

Factors Influencing Job Satisfaction in Public Relations: Econometric Case Study South Sulawesi, Indonesia

ABSTRACT

ABSTRACT:

Aims: This study aims to determine the factors that influence job satisfaction of Public Relations Section employees at the South Sulawesi Governor's Office. The variables in this study are Work Motivation (WM), Career Development (CD) and Employee Job Satisfaction (EJS).

Study design: This study is quantitative research.

Place and Duration of Study: Public Relations Section at the South Sulawesi Governor's Office, between January to September 2024.

Methodology: The sample in this study were all employees of the Public Relations Section at the South Sulawesi Governor's Office, which totaled 77 people. Data collection was carried out by distributing google forms which were then processed using the SEM PLS application. This tool can determine how well the built model matches the data and can produce complex and structured models.

Results: The results of bootstrapping testing on the variables of motivation and career development on employee job satisfaction respectively show a statistical t value of 4.155 and 3.618 which is greater than 1.96. Furthermore, the p value of motivation and career development is $0.000 < 0.05$. This means that both variables have a significant influence on employee job satisfaction.

Conclusion: Based on the results of the study, it can be concluded that Work Motivation and Career Development have a positive and significant effect on Employee Job Satisfaction in the Public Relations section of the South Sulawesi Governor's Office.

Keywords: Work Motivation, Career Development, Employee Job Satisfaction.

1. INTRODUCTION

Human Resources (HR) is a very important element in an organization. The journey in the process of achieving targeted goals makes HR a component that is expected to be sustainable in the long term (Pahira&Rinaldy, 2023). An institution needs to prioritize the quality of the human resources employed through the implementation of human resource management by organizing career development and providing work motivation while still paying attention to employee job satisfaction for maximum performance (Bahri & Nisa, 2017). Achievements during the career path taken by an employee as HR are obtained through hard work followed by motivational encouragement, either from fellow individual employees or from superiors (Fitriana, 2023).

Motivation is an encouragement that arises in a person so that it gives high enthusiasm in applying the skills and expertise possessed in order to achieve goals. If this motivation is possessed by an employee, this will help them in realizing the ideals of their institution (Wahyuni et al., 2023). When an employee has low motivation in carrying out a work activity, they will show less effective behavior than usual. For example, work becomes slow, work targets are not achieved, time in completing work increases, and more time is spent on activities outside of work (Djendoko, 2021).

Motivation is a very important factor in influencing behavior and achieving one's goals. The attitudes and values that individuals have are the main drivers in determining how much motivation they have. With strong motivation, a person will be more motivated to act and try to achieve the desired goals (Mahardhika, 2013). Work motivation significantly affects an employee's job satisfaction because it is considered an individual's drive in completing work and achieving targeted goals. Maslow's Need Hierarchy Theory explains that one of the indicators in a motivation is the need for safety and security which is certainly needed in the scope of work. When someone feels threatened or does not feel safe in completing their work, they will not feel comfortable, thus affecting employee job satisfaction in the agency.

Career development also affects employee job satisfaction in an institution. It's an effort made by human resources with the aim of improving themselves and increasing the effectiveness of one's work implementation so that they are able to make a good contribution in an agency (Sugijono, 2019). Career development or often referred to as life span - life space is related to the development of life towards one's social role. Those who are at a mature age are familiar with the behavior at work so that they have formed their own self-concept. Psychological and biological are formed in this process and will ultimately produce a self-concept, where when someone has done a job and they feel that it does not match the self-concept they have formed, then they will try to leave the job (Nugraheni et al., 2022).

Career development is a process that involves individual efforts to improve their skills, knowledge, and experience to achieve their career goals, while the organization also provides support and opportunities for this growth (Widyastuti&Riantisari, 2023). Furthermore, career development can be explained as a series of activities that aim to help employees increase their potential in order to occupy higher positions or achieve career goals that they have planned for the future (Putri, 2018).

Career development is a medium in developing the potential and ability of an employee in exploring their position or position while working. Faustino Cardoso Gomes has written that career development indicators are career planning and career management which, if implemented, can affect job satisfaction. When an employee has properly developed a career plan that he will continue in his position, he is able to determine what steps he needs to prepare and must complete. This if held will be able to provide good satisfaction to an employee at an agency. Through career development, it is hoped that employees can be motivated or encouraged in carrying out their duties.

