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# Analysis on Factors that Influence Job Satisfaction of Government Employees

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**Abstract.** This research discusses how far job satisfaction is achieved, the factors that influence job satisfaction, and what needs to be done in order to increase the job satisfaction of Government Employees working at the Bogor Regency Secretariat. The objective of this research is to analyze the level of job satisfaction and the factors that influence job satisfaction, plus recommend what can be done to increase job satisfaction of Government Employees working at the Bogor Regency Secretariat. A criteria range analysis (analisis rentang kriteria) method was used to determine the level of job satisfaction of Government Employees. Results revealed that Government Employees were at a satisfied scale. The results from this research were obtained by using a factor analysis method to analyze the factors of job satisfaction of Government Employees. Eleven dominant factors were the reasons why Government Employees were satisfied with their jobs. These factors include: 1. Salary; 2. Benefits and facilities; 3. Relationship between superiors and subordinates; 4. Relationship among coworkers; 5. Development; 6. Opportunity; 7. Safety at work; 8. Education; 9. Policies within the organization; 10. Conflict resolution; and 11. Career achievements. The results of this research can be used as a suggestion for organization managements to improve the job satisfaction of Government Employees. The management can focus their attention on improving employee job satisfaction by referring to the eleven dominant factors in order to become more efficient and effective in making policies and be able to focus on the improving these job satisfaction factors.

**Keywords :** job satisfaction, government employees, bogor regency secretariat

**Abstrak.** Tujuan penelitian untuk menganalisa tingkat kepuasan kerja, dan factor-factor yang mempengaruhi kepuasan kerja, serta merekomendasikan upaya-upaya bagi peningkatan kepuasan kerja SDM Aparatur pada Sekretariat Kabupaten Bogor. Untuk mengetahui tingkat kepuasan kerja SDM Aparatur digunakan metode analisis rentang kriteria. Hasilnya menunjukkan kepuasan kerja SDM Aparatur berada pada rentang skala puas. Hasil yang diperoleh dari penelitian yang dilakukan dengan menggunakan factor analisis untuk menganalisis factor-factor kepuasan kerja SDM Aparatur, berupa sebelas factor dominan yang menjadi sumber kepuasan kerja SDM Aparatur yaitu 1. Gaji; 2. Tunjangan dan fasilitas; 3. Hubungan atasan dengan bawahan; 4. Hubungan antar rekan kerja; 5. Pengembangan; 6. Kesempatan; 7. Keselamatan kerja; 8. Pendidikan; 9. Kebijakan organisasi; 10. Penyelesaian konflik; dan 11. Prestasi kerja. Hasil penelitian tersebut berimplikasi terhadap upaya-upaya manajemen organisasi untuk meningkatkan kepuasan kerja SDM Aparatur.

**Keywords :** factor kepuasan kerja, SDM aparatur, sekretariat daerah kabupaten bogor

## INTRODUCTION

Quality Government Employees is the main driving force in an organization's ability to achieve its vision and mission in this era of globalization. The competitive climate among public and private organizations in providing service to the community requires an organization to put forth excellence in order to fulfill the demands of fast changing times. It is undeniable that in order for an organization to be able to compete, it entails Government Employees who are competent in their respective fields (Sancoko, 2010). The role of Government Employees in an organization is dominant, thus serious attention should be absolutely be focused on the management of Government Employees. Aside from focusing on how employees should participate by giving their best energy and skills in an effective and efficient manner, an emphasis

on the following efforts Government Employees should also be placed on Government Employees, such as (1) Obtain competent Government Employees who are able to work according to the needs of the organization, taking into consideration both the quality and the quantity; (2) Stimulate Government Employees in order to achieve the organization's goals and also keep up with existing developments; (3) Provide compensation for Government Employees in a justified and appropriate manner that covers remuneration or even position promotions in order to encourage achievements and spirit in the work place; (4) Create high job productivity through integration, which include activities to synchronize the goals of the individual and the organization; and (5) Preserve and develop competency and skills of the Government Employees in order to achieve the desired prestige.

Government Employees cannot only be viewed

individually, but should also be viewed as a group in an organizational environment because the attitude, value, and behavior of a human being have different attitudes and characteristics both individually and in a group. The presence of human resource heterogeneity as individuals and as groups requires sufficient attention and management in order to encourage or stimulate Government Employees to perform their duties and responsibilities well, which will result in improving their job satisfaction. Basically, job satisfaction is an individual feeling. Each individual has his or her own level of job satisfaction. If viewed from the aspect of value, a person will feel satisfied in his or her workplace if he or she receives multiple values. A working person considers his or her workplace as a place to fill in time, make more friends, socialize, use his or her knowledge, practice his or her religion, earn money, earn a position, have his or her existence acknowledged, show off prestige, and others.

If viewed from a psychological aspect, a person will believe his or her job has a positive meaning, thus making him or her happy, or the opposite may occur and the job may cause pressure or stress. If viewed from a physical aspect, a person who loves his or her job will seem more active or stronger while working because the results will be able to fulfill more physical needs such as buying clothes, food, a home, and others. Government Employees who are satisfied tend to be more effective compared to an organization with Government Employees who are less satisfied (Robbins, 1996). This at least reveals the importance satisfaction is for Government Employees. Managing Government Employees is not an easy feat because it relates to numerous crucial factors that need attention, one of which is the factor of job satisfaction.

A low level of job satisfaction in Government Employees is one of the symptoms of a ruined government organization. This condition is manifested in weak performances, high absent rates, and high amount of employees moving to another institution/high employment turnover. The causes of dissatisfaction vary such as a low salary or a salary that is insufficient, unsatisfactory working conditions, friction with superiors or coworkers, administration and organizational policies, and other factors. Job satisfaction for Government Employees is crucial because it can affect the productivity of the work/performance of the unsatisfied employee. Government Employees who have high job satisfaction will view their jobs as something pleasant as opposed Government Employees who have low job satisfaction who will view their jobs as something dull and boring, thus resulting the employee to work under forced conditions. Government Employees who work under forced conditions will produce poor performance compared to those who work in high spirits.

