

Optimizing Job Satisfaction Through Providing Incentives, Providing Work Facilities, and Leadership Style in CV MSMEs. Bima TKBM Services

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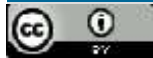
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ABSTRACT

This research aims to analyze the factors that influence employee job satisfaction at CV MSMEs. Bima, with a focus on incentives, work facilities and leadership style. The background to this problem arises from the importance of job satisfaction in increasing employee productivity and retention. The method used was in-depth interviews with five employees from various backgrounds, including loading and unloading workers and supervision. The research results show that all informants agree that financial incentives really motivate them and contribute to family welfare. Work facilities such as BPJS health and work safety equipment are also considered important for comfort and safety. In addition, a democratic and open leadership style creates a positive work atmosphere, increasing motivation and satisfaction. Based on these findings, it is recommended that CV management. Bima continues to improve incentive policies, ensure adequate work facilities, and maintain a supportive leadership style. These steps are expected to increase employee job satisfaction, which will ultimately have a positive effect on overall company productivity and performance.

INTRODUCTION

The role of MSMEs in Indonesia is very large in supporting national economic growth. MSMEs have been able to play a big role in improving the macro economy in Indonesia. This can be seen from their large role in absorbing labor, especially MSMEs which are based on local workers who do not yet have the necessary skills or expertise. high (unskilled labor). The problem in our country is the lack of employment opportunities, so the impact is that the unemployment rate is still high which causes per capita income in our country to still be low. Depart from here, CV.Bima UMKM which operates in the field of loading and unloading labor services (TKBM) has a big role in absorbing manual labor, where CV.Bima has been able to absorb a workforce of 200 workers consisting of permanent workers and non-permanent workers (freeline), CV. MSMEs. Bima has been established since 2018 until now and has been running its business for 6 years, even though it has been established for 6 years, CV.Bima UMKM still has many shortcomings or has not been able to run its business operations optimally, but CV.Bima UMKM has the intention to improve its shortcomings. faced in the field of human resources which concerns the issue of employee incentives, facilities and leadership styles. Labor issues are the most serious problem at CV.Bima, because at CV.Bima the company's productivity is very dependent on the quality of employees as the main source of production for its business. based on manual labor services for loading and unloading goods (TKBM), starting from this, this research focuses on how the CV.Bima MSME company can increase employee job satisfaction through providing incentives in accordance with employee wishes, providing adequate work facilities and implementing The right leadership style. The hope is that by realizing employee satisfaction in MSMEs, CV. Bima can create employee work loyalty. With loyalty, it is hoped that employee productivity and performance can increase.

Job satisfaction is one of the key factors that influences employee productivity and performance in an organization. In the era of globalization and increasingly fierce competition, companies are required to not only focus on profitability, but also on employee welfare (Robbins & Judge, 2022). In this context, UMKM CV. Bima, as a provider of labor for loading and unloading goods (TKBM) in Rejoso Village, Binangun District, Blitar Regency, East Java, faces the challenge of increasing employee job satisfaction in order to compete in this industry. Labor is the company's most valuable asset and has an influence on company productivity, so this is where proper employee management is important to create optimal job satisfaction. With this job satisfaction, the company hopes that employee loyalty can increase. By increasing employee loyalty, employee performance will be able to increase to the maximum.

Based on observations and preliminary data, currently UMKM CV. Bima faces several challenges in increasing employee job satisfaction. Many employees feel that the incentives provided are not commensurate with the workload they bear. Apart from that, existing work facilities are considered inadequate to support their performance. This can result in decreased productivity and increased employee turnover rates. According to an internal survey, only around 60% of employees feel satisfied with their working conditions. And based on

existing data, CV.Bima MSMEs have actually tried to provide optimal incentives and facilities, however due to limited financial capabilities they cannot accommodate all requests and proposals from TKBM employees from UMKM CV.Bima, and from UMKM CV.Bima are determined to provide standard facilities and incentives that can support the creation of optimal employee satisfaction.

In the context of the employment service industry, this condition becomes more urgent. The TKBM sector relies heavily on a skilled and motivated workforce. If job satisfaction is not handled well, companies can lose qualified and experienced employees, which will ultimately affect operational performance and company reputation. Therefore, it is important for CV. MSMEs. Bima to review and re-evaluate incentive policies, work facilities and leadership styles currently implemented. MSME CV. Bima has 200 permanent workers and non-permanent workers who are the most important assets for the company. In carrying out its operations, companies must pay attention to various factors that can increase employee job satisfaction, such as providing incentives, adequate work facilities, and effective leadership styles. Research by Prabowo (2021) shows that the right incentives can increase employee motivation and job satisfaction, thereby contributing to improving company performance.