The Ministry of Home Affairs has regulated protocol, which is a series of activities related to the rules in state events or other official events. This regulates the order of the place, the order of the ceremony, and the order of honor. The protocol itself has the right to organize a schedule of activities, accept guest visits both within the region, or outside the region. In addition, they are responsible for congratulating and or condolences on behalf of their superiors. However, this may not run smoothly if there is no motivation and career development for employees in an agency. Motivation can take the form of communication between superiors and subordinates or a good environment for employees that makes them more effective in completing their work. Career development is also important to implement

in an agency because it can measure the eligibility of employees so that they deserve to be retained in a position or not.

Job satisfaction is an important factor that influences employees' attitudes and behaviors towards their jobs and work environment. When employees are satisfied with their jobs, they tend to exhibit positive attitudes that include enthusiasm, dedication, and commitment to work. They are also more likely to actively participate in team work, collaborate with coworkers, and contribute creatively (Wiliandari, 2019). Job satisfaction not only includes a positive or negative evaluation of the current job, but also involves various attitudes and perceptions related to one's overall work experience (Bahri & Nisa, 2020). Job satisfaction is a form of expression of a person's feelings within the scope of work which contains the well-being of doing work. This is an interesting problem to research because it will benefit the interests of individuals, offices and agencies and be able to prevent employees' desire to move to other companies (Azhar et al., 2020). Employees who feel job satisfied will certainly have a good impact on the performance of the institution (Demircioglu, 2021; Jacobsen, Hansen, & Pedersen, 2023; Thuy & Phinaitrup, 2023).

The Public Relations Section at the South Sulawesi Governor's Office is the object of this research. The conditions in this field are considered to be less motivating for employees. Where the motivation obtained is freedom from threats in order to feel safe in carrying out work. While the environment which should be one of the factors of increasing employee motivation is actually an inhibiting factor in the implementation of work effectiveness. The time of work implementation is considered unfavorable to employees because it is often that the working hours exceed what they should be. Nevertheless, they still carry out their work to the extent of accomplishing their responsibilities. This makes job satisfaction in employees considered lacking in supporting the work process. This problem is exacerbated by the unavailability of career development for employees. Employees need to be given career development in the form of an assessment of their mastery of knowledge related to the work they do.

2. MATERIAL AND METHODS

This research is a type of quantitative research which in its implementation will complete the data statistically based on the results of the research conducted expressed in numerical or numerical form so that it can be measured. The research method includes variables which are divided into independent variables and dependent variables. The independent variable is a variable that will affect a change that occurs in the variable that is affected or called the dependent variable. The independent variables in this study are work motivation and career development. Whereas the dependent variable is a variable that is influenced by the independent variable so that it can produce changes in a study. The dependent variable in this study is employee job satisfaction. In this study, the sample was all employees in the Public Relations Section at the South Sulawesi Governor's Office with as many as 77 respondents (47 men & 30 women).

This study collects data through primary data sources obtained directly from research samples through filling out questionnaires and direct observation. To measure work motivation, indicators from Maslow (1954) were used. Career development is measured using indicators from Romlah (2020). Job satisfaction is measured using indicators from Bahri & Nisa (2020).

This research will conduct data analysis using Structural Equation Modeling Partial Least Square (SEM PLS). Outer model analysis is carried out to ensure that the measurement used is suitable for measurement (valid and reliable). There are several measurements in

this analysis, which include Convergent Validity, Discriminant Validity, Composite Reliability, Average Variance Extracted (AVE), Cronbach Alpha.

2.1. Convergent Validity

This test is to find the factor loading value on the latent variable with its indicators. The expected value is > 0.7 . However, in some studies, a value greater than 0.5 can be said to be valid (Truong & McColl, 2011; Hulland, 1999; Ertz, Karakas & Sarigollu, 2016; Hair et al., 2010)

2.2. Discriminant Validity

Discriminant validity is the value of the cross loading factor which is useful whether the construct has adequate discriminant. This is done by comparing the value of the intended construct must be greater than the value of other constructs. The cross loading value of each construct is evaluated to ensure that the correlation of the construct with the measurement item is greater than that of the other constructs.

