

## Research Article

# Description of Islamic Job Satisfaction

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**Abstract.**

The growth of a company is determined by the quality its human resources. One solution to improve employee performance is to keep the employee job satisfaction. There are many theories that explain employee job satisfaction, one of them is the theory of job satisfaction discussed through an Islamic perspective. This study aims to describe the Islamic job satisfaction of employees based on demographics at PT. IRAB. The research used a quantitative descriptive method and a probability sampling to determine the sample. The subjects in this study were permanent employees at PT. IRAB totaling 142 employees. The instrument used in this research is Job Description Index scale which has adapted indicators using verses of the Qur'an and Hadith. The results of this study indicate that 51% of employees have a high level of Islamic job satisfaction, and 49% have a low level of Islamic job satisfaction. The results of analyzing aspects of Islamic job satisfaction show that the job description aspect gets the highest average value and the lowest value is the promotion aspect.

**Keywords:** employee demographics, Islamic job satisfaction, Islamic psychology

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## 1. BACKGROUND

Competitive in business world makes a company have to be innovative to maintain their position in the business world. The rapid growth of the company is largely determined by the quality and also the role of human resources in the company. Rucci [1] says that human resources or commonly called employees, are one of the important assets for the company. Employees are assets that manage factors in the course of a production activity, such as capital, equipment, raw materials, and other factors. Hudin and Budiani [2] state that the latest trends in Human Resource management are no longer viewing employees as mere resources, but as assets that can be developed, multiplied, and also valuable, and can even be referred to as an investment for the company. Comprehensive human resource management is very important to maintain the performance of employees and companies to stay in good condition.

One indicator of a successful company in managing human resources is characterized by employees who do their jobs with full happiness and satisfaction at work. Successful

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human resource management will provide satisfaction and will directly affect employee performance in a positive way for the company. Job satisfaction felt by employees can be known through measuring the level of job satisfaction. Job satisfaction is not just a matter of the income or salary earned by employees, but how the work atmosphere is pleasant, and also meaningful [3]. Managers are required to be able to provide good human resource management, in order to produce satisfied and satisfying human resources for the company or organization [4]. The problem of many employees who want to resign, the emergence of various negative aspirations from employees, and decreased employee loyalty will arise as a result of managerial not paying attention to employee job satisfaction [5]. Proper human resource management has a significant impact on suppressing counterproductive behaviors of employees at work, such as feelings of boredom, laziness, anxiety, and even depressive disorders [6].

Human resource management through measuring the level of job satisfaction is very necessary to be implemented regularly in every company or organization. Different types of companies such as companies in the service sector, pharmaceutical companies, and even manufacturing companies require this activity as long as the company is still operating [7]. This is because different cultures and work environments have an influence on workload which is related to employee job satisfaction. Companies need to use different ways to increase employee job satisfaction depending on the type of company.

PT. IRAB is one of the manufacturing companies that focuses on the heavy equipment industry that supports the food, energy and water sectors with operations on the island of Java. PT IRAB produces several types of heavy equipment and also provides manufacturing services and EPC (Engineering Procurement Construction), which is a procurement, engineering, and construction activity. This company has an organizational structure that is divided into two institutions, the first one is the Core Institution (Profit Center) and supporting institutions (Support). The core institution or profit center has a goal to focus on the company's business processes so that the company is able to be recognized by the market based on the quality and competence of the products produced, while the support institution is an institution that has the task of providing assistance so that the business processes at the core institution and the company as a whole can run without significant obstacles.

PT. IRAB has 237 permanent employees who are divided into 9 organizational units. Based on company data as of January 2023, there are the number of religious faiths and gender of employees working at PT. IRAB which has been presented in table 1:

TABLE 1: Number of Religious Believers and Gender of Employees of PT IRAB.

| Religion      | Amount            | Gender        | Amount            |
|---------------|-------------------|---------------|-------------------|
| Hindu         | 3 People          | Male          | 190 People        |
| Catholic      | 4 People          | Female        | 47 People         |
| Christian     | 5 People          | <b>Jumlah</b> | <b>237</b> People |
| Islam         | 225 People        |               |                   |
| <b>Jumlah</b> | <b>237</b> People |               |                   |

Based on table 1, it shows that religious diversity at PT IRAB, which shows the characteristics of Indonesian society in general. Muslim employees make up the majority (95%) and male employees are more than female employees. This characterizes the employees in this company.

The phenomenon of employee problems also appears in this company, such as the many cases of employees who arrive late and are deliberately absent during working hours. Employees who work also seem to underestimate the work they do and often talk about their desire to find a new job that is considered better. Employees at PT IRAB also demanded that the managerial team fulfill their rights as employees through a petition signed by most employees. The managerial team of PT. IRAB also held a town hall meeting to answer the demands made by employees through a petition.

The problems that exist in the internal company really illustrate how employees feel dissatisfied at work for various reasons such as feeling anxious about unsatisfied needs and rights, feeling discomfort at work, and various other related problems. The phenomena that exist at PT. IRAB can be ensured as a problem that leads to a decrease in employee performance due to employee dissatisfaction at work.

Job satisfaction is an important factor in how an employee as a human being can work happily and show positive performance. Theories of work satisfaction have been widely discussed in the world of Industrial and Organizational Psychology, as well as Human Resource Management. According to Landy and Conte [8], job satisfaction is the level of happy and positive feelings of employees towards work and the environment in which they work.

Theories regarding job satisfaction are generally theories that come from contemporary psychology, but it does not rule out the possibility of new theories emerging, one of which is the concept of Islamic job satisfaction initiated by Baharom, known as Work Satisfaction in the Perspective of Islam. Mohamad et al. [9] define Islamic job satisfaction as a feeling of happiness felt by a Muslim when dealing with work issues, based on the belief that the activities carried out are a form of piety and worship to seek the pleasure of Allah SWT. A Muslim who works with piety will always do his job with all his heart

and avoid things that are prohibited and detrimental to others. An employee who has straight intentions will be able to feel job satisfaction even though he will always find various challenges and difficulties when doing his job.

