

# An Analysis of the Factors Determining Job Satisfaction among Civil Servant Family Planning Instructors at the Office of Women's Empowerment, Child Protection, Population Control, and Family Planning (DP3AP2KB) of Bogor Regency.

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**Abstract:** Job satisfaction plays a vital role in determining employee performance and organizational effectiveness, particularly among Civil Servant Family Planning Instructors who are responsible for achieving population control and family welfare targets. In Bogor Regency, the relatively low achievement of family planning program outcomes indicates potential issues related to job satisfaction. This study aims to analyze the factors determining job satisfaction among Civil Servant Family Planning Instructors at the Office of Women's Empowerment, Child Protection, Population Control, and Family Planning (DP3AP2KB) of Bogor Regency. The examined factors include salary, coworker relationships, workload, and career development, with career development positioned as an intervening variable. This research employed a quantitative descriptive approach involving 118 civil servant instructors distributed across 40 districts in Bogor Regency. Data were collected using structured questionnaires and analyzed through multiple regression analysis and Sobel tests to assess both direct and indirect effects among variables. The findings reveal that salary, coworker relationships, workload, and career development have positive and statistically significant effects on job satisfaction. Furthermore, career development significantly mediates the relationship between salary, coworker relationships, workload, and job satisfaction, indicating its strategic role in strengthening employee satisfaction. These results underscore the importance of fair compensation, supportive work relationships, manageable workloads, and clear career advancement opportunities in enhancing job satisfaction among family planning instructors. This study contributes to the public sector human resource management literature by providing empirical evidence on the determinants of job satisfaction among civil servant instructors and offers practical insights for DP3AP2KB in formulating policies to improve employee satisfaction and program performance.

**Keywords :** Job Satisfaction; Salary; Coworker Relationships; Workload; Career Development

## 1. Introduction

Job satisfaction has long been recognized as a central issue in human resource management, as it directly affects employee performance, organizational commitment, absenteeism, and service quality. In public sector organizations, particularly those delivering essential social services, employee job satisfaction becomes even more critical because it influences not only internal organizational outcomes but also broader societal welfare. Civil servants are expected to perform their duties professionally, efficiently, and responsively in accordance with public accountability principles. However, when job satisfaction is low, public service delivery often suffers, resulting in unmet program targets and declining organizational effectiveness.

In the context of population control and family development, Family Planning (FP) Instructors play a strategic role in implementing national population and family welfare policies. In Indonesia, FP Instructors are frontline civil servants responsible for providing education, counseling, and community empowerment related to family planning, reproductive health, and population control programs. Their performance is essential to achieving the objectives outlined in national regulations, including balanced population growth and improved family quality. Consequently, understanding the factors that shape job satisfaction among FP Instructors is a critical concern for policymakers and public sector managers.

Despite the strategic importance of FP Instructors, empirical evidence indicates that job satisfaction among public sector employees, particularly in population and family planning institutions, remains uneven across regions in Indonesia. Several studies have reported moderate to low levels of job satisfaction among civil servants working in women empowerment and family planning agencies,

especially in West Java Province. These variations suggest that contextual and organizational factors play a decisive role in shaping employees' attitudes toward their work. However, existing studies often focus on general civil servants or healthcare workers, while empirical research specifically examining FP Instructors remains limited.

Bogor Regency represents a particularly important case for analysis. As the most populous regency in Indonesia, Bogor serves more than 5.6 million residents across 40 districts. However, the number of FP civil servant instructors is relatively small, creating a high service burden for each instructor. In recent years, the achievement of family planning program targets in Bogor Regency has remained far below the expected performance standards set by the national family planning authority. This persistent gap between targets and realization raises concerns regarding organizational capacity and employee well-being, including the level of job satisfaction among FP Instructors.

From a human resource perspective, low job satisfaction is frequently associated with increased absenteeism, decreased motivation, and reduced work effectiveness. Empirical observations within DP3AP2KB Bogor Regency indicate rising levels of employee absence due to sickness, leave, and unexcused absences, suggesting potential dissatisfaction with working conditions. Such patterns reinforce the importance of examining job satisfaction as a key explanatory variable behind suboptimal organizational performance in family planning services.

