



# Factors Affecting Employee Job Satisfaction in the Kerinci Regent's Office Case Study: Employees of the Kerinci Regency Regional Secretariat Office

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## Abstrak

This study aims to determine the factors of work environment and work motivation on job satisfaction of employees of the Regional Secretariat of Kerinci Regency. The data collection techniques used are observation, interviews, and questionnaires. The type of data is qualitative data that is quantified with primary data sources. The population used in this study were 72 employees of the Regional Secretariat of Kerinci Regency using Total Sampling, the number of samples in this study were 72 employees. The data analysis method in this study uses multiple linear regression analysis, the coefficient of determination ( $R^2$ ) and hypothesis testing t test and F test. The results of this research show that: (1) The dominant indicator in the work environment variable is co-worker relationships at the same level as the TCR of 86.78%. The dominant indicator in the motivation variable is job security with a TCR of 87.67%. The dominant indicator of the job satisfaction variable is Wages with a TCR of 86.67%. (2) Work Environment has a positive and significant effect on Job Satisfaction of Kerinci Regency Regional Secretariat Employees (3) Work Motivation has a positive and significant effect on Job Satisfaction of Kerinci Regency Regional Secretariat Employees (4) Work Environment (X1) and Work Motivation (X2) together or simultaneously have a positive and significant effect on Job Satisfaction of Kerinci Regency Regional Secretariat Employees by 78.6%. Meanwhile, the remaining 21.4% was influenced by other variables outside this research.

## INTRODUCTION

Job satisfaction is a state of happy emotions or positive or pleasant emotions of a person that are the result of an assessment of a job or work experience Luthans (2006) in (Agussalim M, 2020:173) . Meanwhile, according to Rivai and Sagala (2011) in (Agussalim M, 2020:173) said that job satisfaction is basically an individual, each individual has a different level of satisfaction according to the value system that applies to him. Job satisfaction can be influenced by various factors, both internal and external.

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There are many factors that affect employee job satisfaction According to experts, according to (Metris *et al.*, 2024:67) There are two main factors, namely: 1) Extrinsic Factors, including Salary or Wages, Job Security, Working Conditions, Status, Organizational Policies, Quality of Supervision Techniques, and Interaction between Employees. 2) Intrinsic Factors, including Recognition (*Recognition*), Responsibility (*Responsibility*), Achievements (*Achievement*), the work itself (*The work it Self*), the possibility to develop (*The Possibility of Growth*), and Advancement. Meanwhile, according to (Sandra & Sondari, 2017) factors that affect job satisfaction are: Work Motivation, Work Environment, and Manager Role.

The Kerinci Regency Regent Office is a Government Office that functions as a facilitator of all government activities and to support development policies and services to the community in Kerinci Regency. The performance provided by the Kerinci Regency Government must be comprehensive in the government structure both in offices, agencies, and offices. As one of the parts of the local government of Kerinci Regency, the Regional Secretariat is obliged to provide maximum performance, especially its role in taking care of all government interests, so the services provided must be maximum. As is the case in the Kerinci Regency Regional Secretariat office, which is an office that provides services to the community in various affairs, of course, it already has a good and advanced performance system that is supported by the use of technology, such as computerized systems and internet services which of course can make the performance strategy faster, more precise, and of higher quality.

At the Kerinci Regional Secretariat office, there are indications that several aspects of the work environment and work motivation have not been optimal, which has the potential to affect the level of employee job satisfaction. Therefore, it is necessary to conduct an in-depth analysis to identify problems and find the right solutions. There are communication and cooperation problems between employees, which creates tension and conflict in the workplace. The lack of team building activities and social interaction causes employees to feel isolated. Many employees feel that their contributions are not appreciated or recognized properly. The lack of a fair and transparent reward system leads to a decline in work motivation. These problems have a significant impact on employee job satisfaction at the Regional Secretariat office. Job dissatisfaction can lead to decreased performance. In addition, a lack of work motivation and an uncondusive work environment can hinder the achievement of overall organizational goals.

The results of an interview with the Head of the Economic and Natural Resources Section of the Kerinci Regency Regional Secretariat Office (Mr. Jumadil), that the Regent's Office has provided comfortable work facilities and modern equipment However, there are some areas that still need improvement, such as increasing the number of meeting rooms and providing more facilities such as computers to support employee performance.