Job satisfaction in the viewpoint of the holy Qur'an is defined as inner satisfaction, namely the satisfaction felt in the heart of an individual when he is doing an activity [10]. The Qur'an is to provide another perspective on how to perceive job satisfaction in employees, for example by providing noble motivation and praise to a Muslim who strives for his life by working. The appreciation has been written in the Qur'an through Surah At-Taubah verse One Hundred and Five. In part of the verse, Allah SWT says,

وَقُلْ اَعْمَلُوا فَسَيَرَى اللّٰهُ عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ وَسَتُرَدُّونَ اِلَىٰ عِلْمِ الْغَيْبِ وَالشَّهَادَةِ فَيُنَبِّئُكُمْ بِمَا كُنْتُمْ تَعْمَلُونَ

It Means:

And say, "Do [as you will], for Allah will see your deeds, and [so, will] His Messenger and the believers. And you will be returned to the Knower of the unseen and the witnessed, and He will inform you of what you used to do" (Surah At-Taubah (9):105).

This phenomenon has inspired researchers to focus further on employee job satisfaction at PT. IRAB and discuss this through the perspective of Islamic Psychology. This is also based on the fact that as long as PT. IRAB operates, employee job satisfaction has never been measured using the concept of Islamic Psychology. The measurement of Islamic job satisfaction is intended to see the level of job satisfaction by involving aspects of religiosity of Muslim employees, and not only focusing on material aspects.

Employee job satisfaction has an influence on the results of work performed in the future. The more employees feel satisfied at work, the better the performance that will be displayed, and vice versa. In accordance with the results of research conducted by [11], it is said that the level of job satisfaction of an employee has a positive and significant relationship to the performance performed. In line with Susanto's research [12] conducted in the sales division in one of the cosmetics companies, it also shows the results that the level of job satisfaction has an influence on the performance of an employee. Employee job satisfaction is not limited to improving employee performance, but also has an impact on better business operations [13]. This indicates that the job satisfaction and the employee's performance are closely interconnected, that will be causing impacts according to the conditions that are happening.

Another phenomenon also shows that job satisfaction is able to reduce the problem of turnover intention in a company/organization. A competent human resource tends to want a job that is able to provide high job satisfaction as a form of dedication to the company. Turnover behavior from the workplace is an indication of job dissatisfaction in employees. In a study conducted by Novliadi [14] showed the results that job satisfaction

felt by employees actually makes them feel comfortable at work, this can reduce the desire of employees to resign and look for new jobs elsewhere. Other research conducted by Sianipar and Haryanti [15] also provides results that job satisfaction has a negative and significant relationship to turnover intention or employee desire to leave the company. The higher level of employee job satisfaction, it will reduce the level of turnover intention [16]. The phenomena from previous research provide the fact that job satisfaction obtained by employees has a positive impact on the company, so the job satisfaction is very necessary to always be maintained.

This study aimed to describe the level of Islamic job satisfaction of employees based on demographics at PT IRAB. The theoretical benefit of this research is as a reference update for the development and advancement of psychology, especially in the field of Industrial and Organizational Psychology and Islamic Psychology. While the practical benefits of the results of this study can be used by PT. IRAB and other companies as a material for evaluating the level of employee job satisfaction through a new concept with an Islamic Psychology point of view.

The novelty of this research is to measure the level of job satisfaction at PT IRAB by using scales and concepts that are different from previous studies, namely using Islamic job satisfaction theory. In addition, the novelty of this research also has the aim of testing the adaptation of the Islamic job satisfaction measurement tool proposed by Sari [17], in different conditions and settings (type of industry). Previous studies that discuss the measurement of Islamic job satisfaction are generally also conducted in a setting with activities that are closely related to Islam, such as Fitria's research [10], which discusses Islamic job satisfaction in employees of the Darul Qur'an Mulia Integrated Islamic Boarding School.

From the various phenomena that have been described in the background, the researcher formulates several questions such as, (1) How is the employee job satisfaction level at PT.BTI and which aspects need to be improved from the perspective of Islamic Psychology?; and (2) What is the level of Islamic job satisfaction based on the individual characteristics of employees at PT.IRAB?. Based on the description described above, the author is interested in conducting research with the topic "Islamic Job Satisfaction at PT. IRAB".

## 1.1. Job Satisfaction

Spector [18] explains job satisfaction as an employee's attitude and feelings towards circumstances related to aspects of his job. Job satisfaction is able to reveal and

determine whether an employee has feelings of like or dislike, and feels satisfied or dissatisfied with the work they are doing. Riva'i and Mulyadi [19] state that job satisfaction is the result of an employee's general evaluation of factors related to his job, including how he adapts to the work environment and how the employee's social relationships outside the workplace. Hasibuan [20] also argues that job satisfaction can be reflected through work performance, work morale, and employee work discipline, so job satisfaction can be interpreted as a feeling of love and pleasure from an individual towards the work he does. Smith, Kendall and Hulin [21] argue that job satisfaction is multidimensional, where an employee will feel satisfied or dissatisfied with his job, his boss, his salary, his workplace, and so on.

The theories regarding job satisfaction above have a conclusion that job satisfaction felt in employees will create a feeling that their work is very meaningful and able to meet their needs both psychologically and physiologically. The job satisfaction which is felt by the employee will directly affect how the employee can work in a more optimal direction.

Theories about job satisfaction generally come from contemporary psychological theories, but there are also several theories and concepts of job satisfaction using the Islamic Psychology approach. One of the theories of job satisfaction with an Islamic approach is the Satisfaction in the Perspective of Islam (WSI) theory introduced by Mohamad Baharom [9]. Mohamad et al. [9] argue that Work Satisfaction in the Perspective of Islam or what can be referred as Islamic Job Satisfaction has the definition of an individual's feeling of happiness obtained before, during, or after doing his job, based on the belief that the work done is an act of piety carried out solely to achieve the pleasure of Allah SWT as God Almighty. Sari [17] in her research also argues that Islamic Job Satisfaction is an integrated reaction, where these feelings will arise when the person is faced with something related to their work. Dimensional reactions that are mutually integrated in an individual include emotions, attitudes, beliefs, evaluations, and individual experiences in achieving the pleasure of Allah SWT.

