

THE EFFECT OF JOB CHARACTERISTICS ON EMPLOYEE SATISFACTION AT THE EDUCATION OFFICE OF RIAU ARCHIPELAGO PROVINCE

Amru Reza¹

Rudi Subiyakto²

Oksep Adhayanto³

^{1,2,3}Universitas Maritim Raja Ali Haji, Indonesia

e-mail: rezaamroe.tpi@gmail.com¹, rudisubiyaktodap2015@gmail.com²,
adhayantooksep@umrah.ac.id³

*Correspondence: rezaamroe.tpi@gmail.com

Submitted: 24 July 2022, **Revised:** 06 August 2022, **Accepted:** 25 August 2022

Abstract. Every job has certain characteristics or aspects that accompany individuals in carrying out their work. These aspects can make individuals work well or vice versa. Job characteristics as identification of various dimensions contained in a job design that simultaneously improves organizational efficiency and employee satisfaction. Job satisfaction is one of the ways that companies do to improve employee performance, companies are unlikely to achieve goals properly if employees are not likely to achieve goals properly if employees do not get good job satisfaction. The research method in this research is descriptive qualitative. This type of research is quantitative, with a sample of 173 respondents. The purpose of this study was to determine the effect of job characteristics on employee job satisfaction at the Riau Islands Province Education Office. Based on the tests carried out on the results of research and discussion, it can be seen that Job Characteristics have a positive and significant influence on Job Satisfaction. This certainly gives an indication that the increase in Job Characteristics will have a significant effect on increasing employee job satisfaction at the Riau Islands Province Education Office. The percentage of influence given by Job Characteristics to Job Satisfaction based on the results of data processing with an r square value of 13.5%.

Keywords: job characteristics; job satisfaction; influence.

INTRODUCTION

The success of an organization in realizing its vision and mission largely depends on the quality of its human resources. The quality of human resources can be demonstrated by the knowledge, skills and ability of employees to create professional quality work in establishing teamwork within the organization ([Sihombing et al., 2018](#)). To determine the effectiveness of human resources in the organization, it is necessary to conduct an evaluation that can be used as a basis for evaluating the performance of employees and leaders in an effort to achieve the vision and mission of the organization. Human resources, apart from being an element of implementing organizational activities that will determine the success of an organization, they are also social beings who have certain thoughts, feelings, needs and expectations.

Almost all organizations have a goal to maximize profits and value for the organization to improve employee welfare. Employees or employees become the most important element in determining the progress of an organization. To achieve organizational goals, it is very necessary for employees who are in accordance with their competencies in the organization, and must be able to carry out the tasks that have been determined by the organization ([Elizar & Tanjung, 2018](#)). Every organization will always try to improve the performance of its employees, with the hope that the goals of the organization will be achieved even though each organization has the characteristics of their respective jobs.

Job characteristics are the

identification of multiple job dimensions that simultaneously improve organizational efficiency and job satisfaction. Job characteristics are characteristics of the work environment which includes the physical and social environment ([Kahya, 2007](#)). The physical environment includes the work atmosphere seen from physical factors, such as temperature conditions, weather, building construction and workplace temperature. While the social environment includes the socio-cultural environment in the work environment, the size of the workload, the compensation received, professional working relationships, and the quality of work life ([Saputra, 2021](#)).

Every job has certain characteristics or aspects that accompany individuals in carrying out their work. These aspects can make individuals work well or vice versa. Job characteristics as identification of various dimensions contained in a job design that simultaneously improves organizational efficiency and employee satisfaction. Then ([Setyawan & Bagis, 2021](#)) explains that individual characteristics are the interests, attitudes and needs that a person brings to a work situation. Interest is an attitude that makes a person happy about certain objects of tendencies or ideas.

Job characteristics according to ([Jeni et al., 2019](#)) are an attempt to identify the task characteristics of the job, how these characteristics are combined to form different jobs, and their relationship to employee motivation, satisfaction and performance. So the characteristics of the job in addition to being able to create employee job satisfaction will also affect

employee work results and employee commitment to the organization. Jobs that have autonomy will give the incumbent a sense of personal responsibility and if a job provides feedback then the employee will know how effectively he is working ([McDowall & Fletcher](#), 2004).

