

## Bureaucracy Job Satisfaction In Indonesia: A Systematic Literature Review

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### *Abstract*

This research examined the work satisfaction of bureaucrats between 2011 and 2020 using the systematic review approach through 34 English references. The results indicated that workplace conditions factors were the greatest significant predictors of job satisfaction with Indonesian bureaucrats, while the impacts of personal and job variables were minimal. Most studies on job satisfaction in Indonesia depended heavily on conceptual frameworks consumed in the West. These unexpected outcomes highlight the necessity to adapt constructs to local conditions. In addition, the effects of job satisfaction in Indonesia and proposals for further study are investigated.

Keywords: bureaucracy, policy, environment, job satisfaction, Indonesia.

### **INTRODUCTION**

Over several years, studies concerning job satisfaction have hit a record high in both number and quality. Job satisfaction seems to be the most researched issue (Bono & Judge, 2003; Cranny et al., 1992; Ćulibrk et al., 2018). It is the subject of an ever-increasing number of investigations. The average number of articles topic in the Scopus database has climbed from 8.748 documents (Mumu et al., 2021).

In the 2000s, there was rapid expansion. A Scopus database search for the term 'work satisfaction' returned roughly 9,299 items for the decade 2011–2015. If the current trend continues, this database will include about 12,143 articles on work satisfaction from 2016 to 2020. In 2020, 2,899 articles were using the term "work satisfaction."

Despite the lack of agreement on job satisfaction, the issue is nonetheless quite intriguing in qualitative terms (Coomber & Barriball, 2007; Judge et al., 2001). Several factors contribute to job satisfaction. The first is the concept's cross-disciplinary aspect. Job satisfaction is at the intersection of various subjects, including sociology, philosophy, anthropology, social science, administration, and even economics, as indicated by the numerous papers in economics journals. The second explanation might be that work is now an essential part of contemporary civilization. The connection among job satisfaction and other concert measures is the third explanation. Many studies suggest that contented employees are most efficient, joyful in their life, and fresher. Displeased employees, on the other hand, come late, aim to quit, and engage in antisocial conduct (Darrat et al., 2017).

There are minimal data on employee satisfaction in developing nations, particularly in Indonesian bureaucracy (Muliawaty et al., 2019). However, a deeper look indicates that this material is mainly from industrialized nations. Beginning with cultural distinctions separate Indonesia and developed nations (Bucic et al., 2012), we hypothesize that there are differences in systems and, as a result, job satisfaction in Indonesia than with developed countries. We did a thorough review of the literature to evaluate this notion. The primary goal is to assess the findings of ten years of study (2011-2020) on work satisfaction in Indonesian bureaucracies and compare them to worldwide research. We use a systematic approach based on four dimensions to do this. We describe the methods used and then go on to the outcomes. We review the critical results before delving into the implications for future studies and drawing conclusions.

## **METHOD**

This literature review includes ten years of study on job satisfaction in Indonesia (2011–2020). We selected this timeframe because it is attractive to see the accumulation of information in this field and for cultural and organizational considerations. 1998 was marked in much of Indonesia by the democratic transition and the launch of a reform period. Such ideological, organizational, and economic shifts heralded a new era in government administration. Furthermore, the advent of the time was crucial in most of parts of Indonesia to implement the government's modernization reforms. Known as the 'reform order,' These policies were largely meant to minimize government expenditure and integrate Indonesia

into a democratic 'global economy' (Kristiansen & Santoso, 2006). Although supported today because of their success, these measures, when combined with democratic institutions reforms, were a watershed moment in public administration in many parts of Indonesia. Thus, this study focuses on articles that explain the Indonesian bureaucracy's job satisfaction from 2011 to 2020.

The research applies an open and basic technique to examine the many forms of job satisfaction applications in bureaucracy. In this part, the systematic approach of this work is categorized into the following steps:

1. Accessing the databases (Scopus)
2. Selecting terms and search criteria (for the original search)
3. Paper selection and analysis
4. Sorting and categorizing the papers into primary topics
5. Identifying research gaps and developing priorities for future research.

The papers were found by entering the terms "job satisfaction," "work satisfaction," and "Indonesia" into the search engine's title, abstract, and keywords sections. The articles are only retrieved and examined if they are indexed by Scopus (for high credibility), written in English (for appropriate interpretation), and fit the query as specified. This originally produced 121 entries from databases.

