
Optimization of Human Resource Development: Analyzing Differences in Job Satisfaction Based on Diversity of Positions, Employee Status and Generations at the Artificial Insemination Center

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Abstract

The Singosari Artificial Insemination Center (BBIB) is a Technical Implementation Unit (UPT) under the Ministry of Agriculture that has implemented the Financial Management Pattern of the Public Service Agency with the task and function of providing public services to all stakeholders, both direct and indirect. Employee performance can be affected by job satisfaction, however, so far there has been no analysis of the level of employee job satisfaction. This study aims to analyze the level of employee job satisfaction and to find out the difference in employee job satisfaction based on the diversity of positions, employee statuses and generations. This research is a mixed research (Mix methods) conducted at BBIB Singosari, Malang Regency, East Java. using an instrument in the form of a questionnaire which was distributed to 142 respondents using the census sampling technique. This study uses descriptive analysis in the form of factor analysis and inferential analysis in the form of the Mann Whitney Test and the Kruskal Wallis Test. With the findings of seven dimensions of job satisfaction, namely the job itself, leadership, colleagues, job promotions, work facilities and work environment are in the high category and have the same job satisfaction category, which is quite satisfied on average. One indicator with a low score is an allowance indicator and there is a significant difference in job satisfaction based on position and generation, but there is a non-significant difference in job satisfaction between civil servants and non-civil servants. It is hoped that BBIB Singosari will always socialize and maintain transparency regarding the compensation structure for non-civil servant employees, including how wages and incentives are determined and distributed. Acknowledging the 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, position, employee status, generation, dimensions, indicators

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INTRODUCTION

Human Resources (HR) is the key to a company's success because its management can increase employee productivity and performance. Job satisfaction is an important factor that affects HR performance, as identified by various studies. Previous research has shown that factors such as salary, work environment, relationships between employees, and career development opportunities affect job satisfaction. Robbins and Judge (2018) deep *Organizational Behavior* stated that job satisfaction has a positive correlation with improving employee performance, decreasing turnover rates, and increasing employee loyalty to the organization. Meanwhile, research from Khatib et al., (2024) shows that generational differences in the workplace, especially between generation X and generation Y, can affect job

satisfaction levels, especially in terms of job expectations, communication styles, and work preferences. However, this previous study still did not specifically link the diversity of positions, personnel status, and generational differences simultaneously in an organization such as BBIB Singosari.

The Central Statistics Agency (BPS) noted that there are differences in the job satisfaction index 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, as well as have an impact on the quality of public services. A similar phenomenon also occurs at the Singosari Artificial Insemination Center (BBIB), which has an important role in providing public services related to livestock and animal health. The difference in functional allowances and remuneration at BBIB Singosari can affect job satisfaction between employees in each position. On the other hand, differences in employment status between civil servants and non-civil servants can also affect job satisfaction factors, such as salaries, promotions, and awards. In addition, the generation difference between generation X and generation Y also affects the level of work ethic and job satisfaction.

The novelty of this research lies in a multidimensional approach that measures job satisfaction based on the diversity of positions, employment status, and generations in an organization that has a specific public service function such as BBIB Singosari. Unlike previous studies that generally only focused on one of these aspects, this study integrates these three factors to provide a more comprehensive analysis. This study also fills the research gap by highlighting the deep differences in job satisfaction among various groups of employees working at BBIB Singosari, and relating it to practical implications for human resource management.

The benefits of this research are global and practical. Globally, the results of this study can enrich the literature related to human resource management, especially in the context of public organizations with diversity of personnel and generational statuses. Practically, this study provides strategic recommendations for BBIB Singosari management in increasing employee job satisfaction, which can ultimately improve organizational performance and the quality of public services. These findings can also be a reference for other organizations that face similar challenges in managing human resources.

Seeing the existing phenomenon, this research is very interesting and relevant to be conducted, especially in measuring the level of job satisfaction and analyzing factors that affect job satisfaction based on the diversity of positions, employment status, and generations at BBIB Singosari. The results of the research are expected to contribute to improving the quality of human resource management, not only in BBIB Singosari but also in other similar organizations.