Job satisfaction is one of the ways that companies do to improve employee performance, companies are unlikely to achieve goals properly if employees are not likely to achieve goals properly if employees do not get good job satisfaction ([Bin & Shmailan](#), 2015). Job satisfaction can be realized with good cooperation between company management and employees. Therefore, companies must be able to create a rule that can improve performance. With the rules that have been set, employees will obey the rules and do not carry out activities outside their work activities, so that job satisfaction can improve employee performance.

Based on the journal ([Pitasari & Perdhana](#), 2018) Employees who have a high level of job satisfaction will tend to be more committed and contribute and have high dedication to the company and ultimately have the will to work harder and be more productive. On the other hand, employees with low levels of job satisfaction tend to have a turnover, as well as decreased discipline and work productivity. Job satisfaction generally refers to the attitude of an employee. Job satisfaction shows the match between a person's expectations that arise and the rewards provided by the job.

Then in the journal ([Supartini et al.](#), 2014) explained that Job satisfaction

reflects a person's feelings towards his work, this can be seen in the positive attitude of employees towards work and everything that is faced in the work environment. The personnel department or management must always monitor job satisfaction because this affects absenteeism, labor turnover, job satisfaction and other important issues. Generally speaking, job satisfaction can be explained as the way employees view their jobs as pleasant or unpleasant. It can be concluded that job satisfaction is a person's feeling or attitude towards his job, which may be affected by various internal and external factors.

The Riau Islands Province Education Office is one of the services in the Riau Islands Province. Based on the pre-research through interviews, it was found that employees do have their respective duties and functions but the authority to complete the work is found to be all with the permission of superiors, such as section heads, field heads and service heads, employees must report and discuss in completing work, employees have not given the authority or freedom to work. Then, the opportunity for employees to participate in making decisions is not evenly distributed, only certain people or superiors can make decisions so that if there are urgent things that happen, they must be reported in advance so that a solution can be given. Not only that, feedback is rarely done or the leadership rarely directly assesses the work of employees, unless there are new problems, important things will be discussed in the work of employees.

Then if it is seen that there is still a lack of employee satisfaction with the opportunity for promotion, this is because there is rarely an opportunity for employees to be appointed or promoted to a higher position. Not only that, employees feel dissatisfied with policies such as all the rules that exist in this service, especially in dealing with problems that must be resolved in stages starting from the section head, head of service, and head of service so that this hampers the completion of work problems in the field, then employees also must first report findings or problems that occur without being allowed to make decisions.

Based on the explanation above, it can be taken the title of the research "The Effect of Job Characteristics on Employee Job Satisfaction at the Education Office of the Riau Islands Province".

Based on the problems described in the background, this research takes the formulation of the problem, namely: **"Effect of Job Characteristics on Employee Job Satisfaction at the Education Office of the Riau Islands Province"**.

In accordance with the background and the formulation of the problem, the purpose of this study was to determine the effect of job characteristics on employee job satisfaction at the Riau Islands Province Education Office.

If the objectives of this research can be met, then the expected uses of this research are:

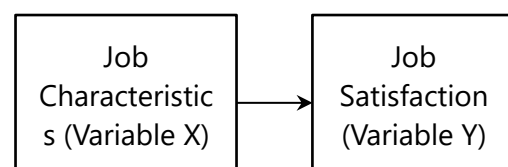
- a. To increase knowledge and broaden knowledge about human resource management.

- b. To provide knowledge about the effect of job characteristics on employee job satisfaction at the Riau Islands Province Education Office.

Can be used as input for the Riau Islands Province Education Office in determining job characteristics and in increasing employee job satisfaction.

The framework according to (Simanjuntak et al., 2017) is a conceptual model of how the theory relates to various factors that have been identified as important issues. The variables in this study will be examined with two variables consisting of the independent variable (X) namely job characteristics while the dependent variable (Y) is job satisfaction. The framework of thought in this study is as follows:

Figure 1. Framework for Thinking



Source: Concept adapted for research (2021)

METHODS

The time of the study was carried out from 1 September to 4 February. This research was conducted at the Education Office of the Riau Islands Province. The type of this research is quantitative research with quantitative descriptive approach. The variables studied were 2 variables consisting of the Job Characteristics variable (Variable X) and the Job Satisfaction variable (Variable Y).

In this study, the population is ASN at the Riau Islands Province Education Office totaling 306 consisting of ASN (State Civil Apparatus) = 93 People, PTT (Non-Permanent Employees) = 129 People, TPKK (Special Education Support Personnel) = 84 Persons

Determination The number of research samples specified in this study is based on the calculations proposed by Slovin in (Sunyoto, 2011) as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size,

N = population size,

e = percentage error desired or tolerated, which is 5%.

