

## OPTIMIZING HUMAN RESOURCE DEVELOPMENT: ANALYZING DIFFERENCES IN JOB SATISFACTION BASED ON JOB DIVERSITY, EMPLOYEE STATUS AND GENERATION AT THE ARTIFICIAL INSEMINATION CENTER

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### ABSTRACT

*The Singosari Artificial Insemination Center (AIC) is a Technical Implementation Unit under the Ministry of Agriculture that has implemented the Public Service Agency Financial Management Pattern with the task and function of providing public services to all stakeholders. This study aims to analyze the level of employee job satisfaction and to determine the differences in employee job satisfaction based on job diversity, employee status and generation. This research is a mixed methods research conducted at AIC Singosari Malang Regency, East Java. using an instrument in form of a questionnaire distributed to 142 respondents using census sampling technique. This study uses descriptive analysis in the form of factor analysis and inferential analysis in the form of Mann Whitney Test and Kruskal Wallis Test. With the findings of seven dimensions of job satisfaction, namely the job itself, leadership, coworkers, promotions, work facilities and work environment in the high category and have the same job satisfaction category, which is quite satisfied on average. One indicator with a low score is the allowance indicator and there is a significant difference in job satisfaction based on Position and generation but there is an insignificant difference in job satisfaction between civil servants and non-civil servants. It is expected that AIC Singosari will always socialize and maintain transparency regarding the compensation structure for non-civil servants, including how wages and incentives are determined and distributed. Recognize differences in job security and benefits between civil servants and non-civil servants. As well as considering the desires and expectations between generations.*

**KEYWORDS** *Job Satisfaction, Job Title, Employee Status, Generation, Dimensions, Indicators*

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## INTRODUCTION

Human Resources (HR) is the key to a company's success as its management can improve employee productivity and performance. Job satisfaction is an important factor that affects this, and many studies have identified various factors that affect job satisfaction. However, research gaps still exist among previously conducted studies.

The Central Bureau of Statistics notes that there are differences in job satisfaction indices between work units, and the phenomenon of the CPNS Moratorium can cause excessive workload for government employees. This can affect job satisfaction and employee performance, and impact the quality of public services. This phenomenon also occurs at the Singosari Artificial Insemination Center (AIC), which has an important role in providing public services related to animal husbandry and health.

Employee performance is important in carrying out tasks at AIC Singosari, and job satisfaction affects employee performance. There are differences in functional allowances and remuneration that can affect job satisfaction among employees in each position at AIC Singosari. Therefore, it is necessary to measure the level of job satisfaction for each position at AIC Singosari.

On the other hand, differences in employment status between civil servants and non-civil servants at AIC Singosari can also affect job satisfaction factors, such as salary, promotion, and rewards. In addition, generational differences between generation X and generation Y may also affect the level of work ethic and job satisfaction.

Given the existing phenomenon and the research gap, it is interesting to conduct a study that measures the level of job satisfaction based on the diversity of positions, employee status, and generations at AIC Singosari. It is also necessary to analyze the factors that influence job satisfaction in each of these diversities to improve the understanding and quality of human resource management at AIC Singosari.

### Theory Review

Robbins and Judge's (2013) general theory of organizational behavior forms the basis of this research. This theory consists of 3 parts: input, process, and output. Inputs include the initial setup and location, which are determined before the working relationship occurs. Processes are the actions and decisions of individuals, groups, and organizations that are influenced by inputs and produce specific outputs. Outputs are the predicted end results and are influenced by other variables. At the individual level, leadership and motivation variables in input and process, respectively, affect various aspects of output. At the organizational level, the compensation provided by the organization also affects process variables.

Handoko (2008) describes job satisfaction as a pleasant or unpleasant emotional condition of a person's view of his job. Robbins (2006) states that job satisfaction is a person's general attitude towards work. In this job, employees or employees must interact with coworkers and superiors, comply with company rules and policies, meet performance standards, and survive in an often unpleasant work environment. In contrast to Mangkunegara (2002) who proposes another theory of job satisfaction, namely feelings that support employees about their work and their condition. Wages or salaries received, opportunities for career advancement, relationships with other employees, job placement, type of work, company organizational structure, and quality of supervision are some aspects of work related to feelings. In contrast, age, health condition, ability, and education level are factors related to self-conditions to feelings. Based on the above definitions, job satisfaction is an assessment (evaluation) of whether an employee is satisfied with his job or not.