If a government organization consists of a majority

of Government Employees with low levels of job satisfaction, the productivity of the organization will also be low as a whole and this will be disadvantageous for the organization. That is why a government organization needs to observe the level of satisfaction of its Government Employees by reviewing the aspects that could affect their job satisfaction. The gap between Government Employees and the government organization's ability to fulfill the needs of their employees could result in a negative judgment and cause dissatisfaction in the workplace. Low job satisfaction will result in a high employment turnover. Zero percent is not the percentage of resignations desired, yet an organization needs to maintain the percentage of employee resignations at approximately five to ten percent per year so activities of the organization will run smoothly.

There is no absolute measurement for job satisfaction because each individual or employee has different standards of satisfaction. The productivity of an employee can depend on his or her motivation, job satisfaction, stress level, working physical condition, and other economical and technical aspects. Therefore, information concerning job satisfaction and the factors that influence job satisfaction is necessary in order to address each incident, or each upcoming incident related to performance improvement. Job satisfaction can be formulated as a general response by Government Employees in the form of the attitude portrayed by the employee as a result of the perception regarding things related to his or her job. An employee who enters and joins an organization has a brings with him or her a set of desires, needs, passion, and past experience combined into a certain hope that is expected to be fulfilled in the workplace. Job satisfaction can be achieved if the expectations of the employee are met in the workplace.

Basically, the relationship between an organization and its employees is a mutual beneficial relationship. On one hand, the organization would like to obtain huge benefits. On the other hand, the employees want their expectations and needs to be fulfilled by the organization. However, in reality, these efforts are often blocked by various issues concerning capabilities and policies which are issues concerning Government Employees. These human resource issues become even more complex if it is related to educational background, working condition, job satisfaction, and others. Based on the above explanation, the discussion on the factors of the job satisfaction of Government Employees in a government organization is an interesting enough to review even further. The review is in the form of a research entitled "Analysis On Factors That Influence Job Satisfaction of Government Employees at the Bogor Regency Secretariat". This problems of this research is formulated as follows: (1) How far is the level of job satisfaction of the Government Employees in the

**Table 1. Group Sample and Population**

Group	Population (People)	Sample Proportion	Sample Total (People)
Group IV	14	$n1 = 14/412 \times 80$	3
Group III	51	$N2 = 51/412 \times 80$	10
Group II	326	$N3 = 326/412 \times 80$	63
Group I	21	$N4 = 21/412 \times 80$	4

**Table 2. Analysis**

No	Observed Component	Frequency of Each Criterion				Score
		1	2	3	4	
1		n1.1	n1.2	n1.3	n1.4	S1
2		n1.1	n1.2	n1.3	n1.4	S2
3		N3.1	N3.2	N3.3	N3.4	S3

Source: Umar (1998)

Bogor Regency Secretariat?; (2) What factors influence job satisfaction of Government Employees in the Bogor Regency Secretariat?; (3) What efforts need to be done in order to improve the job satisfaction of Government Employees working in the Bogor Regency Secretariat?

## RESEARCH METHODS

This research was done at the Bogor Regency Secretariat located at Cibinong District, Bogor Regency. The research was conducted beginning from March 2010 until April 2011.

This research used a case study method on the Bogor Regency Secretariat, which is a research method designed to gather information regarding the status of a group of people, an object, a condition, a state of mind, or even a current incident, through a survey in order to obtain information about employment job satisfaction (Moleong, 2006).

The data needed in this research is primary data and secondary data. Primary data is data derived directly from the source or researched object, which include the type of job, term of duty, scope of work in each department, working conditions, relationship between superiors and subordinates, facilities and benefits received from the organization, and others. Secondary data is data derived from literature studies and other reference books relevant to this research in the form of reports officially arranged by the organization, guidebook or regulations of the organization, data on the total number of employees, organizational structure, employee educational background, employee date of entry in the workplace, data on employee age, and other sources that support this research.

The data gathering technique used for this research included interviews and literature studies. An interview is a data gathering technique in written form handed out to

respondents by using questionnaires or a list of questions. A questionnaire was used because questionnaires enable a person to reveal personal things about him or herself (feelings of pressure, desires, suspicions, and others) and past acts. Questionnaires were handed out gradually. This was done in order to make the respondents more focused when stating their opinions considering the many questionnaires the respondents need to fill in. Each respondent filled out a questionnaire containing structured questions and materials related to elements that have something to do with the respondents' satisfaction. The measurement scale used in the research was a Likert scale consisting of 4 answer categories with ordinal variables. This was due to the answers being ranked without knowing how many times the respondents stated something better or worse compared to the other respondents in the scale. The respondents scored the assessment of their job satisfaction as follows: Very Unsatisfactory; (VU) was scored at 1; Unsatisfactory (U), was scored at 2; Satisfied (S) was scored at 3; Very Satisfied (VS), was scored at 4.

Literature study is a data gathering procedure about theories or relevant literature on the issue that will be discussed. The literature study technique obtained information from the employees in the form of organization reports, regulations, and other sources that support this research.

This research was conducted on Government Employees / employees of the Bogor District Secretariat (Civil Servants). Therefore, the population of this research involves all of the employees of the Bogor District Secretariat amounting to 412 people. The respondents or samples for this research were taken using a proportional stratified random sampling technique, which is a technique where the population consists of non-homogeneous members or elements that are proportionally stratified. The stratifying part was used to group the population into sub population groups (strata) in order obtain a population

group that is relatively homogeneous. The proportional part was used to determine the sampling amount for each stratum and random was used to get the research samples. Non-homogeneous elements are the units that differ and proportionally stratified elements are based on the groups.