Theoretical Studies

General theories of organizational behavior Robbins and Judge (2018) is the basis of this research. This theory consists of 3 parts: input, process, and output. Input includes initial and location arrangements, which are determined before the employment relationship occurs. Processes are the actions and decisions of individuals, groups, and organizations that are influenced by inputs and produce specific outputs. Output is the final outcome that is predicted and influenced by other variables.

At the individual level, the variables of leadership and motivation in inputs and processes, respectively, affect various aspects of output. At the organizational level, the compensation provided by the organization also affects the process variables.

Akbar et al., (2016) Describes job satisfaction as a pleasant or unpleasant emotional state of a person's view of their job. Robbins in (Wibowo & Putra, 2016) Stating job satisfaction is a person's general attitude towards work. In this job, employees or employees must interact with colleagues and superiors, comply with company rules and policies, meet performance

standards, and survive in an often unpleasant work environment. In contrast to Meithiana, (2017) who proposes another theory about job satisfaction, namely the feeling of supporting the employee about his job and his condition. Wages or salaries received, opportunities to advance in a career, relationships with other employees, job placement, type of work, organizational structure of the company, and quality of supervision are some aspects of work related to feelings. On the other hand, age, health conditions, abilities, and education levels are factors related to one's condition of feelings. Based on the definitions above, job satisfaction is an assessment (evaluation) of whether an employee is satisfied with his job or not.

Robbins and Judge (2018) states that there are five aspects of job satisfaction: the job itself, the salary, opportunities for growth, leadership, and co-workers. According to (Tambunan, 2018), a job is when an employee finds a job interesting, has the opportunity to learn, and has responsibility for their job. Fajri et al., (2023), compensation is all income, both in the form of money and goods, received by employees in exchange for their services while promotion is the transfer of employees within an organization that gives greater power, authority, and responsibility to employees, resulting in better positions, rights, status, and income.

Indrasari (2017) stating 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 work equipment that must be owned by the organization and the work environment. consists of everything around the worker or employee that can affect in the performance of the duties imposed on the employee.

Research Pasla et al., (2021) shows a difference 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 consumer loyalty separately. Meanwhile, job satisfaction is considered weak in terms of professional experience, educational qualifications and the absence of individual liquidity. Rino, (2017) stated 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 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; i.e., course design, course delivery, delivery mode preferences and program delivery environment. Meanwhile, Susanti and Haryani (2020) Five indicators were found that became indicators of job satisfaction. In addition, the job satisfaction level of Tomo Japanese workers is at a very low level.

The hypotheses in this study are;

- H1 : There is a significant difference in employee job satisfaction between Functional Positions
RIHP, Non-RIHP and Implementers;
- H2 : There is a significant difference in employee job satisfaction between Civil Servants
(PNS) and Non-PNS;
- H3 : There is a significant difference in employee job satisfaction between generation X,
generation
Y and generation Z;

RESEARCH METHODS

This research is categorized as a type of mixed research (Mix methods), which is a research method that combines two methods at once, qualitative and quantitative in a research, so that the data produced is more objective, valid, reliable and comprehensive (Sugiyono, 2014), the population in this study is all employees at the Singosari Artificial Insemination

Center which totals 142 employees. This study uses a census sampling technique, where the entire population is sampled. The variable used in the study was job satisfaction. Job satisfaction is measured through seven dimensions, namely the job itself, colleagues, job promotions, leadership, compensation, work facilities and work environment. Primary data in this study was obtained by distributing questionnaires in the form of questionnaires distributed to respondents

In the data analysis, this study uses a tool, namely SPSS version 23. To evaluate the validity of the primary data of the formula used is the Pearson Product Moment correlation, the results show that all statement items are said to be valid because the calculation r is greater than the table r value and has a positive meaning, then all job satisfaction variable items can be used as a data collection tool at the Singosari Artificial Insemination Center. The reliability test uses Cronbach's Alpha with a *Cronbach's Alpha* value of .958 more than 0.6 which means that all variable items are reliable. The descriptive analysis used in this study is in the form of factor analysis, bar charts, and pie charts to describe job satisfaction at BBIB Singosari and to find out the indicators that can be maintained or must be improved in job satisfaction at BBIB Singosari.