Based on this formula, the number of samples taken in this study are:

$$n = \frac{306}{1 + 306 (0.05)^2} = 173.37$$

So, the number of respondents in this research is rounded off as many as 173 respondents.

The data collection tools that will be used when conducting research are Questionnaires and Documentation ([Cheng & Phillips, 2014](#)). In this study, it can be explained the definition of the research variable consisting of the X variable as the independent variable, namely Job Characteristics, while the operational definition of the Y variable as the dependent variable, namely Job Satisfaction. An analytical technique used to determine the effect of an independent

variable on a dependent variable is to analyze the sample data and apply the results to the population.

RESULTS AND DISCUSSION

A. Overview of Research Locations

1. Brief History of the Riau Islands Province Education Office

Education Office The Riau Islands Province was only formed in 2004 in line with the formation of the Riau Islands Province. In accordance with Regional Regulation No. 08/UN/KGKR/VII/2004 concerning the Organization and Work Procedures (SOT) of Regional Offices in the Riau Islands Province. The Riau Islands Education Office initially used the nomenclature of the Education and Culture Office. Then with Regional Regulation No. 06 of 2005 the Education Office uses the nomenclature of the Education, Youth and Sports Office.

When it was first established, the Riau Islands Province Education Office was located in Batam, the temporary capital of the Riau Islands Province. In line with the relocation of the provincial capital to Tanjungpinang in early 2006. The Education Office also moved to Tanjungpinang, to be precise, its office was on Jl. DI Panjaitan No. 12 Tanjungpinang. As a newly formed institution, the condition of the Education Office is very concerning. With a very limited number of employees and very limited office facilities/infrastructure, this institution has not been able to carry out its duties and functions properly, but gradually such conditions began to be addressed.

Although the number of employees is not sufficient, the implementation of their duties and functions as education stakeholders at the provincial level is running smoothly.

Since the beginning of 2016 until now, the Riau Islands Education Office has occupied the former Riau Archipelago International Staged School Building. Jl. Sultan Mansyur Syah Dompak Island. With the implementation of education in a decentralized manner, duties and functions as well as authority, the Department of Education becomes wider and very decisive. The consequence of this change is that the understanding of the duties, functions and authorities in question needs to be understood by the relevant parties because only through understanding the working relationship between the Provincial Education Office and related parties can be established properly. This good working relationship is needed so that the Provincial Education Office and related parties, especially the District / City Education Offices do not run alone in carrying out their duties and functions.

The Education Office of the Riau Islands Province is well aware and understands that building education in the Riau Islands Province is not an easy job. With geographical conditions consisting of approximately 96% water areas and 2750 islands, coupled with the inadequate condition of human resources in the field of education, both the quantity and quality of the implementation of educational development in the Riau Islands Province, the problem is very complex. Despite this condition, the Education Office of the Riau Islands Province as the manager of

education at the provincial level still has a strong commitment to carry out educational development in the Riau Islands Province towards achieving the vision and mission of the Government and the Provincial Government in particular for the successful implementation of 7 (seven) important and strategic issues in development. education. The commitments are as follows:

Commitment

1. improve quality and competitiveness
2. Improving the welfare of educators and education staff
3. Improving teacher qualifications
4. Equity and expanding access to education Educational
5. Relevance to the needs of the business world
6. Community and stakeholder participation in education
7. Eradication of illiteracy

a. Main Duties and Functions

The Education Office has the task of carrying out some decentralization authorities, deconcentrating tasks in the fields of Secondary Education and Special Education as well as Assisting Tasks in the Field of Early Childhood Education, Basic Education and Non-Formal/Informal Education in accordance with their scope of duties. To carry out the tasks as referred to in paragraph (1), the Education Office has the following functions:

1. Establishing operational policies for education in the provinces in accordance with national policies;
2. Coordination and synchronization of operational policies and education programs between districts/cities;