The technique used to determine the sample amount in this research was based on or referred to Umar (1998), who stated the following, “Probability or random sampling through stratified random sampling is done on a population that is considered heterogeneous according to a certain characteristic (working unit) which was grouped into some sub populations first in order for each sub population to have a relatively homogenous sample (stratum)”. Next, in order to count the amount of samples taken for each homogeneous sub population was done randomly based on allocation proportional to the size of strata. The realization of the amount of respondents or samples was determined by using the Slovin technique, which is as follows (Umar,1998).

$$n = N/1 + Ne^2$$

Where:

n = the number of samples

N = total population, which is the amount of permanent employees (Civil Servants)

e = error tolerance due to error or necessary tolerance of samples (10%).

The population for this research is the total amount of permanent employees, based on the employee data (N) obtained through the Bogor District Secretariat, which is 412 employees. By using the formula above, it can be calculated that there are as many as 80 samples or respondents (n). In detail, the population and samples based on their respective groups can be seen in table 1.

The data gathered was derived from observations, questionnaires, interviews, and literature studies analyzed in a descriptive tabulation and quantitative statistic manner.

A descriptive analysis is an analysis that is related to gathering and presenting a series of data in order to provide useful information. A descriptive analysis was done in order to find out the characteristics of the respondents based on their age, gender, level of education, and how long an employee has been working in the institution by manually creating a tabulation of the questionnaire answers. A descriptive analysis describes the proportion of the respondents’ answers through a number of questions and answer options that describe the factors that influence job satisfaction.

A criteria range analysis method was used in order to measure the job satisfaction of the Government Employees /Civil Servants in the Bogor Regency Secretariat. The

technique of the criteria range analysis consists of many levels, including:

The provided questionnaires included positive questions. Each question consisted of four answer options that were given certain points. Number 1 (one) was the lowest indicator and number 4 (four) was the highest indicator. The answers of each respondent were categorized according to the needs of the analysis as can be viewed in Table 2 below.

After the answered questionnaires were gathered and categorized in a table (such as Table 2), the score of each component was then calculated by adding the data frequency multiplication to the points. The score was calculated using the following formula.

$$Si = \sum (bj \times nij)$$

Where:

Si = Score of line i

bj = Point of column j

nij = Frequency of line i, column j

The next step was determining the range scale by using the following formula.

$$RS = n (m-1)/m$$

Where:

RS = Range Scale

n = Total number of samples

m = Total number of answer options for each question

There was a total of 80 respondents for this research with 4 answer options for each item (question). Based on the data, the range scale can be calculated using the following formula.

$$RS = 80 (4-1)/4 = 60$$

Umar (1998) said that in order to determine a score scale on each criterion, the lowest range (Rtr) and highest range (Rtt) is needed. The lowest range (Rtr) is obtained from the results of a multiplication between the total sample and the lowest score, which is 1. The highest range (Rtt) by multiplying the total sample with the highest score, which is 4. The Rtr score in this research is  $80 \times 1 = 80$  and the Rtt score is  $80 \times 4 = 320$ .

After determining the lowest range and the highest range, a score scale interval is taken from each criterion as follows (Umar, 1998).

Rtr – (RS + Rtr) = Very Unsatisfactory

Rtr (+1) – (RS + Rtr) = Unsatisfactory

Rtr (+1) – (RS + Rtr) = Satisfied

Rtr (+1) – Rtt = Very Satisfied

The score scale interval for this research was according to the scale obtained as follows.

**Table 3. Criteria Range Score of Job Satisfaction**

No	Criteria	Scale Range Score	
		Minimum Score	Maximum Score
1	Very Unsatisfactory	80	140
2	Unsatisfactory	141	200
3	Satisfactory	201	260
4	Very Satisfactory	261	320

**Table 4. Respondent Opinions for Each Job Satisfaction Variable**

Question Number	Answer Frequency of Each Criterion				Conclusion	Conclusion
	1	2	3	4		
1	2	27	45	6	215	P
2	6	24	47	3	207	P
3	3	17	53	7	224	P
4	7	38	31	4	192	TP
5	11	40	23	6	184	TP
6	4	37	33	6	201	P
7	11	42	23	4	180	TP
8	12	19	41	8	205	P
9	2	17	39	22	241	P
10	8	19	43	10	215	P
11	3	13	49	15	236	P
12	13	34	28	5	185	TP
13	9	35	34	2	189	TP
14	30	29	18	3	154	TP
15	11	25	40	4	197	TP
16	11	30	35	4	192	TP
17	4	36	36	4	200	TP
18	6	29	37	8	207	P
19	9	28	37	6	200	TP
20	14	35	29	2	179	TP
21	15	38	26	1	173	TP
22	13	30	33	4	188	TP
23	9	33	35	3	192	TP
24	13	31	36	0	183	TP
25	8	31	34	7	200	TP
26	10	34	36	0	186	TP
27	11	34	33	2	186	TP
28	4	28	43	5	209	P
29	4	34	35	7	205	P
30	7	29	34	10	207	P
31	10	34	33	3	189	TP
32	5	17	49	9	222	P
33	4	16	47	13	229	P
34	3	26	42	9	217	P
35	4	18	53	5	219	P
36	0	12	60	11	239	P

Question Number	Answer Frequency of Each Criterion				Conclusion	Conclusion
	1	2	3	4		
37	4	25	55	13	241	P
38	4	27	47	4	211	P
39	3	6	49	0	205	P
40	2	12	60	11	239	P
41	4	29	60	6	230	P
42	3	15	47	0	203	P
43	1	15	47	15	234	P
44	2	7	56	8	231	P
45	0	16	60	11	240	P
46	2	29	53	11	235	P
47	3	20	45	4	211	P
48	0	11	55	5	219	P
49	0	19	60	9	238	P
50	1	9	57	4	225	P
<b>Total</b>					<b>10404</b>	<b>Puas</b>

- 80 s.d (60 + 80) = 140 Very Unsatisfactory
- 141 s.d (60 + 140) = 200 Unsatisfactory
- 201 s.d (60 + 200) = 260 Satisfied
- 261 s.d (60 + 260) = 320 Very Satisfied

After the score scale interval for each criterion was known, a conclusion was made for each question regarding the level of job satisfaction of Civil Servants at the Bogor Regency Secretariat.