**Table 1 Interview Results Regarding Problems with the Work Environment of Employees of the Regional Secretariat of Kerinci Regency**

It	Statement	Sum Official	Yes	Not
1	Communication with my colleagues went well	15	6	9
2	My boss always provides solutions to problems faced by employees	15	7	8
3	I am always cooperative in completing tasks	15	5	10

It can be seen from Table 1 of the results of interviews with 15 employees On January 17, 2024, at the Kerinci Regency Regional Secretariat office, there are still

several problems regarding the work environment, namely poor communication between colleagues, and the absence of cooperation in completing a job. In addition to the work environment, the problems that occur at the Kerinci Regency Regional Secretariat office are work motivation which can be seen from the table below:

**Table 2 Interview Results Regarding Problems with Work Motivation of Employees of the Regional Secretariat of Kerinci Regency**

No	Statement	Sum Official	Already	No
1	The room where I work is quite large	15	8	7
2	I feel that my company provides an opportunity to grow	15	7	8
3	My company uses a humane and empathetic approach when implementing disciplinary measures	15	8	7
4	My boss gives me positive feedback that builds me to complete important tasks	15	6	9
5	I feel that my leaders are loyal and care about my well-being at work	15	7	8

It can be seen from Table 2 of the results of interviews with 15 employees On January 17, 2024 at the Kerinci Regency Regional Secretariat office, there are still several problems regarding work motivation, namely Employees feel that the lack of motivation given by the leadership and the absence of appreciation for hard work make employees not enthusiastic about doing work because without motivation employees will not feel enthusiastic in completing work and easily break up Asa, leaders must be wise in understanding the conditions and needs of employees who work. At the Kerinci Regency Regional Secretariat Office, there are also problems that affect employee job satisfaction which can be seen from the following table.

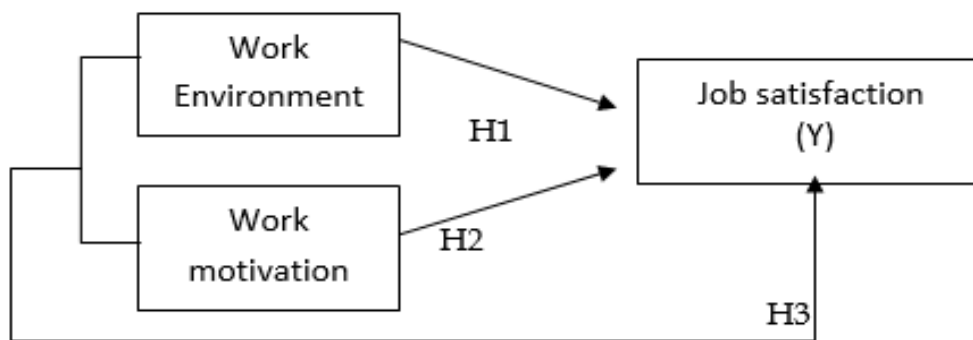
**Table 3 Interview Results Regarding Problems with Job Satisfaction of Employees of the Regional Secretariat of Kerinci Regency**

No	Statement	Sum Official	Already	No
1	I feel safe and stable in my current job	15	9	6
2	The wages I receive are in accordance with my job responsibilities	15	8	7
3	I am satisfied with the promotion policy at the office where I work	15	8	7
4	I feel that my boss's direction to employees helps the work run	15	6	9
5	I feel satisfied with the facilities at my place of work	15	7	8

It can be seen from Table 3 of the results of interviews with 15 employees On January 17, 2024, at the Kerinci Regency Regional Secretariat office, there were still problems regarding job satisfaction, namely the lack of direction given by superiors to employees at the Kerinci Regency Regional Secretariat Office. From the above factors, this study focuses on work environment factors and work motivation. The work environment is everything in the worker's environment that can affect him or her in carrying out the tasks charged. The work environment where employees work is very important in increasing employee job satisfaction. Where the work environment is the material and psychological conditions that exist in the organization must provide an adequate work environment such as the physical environment and the non-physical environment. A good environment can support

the implementation of work so that employees have work spirit and increase employee job satisfaction. In addition to the work environment, what can increase job satisfaction is by providing the right motivation to employees (Wuwungan *et al.*, 2017). In organizations, providing motivation for employees is an important aspect in increasing employee job satisfaction. If the job satisfaction of employees is met, it is not impossible that the performance produced by employees will be maximized. According to (Darmadi, 2018) Motivation is the basic motivation that drives a person to behave. In this case, motivation is a series of encouragement that is deliberately formulated by the company to employees so that they are willing to sincerely carry out certain behaviors that are affected by performance improvement in the context of achieving the company that has been determined previously.

