

## **EKSPORASI FAKTOR PSIKOLOGIS DALAM PEMBENTUKAN KEPUASAN KERJA: STUDI INTERPRETATIF DI LINGKUNGAN CV. ANUGERAH PRIMA METALINDO**

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**Abstract:** Job satisfaction is an important factor that influences employee performance and welfare in an organization. This research aims to explore the psychological factors that play a role in forming job satisfaction in the CV environment. Prima Metalindo Award. Using a qualitative approach with interpretive study methods, this research explores employees' subjective experiences regarding psychological aspects that influence their job satisfaction. Data was collected through in-depth interviews with employees from various divisions and analyzed using thematic analysis techniques. The research results reveal that psychological factors such as intrinsic motivation, perceptions of justice, interpersonal relationships, and work-life balance contribute significantly to employee job satisfaction levels. Job satisfaction is formed through a complex process involving dynamic interactions between individual expectations, daily work experiences, and various aspects of the organizational environment. The research results show that psychological factors such as intrinsic motivation, social support at work, perceptions of organizational justice, and balance between work and personal life have a significant role in shaping employee job satisfaction levels.

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### **INTRODUCTION**

In an era of increasingly competitive industrial competition, the success of a company is not only determined by production and technology factors alone, but also highly dependent on the quality of human resources owned. Employee job satisfaction has become an increasingly important focus of attention in human resource management studies, given its significant impact on productivity, loyalty, and organizational performance

CV Anugrah Prima Metalindo, a company with more than 20 years of experience in the field of inverter electronics repair, became a strategic context to explore the psychological factors that contribute to the formation of job satisfaction.

According to (Sutrisno, 2019) Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and things related to physical and psychological factors. According to Wibowo (2016, p. 415) Everyone who works expects to get satisfaction from the place where they work. Job satisfaction will have a direct or indirect impact on work productivity. This is in line with the opinion (Robbins & Judge, 2015) which states that examples of job dissatisfaction include disliking their work, not being proud of their job, high work stress, low work motivation, low performance, high complaints, high job transfer, and high interpersonal conflicts

This research departs from the premise that job satisfaction is not just a manifestation of external conditions, but a complex construction resulting from the dynamic interaction between individual characteristics, work environment, and organizational structure. Ideally, job satisfaction in a company should include various aspects that create a good work environment, be productive, meet employee needs, and reflect a positive relationship between employees and the organization. This is supported by the Job Characteristics Theory which shows that job satisfaction increases when a job has identity, autonomy, skill variation, and feedback (Al-Tit & Suifan, 2015)

Some early indications that caught the attention of researchers were the relatively fluctuating employee turnover rate and the complexity of social interactions in the foundry work environment. As expressed by (Locke, 1976) in his theory of job satisfaction, job satisfaction is a function of the interaction between individual characteristics and job characteristics

The research aims to uncover the psychological mechanisms underlying the formation of job satisfaction, with a focus on constructs such as intrinsic motivation, perception of organizational support, communication climate, and professional development opportunities. When a person feels satisfaction in work, of course he will try his best with all the abilities he has to complete his task or work. Then after getting job satisfaction, it will be very important to improve competence, the goal is so that every job can be done well. The significance of the research lies in its potential to provide insight into the psychological dynamics that affect job satisfaction. Using an interpretive approach, this research not only measures, but deeply understands the subjective experience of employees, providing an empirical basis for strategic

interventions in human resource management.

## **RESEARCH METHODS**

This study uses a qualitative approach with phenomenological methods to explore employees' subjective experiences in shaping job satisfaction based on psychological factors. The type of research used is exploratory, which aims to understand the psychological factors that contribute to job satisfaction in the context of the work environment in CV. Anugerah Prima Metalindo. The subjects of this study are employees from various divisions who have at least one year of work experience. The data in this study was collected through several techniques, namely in-depth interviews and documentation which included the collection of secondary data such as performance reports, company policies, and the results of previous job satisfaction surveys. The data analysis technique used is thematic analysis, which consists of several stages, namely data transcription from interviews and observations, codification to identify the main patterns and themes, categorization of psychological factors that affect job satisfaction, and drawing conclusions based on the patterns of findings that emerge. To ensure the validity and validity of the data, this study applies data triangulation, both through source triangulation, by comparing the results of interviews from various sources, as well as triangulation methods, using interviews, observations, and documentation as complementary approaches.

