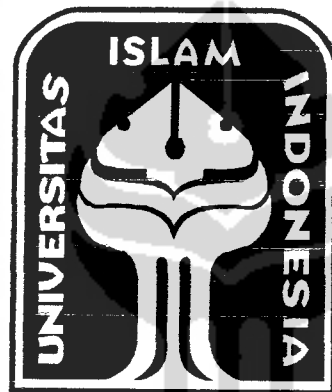


**FACTORS INFLUENCING THE SATISFACTION OF HUMAN
RESOURCE IN PROVIDING SERVICE TO THE CUSTOMER AT
BPD DIY, SENOPATI BRANCH**

A THESIS

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



الجامعة الإسلامية
الاندونيسية

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JOGJAKARTA
2003**

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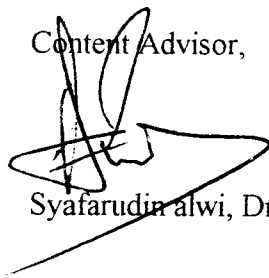
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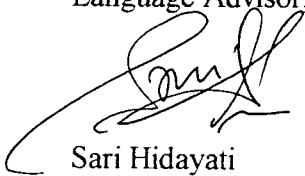
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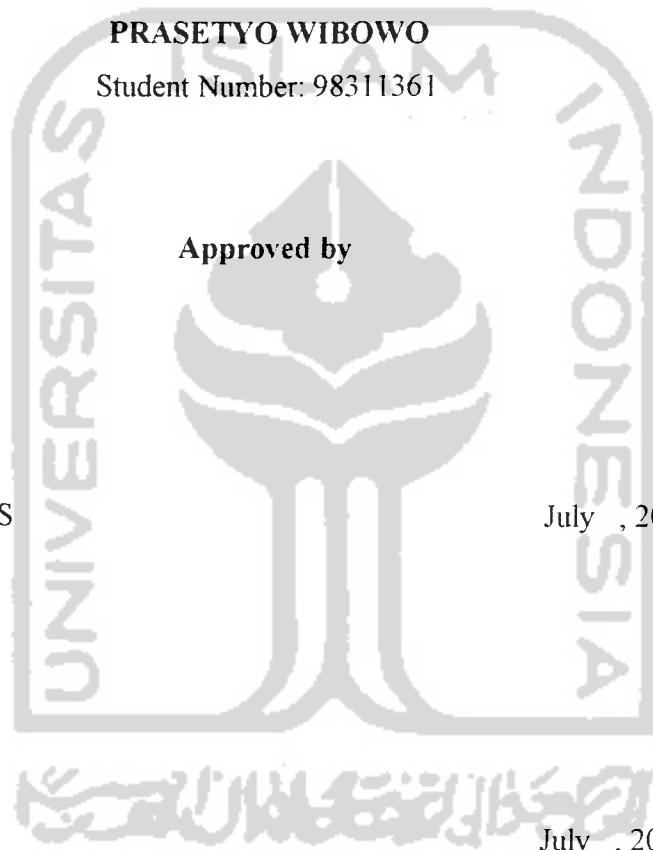
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**Defended before the Board of Examiners
on September 30, 2003
and Declared Acceptable**

Board of Examiners

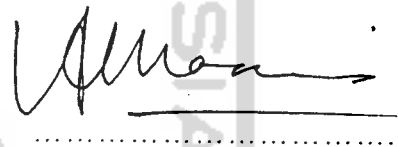
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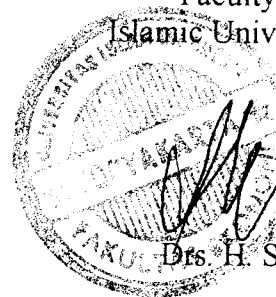


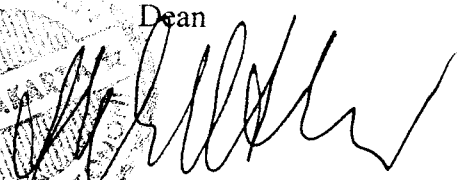
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TABLE OF CONTENTS

Page of Title.....	I
Approval Page.....	II
Legalization Page.....	III
Acknowledgments.....	IV
Table of Contents.....	VII
List of Tables.....	IX
List of Figures.....	X
List of Appendices.....	XI
Abstract (In English).....	XII
Abstrak (In Indonesian).....	XIII
CHAPTER I: INTRODUCTION.....	1
1.1 Background.....	1
1.2 Problem Identifications.....	3
1.3 Problem Formulations.....	3
1.4 Limitations of Research Area.....	3
1.5 Research Objective.....	4
1.6 Research Contributions.....	5
1.7 Definition of Terms.....	5
CHAPTER II: REVIEW OF RELATED LITERATURE.....	8
2.1 Theoretical Review.....	8
2.1.1 The Human Resource Framework.....	8
2.1.1.1 The Purpose of Human Resource Management.....	11
2.1.1.2 The Objective of Human Resource Management.....	11
2.1.1.3 Human Resource Management Activities.....	13
2.1.1.4 The Service Role of Human Resource Development.....	14
2.1.2 View Points of Human Resource Management.....	16
2.1.3 Service.....	17
2.1.3.1 Service Requirement.....	18
2.1.3.2 Kinds of Services.....	19
2.1.3.3 Service Level.....	20
2.1.3.4 Service Quality.....	21
2.1.4 Motivation Theory.....	22
2.2 Theoretical Framework.....	25
2.2.1 Code of Ethics of Society for Human Resource Management.....	26
2.3 Hypotheses Formulation.....	26
CHAPTER III: RESEARCH METHOD.....	28
3.1 Research Method.....	28
3.2 Research Subject.....	28
3.3 Research Setting.....	28
3.4 Research Instrument.....	29
3.4.1 Validity.....	29

3.4.2 Reliability.....	29
4.3 Research Variable.....	30
4.3.1 Independent Variable.....	30
4.3.2 Dependent Variable.....	30
4.4 Research Procedures.....	31
4.5 Technique of Data Analysis.....	31
4.5.1 Qualitative Analysis.....	31
4.5.2 Quantitative Analysis.....	32
CHAPTER IV: Research Method, Data Analysis, and Findings...	36
4.1 Research Description.....	36
4.1.1 The General Description of The Company.....	36
4.1.2 Function and Goal BPD DIY, Senopati branch Establishment...	37
4.1.3 Working Sector of BPD DIY, Senopati branch.....	38
4.1.4 Organization Structure of BPD DIY, Senopati branch.....	41
4.1.5 Bank Personnel of BPD DIY, Senopati branch.....	46
4.1.6 The Basic Equity of BPD DIY, Senopati branch.....	48
4.2 Research Findings.....	48
4.2.1 Descriptive Analysis.....	48
4.2.2 Inferential Analysis.....	52
4.2.3 Hypothesis test 1 (F test).....	54
4.2.4 Hypothesis test 2 (F test).....	55
4.3 Implications.....	57
CHAPTER V: Conclusions, Suggestions, and Recommendations	59
5.1 Conclusions.....	59
5.1.1 Based on Descriptive Analysis.....	59
5.1.2 Based on Inferential Analysis.....	60
5.2 Suggestions and Recommendations.....	61
BIBLIOGRAPHY	
APPENDICES	

LIST OF TABLES

Table 4.1	Working Environment Conditions.....	46
Table 4.2	Work Relationship.....	47
Table 4.3	Compensation System.....	48
Table 4.4	Satisfaction as Government Officer.....	49
Table 4.5	The Value of t-table.....	55



LIST OF FIGURES

Figure 2-1 The Motivation Process	22
Figure 2-2 The Maslow Hierarchy Needs	23
Figure 2-3 Human Resource Management System	26
Figure 4-1 Organization Structure Of BPD DIY, Senopati branch	42



LIST OF APPENDICES

Official Statement of BPD DIY, Senopati branch

Questionnaire in English

Questionnaire in Indonesian

Questionnaire Data

Frequencies Tables

Regressions Output



ABSTRACT

Wibowo, Prasetyo, **Factors Influencing The Satisfaction of Human Resource in Providing Service to The Customers at BPD DIY, Senopati Branch**, International Program, Management Department, Faculty of Economics, Islamic University of Indonesia, Jogjakarta, 2003.

BPD DIY main goal is giving best service to the customers, therefore, BPD DIY must have qualified officers who work at BPD to provide the best services to the customers. The main problem is obtaining the causing factors that influence human resource to give satisfaction to human resource. The main responsibility towards the good and bad service quality will depend on staff and employee who give the service. To give the best quality to their customer, every service company needs the main determinant identification in service quality from human resource point of view, by analyzing the respond from employee expectation to know the relative position of the company.

The purpose of human resource management is to improve the productive contribution of people to the organization in ways that are strategically, ethically, and socially responsible. This purpose guides the study and practice of human resource management, which is also commonly called personnel management.

From year to year BPD DIY, Senopati branch is achieving its development and this good development has motivated the company to complete the requirement, especially for satisfying customers. The customer relationships can be expected to accommodate the customer's complaint, such as complain of service or to complete something that are not appropriate.

Through the result of questioner, which is distributed to the employees, three main factors that have influence the satisfaction as government officer, which are; the work environment condition, working relationships and compensation system. The working environment condition is the dominant factor that has influence the satisfaction as government officer in the highest level with the amount of 19 respondents or 63,33%. The good management of all human resource is significant to give best services to the customers with the probability $< 0,05$. Those results come from SPSS program, through F test and T test model.

The conclusion and suggestion are given to the company, i.e., should give more attention to the work environment condition, working relationships and compensation system in order to have optimum satisfaction of government officer, which is based on the qualified employee at BPD DIY, Senopati branch.

ABSTRAK

Wibowo, Prasetyo, **Faktor yang Mempengaruhi Kepuasan sebagai Sumber Daya Manusia dalam Memberikan pelayanan kepada konsumen pada Bank Pembangunan Daerah, cabang Senopati, Jogjakarta**, Program Internasional, Jurusan Manajemen, Fakultas Ekonomi, Universitas Islam Indonesia, Jogjakarta, 2003.

Tujuan utama BPD DIY adalah memberikan pelayanan terbaik pada konsumen, oleh karena itu, BPD DIY harus mempunyai karyawan yang memenuhi syarat untuk bekerja di BPD DIY, Senopati Branch untuk memberikan pelayanan terbaik pada konsumen. Permasalahan utama nya adalah faktor- faktor apa saja yang mempengaruhi sumber daya manusia dalam memberikan pelayanan pada konsumen. Tanggung jawab utama terhadap baik buruknya kualitas pelayanan tergantung pada staff dan karyawan yang memberikan pelayanan tersebut. Untuk memberikan kualitas terbaik pada konsumen mereka, setiap perusahaan pelayanan mengidentifikasi faktor utama yang mempengaruhi kualitas pelayanan sumber daya manusia sebagai alasan utama, yang diperoleh dari analisa pengharapan karyawan untuk mengetahui posisi seharusnya perusahaan.

Tujuan dari manajemen sumber daya manusia adalah kontribusi produktif dari karyawan pada perusahaan dengan jalan yang berstrategi, beretika, dan ada tanggung jawab sosial. Tujuan ini membimbing secara teori dan praktik dari manajemen sumber daya manusia, yang juga lebih umum dikenal manajemen personalia.

Dari tahun ketahun BPD DIY, cabang Senopati telah mengalami perkembangan, dan perkembangan baik tersebut telah memotivasi perusahaan untuk melengkapi persyaratan, khususnya pada pelayanan nasabah. Layanan nasabah ini diharapkan untuk menanggapi keluhan konsumen, seperti untuk melayani sesuatu yang tidak sesuai.

Melalui hasil questioner yang dibagikan pada karyawan, tiga faktor utama yang telah mempengaruhi kepuasan sebagai pegawai pemerintah khususnya pegawai bank, adalah, keadaan lingkungan kerja, hubungan kerja dan sistem kompensasi. Keadaan lingkungan kerja merupakan faktor terbesar yang mempengaruhi kepauasan sebagai pegawai pemerintah dengan level tertinggi 19 responden atau 63,33%. Pengaturan yang baik dari semua sumber daya manusia adalah penting untuk memberikan pelayanan terbaik kepada konsumen dengan hasil probability $< 0,05$. Hasil-hasil tersebut diolah dengan program SPSS dengan model F tes dan T tes.

Dapat disimpulkan bahwa perusahaan seharusnya memberikan perhatian lebih pada kondisi lingkungan kerja, hubungan kerja dan sistem kompensasi dengan tujuan untuk memberikan kepuasan optimal sebagai pegawai negeri, yang berdasarkan orientasi standar kualitas pada Bank Pembangunan Daerah, cabang Senopati.

CHAPTER I

INTRODUCTION

1.1 BACKGROUND

In Indonesia, many banks have been established, particularly private banks. This kind of banks comes not only in big cities, but also in small ones. Bank is a place where people save their money and the bank serves the customers with their financial matters. As the bank functions as providing the best service to the customers, bank needs a high quality of human resources to do that. High quality of human resources comes from qualified personnel and good management of the bank itself. However, with the limited qualified human resources in Indonesia, many sectors of bank service have not been managed well.