Before the difference test was carried out, a normality test was carried out using the *saphiro wilk* test and a homogeneity test using the *Levene Test*, after which a difference test was carried out. In this study, *Mann Whitney* and the *Kruskal Wallis Test* 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 bound variables

RESULTS AND DISCUSSION

Characteristics of Research Respondents

The questionnaire was distributed to 142 employees gradually and directly because it contained closed and open statements. The collected data has been tabulated. The respondents' profiles showed that 73.9% were male and 26.1% were female. The status of civil servants is 56% and non-civil servants are 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 the respondents was divided into 3 groups, generation X, namely 45-60 years old (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. Result Analysis and Statistical Description

	Statement	Min	Max	Mean	Std. Deviation
A	The work itself			4,49	
A.1	Feelings/meaning of work			4,66	
1.1	I feel satisfied working at BBIB Singosari	2	5	4,63	0,566
1.2	I feel proud to work at BBIB Singosari	3	5	4,69	0,479
A.2	Responsibility			4,49	
2.1	I work in accordance with the Center Performance Agreement	2	5	4,51	0,580

2.2	I feel satisfied with the work that is my responsibility	2	5	4,47	0,580
A.3	Knowledge of results and feedback			4,34	
3.1	The knowledge I have according to my work	2	5	4,32	0,768
3.2	I feel satisfied if my job is evaluated by my boss according to my expectations	1	5	4,35	0,763
B	Work Compensation			3,67	
B1	Salary			3,96	
1.1	The salary I receive is in accordance with the standards set by the government	1	5	3,92	0,931
1.2	The salary I receive is commensurate with the workload I work on	1	5	3,99	0,808
B2	Allowances			3,32	
2.1	I feel that the procedure for determining and distributing remuneration in my workplace is not transparent	1	5	3,39	0,988
2.2	I feel that the remuneration I receive is in line with my performance	1	5	3,25	1,139
B3	Incentive			3,75	
3.1	I feel that the incentives I receive are in line with my work performance	1	5	3,72	0,837
3.2	I feel that the incentives given are equally for employees who have the same achievements	1	5	3,78	0,968
C	Leadership			4,04	
C.1	Telling			4,11	
1.1	The leaders where I work always give realistic targets in a job.	2	5	4,15	0,677
1.2	The leaders where I work are able to communicate well to the staff about strategies in achieving the performance targets that will be carried out.	2	5	4,06	0,561
C2	Selling			4,06	
2.1	The leadership where I work provides opportunities to develop a career	1	5	4,19	0,833
2.2	Leaders always conduct two-way evaluations related to the implementation of work results	2	5	3,92	0,767
C3	Participating			3,99	
3.1	The leaders where I work are able to make decisions according to the situation that occurs.	1	5	3,84	1,102

