

ABSTRACT

Customer satisfaction is a significant component to be success in the service industry. Many researches had found that there was relationship between employee satisfaction and customer satisfaction. Still, there are discussions about this relationship, including in PT. TELKOM. The objective of this research is to explore whether there is relationship between employee satisfaction and customer satisfaction in PT Telkom Divisi Regional V Jawa Timur, or not. The differences in demographic factors will be discovered also.

In obtaining the objectives of the research, the data of Telkom Employee's Opinion Survey (TEOS) and Customer Satisfaction and Loyalty Survey (CSLS) of Divre V were used. There are fourteen dimension of employee satisfaction were used to measure the employee satisfaction index. While, for customer satisfaction index used Servqual framework that consists of five dimensions. Kendall's Tau-b correlation method was used to explore the relationship between employee satisfaction and customer satisfaction, since the sample units are 5 datels in Divre V that could not be categorized as normal distribution. To explore the differences in demographic factors were used t-Test and ANOVA.

Research findings resulted that there is positive correlation between employee satisfaction and customer satisfaction. The results also showed that among the employee satisfaction dimensions, remuneration dimension has lowest level which in *dissatisfy* level and proud of work dimension has highest level which in *very satisfy* level. Employee satisfaction varies depending on demographic factors of job position, job tenure, age, level of education, and job stream, while there were not enough evidences that employee satisfaction varies depending on demographic factors of location, gender, grade, and employment status

Keywords: employee satisfaction, customer satisfaction, relationship

ABSTRAKSI

Kepuasan pelanggan merupakan komponen yang sangat signifikan untuk sukses dalam industri jasa. Banyak penelitian menunjukkan bahwa terdapat hubungan antara kepuasan pegawai dan kepuasan pelanggan. Namun demikian, masih banyak diskusi mengenai hubungan tersebut, termasuk di PT. TELKOM. Penelitian ini bertujuan untuk mengetahui hubungan antara kepuasan pegawai dan kepuasan pelanggan di PT. TELKOM Divisi Regional V Jawa Timur. Juga diteliti pengaruh faktor-faktor demografi terhadap tingkat kepuasan pegawai.

Untuk memenuhi tujuan dari penelitian ini, digunakan data-data yang terdapat pada Telkom Employee Opinion Survey (TEOS) dan Customer Satisfaction and Loyalty Survey (CSLS). Terdapat empat belas dimensi kepuasan pegawai yang digunakan untuk menentukan tingkat kepuasan pegawai. Sedangkan untuk menentukan tingkat kepuasan pelanggan digunakan kerangka Servqual yang memiliki lima dimensi kepuasan pelanggan. Metode korelasi Kendall's Tau-b digunakan untuk melihat hubungan antara kepuasan pegawai dengan kepuasan pelanggan karena hanya terdapat sampel dari 5 data di Divre V sehingga tidak dapat dianggap sebagai distribusi normal. Untuk melihat pengaruh perbedaan factor-faktor demografis dalam kepuasan pegawai di gunakan t-Test dan ANOVA.

Dari penelitian diperoleh hasil bahwa terdapat hubungan positif antara kepuasan pegawai dan kepuasan pelanggan di Divre V Jawa Timur. Juga didapat hasil bahwa diantara dimensi kepuasan pegawai, dimensi penggajian menempati level terendah dan termasuk dalam level *tidak puas*, sedangkan dimensi kebanggaan bekerja berada di level tertinggi dan termasuk dalam level *sangat puas*. Kepuasan pegawai berbeda berdasarkan faktor posisi pekerjaan, masa kerja, umur pegawai, tingkat pendidikan dan kelompok pekerjaan. Sedangkan kepuasan pegawai tidak berbeda berdasarkan faktor lokasi kerja, jenis kelamin, grade, dan status kepegawaian.

Kata Kunci: kepuasan pegawai, kepuasan pelanggan, hubungan