Job satisfaction from an employee arises if there are dimensions and aspects that determine job satisfaction in employees. Luthans [22] states that there are several dimensions of job satisfaction itself, such as, (1) The work itself, how the real conditions of the work are carried out; (2) Coworkers, how the attitude of coworkers when interacting in the work environment; (3) Salary / wages, namely whether or not the pay received in return for working, (4) Promotion opportunities, how the opportunity for an employee to develop through promotion; (5) Supervision, how leadership and support from superiors

in doing work, such as direct supervision of competence or technical assistance related to the work provided.

Besides the dimensions of job satisfaction in general, there are also dimensions or aspects in Islamic job satisfaction variables, such as spiritual job satisfaction, material job satisfaction, intellectual job satisfaction, and social job satisfaction [9]. (1) Spiritual job satisfaction is the satisfaction within a Muslim when carrying out a task at work with the intention of seeking pleasure and closeness to Allah SWT, sincere in doing good deeds, and with a feeling of fear of sin if carrying out tasks not in accordance with a good way. (2) Material job satisfaction can be interpreted as the satisfaction of an employee seen through the aspects of salary and position. (3) Intellectual job satisfaction is a condition where if a person experiences an increase in knowledge, then there is also an increase in pleasure or satisfaction in him or herself. Imam Al-Ghazali argues that intelligence and knowledge in the human spirit have an impact on the behavior of an individual, where a person can distinguish between basic instincts for good, and avoid bad. Intellectual job satisfaction focuses on recognizing the intelligence that each employee has as an individual, which can be shown through discussion, consensus (shura), and joint decision making. (4) Social job satisfaction is the final dimension of Islamic job satisfaction. An individual has achieved social job satisfaction if they have achieved happiness or satisfaction when interacting with individuals around them, such as superiors, peers, and clients/customers.

Employee job satisfaction is based on several triggering factors that make him feel happy or satisfied in doing his job. Herzberg [23] says there are two factors that affect the level of job satisfaction of an employee, which are motivational factors (satisfier) and hygiene factors (dissatisfier). (1) Motivational factors or satisfier factors have a tendency to increase employee job satisfaction, such as work itself, development opportunities, achievement, recognition, advancement, and responsibility. (2) Hygiene factors and satisfier factors are factors that lead to job dissatisfaction of an employee, such as the salary or wages earned, the administrative system and company policies, the quality of supervisors/supervision, relationships with fellow individuals in the company environment (supervisor, subordinates and peers), job security, and employee working conditions (temperature, lighting, noise, air circulation, and so on).

Sari [17] argues that there are other factors that develop employee job satisfaction from the perspective of Islamic Psychology, including: (1) Psychological Factors are factors that are directly related to the psychics of an employee, such as work attitudes, work skills, work peace, and employee interests and talents. (2) Physical Factors are factors related to how the employee's physical condition and the conditions of the



employee's workplace environment, such as the employee's age, physical condition of the employee, type of work, and working time arrangements. (3) Social Factors are factors that describe how an employee's relationship is when conducting social interactions with the surrounding environment, such as peers, superiors, and subordinates. (4) Financial Factors, are factors that have a close relationship with the security and well-being of an employee such as the salary received, benefits, facilities provided by the company, and promotions.

Job satisfaction is one of the important aspects concerning the welfare of employees as individuals. Theories regarding job satisfaction have been widely studied in the science of Industrial and Organizational Psychology, as well as in the science of Human Resource Management. Mangkunegara [24] states that there are five kinds of theories that discuss job satisfaction, which are: (1) Discrepancy theory, this theory developed by Porter argues that job satisfaction can arise when an individual gets something greater than what he wants or imagines, and vice versa. Employees will feel satisfied if there is no gap or difference between what is desired and the perceived reality, because the desired minimum limit is met [25]. (2) Equity theory, this theory was proposed by Adam and consists of several forming components, such as input, outcome, comparison person, and equity-in-equity. This theory argues that whether an employee is satisfied or dissatisfied is determined by comparing his/her input-outcome with the input-outcome of other employees (Comparison Person). An employee will feel satisfied if the comparison process is the same as the comparison person he chooses. (3) Need Satisfaction Theory, this theory argues that job satisfaction is influenced by the fulfillment or lack of fulfillment of the needs required by employees. The higher the needs that are met, the higher the employee's job satisfaction, and vice versa. (4) Social References Group Theory, this theory emphasizes that the job satisfaction of an employee depends on how the views or opinions of his reference group towards him. In other cases, job satisfaction can also be felt by employees if the work provided is in accordance with the needs and interests of the reference group. (5) Expectancy Theory, this theory says that employees will show better effort if the employee is confident that his efforts can result in a good performance appraisal [26]. An assessment of good work results will bring rewards such as bonuses, promotions or salary increases, so that it will fulfill the personal goals or desires of an employee.



## 1.2. Employee Demography

Hauser and Duncan [27] said that demography is a science that discusses the number, distribution, and composition of the population, as well as the causes of change presented using statistics and mathematics. Demography of a population is a dynamic and fluctuating thing that is influenced by 5 factors that form the demographic component itself such a birth rate, number of deaths, migration, social mobility, and also marriage factors. Meanwhile, Cherepanov et al. [28] explain that demographic characteristics are characteristics that describe the differences that exist in a population of people who are distinguished by gender, religion, age, occupation, ethnicity, education, marital status, social class, geographic location, and salary.

The demographics used in this study are adjusted through the employee reports at the company, such as: (1) Age, is the period or length of a human being's life calculated from his birth year to his last birthday, the more age it is, the more the level of maturity and strength in thinking and working increases [29]. (2) Gender, is the most basic biological difference between men and women through sociological, genetic, psychological, and socio-cultural approaches [30]. Gender in employees is directly related to performance and this can be used by a company as a consideration in recruiting employees according to company goals. (3) Marital status, is a relationship between a man and a woman who are bound in marriage status and have mutual responsibilities from each partner, either together or separately [31]. (4) Level of education, is a systematic and organized learning process of an individual, which can be used by someone (employee) to learn theoretical and conceptual knowledge for general purposes [32]. (5) Number of family members, refers to the number of family members who are not yet working, be it biological or non-biological children/siblings who live in one house[33]. The number of family dependents will be divided into 2 family types, namely nuclear family and extended family. According to Ahmadi (2007) the number of small family members is the number of dependents in a family of less than 5 people, while large family members have a number of family dependents of more than equal to 5. (6) Level of position, is the hierarchical level of a position in the company which generally starts from the position of Director to Staff. (7) Section or Division is a part of the organizational structure that is divided into organizational units within the company. (8) Working period, is the total time spent by a person at work, the working period can also be calculated from the first day an employee works which is calculated using units of years [34].