3. The management of secretarial activities includes planning, finance and BMD, general and staffing and the implementation of co-administration tasks;
 4. The implementation and management of the Senior High School Development Sector includes curriculum and assessment, institutions, facilities and infrastructure, students and character building in the Senior High School Education Unit;
 5. The implementation and management of the Vocational High School Development Sector includes curriculum and assessment, institutions, facilities and infrastructure, students and character building in the Vocational High School Education Unit;
 6. The implementation and management of the Special Education Development Sector includes curriculum and assessment, institutions, facilities and infrastructure, students and character building in the Special Education Unit and Special Services;
 7. The implementation and management of the Manpower Development Sector includes Management of High School Educators and Education Personnel, Management of Vocational Educators and Education Personnel, and Management of Special Educators and Education Personnel;
 8. Information and Communication Technology Center for Education carries out some operational technical activities and/or technical support activities for the office in the field of Educational Communication Technology;
 9. Coordination, synchronization and facilitation of programs/activities which are co-administration tasks;
 10. Supervision and utilization of educational facilities and infrastructure;
 11. Improvement of welfare, appreciation and protection of educators and education personnel for all levels of education units;
 12. Organizing national examinations for Basic Education, Secondary Education, and Non-Formal/Informal Education in accordance with national policies;
 13. Evaluation of the achievement of national education standards at all levels of education units in accordance with national policies;
 14. Implementation of other tasks assigned by the Governor.
Of the Education Office, consisting of:
 1. Secretariat;
 2. High School Development Sector;
 3. Vocational High School Development Sector;
 4. Special Education Sector;
 5. Field of Staff Development for
 6. Functional Position Groups;
 - a) Service Technical Implementation Unit (UPTD) Educational Technology and Communication Development Center (BP-Tekkom Pendidikan)
 - b) UPTD Disdik in District/City
-

2. Overview of Respondents

Before the author discusses and analyzes further the discussion in this study will begin with a discussion of the characteristics of respondents . Furthermore, to ensure facts or strengthen beliefs in the context of objective truth, a questionnaire was used which was

distributed to respondents. For more details, the following describes the results of data processing as follows:

a. Characteristics of Respondents Based on Gender

From the characteristics of respondents based on the sex of the respondents we can see through the explanation of the table below:

Table 1. Characteristics of Respondents Based on Gender

No.	Gender	Frequency (Persons)
1.	Male	120
2.	Female	53
Total		173

Source: Processed Questionnaire Data, 2021

Table 1. shows the number of respondents by gender where the highest percentage of respondents is female as many as 153 people while male - men as many as 120 people.

b. Characteristics of Respondents Based on Age

From the characteristics of respondents based on age we can see through the explanation of the table below:

Table 2. Characteristics of Respondents by Age

No.	Age	Frequency (Persons)
1.	21 Years to 30 Years	102
2.	31 Years to 40 Years	51
3.	> 40 Years	20
Total		173

Sources of data: Processed questionnaire results, 2021

Based on the presentation of table 2. based on the age level of the respondents above it can be seen that the percentage of respondents as a whole has an age between 21 years to 30 years.

3. Data Quality Test (Research Instruments)

a. Validity Test

Validation test is the ability of measuring instruments to measure measurement objectives. When measuring validity, pay attention to the content and usability of the instrument. To ensure consistency and accuracy of the data collected by device usage, we performed validation tests using the current product moment correlation. The feasibility test is carried out by comparing the calculated r value for a significance of 5% degrees of freedom ($df = n - 2$) with table r , in this case n is the number of samples. If r counts $> r$, the question or indicator is declared valid, and if r counts $< r$, the question or indicator is declared invalid. (Ghozali, 2011).

Table 3. Testing the Validity of Research

Variables	Statement	R Count	R Table	Description
Job Characteristics Variables	X.1	0.404	0.1484	Valid
	X.2	0.527	0.1484	Valid

Variables	Statement	R Count	R Table	Description
	X.3	0.663	0.1484	Valid
	X.4	0.668	0.1484	Valid
	X.5	0.496	0.1484	Valid
	X.6	0.414	0.1484	Valid
	X.7	0.363	0.1484	Valid
	X.8	0.518	0.1484	Valid
	X.9	0.391	0.1484	Valid
	X.10	0.590	0.1484	Valid
	X.11	0.525	0, 1484	Valid
	X.12	0.510	0.1484	Valid
	X.13	0.493	0.1484	Valid
	X.14	0.333	0.1484	Valid
	X.15	0.338	0.1484	Valid
Job Satisfaction Variables	Y.1	0.537	0.1484	Valid
	Y.2	0.526	0, 1484	Valid
	Y.3	0.564	0.1484	Valid
	Y.4	0.476	0.1484	Valid
	Y.5	0.326	0.1484	Valid
	Y.6	0.361	0.1484	Valid
	Y.7	0.259	0.1484	Valid
	Y.8	0.425	0.1484	Valid
	Y.9	0.466	0.1484	Valid
	Y.10	0.524	0.1484	Valid
	Y.11	0.534	0.1484	Valid
	Y.12	0.392	0.1484	Valid
	Y.13	0.321	0.1484	Valid
	Y.14	0.459	0.1484	Valid
	Y. 15	0.287	0.1484	Valid

