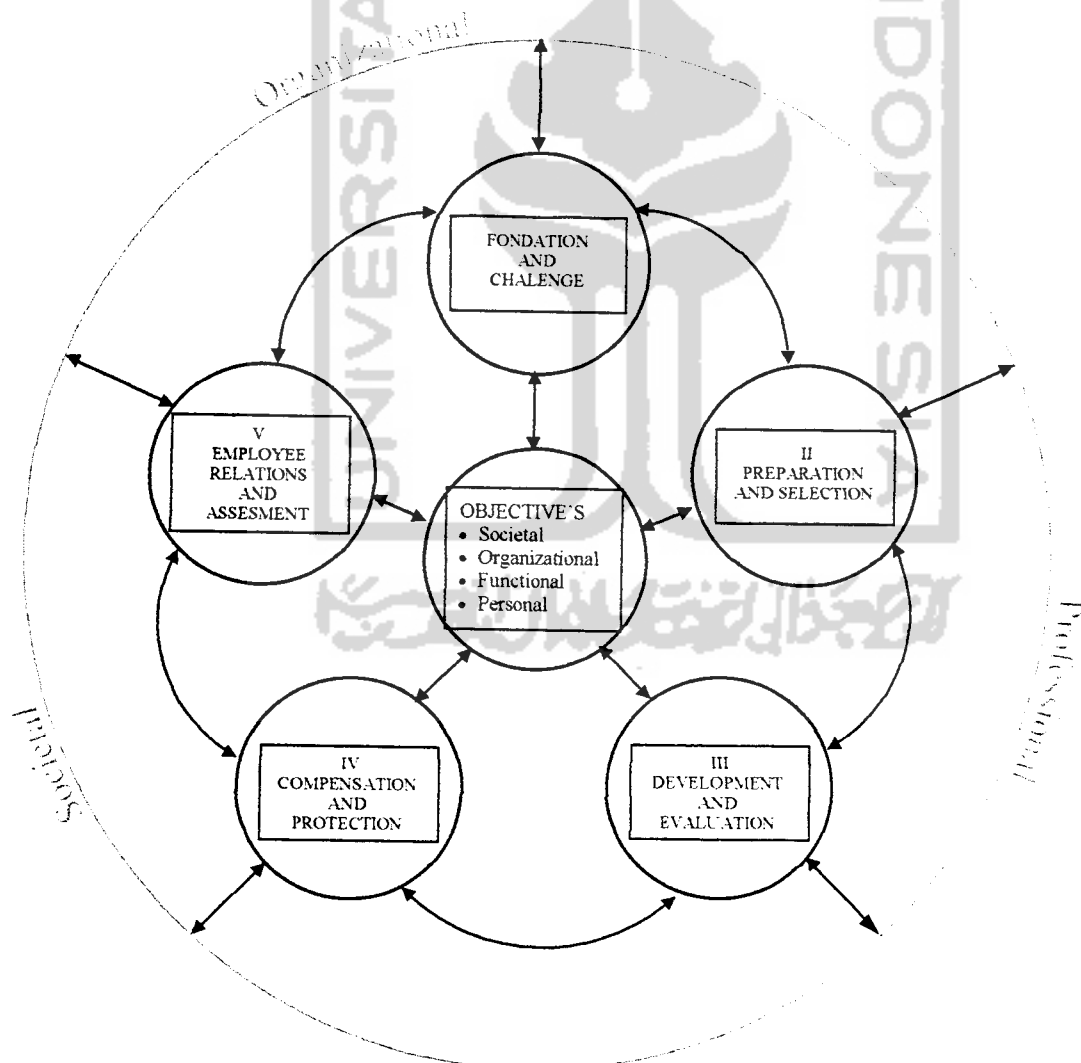


2.1.3. Theoretical Framework

The Response of Human Resource Management to Societal Needs and Challenges



The Human Resource Management Model and Subsystem



Source: "Human Resources and Personnel Management, fifth Edition, William B. Werther, Jr., Keith Davis, McGraw-Hill, Inc., 1996".