Besides private banks, Indonesia also has government bank and Bank Pembangunan Daerah (BPD), is one of them. As the government bank, Bank Pembangunan Daerah has many branches in every big city in Indonesia. Jogjakarta is one of big cities where BPD opens its branch. The city is one of the potential markets for BPD to give the good service to the customers who believe in the best quality service of Bank Pembangunan Daerah.

The main goal of Bank Pembangunan Daerah DIY is providing the best service to the customers, therefore, Bank Pembangunan Daerah must be supported qualified and skilful employees who work at Bank Pembangunan Daerah DIY to achieve the goal. The qualified and skilful employees has very important role to

create a conducive working environment and to give customer satisfaction, since many private banks as competitors could anytime increase the tighter competition in banking service.

The Indonesian economic grows as the time goes by. Along with this growth, the human necessities are more complex when one's satisfaction of the needs is becoming more difficult to attain. Bank Pembangunan Daerah DIY attempts to become a company that focuses on creating work field and to satisfying the loyal customer with Bank Pembangunan Daerah's service. To reach these goals Bank Pembangunan Daerah DIY must be equipped with the qualified and skilful personnels.

As a company that puts more attention on the service to its customer, Bank Pembangunan Daerah DIY should realize how the human resources concept plays important role in fulfilling the customer needs and satisfaction; since every customer requires the best quality of something they pay. As a consequence, BPD DIY must provide the best service to the customer, since the customer can make their own choice based on rationality as the customer has many choices to choose.

The main responsibility towards the good and bad service quality will depend on the staff or employee who give the service. To give the best quality to their customer, every company needs the main determinant identification in service quality from human resources is point of view, by analyzing the respond from employee expectation to know the relative position of the company.

By considering the statement above, the writer is interested to conduct a research under the title **“FACTORS INFLUENCING THE SATISFACTION OF HUMAN RESOURCE IN PROVIDING SERVICE TO THE CUSTOMERS AT BANK PEMBANGUNAN DAERAH DIY, SENOPATI BRANCH”**.

1.2 PROBLEM IDENTIFICATION

As the explanation stated above, the researcher identifies the problem identification are as follows:

1. What are the factors affecting human resources to the satisfaction as government officer?
2. How does the factor of human resources play role to the satisfaction of government officer at Bank Pembangunan Daerah DIY, Senopati branch?

1.3 PROBLEM FORMULATION

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

1. What factors of human resources which can influence the satisfaction as government officer?
2. How do the human resources can influence the satisfaction as government officer?

1.4 PROBLEM LIMITATION

To minimize difficulties in gathering appropriate data, some limitations are stated as follows:

1. The research is going to be conducted at Bank Pembangunan Daerah (BPD) DIY.
2. Attribute research
 - a. Working environment
Working environment means the working place for employees to do their job and the waiting room for the customers at Bank Pembangunan Daerah DIY, Senopati branch.
 - b. Service
Service here refers to all employees at Bank Pembangunan Daerah DIY, Senopati branch
 - c. Human resources research
What is meant by human resource here is the employee of Bank Pembangunan Daerah, DIY, Senopati branch. However, the researcher will limit the employee only those who work at the Bank Pembangunan Daerah, DIY, Senopati branch.

1.5 RESEARCH OBJECTIVES

This research is aimed to:

1. Find out the main factors of the human resources which can influence the satisfaction as government officer.

2. Know how human resources play role in providing the best service to the customers of Bank Pembangunan Daerah, DIY, Senopati branch.

1.6 RESEARCH CONTRIBUTION

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

1. For the company

The company will appreciate the human resources better because the company will learn the important role played by the staffs in providing service to the customer. Bank Pembangunan Daerah, DIY, Senopati branch will, therefore decide more appreciate strategy to improve the quality of human resources to provide service to the customer.

2. For the researcher

This research will give contribution for the researcher in fulfilling the requirement for having Bachelor of Economics Degree from Universitas Islam Indonesia.

3. For students

For other students, this research can inspire the same research in the future

1.7 DEFINITION OF TERMS

The definition of terms is needed to inform the readers in order to eliminate some confusions. The definitions used in this research are:

1. Motivation

Just as the employee has certain wants that the organization is expected to supply, the organization has certain types of behaviour that it wishes to elicit from the employees. The managerial responsibility for eliciting this behaviour is usually termed “direction” or “motivation”. In essence, it is a skill in aligning employee and organizational interest so that behavior results in achievement of employee wants simultaneously with attainment of organizational objectives. (Edwin B Flippo., 1988: 390)

2. Human Resource

Human resources department helps people and organizations reach their goals. But it faces many challenges along the way. These challenges arise from the demands of employees, the organization, and their environment.

The purpose of human resources management is to improve the productive contribution of people to the organization in an ethical and socially responsible way. (Edwin B Flippo., 1988: 10)

3. Working environment

The environment in which HR management takes place helps shape the demands on managers and HR professionals. These challenges arise from the historical, external, organizational, and professional demands confronting managers and HR specialists. (William B. Werther, Jr., 1996: 52).

4. Service

Service is an activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product. (Philip Kotler, 2001:7).

5. Customer satisfaction

The extent to which a product's perceived performance in delivering value relative to a buyer's expectations. If the product's performance falls short of the customer's expectations, the buyer is dissatisfied. If performance matches expectations, the buyer is satisfied. If performance exceeds expectations, the buyer is delighted. (Philip Kotler, 2001:9). Outstanding marketing companies go out of their way to keep their customers satisfied. Satisfied customers make repeat purchases, and they tell others about their good experiences with the product. The key is to match customer expectations with company performance.

One of the most important factors, which measure customer satisfaction and the main commitment in using the service, is service satisfaction. Customer is the people who can make their own choice based on rationality. Because satisfaction is an emotional state, their post purchase reaction can involve anger, dissatisfaction, irritation, neutrality, pleasure, or delight.

CHAPTER II

REVIEW OF RELATED LITERATURE

2.1 Theoretical Review

2.1.1 The Human Resource Framework

Human resource management is a system of many interdependence of activities. None of these activities occurs in isolation. Each affects another. When activities are related, a system exists. A system consists of two or more parts (subsystems) working together as an organized whole with identifiable boundaries.

Thinking in terms of systems is useful because it enables one to recognize the interrelationships among parts. If one adopts a system view of human resource management, the relationships among activities are less likely to be overlooked.

Systems thinking also require recognition of the system's boundaries, which marked the beginning of a system's external environment. Because most systems are *open systems*, that is, the environment affects systems, the environment is an important consideration. Organizations and people are open systems because they are affected by their environment. The human resource department is also an open system, influenced by its external environment.

The following brief discussion of a systems model explains the role of major human resource subsystems. It also serves as a preview of the five parts and their major topics.

1) Foundations and Challenges

Human resource management faces many challenges in dealing with people. The main challenge is to assist organizations in improving their effectiveness and efficiency in an ethical and socially responsible way. Meeting this challenge requires that the human resource department be organized in a way that allows it to meet its objectives while serving its organization. The changing demands of workers, international and domestic competition, the influence of pressure groups, the need to sustained professional ethics, and compliance with government regulation are only a part of the challenges human resource management must meet. Challenges also spring from within the organization.

2) Preparation and Selected

The essence of human resource management is the 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 resource information system*, data are gathered about each job and about the organization's future human resource needs. From the information, specialist can advice manager about the design of jobs they supervise and even find ways to make those jobs more productive and satisfying. Estimates of future human resource needs allow the department to become proactive in the recruitment and selection of new worker. The result of the department's effort should lead to a more effective workforce. To evaluate employees, formal performance appraisals are conducted periodically.

Appraisal gives worker feedback on their performance and can hold the department spot its own weaknesses.

3) Compensation and Protection

One element of retaining and maintaining an effective workforce is compensation. Employees must be paid a fair wage or salary relative to their productive contribution. Where appropriate, incentive maybe added. When compensation is too low, turnover and other employee relations problem will likely happen. If the payment is too high, the company can lose its competitive position in the market place. Modern compensation management, however, goes beyond pay. Benefits are an increasingly important part of any compensation package and must be at a level appropriate to employee productivity if the company is to retain its worker and remain competitive. At the same time, the organization needs to protect its workers from occupational hazards. Through safety and health program, the department not only assures a safe work environment but also keeps the employer in compliance with many health and safety laws.

4) Employee Relation and Assessment

Maintaining an effective workforce requires more than just payment, benefits, and safe working condition. Employees need to be motivated, and the human resource management is partially responsible for ensuring employee's satisfaction with the job. Personal and job related problems may lead the need for counselling or discipline. To further employee satisfaction and organizational productivity, communications are used to keep people informed. When employee relations are

effective, employees may join together and form self-help groups, called union. When this occurs, human resource department are usually responsible for dealing with the union. As with any ongoing system, human resource department need to identify the successes and failures through self-evaluation. Full service department regularly conduct audit of their performance and do research to discover more effective ways to serve their organization. Often this research help to uncover future challenges in order to anticipate their impact on the organization and its human resources.

2.1.1.1 The Purpose of Human Resource Management

Human Resources Management aims to improve the productive contribution of people to the organization in strategically, ethically, and socially responsible way. This purpose guides the study and practice of Human Resource management, which is also commonly called personnel management.

Human resources determine every organization's success. Improving the human contribution is too ambitious and important, however, that all but the smallest firms create a specialized personnel or Human Resource department. It is ambitious because Human Resource departments do not control many of the factors that shape the employees contribution, such as capital, materials, and procedures.

2.1.1.2 The Objectives of Human Resources Management

Human resource objectives do not only need to reflect the intention of senior management, but they must also balance challenges from the organization, the Human Resource function, society, and the people who are affected. Failure to do so

can harm the firm's performance, profits, and even survival. These challenges emphasize four objectives that are common to Human Resource department and form a framework:

Organizational objective.

The organizational objective is achieved to recognize that Human Resource management exists to contribute to organizational effectiveness. Even when a formal Human Resources department is set up to help managers, the managers remain responsible for employee performance. The Human Resource department exists to help managers achieve the objectives of the organization. Human Resource management is not an end in itself; it is only a means of assisting managers with their human resource issues.

Functional objective.

Human Resources Management functionally aims to maintain the department's contribution at a level that is appropriate to the organization's needs. Resources are wasted when Human Resource management is more or less sophisticated than the organization demands.

Societal objective.

In societal, the aim of Human Resource Management is to be ethically and socially responsive to the needs and challenges of society while minimizing the negative impact of such demands on the organization. The failure of organizations to use their resources for society's benefit in ethical ways may result in restrictions.

Personal objective

Personal objective of Human Resource Management is to assist employees in achieving their personal goals, at least in so far as those goals enhance the individual's contribution to the organization. The personal objectives of employees must be met if workers are to be maintained, retained, and motivated. Otherwise, employee performance and satisfaction may decline and employees may leave the organization.

2.1.1.3 Human Resource Management Activities

Human resource activities are actions taken to provide and maintain an appropriate workforce for the organization. As an organization becomes large, attempts are made to estimate its future Human Resource needs through an activity called *human resource planning*. With an eye toward future needs, *recruitment* seeks to secure job applicants to fill those needs. The result is a pool of applicants who are screened through a *selection process*. This process selects those people who meet the requirement through Human Resource planning.

New workers seldom meet the organization's needs exactly, they must therefore, be *oriented* and *trained* to perform effectively. As demands change, *placement* activities transfer, promote, demote, lay off, and even terminate workers. Subsequent Human Resource plans reveal new staffing needs. These openings are filled through the recruitment of additional workers and the *development* of present employees. Development equips employees with new knowledge, skills, and abilities,

ensuring their continued contribution to the organization and meeting their personal desires for advancement.

Individual performance then needs to be *appraised*. Not only does this activity evaluate how well people perform, it also indicates how well Human Resource activities have been done. Poor performance may mean that selection, training, or developmental activities should be revised, or there may be a problem with employee relations.

Employees must also receive *compensation* in the form of wages, salaries, or incentives, along with employee benefits such as insurance and vacations. Some rewards are *required services* dictated by law, such as social security, workers compensation, safe working conditions, and overtime pay.

Human Resource departments also play an important role in *employee relations*, usually by establishing policies and assisting managers. When employees are dissatisfied, they may band together and take collective action. Then Management is confronted with a new situation: *union-management relations*. To respond the collective demands by employees, Human Resource specialists may have to negotiate and administer a labour agreement.

2.1.1.4 The Service Role of Human Resource Department

As members of service department, Human Resource managers and specialists do not have the authority to manage other departments. Instead, they have *staff authority*, which is the authority to advise, not direct, other managers. *Line*

authority, is the right to direct the operations of departments that make or distribute an organization's products or service. Those who have line authority are sometimes called line or operating managers. Line managers make decisions about production, performance, and people. They determine promotions, job assignments, and other people-related decisions. Human Resource specialists advise operating managers and other staff managers, who are ultimately responsible for their employees' performance.