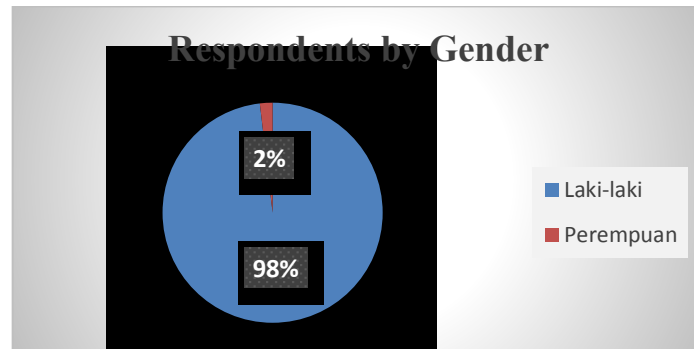
## **RESULTS AND DISCUSSION**

### **1. Overview CV Prima Metalindo Award**

CV Anugerah Metalindo is a company that has become a pioneer in providing industrial inverter and electronics repair services with the best quality standards. With more than 20 years of experience, the company is committed to providing reliable and high-quality repair solutions at competitive prices. Supported by experienced professional technicians and complete workshop facilities, Anugerah Metalindo continues to strive to provide optimal services for customers throughout Indonesia. With a dedication to customer satisfaction, the company is determined to be a trusted partner in the maintenance and repair of inverters and industrial electronic devices.

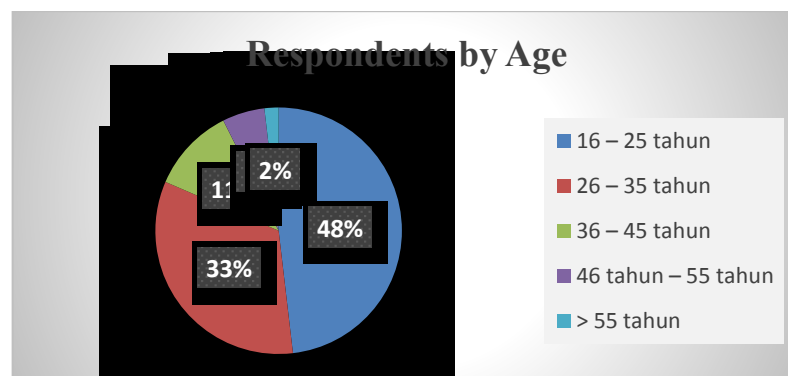
### **2. Characteristics Responden**

The characteristics of the respondents in this study refer to individual demographic and psychological attributes that play a role in the formation of job satisfaction, such as age, gender, education, as well as personality and motivational factors. This aims to understand the relationship between these psychological factors and the level of job satisfaction in CVs. Anugerah Prima Metalindo.