Source: Processed Data (2021)

Based on Table 3. testing the validity of the independent variable and the dependent variable, if $r \text{ count} > r \text{ table}$ it can be concluded that se all statements are declared valid, then it is feasible to be used as a research instrument.

b. Reliability Test

Reliability test is actually a tool to

measure the questionnaire which is an indicator of a variable or composition. If the answers to the statements are consistent or stable over time, the questionnaire is said to be reliable or trustworthy. SPSS provides the ability to measure with Statistical Cronbach Alpha Structures or variables that $>, 0.60$, are said to be reliable. (Ghozali, 2011).

Table 4. Research Variable Reliability Testing

Alpha Variable	Calculate	Cronbach's Alpha	Conclusion
Job Characteristic	0.766	0.60	Reliable
Job Satisfaction	0.682	0.60	Reliable

Source: Processed Data (2021)

According to Table 4, the reliability test results show that the alpha coefficient of the job characteristic variable is $0.766 > 0.60$, and the alpha coefficient of the job satisfaction variable is $0.682 > 0.60$. Therefore, it can be said that all measurement concepts are reliable for each variable in the questionnaire, making it suitable as a measurement tool for research. This proves that the measuring instrument is consistent and can predict research variables with a calculated alpha value > 0.60 .

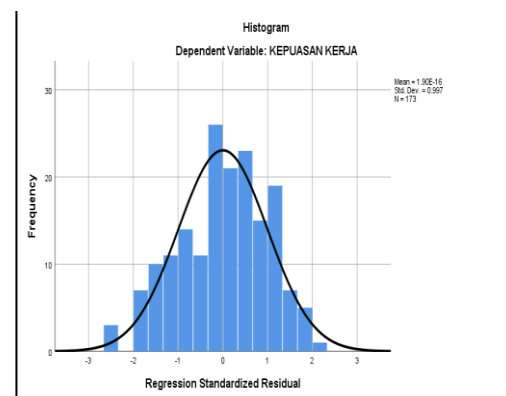
4. Classical Assumption

a. Normality Test

Normality test is one part of testing data analysis requirements or commonly called classical assumptions. Normality Test is a test carried out with the aim of assessing the distribution of data in groups of data or variables, whether the distribution of data is usually distributed or not.

In other words, is the data obtained from a normally distributed population. In this study, to detect the normality of the data, it can be done by looking at the

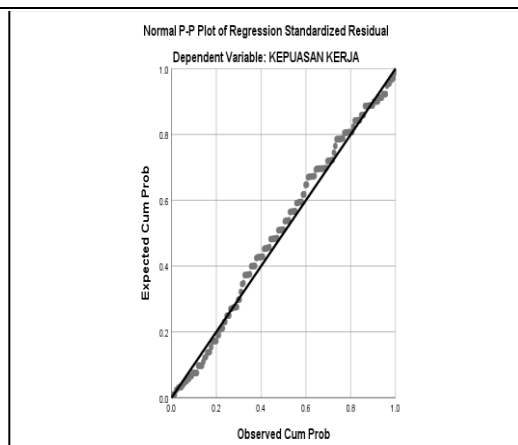
histogram graph and the PP plot. If the histogram graph is shaped like a bell then the data is usually distributed, and the PP plot is said to be normal if the points appear to be scattered around the diagonal line and follow the diagonal direction.

