

The Effect of Work Facilities, Work Discipline, and Remuneration on Job Satisfaction

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Abstract

Human Resource Management (HRM) is not just about the workforce but also the driving force that determines the direction and achievement of organizational goals. Competent, skilled, and motivated human resources have the potential to create innovations, enhance efficiency, and solve various challenges faced by the organization. This study aims to examine the effect of work facilities, work discipline, and remuneration on job satisfaction among religious counselors at the Ministry of Religious Affairs in Banyuwangi Regency. This research uses a quantitative verification method to test the hypotheses formulated beforehand. The data used is primary data collected through questionnaires distributed to 55 respondents consisting of religious counselors at the Ministry of Religious Affairs in Banyuwangi Regency. Data analysis was conducted using the t-test to examine the partial effects and the F-test to assess the simultaneous effect. The results show that (1) work facilities have a partial effect on job satisfaction, meaning that the better the provided work facilities, the higher the job satisfaction among religious counselors; (2) work discipline also has a partial effect on job satisfaction, indicating that good work discipline can improve job satisfaction; (3) remuneration has a partial effect on job satisfaction, suggesting that fair and timely remuneration contributes to job satisfaction; (4) work facilities, work discipline, and remuneration have a simultaneous effect on job satisfaction among religious counselors at the Ministry of Religious Affairs in Banyuwangi Regency. This study recommends improving work facilities, strengthening work discipline, and ensuring a fair and timely remuneration system to enhance job satisfaction among religious counselors.

Keywords: Work Facilities, Work Discipline, Remuneration, Job Satisfaction

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Received: 04-04-2025

Revised: 15-05-2025

Accepted: 20-06-2025

Published: 30-06-2025



1. Introduction

Human resources (HR) are a vital element in the success of any public organization. Their role is crucial in achieving organizational goals and fulfilling the core functions entrusted to the institution (Rizki & Sulistyan, 2022). The quality of HR is not only measured by technical skills or knowledge but also by the ability to collaborate, adapt to change, and demonstrate a strong sense of responsibility in delivering public services (Berman et al., 2021; Agustian et al., 2023). Effective human resource management within public institutions involves several aspects, such as recruitment, training, career development, and the provision of appropriate rewards or incentives (Onavwie et al., 2023). When employees are motivated and professional, the organization can perform its duties more effectively, improve service quality, and achieve outcomes that benefit society (Riyanto et al., 2021).

In the context of public administration, HR is viewed as the most valuable asset of an organization. Employees are not merely workers but key drivers who determine the direction and achievement of institutional objectives (Faugoo, 2024). Competent, skilled, and motivated personnel have the potential to create innovation, enhance efficiency, and address various organizational challenges (Kemraj, 2023; Srihita et al., 2025). Sound HR management practices — including empowerment, capacity building, and career advancement — can maximize employee potential and yield positive impacts on overall organizational performance (Quader, 2024). Conversely, poorly managed HR can hinder organizational growth and reduce employee morale (Mabindisa & Legoabe, 2021).

The Ministry of Religious Affairs of the Republic of Indonesia (MORA) plays a significant role in managing religious affairs across the nation. As a public institution, MORA is responsible for regulating, supervising, and facilitating activities related to religion, including religious education, community guidance, and other faith-based

services. One of its key components is the religious counselor (*penyuluh agama*), who serves as an agent of social and spiritual transformation by promoting moral values, fostering religious understanding, and supporting social harmony within communities.

Religious counselors are expected to provide guidance, education, and counseling to the public on correct religious teachings while also promoting tolerance and preventing potential conflicts arising from religious differences. Their duties require not only religious knowledge but also strong communication skills and the ability to educate and influence community behavior positively. Moreover, counselors act as intermediaries between the government and society, disseminating programs and policies such as zakat management, hajj services, and religious education.

In Banyuwangi Regency, East Java, approximately 190 religious counselors—both civil servants and non-civil servants serve under the local office of the Ministry of Religious Affairs. Their primary mission is to nurture religious moderation, harmony, and moral integrity among the community. However, preliminary observations reveal that several challenges still affect their job satisfaction, particularly concerning work facilities, remuneration, and work discipline.

Interviews and field observations conducted from September 11–13, 2024, at the Banyuwangi MORA Office indicated that many counselors perceived their incentives and remuneration as inadequate compared to their workload and responsibilities. Furthermore, limited work facilities, such as transportation support, often forced counselors to use personal vehicles during field activities. Another critical issue was discipline, including tardiness, absenteeism, and early departures. Documentation data on discipline from February to April 2025 showed fluctuating yet consistently high rates of lateness and absenteeism, signaling ongoing problems in attendance and compliance that could hinder work performance and service delivery.

Job satisfaction among religious counselors is essential because it directly influences the quality of public religious services. Job satisfaction encompasses feelings of meaningfulness in one's work, fair compensation, support from supervisors, and harmonious relationships with colleagues. When these factors are adequately fulfilled, counselors are more likely to exhibit strong motivation, commitment, and enthusiasm in performing their duties. Conversely, low job satisfaction can lead to decreased dedication, reduced performance, and weaker engagement in community service.