Although advisory, staff authority is powerful. When Human Resource advises a manager of a Human Resource issue, that manager may reject the advice. In doing so, however, the manager bears the full responsibility for the outcome. If the results cause employee relations problems as the consequences the managers usually consider the Human Resource department's advise and follow it. As a result, the department has considerable influence in shaping the actions of managers in other departments.

When the cost of not following the Human Resource department's counsel is high, top management may replace staff or advisory authority with functional authority over specific issues. *Functional authority* is the right given to the specialists to make the final decision in specified circumstances. In highly technical or routine decisions, functional authority allows the department to make decisions that would otherwise be made by managers in other departments.

2.1.2 View Points of Human Resource Management

These viewpoints provide complementary themes that help managers and Human Resource professionals keep the Human Resource function and its activities in the proper perspective. The new points include:

Strategic approach. Human Resource management must contribute to the strategic success of the organization. If the activities of managers and the Human Resource department do not help the organization achieve its strategic objectives, resources are not being used effectively.

Human resource approach. Human Resource management is the management of people. The importance and dignity of human beings should not be ignored for the sake of expediency. Only through careful attentions to the needs of employees the organizations can grow and prosper.

Management approach. Human Resource management is the responsibility of every manager. The Human Resource department exists to serve managers and employees through its expertise. In the final analysis, the performance and well being of each worker are the *dual responsibility* of the worker's immediate supervisor and the Human Resource department.

System approach. Human Resource management takes place within a larger systems that is the organization. Therefore, Human Resource efforts must be evaluated with respect to the contribution they make to the organization's productivity. In practice, experts must recognize that the Human Resource

management model is an open system of interrelated parts: each part affects the others and is influenced by the external environment.

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

Since the Human Resource management is an open system, the environment in which it is practiced affects it. The historical evolution of Human Resource management and the standards of professionalism in the field help shape that environment, for example. Other challenges arise from society and even from the organization that the department serves. These historical, societal, and professional challenges set the context in which Human Resource management is practiced.

2.1.3 Service

Service is an activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product. (Kotler & Armstrong, 1991 : 37).

Generally, the concept of services does not offer an appropriate framework for analysis the marketing of ideas and causes such as charities and political causes.

The distinction between goods and services is somewhat artificial, since the success of goods manufacturers is vitally dependent on the services provide. There

are four (4) commonly cited characteristics of services that make them different to market from goods, they are:

1. Intangibility

Pure services have few tangible properties which can be used by consumer to verify advertising or other claims before the purchase is made.

2. Inseparability

The consumption of a service is said to be inseparable from its means of production.

3. Variability

Variability refers to the characteristics of many services that need to be tailored or customized to specify customer needs.

4. Perishability

The perishability of services result in greater attention being allocated to the management of demand.

2.1.3.1 Service Requirement

Service can create customers satisfaction if the staff show the behavior as:

1. Friendliness

The friendliness refers to the feeling showing or expressing kindness in facing customers in order to achieve the customers satisfaction.

2. Helpfulness

Helpfulness is the behaviour, which shows a spirit to help every customer in making decision of buying

3. Gamesmanship

Gamesmanship is the behaviour in facing customer complaint as demand and object from the demand as key to win customer satisfaction

4. Time Lines

The behaviour showed by giving service on time and properly to the customers.

2.1.3.2 Kinds of Services

1. Personalized service

Established primarily to be engaged in providing service, generally barbershop, beauty shop, cleaning plant, laundries, and photographic. Personalized service include:

- Personal service
- Professional service
- Business service

2. Financial service

Some areas of business that serve their customers with financial matters, include

- Banking
- Insurance
- Investment securities

3. Public utility and transportation service

This service as monopoly institution develops natural resources such as electricity, the users of which are:

- Domestic customer

- Commercial and office
- Industrial user
- Municipalities

4. Entertainment

The people who involve in this kind of business can have high salaries because they can influence society through advertising.

5. Hotel service

This service gives satisfaction to the customer by giving facilities.

The company that is oriented to the customer will achieve success. Since customer is important people that can make their own choice based on rationality.

Creating the value of customer is a process to understand the expected characteristics. The treatment of product and service are related with subject, aspiration, emotion, satisfaction, dissatisfaction, mood and experience.

2.1.3.3 Service Level

The service level refers to the degree to which customer's needs are met. It is important to understand here that the service level must be appropriate to meet expectations, not at the maximum. A consumer paying a low price will expect drawbacks: cheapskates do not expect to be looked after very well, and may become suspicious if the service is too good. In other words, it is possible to make customer thinks that there must be a catch somewhere.

The main decision criteria regarding service levels are as follows:

1. The service level must be related to the benefit, which is important to the customer.
2. The service level must be achievable
3. It must be appropriate rather than optimal

2.1.3.4 Service Quality

Service quality is concerned with the ability of an organization to meet or exceed customer expectation. The quality of a service has two important components:

1. Technical quality
The outcome dimension of the service operation process.
2. Functional quality
The process dimension in terms of the interaction between the customer and the service provider.

A model has been developed by Parasuraman that identifies the gaps between the perceived service quality that customers receive and what they expect. The model identifies five gaps:

1. The first gap is the difference between consumer expectation and management perceptions of consumer expectation.
2. The second gap is the difference between the management perception of consumer expectations and service quality specification.
3. The third gap is the difference between service quality specification and the service actually delivered.

4. The fourth gap is the differences between service delivery intention and what is communicated about the service to customer.
5. The fifth gap is the differences between the actual performance and the customers' perception of the service.

2.1.4 MOTIVATION THEORY

Motivation is an inner drive that moves people toward satisfying a need. Motivation is one driving force behind human behavior other things also affect the performance these include: ability, training expectation from the job, and feeling has been treated fairly or equitably.

The motivation Process:

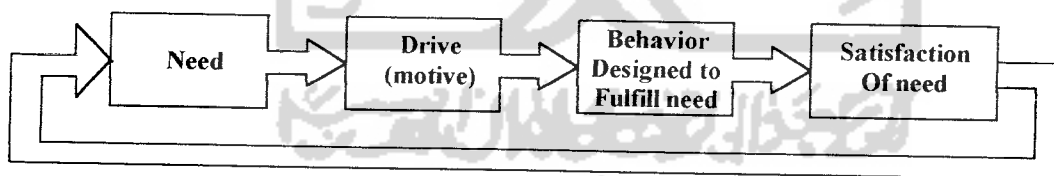


Figure 2-1 The Motivation Process

Source: D. C. McClelland and D. G. Winter, 1969, *Motivating Economic Achievement*, Free Press, New York.

- Not every person seeks to satisfy their needs in the same way. Source of satisfaction for their needs can be explained by using Maslow's Hierarchy Needs:



Figure 2-2 Maslow's Hierarchy Needs

Source: : D. C. McClelland and D. G. Winter, 1969, *Motivating Economic Achievement*, Free Press, New York.

At once other (and 'higher') need emerge and these, rather than physiological hungers, dominate the organism. And when these in turn are satisfied, again new (and still 'higher') need emerge and so on. This is means that the basic human needs are organized into a hierarchy or relative prepotency.

The safety needs- if the physiological needs are relatively well gratified, there then emerges a new set of needs, which may be categorized roughly as the safety needs. All that has been said of the physiological needs is equally true, although in lesser degree, of these desires. They may equally well wholly dominate the organism. They may serve as the almost exclusive organizers of behavior, recruiting all the

the whole cycle already described will repeat itself with this new center. Now the person will feel keenly, as never before, the absence of friends, or a sweetheart, or a wife, or children. He will feel hunger of affectionate relations with people in general, namely, for a place in his group, and he will strive with great intensity to achieve this goal.

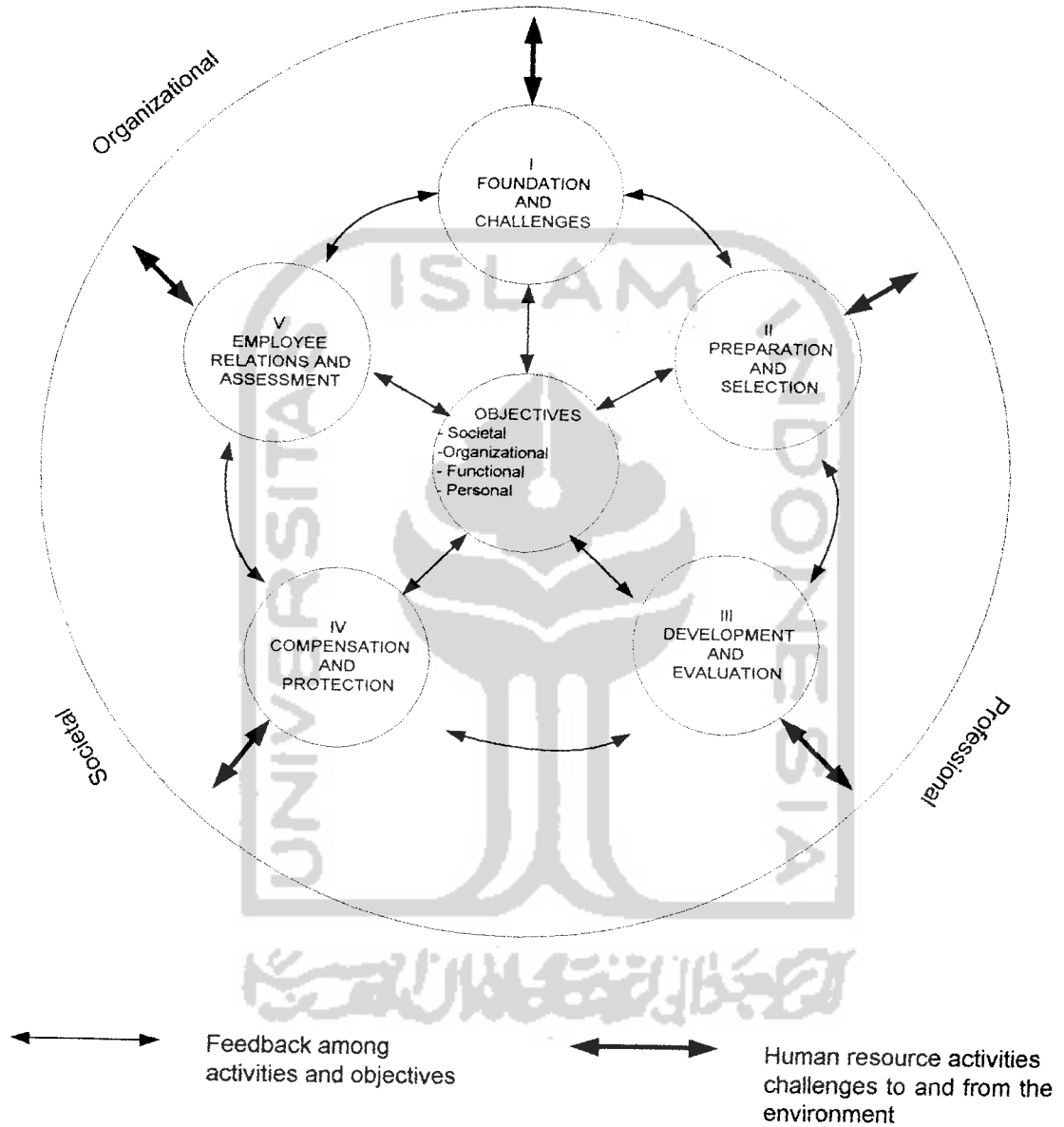
The esteem needs- all people in society have a need or desire for a stable, firmly based, high evaluation of themselves, for self-respect, or self-esteem, which is soundly based upon real capacity, achievement and respect from others. These needs may be classified into two subsidiary sets. These are, first, the desire for strength, for achievement, for adequacy, for confidence in the face of the world, and, second for independence and freedom.

➤ **Two-Factor Theory By Frederick Herzberg**

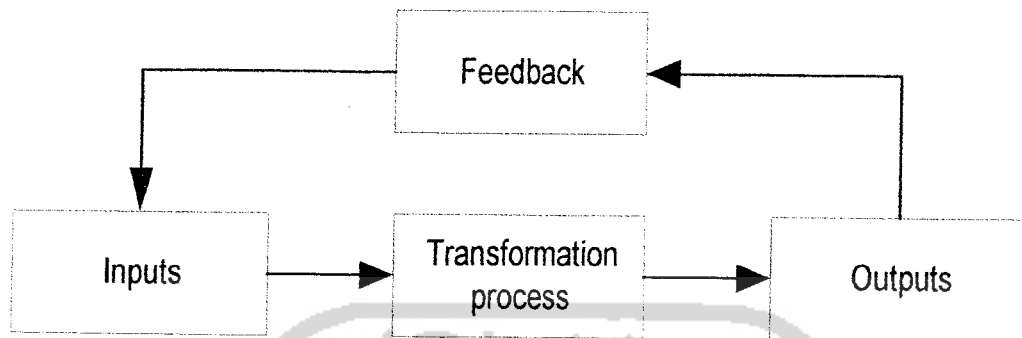
The theory is sometimes also called *motivation-hygiene theory*. Hygiene factors, such as company policy and administration, supervision, and salary, when adequate in a job, will placate workers. When these factors are adequate, people will not be dissatisfied. According to Herzberg, the factors leading to job satisfaction are separate and distinct from those that lead to job dissatisfaction. Therefore, managers who seek to eliminate factors that can create job dissatisfaction may bring about peace but not necessarily motivation. They will be placating their workforce rather than motivating them. As a result, conditions surrounding the jobs such as quality of supervision, pay, company policies, physical working conditions, inter personnel relations, and job security were characterized by Herzberg as **hygiene factors**.

