

# FACTORS THAT AFFECT EMPLOYEE JOB SATISFACTION AT THE OFFICE OF THE MINISTRY OF RELIGION OF PASAMAN REGENCY

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**Abstract:** This study aims to see the influence of (1) Job characteristics on Job satisfaction of employees of the Ministry of Religious Affairs Office (Kemenag) Pasaman Regency (2) Organizational culture on Job satisfaction of employees of the Ministry of Religious Affairs Office (Kemenag) Pasaman Regency (3) Quality of superior-subordinate interaction on Job satisfaction of employees of the Ministry of Religious Affairs Office (Kemenag) Pasaman Regency (4) Job characteristics, organizational culture and Quality of superior-subordinate interaction together on Job satisfaction of employees of the Ministry of Religious Affairs Office (Kemenag) Pasaman Regency. The population in this study were all employees of the Ministry of Religious Affairs Office (Kemenag) Pasaman Regency as many as 44 people. The technique in taking this sample used the total sampling technique (overall sample), total sampling is a sampling technique where the number of samples is the same as the population. The reason for taking total sampling is because the population is less than 100, the entire population is used as a research sample. The results of this study indicate that (1) Job characteristics have a significant positive influence on the job satisfaction of employees at the Ministry of Religion (Kemenag) Office in Pasaman Regency (2) Organizational culture has a positive influence on the job satisfaction of employees at the Ministry of Religion (Kemenag) Office in Pasaman Regency (3) The quality of superior-subordinate interaction has a positive influence on the job satisfaction of employees at the Ministry of Religion (Kemenag) Office in Pasaman Regency (4) Job characteristics, organizational culture and the quality of superior-subordinate interaction together have a positive influence on the job satisfaction of employees at the Ministry of Religion (Kemenag) Office in Pasaman Regency

**Keywords:** *Job characteristics, organizational culture and quality of superior-subordinate interactions*

Employee performance in government organizations providing public services demands high professionalism, as performance is directly evaluated by the public. Low performance negatively affects service quality, falling short of community expectations. Performance is the measurable outcome of an individual's or group's work in relation to assigned responsibilities (The Lion, 2020). Several factors influence performance, including job characteristics, organizational culture, superior-subordinate interaction, and job satisfaction.

According to Sedarmayanti (2021), performance is shaped by job characteristics, leadership style, job satisfaction, and

organizational culture. Oktavia (2022) emphasized the positive and significant impact of superior-subordinate relationships on performance. Job characteristics are crucial for aligning individual capabilities with specific job requirements, fostering employee focus, accountability, and enjoyment, ultimately resulting in high-quality outcomes.

Job characteristics also influence employees' psychological states—they perceive their work as meaningful, feel responsible for outcomes, and apply their knowledge effectively. This leads to increased internal motivation, performance, satisfaction, strong workplace relationships,

and reduced absenteeism and turnover. Simamora (2020) described job characteristic models as part of job enrichment strategies that fulfill employees' needs for growth, recognition, and autonomy. Elbadiansyah (2019) defined job characteristics as task descriptions and responsibilities aligned with employee roles. Ariska (2020) noted that assigning responsibilities based on individual capabilities enhances performance, as tasks are more aligned with their expertise.

The Office of the Ministry of Religious Affairs (Kemenag) of Pasaman Regency, a vertical institution under the Ministry of Religious Affairs, is responsible for implementing ministry functions based on official regulations. To fulfill its duties effectively, the agency requires well-defined job characteristics, a supportive organizational culture, and strong superior-subordinate interactions. However, employee satisfaction at Kemenag Pasaman remains suboptimal, reflected in less-than-satisfactory performance. An initial survey of 20 employees at the office confirms these findings.

**Table 1. Initial Survey Data on Job Satisfaction at the Ministry of Religion, Pasaman Regency**

| No.          | Problem Category                  | Number of Respondents | Percentage (%) |
|--------------|-----------------------------------|-----------------------|----------------|
| 1            | Work environment                  | 8                     | 40%            |
| 2            | Type of work                      | 5                     | 25%            |
| 3            | Compensation                      | 3                     | 15%            |
| 4            | Relationships Between Coworkers   | 2                     | 10%            |
| 5            | Social Relations in the Workplace | 2                     | 10%            |
| <b>Total</b> |                                   | <b>20</b>             | <b>100%</b>    |

Source: Initial Survey of the Ministry of Religion of Pasaman Regency

Based on the results, there are several main categories of problems that influence employee job satisfaction. The most dominant issue is the work environment, affecting 40% of respondents. Complaints include poor ventilation, noise, inadequate facilities, and overall discomfort, all of which disrupt daily tasks. The second most reported issue (25%) is the type of work, where employees feel a mismatch between their duties and their educational background, skills, or interests. This leads to reduced motivation and suboptimal performance.