Robbins and Judge (2013) state that there are five aspects of job satisfaction: the job itself, salary, opportunities for growth, leadership, and coworkers. According to Luthans (2002), work is when employees find work interesting, have the opportunity to learn, and have responsibility for their work. According to Hasibuan (2010), compensation is all income, both in the form of money and goods, received by employees in return for their services while promotion is the movement of employees within the organization that gives greater power, authority and responsibility to employees, which results in better positions, rights, status and income.

Indrasari (2017) states that clean and organized working conditions will make work easier for employees. In the end, employees will be more satisfied. Working conditions consist of work facilities, namely the completeness of work that must be owned by the organization and the work environment. consists of everything around workers or employees who can influence the implementation of the tasks assigned to these employees.

Jessica et.al's research (2023) shows that there are differences in Work-Life Balance (WLB) between Generation Z and Generation Y. Bhardwaj et.al (2021) concluded that the factors that are considered strong in employee satisfaction variables are aspects of work, compensation, recognition and customer loyalty separately. Meanwhile, job satisfaction is considered weak in terms of professional experience, educational qualifications and the absence of individual liquidity. Sedik and Kosmas (2021) state that the higher the work motivation and compensation of non-civil servant nurses, the higher the job satisfaction so that it has an impact on the amount of work performance of non-civil servant nurses. Yawson and FA Yamoah (2020) revealed Generation X, Y and Z students have different levels of satisfaction in different components of online programs; namely, course design, course delivery, delivery mode preference and program delivery environment. Meanwhile, Susanti and Haryani (2020) found five indicators that are indicators of job satisfaction. In addition, the level of job satisfaction of Japanese Tomo workers is at a very low level. The hypotheses in this study are;

H1 : There is a significant difference in employee job satisfaction between RIHP, Non RIHP and Executive Functional Positions;

H2 : There is a significant difference in employee job satisfaction between civil servants (PNS) and non-civil servants;

H3 : There is a significant difference in employee job satisfaction between generation X, generation Y and generation Z;

## RESEARCH METHOD

This research is categorized as a type of mixed methods research, namely research methods that combine two methods at once, qualitative and quantitative in a study, so that the resulting data is more objective, valid, reliable and comprehensive (Sugiyono, 2011: 18), which became the population in this study were all employees at the Singosari Artificial Insemination Center, totaling 142 employees. This study uses a census sampling technique, that is, the entire population is sampled. The variable used in the study is job satisfaction. Job satisfaction is measured through seven dimensions, namely the job itself, coworkers, promotions, leadership, compensation, work facilities and work environment. Primary data in this study were obtained by distributing questionnaires in the form of questionnaires distributed to respondents.

To evaluate the validity of primary data, the formula used is *Pearson Product Moment* correlation, the results show that all statement items are said to be valid because the calculated  $r$  value is greater than the  $r$  table value and has a positive value, so all items of job satisfaction variables can be used as data collection tools at the Singosari Artificial Insemination Center. The reliability test uses Cronbach's Alpha with the result that the *Cronbach's Alpha* value of .958 is more than 0.6, which means that all variable items are reliable. Descriptive analysis used in this study in the form of factor analysis, bar charts, and pie charts to describe job satisfaction at AIC Singosari and to determine indicators that can be maintained or must be improved in job satisfaction at AIC Singosari.

Before conducting a different test, this study conducted a normality test using the *Saphiro Wilk* test and a homogeneity test using the *Levene Test*, after which a different test was carried out. In this study, *Mann Whitney* and *Kruskal Wallis* tests were used. *The Mann Whitney* test is more flexible and can be used if the data does not meet the assumption of normality, such as ordinal data or interval/ratio data that are not normally distributed. *The Kruskal-Wallis* test is a value-based nonparametric test to determine whether there is a statistically significant difference between two or more groups of independent variables in numerical data (range/proportion) and ordinal scales in the dependent variable.