## 2. RESEARCH METHODS

The method section contains the variables or concepts studied in the study, sampling methods, research subjects, instruments used, treatment designs or manipulations, data collection procedures, and data analysis techniques.

### 2.1. Variables or concepts studied

The research variable mentions the operational definition along with the position of each variable studied or the concept studied.

### 2.2. Sampling Method

The sampling method contains an explanation of the sampling technique used and sample size.

### 2.3. Research subject

Population is a general area of objects and subjects that have certain characteristics that are selected for research purposes as a learning tool that can produce a conclusion [35]. The population determined in this study are permanent employees who are currently actively working at PT.BTI. Sampling in the research population is something that must be done to provide focus according to research needs. Sugiyono [35] explains that the sample is a part of the characteristics and quantities in the population. The sampling method used in this study is Probability Sampling with Simple Random Sampling technique. The sampling method using the Simple Random Sampling technique is a simple random sampling technique that provides equal opportunities to each individual in the selected population [35]. The technique for determining the sample size uses the formula from Isaac and Michael [35]. The determination of this research sample was taken based on the total population of permanent employees at PT IRAB as many as 237 employees according to company data as of January 2023. Based on the formula and sample tabulation from Isaac and Michael, the number of samples that can be taken in this study is 142 people with a significance level of 5%. For this reason, the sample used in this study amounted to 142 out of 237 employees at PT IRAB.

## 2.4. Research Instruments

The variable used in this study is Islamic job satisfaction, which is also a single variable. Islamic job satisfaction is a dimensional feeling and reaction felt by employees to things related to their work, as well as how the individual believes in the pleasure of Allah SWT in return for doing work with full responsibility.

The measurement of the level of Islamic job satisfaction in this study uses the Job Description Index scale developed by [21] which the indicators have been adapted using verses from the Qur'an and Hadith by Sari [17]. The adaptation scale used in this study is based on discrepancy and equity theories for aspects of the job description, supervision, coworkers, and promotion, because these two theories focus on cognitive elements such as evaluative and comparison. The salary aspect of this adaptation scale uses social reference group theory, which is very much in line with the culture in Indonesia, when discussing the salary someone will always compare with the reference group. The scale is presented using a Likert scale with 5 answer options, such as: 1= Very Unsuitable, 2= Unsuitable, 3= Neutral, 4= Suitable, 5= Very Suitable. The research scale can be said to be valid if it has a Pearson Correlation value greater than  $r$  count. The  $r$  count used in this study is 0.159 with a significance value of 5%. Based on the results of the validity test, the Pearson Correlation value is 0.311 - 0.637 so that the Islamic job satisfaction adaptation scale is valid. The reliability value of this research scale gets Cronbach Alpha of 0.834. The adaptation scale used amounted to 21 statement items measuring 5 aspects, namely aspects of job description, supervision, coworkers, promotion, and salary as contained in the appendix.

## 2.5. Research design

In the research design, the authors explain the research design used. The researcher also briefly explained the reasons for choosing the research design to answer the research questions. For qualitative research, it is necessary to convey the credibility of the data obtained.

## 2.6. Data Collection Procedures

This research was conducted through several stages to help the research process become more systematic. There are 3 stages in this research, which are: (1) Pre-research stage, at this stage the researcher found the current phenomenon and then poured it

into a question sentence, and proceeded to do a literature study through research studies: (1) Pre-research stage, at this stage the researcher finds the current phenomenon and then turns it into a question sentence, and continues with a literature study of previous studies. After that, researchers determine the research variables to be discussed and explore the content through theoretical studies. (2) The research implementation stage, researchers compiled and distributed measurement instruments / scales through paper and google forms to employees who matched with the criteria, which are permanent employees who work at PT IRAB. (3) The final stage of the research, at this stage the researcher processed and analyzed the data from the questionnaire results using SPSS (Statistical Package for Social Science) software version 27. After the data analysis stage, it can be continued with writing the report results. At this stage the research results can be known to produce a conclusion and suggestions that can be useful for the company. (minutes), data analysis strategy, to the ethical issues enforced in the study (ethical clearance, permits, informed consent, etc.).

## 2.7. Data analysis technique

The data analysis technique contains an explanation of the technique used and the considerations for selecting the technique. In this section the researcher also mentions the software used.

# 3. RESULT

## 3.1. Employee Demographics

The subjects of this study were permanent employees who work at PT IRAB. The overall demographics of the research subjects are divided into 9 categories, such as position level, section/ division, working period, level of education, age, gender, marital status, and number of family members. The descriptive results of this study can be seen in table 2:

Based on table 2, the most respondents at the position level are staff/ officer position with a total of 87 people (61.3%). In the characteristics of the Division/ Organization, most respondents came from the Industri Komponen & Permesinan Division with 49 people (34.5%). In the characteristics of the working period, the largest number of questionnaire respondents came from employees with a working period between 1-5 years as many as 58 people (40.8%). In the characteristics of the last education level, the highest number

TABLE 2: Respondent Demographics.