Based on the background and material presented above, the following problems can be formulated. What are the dominant indicators on the work environment, work motivation and job satisfaction at the Kerinci Regency Regional Secretariat Office?. Does the work environment affect job satisfaction at the Kerinci Regency Regional Secretariat Office?. Does work motivation affect job satisfaction at the Kerinci Regency Regional Secretariat Office?. Does the work environment and work motivation affect job satisfaction at the Kerinci Regency Regional Secretariat Office?. From the background and formulation of the problem above, a conceptual framework can be made as shown in the image below.



**Figure 1 Conceptual Framework**

Based on Figure 1 of the conceptual framework, the following research hypothesis can be formulated. H1 It is suspected that partially the work environment has a significant effect on employee job satisfaction at the Kerinci Regency Regional Secretariat Office. H2 It is suspected that partially work motivation has a significant effect on employee job satisfaction at the Kerinci Regency Regional Secretariat Office. H3 It is suspected that simultaneously the work environment and work motivation have a significant effect on employee job satisfaction at the Kerinci Regency Regional Secretariat Office.

## METHOD

This research took place at the Kerinci Regency Regional Secretariat which was located on Jl. Office Complex, Bukit Tengah, Siulak District, Kerinci Regency, Jambi Province. The population in this study is employees at the Kerinci Regency Regional Secretariat who are used as the object of research. A total of 72 employees, with a sample technique using *total sampling*. The data collection techniques in this study are observation, interviews and questionnaires. The analysis methods of this study are variable descriptive analysis, multiple linear regression, and coefficient of determination. Before the study, an instrument test was carried out to see the validity and reliability of the questionnaire. Hypothesis testing is using the t test and the F test (Hafizi et al., 2022; Nadhirah et al., 2023; Arifin et al., 2024; Engkizar et al., 2024).

## RESULTS AND DISCUSSION

### RESULTS

#### Descriptive Work Environment Variables

Descriptive analysis of the work environment was used to obtain the TCR of each indicator and the questions contained in the questionnaire. Descriptive analysis test results The variables of the Employee Work Environment at the Kerinci Regency Regional Secretariat can be seen in the following table 4.

**Table 4. Summary of Analysis Results Description of Work Environment Indicators**

No	Indicator	SS / 5		S / 4		KS / 3		TS / 2		STS / 1		Mean	TCR (%)
		F	%	F	%	F	%	F	%	F	%		
1	Peer-to-peer relationships												
	43	60	29	40	0	0	0	0	0	0	4,60	91,94	
	Average											4,34	86,78
2	Employer-Employee Relationship												
	32	44	39	54	1	1	0	0	0	0	4,43	88,61	
	Average											4,33	86,61
3	Cooperation between employees												
	39	54	32	44	1	1	0	0	0	0	4,53	90,56	
	Average											4,33	86,67
Overall Average												4,33	86,69

Based on table 4, information was obtained that the average score of the variable work environment of employees at the Kerinci Regency Regional Secretariat consisted of 15 questions, with a Respondent Achievement Rate (TCR) of 86.69%. This shows that the work environment variables in Kerinci Regency Regional Secretariat employees are in the Very Good category. The value of the dominant indicator is found in the co-worker relationship indicator at the same level of 86.78%.

#### Descriptive Work Motivation Variables

Descriptive analysis of work motivation was used to obtain the Tcr of each indicator and the questions contained in the questionnaire. The results of the descriptive analysis of the variable of Employee Work Motivation at the Kerinci Regency Regional Secretariat can be seen in the following table 5.

**Table 5. Summary of Results of Analysis Description of Work Motivation Indicators**

No	Indicator	SS / 5		S / 4		KS / 3		TS / 2		STS / 1		Mean	TCR (%)
		F	%	F	%	F	%	F	%	F	%		
Good Working Conditions													
1		40	56	29	40	3	4	0	0	0	0	4,51	90,28
	Average											4,26	85,28
Feeling involved													
2		35	49	37	51	0	0	0	0	0	0	4,49	89,72
	Average											4,33	86,50
Thoughtful discipline													
3		29	40	43	60	0	0	0	0	0	0	4,40	88,06
	Average											4,33	86,61
Full credit for the completion of the work													
4		43	60	24	33	5	7	0	0	0	0	4,53	90,56
	Average											4,31	86,17