## RESULT AND DISCUSSION

### Characteristics of Research Respondents

The questionnaire was circulated to 142 employees in stages and directly as it contained both closed and open-ended statements. The data collected has been tabulated. The profile of the respondents showed that 73.9% were male and 26.1% were female. Status of civil servants 56% and non-civil servants 44% with structural positions (2.5%), RIHP functional positions (65.8%), Non RIHP functional positions (10.1%) and executive positions (21.5%). The age of respondents is

divided into 3 groups, generation X, aged 45-60 years (32.4%), generation Y / Millennials aged 24-44 years (64.1%) and generation Z aged 18-23 years (3.5%).

### Statistical Description Analysis

The results of the average statistical analysis are shown in the table below:

**Table 1. Outcome Analysis and Statistical Description**

	Statement	Min	Max	Mean	Std. Deviation
<b>A</b>	<b>The work itself</b>			<b>4,49</b>	
<b>A.1</b>	<b>Feeling/meaningfulness of work</b>			<b>4,66</b>	
<b>1.1</b>	I feel satisfied working at AIC Singosari	2	5	4,63	0,566
<b>1.2</b>	I feel proud to work at AIC Singosari	3	5	4,69	0,479
<b>A.2</b>	<b>Responsibility</b>			<b>4,49</b>	
<b>2.1</b>	I work in accordance with the Center's Performance Agreement	2	5	4,51	0,580
<b>2.2</b>	I feel satisfied with the work I am responsible for	2	5	4,47	0,580
<b>A.3</b>	<b>Knowledge of results and feedback</b>			<b>4,34</b>	
<b>3.1</b>	The knowledge I have is appropriate for the work I do	2	5	4,32	0,768
<b>3.2</b>	I feel satisfied if my work is evaluated by my superiors according to my expectations.	1	5	4,35	0,763
<b>B</b>	<b>Work Compensation</b>			<b>3,67</b>	
<b>B1</b>	<b>Salary</b>			<b>3,96</b>	
<b>1.1</b>	The salary I receive is in accordance with the standards set by the government.	1	5	3,92	0,931
<b>1.2</b>	The salary I receive is commensurate with the workload I do.	1	5	3,99	0,808
<b>B2</b>	<b>Allowances</b>			<b>3,32</b>	
<b>2.1</b>	I feel that the procedure for determining and distributing remuneration at my workplace is not transparent.	1	5	3,39	0,988
<b>2.2</b>	I feel that the remuneration I receive is in line with my performance.	1	5	3,25	1,139
<b>B3</b>	<b>Incentives</b>			<b>3,75</b>	
<b>3.1</b>	I feel that the incentives I receive are in accordance with my work performance.	1	5	3,72	0,837

<b>3.2</b>	I feel that the incentives provided are equitable for employees who have the same achievements.	1	5	3,78	0,968
<b>C</b>	<b>Leadership</b>			<b>4,04</b>	
<b>C.1</b>	<b>Telling</b>			<b>4,11</b>	
<b>1.1</b>	The leader where I work always gives realistic targets in a job.	2	5	4,15	0,677
<b>1.2</b>	The leader where I work is able to communicate well with staff about strategies in achieving performance targets that will be carried out.	2	5	4,06	0,561
<b>C2</b>	<b>Selling</b>			<b>4,06</b>	
<b>2.1</b>	The leaders where I work provide opportunities for career development	1	5	4,19	0,833
<b>2.2</b>	Leaders always conduct two-way evaluations related to the implementation of work results	2	5	3,92	0,767
<b>C3</b>	<b>Participating</b>			<b>3,99</b>	
<b>3.1</b>	The leader where I work is able to make decisions according to the situation that occurs.	1	5	3,84	1,102
<b>3.2</b>	The leaders where I work are able to encourage their staff to work in a cohesive team.	1	5	4,14	0,740
<b>C.3</b>	<b>Delegating</b>			<b>3,99</b>	
<b>3.1</b>	Leaders provide work according to the competence of their employees.	1	5	3,91	0,833
<b>3.2</b>	In the distribution of tasks where I work, the leadership sees things fairly.	1	5	4,07	0,927
<b>D</b>	<b>Coworkers</b>			<b>4,06</b>	
<b>D1</b>	<b>Healthy competition</b>			<b>4,02</b>	
<b>1.1</b>	Competition among coworkers where I work has a positive impact on achieving common goals	1	5	3,97	0,790
<b>1.2</b>	Competition among coworkers in the workplace is transparent	1	5	4,06	0,761
<b>D2</b>	<b>Employees respect each other</b>			<b>4,17</b>	
<b>2.1</b>	I feel valued by my superiors and coworkers	1	5	4,11	0,731
<b>2.2</b>	Coworkers at work always treat me with respect	1	5	4,22	0,735
<b>D3</b>	<b>Employees work together to solve problems</b>			<b>4,05</b>	