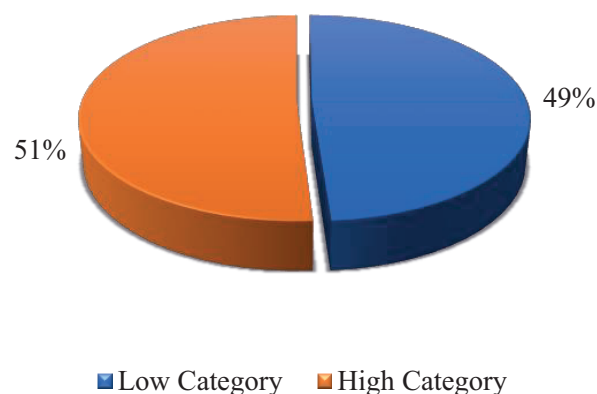
| Categories                                 | Frequencies | Percentages | Categories  | Frequencies | Percentages |
|--|-------------|-------------|---|-------------|-------------|
| <b>Position Level</b>                      |             |             | <b>Level of Education</b>                         |             |             |
| Head of SPI/General Manager/Deputy GM      | 8           | 5.6%        | Senior High School/Vocational High School Diploma | 26          | 18.3%       |
| Senior Manager                             | 8           | 5.6%        | Degree  |             |             |
| Manager                                    | 13          | 9.2%        | Bachelor Degree                                   | 97          | 68.3%       |
| Supervisor                                 | 6           | 4.2%        | Degree  |             |             |
| Staff/ Officer                             | 87          | 61.3%       | Postgraduate                                      | 2           | 1.4%        |
| Operator                                   | 20          | 14.1%       | <b>Total</b>                                      | <b>142</b>  | <b>100%</b> |
| <b>Total</b>                               | <b>142</b>  | <b>100%</b> | <b>Age</b>  |             |             |
| <b>Section/ Division</b>                   |             |             | 17 – 25 Years                                     | 4           | 2.8%        |
| Law Bureau                                 | 3           | 2.1%        | 26 – 35 Years                                     | 102         | 71.8%       |
| Human Capital Bureau                       | 10          | 7.0%        | 36 – 45 Years                                     | 22          | 15.5%       |
| Finance & Accounting Bureau                | 10          | 7.0%        | 46 – 55 Years                                     | 13          | 9.2%        |
| Supply Chain Management Bureau             | 7           | 4.9%        | More Than (>) 55 Years                            | 1           | 0.7%        |
| Business Development Bureau                | 4           | 2.8%        | <b>Total</b>                                      | <b>142</b>  | <b>100%</b> |
| System, Quality and HSE Bureau             | 8           | 5.6%        | <b>Gender</b>                                     |             |             |
| Industrial Components & Machinery Division | 49          | 34.5%       | Male  | 117         | 82.4%       |
| Foundry Plant                              | 29          | 20.4%       | Female  | 25          | 17.6%       |
| Industrial Equipment Plant                 | 14          | 10%         | <b>Total</b>                                      | <b>142</b>  | <b>100%</b> |
| Internal Audit Unit                        | 3           | 2.1%        | <b>Marital Status</b>                             |             |             |
| Corporate Secretariat                      | 5           | 3.5%        | Married   | 113         | 79.6%       |
| <b>Total</b>                               | <b>142</b>  | <b>100%</b> | Unmarried   | 29          | 20.4%       |
| <b>Working Period</b>                      |             |             | <b>Total</b>                                      | <b>142</b>  | <b>100%</b> |
| 1 – 5 Years                                | 58          | 40.8%       | <b>Number of Family Members</b>                   |             |             |
| 6 – 10 Years                               | 53          | 37.7%       | Nuclear Family                                    | 140         | 98.6%       |
| 11 – 15 Years                              | 12          | 8.5%        | Extended Family                                   | 2           | 1.4%        |
| 16 – 20 Years                              | 5           | 3.5%        | <b>Total</b>                                      | <b>142</b>  | <b>100%</b> |
| Lebih (>) 20 Years                         | 14          | 9.9%        |   |             |             |
| <b>Total</b>                               | <b>142</b>  | <b>100%</b> |   |             |             |

of respondents can be seen coming from employees whose education level is Bachelor Degree as many as 97 people (68.3%). In the age characteristics, the largest number of respondents in this study came from employees with an age range of 26-35 years with 102 people (71.8%). In gender characteristics, there were 117 people (82.4%) respondents of the research questionnaire who were male. In the characteristics of marital status, the largest number of respondents came from employees who were married or married as many as 113 people (79.6%). Furthermore, in the characteristics of the number of family dependents, the most respondents came from employees who had family dependents totaling two people, with 40 respondents (28.2%).

### 3.2. Categorization of Islamic Job Satisfaction Level

Categorization of the level of Islamic job satisfaction will be divided into two categorizations, which are low category and high category. The categorization of employees' Islamic job satisfaction level is determined through the results of employee questionnaires whose values have been standardized using a t score. Azwar (2013) says that the t score is a standardized score that results in a mean distribution of 50 and a standard deviation of 10. Employees are said to have a high level of Islamic job satisfaction if the t score of the questionnaire exceeds the mean, namely with a value of more than equal to 50, otherwise if the employee gets the total value of the questionnaire below that, it is included in the low Islamic job satisfaction category. The results of the categorization of employees' Islamic job satisfaction level can be seen in Figure 1

#### Categorization of Islamic Job Satisfaction Level



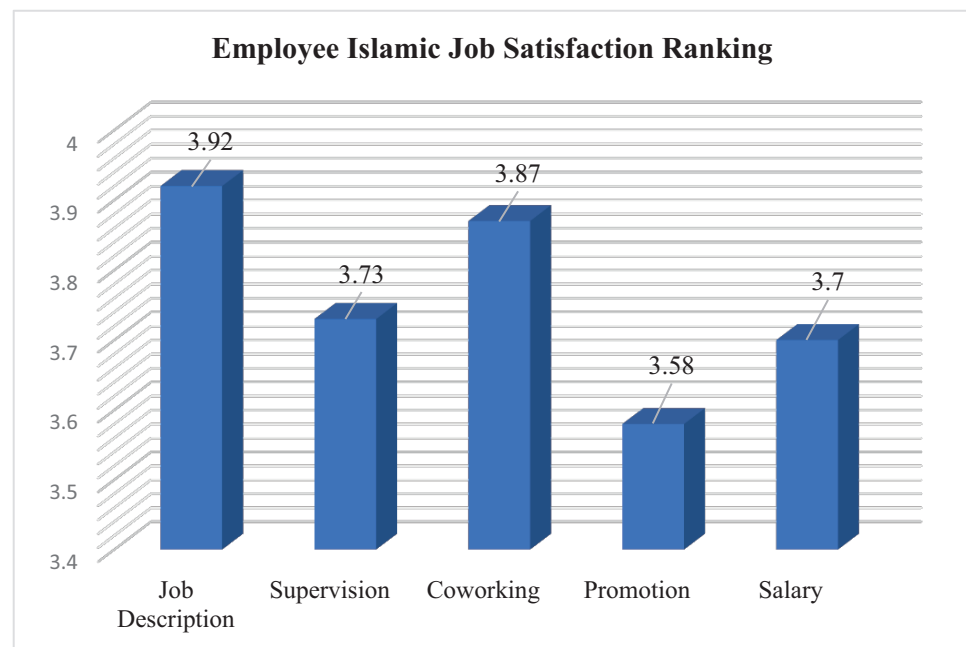
**Figure 1:** Categorization of Islamic Job Satisfaction among employees at PT. IRAB.