2.2 Theoretical Framework

Human Resource Management Model and Subsystems



Input-Output Simplification of the Human Resource Management System



INPUTS	TRANSFORMATION PROCESS	OUTPUTS
- Challenges	- Human resources management	- Human resources contributions
- Human resources	- Recruiting	- Capable workers
- Education	- Selection	- Motivated workers
- Culture	- Others	

Source: " *Human Resource and Personnel Management, Fourth Edition, William B. Werther, Jr., Keith Davis, McGraw-Hill, Inc, 1993*"

2.3 Hypotheses Formulation

We saw how problems can erupt from the human resource to serve the customers and learned how companies can improve their human resource performance to give best service to the customers. If this happens the company must set the qualified human resource to serve the customers. It is a really good performance when customers feel satisfied with the service given by employees.

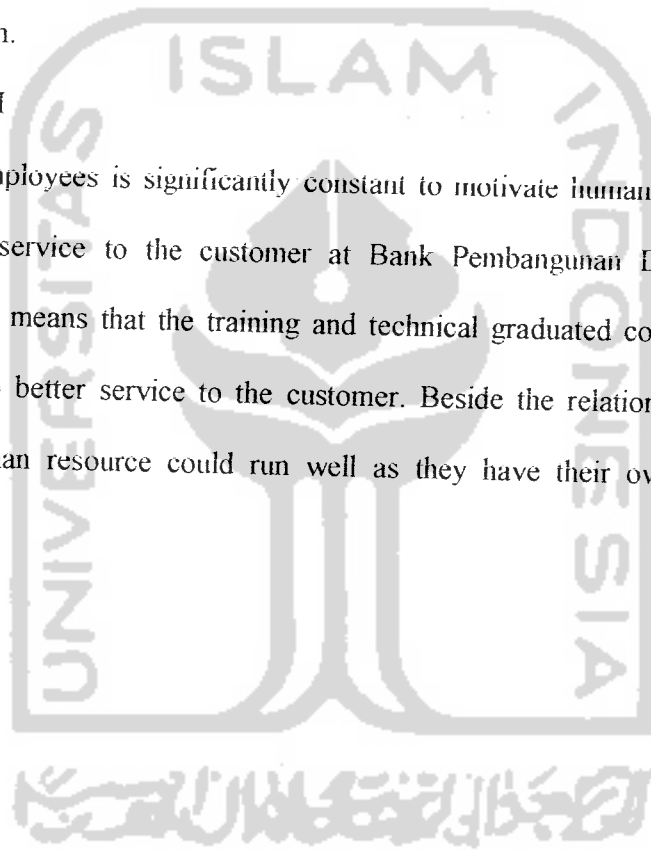
There are two kinds of hypothesis:

- a. Hypothesis I

“The good managing of all human resource is significantly constant to satisfaction as government officer at Bank Pembangunan Daerah DIY, Senopati branch”. It means that the good arrangements and maintenance of employees are needed in order to improve their quality will give an increasing best service to customer satisfaction.

b. Hypothesis II

“The skill of employees is significantly constant to motivate human resource do and give the best service to the customer at Bank Pembangunan Daerah DIY, Senopati branch”. It means that the training and technical graduated could motivate the employees to do better service to the customer. Beside the relationship among workers as the human resource could run well as they have their own task and responsibility.



CHAPTER III

RESEARCH METHOD

3.1 Research Method

This research is case study, in which the writer conducts the research based on the actual and current situation and condition happening in the surrounding of Bank Pembangunan Daerah DIY, Senopati Branch. Research Method is a method used by the researcher in doing the research. However, there are many elements that must be considered before the researcher conduct the research.

3.2 Research Subject

a. Population

Population is all of the officers and staffs of Bank Pembangunan Daerah DIY, Senopati branch. The population taken in this research is the officers of Bank Pembangunan Daerah, DIY, Senopati branch.

b. Sample

Sample is part of population, which is being researched. The sample is taken from the human resource, that is the officers from Bank Pembangunan Daerah DIY, Senopati branch

3.3 Research Setting

The research was conducted at Bank Pembangunan Daerah DIY, Senopati branch

3.4 Research Instrument

a. Company's Profile

The researcher use of data taken from company's profile to support the result. This research focusing on book's reports of Bank Pembangunan Daerah DIY, Senopati branch

b. Questionnaire

Questionnaire is a list of questions made to get data in the form of answers from the 30 respondents.

c. Data Validity and Reliability

In order to distribute the questionnaire to the respondent the question must be tested of its validity and reliability. Because of this reason, the researcher made use of SPSS in order to prove the correlation between both variable.

a. Reliability

Reliability is the extent to which a scale in produces consistent result if repeated measurements are made on the characteristic.

b. Validity

Validity 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.

3.5 Research Variables

Variable

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

3.5.1 Independent Variable

Independent variable is variable or alternative that are manipulated and whose effects are measured and compared.

a) **The Condition of Working Environment**

The term of working environment condition refers to the environment of working place, such as the enjoyment of workplace, at Bank Pembangunan Daerah DIY, Senopati branch.

b) **Working Relationships**

Working relationships refer to the relationships among the officers who work at Bank Pembangunan Daerah DIY, Senopati branch.

c) **Compensation System**

The term refers to the system of giving compensation such as, fixed salary, overtime payment, incentives, given by Bank Pembangunan Daerah DIY, Senopati branch to the officers.

3.5.2 Dependent Variable

Dependent Variable is variable that measure the effect of the independent variable on test unit.

- Satisfaction as Government Officer

The condition of working environment, the working relationship and the compensation system will have influence in satisfaction as government officer.

3.6 Research Procedures

The research was initiated by obtaining suitable topic to know deeply about a certain result. This result will expectedly contribute ideas and new theory. This research is supported by two data, they are:

3.6.1 Primary Data

The primary data is the data directly gathered from Bank Pembangunan Daerah DIY, Senopati branch.

3.6.2 Secondary Data

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

3.7 Techniques of Data Analysis

In this research, the researcher made of two kinds of data analysis, they are:

3.7.1 Qualitative Analysis.

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

This research has objective to know correlation consisting of attribute:

- a). The condition of working environment
- b). The working relationship
- c). The compensation system

d). The satisfaction as government officer

3.7.2 Quantitative analysis

Quantitative Analysis 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 multiple regression analysis.

1. Descriptive Analysis

In this part the researcher will analyze in the influence of human resource in giving service to the customer. The analysis will be made based on the answer from the respondents, through questionnaire. In this research the attribute consists of working environment condition, employee's skill, compensation system, and service to the customers.

2. Inferential Analysis

Based on primary data gathered from this research, in this analysis there are many judgments of customer opinion on work environment condition, working relationship, and compensation system to fulfill the satisfaction as government officer.

Multiple Linear Regressions between work environment, working relationship, and compensation system to the satisfaction as government officer.

An analysis of association that simultaneously investigates the effect of three independent variables (work environment conditions, working

relationship, compensation system), to the dependent variable (satisfaction as government officer).

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + 1$$

Where, Y= Dependent variable (satisfaction as government officer)

X₁= Independent variable (work environment conditions)

X₂= Independent variable (working relationship)

X₃= Independent variable (compensation system)

1= Another Factors

b= Coefficient of multiple regression

a= Constant value

For this research, the researcher made use of the data of questionnaire gained from employee at Bank Pembangunan Daerah DIY, Senopati branch. It is imposed to make higher accuracy of the result for data processing; the researcher used a software system.

3.7.3 Hypothesis test

Model Specification (Statistical Test)

The statistical test is the statistical process by which several variables used to predict another (Levin, 1998:150).

This model was utilized to examine the model of analysis as a statistical supposition and the hypothesis. In the analysis, the researcher used F and T statistical examination.

3.7.4 Hypothesis test 1 (F test)

$$H_0: b_1 = b_2 \dots = b_k = 0$$

H1 : One or more of the b coefficients is not equal to 0.

If Ho is rejected, it can be concluded that there is a significant relationship between the independent variable (explanatory) and that the regression equation as a whole is significant.

This research use F Test or ANOVA to test Hypothesis 1.

Ho: the good management of all human resource is **not significant** in satisfaction as government officer to the customers.

H1: the good management of all human resource is **significant** in satisfaction as government officer to the customers.

Based on the probability it can be concluded that:

Ho will be accepted if the probability $> 0,05$

H1 will be accepted if the probability $< 0,05$

3.7.5 Hypothesis test 2 (t test)

The t-test is a systematic distribution which approaches a normal distribution as the sample size increases and becomes normal for $n = \infty$. The t-distribution is much flatter than the normal distribution, but as the sample size increased, the t-distribution becomes more and more normal.

This research uses the t test to test the hypothesis 2.

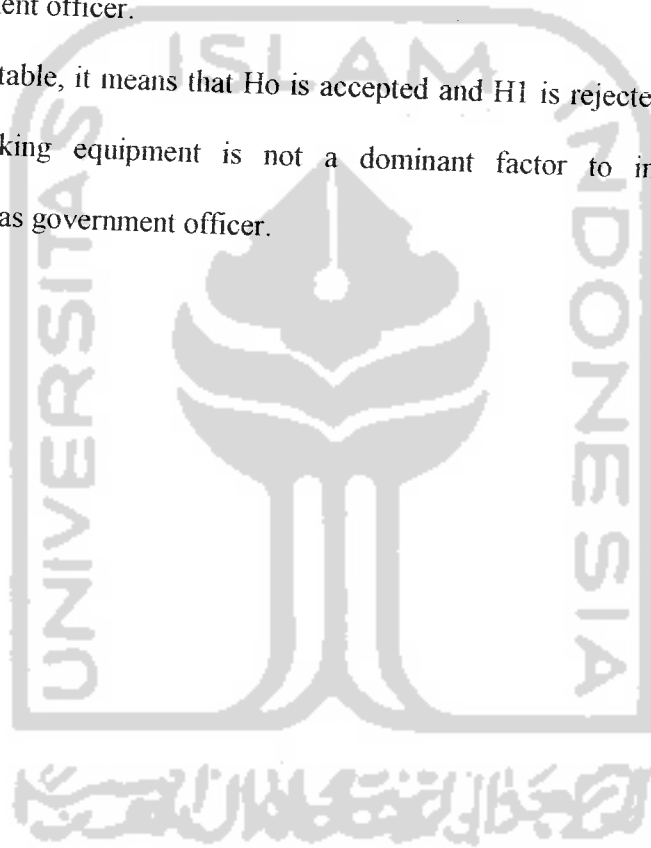
Ho = the standard of work equipment is **not the dominant** factor to influence the satisfaction as government officer.

H1 = the standard of work equipment is **the dominant** factor to influence the employee to the satisfaction as government officer.

The test through t test used to compare the t value with the t table in $\alpha = 5\%$.

If the result shows that:

1. t value $>$ t table, it means that H_0 is rejected and H_1 is accepted or in other words, working relationship is a dominant factor to influence the satisfaction as government officer.
2. t value $<$ t table, it means that H_0 is accepted and H_1 is rejected or in other words working equipment is not a dominant factor to influence the satisfaction as government officer.



CHAPTER IV

RESEARCH FINDINGS, DISCUSSION, AND IMPLICATIONS

4.1 Research Description

4.1.1 The General Description of The Company

Bank Pembangunan Daerah, usually is called BPD is a Bank that belongs to local government. The bank was established based on article 54 of Banking Law number 10 year 1998 that the change of UU No. 7 tahun 1992 about Banking, where it is stated that UU No. 19 year 1962 about the basic stipulation of Bank Pembangunan Daerah explain that the stipulations be valid in term of 1 year since the validity of Law itself, so the form of Bank Pembangunan Daerah will be appropriate with Banking Law year 1998.

The general development of Bank Pembangunan Daerah, Daerah Istimewa Yogyakarta since being established up to now has been experiencing development or rapid growth, which is signed with the increasing number of customers and the exceed of room capacity, all of which give bad impact to the customers in a long queue, as well as annoy the bank's employees in giving service to the customers. Hence, it needs the broader network, that is, the establishing new branch offices, which recently spread in Yogyakarta areas, one of which is located in Jalan Senopati Yogyakarta. The decision made to open a new branch office, which is previously threat as sub-branch office located in Jalan Senopati Yogyakarta, is based on Letter os Statement No. 18/OM/006 September 2 1993. In establishing a new branch office which is located in Jalan Senopati, Bank Pembangunan Daerah refers to an agreement of Minister of Finance issuing Letter of Statement No. 168/KM/1993 dated August 6 1993. Firstly of Bank Pembangunan

Daerah was set up as Limited Company named PT. Bank Pembangunan Daerah Istimewa Yogyakarta based on notary official document RM Wiranto dated December 1961.