No	Indicator	SS / 5		S / 4		KS / 3		TS / 2		STS / 1		Mean	TCR (%)
		F	%	F	%	F	%	F	%	F	%		
5	Leadership loyalty to workers												
	30	42	42	58	0	0	0	0	0	0	4,42	88,33	
	Average											4,33	86,56
6	Sympathetic understanding of personal issues												
	33	46	38	53	1	1	0	0	0	0	4,44	88,89	
	Average											4,33	86,61
7	Job Security												
	47	65	24	33	1	1	0	0	0	0	4,64	92,78	
	Average											4,38	87,67
Overall Average												4,32	86,48

Based on table 5, information was obtained that the average score of the variable of employee work motivation at the Kerinci Regency Regional Secretariat consisted of 34 questions, with a Respondent Achievement Level (TCR) of 86.48%. This shows that the work motivation variable in the employees of the Kerinci Regency Regional Secretariat is in the Very Good category. The dominant indicator value is found in the job security indicator of 87.67%.

#### **Descriptive Job Satisfaction Variables**

Descriptive analysis of job satisfaction was used to obtain the Tcr of each indicator and the questions contained in the questionnaire. The results of the descriptive analysis of the Employee Job Satisfaction variable at the Kerinci Regency Regional Secretariat can be seen in the following table 6.

**Table 6. Summary of Analysis Results Description of Job Satisfaction**

		Indicators											
No	Indicator	SS / 5		S / 4		KS / 3		TS / 2		STS / 1		Mean	TCR (%)
		F	%	F	%	F	%	F	%	F	%		
	Work												
1		43	60	26	36	2	3	1	1	0	0	4,54	90,83
	Average											4,27	85,49
	Wages												
2		32	44	40	56	0	0	0	0	0	0	4,44	88,89
	Average											4,33	86,67
	Promotion												
3		26	36	46	64	0	0	0	0	0	0	4,36	87,22
	Average											4,31	86,28
	Supervisor												
4		45	63	25	35	2	3	0	0	0	0	4,6	91,94
	Average											4,32	86,44
	Co workers												
5		34	47	38	53	0	0	0	0	0	0	4,47	89,44
	Average											4,31	86,25
	Overall Average											4,31	86,23

Based on table 6, information was obtained that the average score of the employee job satisfaction variable at the Kerinci Regency Regional Secretariat consisted of 23 questions, with a Respondent Achievement Rate (TCR) of 86.23%. This shows that the work motivation variable in the employees of the Kerinci Regency Regional Secretariat is in the Very Good category. The value of the dominant indicator is found in the wage indicator of 86.67%.



### Multiple Linear Analysis

Multiple linear regression analysis is an analysis used to measure the influence between dependent variables and several independent variables. The results of the multiple linear regression test can be seen in the following table.

**Table 7. Multiple Linear Regression Analysis Results**  
**Coefficients<sup>a</sup>**

		Unstandardized Coefficients	
Model		B	Std. Error
1	(Constant)	6.420	6.728
	Work Environment	.479	.206
	Work Motivation	.420	.072

a. Dependent Variable: Job Satisfaction

Based on table 7, the multiple linear reduction equation is made as follows.

$$Y = 6.420 + 0,479 X_1 + 0,420 X_2 + e$$

From the above equation, it can be interpreted as follows. The constant is 6.420, meaning that if there is a work environment and work motivation ( $X_1 = X_2 = 0$ ), then the value of job satisfaction in the Kerinci Regency Regional Secretariat is as large as the constant, which is 6.420. The Work Environment Coefficient is 0.479, a positive coefficient means that the work environment has a positive effect on job satisfaction at the Kerinci Regency Regional Secretariat, where if the work environment assessment increases by one unit, job satisfaction will increase by 0.479 units. The coefficient of work motivation is 0.420, a coefficient with a positive value means that work motivation has a positive impact on job satisfaction at the Kerinci Regency Regional Secretariat, where if work motivation increases by one unit, job satisfaction will increase by 0.420 units.

### Coefficient of Determination

Coefficient analysis is used to measure how far the model is able to explain the variation of dependent variables. The following are the results of the determination coefficient analysis.

**Table 8. R Square Test**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
1	.887a	.786	.780	2.47967	2.080

a. Predictors: (Constant), Work Motivation, Work Environment

b. Dependent Variable: Job Satisfaction

Based on table 8 of the summary model, it is known that the value of the determination coefficient or Adjusted R Square is 0.780. This number means that the work environment variable ( $X_1$ ) and work motivation variable ( $X_2$ ) was able to explain the job satisfaction variable (Y) by 78.0%, while the rest ( $100\% - 78.0\% = 22.0\%$ ) was influenced by other variables outside this regression equation such as training, skills, competencies and others.