Providing incentives, both financial and non-financial, is one strategy that many companies use to motivate employees. Good incentives not only increase work morale but also create a sense of belonging to the company (Dessler, 2023). However, providing incentives must be accompanied by good work facilities. Adequate and comfortable work facilities can make employees feel valued and increase their productivity. In research by Sukron, Wulandari, and Rahmawati (2024), it was found that good work facilities were positively related to employee job satisfaction.

Leadership style also plays an important role in creating a positive work environment. Leaders who are communicative, have high social sensitivity, and care can support can increase employee involvement in the organization (Setiawan, 2023). In the context of CV. MSMEs. Bima, the leadership style applied by management will greatly influence the job satisfaction of the workforce. Various factors that influence employee job satisfaction, such as incentives, work facilities, and leadership style, have become the main focus in human resource management research. According to Sudarmiatin, et al (2023) providing appropriate and fair incentives has a significant impact on employee motivation. In his research, he found that incentives can increase employee engagement and help reduce turnover rates in companies. Apart from that, Sudarmiatin also emphasized the importance of transparency in incentive policies, where employees must understand how incentives are calculated and given in order to feel more appreciated in their work.

Apart from incentives, Wening Patmi Rahayu, highlighted the importance of a supportive work environment in creating job satisfaction. In his research, Wening stated that adequate work facilities not only affect productivity but also the psychological well-being of employees. Comfortable facilities, such as rest areas, adequate work equipment, and work flexibility policies, all play a

role in increasing employee satisfaction. In the context of MSMEs, such as CV. Bima, even though financial limitations may be an obstacle, it is important to continue to strive to provide adequate basic facilities to support optimal performance (Rahayu, et al, 2023).

In terms of leadership, the transformational leadership style, as described by Setiawan (2023), has been proven to be very effective in increasing job satisfaction. Leaders who care about employee needs, provide constructive feedback, and are able to inspire and motivate employees to achieve common goals, can create a more positive and productive work environment. By optimizing these three factors, incentives, work facilities and leadership style, UMKM CV. Bima is expected to increase employee job satisfaction, which in turn will improve overall organizational performance. Therefore, this research aims to explore how incentives, work facilities and leadership styles can be optimized to increase employee job satisfaction at CV MSMEs. Bima.

LITERATURE REVIEW

Employee job satisfaction is an important factor that influences organizational performance, especially in the MSME (Micro, Small and Medium Enterprises) sector which relies heavily on human resources. Research in the field of human resource management (HR) shows that various elements such as incentives, work facilities, and leadership style have a major influence on employee satisfaction and loyalty. To understand how these three factors influence job satisfaction at CV MSMEs. Bima, we will discuss relevant literature.

Incentives as Triggers for Motivation and Job Satisfaction

Incentives are a form of compensation given by companies to employees for good performance or certain achievements. Incentives can be in the form of financial or non-financial benefits. Dessler (2023) explains that good incentives can increase employee morale and productivity, as well as create loyalty to the company. Prabowo's research (2021) also shows that providing fair and transparent incentives can increase motivation and job satisfaction, which in turn will have a positive impact on organizational performance.

In the context of CV. MSMEs. Bima, incentives play an important role because the company operates in the field of loading and unloading labor services (TKBM), which relies heavily on the performance of manual employees. Lack of appropriate incentives can result in decreased work morale, as identified in an internal company survey, where only 60% of employees were satisfied with the incentives provided. This highlights the urgent need for CVs. Bima to review their incentive policies to be in line with workload and employee needs.

Work Facilities to Support Productivity

Work facilities are another important factor that influences employee satisfaction and productivity. Sukron, Wulandari, and Rahmawati (2024) found that adequate work facilities were positively correlated with employee job satisfaction. Comfortable facilities, such as good work equipment, rest areas, and work flexibility policies, can create a work environment that supports productivity.

At UMKM CV. Bima, work facilities are considered inadequate by most employees, which can have a negative impact on their performance. According to Wening Patmi Rahayu (2023), in limited financial conditions such as in MSMEs, providing adequate basic facilities, even though they are simple, is still an important priority to maintain employee satisfaction and productivity.

Leadership Style as a Catalyst for a Positive Work Environment

Good leadership plays a key role in creating a healthy and productive work environment. Setiawan (2023) states that a transformational leadership style, where the leader focuses on caring for employee needs and providing constructive feedback, can significantly increase job satisfaction. This leadership style can also increase employee engagement and reduce turnover, which ultimately has a positive impact on organizational sustainability.