Studies that did not allow for a clear distinction between 'public' and 'para public' populations were eliminated. The investigation enabled us to keep 94 articles that met the abovementioned criteria. However, not all of these studies were undertaken in public organizations; others were performed in confidence enterprises or combination populations. Viewing the descriptions and occasionally the methods (to determine the intended viewers) of all 94 articles enabled us to keep 38 articles. We specifically omitted private-sector research, diverse selections (public and private) holding mostly of personnel, and unclassified blended samples. Four items were eliminated after being reviewed because they did not match all the criteria. As a result, we chose 34 papers for this literature study.

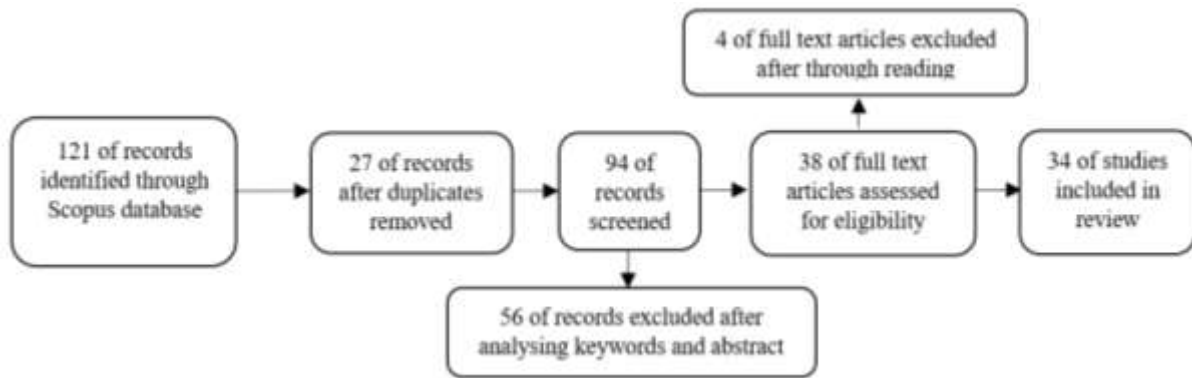


Figure 1. Diagram of the study flow

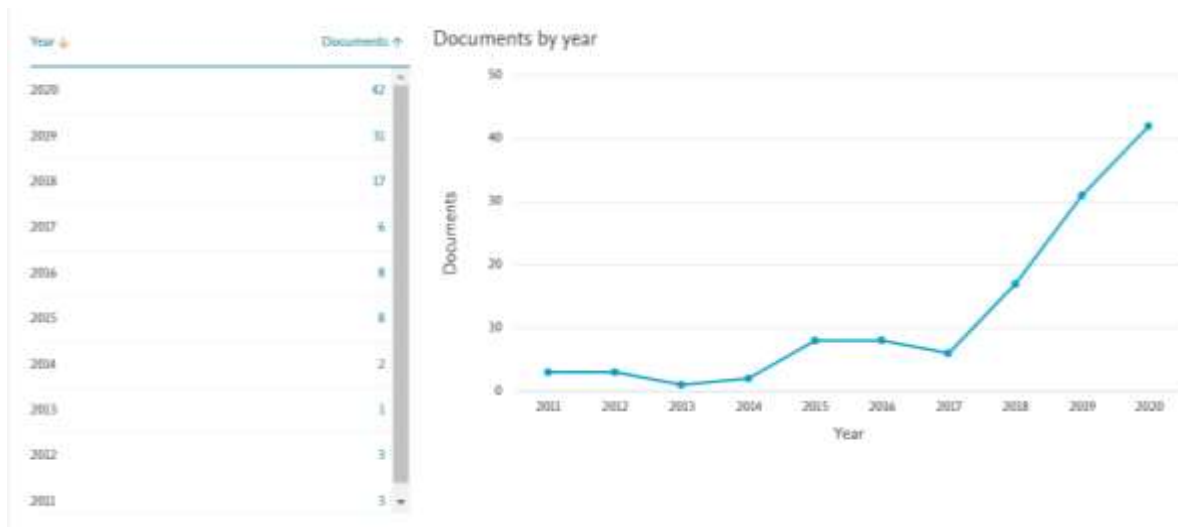


Figure 2. Year-wise publications (from Scopus)

## Results

The key findings of this synthesis of Indonesian literature on work satisfaction in the bureaucracy are discussed in this section. We will examine the conceptual frameworks of study into job satisfaction in Indonesia, the approaches often utilized, and outcomes achieved in turn. But first, a few ideas about the articles we've chosen.