Factor analysis was used to discover the dominant factors that influence the job satisfaction of Civil Servants at the Bogor Regency Secretariat. The methods for the factor analysis include Principal Component Analysis and a Varimax rotation. There were 50 variables, or questions in the form of questionnaires, analyzed as can be viewed in Attachment 4. The testing methods included KMO (Kaiser-Meyer-Oikin) and Barlett's Test of Sphericity and images were defined through MSA (Measure of Sampling Adequacy). A factor analysis is an analysis to categorize an abundance of variations into factors by constantly minimizing the level of information loss and factors. The factors obtained will also be determined by the dominant variables of the observed responses. The mathematic model of this analysis factor is as follows.

$$Z_{ki} = I_{k1} F_{1i} + I_{k2} F_{2i} + I_{k3} F_{3i} + I_{km} F_{mi}$$

Where:

- Z<sub>ki</sub> = Response variable from variable k to variable i
- I<sub>jk</sub> = Loading value of factor j to variable k
- F<sub>mi</sub> = Score factor from m to respondent i
- k = 1, 2, 3, 4,...n
- m = Amount of factors
- n = Amount of variables

The amount of desired factors is the fewest amount possible yet can explain the data variety as much as

possible. In general, this was chosen so F<sub>1</sub>, F<sub>2</sub>,...F<sub>m</sub> will be able to explain the data variety up to 70 percent. A Principle Component Analysis method was used to categorize many variables into principle component factors. Santoso (2003) stated that the stages of factor analysis are as follows : (1) Determining the variables to be analyzed; (2) Testing the determined variables using Bartlett's Test of Sphericity or Measure of Sampling Adequacy. This test entails a significant correlation among the variables. The correlation among variables is considered significant if the MSA value is more than 0.5; (3) If the MSA value of the variable is less than 0.5, then the test will be repeated by not including the variable. The variables will be tested until the MSA value of each variable is over 0.5; (4) Conduct a factoring process, which is lowering one or more factors from the variables that have passed the previous variable test; (5) Conduct an axis rotation if some of the components are accumulated in one of the factors. This usually happens to the first factor. This means the loading factor in the first factor is relatively large. This will make it difficult to see the existing factors, thus an axis rotation is needed in hopes of distributing the loading value to other factors. The rotation method that is often used is the Varimax rotation. The Varimax rotation aims at decreasing the variety of the variables and expanding the range between factors; (6) After the loading value is obtained and there is no accumulation of components in one factor, then each variable is compared to the loading value of each factor. This variable will be included in the factor with the highest loading value. The lowest accepted loading value is usually 0.5.

**Table 5. Variety of Respondents Data**

Factor	Question Number	Eigenvalue	Variety Percent- age	Cumulative Per- centage
1	P-22, P-12, P-13, P-17, P-18, P-26, P-20, P-27	12.352	28.727	28.727
2	P-15, P-24, P-16, P-16, P-23, P-31	3.775	8.779	34.506
3	P-40, P-32, P-35, P-41, P-36.	2.936	6.827	44.333
4	P-43, P-42, P-45, P-44	2.225	5.174	49.507
5	P-6, P-25, P-19	1.837	4.273	53.780
6	P-33, P-28	1.584	3.685	57.465
7	P-9, P-2, P-11	1.497	3.482	60.946
8	P-8, P-38, P-1	1.407	3.273	64.219
9	P-5, P-4	1.339	3.113	67.332
10	P-46	1.206	2.806	70.138
11	P-7	1.008	2.344	72.481

**Table 6. Questions Concerning Salary**

Number	Question	Content
22	Can set aside some of your monthly salary for your savings?	0.807
12	Are you satisfied with the salary you receive each month?	0.801
13	How concerned do you think this organization is with the welfare of its employees?	0.707
17	Do you believe your organization provides you with a fair amount of compensation?	0.678
18	Are you satisfied with the compensation you receive compared to your coworkers in this organization?	0.647
26	Are you satisfied with your career development so far?	0.543
20	Does working in this organization guarantee the future of your family?	0.540
27	Are you satisfied with the appreciation given to you by this organization based on your achievements?	0.521

## RESULT AND DISCUSSION

This research about job satisfaction was conducted on 80 respondents. The respondents were requested to fill out a questionnaire containing factors of job satisfaction in the form of questions in order to uncover the respondents' opinions or perceptions regarding how satisfied the employees in the Bogor Regency Secretariat are. The questionnaire used included questions about the condition of the organization that is predicted to influence employee job satisfaction. The variables are stated in the form of confidential questions which were then scored according to each question using a Likert scale. Each question consisted of 4 score categories. The level of satisfaction of the employees of the Bogor Regency Secretariat was determined through criteria range analysis.

The first stage of analyzing the level of job satisfaction using the criteria range analysis method was categorizing the answers of the questionnaires of each respondent. After

the questionnaires were gathered and categorized, the next stage was to calculate the score of each component by adding the frequency multiplication data and its score. Afterwards, a scale range calculation was done and the scale interval value for each criteria was determined. The results of the criteria range scale can be viewed in Table 3 .