LIST OF APPENDICES



**KUESIONER ANALISA PERUSAHAAN
LEMBAR JAWABAN**

Posisi/ Jabatan pekerjaan :
Nama Instansi/ perusahaan :

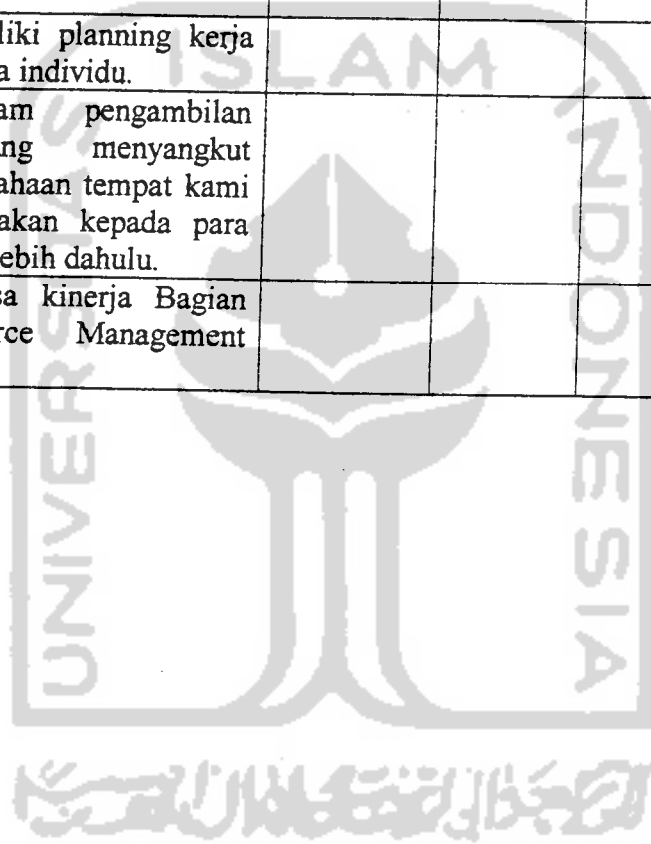
Tanggal:
Lama bekerja di
Perusahaan ini : bln/th

PETUNJUK

- ISILAH MASING-MASING KOTAK DENGAN TANDA SILANG (X)
- JANGAN SAMPAI ADA PERTANYAAN YANG TIDAK DIKERJAKAN.

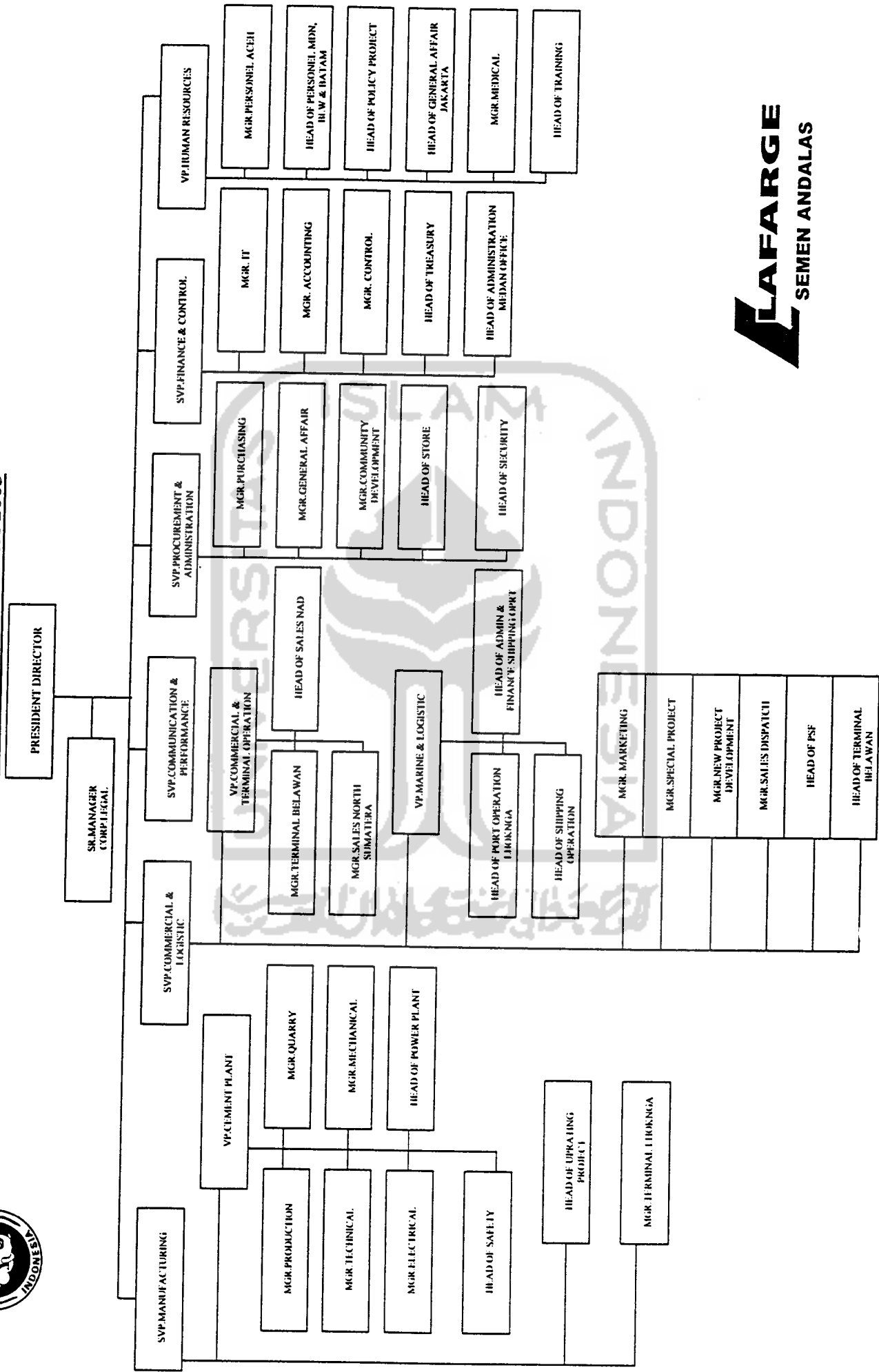
	SS	S	TS	STS
1. Yang mampu dan yang tidak mampu sama banyaknya direkrut.				
2. etrampilan-ketrampilan ada tetapi dalam bentuk yang kurang sesuai				
3. Saya sudah merasa cocok dengan pekerjaan yang sesuai dengan keahlian saya saat ini				
4. Saya sudah merasa cocok dengan gaji yang saya terima saat ini				
5. Saya termasuk orang yang suka menghindari dari kritik orang lain				
6. Perusahaan tempat anda bekerja sekarang sudah bisa memenuhi kewajiban mereka kepada kami selaku karyawannya				
7. Saya termasuk telah meluangkan cukup waktu untuk merencanakan masa depan saya				
8. Perusahaan memiliki standars-standard yang ketinggalan jaman dan harus diperbaharui.				
9. Bagian Human Resource diperusahaan saya, sering memberikan motivasi kerja kepada karyawan				
10. Hubungan kerja saya dengan para manager dan karyawan lain cukup baik.				
11. Perusahaan tempat saya bekerja sering memberikan pelatihan untuk				