Bank Pembangunan Daerah Senopati branch is one of regional autonomy institutions, so the rule of establishment were adjusted to local government's rule No. 3 year 1976 and completed with rule No. 9 year 1985 and it will complete again with the rule of Daerah Provinsi Daerah Istimewa Yogyakarta No.2 year 1993. The status of Bank Pembangunan Daerah Milik Daerah that arranged by municipal's rule No. 9 Tahun 1993 based on UU No.10 Tahun 1992 about Banking.

4.1.2 Function and Goal of BPD DIY, Senopati branch Establishment

1. Function of BPD Senopati Branch

The function of Bank Pembangunan Daerah DIY, Senopati branch are relatively the same as the functions of other banks, those are

- a) Giving long term and short term credit to entrepreneurs, to development, rehabilitation, and modernization of business.
- b) Collecting fund by receiving saving on Clearing, Deposit and saving in order to help regional development or to subsidy economics development.
- c) Acting as supplier and routine expense or development based on governor policy.
- d) Funding infrastructure that is stated by local government
- e) Functioning as the saving of municipal capital.
- f) Helping municipal and residency in guiding institution or clearing institution.
- g) Building cooperation between Bank Pembangunan Daerah, other Government Banks, and other monetary institution with permission from Board of Supervisors.

2. The goal of BPD Senopati branch establishment

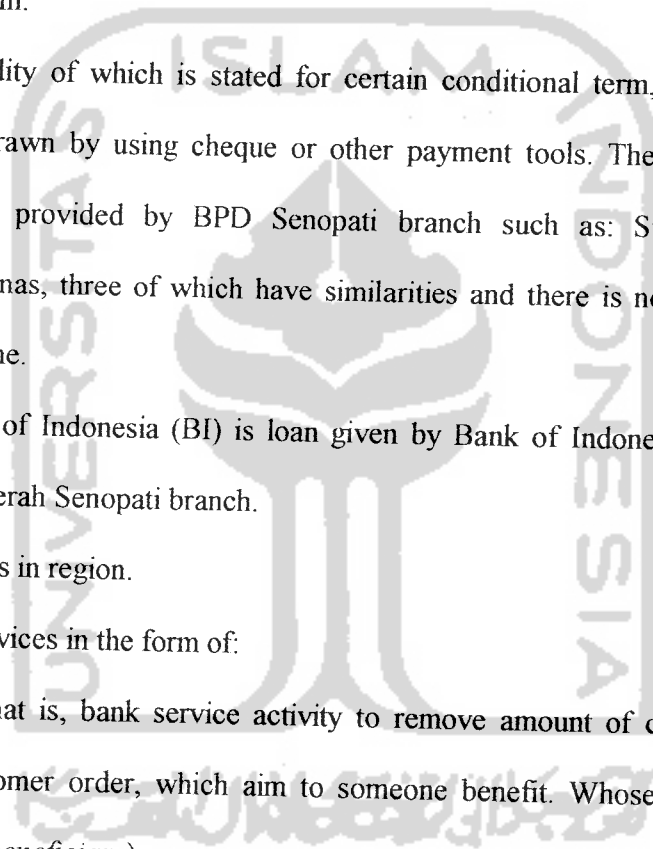
- a) To develop regional economic empower regional economic sources in order to compete and to enhance standard of life.
- b) To grow the regional development as a source of region's income in order to increase standard of life.
- c) To provide fund to implement of development effort in region in the National Development.
- d) To support the effort referred to social economics recovery.
- e) Collecting fund and implement the job of region money keeping.
- f) To collaborate with municipal work in order to Region Development.
- g) Do the effort as general Bank to make priority in region sector.
- h) To conduct banking activity as usual.

It can be seen from the function and the purpose of BPD DIY Senopati branch that together with local government tries to improve and develop public economy, especially industry sector that is proven need employees who are ready to face free market and region autonomy.

4.1.3 The Working Sector that done by Bank BPD, Senopati branch

Besides function and purpose of BPD DIY, Senopati branch as like mentioned above, there are operational activities or working sector which are done by BPD DIY, Senopati branch that include:

- 1) Collecting fund and managing the exist fund, which come from public, government and the third party, like:

- 
- a. Clearing account that a saving, used as payment tool it can be withdrawn anytime by using cheque.
 - b. Fixed Deposit that is saving that can be withdrawn only in certain time the agreement between customers and the bank. Savings in the form of deposit at Bank Pembangunan Daerah Senopati branch have: 1 month, 3 month, 6 month, and 12 month term.
 - c. Saving, the validity of which is stated for certain conditional term, however, it cannot be withdrawn by using cheque or other payment tools. There are many kinds of saving provided by BPD Senopati branch such as: Sutra Saving, Simpeda, and Tunas, three of which have similarities and there is no difference, only different name.
 - d. Loan from Bank of Indonesia (BI) is loan given by Bank of Indonesia to Bank Pembangunan Daerah Senopati branch.
- 2) Leasing many facilities in region.
 - 3) Providing banking services in the form of:
 - a. Money transfer that is, bank service activity to remove amount of certain fund according to customer order, which aim to someone benefit. Whose choose as transfer receiver (*beneficiary*)
 - b. Cashing of a check, that is, bank service activity to do order from third party in form of debts amount of money for someone or certain institution in other city that choose by the customers.

- c. Bank warrant, that is a, guarantee in form of warkat which established by bank which caused the obligation to pay the party which receive guarantee if this party guaranteed fail to keep a word.
- d. Moneychanger, the function of which is to exchange money of one country for that of another country.
- e. Deposit account that is, money, in the format of cash or credit, like tax, school fee, etc, deposited in a bank, not to be withdrawn without notice, on which interest is payables
- 4) Giving credit:
- a. Employee credit, that is, credit given to all government officers, especially the officer or supervisor which has fixed income.
- b. Retirement credit, that is, credit given to the retired employee, the receiving credit through BPD.
- c. Investment credit, that is, credit issued by Banking to purchase equity goods, rehabilitation, modernization which not used in cycle.
- d. Work capital credit, that is, credit given by bank to its debtor to fulfill their work equity.
- e. Family credit, included:
- Vehicle owned credit
 - Owned credit or house repairing
 - Credit of household tools
 - Credit for other needs

In accordance with Bank Pembangunan Daerah motto, “together with you building the region” the existence of Bank Pembangunan Daerah Senopati branch especially can be felt by Yogyakarta people, therefore together with local government BPD DIY attempts to bring about justice and welfare, as well as better economic condition which is expected to grow rapidly and increase standard of life of Yogyakarta people.

4.1.4 Organization Structure of BPD Senopati branch

Every company, either big or small should have organization structure in order that the company will be run properly. Besides no matter how good it work, will not give a maximum function if there is no job description, authority also the profuse of power and good responsibility, in the end will caused disorganized in the company it self. In brief, it is very clear that good and well-organized organization structure is really needed by entrepreneur, as well as banking or financial institution. The characteristics of organization structure are:

- a) There are groups of people.
- b) Inter relationships happen in good cooperation.
- c) Cooperation done in rights, obligation or responsibility each individual to reach the goal.

The goals of organization is to reach the destination where each individual can not reach by themselves to get the goals, so the arrangement of organization structure should make simple, effective and can work efficiently.

Systematically, the chart of organization structure at BPD DIY, Senopati branch can be shown as follow:

**Organization Structure Bank BPD DIY
Senopati branch Yogyakarta**

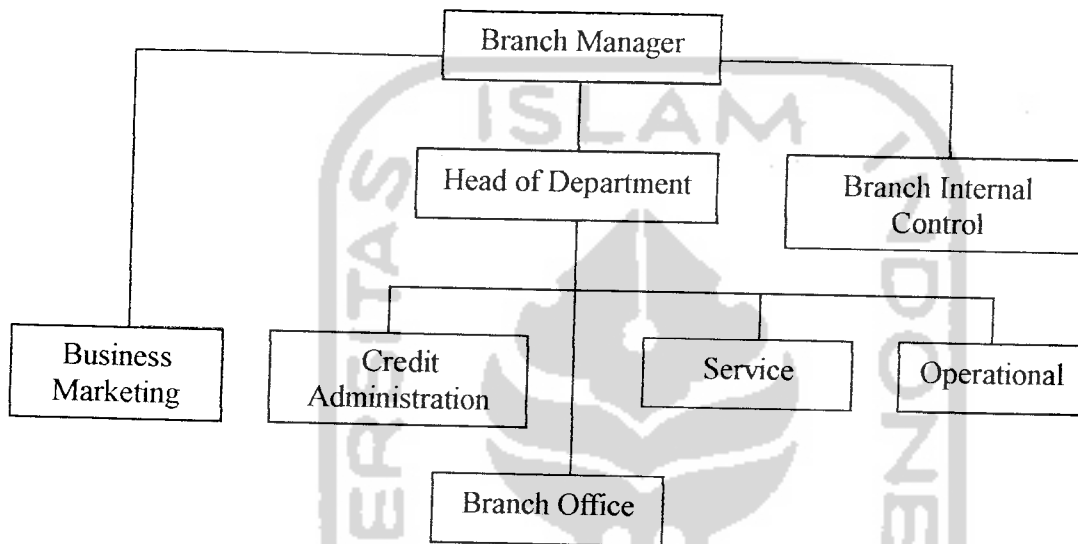


Figure 4-1 Organization Structure

Source: Bank BPD DIY, Senopati branch

The figure of organization structure of Bank Pembangunan Daerah Senopati branch and the tasks of each department can be elaborated as follows:

1. Branch manager is responsible to lead and supervise as well as make order to their subordinates.
2. Chief officer have task to assist their supervisor in supervising and giving orders if their supervisors are absent.
3. Business marketing officer, is responsible to:
 - a. Promote product and service of Bank.

- b. Make programs and implement the programs which more close with customer or applicant.
 - c. Using of bank's product service selling (cross selling)
 - d. Market retail credit.
 - e. Manage clearing account and savings.
 - f. Manage the transaction of term-deposit.
 - g. Serve transfer transaction and cashing of a check.
 - h. Provide information about request of Bank's letter or bank reference and guaranty.
 - i. Monitor loan account and potential clearing account.
 - j. Monitor loan accounts which have over draft balance.
 - k. Provide information and service to the customers.
 - l. Give advice or explanation to the customers about the benefit of the bank's product and service.
4. Service department is responsible to:
- a. Handle cash transaction or bookkeeping.
 - b. Giving service saving cash transaction.
 - c. Provide service of moneychanger.
 - d. Receive deposits activity payment point.
 - e. Manage central cash.
 - f. Make balance sheet
 - g. Close insurance policy CIT (Cash Intransit)
 - h. Handle cash transaction or mutation of bookkeeping cash office.

- i. Manage the payment of retirement and salary payment.
 - j. Handle transaction of bank clearance.
 - k. Issue a warning letter to the customers who withdraw blank cheque and manage black list of blank cheque from BI (Bank of Indonesia).
 - l. Provide service in transfer transaction and transaction of country document.
 - m. Give service in process of requesting Bank letter of statement.
5. Credit administration is responsible for:
- a. The process of credit (facility) administration including Bank Guarantee.
 - b. Supervising the process in giving credit.
 - c. Managing or supervising credit portfolio
 - d. Make credit report.
 - e. Supervising credit loan, credit collectibles level III (doubtful) and level IV (bad) also which removed.
 - f. Trying to save loan collectibles level III (doubtful) and level IV (bad) also which removed.
 - g. Assisting the central office (Desk Credit Saver) in order to save bad credit through BUPLN or state court.
 - h. Handling bad loan and removed loan.
6. Operational Officer is responsible for:
- a. Controlling or supervising entries data (voucher) and computer data output on daily transactions.
 - b. Handling interest matters or service and customers account penalties.

- c. Handling transactions booked into customers' account and branch financial accounts.
 - d. Handling and reporting information data about the condition and branch financial position also customers' account.
 - e. Preparing financial report data.
 - f. Controlling and supervising branch office equity.
 - g. Managing fluent system, branch computerization system.
 - h. Making branch report.
 - i. Making report of bank service transactions.
 - j. Handling branch communication.
 - k. Handling about branch administration officers.
 - l. Handling of branch logistic matters.
 - m. Handling branch general administration.
7. Branch intern control, responsible for:
- a. Control or supervise process of daily activity of branch office.
 - b. Inspect to process in giving credit handling.
 - c. Do inspection of branch management and act a special inspection.
 - d. Help head officer in controlling work plan realization and branch office budgeting.
 - e. Arrange report of work annually activities to Head of branch office.

4.1.5 Bank Personnel of BPD DIY, Senopati branch

The officer of Bank Pembangunan Daerah, Senopati branch is part of organization structure. They are the personnels who run and implementing the basic task, function and activity Bank Pembangunan Daerah Yogyakarta, Senopati branch.