On CV. Bima, the leadership style currently applied does not seem to be optimal in motivating and leading the workforce, most of whom are unskilled workers. According to Robbins and Judge (2022), a leader must be able to adapt to the specific needs of employees within a certain scope, especially in industries that rely heavily on manual work such as TKBM.

Interaction of Incentives, Facilities, and Leadership Style on Job Satisfaction

These three factors – incentives, work facilities, and leadership style – are interrelated in creating optimal job satisfaction. Research by Sudarmiati (2023) suggests that good incentives and facilities will not be effective if they are not supported by an adequate leadership style. On the other hand, good leadership will not produce optimal job satisfaction if it is not supported by appropriate incentives and facilities.

In the context of CV. MSMEs. Bima, the interaction of these three factors is an important key in improving employee performance and job satisfaction. Currently, companies are facing financial limitations in providing optimal incentives and facilities, but with the right leadership style, gradual improvements can be made.

The Effect of Job Satisfaction on Employee Performance and Loyalty

Job satisfaction has been proven to have a significant impact on employee loyalty and productivity. Research by Prabowo (2021) states that employees who are satisfied with their working conditions tend to be more loyal and productive, which in the end can improve overall company performance. Sudarmiati (2023) added that transparency in incentive policies as well as attention to work facilities and leadership style will create higher employee loyalty.

On CV. Bima, with 200 permanent and freelance workers, increasing job satisfaction is very important to maintain the company's operational stability and efficiency. Company productivity that relies heavily on manual labor requires a focus on effective human resource management.

METHODOLOGY

This research uses a qualitative approach to understand employee experiences and perceptions regarding job satisfaction, which is very appropriate because it can explore nuances and context that are not revealed through quantitative methods (Creswell, 2014). To increase the validity and reliability of the findings, the data triangulation method was used, namely data collection through in-depth interviews, participatory observation and document analysis (Denzin, 2017). In-depth interviews will explore employee experiences regarding incentives, work facilities, and leadership styles using open questions, resulting in a comprehensive picture (Kvale, 2007). Participatory observation will be carried out to observe daily interactions and use of work facilities, providing deeper context about the work environment (Hammersley & Atkinson, 2007). In addition, document analysis will include internal reports and company policies to understand the practices implemented (Bowen, 2009). By combining these three methods, the research is expected to produce rich and in-depth data regarding job satisfaction at CV MSMEs. Bima, as well as providing holistic insight into the factors that influence job satisfaction.

RESEARCH RESULT

Results of interviews conducted with five employees at UMKM CV. Bima provides in-depth insight into the factors that influence their job satisfaction. The five informants in this research are as follows: Purnomoleo, who has worked for 4 years and is 34 years old, serves as a Loading and Unloading Worker (TKBM) stated that the incentives received from CV. Bima becomes a decent income, according to Purnomoleo how important incentives are for you. Purnomoleo m, answered very important because financial resources really depend on the results of work on this CV, knowing the facilities from CV. Bima is very helpful in terms of work comfort because CV. Bima has provided BPJS facilities , health and employment, work safety equipment, such as helmets, masks, uniforms and others, getting to know Purnomoleo's leadership style.

The leadership style at CV. Bima is very democratic which can create comfort at work. from . Mulyono, who is more senior with 5 years of experience and is 45 years old, also works as a TKBM, stated that the incentives he received were very motivating in his work because these incentives were his family's only source of income, regarding work facilities Mulyono stated that he really supports work safety and comfort, regarding Mulyono's leadership style stated that it was very good because it could accommodate the aspirations of workers to improve the company, the leadership was very open to criticism and suggestions from workers so that this could influence motivation and comfort at work, the work atmosphere became comfortable and friendly. The education teacher, who is 38 years old and has worked for 4 years, is included in the same section and believes that the incentives received can help meet the family's needs and these incentives are very important because the incentives received are the main source of family finances. Regarding the educational facilities, the current facilities are of the opinion that This really contributes to comfort and safety, such as shoe facilities, vehicle uniforms, communication tools and BPJS membership. In relation to the leadership style, Education Teachers are of the opinion that the

pattern is very democratic and open minded which can make work comfortable like working for your own family.