### Hypothesis Testing

#### Test t

The results of the t-test hypothesis test in this study can be seen in the following table.

**Table 9. Test t  
Coefficientsa**

Model		T	Mr.
1	(Constant)	.954	.343
	Work Environment	2.324	.023
	Work Motivation	5.836	.000

a. Dependent Variable: Job Satisfaction

Based on table 9, it can be explained as follows. The work environment variable has t-count (2.324) > t-table (1.66724) and the calculated sig value obtained is 0.023 < 0.05. This means that  $H_1$  is accepted and  $H_0$  is rejected. So it can be concluded that the work environment has a significant effect on job satisfaction in the Kerinci Regency Regional Secretariat. The work motivation variable has a t-count (5.836) > t-table (1.66724) and the calculated sig value obtained is 0.000 < 0.05. This means that  $H_2$  is accepted and  $H_0$  is rejected. So it can be concluded that work motivation has a significant effect on job satisfaction in the Kerinci Regency Regional Secretariat.

### Test F

The results of the F test hypothesis (simultaneous) in this study can be seen in the following table.

**Table 10. Test Result F (ANOVA)**

Model		Sum of Squares	Df	Mean Square	F	Mr.
1	Regression	1561.735	2	780.867	126.996	.000b
	Residual	424.265	69	6.149		
	Total	1986.000	71			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Motivation, Work Environment

From table 10 it can be explained as follows: the variables of work environment and work motivation have  $F_{\text{count}}$  (126,996) >  $F_{\text{table}}$  (3.130) and the calculated sig value obtained is 0.000 < 0.05. This means that  $H_3$  accepted and  $H_0$  rejected. So it can be concluded that the work environment and work motivation have a significant effect on employee performance at the Kerinci Regency Regional Secretariat.

## Discussion

### The Influence of the Work Environment on Employee Job Satisfaction

According to (Haris *et al.*, 2023:10) Job satisfaction is a positive attitude of the workforce including feelings and behaviors towards their work through an assessment of one of the important values of the job. According to (Agussalim M, 2020:173) Job satisfaction is a positive feeling about a person's job that is the result of an evaluation of their characteristics. According to (Yunita *et al.*, 2023:2) Job satisfaction is an evaluation that describes a person's feelings of happy or unhappy, satisfied or dissatisfied at work.

Work environment according to (Rahmawati, Sa'adah, & Chabibi, 2020:7) is an environmental condition where employees in the company do their daily work. A conducive work environment provides a sense of security and allows employees to work optimally. According to (Wasiman, 2018:153) The work environment is everything around the workplace that can affect employees both directly and indirectly. According to Handaru (Cahyani *et al.*, 2023:170) The work environment is the whole of the tools and materials that are faced, the surrounding environment where a person works, his work methods, and his work arrangements both as an individual and as a group.



The results of the research conducted by (Arfah Rahmayanti and Mukhlis, 2022). Conclude that: the work environment has a positive and significant effect on employee job satisfaction at the Bima City Public Works and Spatial Planning Office. The results of the research conducted by (Pujiarti *et al.*, 2019). Conclude that: the work environment has a positive and significant effect on employee job satisfaction in PT. Relazindo Joint Venture.

Results (Anita *et al.*, 2024). Concluding that the work environment partially has a significant effect on the job satisfaction of employees in the HR Bureau Work Unit within the West Sumatra Police. Results (Gustafson, 2017). Conclude that: Work Environment ( $X_3$ ) will affect the job satisfaction of employees at PT. North Sumatra Plantation, Simpang Gambir, Mandailing Natal Regency. Results (Desi, 2018). It was concluded that the variable of the work environment had a positive and significant effect on the job satisfaction of lecturers at Trunajaya Bontang University. Based on the definition above, a good work environment is not only about cleanliness and safety, but also includes the welfare of employees as a whole. Therefore, employee welfare has a significant impact on productivity, and relationships in the workplace.