1. Number and Employee's Acceptance

Employee is one of production factor which always support a company, as well as in banking institution. Employee is one supporting factor in reaching the goal from a company or bank. BPD DIY Senopati branch employs more less 64 people whose status full officer. To accept new employee, BPD DIY Senopati branch has some requirements as follows:

- a. Minimum education is D3 (for teller) and preferable bachelor (S1, S2.S3)
 - b. GPA at least 3,00
 - c. Body height:
 - Male minimum 165 cm
 - Female minimum 160 cm
 - d. Health physically and mentally
- ##### 2. Payment and Employee Welfare

BPD DIY Senopati branch pays the salary based on the term of career of each officer, it means the officers who has dedicated himself at BPD DIY, longer than the others will deserve higher salary than new officer, eventhough the new officer has higher basic education. Beside paying salary, the Bank also providing welfare for its officers, like incentives given to every officer who deserve More detail information, is explained as follows:

a. Payment consists of:

- Fixed salary
- Health insurance
- Food subsidy
- Incentives
- Bonuses
- Giving position subsidy to officer who has position.

b. Giving another facilities:

- Uniform and shoes
- Religious Day Allowance, given to officer by the time of each Religious Day

3. Day Hour, Working Hour, and Uniform

Day, working hour and uniform applied at BPD DIY Senopati branch are mentioned below:

a. Working day is applied everyday except Saturday, Sunday and National Day. However, every Saturday there will on duty officer in each department, at least 1 person, but especially for teller and CS (*customer service*) there should be more than 1 person on duty, as teller and CS are the important thing in a bank.

b. The uniform is adjusted to working day, regulated as follows:

- From Monday to Friday, female workers, wear blue uniform, consist of skirt and blazer and male workers wear long trouser and blue uniform.
- On Saturday the workers wear free but proper outfit.

4. Employee Furlough

BPD DIY Senopati branch usually gives permission to its officer for absence from work.. It is given if special conditions emerge, such as, being sick, giving birth, getting married or others. The given standard of furlough time is 12 days in a year and it cannot extended.

4.1.6 The Basic Equity of BPD DIY Senopati branch

BPD DIY Senopati branch is one of bank that belongs to local government. In consequence, the basic guidance of BPD DIY Senopati branch obtained from:

- a. Fund from own capital, which usually called fund from party I, that is fund from own bank capital that come from municipal level I and Level II, with bigger percentage gain from municipal level II and the rest gain from Municipal level I.
- b. Loan fund from external factor which usually called fund that comes from party II like loan from Bank Indonesia.
- c. Fund from society which usually called fund from party II, which formed savings, like Saving, Clearing Account and Deposit.

4.2 Research Findings

4.2.1 Descriptive Analysis

In this part the researcher will analyse in the influence of human resource in giving service to the customer. The analysis will be made based on the answer from the respondents, through questionnaire. In this research the attribute consists of working environment condition, employee's skill, compensation system, and service to the customers.

a. The Responses on Working Environment Conditions Attribute

The responses on working environment conditions attribute consist of 6 questions. Then, the answer of the questions are distributed to the respondents and the results can be seen in the following table:

**Table 4.1
Working Environment Conditions**

Work environment condition	Score of					Percentage				
	SA	A	NC	DA	SDA	SA	A	NC	DA	SDA
1. work place standard	12	15	3	0	0	40,00%	50,00%	10,00%	-	-
2. work equipment	7	19	4	0	0	23,33%	63,33%	13,33%	-	-
3. employees cooperation	14	13	3	0	0	46,67%	43,33%	10%	2,58%	-
4. work specialization	9	16	5	0	0	30%	53,33%	16,67%	-	-
5. work hour and break time	13	17	0	0	0	43,33%	56,67%	-	-	-
6. the influence of work environment factor	4	10	14	2	0	13,33%	33,33%	46,67%	6,67%	-

(Source: primary data)

It can be seen in the table that most of the respondents' choices are on work equipment attribute, with 19 respondents (63,33%) agree that the safety equipment is preferable choice.

b. The Responses on Working Relationships of Officers

The responses on working relationship attribute distributed to respondents consist of 6 questions and the result of those questions will be explained in detail in the table below:

Table 4.2
Working Relationships

Working Relationships	Score of					Percentage				
	SA	A	NC	DA	SDA	SA	A	NC	DA	SDA
1. Working Relations	17	13	0	0	0	56,67%	43,33%	-	-	-
2. Officer graduated	0	0	8	10	12	-	-	26,67%	33,33%	40%
3. Job specialization	10	18	2	0	0	33,33%	60%	6,67%	-	-
4. Job experience	-	1	10	15	4	-	3,33%	33,33%	50%	13,33%
5. Seniority in specialization	-	2	9	13	6	-	6,67%	30%	43,33%	20%
6. The influence of skill employees	13	11	5	1	0	43,33%	36,67%	16,67%	3,33%	

(Source: primary data)

It can be seen in the table above that most of the respondents answer that working relations play important role in building with the number of 17 respondents or 56,67% strongly agree with the statement.

c. The Responses on Compensation System Attribute

The respond of compensation system distributed to the respondents consists of 5 questions. The results of the questionnaire can be seen in the following table:

Table 4.3
Compensation System

Compensati on system	Score of					Percentage				
	SA	A	NC	DA	SD A	SA	A	NC	DA	SDA
1. Salary payment	16	14	0	0	0	53,33%	46,67%	-	-	-
2. Salary standard	9	15	6	0	0	30%	50%	20%	-	-
3. Salary to life needs	4	12	10	3	1	13,33%	40%	33,33%	10%	3,33%
4. Performan ce appraisal	3	8	15	4	0	10%	26,67%	50%	13,33%	-

5. Seniority in salary standard	-	-	8	10	12	-	-	26,67%	33,33%	40%
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(Source: primary data)

From the answer of respondents about the compensation system, it can be seen that the salary payment is considered the most important factor in compensation system with the number of 16 respondents or 53,33% strongly agree.

d. The Responses of The Satisfaction as Government Officer

The responds of the respondents toward the satisfaction as government officer will be explained detail in the table below:

Table 4.4
Satisfaction as Government Officer Attribute

Satisfaction as government officer	Score of					Percentage				
	SA	A	NC	DA	SD	SA	A	NC	DA	SDA
1. standard of working place	12	15	3	0	0	40,00%	50,00%	10,00%	-	-
2. work equipment	7	19	4	0	0	23,33%	63,33%	13,33%	-	-
3. employees cooperation	14	13	3	0	0	46,67%	43,33%	10%	2,58%	-
4. work specialization	9	16	5	0	0	30%	53,33%	16,67%	-	-
5. work hour and break time	13	17	0	0	0	43,33%	56,67%	-	-	-
6. the influence of work environment factor	4	10	14	2	0	13,33%	33,33%	46,67%	6,67%	-
7. Working Relations	17	13	0	0	0	56,67%	43,33%	-	-	-
8. Officer graduated	0	0	8	10	12	-	-	26,67%	33,33%	40%
9. Job specialization	10	18	2	0	0	33,33%	60%	6,67%	-	-
10. Job experience	-	1	10	15	4	-	3,33%	33,33%	50%	13,33%
11. Seniority in specialization	-	2	9	13	6	-	6,67%	30%	43,33%	20%

12.The influence of skill employees	13	11	5	1	0	43,33%	36,67%	16,67%	3,33%	-
13.Salary payment	16	14	0	0	0	53,33%	46,67%	-	-	-
14.Salary standard	9	15	6	0	0	30%	50%	20%	-	-
15.Salary to life needs	4	12	10	3	1	13,33%	40%	33,33%	10%	3,33%
16.Performance appraisal	3	8	15	4	0	10%	26,67%	50%	13,33%	-
17.Seniority in salary standard	-	-	8	10	12	-	-	26,67%	33,33%	40%

(Source: primary data)

According to the answer from the respondents about the satisfaction as government officer, they answer that the work equipment, is in the highest level with the number 19 respondents or 63,33% strongly agree with the statement, working relations is in the highest level with the number 17 respondents or 56,67% and salary payment is in the highest level with the number of 16 respondents or 53,33%.

4.2.2 Inferential Analysis

Multiple Linear Regressions between work environment, working relationship, and compensation system to the satisfaction as government officer.

An analysis of association that simultaneously investigates the effect of three independent variables (work environment conditions, working relationship, compensation system), to the dependent variable (satisfaction as government officer).

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + 1$$

Where, Y= Dependent variable (satisfaction as government officer)

X_1 = Independent variable (work environment conditions)

X_2 = Independent variable (working relationship)

X_3 = Independent variable (compensation system)

l = Another Factors

b = Coefficient of multiple regression

a = Constant value

For this research, the researcher made use of the data of questionnaire gained from employee at Bank Pembangunan Daerah DIY, Senopati branch. It is imposed to make higher accuracy of the result for data processing; the researcher used a software system.

From the data processing, it can be inferred in the equation below:

$$Y = -1,772 + 1,086X_1 + 1,028X_2 + 0,934X_3$$

The above formulation can be explained as follow:

1. The constant value of $-1,772$ means that if there is no influence from work environment condition, work relationship, and compensation system, the satisfaction as government officer is just $-17,72\%$.
2. The coefficient of regression in work environment conditions $1,086$, which shows that in every addition of 1% of work environment condition will increase the satisfaction as government officer $10,86\%$.
3. The coefficient of regression in working relationship is $1,028$; which shows that in every addition of 1% of skill of employee will increase the satisfaction as government officer $10,28\%$.

4. The coefficient of regression in compensation system is 0,934; which shows that in every addition of 1% of compensation system will increase the satisfaction as government officer 9,34%.

The data processing result also shows that the **R** is **0,982**. It means that there is strong correlation between dependent variable (satisfaction as government officer) and independent variable (work environment conditions, work relationship, and compensation system). Besides the R squares are at 0,963. It means that the variable of work environment conditions, work relationship, and compensation system, can result in 96,3% of satisfaction as government officer, and for the rest ($100\% - 96,3\% = 3,7\%$) is caused by another factor.

4.2.3 Hypothesis test 1 (F test)

Ho: $b_1 = b_2 \dots = b_k = 0$

H1 : One or more of the b coefficients is not equal to 0.

If Ho is rejected, it can be concluded that there is a significant relationship between the independent variable (explanatory) and that the regression equation as a whole is significant.

This research use F Test or ANOVA to test Hypothesis 1.

Ho: the good management of all human resource is **not significant** in satisfaction as government officer to the customers.

H1: the good management of all human resource is **significant** in satisfaction as government officer to the customers.

Based on the probability it can be concluded that:

Ho will be accepted if the probability $> 0,05$

H1 will be accepted if the probability $< 0,05$

From the SPSS result, the F test has the amount of 228,313 with the level of significance at 0,000. It means that the probability is $< 0,05$ or the variable work environment conditions, satisfaction as government officer, and compensation system, have influenced the satisfaction as government officer at the same time. And, it can be concluded that, because of Ho is rejected, so H1 is accepted or in other words, the good management of all human resources is significant to make the personnel satisfied as government officer

4.2.4 Hypothesis test 2 (t test)

The t-test is a systematic distribution which approaches a normal distribution as the sample size increases and becomes normal for $n = \infty$. The t-distribution is much flatter than the normal distribution, but as the sample size increased, the t-distribution becomes more and more normal.

This research uses the t test to test the hypothesis 2.

Ho = the standard of work equipment is **not the dominant** factor to influence the employee to give the best service to the consumers.

H1 = the standard of work equipment is **the dominant** factor to influence the employee to give the best service to the customer.

The test through t test used to compare the t value with the t table in $\alpha = 5\%$.

If the result shows that:

1. $t \text{ value} > t \text{ table}$, it means that H_0 is rejected and H_1 is accepted or in other words, working relationship is a dominant factor to influence the satisfaction as government officer.
2. $t \text{ value} < t \text{ table}$, it means that H_0 is accepted and H_1 is rejected or in other words working equipment is not a dominant factor to influence the satisfaction as government officer.

Table 4.5
The Value of t-table

Variable	t-value	t-table	Significant
Work	8,052	1,697	0,000
Relationship	16,300	1,697	0,000
Compensation	19,496	1,697	0,000

From the table which explains about t-test above, the results can be described as follows:

1. In work environment conditions, the result of t-value is 8,052 in the level of significance at 0,000 and the t-table is 1,697. It means that $t\text{-value} > t\text{-table}$.
2. In skill of employees, the result of t-value is 16,300 in the level of significance at 0,000 and the t-table is 1,697, which states that $t\text{-value} > t\text{-table}$.

3. In compensation system, the result of t-value is 19,496 in the level of significance at 0,000 and the t-table is 1,697, which states that t-value > t-table.

Based on the above explanation, it can be concluded that H_0 is rejected and H_1 is accepted or it can be said that, the standard of work equipment is a dominant factor to influence the satisfaction as of the staff government officer in the level of significance < 0,05.

