

Analysis of Employee Job Satisfaction in the Public Service Sector



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ABSTRACT: The quality of public services will be implemented optimally if employees at the agency feel satisfaction at work. Several indicators can be used to measure employee satisfaction, namely: the job itself, salary, promotions, supervision and co-workers. The aim of this research is to examine in depth employee job satisfaction and its indicators using a qualitative approach. This research was conducted at the Department of Investment and Integrated Services Mojokerto Regency, East Java Province, Indonesia. Research sampling used a snowball sampling technique where existing subjects provided references to recruit the required samples. In this technique an individual subject provides information about only one other subject and then the chain continues with only one reference from one subject. This pattern is continued until the subjects available as samples are deemed to have met the requirements. The results of this research conclude that: employees feel satisfied in carrying out their work. Parameters related to job satisfaction consisting of the job itself, salary, promotions, supervision and coworkers generally received positive responses from research subjects.

KEYWORDS: Job satisfaction; the work itself; Wages; Promotion; Supervision; and Work colleague

I. INTRODUCTION

The commitment of government agencies is to always strive for employees to provide services to the community optimally and professionally. For this reason, good personnel management is needed accompanied by consistent treatment to improve their abilities so they can respond to increasing work demands. Because employee contributions through optimal work implementation are the key to the overall success of the organization. Contributions include, among other things, carrying out work in accordance with established standards.

Every job carried out by an employee must have a scope of assignment which is based on suitability of working time with the workload for which he is responsible. The workload given to employees must be in accordance with their abilities and be guided by applicable regulations so that there are parameters for conducting performance assessments.

Workloads that are not balanced with abilities and working hours can cause tension within employees. Fulfilling work targets requires employees to complete work outside operational hours. Using working hours that exceed the specified standards in completing work can cause employee working conditions to decline, so that this can become stressful and trigger job dissatisfaction (Robbins & Judge, 2017). The research results of Dewi and I Gusti (2015) prove that high workloads result in work stress, which influences employee job dissatisfaction. The research results of Wu et al. (2018) proves that there has been a decline in job satisfaction due to the heavy work load occurring in an organization in China. This shows that the higher the work stress felt by employees, the lower employee job satisfaction will be. For this reason, creating job satisfaction is very important in organizations, because employees who feel satisfied will be willing to contribute optimally in completing the work.

As is known, job satisfaction is a mental condition that is pleasant and unpleasant for employees looking at their work, in this case job satisfaction is a reflection of a person's feelings towards their work (Goetz & Wald, 2022). Job satisfaction is an employee's assessment of how much the work they do satisfies their needs (Nurhidayati, et al., 2022). Several research results prove that job satisfaction has a significant positive effect on employee performance (Hidayah & Harnoto, 2018; Hanafi & Syah, 2021). The higher an employee's job satisfaction as measured through indicators of job characteristics, salary, promotion opportunities, supervision and support from colleagues, the higher their performance will of course be. However, if one indicator of job satisfaction is not met, employee performance will tend to decline. The research results of Pahlawi and Fatonah (2020) found that employees' perceptions of salary mismatch with their workload and low co-worker support had a negative effect on performance.

Employee job satisfaction will determine the employee's work results. Each individual has a different level of satisfaction. Job satisfaction and performance have a very close relationship (Eliyana et al., 2019). Job satisfaction is a positive and optimistic

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emotional state regarding the assessment of work results and work experience. Employee job satisfaction really depends on things related to their work (Seema et al., 2021). High employee job satisfaction will usually improve employee performance. Organizations that have employees with high levels of job satisfaction tend to be more productive and effective (Eliyana et al., 2019).

However, many organizations pay little attention to employee job satisfaction. Employees will feel job satisfaction if there is stability and stability in their career, salary and work environment (Kader et al., 2021). It often happens that organizational management only views that employees must work hard to advance the organization, without paying attention to the human aspects that must be fulfilled. Completion of employee work is considered normal activity, so leaders feel there is no need to give appreciation. In fact, a lack of concern for employees' physical and psychological conditions has a negative impact on job satisfaction (Hoboubi et al., 2017). Employee perceptions about the organization's lack of concern for continuity during their work and differences in workload received can result in a decrease in employee performance (Inegbedion et al., 2020).

Realizing the urgency of employee job satisfaction, it is necessary to carry out in-depth research on the phenomenon at the Department of Investment and Integrated Services Mojokerto Regency, East Java, Indonesia which shows that there is no proportional distribution of workload in this department. There are still several employees who complain about excessive workloads, some employees even experience work stress due to double workloads and demands that they must be completed within a limited time. Meanwhile, the salary received by employees with double workloads is the same as employees with normal workloads, so this condition causes job dissatisfaction.