Another 15% of respondents raised concerns about compensation, including inadequate salaries, unequal benefits, and

unclear reward systems. They feel that the rewards are not proportional to their workload, which can lower motivation. Relationships with co-workers were cited by 10% of respondents, including challenges in communication, conflict resolution, and lack of teamwork, contributing to workplace tension. The final 10% mentioned a lack of social interaction at work. Limited opportunities for informal interaction or social activities contribute to a rigid atmosphere and weaken a sense of belonging.

## METHOD

The population in this study consists of all 44 employees at the Ministry of Religion Office in Pasaman Regency. According to Hamid (2019) and Muri (2021), the population includes all subjects sharing similar characteristics and serving as data sources. To analyze the relationship between independent variables and job satisfaction, the study uses multiple linear regression analysis, based on the method proposed by Priyatno (2020).

## RESULT

### Multiple Linear Regression Analysis

In testing the research hypothesis, multiple linear regression test is used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis is carried out by comparing  $t_{count}$  with  $t_{table}$  and sig value with  $\alpha = 0.05$ . In detail, the results of multiple regression testing can be seen in Table 2.

**Table 2. Multiple Regression Equation**

| No         | Variables  | B      | t     | Sig. |
|------------|--|--------|-------|------|
| (Constant) |  | 47,035 | 4.613 | .000 |
| 1          | Job characteristics ( $X_1$ )                          | .304   | 3.116 | .009 |
| 2          | Organizational culture ( $X_2$ )                       | .310   | 2,924 | .011 |
| 3          | Quality of superior-subordinate interactions ( $X_3$ ) | .302   | 4.253 | .000 |

Source: SPSS Output Results (2025)

Based on Table 2, the estimation model can be analyzed as follows:

$$Y = 47.035 + 0.304 (X_1) + 0.310 (X_2) + 0.302 (X_3)$$

Based on the equation above, it can be explained that:

- a. From the equation above, it can be seen that there is a constant value of 47.035, which means that if the characteristics of the job, organizational culture, and quality of superior-subordinate interaction are zero, then the value of the job satisfaction variable is at 47.035.
- b. The value of the job characteristics regression coefficient is positive.0.304. This means that if job characteristics increase by one unit, it will result in an increase in job satisfaction of 0.304 units assuming the other variables are zero.
- c. The regression coefficient value of organizational culture is positive, namely 0.310. This means that if organizational culture increases by one unit, it will result in an increase in job satisfaction of 0.310 units, assuming the other variables are zero.
- d. The regression coefficient value of the quality of superior-subordinate interaction is positive, namely 0.302. This means that if the quality of superior-subordinate interaction increases by one unit, it will result in an increase in job satisfaction of 0.302 units, assuming the other variables are zero.

#### **Regression Coefficient Test (t-Test)**

##### **Hypothesis Testing 1**

#### **The Influence of Job Characteristics on Job Satisfaction**

The first hypothesis proposed is that job characteristics have a partial positive effect on job satisfaction. Based on the results of the t-test analysis, it is known that the level of significance of the job characteristics variable is  $0.009 <$  from the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted. So the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between job characteristics on job satisfaction at the Office of the Ministry of Religion (Kemenag) of Pasaman Regency.

##### **Hypothesis Testing 2**

#### **The Influence of Organizational Culture on Job Satisfaction**

The second hypothesis proposed is that organizational culture has a partial positive effect on job satisfaction.

Based on the results of the t-test analysis, it is known that the level of significance of the organizational culture variable is  $0.011 <$  from the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted. So the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between organizational culture and job satisfaction at the Office of the Ministry of Religion (Kemenag) of Pasaman Regency.

##### **Hypothesis Testing 3**

#### **The Influence of the Quality of Superior-Subordinate Interactionsv On Job Satisfaction**

The third hypothesis proposed is that the quality of superior-subordinate interaction has a partial positive effect on job satisfaction. Based on the results of the t-test analysis, it is known that the level of significance of the variable Quality of superior-subordinate interaction is  $0.000 <$  from the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted. So the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between the quality of superior-subordinate interaction on job satisfaction at the Office of the Ministry of Religion (Kemenag) of Pasaman Regency.