2.3. Composite Reliability

Composite reliability is utilized to calculate the reliability value, and if it is greater than 0.7, it indicates that the build value is reliable.

2.4. Average Variance Extracted (AVE)

Average Variance Extracted (AVE) is the average variance that is at least 0.5.

2.5. Cronbach Alpha

Cronbach alpha is a calculation to prove the results of composite reliability where the minimum amount is 0.6.

Inner model analysis is used to test the relationship between latent constructs. There are several calculations in this analysis including R Square, Effect size (F square), Goodness of Fit (GoF).

Hypothesis testing is carried out to determine the direct effect between the independent variable and the dependent variable by bootstrapping analysis. Bootstrapping analysis is a process for assessing the level of significance or probability of direct influence. Hypothesis testing can be seen from the t-statistic value and probability value.

3. RESULTS AND DISCUSSION

3.1. Results

The Public Relations Section carries out information and public relations service activities, including information and public relations service planning, information services, institutional relations, personnel relations, and development of information and public relations services.

Based on gender, the respondents in this study were 47 men or 61% and 30 women or 39%. Seeing the work duties and functions of the Public Relations Section of the South Sulawesi Governor's Office, there are activities if carried out by women that will feel heavy, such as the activity of business trips out of town suddenly or trips that presumably require greater energy or it could be that the work environment is more dominated by men, so that more men need motivation and career development for the continuity of their work.

Based on the last level of education, 39 people who have a bachelor's degree are found in public relations employees because this is one of the requirements for acceptance of applicants as public relations employees. Bachelor's degree is considered as a person who

is able to carry out self-management and activity management which is presumably the main task and function of a public relations employee. A public relations employee requires good communication skills and good time management so that undergraduates are considered capable of meeting these criteria. Unlike the case with Masters, it will be slightly found because most of those who have the latest education at the Masters level will prefer to work in accordance with their fields which are more likely to lead to activities that are in line with the knowledge they have studied from undergraduate.

Based on the criteria for length of work, it is dominated by workers who have worked for two to three years. It is considered that people who have a long period of work of 2-3 years begin to realize the shortcomings and needs they feel during their time as a protocol. It could be that the motivation and career development he felt while working at the South Sulawesi Governor's Office was still insufficient.

Table 1. Loading Factor

Variable	Item	Loading Factor
Motivation (X1)	X1.1	0.740
	X1.2	0.553
	X1.3	0.570
	X1.4	0.731
	X1.5	0.701
	X1.6	0.747
	X1.7	0.695
	X1.8	0.610
	X1.9	0.660
	X1.10	0.771
	X1.11	0.721
Career Development (X2)	X.2.1	0.713
	X.2.2	0.833
	X.2.3	0.707
	X.2.4	0.807
	X.2.5	0.742
	X.2.6	0.585
	X.2.7	0.635
Employee Job Satisfaction (Y)	Y1.1	0.615
	Y1.2	0.733
	Y1.3	0.620
	Y1.4	0.791
	Y1.5	0.717
	Y1.6	0.514
	Y1.7	0.724
	Y1.8	0.750
	Y1.9	0.723
	Y1.10	0.687
	Y1.11	0.578
	Y1.12	0.795
	Y1.13	0.639
	Y1.14	0.707
	Y1.15	0.555
	Y1.16	0.668

Based on table 1, it was found that the average research variable indicator in this study has a loading factor value > 0.70. However, there are still several indicators that have a loading factor value < 0.70. However, according to Gozali (2006) the loading factor value of 0.50 to 0.60 is considered sufficient to meet the requirements of convergent validity. Therefore, all indicators in this study are declared valid.