Based on the phenomenon that has been described, the research problems are (1) how is employee job satisfaction at the Department of Investment and Integrated Services Mojokerto Regency, East Java Province, Indonesia and how are each job satisfaction parameters interpreted by employees at the Department of Investment and Integrated Services Mojokerto Regency, East Java Province, Indonesia? Meanwhile, the aim of the research is to examine in depth employee job satisfaction and its indicators using a qualitative approach.

II. LITERATURE REVIEW

Employee job satisfaction is a phenomenon that needs to be paid attention to by organizational leaders. Employee job satisfaction is closely related to employee performance. Job satisfaction is one of the factors that influences employee performance in the organization. Job satisfaction is an emotional state that is pleasant or unpleasant regarding the work carried out (Handoko, 2012). Employees will feel comfortable and loyal to the company if they receive job satisfaction that meets their expectations. Job satisfaction is the level of a worker's positive affection towards work and work situations. Job satisfaction is always related to the worker's attitude towards his work. This attitude takes place in the cognitive and behavioral aspects. The cognitive aspect of job satisfaction is workers' beliefs about work and work situations (Jex, 2002). When employees feel satisfied with their work, a positive attitude will appear, but if they are not satisfied, a negative attitude will appear in the employee regarding the work they do (Tegar, 2019). Usually, employees will be optimal at work if they feel they are getting job satisfaction according to expectations (Rivaldo, 2020). Therefore, the higher the employee's job satisfaction, the higher their performance will be.

According to Robbins and Judge (2017), job satisfaction is an individual's general attitude towards their work. Job satisfaction shows that there is a match between a person's expectations and the rewards for the work done. Robbins and Judge (2017) further explained that employee job satisfaction is influenced by many factors, including: challenging work, rewards, work environment conditions, and interpersonal relationships.

1. Mentally challenging work.

In general, individuals prefer jobs that provide opportunities to use skills and abilities and provide a variety of tasks, this will make the job more mentally challenging. work that is less challenging will create boredom, but work that is too challenging can also create frustration and feelings of failure.

2. Appropriate rewards.

Employees want a pay system that is fair, unambiguous, and aligned with employee expectations. When pay is considered fair, in the sense that it matches the demands of the job, the individual's skill level, and society's pay standards, satisfaction is likely to be created.

3. Supportive working conditions.

Employees relate to their work environment for personal comfort and ease of doing good work. This includes room layout, cleanliness of the work space, facilities and tools, temperature and noise level.

4. Colleagues who are supportive.

Individuals get something more than money or tangible achievements from work, but employees also fulfill the need for social interaction. The behavior of superiors is also a major determining factor in satisfaction.

Meanwhile, according to Luthans (2002), the explanation of work itself is related to how workload is related to stress levels and job satisfaction. If the workload is too high it can cause work stress and reduce job satisfaction. In organizations, good leadership is shown in the form of appreciation for the work of their subordinates. Leaders can provide technical direction and

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support to subordinates so that they behave optimally at work. Meanwhile, co-workers relate to vertical, horizontal and diagonal interaction patterns between fellow employees and between leaders and subordinates. Furthermore, regarding promotion, which is related to whether or not there is an opportunity to obtain career advancement while working. Promotions can provide opportunities to gain better positions, status and skills within the company; Meanwhile, salary is related to the organization's ability to meet employees' living needs within certain eligibility standards. Thus, it can be concluded that the more aspects of work that meet employee expectations, the higher the level of employee job satisfaction.

The function of job satisfaction is to increase employee discipline in carrying out their duties, increase work morale and employee loyalty to the company (Hariandja, 2007). Employees who are satisfied with their work become an important asset because they will try to provide optimal capabilities for the organization. Meanwhile, the benefits of job satisfaction can be seen from two points of view, namely: employee and organization. For employees, if they feel job satisfaction, they can avoid work stress, increase organizational commitment, increase productivity, increase work morale and increase their sense of responsibility at work. Meanwhile, for organizations, employee job satisfaction is an indicator that human resource management in the organization is being carried out well. This can be seen from a clear career path, a supportive work environment and a decent salary.