Based on Figure 1, it can be seen that 51% (73 People) of the employee population of PT IRAB have Islamic job satisfaction in the high category, while 49% (69 People) of

employees have a low level of job satisfaction. This shows that employees with high Islamic job satisfaction are 2% slightly more than employees in the low Islamic job satisfaction category.

### 3.3. The Ranking Results of Islamic Job Satisfaction Aspects in PT.BTI Employees

The purpose of measurement based on aspects is to find out aspects of Islamic job satisfaction which are in the high category or low category. Measurement of the level of Islamic job satisfaction aspects is obtained through the average of each statement item on a scale in accordance with the aspects measured. The results of the ranking of the level of Islamic job satisfaction based on aspects/ dimensions can be seen in Figure 2:



**Figure 2:** Islamic Job Satisfaction Ranking by Aspect/Dimension.

Based on Figure 2, it is known that the Job Description aspect has the highest rank with an average answer value of 3.92. From the table above, it can be seen that the Coworking aspect is in second place with an average answer value of 3.87. The Supervision aspect is at the 3rd rank with an average answer value of 3.73. Then the salary aspect is in the 4th rank with an average answer value of 3.70. Based on the data above, it is known that the Promotion aspect is at the lowest rank with an average answer value of 3.58.



### 3.4. Measurement of Islamic Job Satisfaction Level Based on Employee Demographics

The purpose of measuring the level of Islamic job satisfaction is to describe the level of Islamic job satisfaction through employee demographics. Measurement of the level of Islamic job satisfaction is obtained through the mean T score value of each questionnaire response. The results of the level of Islamic job satisfaction based on employee demographics are summarized in Table 3. Islamic Satisfaction Level Based on Employee Demographics of PT. IRAB, below:

TABLE 3: Islamic Job Satisfaction Score Based on Employee Demographics of PT. IRAB.

| Employee Demographics                   | T Score Mean | Employee Demographics            | T Score Mean |
|---|--------------|----------------------------------|--------------|
| <b>Level of Position</b>                |              | <b>Working Periode</b>           |              |
| Head of SPI/ General Manager/ Deputy GM | 60.2         | 1 – 5 Years                      | 48.8         |
|   |              | 6 – 10 Years                     | 49.2         |
| Senior Manager                          | 55.7         | 11 – 15 Years                    | 51.9         |
| Manager                                 | 48.9         | 16 – 20 Years                    | 50           |
| Supervisor                              | 54.5         | Lebih (>) 20 Tahun               | 56.4         |
| Staf/ Officer                           | 49.1         | <b>Age</b>                       |              |
| Operator/ Pelaksana                     | 46.9         | 17 – 25 Years                    | 42.4         |
| <b>Section/ Division</b>                |              | 26 – 35 Years                    | 49           |
| Biro Hukum                              | 55.8         | 36 – 45 Years                    | 51           |
| Biro Human Capital                      | 49.9         | 46 – 55 Years                    | 57.8         |
| Biro Keuangan & Akuntansi               | 43.9         | More Than (>) 55 Years           | 52.7         |
| Biro Manajemen Supply Chain             | 43.4         | <b>Marital Status</b>            |              |
| Biro Pengembangan Usaha                 | 50.4         | Married                          | 50.4         |
| Biro Sistem, Mutu & K3LH                | 52.1         | Unmarried                        | 48.3         |
|   |              | <b>Gender</b>                    |              |
| Divisi Industri Komponen & Permesinan   | 49.3         | Male                             | 50.3         |
| Pabrik Pengecoran                       | 51.9         | Female                           | 48.8         |
| Pabrik Peralatan Industri               | 47.1         | <b>Numbers of Family Members</b> |              |
| Satuan Pengawasan Intern                | 54.4         | Nuclear Family (0-4)             | 49.8         |
| Sekretariat Perusahaan                  | 65.7         | Extended Family (5-6)            | 64.6         |
|   |              | <b>Pendidikan Terakhir</b>       |              |
|   |              | SMA/ SMK/ MA                     | 49.4         |
|   |              | D1/ D2/ D3                       | 50.3         |
|   |              | D4/ S1                           | 50.1         |
|   |              | S2                               | 51.4         |

Based on table 3, it can be seen how the level of Islamic job satisfaction is viewed through the demographics of employees who work at PT IRAB. Employees at the

demographic level with the position of Head of SPI / General Manager / Deputy GM have the highest level of Islamic job satisfaction with an average t Score value of 60.15. In the division / organization demographic, employees who work at the Corporate Secretariat have the highest level of Islamic job satisfaction with an average t Score value of 68.9. In the tenure demographics, employees with more than (>) 20 years of service have the highest level of Islamic job satisfaction with an average t Score of 56.4. In the demographics of the last education, employees with the last education of S2 have the highest level of Islamic job satisfaction with an average t Score value of 51.4. In the demographics of marital status, employees who are married or married have the highest level of Islamic job satisfaction with an average t Score of 50.4. In the demographics of the number of family dependents, employees with more than 5 family members (extended family) have the highest level of Islamic job satisfaction with an average t Score of 64.6.

#### 4. DISCUSSION

The results of this study describe the level of Islamic job satisfaction of employees based on demographics at PT IRAB. This research was conducted on 142 samples of employees whose Islamic job satisfaction level was measured based on 8 predetermined demographics, such as the position level of position, division/ division, work period, education level, age, gender, marital status and number of family dependents which are divided into nuclear family and extended family.

Based on the results of the analysis, the data shows that there are 51% or 73 employees who have an Islamic job satisfaction level in the high category. Furthermore, there are 49% or 69 employees who have a level of job satisfaction category in the low category. The results of the analysis show that almost half of the sample employees have low Islamic job satisfaction, so it can be said that in the company there are still many employees with low levels of Islamic job satisfaction.