Theoretically, job satisfaction reflects an individual's emotional response to their job and work environment. According to organizational behavior theory, job satisfaction is influenced by both intrinsic and extrinsic factors, including compensation, interpersonal relationships, workload, career advancement opportunities, and organizational support. Herzberg's Two-Factor Theory provides a foundational framework for understanding job satisfaction by distinguishing between hygiene factors, such as salary and working conditions, and motivator factors, such as achievement, recognition, and career development. While hygiene factors prevent dissatisfaction, motivator factors actively enhance job satisfaction and employee engagement.

In the public sector, salary remains a fundamental determinant of job satisfaction, as it reflects perceived fairness, economic security, and recognition of work contributions. Several studies have confirmed that adequate and equitable compensation positively influences job satisfaction among civil servants. Nevertheless, salary alone is insufficient to sustain long-term satisfaction, particularly in service-oriented roles that involve high workloads and emotional labor, such as FP instructors.

Coworker relationships represent another critical dimension of job satisfaction. Supportive interpersonal relationships foster collaboration, reduce work-related stress, and enhance employees' sense of belonging within the organization. Prior studies show that positive coworker relationships significantly improve job satisfaction, although some empirical findings report inconsistent results, indicating that the impact of social relationships may vary depending on organizational culture and job characteristics.

Workload is also a crucial factor shaping job satisfaction, especially in public service organizations facing personnel shortages. Excessive workloads can lead to job stress, burnout, and declining job satisfaction, whereas manageable workloads support work-life balance and sustained performance. For FP Instructors in Bogor Regency, the imbalance between the number of instructors and the size of the population served suggests a potentially excessive workload, which may negatively affect job satisfaction if not properly managed.

Career development has increasingly been recognized as a strategic factor influencing job satisfaction in public organizations. Clear career paths, promotion opportunities, and professional development programs enhance employees' motivation and long-term commitment. In the context of civil service systems, career development not only serves as a motivator but also strengthens employees' perceptions of organizational fairness and future prospects. However, empirical studies on

the role of career development in job satisfaction have produced mixed results, with some studies reporting significant positive effects and others finding no direct influence.

These inconsistencies in previous findings highlight the need for further empirical investigation, particularly by examining career development as a mediating variable. Career development may function as an intervening mechanism that strengthens or weakens the relationship between extrinsic factors (salary, coworker relationships, and workload) and job satisfaction. Understanding this mediating role is especially relevant in public sector contexts, where formal career systems and promotion structures strongly shape employee perceptions.

Despite growing interest in job satisfaction research, studies focusing on FP civil servant instructors in Indonesia remain scarce, particularly those employing mediation analysis to explore indirect relationships among key variables. Most existing studies examine job satisfaction in isolation or focus on healthcare professionals and general administrative staff. Consequently, there is a clear research gap regarding the specific determinants of job satisfaction among FP Instructors, especially within highly populated regions such as Bogor Regency.

This study seeks to address this gap by analyzing the factors determining job satisfaction among FP civil servant instructors at DP3AP2KB Bogor Regency. Specifically, this research examines the direct effects of salary, coworker relationships, and workload on job satisfaction, as well as the mediating role of career development. By adopting a quantitative approach and employing mediation analysis, this study aims to provide a more comprehensive understanding of how organizational and individual factors interact to shape job satisfaction in public family planning institutions.

The findings of this study are expected to contribute to the public sector human resource management literature by offering empirical evidence from a developing country context and a specific public service sector that has received limited scholarly attention. Practically, the results are expected to provide valuable insights for DP3AP2KB policymakers and managers in formulating evidence-based strategies to improve job satisfaction, enhance employee performance, and ultimately increase the effectiveness of family planning programs in Bogor Regency.