### **The Effect of Work Motivation on Employee Job Satisfaction**

According to (Haris *et al.*, 2023:10) Job satisfaction is a positive attitude of the workforce including feelings and behaviors towards their work through an assessment of one of the important values of the job. According to (Agussalim M, 2020:173) Job satisfaction is a positive feeling about a person's job that is the result of an evaluation of their characteristics. According to (Yunita *et al.*, 2023:2) Job satisfaction is an evaluation that describes a person's feelings of happy or unhappy, satisfied or dissatisfied at work. According to (Fedinatus T., 2020:10) Motivation is defined as a force of drive to perform an action. According to (Iswadi, 2021:26) that work motivation is defined as a condition that has an influence on evolving, directing and maintaining behaviors related to the work environment. According to (Sarayanto, 2023:178) Motivation is the driver of desire and the driver of the willingness to work, in each motive there is a certain goal to be achieved. The desire to perform certain actions can be the result of a worker's internal or external thought process. The reason that motivates people to do something is because they have a need that must be met.

The influence of motivation on employee job satisfaction has also been previously researched by (Arfah Rahmayanti and Mukhlis, 2022) which concluded that work motivation had a positive and significant effect on employee job satisfaction at the Bima City Public Works and Spatial Planning Office. The results of the research conducted by (Pujiarti *et al.*, 2019). Conclude that: the work environment has a positive and significant effect on employee job satisfaction in PT. Relazindo Joint Venture. Results (Anita *et al.*, 2024). Concluding that work motivation partially has a significant effect on employee job satisfaction in the HR Bureau Work Unit within the West Sumatra Police. Results (Mubarok & Zein, 2019). Concluding that work motivation has a positive and significant effect on the job satisfaction of employees of PT Rahman Teknik Perkasa Bekasi. Results (Saputra & Andani, 2021) which concluded that work motivation had a significant effect on employee job satisfaction at PT. Citra Crocotama International in Jakarta. Results (Hardiyanto *et al.*, 2021) who concluded that motivation is able to increase job satisfaction of PT. PLN (Persero). From the results of the work motivation assessment above, for employees it can cause a feeling of satisfaction in them. They feel that encouragement from the leadership or the company can increase employee job satisfaction so that it has an impact on improving employee performance and achieving the company's goals that have been set previously.

## **The Influence of Work Environment and Work Motivation on Employee Job Satisfaction**

The simultaneous test showed that there was a significant influence together between the work environment and work motivation on employee job satisfaction at the Kerinci Regency Regional Secretariat. In other words, together changes in the environment and motivation will provide changes in employee job satisfaction, especially at the Kerinci Regency Regional Secretariat. The results of this study support the research conducted by (Arfah Rahmayanti and Mukhlis, 2022) which concludes that the work environment and employee work motivation have a significant effect on employee job satisfaction at the Bima City Public Works and Spatial Planning Office, meaning that the better the work environment and work motivation, the higher the employee job satisfaction. The results of the research conducted by (Pujiarti *et al.*, 2019). Conclude that: work environment and work motivation have a positive and significant effect on employee job satisfaction in PT. Relazindo Joint Venture. Results (Basalamah & As'ad, 2021) which concludes that work motivation and the environment have a significant influence on job satisfaction.

## **CONCLUSION**

Based on the results of the analysis and discussion regarding "Factors that affect employee job satisfaction at the Kerinci Regent Office (Case Study: Employees of the Kerinci Regency Regional Secretariat", the following conclusions can be drawn. The work environment is the dominant indicator of Peer Relationships with a TCR value of 86.78. Work motivation is the dominant indicator of job security with a TCR value of 87.67 and job satisfaction is the dominant indicator of Wage with a TCR value of 86.67. The variable of the work environment has a positive and significant effect on employee job satisfaction at the Kerinci Regency Regional Secretariat. The variable of work motivation has a positive and significant effect on employee job satisfaction at the Kerinci Regency Regional Secretariat. The variables of work environment and work motivation have a positive and significant effect on employee job satisfaction at the Kerinci Regency Regional Secretariat.

## **SUGGESTION**

Employees at the Kerinci Regency Regional Secretariat to maintain good, comfortable and conducive working conditions. Companies can increase job satisfaction by maintaining the relationship between their superiors and their employees, because this is the indicator that has the lowest effect on employee job satisfaction. In addition, companies can also be motivated by providing incentives and awards. The incentives and awards given can increase employee motivation and increase employee job satisfaction. Advice for academics is to dig more about the work environment and work motivation for employee job satisfaction by reading a lot of books that discuss human resources. Students must be sensitive to problems that develop in human resources, because human resources have an impact on society. Another suggestion for academics is to learn more about the stages of human resources because this study has a very wide scope.

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