Table 2. Cross Loading

	Employee Job Satisfaction (Y)	Motivation (X1)	Career Development (X2)
X1.1	0.567	0.740	0.603
X1.2	0.342	0.553	0.399
X1.3	0.504	0.570	0.430
X1.4	0.603	0.731	0.515
X1.5	0.516	0.701	0.407
X1.6	0.631	0.747	0.472
X1.7	0.417	0.695	0.416
X1.8	0.520	0.610	0.550
X1.9	0.478	0.660	0.585
X1.10	0.605	0.771	0.625
X1.11	0.517	0.721	0.521
X2.1	0.480	0.444	0.713
X2.2	0.665	0.617	0.833
X2.3	0.511	0.421	0.707
X2.4	0.677	0.624	0.807
X2.5	0.502	0.479	0.742
X2.6	0.491	0.652	0.585
X2.7	0.477	0.459	0.635
Y1.1	0.615	0.399	0.446
Y1.2	0.733	0.569	0.545
Y1.3	0.620	0.387	0.517
Y1.4	0.791	0.715	0.623
Y1.5	0.717	0.576	0.569
Y1.6	0.514	0.342	0.434
Y1.7	0.724	0.438	0.379
Y1.8	0.750	0.544	0.564
Y1.9	0.723	0.713	0.547
Y1.10	0.687	0.623	0.447
Y1.11	0.578	0.354	0.469
Y1.12	0.795	0.643	0.661
Y1.13	0.639	0.491	0.464
Y1.14	0.707	0.465	0.520
Y1.15	0.555	0.292	0.426
Y1.16	0.668	0.560	0.602

Discriminant validity is the value of the cross loading factor which is useful whether the construct has adequate discriminant. To measure the useful factor cross loading value whether the construct has adequate discriminant. Cross loadings are a measure that shows the outer loadings of indicators on the related constructs must be greater than the cross loading values on other constructs. Based on the results of statistical tests (table 2), it is found that all outer loadings of indicators on related constructs are greater than the cross-

loading values on other constructs. It can be concluded that all constructs have good discriminant validity.

Composite reliability is used to measure the reliability value that if > 0.7 then the construct value has a high reliability value. The following is the composite reliability value of each variable:

Table 3. Composite Reliability Value

Variable	Composite Reliability
Motivation	0.906
Career Development	0.883
Employee Job Satisfaction	0.932

Based on the data presentation in table 3, it is known that each variable has a composite reliability value > 0.70 . Therefore, it can be stated that all variables fulfill composite reliability.

Table 4. Average Variance Extracted (AVE)

Variable	AVE
Motivation	0.506
Career Development	0.522
Employee Job Satisfaction	0.510

Based on the results in table 4, it is known that each variable has an AVE value > 0.50 , therefore the average variance extracted value has been met.

Table 5. Cronbach Alpha

Variable	Cronbach Alpha
Motivation	0.886
Career Development	0.844
Employee Job Satisfaction	0.922

Based on the statistical results in table 5, it is known that each variable has a Cronbach alpha value > 0.70 . Therefore, it can be stated that all variables have a high level of reliability.

Table 6. R Square

Variable	R Square	R Square Adjusted
Employee Job Satisfaction	0.676	0.668

Based on the data in table 6, it is known that the R square value on the employee job satisfaction variable is 0.676 which is in the strong category. So, it can be seen that changes in employee job satisfaction variations can be explained by motivation and career development variables by 67.6%. The rest is influenced by other variables not examined in this study.

Table 7. F Square

	Motivation	Career Development	Employee Job Satisfaction
Motivation			0.289
Career Development			0.260
Employee Job Satisfaction			

Based on the data in table 7, it is known that the effect size of the motivation variable on employee job satisfaction has a value of 0.289. This indicates that the motivation variable has a moderate influence on the employee job satisfaction variable. Furthermore, the effect size of the career development variable on employee job satisfaction has a value of 0.260, which means that the career development variable has a moderate influence on employee job satisfaction.

Goodness of Fit to measure the overall fit of the model in PLS. Gof values are 0.00-0.24 (small), 0.25-0.37 (medium), 0.38-1 (high). Following is the GoF measurements in this study:

$$GoF = \sqrt{AVE \times R Square}$$

$$GoF = \sqrt{0.485 \times 0.676}$$

$$GoF = \sqrt{0.32786}$$

$$GoF = 0.572590604$$

From the results of the calculations that have been carried out, it is known that the GoF value is 0.572590604, this value is included in the high category so that it can be concluded that the suitability of the model in PLS is quite high.