<b>3.1</b>	The work climate encourages cooperation across work groups/subsections.	1	5	4,02	0,812
<b>3.2</b>	Good coordination and communication between work teams and leaders	1	5	4,08	0,668
<b>D4</b>	<b>Family atmosphere</b>			<b>4,02</b>	
<b>4.1</b>	The work environment is very supportive of your performance.	1	5	4,00	0,753
<b>4.2</b>	Fun and cohesive work environment	1	5	4,03	0,762
<b>E</b>	<b>Position Promotion</b>			<b>3,85</b>	
<b>E1</b>	<b>Experience</b>			<b>3,80</b>	
<b>1.1</b>	Work experience is an indicator of employee ability.	1	5	4,01	0,794
<b>1.2</b>	Period of service is taken into consideration in making promotions	1	5	3,59	1,073
<b>E2</b>	<b>Proficiency</b>			<b>3,86</b>	
<b>2.1</b>	Assessment of work performance in the place where I work is one of the considerations in promotion	1	5	3,76	0,762
<b>2.2</b>	Educational background where I work is taken into consideration in promotions	1	5	3,96	0,910
<b>E3</b>	<b>Combination of experience and skills</b>			<b>3,87</b>	
<b>3.1</b>	The place where I work provides opportunities to get a higher position	1	5	3,70	0,840
<b>3.2</b>	The promotion where I work is the result of AIC Singosari's concern.	1	5	4,04	0,841
<b>F</b>	<b>Work Facilities</b>			<b>4,12</b>	
<b>F1</b>	<b>Means</b>			<b>4,08</b>	
<b>1.1</b>	Work facilities in the form of official vehicles provided at AIC Singosari in accordance with the needs of the implementation of employee duties	2	5	4,26	0,731
<b>1.2</b>	Computer/laptop work facilities provided at AIC Singosari are in accordance with the needs of employee task implementation.	1	5	3,89	1,137
<b>F2</b>	<b>Infrastructure</b>			<b>4,24</b>	
<b>2.1</b>	Work infrastructure in the form of buildings at AIC Singosari is in accordance with the standards set by government regulations.	2	5	4,34	0,651

<b>2.2</b>	Work infrastructure in the form of prayer rooms and canteens at AIC Singosari has easy access for employees.	1	5	4,13	1,100
<b>F3</b>	<b>Health</b>			<b>4,06</b>	
<b>3.1</b>	AIC Singosari employees get regular health checks	2	5	3,82	0,819
<b>3.2</b>	AIC Singosari employees receive BPJS facilities in accordance with applicable regulations.	1	5	4,30	0,744
<b>G</b>	<b>Work Environment</b>			<b>4,25</b>	
<b>G1</b>	<b>Hygiene</b>			<b>4,33</b>	
<b>1.1</b>	Cleanliness The work environment in my workplace supports the implementation of my work	3	5	4,42	0,510
<b>1.2</b>	Cleanliness The work environment in my workplace is in accordance with the standards provided.	1	5	4,24	0,545
<b>G2</b>	<b>Security</b>			<b>4,15</b>	
<b>2.1</b>	Work safety at AIC Singosari is in accordance with the standard rules on Work Safety.	1	5	4,20	0,614
<b>2.2</b>	In handling the repair and maintenance of physical workplace facilities, it is done responsively.	1	5	4,09	0,629
<b>G3</b>	<b>Air Circulation</b>			<b>4,29</b>	
<b>3.1</b>	The air quality in the workspace is good	2	5	4,26	0,567
<b>3.2</b>	Ventilation in the workspace is optimal	2	5	4,32	0,614
<b>G4</b>	<b>Room lighting</b>			<b>4,23</b>	
<b>4.1</b>	The standard of artificial lighting system in the workplace is in accordance with that set by the government.	2	5	4,18	0,562
<b>4.2</b>	The light intensity in the workspace is in accordance with the standards that have been determined.	1	5	4,28	0,708

The employees of the Center for Artificial Insemination (AIC) Singosari are generally satisfied with their jobs, especially in terms of job feelings/meaningfulness. However, there are some areas that need to be improved, especially in terms of compensation, particularly allowances. This is because only civil servants receive performance allowances and remuneration, while non-civil



servants only receive allowances in the form of supplements such as eggs, honey and liquid milk.