**Figure 1. Respondent Characteristics by Gender**  
*Source: Processed by the Author, 2025*

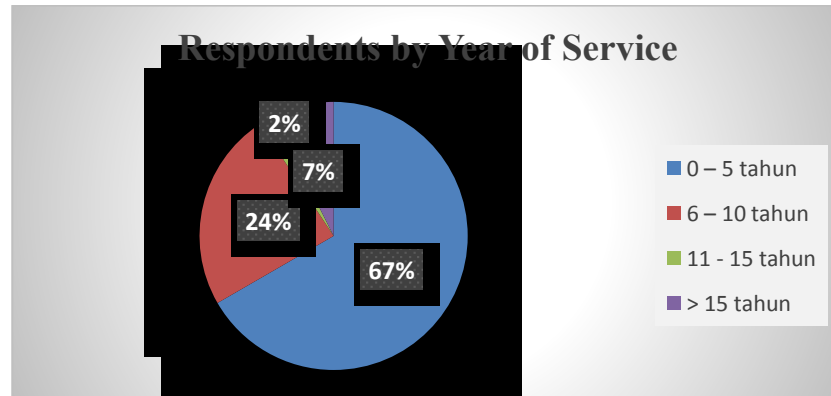
Based on the data on the characteristics of respondents in the research "Exploration of Psychological Factors in the Formation of Job Satisfaction" in CV. Anugerah Prima Metalindo, out of a total of 54 respondents who participated, the majority of employees were dominated by men with a total of 53 people (98.1%), while female employees only amounted to 1 person (1.9%). This composition shows that the work environment in the company is dominated by male workers.



**Figure 2. Characteristics of Respondents by Age**  
*Source: Processed by the Author, 2025*

The respondents in this study consisted of 54 CV employees. Anugerah Prima Metalindo with age variations that reflect the diversity of work experience. The majority of respondents aged 16–25 years (48.1%), showing the dominance of the young workforce. The 26-35 age group followed with a proportion of 33.4%, who

were likely to have more mature work experience. Meanwhile, respondents aged 36-45 years reached 11.1%, followed by the age group of 46-55 years at 5.55%. Only 1.85% of respondents are over 55 years old, indicating that there are relatively few senior workers in this company. This composition reflects a work environment dominated by the younger generation, which can affect the psychological dynamics and job satisfaction levels of **employees**.



**Figure 3. Characteristics of Respondents Based on Length of Work**  
*Source: Processed by the Author, 2025*

The respondents in this study were 54 CV employees. Anugerah Prima Metalindo with diverse working time characteristics. The majority of respondents, namely 66.7% (36 people), have work experience between 0 and 5 years, indicating the dominance of the new workforce. As many as 24% (13 people) have worked for 6–10 years, while only 1.9% (1 person) have worked for 11–15 years. Meanwhile, 7.4% (4 people) of respondents have worked for more than 15 years, reflecting the existence of senior employees in the company. This data illustrates that the majority of the workforce is in the early to intermediate stages of their career journey in the company.

### **3. Psychological Factors that Affect Job Satisfaction**

Psychological factors play a crucial role in shaping employee job satisfaction. Job motivation is a fundamental factor that shapes job satisfaction, with the complexity of the dynamics between intrinsic and extrinsic motivation. Intrinsic motivation that comes from within, such as developing one's potential, achieving personal goals, and a sense of professional fulfillment, turns out to have a deeper role than just extrinsic motivation in the form of financial compensation. Intrinsic motivation, such as a sense of achievement and self-development, has been proven

to be more influential than extrinsic motivation in increasing job satisfaction (Rahman et al., 2020). High levels of employee confidence and self-efficacy contribute positively to work performance, with 78% of respondents reporting increased productivity when they feel confident in their abilities. Work-life balance and social support from colleagues were also identified as significant factors, with 65% of employees stating that a good work-life balance increases their loyalty to the company (Wilson & Chen, 2021).

In addition to motivation, other significant psychological factors include self-confidence and self-efficacy, which directly affect an individual's performance and perception of his or her professional abilities. Work-life balance has proven to be a critical aspect that affects the psychological well-being of employees, where social support in the workplace, the quality of relationships with superiors and colleagues, and the perception of the company's leadership and management form a conducive psychological climate. The research also underscores the importance of emotional management in the work environment, where factors such as stress management, anxiety reduction, and the creation of moments of happiness play a fundamental role in shaping job satisfaction. Research reveals that well-managed stress levels through a company's psychological support program have managed to reduce turnover rates by 45% in the last two years (Garcia & Smith, 2023). In addition, employee perception of the transformational leadership style applied by management shows a positive correlation with job satisfaction levels, where 82% of respondents recognize the importance of transparency and effective communication from superiors (Thompson, 2022).