Several research results related to the influence of job satisfaction on employee performance prove that job satisfaction has a significant positive effect on employee performance. This means that the higher the employee's job satisfaction as measured through indicators of job characteristics, salary, promotion opportunities, supervision and support from colleagues, the higher the employee's performance will be (Hidayah & Harnoto, 2018; Hanafi & Syah, 2021; Goetz & Wald, 2022). However, if one of the indicators of job satisfaction is not met then employee performance will decline, as research results by Pahlawi and Fatonah (2020) found evidence that employee perceptions of salary mismatch with workload accompanied by low co-worker support result in decreased performance. employee. Meanwhile, according to Luthans (2002), the explanation of work itself is related to how workload is related to stress levels and job satisfaction. If the workload is too high it can cause work stress and reduce job satisfaction. In organizations, good leadership is shown in the form of appreciation for the work of their subordinates. Leaders can provide technical direction and support to subordinates so that they behave optimally at work. Meanwhile, co-workers relate to vertical, horizontal and diagonal interaction patterns between fellow employees and between leaders and subordinates. Furthermore, regarding promotion, which is related to whether or not there is an opportunity to obtain career advancement while working. Promotions can provide opportunities to gain better positions, status and skills within the company; Meanwhile, salary is related to the organization's ability to meet employees' living needs within certain eligibility standards. Thus, it can be concluded that the more aspects of work that meet employee expectations, the higher the level of employee job satisfaction.

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III. RESEARCH METHODS

The research will be carried out at the Department of Investment and Integrated Services Mojokerto Regency, East Java, Indonesia. The research approach is descriptive qualitative. Through this approach, it is hoped that we can reveal in depth the causes and processes why phenomena occur at the research site.

Sampling uses snowball sampling where existing subjects provide references to recruit the required samples. In this technique the individual provides information about only one other subject and then the chain continues by pointing at only one subject. This pattern is continued until the number of subjects is deemed sufficient to provide the required information.

Meanwhile, data collection techniques were carried out through participant observation and interviews. In participant observation, researchers collect data by participating in daily life in the organization being studied. In this case, the researcher made observations on the research object--Department of Investment and Integrated Services Mojokerto Regency, East Java

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Province, Indonesia-- for two months. Next, interviews were conducted with informants selected based on the following criteria: (1) The informant is still active in the environment and activities that are the research object, (2) The informant has been involved for a long time and intensively with the activities carried out at the research object, (3) The informant has time to extract information and (4) Informants are experienced in answering questions or providing the required information (Moleong, 2014).

To obtain the right data source, the researcher determined the classification of informants, namely key informants and main informants. Key informants are informants who have comprehensive information about the research problem. The key informants in this research consisted of the Head and secretary of the Department of Investment and Integrated Services. Meanwhile, the main informant is a person who knows technically and in detail about the research problem. In this study, those chosen as the main informants were employees at the Department of Investment and Integrated Services Mojokerto Regency, East Java, Indonesia.

Operational Definition of Variables

Job satisfaction is the level of a worker's positive affection towards work and work situations. Job satisfaction is always related to the worker's attitude towards his work. Indicators of job satisfaction can be measured by: the job itself, salary, promotions, supervision and work colleague.

Data Analysis

The flow of analysis in this research follows Miles and Huberman's interactive analysis model in (Moleong, 2014) with four stages, namely:

1. Data collection process through observation and interview methods,
2. Data Reduction, the data collected is then reduced to select data that is relevant to the research focus. Then the data is simplified, arranged systematically to describe important and relevant findings. The data reduction stage is used to classify and focus data and eliminate unnecessary data so that it is easy to draw conclusions.
3. Data Presentation

Data presentation is carried out in the form of short descriptions in text or narrative form.

4. Verify

Drawing conclusions is closely related to how large a collection of field notes and coding the researcher carried out. Conclusions can also be made during the research.

IV. RESULTS AND DISCUSSION

Below we will describe the results of data mining from informants accompanied by an in-depth discussion of employee job satisfaction based on indicators of the job itself, salary, promotions, supervision and co-workers.

The job itself.

The results of interviews with two informants showed that they were dissatisfied with the work they were carrying out because the workload was relatively high as a result of the existence of certain sections in their agency which were still not filled with their duties. The answer about the very heavy workload conditions at the Department of Investment and Integrated Services was also confirmed by three main informants, who stated that there was an imbalance in the number of employees and the workload borne by them. The number of employees at the Department of Investment and Integrated Services is insufficient to meet the workload target, so the available employees have to carry out multiple tasks.

Regarding the work itself, information was obtained that the five informants felt dissatisfied with their work because of the multiple tasks they had to carry out. According to Robbins and Judge (2017) performance is a measurement of work results that are expected to be optimal. There are five indicators to measure employee performance, namely: quality, quantity, timeliness, effectiveness and independence. Employee performance is considered optimal if the quality, quantity, timeliness, effectiveness and independence meet standards.