Damayanti et al. [36] in their research found a significant relationship between job satisfaction and the performance given by employees. High job satisfaction makes employees contribute optimally to their work. Employees who have high job satisfaction can do their work seriously and in a state of feeling happy. Based on the research results, employees at PT. IRAB mostly still have a low level of Islamic job satisfaction which has an impact on how employees treat their work. This is indicated by the performance of employees at PT. IRAB who seem to underestimate their work, such as coming to work not on time, and often absent during working hours. Prastiwi [37] suggests that there is a

significant relationship between job stress and employee job satisfaction, which means that the higher level of stress the employee feels, makes the lower the job satisfaction that the employee feels. This is in line with the results of research conducted by Dewi [38] which states that a low level of job satisfaction will have a negative impact on the psychology of employees and also on the sustainability of the company's business due to increased turnover cases in the company. This psychological impact causes discomfort for employees when working. This is indicated by the number of employees at PT. IRAB who expressed their desire to leave the company and find a new place to work. Furthermore, low employee job satisfaction leads to an increase in turnover cases which is also detrimental to the company. Job satisfaction among employees should be the main concern of the company to maintain performance stability within the company.

The job description aspect is the aspect with the highest average value, as well as being the main factor for employees at PT. IRAB to feel satisfaction at work. Every company has different conditions, as well as employees who have their own individual needs. Noviyanti et al, [39] in their research stated that working conditions that are in accordance with the needs and abilities of employees will have an effect in increasing employee job satisfaction. Sari [17] states that working conditions that have indicators such as work that brings blessings without associating with Allah SWT., interesting work, work that matches expertise, and work that can increase faith will make employees satisfied at work. This indicates that blessings at work are the main factor for employees to feel happy, which leads to feelings of satisfaction in an employee.

The promotion aspect in this study is a factor causing the low level of Islamic job satisfaction in employees at PT. IRAB. Companies that prepare and pay attention to their employees' careers properly will have a good impact on the company, such as increasing performance competition between employees, increasing work productivity, finding superior talent, and increasing job satisfaction felt by employees. Rakhman and Masjaya [40] in their research produced findings that, job promotion has a positive influence on job satisfaction felt by employees. The results of the study prove that job promotions that are carried out fairly and openly will provide job satisfaction because the implementation of job promotions has been carried out properly in accordance with applicable norms. This will also provide confidence for employees because it does not create an impression of like and dislike in the implementation of job promotions, so it is very important for companies to build well-systemized job promotion activities.

The research results show that employees at the position level of Head of SPI/ General Manager/ Deputy GM have the highest level of Islamic job satisfaction. Based on the results of the analysis, employees with the position level of Head of SPI/ General

Manager/ Deputy GM have an average t score of 60.15. In this study it was also found that managerial positions such as General Manager to Supervisor level have a high mean t score value of Islamic job satisfaction compared to the mean t score value in staff positions and also implementers. Compensation greatly affects the happiness felt by all employees. Of course, in obtaining high compensation, expertise, skills, and also high positions and responsibilities are needed as well. This is in accordance with research conducted by Hakim et al. [41], which found that compensation has a positive effect on employee job satisfaction, where the higher the compensation received by employees, the higher the satisfaction felt in working compensation such as salaries and incentives. Therefore, positions at the managerial level in this study have high job satisfaction due to the large compensation factor as well.

Based on the results of measuring the level of Islamic job satisfaction with the Division/ Organization, it shows that employees in the Company Secretariat Division/ Organization have high Islamic job satisfaction with a t score mean of employee Islamic job satisfaction reaching 68.9. According to research conducted [42], a company that is right in placing its employees will have an effect on increasing job satisfaction. Division/ Organization of employee placement greatly affects employee job satisfaction because it is influenced by several factors such as work culture, coworkers, superiors and how the job matches the employee's abilities. This is supported by previous research conducted by Agustriyana [43] where the employee placement variable has an influence of 69% on job satisfaction felt by employees.

The jobdesk of employees who work in the Corporate Secretariat division is one of the things that makes employees feel satisfied at work. The jobdesk of employees in the Corporate Secretariat Division includes: conducting corporate social responsibility activities, serving as a liaison between the company and the public, managing the company's social media accounts, and serving various employee needs related to daily work needs. Employees in the Corporate Secretariat Division are able to have a high level of Islamic job satisfaction due to their service work. This is in accordance with the concept of Ar-Rāzi [44] which states that the main basis of human work is to cooperate and help. A person's satisfaction at work can arise when he can work by serving others, this is in accordance with the concept of eudaimonia which means that people who work by achieving meaningful wisdom in serving others. Therefore, employees who work in the Corporate Secretariat Division feel happy so that Islamic job satisfaction arises because of the meaningfulness of their work.

Based on the results of the analysis based on the working period of employees, it shows that employees with more than 20 years of working period have high Islamic

job satisfaction. The data analysis shows that employees with more than 20 years of service got a t score mean of Islamic job satisfaction reaching 56.4 and a working period of 1 - 5 years has the lowest job satisfaction t score mean value, which is 48.8. This is in accordance with research conducted by Son and Ok (2019) which states that job satisfaction in newcomer employees tends to be lower, and will increase over time as long as he works. Employees with a long tenure will tend to enjoy their final days of work before entering retirement. The results of this study are in accordance with research conducted by Haedar et al. (2016) which found that the anova test between working period and job satisfaction obtained a sig = 0.000, which is smaller than the  $\alpha = 0.05$  value, which means that working period simultaneously has an influence on job satisfaction felt by employees. This is also in accordance with the research of Kegans, McCamey, and Hammond [45] which states that the longer the working period of an employee in a company, he will tend to appreciate the work they are doing, and show loyalty and satisfaction. This can be based on the fact that employees with more than 20 years of service already understand very well how the work and the environment in which they work. Meanwhile, new employees with a work period of 1 - 5 years tend to be adapting to their new job, income that is deemed inappropriate, and feelings of anxiety that lead to dissatisfaction at work. So, it can be said that employees with a long tenure will feel more Islamic job satisfaction at work due to the formation of personality stability and experience at work.