4.3 Implications

From the processing data above can describe that improvement of human resource management will giving the influence to the satisfaction as government officer. BPD DIY, Senopati branch considered the human resources factor would give influence to the satisfaction as government officer. From the processing data explained that can be inferred in the equation below:

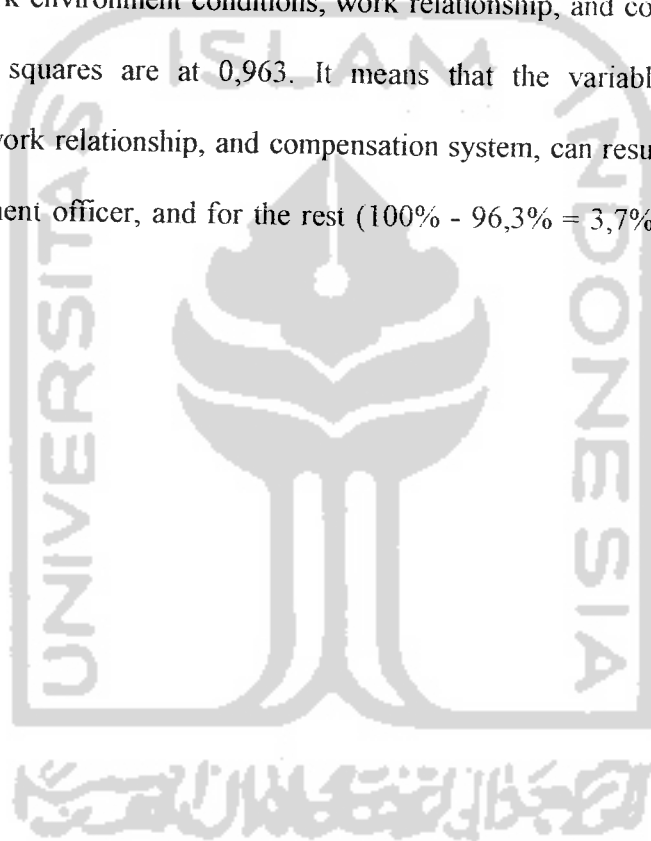
$$Y = -1,772 + 1,086X_1 + 1,028X_2 + 0,934X_3$$

The above formulation can be explained as follow:

The constant value of -1,772 means that if there is no influence from work environment condition, work relationship, and compensation system, the satisfaction as government officer is just -17,72%. The coefficient of regression in work environment conditions 1,086, which shows that in every addition of 1% of work environment condition will increase the satisfaction as government officer 10,86%. The coefficient of regression in working relationship is 1,028; which shows that in every addition of 1% of skill of employee will increase the satisfaction as government officer 10,28%. The

coefficient of regression in compensation system is 0,934; which shows that in every addition of 1% of compensation system will increase the satisfaction as government officer 9,34%.

The data processing result also shows that the **R** is **0,982**. It means that there is strong correlation between dependent variable (satisfaction as government officer) and independent variable (work environment conditions, work relationship, and compensation system). Besides the R squares are at 0,963. It means that the variable of work environment conditions, work relationship, and compensation system, can result in 96,3% of satisfaction as government officer, and for the rest ($100\% - 96,3\% = 3,7\%$) is caused by another factor.



CHAPTER V

CONCLUSIONS, SUGGESTIONS, AND RECOMMENDATIONS

5.1 CONCLUSIONS

The conclusion that can be drawn based on the research analysis and findings are as follows:

5.1.1 Based on the Descriptive Analysis

1. There are 19 respondents (63,33%) out of 30 respondents involved in the data gathering process who give responds towards the work environment conditions attribute. They answer that the work equipment is the most preferable factor in supporting the accomplishment of the works.
2. The respond from government officer about the work relationship attribute is 17 respondents or 56,67% from 30 respondents. They answer that the working relations at the majority level.
3. There are 16 respondents (53,33%) out of 30 respondents involved in the data gathering process who give responds towards the compensation system attribute. They answer that the salary payments at the majority level.
4. The respond from government officer that involved in the data gathering process answer about the satisfaction as government officer attribute is 19 respondents or 63,33% out of 30 respondents. They answer that work equipment is in the highest level. It means that the

government officer agree with the facilities that given by the company to the government officer in work equipment part.

5.1.2 Based on the Inferential Analysis

1. From the Multiple Linear Regression result, there is strong correlation between dependent variable (satisfaction as government officer) and independent variable (work environment condition, work relationship, compensation system), which is shown in the amount of R, is 0,982.
2. The F-test proves that the result of the hypothesis testing is 228,313 at the level of significance 0,000 or lower than the probability of 0,05. It means that the variable work environment condition, work relationship, and compensation system have influenced the satisfaction of the staff as government officer at the same time, and it concludes that H_0 is rejected while H_1 is accepted, therefore, the good management of all human resource is significant to give satisfaction to the government officer.
3. The t-test proves that from the result of the hypothesis testing, the calculation shows that the work equipment variable t value $>$ t table. It means that H_0 is rejected while H_1 is accepted or in other words, the work equipment plays the dominant factor in influencing the staff to be satisfied working as government officer.

5.2 SUGGESTIONS AND RECOMMENDATIONS

Based on the observation and analysis of the government officer satisfaction toward variable of work environment condition, work relationship, and compensation system, the researcher will utter some recommendations for the management of BPD DIY, Senopati branch.

1. The company is suggested to put more attention to the condition of working environment, working relationship and compensation system in order to maximize satisfaction given to the staffs. The attention should be properly given based on the qualification of employee at BPD DIY, Senopati branch.
2. Since the government officer satisfaction as orientation, so BPD DIY Senopati branch should more concern about giving more facilities, standard work equipment and reward. In order to increase the qualified human resource.
3. Because of the government officer do not feel satisfied with the condition and facilitate they got, it means that the BPD DIY, Senopati branch should change or make some new strategy to their officer, and here is some strategies that can be done by the company, such as:
 - ◆ BPD DIY, Senopati branch can improve the working performance by establishing more conducive working place environment, setting up information technology network, providing comfortable canteen, company vehicle and free treatment card.
 - ◆ Improve the ability and skill of the staff through training in prior to be selected as permanent staff.

- ◆ Increasing the quality and quantity of compensation system that given by the BPD DIY Senopati branch such as fairly in standard of salary, regularly in giving payment.
- ◆ The variation of doing activities for annually, especially when celebration of BPD birthday's through giving reward for the best government officer, giving scholarship to their talented officers to enroll their study in master program.



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SURAT KETERANGAN

no = 1996 / HM.0000

Dengan ini kami beritahukan bahwa mahasiswa di bawah ini :


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Program Studi : Manajemen

Telah menyelesaikan tugas penelitian di Bank Pembangunan Daerah DI Yogyakarta Cabang Senopati dengan judul penelitian : "THE INFLUENCE OF HUMAN RESOURCE MOTIVATION AS GOVERNMENT OFFICER IN GIVING SERVICES TO THE CUSTOMER IN BANK PEMBANGUNAN DAERAH DIY BRANCH SENOPATI".

Demikian keterangan ini kami berikan agar dapat digunakan semestinya.

Yogyakarta, 23 Juli 2003

Bank Pembangunan Daerah
Cabang Senopati


Edy Widiarto
Pemimpin Bidang

QUESTIONNARE

Please answer all questions based on your knowledge and truth. These questionnaires include three (3) factors that have relation with the human resources in giving services to the customers.

Factor I: Work Environment Condition

1. The working environment at BPD DIY, branch Senopati has been fulfilled working convenience standard.
 - A. Strongly Agree
 - B. Agree
 - C. Not Clear
 - D. Disagree
 - E. Strongly Disagree
2. The equipment system at work place is appropriate with need to support work quality.
 - A. Strongly Agree
 - B. Agree
 - C. Not Clear
 - D. Disagree
 - E. Strongly Disagree
3. The cooperation among the employees runs well.
 - A. Strongly Agree
 - B. Agree
 - C. Not Clear
 - D. Disagree
 - E. Strongly Disagree
4. The working specialization has been appropriate with the rules.
 - A. Strongly Agree
 - B. Agree
 - C. Not Clear
 - D. Disagree
 - E. Strongly Disagree

5. The working hour and break time is appropriate with the rules.
 - A. Strongly Agree
 - B. Agree
 - C. Not Clear
 - D. Disagree
 - E. Strongly Disagree
6. The working environment factor influences the employee's motivation in giving services to the customers.
 - A. Strongly Disagree
 - B. Agree
 - C. Not Clear
 - D. Disagree
 - E. Strongly Disagree

Factor II: Work Relationships

7. Work relationships among employee runs well according with the expectation.
 - A. Strongly Agree
 - B. Agree
 - C. Not Clear
 - D. Disagree
 - E. Strongly Disagree
8. In the recruitment of new employees, the candidates who want to work at BPD DIY, branch Senopati must have graduated from certain college (Gadjah Mada University, for example).
 - A. Strongly Agree
 - B. Agree
 - C. Not Clear
 - D. Disagree
 - E. Strongly Disagree
9. The placement of working specialization has been proper with the skill which having by each employee.

- A. Strongly Agree
 - B. Agree
 - C. Not Clear
 - D. Disagree
 - E. Strongly Disagree
10. The work experiences are needed first to work at BPD DIY, branch Senopati.
- A. Strongly Agree
 - B. Agree
 - C. Not Clear
 - D. Disagree
 - E. Strongly Disagree
11. The seniority factor can be guidance in the placement of work specialization.
- A. Strongly Agree
 - B. Agree
 - C. Not Clear
 - D. Disagree
 - E. Strongly Disagree
12. The employee's skills' factor influences employee working motivation in giving service to the customers.
- A. Strongly Agree
 - B. Agree
 - C. Not Clear
 - D. Disagree
 - E. Strongly Disagree

Factor III: Compensation System

13. The salary payment system runs well.
- A. Strongly Agree
 - B. Agree
 - C. Not Clear
 - D. Disagree

- E. Strongly Disagree
14. The salary standard applied has been appropriate with expectancy.
- A. Strongly Agree
 - B. Agree
 - C. Not Clear
 - D. Disagree
 - E. Strongly Disagree
15. The salary payment systems is according to the expectancy of daily needs.
- A. Strongly Agree
 - B. Agree
 - C. Not Clear
 - D. Disagree
 - E. Strongly Disagree
16. BPD DIY, branch Senopati has given appropriate salary with the performance appraisal of each employee.
- A. Strongly Agree
 - B. Agree
 - C. Not Clear
 - D. Disagree
 - E. Strongly Agree
17. Seniority actor is also guidance in giving salary standard to employees.
- A. Strongly Agree
 - B. Agree
 - C. Not Clear
 - D. Disagree
 - E. Strongly Disagree

QUESTIONARE

Mohon pertanyaan-pertanyaan berikut, saudara jawab sesuai dengan yang anda tahu, dan sejujurnya menurut pendapat saudara. Pertanyaan-pertanyaan berikut tentang tiga (3) faktor yang mempunyai keterkaitan dengan pelayanan yang saudara berikan terhadap konsumen.

Faktor I: Kondisi Lingkungan Kerja

1. Kondisi lingkungan kerja pada BPD DIY telah memenuhi standard kenyamanan untuk bekerja.
 - A. Sangat Setuju
 - B. Setuju
 - C. Ragu-ragu
 - D. Tidak Setuju
 - E. Sangat tidak Setuju
2. Sistem/peralatan pada saat kerja telah sesuai dengan kebutuhan untuk menunjang kualitas kerja.
 - A. Sangat Setuju
 - B. Setuju
 - C. Ragu-ragu
 - D. Tidak Setuju
 - E. Sangat Tidak Setuju
3. Kerjasama antar pegawai telah berjalan dengan baik.
 - A. Sangat Setuju
 - B. Setuju
 - C. Ragu-ragu
 - D. Tidak Setuju
 - E. Sangat Tidak Setuju
4. Spesialisasi kerja telah sesuai dengan peraturan yang ada.
 - A. Sangat Setuju
 - B. Setuju
 - C. Ragu-ragu
 - D. Tidak Setuju

- E. Sangat Tidak Setuju
5. Penyelenggaraan jam kerja dan jam istirahat telah berjalan sesuai dengan peraturan.
- A. Sangat Setuju
- B. Setuju
- C. Ragu-ragu
- D. Tidak Setuju
- E. Sangat Tidak Setuju
6. Faktor lingkungan kerja mempengaruhi motivasi kerja anda dalam memberikan pelayanan terhadap konsumen.
- A. Sangat Setuju
- B. Setuju
- C. Ragu-ragu
- D. Tidak Setuju
- E. Sangat Tidak Setuju

Faktor II: Hubungan Kerja antar Pegawai

7. Hubungan kerja antara pegawai telah berjalan sesuai dengan yang diharapkan.
- A. Sangat Setuju
- B. Setuju
- C. Ragu-ragu
- D. Tidak Setuju
- E. Sangat Tidak Setuju
8. Pegawai yang diterima bekerja di BPD DIY apakah harus merupakan lulusan Perguruan Tinggi tertentu (UGM) misalnya.
- A. Sangat Setuju
- B. Setuju
- C. Ragu-ragu
- D. Tidak Setuju
- E. Sangat Tidak Setuju