In an organization there should be a balance between the workload and the availability of human resources so that there is a proportional division of tasks. If the distribution of tasks is unfair and employees are forced to accept multiple tasks that exceed their capacity, it is feared that their work results will be less than optimal. Heavy workload conditions can cause work stress in employees. Indications of work stress have begun to appear in several employees at the research site. This is characterized by an emotional attitude, decreased endurance, irritability and frequent conflicts between co-workers. This condition cannot be ignored, considering that humans have limitations in carrying out their work. Limitations in ability and energy require a work team, a reasonable workload and a fair division of tasks. For this reason, additional employees are a necessity to overcome job vacancies so that work can be distributed proportionally and avoid excessive workload on employees. In this way, it is hoped that the working atmosphere will return to being conducive and employees will feel satisfied with their work. In an organization there should be a balance between the workload and the availability of human resources so that there is a proportional division of tasks. If the distribution of tasks is unfair and employees are forced to accept multiple tasks that exceed their capacity, it is feared that their work results will be less than optimal. Heavy workload conditions can cause work stress in employees. Indications of

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Wages

The results of interviews with key informants show that there are differences of opinion regarding attitudes towards the salary received. The first key informant was satisfied with the salary he received because he felt it was sufficient for his needs. However, the second key informant was of the opinion that the salary received was not commensurate with the workload covered. He further revealed that all this time he had to do tasks that were not his responsibility, so the multiple tasks felt burdensome to him, especially since they were not accompanied by rewards commensurate with his duties.

Considering that there are differences of opinion among key informants regarding salary, researchers need to carry out further data mining through interviews with key informants. The results of interviews with the three main informants showed that they agreed that they were dissatisfied with the salary they received. The causal factor is that the salary they receive does not match the workload they do. The researchers' analysis of data from informants shows that employees' dissatisfaction with the salary they receive is not at its nominal value, because they realize that the nominal salary as a civil servant has been definitively determined. However, they regret the injustice in paying salaries, where those who carry out multiple tasks are paid the same nominal amount as employees who work normally according to their duties.

As is known, salary is a reward that employees receive as a replacement for their service contributions to the company (Rivai, 2004) or a form of appreciation given to employees as compensation for the contributions they make to the organization (Panggabean, 2012). The main objective of providing compensation is to attract quality employees, retain, motivate and build employee commitment. If compensation is given correctly and follows the principles of justice, employees will feel satisfied and motivated to contribute to achieving organizational goals. On the other hand, if employees view their compensation as inadequate, it can have an impact on reducing work performance, motivation and job satisfaction (Handoko, 2012).

For this reason, consideration of giving salaries to increase employee satisfaction does not only take into account the nominal amount, but also considers suitability for the employee's workload. The principles of fairness and proportionality with workload need to be carefully considered so as not to trigger employee job dissatisfaction. Dissatisfaction with salaries due to injustice they feel as expressed by informants can be eliminated through salary policies that follow the principles of appropriateness, proportionality and fairness. As is known, salary is a reward that employees receive as a replacement for their service contributions to the company (Rivai, 2004) or a form of appreciation given to employees as compensation for the contributions they make to the organization (Panggabean, 2012). The main objective of providing compensation is to attract quality employees, retain, motivate and build employee commitment. If compensation is given correctly and follows the principles of justice, employees will feel satisfied and motivated to contribute to achieving organizational goals. On the other hand, if employees view their compensation as inadequate, it can have an impact on reducing work performance, motivation and job satisfaction (Handoko, 2012).

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Promotion

The results of interviews with key informants showed that they were satisfied with the promotional policies that were taking place within the Department of Investment and Integrated Services Mojokerto Regency, East Java Province, Indonesia. They feel that every employee has the same opportunity to obtain a promotion based on specified criteria. Their trust in the promotion system is based on experience so far that to occupy the position as head of service at Department of Investment and Integrated Services they have gone through a feasibility test and competed with several employees who have met the requirements.

In order for the data obtained to be more valid, the researcher conducted interviews with three main informants. The results of the interviews showed that all informants stated that every employee had the same opportunity to be promoted to a higher level of position through a series of competency tests on employees who met the requirements. They also revealed that promotions were carried out fairly and openly for all employees.

According to Hasibuan (2002), promotion means a move that increases authority and responsibility to a higher position in an organization which is accompanied by greater obligations, rights, status and income. Promotion indicates the placement of an

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employee in a job that requires higher skills or greater responsibility than the previous job. Of course, promotion is the hope of all employees, because every employee needs appreciation in the form of clarity about their career path.