##### **Hypothesis Testing 4**

#### **The Influence of Job Characteristics, Organizational Culture, Quality of Superior-Subordinate Interactions Together on Job Satisfaction**

The fifth hypothesis proposed is that job characteristics, organizational culture, and the quality of superior-subordinate interactions together have a positive effect on job satisfaction. Based on the results of the F-test analysis, it is known that the level of significance of the variables of job characteristics, organizational culture, and the quality of superior-subordinate interactions is  $0.000 < 0.05$ .

Thus,  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence together between job characteristics, organizational culture, and the quality of superior-subordinate interactions on job satisfaction at the Office of the Ministry of Religion (Kemenag) of Pasaman Regency. As can be seen in table 3.

**Table 3. F Test Results**

| Model   | Sum of Squares | Df      | Mean Square | F      | Sig.  |       |
|---|----------------|---------|-------------|--------|-------|-------|
| 1   | Regression     | 54,775  | 3           | 18,258 | 3,888 | .000b |
|   | Residual       | 671,111 | 40          | 16,778 |       |       |
|   | Total          | 725,886 | 43          |        |       |       |
| a. Predictors: (Constant), X <sub>3</sub> , X <sub>1</sub> , X <sub>2</sub> |                |         |             |        |       |       |
| b. Dependent Variable: Y  |                |         |             |        |       |       |

Source: SPSS Output Results (2025)

### Coefficient of Determination (Adjusted R Square)

The determination coefficient aims to see or measure how far the model's ability to explain the variation of independent variables, where the value *R square* used for research with 2 variables and the Adjusted R Square value is used for research with more than 3 variables. The coefficient of determination value in this study was taken from the Adjusted R Square value which can be seen in table 4.

**Tabel 4. Test Results R Square**

| Model Summary   |       |          |                   |                            |
|---|-------|----------|-------------------|----------------------------|
| Model   | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1   | .775a | .600     | .589              | 4.09607                    |
| a. Predictors: (Constant), X <sub>3</sub> , X <sub>1</sub> , X <sub>2</sub> |       |          |                   |                            |

Source: SPSS Output Results (2025)

Table 6 presents the results of the R Square test from the regression analysis that measures the extent to which the independent variables ( $X_1$ ,  $X_2$ , and  $X_3$ ) are able to explain the variation in the dependent variable. The R Square value of 0.600 indicates that the three independent variables together are able to explain 60% of the variation in the dependent variable, while the remaining 40% is explained by other factors outside this model.

In addition, the Adjusted R Square value of 0.589 indicates that after adjusting for

the number of variables in the model, the predictive ability remains quite strong, which is around 58.9%. This value is lower than \*R Square\* because it takes into account the number of predictors and sample size, thus providing a more realistic estimate of the model's generalizability.

Next, the Std. Error of the Estimate value of 4.09607 indicates the standard error of prediction in this model. The smaller this value, the better the model is in predicting the dependent variable. With a value of 4.09607, this model shows that although it is quite strong in explaining variation, there is still a level of error in estimating the value of the dependent variable.

Overall, this model has a fairly good predictive power with an R Square of 60%, but still leaves 40% of other factors that are not explained in this model. Therefore, to improve the accuracy of the prediction, it can be considered to add other variables or improve the quality of the data used in the analysis.

## DISCUSSION

The Influence of Job Characteristics on Employee Job Satisfaction The results of multiple regression analysis show that job characteristics significantly influence employee job satisfaction at the Ministry of Religious Affairs (Kemenag) Office in Pasaman Regency. The t-value of 3.116 exceeds the t-table value of 1.680, and the significance value of  $0.009 < 0.05$  confirms that job characteristics are important determinants of job satisfaction. Key aspects such as task variety, responsibility clarity, autonomy, and task relevance were found to be the main contributing factors. A well-designed job fosters intrinsic motivation task variation reduces monotony, and autonomy enhances employees' sense of value and responsibility.

This finding aligns with research by Hackman & Oldham (2021), which highlights the positive impact of the five core job dimensions (skill variety, task identity, task significance, autonomy, and feedback) on job satisfaction. Similarly,

Abdullah Al-Mahmood (2021) found that job characteristics enhance satisfaction via intrinsic motivation. Alice Johnson (2021) further emphasized that task clarity and responsibility significantly affect job satisfaction in government institutions, which mirrors the work conditions in the Kemenag Pasaman Regency.