9. Penempatan spesialisasi kerja telah sesuai dengan skill yang dimiliki oleh masing-masing pegawai.
- A. Sangat Setuju
 - B. Setuju
 - C. Ragu-ragu
 - D. Tidak Setuju
 - E. Sangat Tidak Setuju
10. Harus dibutuhkan pengalaman kerja terlebih dahulu untuk bekerja pada BPD DIY.
- A. Sangat Setuju
 - B. Setuju
 - C. Ragu-ragu
 - D. Tidak Setuju
 - E. Sangat Tidak Setuju
11. Faktor senioritas menjadi acuan dalam penempatan spesialisasi kerja.
- A. Sangat Setuju
 - B. Setuju
 - C. Ragu-ragu
 - D. Tidak Setuju
 - E. Sangat Tidak Setuju
12. Faktor kemampuan/keahlian (skill) pegawai dijadikan acuan dalam memberikan pelayanan terhadap nasabah.
- A. Sangat Setuju
 - B. Setuju
 - C. Ragu-ragu
 - D. Tidak Setuju
 - E. Sangat Tidak Setuju

Faktor III: Sistem Kompensasi

13. Sistem pembayaran gaji telah berjalan dengan baik.
- A. Sangat Setuju
 - B. Setuju

- C. Ragu-ragu
 - D. Tidak Setuju
 - E. Sangat Tidak Setuju
14. Standard gaji yang diterapkan telah sesuai dengan yang diharapkan.
- A. Sangat Setuju
 - B. Setuju
 - C. Ragu-ragu
 - D. Tidak Setuju
 - E. Sangat Tidak Setuju
15. Sistem pemberian gaji telah sesuai dengan kebutuhan hidup yang diharapkan.
- A. Sangat Setuju
 - B. Setuju
 - C. Ragu-ragu
 - D. Tidak Setuju
 - E. Sangat Tidak Setuju
16. Pemberian gaji disesuaikan dengan prestasi kerja dari masing-masing karyawan.
- A. Sangat Setuju
 - B. Setuju
 - C. Ragu-ragu
 - D. Tidak Setuju
 - E. Sangat Tidak Setuju
17. Senioritas juga menjadi acuan dalam pemberian standard gaji pada karyawan.
- A. Sangat Setuju
 - B. Setuju
 - C. Ragu-ragu
 - D. Tidak Setuju
 - E. Sangat Tidak Setuju

18. Sistem kompensasi/gaji mempengaruhi motivasi kerja dalam memberikan pelayanan terhadap konsumen.
- A. Sangat Setuju
 - B. Setuju
 - C. Ragu-ragu
 - D. Tidak Setuju
 - E. Sangat Tidak Setuju



	var00001	var00002	var00003	var00004	var00005	var00006	var00007
1	5,00	5,00	5,00	5,00	5,00	3,00	5,00
2	5,00	5,00	5,00	4,00	4,00	3,00	5,00
3	4,00	5,00	4,00	5,00	5,00	4,00	4,00
4	5,00	5,00	5,00	4,00	4,00	4,00	5,00
5	4,00	4,00	4,00	5,00	4,00	4,00	5,00
6	4,00	5,00	4,00	5,00	4,00	5,00	4,00
7	5,00	5,00	5,00	4,00	5,00	4,00	5,00
8	4,00	5,00	4,00	4,00	4,00	5,00	5,00
9	5,00	4,00	5,00	4,00	4,00	5,00	5,00
10	5,00	5,00	5,00	4,00	4,00	4,00	4,00
11	4,00	4,00	5,00	4,00	5,00	5,00	5,00
12	4,00	5,00	4,00	5,00	4,00	5,00	5,00
13	5,00	4,00	4,00	4,00	3,00	4,00	3,00
14	4,00	5,00	4,00	4,00	4,00	4,00	3,00
15	4,00	5,00	4,00	5,00	5,00	5,00	4,00
16	5,00	4,00	5,00	4,00	4,00	4,00	4,00
17	4,00	4,00	4,00	5,00	5,00	5,00	5,00
18	4,00	5,00	5,00	5,00	4,00	4,00	4,00
19	5,00	4,00	4,00	4,00	3,00	4,00	4,00
20	5,00	5,00	5,00	4,00	4,00	4,00	5,00
21	5,00	4,00	4,00	4,00	5,00	4,00	5,00
22	4,00	4,00	5,00	4,00	4,00	5,00	4,00
23	4,00	4,00	5,00	4,00	5,00	5,00	5,00
24	5,00	5,00	5,00	3,00	5,00	4,00	5,00
25	5,00	4,00	4,00	4,00	4,00	4,00	4,00
26	5,00	5,00	5,00	5,00	5,00	4,00	4,00
27	4,00	5,00	4,00	4,00	4,00	4,00	5,00
28	4,00	4,00	5,00	5,00	5,00	5,00	4,00
29	5,00	5,00	5,00	4,00	4,00	4,00	4,00
30	4,00	4,00	3,00	5,00	5,00	5,00	5,00

	var00008	var00009	var00010	var00011	var00012	var00013	var00014
1	1,00	5,00	1,00	1,00	5,00	5,00	5,00
2	2,00	4,00	1,00	1,00	4,00	4,00	5,00
3	1,00	4,00	2,00	2,00	4,00	4,00	5,00
4	1,00	4,00	1,00	1,00	5,00	5,00	4,00
5	1,00	5,00	1,00	1,00	5,00	4,00	4,00
6	1,00	4,00	2,00	1,00	5,00	5,00	5,00
7	2,00	4,00	1,00	2,00	4,00	4,00	5,00
8	1,00	5,00	1,00	1,00	5,00	4,00	5,00
9	1,00	5,00	2,00	1,00	4,00	4,00	5,00
10	2,00	5,00	1,00	2,00	5,00	4,00	5,00
11	1,00	4,00	2,00	1,00	4,00	5,00	4,00
12	1,00	5,00	2,00	2,00	5,00	4,00	4,00
13	3,00	4,00	2,00	1,00	4,00	4,00	3,00
14	4,00	3,00	1,00	2,00	5,00	4,00	4,00
15	2,00	4,00	1,00	1,00	4,00	3,00	4,00
16	1,00	5,00	1,00	2,00	5,00	4,00	5,00
17	2,00	4,00	2,00	2,00	4,00	3,00	4,00
18	1,00	5,00	2,00	2,00	4,00	4,00	5,00
19	2,00	4,00	2,00	2,00	5,00	5,00	5,00
20	2,00	4,00	1,00	2,00	5,00	4,00	4,00
21	1,00	5,00	1,00	1,00	4,00	3,00	4,00
22	2,00	4,00	1,00	2,00	5,00	3,00	4,00
23	1,00	3,00	2,00	1,00	4,00	4,00	5,00
24	1,00	3,00	2,00	1,00	5,00	4,00	5,00
25	1,00	2,00	1,00	1,00	3,00	3,00	4,00
26	1,00	2,00	1,00	1,00	4,00	4,00	5,00
27	1,00	2,00	1,00	1,00	5,00	4,00	5,00
28	1,00	2,00	1,00	1,00	4,00	4,00	4,00
29	1,00	2,00	1,00	2,00	3,00	4,00	5,00
30	2,00	1,00	2,00	2,00	4,00	5,00	4,00

	var00015	var00016	var00017
1	5,00	3,00	1,00
2	5,00	4,00	2,00
3	4,00	4,00	1,00
4	4,00	3,00	1,00
5	5,00	3,00	1,00
6	5,00	4,00	2,00
7	4,00	4,00	1,00
8	5,00	4,00	1,00
9	4,00	5,00	2,00
10	4,00	4,00	1,00
11	5,00	5,00	2,00
12	4,00	4,00	1,00
13	2,00	4,00	2,00
14	3,00	3,00	3,00
15	4,00	5,00	1,00
16	4,00	4,00	2,00
17	4,00	3,00	2,00
18	4,00	4,00	3,00
19	4,00	4,00	2,00
20	5,00	4,00	1,00
21	4,00	4,00	2,00
22	4,00	5,00	2,00
23	5,00	4,00	2,00
24	4,00	3,00	2,00
25	4,00	5,00	2,00
26	4,00	4,00	1,00
27	5,00	5,00	1,00
28	3,00	4,00	2,00
29	4,00	5,00	1,00
30	4,00	3,00	3,00

	work	relation	compensa	satisfac
1	28,00	18,00	19,00	65,00
2	27,00	19,00	20,00	66,00
3	27,00	17,00	21,00	65,00
4	26,00	19,00	18,00	63,00
5	28,00	20,00	19,00	67,00
6	27,00	17,00	18,00	62,00
7	28,00	16,00	18,00	62,00
8	27,00	18,00	19,00	64,00
9	26,00	18,00	19,00	63,00
10	28,00	19,00	20,00	67,00
11	29,00	20,00	20,00	69,00
12	28,00	19,00	19,00	66,00
13	27,00	18,00	19,00	64,00
14	27,00	17,00	18,00	62,00
15	28,00	16,00	17,00	61,00
16	28,00	16,00	17,00	61,00
17	27,00	17,00	18,00	62,00
18	26,00	17,00	20,00	63,00
19	29,00	18,00	19,00	66,00
20	27,00	18,00	19,00	64,00
21	27,00	16,00	17,00	60,00
22	28,00	17,00	17,00	62,00
23	29,00	18,00	18,00	65,00
24	26,00	18,00	18,00	62,00
25	27,00	18,00	18,00	63,00
26	26,00	20,00	19,00	65,00
27	28,00	19,00	20,00	67,00
28	28,00	19,00	21,00	68,00
29	26,00	17,00	20,00	63,00
30	27,00	16,00	19,00	62,00

requencies

Statistics

	WORK	RELATION	COMPEN	SATISFAC
Valid	30	30	30	30
Missing	0	0	0	0
. Deviation	,8996	1,9241	2,3887	3,0468
ariance	,8092	3,7023	5,7057	9,2828
nge	3,00	7,00	8,00	11,00

quency Table

WORK

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 24,00	3	10,0	10,0	10,0
25,00	15	50,0	50,0	60,0
26,00	7	23,3	23,3	83,3
27,00	5	16,7	16,7	100,0
Total	30	100,0	100,0	

RELATION

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 19,00	1	3,3	3,3	3,3
20,00	3	10,0	10,0	13,3
21,00	5	16,7	16,7	30,0
22,00	5	16,7	16,7	46,7
23,00	4	13,3	13,3	60,0
24,00	4	13,3	13,3	73,3
25,00	7	23,3	23,3	96,7
26,00	1	3,3	3,3	100,0
Total	30	100,0	100,0	

COMPEN

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 14,00	4	13,3	13,3	13,3
15,00	5	16,7	16,7	30,0
16,00	1	3,3	3,3	33,3
17,00	5	16,7	16,7	50,0
18,00	5	16,7	16,7	66,7
19,00	2	6,7	6,7	73,3
20,00	5	16,7	16,7	90,0
21,00	2	6,7	6,7	96,7
22,00	1	3,3	3,3	100,0
Total	30	100,0	100,0	

SATISFAC

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 60,00	2	6,7	6,7	6,7
61,00	1	3,3	3,3	10,0
62,00	2	6,7	6,7	16,7
63,00	3	10,0	10,0	26,7
64,00	3	10,0	10,0	36,7
65,00	4	13,3	13,3	50,0
66,00	2	6,7	6,7	56,7
67,00	4	13,3	13,3	70,0
68,00	4	13,3	13,3	83,3
69,00	1	3,3	3,3	86,7
70,00	3	10,0	10,0	96,7
71,00	1	3,3	3,3	100,0
Total	30	100,0	100,0	

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
WORK	30	24,00	27,00	25,4667	,8996	,809
RELATION	30	19,00	26,00	22,7667	1,9241	3,702
COMPEN	30	14,00	22,00	17,4667	2,3887	5,706
SATISFAC	30	60,00	71,00	65,6000	3,0468	9,283
Valid N (listwise)	30					

Regression

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	COMPEN, RELATION, WORK ^a		Enter

a. All requested variables entered.

b. Dependent Variable: SATISFAC

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,982 ^a	,963	,959	,6153

Model Summary^b

Model	Change Statistics					Durbin-Watson
	R Square Change	F Change	df1	df2	Sig. F Change	
	,963	228,313	3	26	,000	2,071

. Predictors: (Constant), COMPEN, RELATION, WORK

. Dependent Variable: SATISFAC

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	259,355	3	86,452	228,313	,000 ^a
Residual	9,845	26	,379		
Total	269,200	29			

. Predictors: (Constant), COMPEN, RELATION, WORK

. Dependent Variable: SATISFAC

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1,772	4,182		-,424	,675
WORK	1,086	,135	,321	8,052	,000
RELATION	1,028	,063	,649	16,300	,000
COMPEN	,934	,048	,732	19,496	,000

Coefficients^a

Model	Correlations		
	Zero-order	Partial	Part
(Constant)			
WORK	,133	,845	,302
RELATION	,560	,954	,611
COMPEN	,761	,967	,731

a. Dependent Variable: SATISFAC

Casewise Diagnostics^a

Case Number	Std. Residual	SATISFAC
4	-4,387	65,00

a. Dependent Variable: SATISFAC

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	60,0047	70,7124	65,6000	2,9905	30
Residual	-2,6993	,8192	5,447E-15	,5827	30
Std. Predicted Value	-1,871	1,710	,000	1,000	30
Std. Residual	-4,387	1,331	,000	,947	30

a. Dependent Variable: SATISFAC