### Basic info about the chosen articles

The last sample consists of 34 English-language publications. About 26% of the papers were published between 2011 and 2017, while 35% will be published in 2020. This indicates a newfound dynamism in this sector in Indonesia. Each of the province's geographical areas is represented, albeit in varying quantities. Western Indonesia is the most prevalent area, with 16 papers, or about 47 percent of the review; Central Indonesia is second, with 11 articles, or approximately 32 percent. Less than 21 percent of the articles are from Eastern Indonesia, with seven articles representing this region.

In terms of item distribution by province, East Java and Yogyakarta are tied for first place, with four articles each. Table 1 has further information about the origins of the other works. We shall now investigate these publications' theoretical foundations.

**Table 1. Contains a summary of the articles' general information**

Geographical region	Province	Number of articles
Western Indonesia	Riau Islands	1
	North Sumatera	1
	West Sumatera	1
	Bengkulu	1
	Jakarta	1
	East Java	4
	Central Java	2
	West Java	1
	Yogyakarta	4
Eastern Indonesia	South Sulawesi	3
	Southeast Sulawesi	1
	Central Sulawesi	2
	Gorontalo	2
	Central Kalimantan	1
	South Borneo	1
	East Kalimantan	1
Central Indonesia	North Maluku	2
	Maluku	3
	West Papua	1
	Papua	1
Total		34

### Concepts on job satisfaction in Indonesia

Scientists in Indonesia who have studied job satisfaction use a variety of theoretical frameworks. However, work satisfaction is often regarded as a mindset. Consequently, description of work satisfaction as a delightful or good condition of mind arising from the evaluation of work experience is the over often referenced (Rahawarin et al., 2020; Tamsah et al., 2021; Zacharias et al., 2021).

Sutarto et al. (2022) describe job satisfaction as "work-related and personal as a result of one's employment," one Indonesian scholars' few definitions. In brief, job satisfaction in Indonesian study is mainly defined as a pleasant emotional

sense that a person generates toward their employment. Job satisfaction is thus seen as a favorable state stemming from one's workplace in Indonesia.

The conceptual structures used to describe job satisfaction in Indonesia are likewise based on literature from the western. According to Wharton et al. (2000), sociologically process those results in work satisfaction is consistent. These writers argue that ideas on work satisfaction developed in the western may be adapted to the Indonesian environment. Thus, in their research of a sample of Central Kalimantan oil palm plantation technicians, they utilize the social exchange theory (which states that people join into a relationship with an organization anticipating recompense in exchange for their contributions). This research found that fringe benefits have a detrimental impact on work satisfaction and that there is no association around job satisfaction and earnings. The research attributes these findings to the effect of Indonesian culture. Work, according to them, was not initially compensated economically in Indonesian society. As a result, monetary compensation for labor may have little impact on the job satisfaction of Indonesian bureaucracy.

Some aspect of Indonesian culture considered is socialism (Daniels, 2016; Fogg, 2020). Socialist principles are not considered in western theories, they tested this by adapting a comprehensive model built on self-determination theory (SDT) established in western for the Indonesian environment (Maulana et al., 2014, 2016).

To recap, persons with a self-determined' motivation behave freely, without compulsion, or for pleasure 'autonomous motivation,' referring to the SDT (Maulana et al., 2016). Person with a 'non-self-determined' inspiration, on the other hand, behave in exchange for incentives or to avoid external punishments, or because they feel pressured to do so ('controlled inspiration'). Previous research has shown that self-motivated' has a more beneficial influence on productivity, and organizational commitment than 'managed inspiration' (Maulana et al., 2016).

Therefore, Asutay et al. (2021) anticipated that workers who behave for pleasure their employment aligns with their ideals will improve charitable and dedicated conduct. However, in this North Maluku sample, workers who behave due to pressures they place on themselves are more likely to establish such organizational citizenship. They find that the Indonesian public sector personnel behave more off-duty. So, this kind of

'non-self-determined' inspiration stems from the Indonesian culture's feeling of obligation.

For example, Colbran (2010) believe that religion plays a significant part in Indonesians' everyday lives. Islam, followed by 87 percent of the population, influences workers' and managers' views, values, and workplace conduct. Religion is also very significant in Indonesia. However, these writers think that, due to economic constraints and cost-cutting ambitions, notably in Indonesia, often use management approaches adopted from the world of western corporations. The study's findings, based on this discussion of theory, provide the appearance that there is little gap among the west and Indonesia when it comes to the connection with the most effective human resource management good workplace practices behavior (job satisfaction and organizational citizen behaviors).