Table 3 above reveals that there are four score scale ranges separated into four criteria. According to Umar (1998), the scale and criteria range is determined by the amount of alternative answers in the questionnaire. Afterwards, based on the calculation using the criteria range analysis, the opinions of the respondents obtained a total score of 10,404 with a range between 10001 until 13,000 (Table 4).

### Description:

<b>Lowest total score</b>	<b>= 80 x 1 x 50</b>	<b>= 4000</b>
<b>Highest total score</b>	<b>= 80 x 4 x 50</b>	<b>= 16.000</b>
<b>Range Scale</b>	<b>= 60 x 50</b>	<b>= 3000</b>

This reveals that overall, the level of job satisfaction



**Table 7. Questions Concerning Benefits and Facilities**

Number	Question	Content
15	Are you satisfied with the health coverage you receive from the organization?	0.802
24	Do the health benefits and facilities in this organization provide your family with a feeling of security?	0.757
16	How do you consider the health coverage in this organization is for your family?	0.746
23	Do the health benefits and facilities in this organization provide you with a feeling of security?	0.703
31	How do you feel about your future in this organization?	0.556
21	Can working in this organization guarantee your pension?	0.554

**Table 8. Questions Concerning The Relationship Between Superiors and Subordinates**

Number	Question	Content
40	Does your superior encourage and support your work?	0.778
32	Do you feel satisfied with how your superior directs, guides, and manages you?	0.690
35	Does your superior acknowledge and appreciate your work?	0.591
41	Does your superior respond/ compliments you when observing your work?	0.590
36	Is your superior helpful in resolving work related issues?	0.554

of the employees at the Bogor Regency Secretariat are at a satisfactory range scale. Job satisfaction is an important aspect in the lives of the employees. Each day, an employee spends most of his or her time in the workplace. An individual who has a high level of job satisfaction will become an individual who is productive and able to complete his or her assigned tasks. Human beings work for a certain purpose or objective. If a person is diligent when doing his or her job or activities, then he or she will have a better environment, be able to achieve a certain status, and reach a more satisfactory living condition.

In this case, job satisfaction is a collective of feelings. Therefore, job satisfaction is considered dynamic. This means that it can go up and down rapidly. In the workplace, people do not passively accept their fate and environment. Instead, they consciously try to achieve prestige and self actualization. Therefore, the factors that influence feelings and satisfaction in an organization need to be continuously observed.

In order to determine the factors that influence the job satisfaction of employees at the Bogor Regency Secretariat, data management using Statistic Purpose for Social Science (SPSS) version 11.5 with a factor analysis method was used. The factors included were the main representative factors derived from 50 questions and able to explain most of the differences from all of the questions. This factor analysis was aimed at attempting to discover the relationship among variables in order to create one or a group of variables that is less than the initial amount of variables. This group of variables is called a factor. If these variables have a tendency to group and form a factor, then the variables have a relatively

strong correlation with other variables.

Whether the correlation is weak or strong is determined by the MSA (Measure of Sampling Adequacy) score. In this research, the correlation is considered strong if the MSA score is over 0.5. The factors were named based on the strength of the correlation or the factor loading number that is larger than each question that formed the factor. Out of the 50 variables, this research conducted a number of tests. Each variable that tested with an MSA score of lower than 0.5 was omitted because it was considered to have a weak correlation with the other variables. Afterwards, another testing was conducted without including the omitted variable. If some variables with an MSA score of less than 0.5 still appeared, then the variable with the smallest MSA score was omitted again. Another test was then done until the MSA score for each variable was over 0.5.

The tests on 50 variables resulted in a KMO (Kaiser-Meyer-Olkin) score of 0.662. This score revealed that overall, the correlation among variables were strong because it was over 0.5. The same conclusion could be derived from seeing the number of the Bartlett's Test of Sphericity which was portrayed by the Chi-Square number of 2717.280 with a 0.000 significance. This proved that the statements had quite a significant correlation and was not included in the identity matrix. However, the Anti-Image Correlation, especially on the correlation number marked a, there were scores below 0.5. Therefore, it was retested until the MSA score of each variable was above 0.5

After omitting the questions that had MSA scores below 0.5, the KMO score increased from 0.662 to 0.758.

**Table 9. Questions Concerning the Relationship Among Coworkers**

Number	Question	Content
43	How satisfied are you with your coworkers' encouragement of your success?	0.771
42	Are you satisfied with your portion of your work (in a team)?	0.750
45	Is your relationship with your coworkers harmonious? Do you support one another?	0.743
44	How far does the relationship with your coworkers feel like family?	0.620

**Table 10. Questions Concerning Development**

Number	Question	Content
6	What do you think of the training system in this organization?	0.717
25	How does the organization gather and allow freedom to express ideas, criticisms, and aspirations of the employees?	0.612
19	Is the salary system in this company satisfactory for its employees?	0.547

**Table 11. Questions Concerning Opportunity**

Number	Question	Content
33	How is the communication system between superiors and subordinates in your department?	0.742
28	Is each employee given the opportunity for achievement according to his or her abilities?	0.673

The questions that were omitted include question 3, question 30, question 39, question 48, question 49, and question 50. By omitting these 7 irrelevant questions, the correlation among other questions was strengthened. The number of the Bartlett's Test of Sphericity which was portrayed by the Chi-Square number of 2153.182 with a significance of 0.000 revealed that these questions could be further processed because they had a significant correlation. This was also true for the correlation on the Anti-Image Correlation for each variable that had an MSA score of over 0.5. The data was then further processed through process factoring in order to determine the factors that reveal the job satisfaction levels of the employees in the Bogor Regency Secretariat.