3.2	The leadership where I work is able to invite his staff to work in a compact team.	1	5	4,14	0,740
C.3	Delegating			3,99	
3.1	The leader provides work according to the competence of his employees.	1	5	3,91	0,833
3.2	In the division of duties where I work, the leadership sees fairly.	1	5	4,07	0,927
D	Co workers			4,06	
D1	Healthy competition			4,02	
1.1	Competition between colleagues at my workplace has a positive impact on achieving common goals	1	5	3,97	0,790
1.2	Competition between colleagues in the workplace is carried out transparently	1	5	4,06	0,761
D2	Employees respect each other			4,17	
2.1	I feel valued by my boss and co-workers	1	5	4,11	0,731
2.2	Colleagues at work always treat me with respect	1	5	4,22	0,735
D3	Employees work together to solve problems			4,05	
3.1	The work climate encourages the creation of cooperation across work groups/sub-divisions.	1	5	4,02	0,812
3.2	Good coordination and communication between the work team and leaders	1	5	4,08	0,668
D4	Family atmosphere			4,02	
4.1	The work environment is very supportive of your performance.	1	5	4,00	0,753
4.2	Fun and compact work environment	1	5	4,03	0,762
E	Position Promotion			3,85	
E1	Experience			3,80	
1.1	Work experience is one of the indicators of employee ability.	1	5	4,01	0,794
1.2	The working period is considered in promoting the position	1	5	3,59	1,073
E2	Skills			3,86	
2.1	The assessment of work performance at the place where I work is one of the considerations in the promotion of the position	1	5	3,76	0,762
2.2	The educational background where I work is taken into consideration in the promotion of the position	1	5	3,96	0,910
E3	A combination of experience and proficiency			3,87	

3.1	The place where I work provides an opportunity to get a higher position	1	5	3,70	0,840
3.2	The promotion of the position where I work is the result of the concern of BBIB Singosari	1	5	4,04	0,841
F	Work Facilities			4,12	
F1	Means			4,08	
1.1	Work facilities in the form of official vehicles provided at BBIB Singosari in accordance with the needs of carrying out employee duties	2	5	4,26	0,731
1.2	Computer/laptop work facilities provided at BBIB Singosari are in accordance with the needs of carrying out employee duties	1	5	3,89	1,137
F2	Infrastructure			4,24	
2.1	Work infrastructure in the form of buildings at BBIB Singosari in accordance with the standards set by government regulations	2	5	4,34	0,651
2.2	Work infrastructure in the form of prayer rooms and canteens at BBIB Singosari has easy access for employees	1	5	4,13	1,100
F3	Health			4,06	
3.1	BBIB Singosari employees receive regular health checks	2	5	3,82	0,819
3.2	BBIB Singosari employees get BPJS facilities according to applicable rules	1	5	4,30	0,744
G	Work Environment			4,25	
G1	Hygiene			4,33	
1.1	Cleanliness of the work environment at my workplace, supporting the implementation of my work	3	5	4,42	0,510
1.2	The cleanliness of the work environment at my workplace is in accordance with the standards given	1	5	4,24	0,545
G2	Security			4,15	
2.1	Occupational safety at BBIB Singosari is in accordance with the standard rules on Occupational Safety	1	5	4,20	0,614
2.2	In handling the repair and maintenance of physical facilities of the workplace, it is carried out in a responsive manner	1	5	4,09	0,629
G3	Air Circulation			4,29	
3.1	Good indoor air quality	2	5	4,26	0,567

3.2	Ventilation in the workspace is optimal	2	5	4,32	0,614
G4	Room lighting			4,23	
4.1	The standards of artificial lighting systems in the workplace are in accordance with those set by the government	2	5	4,18	0,562
4.2	The intensity of light in the workspace is in accordance with the standards that have been determined	1	5	4,28	0,708

Employees of the Singosari Artificial Insemination Center (BBIB) are generally satisfied with their work, especially in terms of feelings/meaning of work. However, there are several areas that need to be improved, especially in terms of compensation, especially benefits. This is because only civil servants get performance allowances and remuneration, while non-civil servants only get center allowances in the form of supplements in the form of eggs, honey and liquid milk.