Table 8. Direct Effect

Variable	Originality	Mean	STDEV	T Statistic O/STDEV	P Value
M -> EJS	0.453	0.473	0.109	4.155	0.000
CD -> EJS	0.430	0.421	0.119	3.618	0.000

Based on Table 8, it is known that the results of testing the motivation variable on employee job satisfaction show a statistical t value of 4.155 > 1.96 and a p value of 0.000 < 0.05. Hence, motivation has a positive and significant effect on employee job satisfaction. And the results of testing the career development variable on employee job satisfaction show a statistical t value of 3,618 > 1.96 and a p value of 0.000 < 0.05. Therefore, career development has a positive and significant effect on employee job satisfaction.

3.2. Discussion

The results in this study are in line with the theory proposed by Abraham Maslow, that humans will feel motivated if their five needs are met, including physiological needs, security needs, social needs, appreciation needs, and self-actualization needs. Based on research conducted by researchers related to motivation to job satisfaction, based on respondents' responses, motivation to employees greatly affects job satisfaction.

Based on the responses of respondents to the questionnaire given, in the motivation variable (Maslow, 1954), related to physical and biological indicators, the dominant respondent expressed agreement with the statement given. This means that the Public Relations Office is able to meet food needs, a comfortable place during breaks, and the provision of leave in accordance with applicable regulations. Regarding the safety and security indicator, the dominant respondents agreed that the office covers their health insurance, has a conducive work environment and covers employee safety with the provision of employment insurance. In terms of the indicator of the need for appreciation, the dominant respondent agreed that the office gives awards both verbally and non-verbally when employees have completed their tasks well. However, there were several respondents who expressed their disagreement. Some employees feel that the work motivation provided by the hall office is still lacking so that employee job satisfaction also decreases.

The results of bootstrapping testing on career development variables on employee job satisfaction show a statistical t value of $3.618 > 1.96$. This means that career development has a positive effect on employee job satisfaction. And the p value is $0.000 < 0.05$. This means that career development has a significant influence on employee job satisfaction. If career development is improved, employee job satisfaction with the company will also increase. It can be concluded that career development has a positive and significant effect on employee job satisfaction.

In this study, the career development in mind focuses on career planning based on the suitability of interests and expertise so that the results in this study are in line with Donald Super's theory, where he emphasizes the importance of alignment between careers and individual self-concepts, which include interests, values, and expertise. According to Super, individuals will feel more satisfied with their work if the career they choose allows them to express themselves and use their skills fully. Career development that matches interests and skills will make employees feel their work is meaningful and fulfilling (Kerr, 2022).

Based on respondents' responses on career development variables (Romlah, 2020), especially related to career planning indicators, the majority of respondents agreed with the statements submitted by researchers. This shows that the Public Relations Office is able to fulfill the suitability between the interests and expertise of employees and the work they do. Thus, career planning in the office has been successful in placing employees according to their abilities and interests, which in turn can increase work effectiveness and employee satisfaction with their jobs (Arif, Arsad, & Abdullah, 2022).

Regarding career management indicators (Bahri & Nisa, 2020), the majority of respondents agreed with the statements submitted by researchers. This shows that the office has successfully integrated career management with human resource planning. With this integration, employee career development becomes more focused and aligned with organizational needs, which in turn can increase efficiency and effectiveness in managing human resources in the office (Merchant J, 2010). However, there are still some respondents who expressed their disagreement so that some employees feel that the career development provided by the office is still uneven for all employees. This can be improved by evaluating training and development needs and improving technology and career development platforms that are useful for ensuring transparency in employee career development.

4. CONCLUSION

Based on the results of research and discussion in this study regarding the effect of motivation and career development on employee job satisfaction, the following conclusions can be drawn:

1. Work Motivation has a positive and significant effect on employee job satisfaction in the Public Relations Section at the South Sulawesi Governor's Office.
2. Career Development has a positive and significant effect on employee job satisfaction in the Public Relations Section at the South Sulawesi Governor's Office.

Disclaimer (Artificial intelligence)

Option 1:

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc.) and text-to-image generators have been used during the writing or editing of this manuscript.