Most publications assume that the infusion of western ideas into the school system and businesses has resulted in the westernization of Indonesian employees (Purwanta, 2018). This assumption motivates using a conceptual structure taken by the western environment in Indonesian study. Following the concepts, we will discuss the instruments used to assess work satisfaction in Indonesia and some of the study methodologies employed.

### **Methods for analyzing job satisfaction in Indonesia**

Entry to data is a fundamental barrier for study in Indonesia in general. All of the papers chosen utilized primary data gathered via surveys. For instance, that data collecting in South Sulawesi province is problematic since the population is not accustomed to filling out inquiry and return them (Indarti et al., 2017; Taba, 2018). Although, the return rates for papers reviewed ranged from 47 to 86 percent, with a typical return rate of 69 percent. The surveys are often self-administered directly in the organization explains the very high return rates. All types of measures were employed to measure work satisfaction, including scales evaluating generally satisfaction with one or more things and multidimensional scales. More than 65 percent of the studies used these multidimensional measurements, compared to around 20 percent for generally satisfaction assessments with many items and 15 percent for comprehensive satisfaction evaluations with a single item. Nevertheless, the most often used scales are those assessing satisfaction in different elements of employment.

This asset of scales used to assess work satisfaction in Indonesia reveals that the tools are based on western literature. This widespread use of measurement devices established in western nations on variations of Indonesian employees is often inefficient. In any event, this technique has the potential to be ethnocentric. As a result, 'contextualization' of these data and study models is required to amount for local conditions. Building work satisfaction models that are compatible with Indonesian reality is therefore desirable. We shall now investigate the findings of various study models and hypotheses.

### **The factors that influence job satisfaction in Indonesia**

We describe, first, the individual features of bureaucracy and, second, the qualities associated with employment and the working environment.

The unique features of the employees

Many studies have shown that individual circumstances do not influence Indonesian bureaucrats' work satisfaction. Public licensing staff in East Java were shown to not correlate with factors like gender, age, or seniority regarding job satisfaction. Sudibjo & Sutarji (2020) found comparable findings in a sample of teachers in South Sulawesi. Pollnac et al. (2001) found a same outcome on a dataset of Maluku officials. Similar findings were made by Asadullah (2018), who found that bureaucracy personnel in South Sulawesi were satisfied regardless of their educational level or gender. As Jaiyeoba and Claramita et al. (2016) discovered in their Yogyakarta secondary school administrators' study, men and women were equally happy with their jobs. The sample's female administrators did seem marginally more content, though.

On the other hand, some research claims to find a link around individual variables and job satisfaction. Widyana & Handiyani (2019) identify association between age and public sector employee satisfaction in Riau. Amaliah et al. (2015) found that males are substantially more pleased than women in research analyzing the effect of demographic elements on work satisfaction in West Java universities. The less educated the bureaucracy are, the greater their quality of satisfaction. Furthermore, workers over 45 are even more pleased than their younger counterparts. Bureaucracy who has been on less than a year on the job is more pleased than those who have been working for more than a year. In addition, Hendri (2019) found that lower hierarchy levels of workers with middle pay



are more satisfied than higher hierarchical categories of workers with greater earnings in an East Kalimantan survey. According to the research findings, individual qualities have a limited or conflicting association with work satisfaction. Individual variables, we conclude, have a minimal effect on bureaucratic job satisfaction in Indonesia. These findings are comparable to those obtained in western nations (Cantarelli et al., 2016; Westover & Taylor, 2010), China (Yang & Wang, 2013), and the United Arab Emirates (Abdulla et al., 2011). Even, although personality characteristics of bureaucracy are some important drivers of job satisfaction in global study (Darmody & Smyth, 2016), these factors are mostly unusual in Indonesian studies on job satisfaction in bureaucracy.

#### Work-related and working-environment variables

Several studies have looked at the influence of organizational aspects on job satisfaction among Indonesian bureaucracy. In their study of a sample of North Maluku employees, Soleman et al. (2020) discovered that job satisfaction is connected to supervisory assist. In this research, authority at job and the ability to establish friends with co-workers are positively related to job satisfaction among bureaucracy.