Regarding job promotions, researchers got the impression that employees at the Department of Investment and Integrated Services were quite satisfied with the implementation so far. Because, every employee has the same opportunity to be promoted and the promotion process is carried out following the principles of good HR management, namely through tests, competency tests, openness and even transparent announcements to the public through the mass media.

Supervision

The results of interviews with the second key informant showed that they were quite satisfied with the supervision model implemented by the Head of Service. This is because management of supervision of the State Civil Apparatus by the leadership is carried out by prioritizing elements of education, persuasion and communication and is guided by the provisions of applicable regulations. The humanist approach applied in supervision received a positive response from subordinates, because they felt supported and encouraged to carry out work in accordance with established standards. The satisfaction felt by the second key informant was also felt by the three main informants.

As is known, the essence of supervision is to prevent as early as possible the occurrence of irregularities, waste, misappropriation, obstacles, errors and failures in achieving goals and objectives and carrying out tasks. According to Manullang (2012), supervision is a process of determining work so that its implementation is in accordance with the plan. Supervision is a manager's activity that ensures that work is carried out in accordance with predetermined plans. The purpose of supervision is so that every predetermined plan can be implemented efficiently and effectively, so that errors and misuse and responsibility do not occur in achieving organizational goals.

Supervision is part of a leader's function to ensure that subordinates' performance meets objectives. In this context, employees at the Department of Investment and Integrated Services are satisfied with the supervision and leadership style implemented. They really like the way their superiors treat them in a friendly manner and are always close to their subordinates. This is suitable to be applied to Department of Investment and Integrated Services considering that the workload borne by employees is already very heavy. This friendly leadership style can reduce employee work stress due to heavy workloads.

Work Colleague

The results of the interview with the first key informant show that the relationship pattern built within the Department of Investment and Integrated Services is a partnership and synergy between co-workers in order to realize optimal organizational performance. As a leader, the first informant considers his subordinates to be not just employees who must follow his orders, but as work partners. However, the opinion of the second key informant is different from the first key informant, he feels dissatisfied with his relationship with his co-workers because co-workers tend to like to let go of their responsibility for work and delegate it to other employees, even though it is clear that the work is their job.

To obtain the validity of the data as confirmation of different opinions between key informants, the researcher conducted interviews with three main informants. As a result of interviews with the three main informants, they stated that their relationships with their co-workers were normal, they supported and respected each other. Even though it sometimes tends to be individual, this condition is still considered normal because each person needs to focus on completing the burden they are responsible for. Based on the results of in-depth interviews with five informants, it can be concluded that one informant expressed dissatisfaction with his co-workers, while the other four informants felt satisfaction with their relationships with their co-workers. In fact, harmonious relationships with co-workers are needed as a support for employees to remain motivated to carry out their work optimally.

Colleagues in a team can influence employee job satisfaction. Being in a good team will make work feel more enjoyable (Luthans, 2002). Colleague support, including peer mentoring, friendliness has a positive influence on job satisfaction, job involvement and organizational commitment. This condition occurs because coworkers are an important source of support and information for employees in carrying out their work. Smooth communication with co-workers has a positive impact on employees in contributing to the organization through increasing the quantity and quality of work (Shockley & Zalabak, 2006). Harmonious relationships with co-workers can reduce employees from work stress and stimulate work environment conditions which can lead to employee satisfaction.

V. CONCLUSION

Employee job satisfaction is an important component for improving the service quality of the Department of Investment and Integrated Services Mojokerto Regency, East Java, Indonesia. Employee job satisfaction in terms of job parameters, salary, promotion, supervision and co-workers received different responses from the informants. However, in general informants felt satisfied working at the Department of Investment and Integrated Services.

Regarding the 'work itself', the five informants expressed dissatisfaction because they had to carry out multiple tasks. Meanwhile, regarding salaries, the majority of informants felt dissatisfied with the unfairness of recruitment. This is because employees who carry out dual duties receive the same salary as employees who carry out normal duties.

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Regarding promotion, all informants expressed satisfaction with the promotion mechanism in the Mojokerto Regency Regional Government. They believe that promotions are carried out transparently and with clear parameters so that every employee has an equal opportunity to be promoted. Meanwhile, regarding leadership supervision, it shows that all informants expressed satisfaction with the supervision model carried out by the Head of Service. This is because the way leaders carry out supervision in a humane manner and treat them as work partners can reduce employee work stress due to the heavy workload.

Meanwhile, regarding relationships with co-workers, the majority of informants felt satisfied because in their work environment they supported each other, helped each other and respected each other. Although sometimes individuals tend to still think it is normal because each of them has a workload that must be completed.

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