Figure 2. Normality Test Results with Histograms

Source: SPSS Data Processing Results Version 25, 2021

Based on Figure 2, it can be concluded that the data is normally distributed, because the data forms a bell-like pattern and does not deviate to the left and right. In addition to the histogram graph, the PP Plot is also used to test the normality of the data. The results of the normality test graphically Probability Plot using SPSS Version 25 is shown in the graph below:

Figure 3. Normality Test with PP Plot



Source: SPSS Version 25, 2021 Data Processing Results

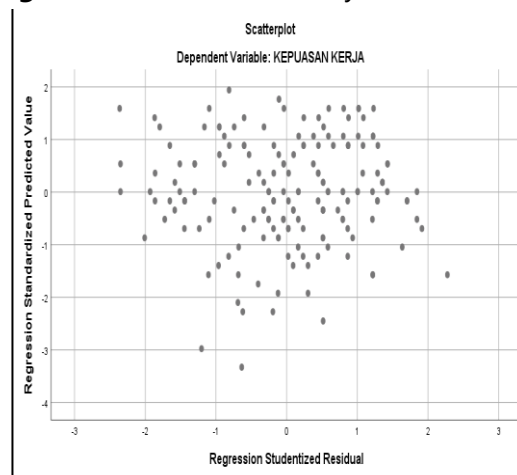
Based on Figure 3. above, From this it can be concluded that the normal chart pattern is seen in the points expanding around the diagonal and the expansion follows the direction of the diagonal. Based on the normality plot, it is indicated that the regression model satisfies the normality assumption and can be used in this study.

b. Heteroscedasticity Test Results

The heteroscedasticity test is used to determine whether or not there is a deviation from the classical assumption of heteroscedasticity, namely the variance in residual variance for all observations in the regression model. What must be fulfilled in the regression model is the absence of heteroscedasticity symptoms. The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residue from one observation to another. Good

data is if there is no heteroscedasticity.

Figure 4. Heteroscedasticity Test Results



Source: SPSS Data Processing Results Version 25, 2021

Based on Figure 4. above, it can be seen that the data (dots) spread evenly above and below the zero line, do not gather in one place, and do not form certain pattern so that it can be concluded that in this regression test there is no heteroscedasticity problem.

5. Simple Linear Regression Analysis

To determine the model or form of the influence relationship between variables and to determine the positive or negative influence of the independent variable (X) on the dependent variable (Y), simple linear regression analysis was used with the following calculation results:

Table 5. Calculation Analysis Regression

Coefficients ^a				
Model	Unstandardized Coefficients		Standardized Coefficients	T
	B	Std. Error	Beta	
1 (Constant)	41,724	3,984		10,472

Job Characteristics	.330	.064	.367	5.158	Source
---------------------	------	------	------	-------	--------

Source : SPSS Processing Results Version 25, 2021

From the presentation of table 5. it can be seen that the results of simple linear regression testing can be seen so that the influence model between each independent variable on dependent variable. From the above calculation, it can be seen that the constant value is 4.724 so that the linear equation formed by the two coefficients is:

$$Y = a + bX + e$$

$$Y = 41.724 + 0.330X + e$$

Description:

Y = Job Satisfaction

a = Constant

b = Regression Coefficient

X = Job Characteristics

e = Residue / error

Based on the results of the regression equation above, it can be explained as follows:

1. If there is an increase in Job Characteristics with the assumption that other variables are fixed, it will have an increasing impact on Job Satisfaction of 0.330.

6. Hypothesis Testing

a. Test Results T test

T statistical test is basically used to see the effect of the independent variable on the dependent variable partially. In this study, the effect of Job Characteristics on Job Satisfaction will be studied. The results of hypothesis testing using the t test can be seen in the following table:

Table 6. T Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	41,724	3,984		10,472	000
	Job Characteristics	.330	.064 .367	a	5,158 ,000	,

. Dependent Variable: Job Satisfaction

Source: SPSS Test Results Version 25, 2021

With a value of $n = 173$, $\alpha = 5\%$ (2-sided test) where n = number of samples, to find out the value of t table with a sample of 173 can be seen with degrees of freedom (df) = $nk-1$, where n (amount of data) and k (number of independent variables in the study so that (df) = $173-1-1 = 171$ so that

degree of freedom = 171, where the t table value for $df = 171$ is 1,973. Conclusion which can be taken from the analysis of the table, namely Job Characteristics has a tcount 5.158 so that the value of tcount > ttable, which is $5.158 > 1.973$. Based on this value, it can be concluded that H_a is

accepted, this indicates that partially Job Characteristics has a significant influence on satisfaction Based on the table above, it can be seen that the significant value of Job Characteristics is 0.000, this shows that Job Characteristics have a partial effect on Job Satisfaction, because the sig value the significance is smaller than 0.05 which means that when the Job Characteristics is good, then the Riau Islands Province Education Office employee will get good

job satisfaction for choosing the product.