External stimulants such as income, employability, control, and cooperation are positively and substantially connected with job satisfaction of bureaucracy in North Sumatera, according to (Hendri, 2019). Similarly, that perceived organizational service relates to work satisfaction among North Sumatera officials (Cahaya et al., 2022; Ilyas et al., 2022; Tamsan & Yusriadi, 2022). Meanwhile, Pillay (2009) demonstrates that bureaucracy in North Sumatera is content with the incentives they get in exchange for public service, their connections with colleagues and leaders, and their feeling of belonging to the areas they serve.

In West Papua, Werang et al. (2017) discovered that characteristics relating to free expression and positive interpersonal relationships within the organization, sufficient working situations, management support for employee well-being, and the advancement of bureaucracy professions related to job satisfaction. In addition, Widyana & Handiyani (2019) identifies monitoring, possibilities for professional progress, interpersonal connections, self-fulfillment, compensation, and recognition as the primary variables that contribute to bureaucracy satisfaction. These elements are comparable to those identified by Heranto et al. (2021), who categorizes the satisfaction indicators as the connection such

as coworkers, the work processes, interaction, control, compensation, advantages, advancement, and incentives.

Fitriati & Rahmayanti (2012) illustrates that, in necessary, satisfaction with bureaucracy in Bengkulu is related positively to the ability to assist people within the organization, workplaces' decision-making abilities, and the opportunity to engage in efforts that require the application of their talents and capabilities. No aspect of the task highlighted by Umar et al. (2019) has a substantial impact on the job satisfaction of provincial bureaucrats. Fitriati & Rahmayanti (2012) sample of Bengkulu officials are unsatisfied with their salaries, workload, employment security, and autonomy. Fitriati & Rahmayanti (2012) highlighted these aspects as unmotivating and unsatisfying for Bengkulu's social section bureaucracy. In addition, they cite delays in gaining rewards, recruiting, property issues, overtime pay, skills development, family problems, and child education

According to these findings, intrinsic work characteristics have a small effect on Indonesian officials' job satisfaction/dissatisfaction. Elements connected to the workplace (e.g., excellent support, interpersonal relationships, and work-life balance) are more commonly associated with job satisfaction. These findings diverge from those found in the modern literary works, where inherent effort variables seem to be the primary predictors of job satisfaction (Rodriguez & Armellini, 2013; Syamsyucris et al., 2021). In his bi-factorial theory, Taba (2018), underlined the fact that inner variables are the drivers of satisfaction, while external influences may restrict or intensify discontent.

### **Implications**

The effects of bureaucratic job satisfaction in Indonesia have not been thoroughly examined. Current findings indicate a correlation between contentment and concert. Fitriastuti et al. (2021) note, for instance, that the work satisfaction elements of the Gorontalo bureaucracy are strongly and positively associated with the perceived organizational concert. Rahawarin et al. (2020) indicate that work satisfaction positively influences life satisfaction and accounts for more than sixty percent of its variation. Dana et al. (2021) further note the favorable and statistically substantial association around job satisfaction and North Maluku employees' discretionary organizational behavior.

While job satisfaction has been shown to improve citizen conduct, job discontent encourages the development of

antisocial behavior. According to Fadry (2019), North Sumatera public servants who aim to quit their positions are less happy than those who intend to remain. Teachers in South Sulawesi are dissatisfied with their jobs, increasing absenteeism (Tamsah et al., 2021). Job unhappiness has also been linked to various occupational ailments, including hypertension, stomach ulcers, and asthma (Adamy, 2018).

These findings are conformed with those of Fernandez & Moldogaziev (2015). The results are also compatible with a meta-analysis from Cantarelli et al. (2016). They discovered that job satisfaction is favourably connected to employees' excellent emotional well-being and negatively correlated to their desire to quit across Asian, South America, and Western nations, notably Anglo-Saxon countries. Consequently, regardless of cultural background, workplace attitudes and conduct in the bureaucracy are often related to work happiness.

### **Discussion**

In Indonesia, creating occupational satisfaction encompasses a wide range of facts. The current study indicates a variety of disparities in the satisfaction of Indonesian bureaucracy, not only due to the variety of the methodologies and satisfaction measures utilized, most likely, due to the province's various realities. However, several notable tendencies may be recognized.

First, we should remark that the ideas and metrics of work satisfaction employed in Indonesian bureaucratic study are drawn from western literature. To some degree, the findings match the findings of a worldwide study. The relationship relate satisfaction and efficiency metrics in modern nations may also be established in Indonesia. Second, it shows that personal qualities of bureaucracy have a limited effect on their job satisfaction in Indonesia, as they do in the worldwide literature.