Several key factors are believed to influence job satisfaction among religious counselors, including remuneration, work facilities, and work discipline. Adequate compensation, sufficient facilities, and strong self-discipline can enhance motivation and overall job satisfaction. Furthermore, opportunities for self-development, such as training and capacity-building programs, also contribute to employees' sense of fulfillment and commitment to their profession.

Nevertheless, previous research has revealed inconsistent findings regarding the relationship between these variables and job satisfaction. Some studies found that work facilities significantly affect job satisfaction, while others reported no significant influence. Similar inconsistencies appear in studies on work discipline and remuneration, where some found positive and significant effects, while others did not. These mixed results suggest that contextual factors—such as organizational culture, management practices, and work environment—may play a role in moderating these relationships.

Considering these research gaps, the present study aims to examine the influence of work facilities, work discipline, and remuneration on job satisfaction among religious counselors at the Ministry of Religious Affairs Office in Banyuwangi Regency. This research is expected to provide empirical evidence to strengthen the understanding of human resource management in public organizations and offer practical recommendations for improving employee satisfaction and performance in religious service institutions.

2. Methods

This study employed a quantitative explanatory research design to examine the influence of work facilities, work discipline, and remuneration on job satisfaction among religious counselors at the Ministry of Religious Affairs Office in Banyuwangi Regency. The quantitative approach was chosen because it allows for hypothesis testing through statistical analysis to determine the strength and direction of relationships between variables. The population in this study consisted of 190 religious counselors, including both civil servants (ASN) and non-civil servants (Non-ASN). The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 127 respondents. Sampling was conducted using a proportionate random sampling technique to ensure proportional representation of both ASN and Non-ASN groups.

This research used both primary and secondary data. Primary data were obtained directly from respondents through a structured questionnaire, while secondary data were collected from institutional documents, official reports, and previous studies related to employee satisfaction and human resource management within the Ministry of Religious Affairs. The questionnaire consisted of closed-ended questions measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). In addition, interviews and observations were

conducted with selected respondents to obtain supporting information, and documentation from internal records such as attendance reports and performance evaluations was used to complement the data.

The research involved four main variables: work facilities, work discipline, remuneration, and job satisfaction. Work facilities were measured by indicators such as equipment adequacy, work environment, and accessibility; work discipline was assessed through attendance, compliance with regulations, punctuality, and responsibility; remuneration was measured through fairness, adequacy, and suitability with workload; and job satisfaction was evaluated through satisfaction with the job itself, salary, supervision, and work relationships. Each indicator was translated into several questionnaire items measured using the Likert scale to quantify respondents' perceptions objectively.

Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS software. This method was chosen because it allows simultaneous testing of multiple causal relationships and is suitable for complex models involving both reflective and formative constructs. The analysis process included descriptive statistics to summarize respondent characteristics and variable tendencies, measurement model testing to assess validity and reliability, and structural model testing to evaluate the significance of relationships between variables through path coefficients and t-statistics. The coefficient of determination (R^2) was also examined to determine the explanatory power of the independent variables on job satisfaction. Instrument testing was carried out prior to analysis to ensure data quality. Validity testing confirmed that each questionnaire item measured the intended construct, while reliability testing using Cronbach's Alpha and Composite Reliability showed that all variables met the minimum threshold value of 0.7, indicating that the research instrument was both valid and reliable.

3. Results and Discussion

The Results and Discussion section presents the research findings and interprets them in relation to the study objectives. This section integrates descriptive statistics and hypothesis testing to provide a comprehensive understanding of the respondents' characteristics, levels of work facilities, work discipline, remuneration, and job satisfaction, as well as the relationships between these variables. The discussion further examines how these results confirm or contrast with previous research and theoretical expectations.

The following table shows the characteristics of the respondents based on gender, age, education, and length of service. It provides an overview of the demographic and professional profiles of the 55 religious counselors at the Ministry of Religious Affairs Office in Banyuwangi Regency, highlighting factors that influence their job satisfaction.

Table 1. shows the respondent characteristics based on age, gender, education, and length of service.

Variable	Item	Frequency	Percentage (%)
Gender	Man	40	72,7
	Women	15	27,3
Age	1-30 Years	5	9,1
	30-35 Years	9	16,4
	36-40 Years	3	5,5
	41-45 Years	7	12,7
	> 45 Years	31	56,4
Education	S1	53	96,4
	S2	2	3,6
Work Experience	< 5 Years	37	67,3
	>10 Years	18	32,7

Source: Primary data processed (2025)

Based on the data collected, the majority of religious counselors at the Ministry of Religious Affairs Office in Banyuwangi Regency are over 45 years old, totaling 31 individuals or 56.4%, indicating that most have considerable experience in carrying out their duties. The second largest age group is 30–35 years, consisting of 9 individuals or 16.4%, followed by those aged 41–45 years with 7 individuals or 12.7%. Meanwhile, counselors aged 1–30 years account for 5 individuals or 9.1%, and those in the 36–40 year range are 3 individuals or 5.5%. Regarding gender, the majority of counselors are male, totaling 40 individuals or 72.7%, while female counselors account for 15 individuals or 27.3%, suggesting that religious duties in the region are predominantly carried out by men.