7. Coefficient of Determination Test (R Square)

The coefficient of determination (R²) is designed to look at how much each independent variable affects the dependent variable to determine the percentage contribution of the variable (job characteristics) and the dependent variable (job satisfaction).

Table 7. Test Results for the Coefficient of Determination Test (R Square)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.367 ^a	.135	.130	4.78193

Source: SPSS Processing Results Version 25, 2021

From the results of Table 7. the magnitude of R Square based on the results of the analysis with SPSS 25 is 0.135. Thus the magnitude of the influence given by the Job Characteristics variable on Job Satisfaction is 13.5%, while the remaining 86.5% is influenced by other factors not examined in this study.

Discussion

Based on the results of the study, it is proven that the Job Characteristics has a tcount 5.158 so that the value of tcount > ttable, which is 5.158 > 1.986. Based on this value, it can be concluded that H_a is accepted, this indicates that partially Job Characteristics has a significant influence on Job Satisfaction. Based on the table above, it can be seen that the significant value of Job Characteristics is 0.000, this shows that Job Characteristics have a

partial effect on Job Satisfaction, because the significance value is smaller than 0.05. Based on the results of the study, it is known that job characteristics have an influence on job satisfaction, it can be concluded that each employee has different views, goals, needs and abilities from one another. This difference will be carried over in the world of work, which will cause satisfaction from one person to another, even though they work in the same place. Individual differences in terms of abilities, values, attitudes and interest which are attitudes that make people happy about certain situations or ideas will increase the individual's satisfaction at work. The diversity of each individual both in terms of ability, value obtained from work, high attitudes and interests can encourage satisfaction from each individual towards work.

This is then in line with the research results of ([Purwanto](#), 2020). This study concludes that work has no significant effect on job satisfaction. Positive and significant work characteristic of organizational commitment. Positive and significant organizational commitment to job satisfaction. Organizational commitment successfully mediates the relationship between job characteristics and job satisfaction.

Work has a significant impact on the company because the creation of this situation will have a positive effect in the company due to the nature of the work that is in harmony with the employees and the company so that it creates stability in the company which in turn encourages work productivity and the achievement of company goals in the long term. certain time. According to Handoko in ([Fadli & Oktariani](#), 2021) pleasant or unpleasant a job, job satisfaction is also determined by the characteristics of the job. (Permana & Sriathi, 2017) define job characteristics as the number of responsibilities, variety of tasks, and characteristics in which people get satisfaction. Satisfaction with the job will motivate everyone from dissatisfaction. Job goals are defined by the job that is the foundation of job activities and the design of job satisfaction that results is critical to the company's success.

In the organization there are various types of work that have different characteristics from one job to another. Job characteristics are factors related to how the factor assesses the tasks in the job ([Panggabean](#), 2004). ([Anik](#), 2020) states that job characteristics are job specializations that take into account the

work system and work preferences. To increase employee productivity and work results optimally, companies need to determine job characteristics and develop various ways so that their human resources can be integrated effectively. Employees will pursue the field of work with concentration and responsibility accompanied by feelings of pleasure until satisfactory and quality results.

Work goals are an emotional expression that is positive or pleasant as a result of a job on top of work experience. work goals consist of two elements, namely cognitive (assessment of one's work) and affective (emotional state). work goals obtained by employees will increase organizational commitment. Employees who initially lack organizational commitment, but after work it turns out to be imbalanced in accordance with applicable regulations, they will feel that there are things that are interesting and satisfying. This will foster the development of organizational commitment.

CONCLUSIONS

Based on the results of the research conducted, it can be seen that the conclusions obtained in the research conducted on the results of research and discussion can be seen that the characteristics of the work have a positive and significant influence on work. > 1.986 and it is known that the significance of job characteristics is 0.000 where the significance value is < 0.05 . Based on this value, it can be said that it is accepted, this shows that partially the work has a significant influence on work. Based on the

results of this study, it is known that job characteristics have an influence on job satisfaction, it can be obtained that each employee has different views, needs, and abilities from one another. This certainly gives an indication that work will have a significant effect on increasing employee work at the Riau Islands Province Education Office. The percentage of the influence given by the characteristics of the job to work based on the results of data processing with a value of r square that is equal to 13.5%.