The factors were named based on the strongest correlation or largest factor loading. Eleven dominant factors that influenced the job satisfaction level of the employees in the Bogor Regency Secretariat were derived from the factor analysis. These eleven dominant factors could explain 72.481 percent of the data of the respondents represented by 43 questions in the questionnaire. This reveals that these eleven factors had quite an impact on the job satisfaction level of the employees in the Bogor Regency Secretariat (Table 5). Santoso (2003), believed that not all of the questions with a score of less than 0.5 did not have a strong influence or had little similarities in the factor analysis.

Eleven factors were found to influence employee job satisfaction at the Bogor Regency Secretariat, which can be explained by 72.481 percent of the variety of respondents' data. This meant that these eleven factors had a significant amount of influence on the source of job

satisfaction. In order to determine the joint questions in one factor that explained some questions, each question was ranked in a factor that was arranged based on its score. The eleven dominant factors that influenced employee job satisfaction at the Bogor Regency Secretariat include: 1. Salary; 2. Benefits and facilities; 3. Relationship between superiors and subordinates; 4. Relationship among coworkers; 5. Development; 6. Opportunity; 7. Safety at work; 8. Education; 9. Policies within the organization; 10. Conflict resolution; and 11. Career achievements.

Factor One, Salary. The analysis results of factor 1 covered eight questions. The content of these questions can be seen in Table 6. Salary was the strongest factor that influenced job satisfaction, which was revealed by the high percentage of data variation which was explained by this factor at 13.069. A salary is monetary form of compensation that is given to an employee based on the work he or she conducted according to the existing regulations. This factor is the fundamental factor that is one of the most important reasons why an employee would endure working for an organization.

Compensation is crucial for employees as individuals because the amount of that compensation reflects their value among their coworkers, family, and society. Compensation in the form of a salary is received by employees according to the existing regulations. Up until now, the organization has given salaries above the Regional Minimum Wage (UMR) as a permanent salary component to its employees each month. This reveals how the organization has attempted to provide compensation according to society's daily needs and the existing government regulations.

**Table 12. Questions Concerning Safety at Work**

Number	Question	Content
9	Does the organization require its employees to wear safety things while working?	0.760
2	How far is the company authorized and responsible for your?	0.556
11	Did you acquire any additional skills while working at this company ?	0.549

**Table 13. Questions Concerning Education**

Number	Question	Content
8	Are the tasks assigned to you according to your educational background?	0.753
38	How satisfied are you with the way the leaders treat their subordinates?	0.560
1	Are you satisfied with your job at this organization?	0.556

**Table 14. Questions Concerning Policies Within the Organization**

Number	Question	Content
5	Are you satisfied with the organization's current rules and regulations?	0.756
4	Are you satisfied with the policies of the organization?	0.611

Factor Two, Benefits and Facilities. The analysis of factor 2 covered 6 questions with content that can be viewed in Table 7. Benefits and facilities are job satisfaction factors with a data variety percentage that can be explained by this factor in the amount of 10.329.

Benefits and facilities is a form of indirect compensation given by the organization in order to increase the spirits and motivation of its employees. The benefits provided by the organization include health, transportation, and a holiday bonus. The facilities provided by the organization include religious worship facilities, sports facilities, medical facilities, meal facilities, a cooperative, and others in order to satisfy the employees. Sufficient facilities can create a good and pleasant working situation and environment.

Factor Three, Relationship between Superiors and Subordinates. The results of analysis factor three covered five questions where its contents can be viewed in Table 8. The factor of the relationship between superiors and subordinates is a job satisfaction factor with a data variety percentage that can be explained at 8.160. The relationship between a superior and a subordinate is a reciprocal relationship that occurs between a leader as the superior and his or her employees as the subordinates. The relationship between a superior and a subordinate can be measured from the employees' regard of how the superior leads, directs, and guides his or her superiors when performing his or her duties; a good reciprocal relationship in the workplace and out of the workplace, concern for subordinates, and how a superior grades his or her subordinates' work and provides constructive criticism for his or her subordinates.

Employees need guidance and management from their superiors. The employees were given a chance to

be creative in completing their work, thus the superiors should be able to be a role model for their subordinates. Superiors can maintain a more harmonic relationship with their subordinates if they are more open, thus enabling work to be done faster and better. A good harmonious relationship can birth better and a more clear form of communication. This can create job satisfaction for employees. A two way communication between superiors and subordinates in an organization is considered good if the employees are able to give ideas or suggestions and are able to freely complete their work. The employees at the Bogor Regency Secretariat admitted that the superiors and subordinates have an open and trusting vertical relationship. This is important in order to maintain the flow of information in order to improve work output.

Some respondents admitted the relationship between the superiors and subordinates in their division were quite close. They discussed not only work issues, but also personal issues. Their superiors would also help them find a solution for either issue. The employees viewed their leaders as not only "bosses" who gave them work, but also protectors, friends, and advisors. This is what encouraged work satisfaction because feelings of security, family, and respect grew among them. The expertise of a leader in leading his or her subordinates is a factor that influences job satisfaction and can be felt by the subordinates if the leader can provide a solution for their work. Leadership is a person's ability to dominate and influence others, or employees who differ from one another in achieving the same goals of the organization. A discussion about their work and company policies that benefit subordinates is the hope of every employee.

Factor Four, Relationship among Coworkers. The fourth factor analysis included four questions where its

**Table 15. Questions Concerning Conflict Resolution**

Number	Question	Content
46	How satisfied are you with how the organization resolves conflicts or issues between coworkers?	0.769

**Table 16. Questions Concerning Career Achievements**

Number	Question	Content
7	Are you satisfied with what you have achieved so far?	0.634

contents can be seen at Table 9. The relationship among coworkers factor is a job satisfaction factor with a data percentage of 6.818. The relationship that exists among coworkers in an organization is one of the most important factors that can influence the enthusiasm of employees at work. This is because an organization basically consists of many employees who communicate with each other and also need one another in order to work towards the same objective of the organization. Each individual involved in the organization is the key to the organization's success.