Overall, 23 out of 24 indicators of job satisfaction can be maintained, while 1 indicator, namely "benefits", needs to be improved. This is in line with Herzberg's (1996) two-factor theory which states that employee job satisfaction can be achieved by fulfilling two factors: maintenance and motivation, one of which is work compensation. Job satisfaction of AIC Singosari employees based on dimensions is categorized as follows:

Table 2. Job Satisfaction Based on its Dimensions

Dimensions (1)	Category (2)
The Work Itself	Quite satisfied
Work Compensation	Quite satisfied
Leadership	Quite satisfied
Coworkers	Quite satisfied
Position Promotion	Quite satisfied
Work Facilities	Quite satisfied
Work Environment	Quite satisfied

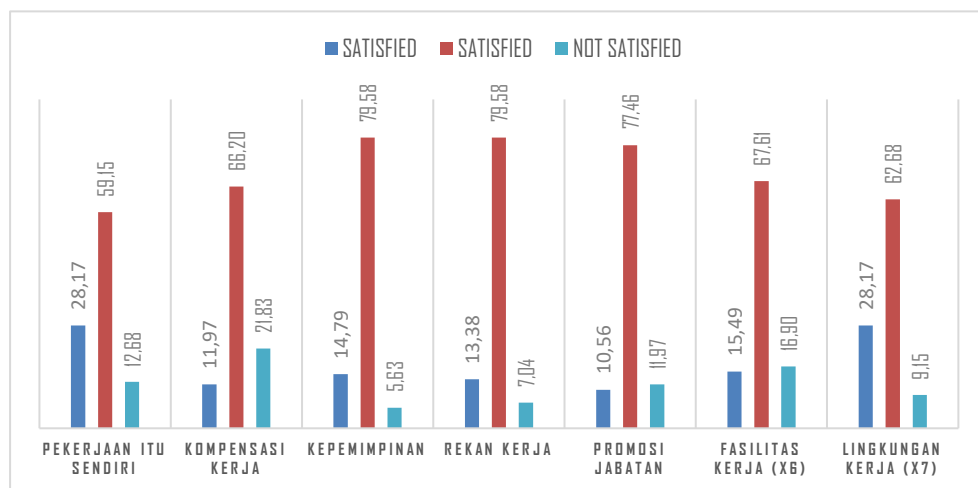


Figure 1: Satisfaction Proportion Work by Dimension (%)

Based on Figure 1, the dimensions of job satisfaction of BBIP Singosari employees show differences in satisfaction scores in each dimension. Employees are satisfied with work and work environment, moderately satisfied with leadership and coworkers but dissatisfied with job promotion and work compensation.

**Table 3. Job Satisfaction by Position**

Position	Percentage		
	Satisfied	Quite Satisfied	Not Satisfied
Structural	100	0	0
RIHP	0	90	10
Non RIHP	10	80	10
Executive	17,6	70,6	11,8

From table 3. all three positions (RIHP, Non RIHP and Executive) have the same job satisfaction category, which is moderately satisfied, while the structural positions are in the satisfied category.