Overall, 23 out of 24 job satisfaction indicators can be maintained, while 1 indicator, namely "allowances", 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 BBIB Singosari employees based on dimensions is categorized as follows:

Table 2. Job Satisfaction Based on Its Dimensions

Dimension	Category
(1)	(2)
The Job Itself	Quite satisfied
Work Compensation	Quite satisfied
Leadership	Quite satisfied
Co workers	Quite satisfied
Position Promotion	Quite satisfied
Work Facilities	Quite satisfied
Work Environment	Quite satisfied

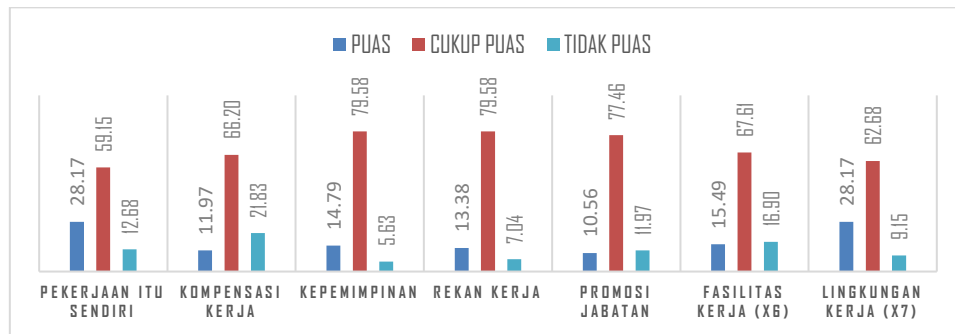


Figure 1. Proportion of Job Satisfaction by Dimension (%)

Based on the graph 1 dimension of job satisfaction of BBIP Singosari employees, it shows the difference in satisfaction scores in each dimension. Employees are satisfied with their work and work environment, quite satisfied with their leadership and colleagues but not satisfied with their promotions and work compensation.

Table 3. Job Satisfaction Based on Position

Position	Percentage		
	Satisfied	Quite satisfied	Dissatisfied
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 Executor) have the same job satisfaction category, which is quite satisfied, while for structural positions it is in the satisfied category.

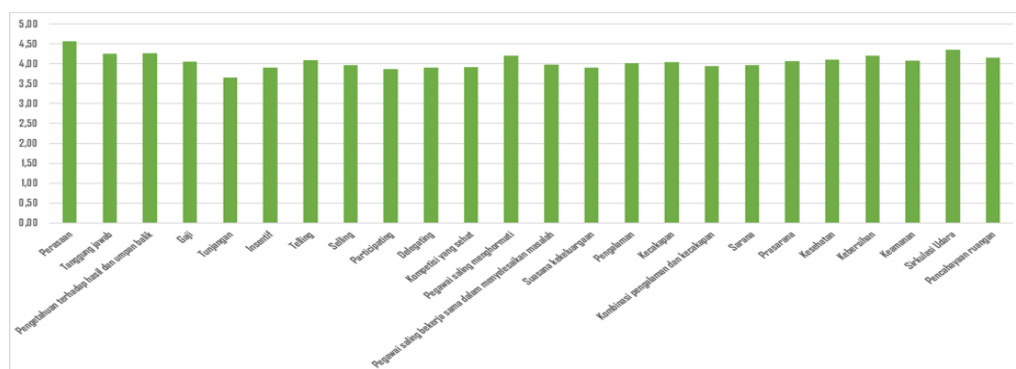


Figure 2. Job Satisfaction indicator score by position

The score of employee job satisfaction indicators by position based on graph 2, it is known that from 24 employee job satisfaction indicators are at a score of 3.65 to 4.56 which means that 24 employee job satisfaction indicators by position at BBIB Singosari can be maintained.

Table 4. Job Satisfaction Based on Employee Status.

Status	Percentage		
	Satisfied	Quite satisfied	Dissatisfied
Civil servants	100	0	0