Success will only be achieved if there is good coordination among individuals when performing their duties. At certain moments, employees do not prioritize salary or the amount of money they receive each month. They also consider interpersonal relationships in a workplace to be a crucial factor. Respecting and trusting one another creates a feeling of calm and security in the workplace and in the end, results in employee job satisfaction.

Factor Five, Development. The results of analysis factor five covered three questions where its contents can be viewed in Table 10. The development factor is a job satisfaction factor with a data variety percentage that can be explained at a percentage of 6.035. Employee development is how an organization attempts to improve its employees' progress towards better performance, bigger responsibilities, better status, better skills, and others. The management of an organization helps its employees grow through training. Training can be given by a direct leader or supervisor. This development factor is crucial because employee performance entails skills, and skills can be obtained through training.

The attempt to continue to improve the abilities and skills of its human resources is an important commitment for a company. The abilities and skills of the organization's current human resources is not enough to face the challenges of the organization in the future. Employees will be more satisfied if the organization helps improve their abilities and skills. They will be able to achieve this if they can finish their tasks quickly with great results. On the other hand, if there are no developments in the employees, they will not produce innovative and creative work. Due to the reasons above, an organization should

always provide periodic training for its employees. In the interviews, respondents admitted that the organization has provided the trainings needed by the employees once every three months for a certain period of time.

Factor Six, Opportunity. The results of analysis factor six covered two questions where its contents can be viewed in Table 11. The opportunity factor is a job satisfaction factor with a data variety percentage that can be explained at 5.708. Opportunities are given to employees who perform their work or tasks by following procedure. A person can determine his or her steps in completing his or her work and perform his or her duties according to his or her way of thinking by considering the boundaries and allowed limitations during working hours. The person will be able to create a certain working standard that will fulfill the individual's independence and creativity.

Career advancements and future certainty is one of the fundamentals of an employee's reason for working. An organization that gives its employees the opportunity for growth can motivate the employees to work harder because they may be promoted and learn new things and develop further in their work. Martoyo (1994) defined career development as a condition that reveals a person's status growth in an organization in the career path of the said organization.

Factor Seven, Safety at Work. The results of analysis factor seven covered three questions where its contents can be viewed in Table 3.9. The safety at work factor is a job satisfaction factor with a data variety percentage that can be explained at 5.649. Safety at work portrays a condition where a person is safe from anguish, harm, or loss in the workplace. A secure condition is a condition where a person feels safe while doing his or her job following on the organization's regulations. The need to feel secure from work related catastrophes while doing one's job is crucial. An organization should provide safety facilities such as masks, gloves, uniforms, and others. Aside from that, an organization must also provide all of its employee's health insurance and work security.

The system's approach in work safety management should begin with considering the safety of work, used technique and tools, production process, and workplace

planning. The object of safety at work is as follows: 1. So each employee is guaranteed to be safe at work, either physically, socially, or psychologically; 2. So all of the tools can be used as well and effective as possible; 3. So all production can be preserved; 4. To increase passion, harmony, and work participation; 5. So each employee feels safe and protected while doing their jobs.

Factor Eight, Education. The results of analysis factor eight covered three questions where its contents can be viewed in Table 13. The education factor is a job satisfaction factor with a data variety percentage that can be explained at 5.484. The education factor is an individual characteristic that has become a crucial status source for the organization. The higher a person's education, the more the person desires to make use of his or her skills (Siagian, 2008), thus resulting in the person being easily unsatisfied if his or her knowledge and skills are not optimally used.

Factor Nine, Policies within the Organization. The results of analysis factor nine covered two questions where its contents can be viewed in Table 14. The factor of policies within the organization is a job satisfaction factor with a data variety percentage that can be explained at 4.316. Policies within an organization are written regulations created by the organization that contains policies and rules that all employees must abide to. These policies must be informed to all employees so the employees will be able to understand them. The policies and regulations of an organization is aimed at achieving the goals of an organization. Policies are created in order to improve the performance of the employees enabling them to work optimally, such as the policies about employees.

Regulations are created to support organizational policies, such as the regulation regarding employee leave. Although regulations are not flexible and only provide one option, regulations are still needed in order to reach the objectives of an organization. The policies of an organization will create a working climate that suits the objectives of the organization. Policies that are not suitable on the field will result in violations by individuals. Unsuitable policies can result in personal conflicts and lower employee job satisfaction.

Factor Ten, Conflict Resolution. The results of analysis factor ten covered one question where its contents can be viewed in Table 15. The factor of conflict resolution is a job satisfaction factor with a data variety percentage that can be explained at 3.670. Conflict can be defined as an individual objecting to a certain occurrence because it is not according to his or her expectation about himself or herself, another person, or the organization (Mangkunegara, 2004). Personal or group conflicts

often occur in an organization and are a natural part of socialization.

Conflicts can occur among individuals in a group, between subordinates and superiors, or between two units or more in an organization. Conflicts can have positive or negative consequences for the organization. Effective conflict management demands optimum conflict resolution and minimum undesired results. The approaches that can be used to regulate conflicts in an organization include applying rules and procedures regarding standards, alter the work flow and work dependency, alter the punishment system, add more representatives when forming policies, attempt to include a third party to resolve the conflict, and train employees on how to handle conflicts.

Factor Eleven, Career Achievements. The results of analysis factor eleven covered one question where its contents can be viewed in Table 16. The factor of career achievements is a job satisfaction factor with a data variety percentage that can be explained at 3.241. Career achievements are results of achieved by the employee when doing his or her job viewed from aspects such as proficiency, determination, and time management needed to complete the job. The success of produced work is a reflection of the employee's enthusiasm in achieving a certain prestige. The desire for high achievements is essential for an individual or a group, although the achievement is only up to a certain level. Career achievements are related to the success of completing assignments, problem solving, retaining one's opinions and being able to feel or see the results of one's work.