Strategically, management should improve job characteristics by ensuring clear job descriptions, diversifying tasks, expanding autonomy, and offering constructive feedback. This will not only boost job satisfaction but also improve service quality. *The Influence of Organizational Culture on Employee Job Satisfaction*

The analysis reveals that organizational culture significantly affects employee job satisfaction at the Kemenag Office of Pasaman Regency. With a t-value of 2.924 (greater than the t-table of 1.680) and a significance value of  $0.011 < 0.05$ , organizational culture is confirmed as a major factor in satisfaction. A strong culture rooted in cooperation, integrity, and recognition fosters a positive and productive work environment. In contrast, a weak culture may cause dissatisfaction and low motivation. In a religiously oriented public service institution like Kemenag, a culture based on responsibility, collaboration, and professionalism is especially relevant. Shared norms and values align personal and organizational goals, thereby increasing satisfaction.

These findings are supported by Andayani & Tirtayasa (2019), who emphasized the role of cultural identity and behavioral norms in satisfaction. Nur Intan (2021) highlighted that alignment between individual and organizational values positively affects job satisfaction and commitment. Suyatno (2020) similarly concluded that an inclusive, performance-oriented culture enhances employee satisfaction in public services.

To strengthen culture, management can conduct regular training, maintain consistent implementation across units, and reward behavior that reflects organizational values.

This will create a more motivating and aligned work environment.

The Influence of Superior-Subordinate Interaction Quality on Employee Job Satisfaction Multiple regression analysis shows that the quality of superior-subordinate interaction significantly impacts employee job satisfaction at the Kemenag Office of Pasaman Regency. A t-value of 4.253 (greater than 1.680) and a significance level of  $0.000 < 0.05$  confirm its strong influence. This includes clear communication, mutual respect, emotional support, and managerial involvement. Stronger relationships lead to higher satisfaction.

Given Kemenag's public service role, supportive leaders who offer clear guidance and foster a positive atmosphere greatly influence morale and productivity. In contrast, authoritarian behavior and lack of communication may lead to dissatisfaction. This finding aligns with the Leader-Member Exchange (LMX) theory as presented by Oktaviani et al. (2020), which states that good interpersonal relations enhance satisfaction and commitment. Suryani Hardjo Munisa (2019) also emphasized that supportive leadership results in a more satisfying work environment. Anil Kumar (2021) found similar results in government institutions.

Management should consider leadership training, promote open communication, and cultivate a supportive culture to improve interactions and satisfaction. *Combined Influence on Employee Job Satisfaction*

Simultaneous analysis shows that job characteristics, organizational culture, and superior-subordinate interactions together have a significant influence on employee job satisfaction at the Kemenag Office of Pasaman Regency. Job characteristics and organizational culture exert moderate influence, while superior-subordinate interactions have a stronger impact. These variables complement each other in fostering motivation and organizational commitment.

In this context, job clarity, variety,

and autonomy contribute to intrinsic satisfaction. A culture of cooperation and recognition further enhances the work environment. Positive interpersonal relationships, especially with supervisors, serve as key drivers of satisfaction and performance. These results align with Hackman and Oldham's Job Characteristics Model, Denison's (1990) organizational culture theory, and the Leader-Member Exchange theory by Graen and Uhl-Bien (1995). Pratama (2021) also found that these three variables jointly and significantly influence job satisfaction in public services. Management should adopt a holistic approach: redesign jobs to be more engaging, reinforce an inclusive and values-driven culture, and enhance superior-subordinate relationships through leadership training and better communication. These steps can improve satisfaction and strengthen public service delivery.

## CONCLUSION

Based on the findings, the following conclusions can be drawn:

1. Job characteristics have a positive and significant effect on employee job satisfaction.
2. Organizational culture positively and significantly influences employee job satisfaction.
3. The quality of superior-subordinate interactions significantly affects employee job satisfaction.
4. All three factors combined job characteristics, organizational culture, and superior-subordinate interactions significantly influence employee job satisfaction.

The conclusions of this study are as follows: 1) Management needs to continuously develop job designs that are challenging, varied, and meaningful for employees. For example, by providing autonomy in decision-making, clear responsibilities, and opportunities for self-development through training and job promotions. 2) A supportive organizational culture, such as a spirit of togetherness,

professionalism, integrity, and a strong work ethic, needs to be maintained and strengthened. This can be done through regular coaching, character-building activities, and recognition of high-performing employees. 3) Open communication, mutual respect, and supportive leadership need to be continuously nurtured. Supervisors are expected to serve as role models and provide both emotional and professional support to their subordinates. 4) It is recommended that the Ministry of Religious Affairs in Pasaman Regency develop an integrated human resource management strategy that considers the balance between job characteristics, organizational culture, and communication patterns. This can support sustainable improvement in job satisfaction. 5) Conduct regular evaluations of the work environment and employee satisfaction through internal surveys or employee dialogue forums, so that improvements can be made in a targeted manner.

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