Non Servants	Civil	10	80	10
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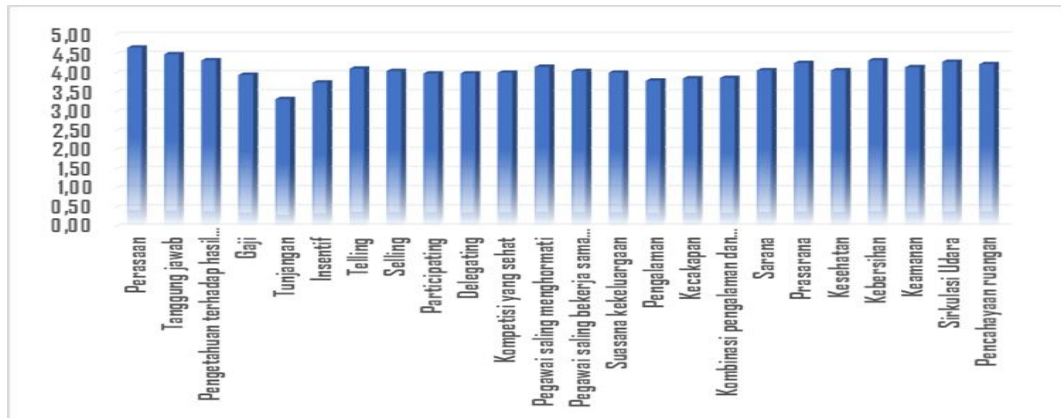


Figure 3. Job Satisfaction indicator score by employee status

Graph image 4. shows that out of 24 employee job satisfaction indicators, 23 indicators are at a score of 3.86 to 4.66, which means that 23 employee job satisfaction indicators according to employee status at BBIB 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 the context of employee job satisfaction at BBIB Singosari according to employee status.

1. Inferential Analysis

Table 5. Regression Analysis Results

Type		Collinearity Statistics	
		Tolerance	VIF
1	Quality of Information (x1)	.512	1.954
	System Quality (x2)	.515	1.942
	Quality of Service (X3)	.518	1.931

It 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 less than 10, so it can be concluded that each variable is free from multicollinearity symptoms. The conclusion from the results of the classical assumption analysis is that the model of multiple linear regression equations meets 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 6. Results of Multiple Linear Regression Analysis

Coefficientsa						
Type		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.907	1.020		2.850	.006
	Quality of Information (x1)	-.093	.060	-.312	-1.556	.126

	System Quality (x2)	.060	.049	.255	1.233	.223
	Quality of Service (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. > values of 0.05 are 0.126 ; 0.223 ; 0.361 ; 0.952, then this means that there is no heteroscedasticity in the regression model.

Managerial Discussion and Implications

The entirety of the hypotheses put forward in this research questionnaire are accepted and significant, thus supporting the success model of DeLone and McLean information systems. The results of the research questionnaire show that system quality, service quality and information quality, which are part of the success dimension of the Information System, 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 empirically proves that user satisfaction has a positive and significant effect on the net benefits of the SAKTI application which is reviewed from the user's perception of the system's ability to contribute to improving its performance, as conducted by Nasrudin & Widagdo, (2020) which 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 perception of SAKTI application users, all dimensions of the success of the information system measured in this study are in the good category. The SAKTI application has helped users improve productivity and work performance, facilitate and accelerate work completion, and increase decision-making effectiveness (Rahman et al., 2023). Therefore, the researcher concluded that the implementation of the SAKTI application in the Work Unit within the scope of the Directorate General of Livestock and Animal Health of the Ministry of Agriculture Fixed Asset module can be declared successful.

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

In the analysis of practical perspectives, the results of this study emphasize the importance of continuous improvement on the overall quality of the information system. If an organization wants an information system that is implemented to provide net benefits for its users in the form of increased productivity and work performance, ease and speed in completing work, and increased decision-making effectiveness, then it is appropriate for the organization to pay attention to how satisfied users are with the information system in question.

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

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

CONCLUSION

Based on the results and discussion and analysis of the research, it can be concluded that 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 real situation objectively. Furthermore, the scope of the research, which includes users of the SAKTI application in offices in a fairly wide and scattered area, resulted in the researcher not being able to reach the respondents directly due to time and cost limitations, but distributing questionnaires during the report preparation workshop. In addition, the questionnaire used in this study has not overcome the biased response from the respondents. Suggestions for further research are that the research should use direct (offline) data collection techniques so that the response rate and level of control over the dissemination and filling of questionnaires will be better.

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

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