Andre Sanung, with 3 years of experience and 32 years of age, is also a Loading and Unloading Worker, has an opinion regarding the provision of incentives. He hopes that if the incentives can increase, I will increase my enthusiasm for work and this incentive is considered important because it is a very important source of additional income. regarding work facilities Andri Sanung is of the opinion that the current facilities contribute to work safety and comfort, regarding the leadership style which is very flexible, firm and full of tolerance and there is clarity in tasks so that there is no overlap in work schedules and workloads, so that work becomes more controlled and This comfort can increase my motivation and work satisfaction. Lastly, Eko, who is 28 years old and has 3 years of experience, serves as Supervisor (SPV). He believes that providing incentives is very important because it is the main source of income for my family, which is used to meet basic daily needs. Regarding facilities, he believes that facilities What I received was able to protect and be able to provide comfort at work, such as logistics facilities, food, drinks, complete uniforms, communication tools and BPJS health and employment membership, understanding leadership style, very pleasant to communicate with, open, firm and willing to be assessed by subordinates, very caring, has social sensitivity high so that I am motivated to do better work.

All informants agreed that the incentives provided by the company motivated them to work better. Purnomoleo emphasized that the main aim of their work is to obtain decent results. Mulyono added that the incentives he received were very motivating, because these incentives could be used for daily needs and increased work morale. Pendik also revealed that incentives are very important for his family, making them the main source of finance. Andre highlighted that with the possibility of increasing incentives, his work morale will also increase. The same thing was expressed by Eko, who considered incentives as the main source of income.

In terms of work facilities, all informants indicated that they really appreciated the facilities provided by the company. Purnomoleo and Mulyono consider that BPJS health and employment facilities, as well as work safety equipment such as helmets, masks and uniforms, are very important for work comfort. Pendik added that shoes, uniforms and communication tools also contribute to work comfort and safety. Andre stated that dining facilities and mineral water were very helpful in creating comfortable working conditions. Eko emphasized that the facilities he received were able to provide protection and comfort in carrying out his duties.

The superior's leadership style is also the main focus in the interview. Purnomoleo said that the leadership style in companies today is very democratic, which allows employees to feel comfortable in expressing opinions. Mulyono considers the leadership style to be very good because superiors are able to accommodate workers' aspirations and are open to criticism and suggestions. Pendik assesses that a democratic and open-minded leadership style creates a friendly working atmosphere. Andre said that a flexible and firm leadership style

is very helpful in managing workload and responsibilities. Eko added that good communication with superiors increases motivation and job satisfaction.

DISCUSSION

This discussion underlines the importance of three factors, namely incentives, work facilities, and leadership style in increasing job satisfaction at CV. Bima. This research is in line with previous studies which show that the right incentives can increase employee motivation. Prabowo, et al (2024) note that adequate incentives not only improve performance but also create a sense of ownership of the company.

Apart from that, good work facilities also play a crucial role. Research by Sukron, Wulandari, and Rahmawati (2024) shows that the existence of occupational health and safety facilities contributes to employee comfort, which is reflected in the informants' answers. This shows that companies must pay attention to work facility needs so that employees can work optimally.

A democratic and open leadership style has also proven effective in increasing job satisfaction, according to the findings of Setiawan (2023). A supportive leadership style creates a positive work atmosphere, where employees feel valued and motivated to convey ideas and input. Thus, to increase job satisfaction at CV. Bima, management needs to continue this approach and carry out regular evaluations of existing policies.

By integrating the results of this research with relevant literature, it can be concluded that optimizing job satisfaction at CV. Bima requires balanced attention to providing incentives, adequate work facilities, and implementing an effective leadership style. This will not only increase employee job satisfaction, but will also have a positive impact on overall company productivity and performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research and discussions that have been carried out, it can be concluded that incentives, work facilities and leadership style are key factors that influence employee job satisfaction at CV. Bima. All informants agreed that the incentives provided by the company really motivated them to work better, and adequate facilities contributed to work comfort. In addition, a democratic and open leadership style creates a positive work atmosphere, where employees feel valued and motivated. For this reason, CV management. Bima is advised to continue evaluating and improving policies related to incentives, ensuring work facilities meet employee needs, and maintaining a supportive leadership style. With these steps, it is hoped that employee job satisfaction can increase, which in turn will have a positive impact on productivity and overall company performance.

ADVANCED RESEARCH

Further research could focus on a more in-depth evaluation of the effectiveness of incentive enhancements and their relationship with the long-term performance of employees at CV Bima. This is important to gauge whether increased incentives not only increase motivation and temporary satisfaction, but

also contribute significantly to employee retention and company productivity. In addition, studies can be conducted to compare the impact of different work facilities and leadership styles on job satisfaction in other MSME sectors, so that the results of this research can be implemented more broadly.

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