REFERENCES

1. Arif, M., Arsad, S., & Abdullah, M.B. (2022). The Effect of Managerial Ability and Career Planning on Job Satisfaction and Its Impact on Employee Performance. *International Journal of Economics Development Research (IJEDR)*.
2. Azhar, M. E., Nurdin, D. U., & Siswadi, Y. (2020). The Effect of Work Discipline and Compensation on Employee Job Satisfaction. *Jurnal Humaniora: Jurnal Ilmu Sosial, Ekonomi dan Hukum*, 4(1), 46–60. <https://doi.org/10.30601/humaniora.v4i1.422>
3. Bahri, S., & Nisa, Y. C. (2017). The Effect of Career Development and Work Motivation on Employee Job Satisfaction (BPJS Ketenagakerjaan Belawan Branch). *Jurnal Ilmiah Manajemen & Bisnis*, 18(1), 9–15.
4. Demircioglu, M. A. (2021). Sources of innovation, autonomy, and employee job satisfaction in public organizations. *Public Performance & Management Review*, 44(1), 155-186.
5. Djendoko, D. (2018). The Influence of Work Motivation on Employee Performance. 7–18. <http://dewey.petra.ac.id>.
6. Ertz, M., Karakas, F., & Sarigöllü, E. (2016). Exploring pro-environmental behaviors of consumers: An analysis of contextual factors, attitude, and behaviors. *Journal of business research*, 69(10), 3971-3980.
7. Fitriana, A. (2023). The Role of Transformational Leadership in Improving Work Motivation and Employee Performance. *Journal of Informatics, Economics, and Business*. Vol 5, 1409–1414. <https://doi.org/10.37034/infec.v5i4.743>
8. Ghozali, I. (2006). *Application of Multivariate Analysis with SPSS Program (4th Edition)*. Semarang: Diponegoro University Publishing Agency.
9. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis (7th Edition)*. NJ: Prentice Hall
10. Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: A review of four recent studies. *Strategic management journal*, 20(2), 195-204.
11. Jacobsen, C. B., Hansen, A. K. L., & Pedersen, L. D. (2023). Not too narrow, not too broad: Linking span of control, leadership behavior, and employee job satisfaction in public organizations. *Public Administration Review*, 83(4), 775-792.
12. Kerr, P. (2022). Career development or career delay? Postdoctoral fellowships and the de-professionalizing of academic work in South African universities. *British Journal of Sociology of Education*, 43, 550 - 565.
13. Mahardhika, D.H.R.(2013). The Influence of Work Motivation on Employee Performance (Employee Survey at PT. Axa Financial Indonesia Sales Office Malang). *Human Resource Management in Higher Education*, III, 59–81.
14. Maslow A.H. (1954) *Motivation and Personality*. Harper and Row, New York.
15. Merchant Jr, R. C. (2010). The role of career development in improving organizational effectiveness and employee development. *Florida Department of Law Enforcement*, 1(2), 1-17.
16. Nugraheni, R. T. H., Winarsunu, T., & Pertiwi, R. E. (2022). The influence of career development on employee turnover intention. *Cognicia*, 10(2), 99–105. <https://doi.org/10.22219/cognicia.v10i2.22466>
17. Pahira, S. H., & Rinaldy, R. (2023). The Importance of Human Resource Management (HRM) in Improving Organizational Performance. *COMSERVA: Journal of*

- Research and Community Service, 3(03), 810–817.
<https://doi.org/10.59141/comserva.v3i03.882>
18. Putri, E. R. (2018). The Influence of Career Development and Motivation on Employee Performance at the DompotDhuafa Free Health Institution (LKC DD). *Gender and Development*, 120(1), 1–22.
19. Romlah, S. (2020). The Effect of Motivation and Career development on Employee Performance in the Mantri Section of KSP Bangun Jaya in Bandung.. <https://epub.imandiri.id/repository/docs/TaSkripsi>
20. Sugijono. (2019). Employee Career Development in Human Resource Management. *Orbith*, 12(3), 167–177.
21. Thuy, N. T. T., &Phinaitrup, B. A. (2023). The effect of public service motivation on job performance of public servants in Vietnam: The role of mediation of job satisfaction and person-organization fit. *International Journal of Public Administration*, 46(5), 326-343.
22. Truong, Y., & McColl, R. (2011). Intrinsic motivations, self-esteem, and luxury goods consumption. *Journal of retailing and consumer services*, 18(6), 555-561.
23. Widyastuti, E., &Riantisari, R. (2023). Analysis of Human Resource Development at the Klaten Regency Education Office. *Journal of Management*, 13(1), 82–88.
24. Wiliandari, Y. (2015). Employee Job Satisfaction. University of Mataram, October, 81–95.