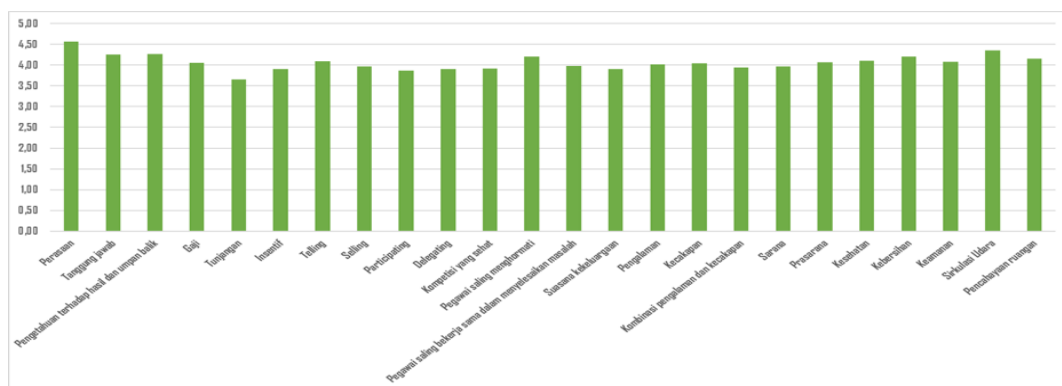


Figure 2. Job Satisfaction indicator scores by position

Based on Figure 2, it is known that the 24 indicators of employee job satisfaction are at a score of 3.65 to 4.56, which means that the 24 indicators of employee job satisfaction by position at AIC Singosari can be maintained.

**Table 4. Job Satisfaction Based on Employee Status.**

Status	Percentage		
	Satisfied	Quite Satisfied	Not Satisfied
PNS	100	0	0
Non-civil servants	10	80	10

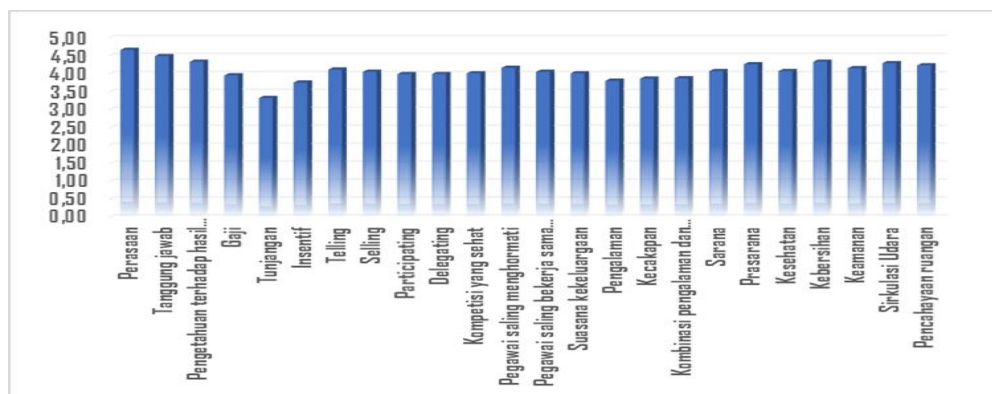


Figure 3: Job Satisfaction indicator scores by employee status

Figure 3 shows that out of 24 indicators of employee job satisfaction, 23 indicators are at a score of 3.86 to 4.66, which means that 23 indicators of employee job satisfaction according to employee status at AIC Singosari can be maintained, while 1 indicator is at a score of 3.32, namely the allowance indicator, so that the allowance indicator must be improved in order to increase employee job satisfaction at AIC Singosari according to employee status.

### Inferential Analysis

**Table 3. Regression Analysis Results**

Model		Collinearity Statistics	
		Tolerance	VIF
1	Information Quality (X1)	.512	1.954
	System Quality (X2)	.515	1.942
	Service Quality (X3)	.518	1.931

Shows that the results of the multicollinearity test on each variable in model 1 and model 2 have a tolerance value greater than 0.1 and a VIF value smaller than 10, so it can be concluded that each variable is free from multicollinearity symptoms. The conclusion from the classical assumption analysis results is that the multiple linear regression equation model fulfills the principle of the best linear unbiased estimator. The results of multiple linear regression analysis for four variables consisting of one dependent variable and three independent variables are shown in the table below.

**Table 4. multiple linear regression analysis results**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	2.907	1.020		2.850	.006
	Information Quality (X1)	-.093	.060	-.312	-1.556	.126
	System Quality (X2)	.060	.049	.255	1.233	.223
	Service Quality (X3)	-.042	.045	-.177	-.921	.361
	User Satisfaction (Z)	.003	.054	.015	.061	.952

From the table above, it can be seen that all Sig. > 0.05 values are 0.126; 0.223; 0.361; 0.952, so this means that there is no Heteroscedasticity in the regression model.