Our findings also show some variances from the worldwide literature. In Indonesia, elements pertaining to the workplace, such as organizational endorse and solid working relationships (Adams et al., 2020; Fachrunnisa et al., 2019), work-life balance, partnership (Syamsyucris et al., 2021), the connection with workers (Yang & Wang, 2013) in China and Abdulla et al. (2011) in the UAE. In contrast, characteristics relating to the proper work consideration for just a tiny portion of official job satisfaction in Western nations. According to Abdulla et al.

(2011), egalitarian culture might explain this outcome, notably in China, the UAE, and most Indonesian provinces.

Thus, the findings in Indonesia diverge from those seen in the international literature, particularly in terms influence of job characteristics on bureaucratic satisfaction. According to our results, these intrinsic work traits have a limited link with job satisfaction in Indonesia. These are the key predictors of work satisfaction in the Western literature. Although they are not the first in China and the UAE, these criteria are crucial in those countries.

This significant distinction might be explained by the link between the employee and job in Indonesian society. For instance, Arham et al. (2021) notes that paid work repulses the Indonesian because it epitomizes regularity, rejects any sense of delight, and prioritizes performance and continuity of effort. It also repels him due to its aura of apathy and disdain.' This conception of paid employment implies that it is still a regular and solitary activity performed without cultivating relationships with others or within the context of comparatively "cold" relationships. This concept of work emphasizes that the Indonesian employee is dissatisfied with boring employment that lacks variation and is driven only by performance goals. As cultural thing of Indonesia, satisfying work possesses variety of qualities: it prohibits workplace routine and apathy and considers variety, a pleasant working rapport, passion for life, and a pleasant job environment – situations that could be lauded by employees global.

In Indonesia, perceptions of communal life at work tend to have a greater influence on satisfaction than the nature of the task itself, indicating the relevance of working environment factors in Indonesian bureaucratic job satisfaction. Finally, Indonesian employees are more content if their employer provides them with a sense of residing: cheerfulness, social cohesion, strong relationships with peers and the hierarchy, and high quality of life at work. Early views should be considered study suggestions asking for more field investigations to verify such conclusions. One must accept that utilizing culture to describe everything always carries the danger of over-'naturalization' of cultural distinctions or traits.

### **Future Research**

Several researchers, notably Pawirosumarto et al. (2017), have advocated for extra study into the basic processes of work satisfaction. We emphasize the need for inductive investigations that might uncover the local reality of new work

satisfaction criteria by reiterating this request. Such techniques are more than necessary for evaluating the interaction between Indonesians and public sector personnel, particularly their jobs. Further study in Indonesia is also required to discover how and to what degree job satisfaction provides and influences profession behavior. A combination of qualitative and quantitative methodologies is advised for even more meaningful findings.

The impact of employees' personalities on job satisfaction in Indonesian extrais too interesting. Worldwide research comparative multiple Indonesian provinces to highlight potential disparities in work satisfaction are also required, given that cultural traditions are not uniform throughout the country.

### **Conclusion**

This contribution aimed to summarize ten years of Indonesian literature on bureaucratic work satisfaction, compare it to foreign literature, and recommend future study directions. The findings demonstrate that current study on job satisfaction in Indonesia is based on conceptual structures created in industrialized nations. The findings also reveal that variables connected to the conditions of work are key drivers of bureaucratic job satisfaction in Indonesia. Individual qualities and fundamental work features have little impact. These findings contrast with those found in the international literature, where variables connected to the nature of the job are often essential contributors to employee satisfaction. The results emphasize the significance of local wisdom in Indonesia's work satisfaction manufacturing method.

However, it is crucial to highlight this research gives no indication to have examined all the study issues conducted in Indonesia between 2011 and 2020. Like other authors before us, we have opted to concentrate primarily on the terms used in this post out of concern for accuracy (Judge et al., 2002). Additional related of job satisfaction, such as "workplace welfare," "subjective well-being at work," and 'workplace enjoyment,' may have been included in the keywords used to pick articles. Furthermore, there are likely unreleased papers and study in languages other than English that were not investigated or included in this research. These limitations are unlikely to substantially impact the findings since English is the primary language of research dissemination in Indonesia, and access to unpublished materials is often difficult (Cantarelli et al., 2016).

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