para karyawannya guna meningkatkan kualitas SDM yang ada.				
12. Para karyawan membutuhkan waktu yang lama untuk mencapai sebuah standard kerja.				
13. Pimpinan saya termasuk orang yang suka menerima kritikan dan masukan dari karyawannya.				
14. Manajemen tidak mengidentifikasi dan mengembangkan mereka yang memiliki potensi berprestasi tinggi.				
15. Saya memiliki planning kerja untuk saya secara individu.				
16. Di dalam pengambilan keputusan yang menyangkut karyawan, perusahaan tempat kami bekerja menanyakan kepada para karyawannya terlebih dahulu.				
17. Saya merasa kinerja Bagian Human Resource Management sudah bagus.				





STRUKTUR ORGANISASI PT. SEMEN ANDALAS INDONESIA 2003



LAFARGE
SEMENTALAS

REKAPITULASI DATA HASIL JAWABAN 10 RESPONDEN

NO	HASIL JAWABAN KUESIONER																	DATA VARIABEL		
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	X1	X2	Y
1	4	3	4	3	3	3	4	3	3	3	4	3	4	4	3	4	4	7	38	4
2	2	3	2	2	2	2	2	2	2	2	2	3	3	2	3	3	2	5	26	2
3	3	3	2	2	4	2	3	3	3	3	3	2	3	3	3	2	3	6	29	3
4	2	2	3	3	3	3	3	3	3	3	2	2	3	3	3	3	3	4	31	3
5	3	2	2	3	3	2	2	2	2	3	2	3	2	3	3	3	3	4	28	3
6	2	2	4	3	3	2	3	2	2	3	2	2	2	3	3	3	3	4	28	3
7	3	2	3	2	2	3	3	2	3	3	3	3	3	3	3	2	3	5	31	3
8	4	3	4	3	4	4	4	4	3	3	4	4	4	4	4	3	4	7	41	4
9	3	4	3	4	4	3	4	4	3	4	3	4	3	3	3	4	4	7	37	4
10	4	4	4	4	4	3	4	3	4	4	4	4	4	4	4	4	4	8	42	4

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