### **Discussion and managerial implications.**

All of the hypotheses proposed in this research questionnaire are accepted and significant, so this research supports the DeLone and McLean information system success model. The results of the research questionnaire show that system quality, service quality and information quality, which are part of the dimensions of Information System success, have a positive and significant influence on user satisfaction. This shows that the higher the system quality, service quality and information quality of the SAKTI application, the higher the user satisfaction.

Then, this study also proves empirically that user satisfaction has a positive and significant effect on the net benefits of the SAKTI application in terms of user perceptions of the system's ability to contribute which has an impact on improving its performance. This shows that if user satisfaction increases, the net benefits of the SAKTI application will also increase.

Based on the results of the analysis of the perceptions of SAKTI application users, all dimensions of information system success measured in this study fall into a good category. The SAKTI application has helped users increase productivity and work performance, facilitate and accelerate work completion, and increase the effectiveness of decision making. Therefore, the researcher concluded that the implementation of the SAKTI application in the Work Unit within the Directorate General of Animal Husbandry and Animal Health of the Ministry of Agriculture Fixed Assets module can be declared successful.

Theoretically, this study successfully supports the DeLone and McLean (2003) Information System success model. The results show that the DeLone and McLean Information System success model can be used to evaluate integrated government Information Systems whose use is mandatory.

In the practical perspective analysis, the results of this study emphasize the importance of continuous improvement of the quality of the information system as a whole. If an organization wants the information system implemented to provide net benefits to its users in the form of increased productivity and work performance, ease and speed in completing work, and increasing the effectiveness of decision making, then the organization should pay attention to how user satisfaction with the information system in question.

The results of this study can be used as scientific considerations for organizations, especially the Directorate General of Treasury, in making system improvement decisions and determining steps to improve the success of Integrated Financial Management Information System (IFMIS) implementation.

The characteristics that need to be considered in developing system quality are integration, reliability, ease of use, response time, security and language. Furthermore, the characteristics that need to be considered in developing information quality are accuracy, completeness, timeliness, understandability, and currency. While the characteristics that need to be considered in developing service quality are tangibles, reliability, responsiveness, assurance, and empathy.

## CONCLUSION

Researchers realize that this research still has several limitations that cannot be avoided. This study uses a measurement instrument that is the personal perception of each user so that it can be influenced by subjective factors that may not reflect the actual situation objectively. Furthermore, the scope of the research which includes users of the SAKTI application in offices in a fairly large and scattered area resulted in researchers not being able to reach respondents directly due to time and cost constraints, but distributed questioners during the report preparation workshop. In addition, the questionnaire used in this study has not overcome the existence of response bias from respondents. Suggestions for future research are that research should use direct data collection techniques (offline) so that the response rate and the level of control over the distribution and filling of questionnaires are better.

Then considering the implementation of the SAKTI application at the Directorate General of Animal Husbandry and Animal Health of the Ministry of Agriculture has been implemented in early 2022. Improving the quality of the SAKTI application can be focused on characteristics that are considered to still have deficiencies by users. These deficiencies, based on statistical calculations, include system reliability, service reliability and information understandability.

### **Research Suggestions and Development**

For the Directorate of the Ministry of Finance through the General of Treasury to continuously improve the SAKTI application so that application users can feel the net benefits of the purpose of this SAKTI application.

For the Directorate General of Animal Husbandry and Animal Health of the Ministry of Agriculture to initiate Technical Guidance for SAKTI application operators, it is hoped that improving the quality of Human Resources (HR) will also increase the net benefits of the purpose of this SAKTI application.

For work units, to provide encouragement or motivation for Human Resources (HR) who become operators, so that these operators can improve their performance and work units get net benefits from the purpose of this SAKTI application.

The results of the study can be used to enrich the theory of Information Systems Management at the Directorate General of Animal Husbandry and Animal Health of the Ministry of Agriculture in general and to work units under the Directorate General of Animal Husbandry and Animal Health of the Ministry of Agriculture in particular.

For further researchers, the results of the study can be used as a reference to conduct research related to the Analysis of Information System Success Factors Delone and Mclean Approach Model on the Agency Level Financial Application System (SAKTI), in modules and work units in other places.

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