REFERENCES

- Anik. (2020). Pengaruh Karakteristik Pekerja, Kepuasan Kerja Dan Kompensasi Terhadap Kinerja Guru Pada Smk Diponegoro Sidoarjo. *Jurnal Ilmu Ekonomi Pembangunan*, 14(02).
- Bin, & Shmailan, A. (2015). The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Issues in Business Management and Economics*, 4(1), 1–8.
- Cheng, & Phillips, M. R. (2014). Secondary analysis of existing data: opportunities and implementation. *Shanghai Archives of Psychiatry*, 26(6), 371.
- Elizar, & Tanjung, H. (2018). Pengaruh Pelatihan, Kompetensi, Lingkungan Kerja terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 1(1), 46–58. <https://doi.org/10.30596%2Fmaneggio.v1i1.2239>
- Fadli, & Oktariani, O. (2021). Hubungan Antara Kepuasan Kerja Dengan Stres Kerja Karyawan Di Pt. Grand Shafa Nauli. *Jurnal Mahasiswa Fakultas Psikologi*, 2(1), 23–35.
- Jeni, Martini, L. K. B., & Verawati, Y. (2019). Pengaruh Karakteristik Individu, Karakteristik Pekerjaan Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Dinas Kebudayaan Kabupaten Gianyar. *Seminar Nasional Inovasi Dalam Penelitian Sains, Teknologi Dan Humaniora-InoBali*, 541–549.
- Kahya. (2007). The effects of job characteristics and working conditions on job performance. *International Journal of Industrial Ergonomics*, 37(6), 515–523. <https://doi.org/https://doi.org/10.1016/j.ergon.2007.02.006>
- McDowall, & Fletcher, C. (2004). Employee development: an organizational justice perspective. *Personnel Review*. <https://doi.org/https://doi.org/10.1108/00483480410510606>
- Panggabean. (2004). Komitmen organisasi sebagai mediator variabel bagi pengaruh kepuasan kerja terhadap keinginan untuk pindah kerja. *Jurnal Bisnis Dan Akuntansi*, 6(1), 90–114. <https://doi.org/https://doi.org/10.34208/jba.v6i1.398>
- Permana, & Sriathi, A. A. A. (2017). Pengaruh Kepemimpinan Transformasional, Kepuasan Kerja dan Komitmen Organisasional Terhadap Organizational Citizenship Behavior Guru. *E-Jurnal Manajemen*, 6(8), 4185–4213.
- Pitasari, & Perdhana, M. S. (2018). Kepuasan kerja karyawan: Studi literatur. *Diponegoro Journal of Management*, 7(4), 605–612.
-

Purwanto. (2020). The Relationship of Transformational Leadership, Organizational Justice and Organizational Commitment: a Mediation Effect of Job Satisfaction. *Journal of Critical Reviews*.

© 2022 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>).

Saputra. (2021). Pengaruh Karakteristik Pekerjaan Terhadap Kepuasan Kerja Pegawai Pada Dinas Perikanan Provinsi Kepulauan Riau. *MANAJERIAL DAN BISNIS TANJUNGPINANG*, 4(2), 139–148.

Setyawan, & Bagis, F. (2021). Pengaruh Karakteristik Individu, Karakteristik Pekerjaan Dan Efikasi Diri Terhadap Kinerja Karyawan (Studi Pada Karyawan Bagian Gudang PT. Hyup Sung Indonesia, Purbalingga). *Master: Jurnal Manajemen Dan Bisnis Terapan*, 1(2), 43–56.

Sihombing, Sendow, G., & Uhing, Y. (2018). Pengaruh Karakteristik Individu Karakteristik Pekerjaan Dan Self Efficacy Terhadap Kinerja Karyawan Pada Pt. Pln (Persero) Rayon Manado Selatan. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 6(4).

Simanjuntak, Nadapdap, K. M. N., & Winarto, W. (2017). Pengaruh Persepsi Penilaian Prestasi Kerja terhadap Kepuasan Kerja Karyawan. *Jurnal Manajemen*, 3(2), 6–13.

Supartini, Kirya, I. K., & Indrayani, L. (2014). Analisis kepuasan kerja pegawai negeri sipil di sekretariat daerah kabupaten Gianyar. *Jurnal Pendidikan Ekonomi Undiksha*, 4(1). <https://doi.org/https://doi.org/10.23887/jjpe.v4i1.2051>