The results of Islamic job satisfaction research on employees' last level of education show that employees who have diploma and bachelor's degrees have high Islamic job satisfaction. The results of this study are in accordance with research conducted by Uhlir and Rehor [46] who found that people who studied at the university level at the diploma/ graduate level felt they had better job satisfaction than people who did not study at the university level. This is also supported by the opinion of Notoadmodjo [47] which states that the level of education greatly influences a person's level of knowledge which also has an impact on a person in receiving and understanding the information obtained. The level of education is closely related to the knowledge and skills possessed by an employee, the higher a person's formal education level, the higher their knowledge obtained and learned. It can be concluded that the more educated an employee is, the more insight and knowledge a person will have. This makes it easy for an employee to describe his job, such as understanding tasks and responsibilities well and understanding various ways to solve challenges in his work. By being able to describe his job well, an employee does not feel pressured and creates a sense of satisfaction at work.

Based on the results of Islamic job satisfaction research on employee age, it shows that employees in the age range 46 - 55 years have high Islamic job satisfaction with a t score mean of Islamic job satisfaction reaching 57.8. This is in contrast to the mean value of employees aged between 17-25 years which only reaches 42.4. According to Septa (2011) job satisfaction is influenced by many determining factors, one of which is age. Kollman et al. [48] state that employees with advanced age enjoy their contribution to work and the contribution they have made to the company more than young employees who are focused on the rewards they get. In this study, it is explained that the more aged an employee is, the more he tends to feel satisfaction at work. In addition, age is one aspect that shows the maturity of a human being. This is in accordance with the theory of the development of the human life span, where as someone gets older, his skills will also increase when interacting with his environment in an appropriate way and support the stability of his personality [49]. In general, personality changes during adulthood tend to be in a positive direction, where a person will become more confident, warm, responsible, and calm (Roberts & Mroczek, 2008). This makes employees aged between 46 - 55 years old tend to have high Islamic job satisfaction because they can be a person who is able to socialize well with their coworkers because of their increasing experience and personality stability.

The results of measuring Islamic job satisfaction based on employee gender, show the results that employees with male gender have high Islamic job satisfaction. Based on the results of data analysis, Islamic job satisfaction in male employees gets a t score mean at 50.3, rather than female employees who reach a t score mean of 48.8. This finding supports research conducted by Akbari et al. [50] which states that overall job satisfaction in women is lower than the job satisfaction felt by male employees. This is based on the fact that as long as a man works, he will feel happiness and pleasure in himself because he is able to fulfill his own needs, as well as the needs of his family. The salary he receives and is given to his family makes male employees feel the blessing of the salary earned. Employees with male gender certainly also feel pride if their role as head of the family can be fulfilled properly when they are able to meet the needs of their family. Therefore, male employees can feel higher Islamic job satisfaction due to a sense of satisfaction and blessing from the results of their work on their personal and family life.

Based on the measurement of the level of Islamic job satisfaction on the marital status of employees, the results show that married employees have a high level of Islamic job satisfaction category. Based on the results of the study, it was found that the t score mean value of Islamic job satisfaction of married employees reached 50.4,

while unmarried employees had a t score mean value at 48.3. The results of this study are in accordance with previous research conducted by Mocheche [51] which shows that employees who are married have more satisfaction and happiness at work than employees who are single or divorced. This can be caused because married employees feel that they have been able to meet their family's needs from the results of their work. Employees with married status will certainly be more enthusiastic about showing their best performance, with the aim of continuing to work and their family's needs can still be fulfilled.

The results of the level of Islamic job satisfaction on the demographics of the number of family members show the results that employees who have more than 5 family members (extended family) have a high level of Islamic job satisfaction category. Research conducted by Maulani and Trisyulianti [52] found that the calculated Chi Square value of 10.628 is greater than the Chi Square table value of 9.488, which means that there is a significant relationship between the demographics of family dependents and the satisfaction felt by employees. The results of this study are in contrast to previous research conducted by Rangkuti [53] where in his research stated that the smaller the number of family members is, the smaller the costs that must be spent so that employees feel satisfied at work because they are not burdened by a lot of expenses, and vice versa. The results of this study clarify the differences in the concept of theories derived from contemporary psychology with theories derived from Islamic psychology. The Islamic job satisfaction theory discussed in this study emphasizes the word blessing from all aspects of job satisfaction, very different from the theory from western countries which is very focused on material things. In the results of this study, employees with more than 5 dependents feel more happiness so as to bring job satisfaction as a result of feelings of pleasure, comfort, and belief in the pleasure of Allah SWT. as a result of giving alms to their families.

## 5. CONCLUSION

Based on the research that has been done, it can be concluded that there are still many employees at PT IRAB who are at a low level of Islamic job satisfaction. The ratio of employees with high Islamic job satisfaction is 51% (73 people) and in the low category is 49% (69 people). The data results show that the job description aspect is the highest aspect in forming Islamic job satisfaction with a mean value of 3.92. Meanwhile, the promotion aspect is the lowest aspect and becomes a problem of Islamic job satisfaction in employees, with a mean value of 3.58.



The implications of the results of this study can be used by PT IRAB as a reference to evaluate aspects of Islamic job satisfaction which are at the lowest level, especially the promotion aspect. Based on this, good career path planning can be a suggestion for PT. IRAB to pay more attention to promotional activities and good and open career planning in the company. Employees who feel satisfied at work will help the company maintain and develop business progress and achieve success in the implementation of superior human resource management.

The weakness of this research only focuses on one variable, which is the Islamic job satisfaction variable. It is hoped that further research can discuss Islamic job satisfaction with other variables that determine Islamic job satisfaction and dissatisfaction, such as work motivation, work stress, turnover intention, and other related variables. The intervention recommendations for PT IRAB are also still not comprehensive, because other factors that affect employee job satisfaction and dissatisfaction are not known. The addition of variables to discuss Islamic job satisfaction is expected to be able to multiply new studies so as to enrich research that discusses job satisfaction using the perspective of Islamic psychology.

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Ethical policies include the conflict-of-interest statements, informed consent procedures, and ethical committee approval. Requirements can vary by discipline. If you are unclear about the requirements for your study, check with your colleagues and advisors, and also the Conference Organizer(s).

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