Concerning work tenure, most respondents are relatively new in their positions, with 37 individuals or 67.3% having less than 5 years of service, while 18 individuals or 32.7% have more than 10 years of experience, indicating that experienced counselors still play an important role in religious guidance. In addition, most ASN employees in this group are PPPK, adding variation in employment status. From an educational perspective, the

majority of counselors hold a Bachelor's degree (S1), totaling 53 individuals or 96.4%, while only 2 individuals or 3.6% have a Master's degree (S2). This shows that nearly all counselors meet the higher education qualifications required for professional competence in religious duties, and the presence of counselors with an S2 background adds further value in enhancing the quality of religious guidance in Banyuwangi Regency.

This section presents the respondents' responses to each research variable. The data were collected using a structured questionnaire, and the results provide an overview of how respondents perceive work facilities, work discipline, remuneration, and job satisfaction. The analysis helps to understand the level of each variable and serves as a basis for further statistical testing.

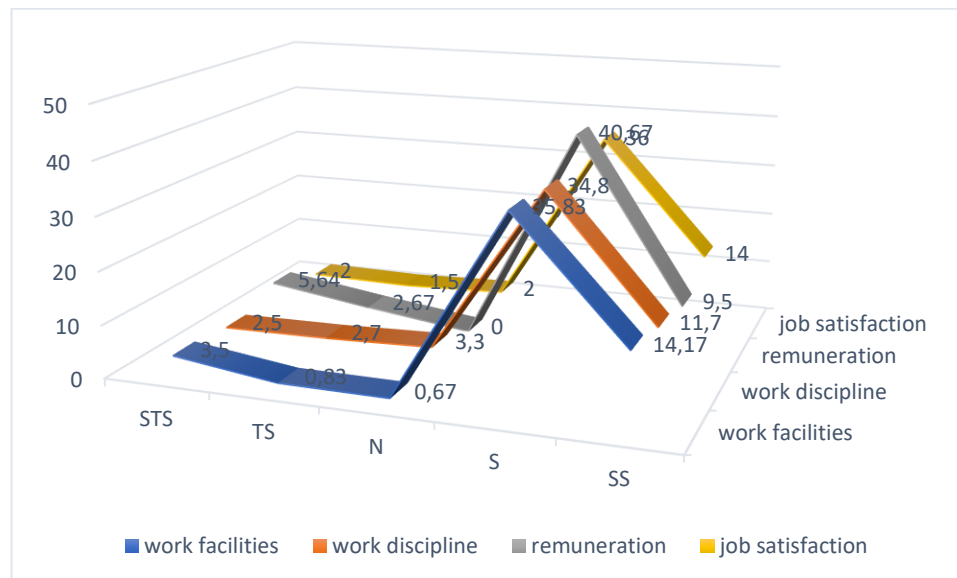


Figure 1. Respondents' Responses to the Variables
Source: Primary data processed (2025)

The figures show that most respondents agreed with all statement items for each variable. For work facilities, the highest agreement was for "The provided work equipment helps improve my productivity," indicating that facilities support their work. For work discipline, respondents mostly agreed that they "have no difficulty following instructions from supervisors," reflecting adherence to guidance. Regarding remuneration, the statement "I am confident that my severance or pension rights will be provided on time" received the highest agreement, showing trust in timely benefits. For job satisfaction, the statement "My coworkers always support and help me in my work" had the highest agreement, indicating satisfaction reflected in positive colleague relationships.

The instrument tests show that all items are valid according to the Product Moment test and reliable according to Cronbach's alpha (work facility 0.973, work discipline 0.951, work remuneration 0.885, job satisfaction 0.973). Classical assumption tests indicate that the data meet all regression requirements: normal distribution (PP-Plot), no multicollinearity (tolerance > 0.1, VIF < 10), and no heteroscedasticity (scatterplot).

The multiple linear regression results show a positive constant (6.943), with coefficients indicating that work facility (0.243), work discipline (0.210), and remuneration (0.480) all positively affect job satisfaction. The adjusted R^2 of 0.781 indicates that 78.1% of the variation in job satisfaction is explained by these variables, with 21.9% influenced by other factors. Hypothesis tests show that each variable has a significant partial effect (t -values > 2.008), and the three variables together have a significant simultaneous effect on job satisfaction ($F = 65.177 > 2.19$).

4. Conclusion

The findings of this study indicate that work facilities, work discipline, and remuneration exert significant partial and simultaneous effects on the job satisfaction of religious counselors at the Ministry of Religious Affairs, Banyuwangi Regency. Adequate facilities, structured disciplinary practices, equitable and timely remuneration, and supportive interpersonal relationships collectively enhance job satisfaction. These results have managerial implications, suggesting that the Ministry should strategically maintain and optimize these factors to improve counselor performance and organizational outcomes. From a methodological perspective, future research may benefit from integrating qualitative approaches, incorporating additional variables such as work environment, leadership style, and motivation, or employing moderating and mediating analyses to gain a deeper understanding of the determinants of job satisfaction.

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