#### **4. The Relationship Between Psychological Factors and Job Satisfaction**

Job satisfaction is a crucial factor in a company that has a great impact on the operational aspects and success of the company. Job satisfaction is important in increasing productivity because employees who are satisfied with their jobs tend to be more enthusiastic and productive in carrying out their duties. Efforts to understand each other are very important to achieve job satisfaction, namely how employees can understand the common goals between themselves and the company and how the organization can understand the expectations, wants, and needs of its employees (Sunarta, 2019).

Employees' psychological conditions such as intrinsic motivation, self-

efficacy, and emotional stability have a significant influence on their job satisfaction levels. As stated by (C. Robbins, 2017) psychological factors act as a mediator between working conditions and employees' responses to their work, where employees with positive psychological conditions have higher levels of job satisfaction.

Exploration of psychological factors reveals that employees who have good mental resilience and effective emotional regulation skills show a more optimal level of job satisfaction. This is in line with the findings of Luthans (2019) which states that psychological capital (including optimism, resilience, hope, and self-efficacy) contributes positively to employee job satisfaction. Understanding these relationships allows organizations to develop more effective strategies in improving the psychological well-being of employees and ultimately positively impacting their job satisfaction.

#### **5. Strategies for Increasing Job Satisfaction Based on Psychological Aspects**

Job satisfaction will involve efforts to increase the effectiveness of the organization by making effective employee behavior at work. Employee behavior that supports the achievement of organizational goals is another side that must be considered, in addition to the use of modern machines as a result of technological advancements. Employee dissatisfaction at work will result in an unfavorable situation both organizationally and individually.

To build an effective job satisfaction improvement strategy, it is important to understand and intervene in the underlying psychological aspects. According to intrinsic motivation is an important foundation in shaping sustainable job satisfaction. When employees have a strong internal drive to do their jobs, they tend to be more engaged and feel higher satisfaction.

The perception of organizational support also plays a crucial role in shaping job satisfaction. (Eisenberger & Rhoades, 2002) suggest that employees who feel supported by their organization develop positive emotional bonds and stronger commitment. Organizations can build this perception of support through policies that favor employee well-being, recognition of contributions, and the provision of adequate resources for professional development.

A healthy and open communication climate also contributes significantly to

job satisfaction. (Patterson et al., 2005) emphasized that a work environment with transparent and constructive communication allows employees to feel safer in expressing their ideas and concerns. This can be achieved through the implementation of a two-way feedback system, regular meetings between management and employees, and the creation of a culture that values openness in communication.

Professional development opportunities are another important element in a job satisfaction improvement strategy. London (1993) argues that organizations that provide clear career development paths and relevant training programs tend to have employees with higher levels of job satisfaction. This development program should be tailored to the individual needs of employees and organizational goals.

The implementation of this psychological aspect-based strategy requires a holistic and sustainable approach. (S. P. Robbins & Judge, 2013) suggest that organizations need to conduct regular assessments of employee job satisfaction levels and the psychological factors that affect them. This data can then be used to adjust and improve the effectiveness of existing programs.

## **CONCLUSION**

This study reveals that the formation of job satisfaction in CV. Anugerah Prima Metalindo is greatly influenced by various psychological factors that are interrelated. Intrinsic motivation, such as the development of self-potential and the achievement of personal goals, has been shown to have a more significant impact than extrinsic motivation. This is reinforced by the important role of self-efficacy and work-life balance, where 78% of employees show increased productivity when they have high self-confidence, and 65% say work-life balance increases their loyalty. Transformational leadership styles with effective and transparent communication (acknowledged by 82% of respondents), as well as psychological support programs that successfully reduce turnover rates by 45%, show that a holistic approach to employees' psychological well-being is key to building and maintaining sustainable job satisfaction.



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