The management of an organization is an effort to utilize all of the organization's available resources, especially human resources, in order to achieve the objective of the organization. As one of the organization's resources, humans have various behavior characteristics resulting in the need for a creative leader to manage these human resources. Results from the research conducted to analyze the factors of the job satisfaction level of the employees working at the Bogor Regency Secretariat revealed that eleven dominant factors were the main source of job satisfaction in the institution. These eleven dominant factors included factor one, salary; factor two, benefits and facilities; factor three, the relationship between superiors and subordinates; factor four, the relationship among coworkers; factor five, development; factor six, opportunity; factor seven, safety at work; factor eight, education; factor nine, Policies within the organization; factor ten, conflict resolution; and factor eleven, career achievements.

The results of this research have an effect on the organization management's efforts in improving the job satisfaction levels of the employees. The management

can focus its attention on these eleven dominant factors by being more efficient and effective in creating policies and focusing on the improvement the job satisfaction factors. Employee salary is one of the ways to fulfill an individual's physical and spiritual needs by indirectly increasing the person's motivation and passion when working. An organization should not only provide salaries according to the workload, market value, and government regulations, but also understand that if the organization sets a certain target, a reward should be given to its employees.

So far, the relationship between superiors and subordinates has been quite harmonious. A good and harmonious relationship can result in clear and great communication. A good two way communication between superiors and subordinates can be seen from the ability of the employees to give ideas or make suggestions and their freedom in doing their work their own way. A superior must appreciate all of his or her subordinates and be prepared to accept suggestions and constructive criticism from his or her subordinates as well. A superior must take all of these elements into consideration and compliment subordinates who perform their duties well. A superior must also guide, direct, and encourage his or her subordinates in performing and completing their tasks.

Superiors are hoped to maintain an open communication with their subordinates, give advice, provide a good example, take in brilliant ideas, reward good ideas and achievements, and evaluate subordinates in a good and objective manner. An organization must be better in applying open communication policies so employees have no doubts when expressing their ideas and conveying work related issues. The relationship among coworkers was revealed to be similar to a family environment, relaxed, cooperative and helpful. It was also proven to have effective communication, mutual encouragement, and synchronized perceptions in their efforts to work together in one unit as part of a team or working group.

The success of a team or group in a working environment is initiated by a sense of togetherness without any pro or contra among individuals. In order to support a good environment among coworkers, certain activities are essential in helping the coworkers become closer with one another and decrease feelings of boredom as a result of a feeling of dissatisfaction in the workplace. Many approaches can be taken to create a harmonious working environment among coworkers. These approaches include social activities such as arisan (Indonesian social gathering), recreational activities, sports, New Years Eve celebrations, and others. These

activities can generate informal communication and a closer relationship among coworkers making the job a much more pleasant experience.

The development factor is a factor that encourages job motivation. Employees will be satisfied if there are developments in career, education, training, and skills, thus encouraging the employees to work towards the best achievements. A job that does not provide the opportunity to grow will have an impact on an employee's productivity. On the other hand, if there is a development in skills and abilities, employees will be more motivated to work harder. Employees will strive to improve all their abilities and skills in order to gain career achievements. In order to develop the abilities and skills of its employees, an organization can conduct an objective evaluation regarding the achievements and performance of its employees. This will give employees the opportunity to rise up and be promoted to higher positions.

Therefore, an organization should be fair and open without placing the interests of a certain group first. Education is one of the factors that influence employee job satisfaction. An employee with a high education level will be more driven to work harder compared to coworkers with a lower education level. Education can also influence the position and career path of an employee because the level of education determines a person's ability in doing his or her job. If the education suits the field of work, it will be easier for an employee to adjust and perform his or her duties well. Therefore, employee placement must be well planned in order to avoid any problems in performances.

Policies or regulations must be created in order to keep up with the conditions or changes in a competitive environment. Regulations must grab the interest of employees and not cause them any problems in order to make them more enthusiastic in doing their jobs and avoid a bad attitude. However, regulations should also benefit the organization. No matter how good regulations and policies are, if they are not implemented well, it can result in employee dissatisfaction. Aside from that, regulations must be strictly implemented without making any exceptions.

## CONCLUSION

A criteria range analysis (analisis rentang kriteria) method was used to uncover the level of job satisfaction of the government employees working at the Bogor Regency Secretariat. The results of the criteria range analysis revealed that the employees of the organization are at a satisfactory level.

A factor analysis method was used to analyze

employee job satisfaction factors at the Bogor Regency Secretariat. Results of the method revealed that there were eleven dominant factors that influenced employee job satisfaction at the institution. These eleven dominant factors include factor one, salary; factor two, benefits and facilities; factor three, the relationship between superiors and subordinates; factor four, the relationship among coworkers; factor five, development; factor six, opportunity; factor seven, safety at work; factor eight, education; factor nine, Policies within the organization; factor ten, conflict resolution; and factor eleven, career achievements .

The results of this research have an effect on the organization management's efforts in improving the job satisfaction levels of the employees. The management can focus its attention on these eleven dominant factors by being more efficient and effective in creating policies and focusing on the improvement the job satisfaction factors.

Research similar to this one can be periodically done by including job satisfaction variables and a deeper analysis. Afterwards, an organization must review all regulations and improve the current form of compensation by increasing wages in proportion to inflation.

The organization's management needs to reward employees in the form of incentives which can increase the enthusiasm and passion of employees in doing their jobs.

The management needs to socialize the institution's policies and regulations to all of the employees so employees will know their rights and obligations as employees of the Bogor Regency Secretariat.

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