## **2. Research Methodology**

### **2.1 Research Design and Approach**

This study employed a quantitative descriptive research design to examine the factors determining job satisfaction among Civil Servant Family Planning Instructors at the Office of Women's Empowerment, Child Protection, Population Control, and Family Planning (DP3AP2KB) of Bogor Regency. A quantitative approach was selected to enable statistical testing of the relationships among variables and to provide empirical evidence regarding both direct and indirect effects. The research model was developed based on Herzberg's Two-Factor Theory, positioning salary, coworker relationships, and workload as independent variables, career development as an intervening variable, and job satisfaction as the dependent variable.

### **2.2 Research Site and Population**

The research was conducted at DP3AP2KB Bogor Regency, located in Cibinong District, West Java, Indonesia. The population of this study consisted of all Civil Servant Family Planning Instructors (ASN Penyuluh KB) officially registered at DP3AP2KB Bogor Regency. At the time of the study, the total population comprised 118 civil servants, who were actively assigned across 40 districts within Bogor Regency. Given the relatively small and manageable population size, the entire population was included in the study.

### 3.3 Sampling Technique and Sample Size

This study applied a non-probability sampling technique, specifically saturated sampling (census method), in which all members of the population were selected as research respondents. Consequently, the sample size was identical to the population, totaling 118 respondents. The use of saturated sampling ensured comprehensive representation and eliminated sampling bias, thereby increasing the internal validity of the study findings.

### 3.4 Research Variables and Operational Definitions

The study involved five main variables, which were operationalized as follows:

#### Independent Variables:

1. Salary (X1) – employees' perceptions of compensation adequacy, fairness, and consistency with workload and responsibilities.
2. Coworker Relationships (X2) – the quality of interpersonal relationships, cooperation, communication, and mutual support among colleagues.
3. Workload (X3) – the perceived volume, complexity, and time pressure associated with assigned tasks.

#### Intervening Variable:

Career Development (Z) – opportunities for promotion, training, skill enhancement, and professional growth.

#### Dependent Variable:

Job Satisfaction (Y) – employees' overall affective evaluation of their work, encompassing satisfaction with tasks, environment, and organizational support.

All variables were measured using indicators adapted from prior validated studies and aligned with the public sector employment context.

### 2.5 Data Collection Method

Primary data were collected using a structured questionnaire administered directly to respondents. The questionnaire employed a five-point Likert scale, ranging from 1 ("strongly disagree") to 5 ("strongly agree"), to capture respondents' perceptions of each variable. Prior to data analysis, the questionnaire items were tested for validity and reliability to ensure measurement accuracy and consistency.

### 2.6 Instrument Validity and Reliability Testing

Instrument validity was assessed using Pearson Product–Moment correlation analysis, where an item was considered valid if its correlation coefficient exceeded the critical r-value at a significance level of 0.05. Reliability testing was conducted using Cronbach's Alpha coefficient, with a threshold value of  $\alpha > 0.60$ , indicating acceptable internal consistency. All research variables demonstrated Cronbach's Alpha values above the minimum threshold, confirming that the measurement instruments were reliable.

### 3.7 Data Analysis Techniques

Data analysis was conducted using SPSS software (Version 26) and involved several stages:

1. Descriptive statistical analysis to describe respondent characteristics and variable distributions.
2. Classical assumption tests, including normality testing, to ensure the suitability of regression analysis.
3. Multiple linear regression analysis to examine the direct effects of salary, coworker relationships, and workload on job satisfaction.

4. Path analysis to assess the structural relationships among variables.
5. Sobel test to examine the mediating role of career development in the relationships between independent variables and job satisfaction.

A significance level of  $\alpha = 0.05$  was applied throughout all statistical tests.

## 2.8 Hypothesis Testing

Hypothesis testing was conducted using:

- F-test to evaluate the simultaneous effects of independent variables on job satisfaction.
- t-test to assess partial effects of each independent variable.
- Sobel test to determine the significance of indirect effects through the intervening variable.

Hypotheses were accepted if the probability value (p-value) was less than 0.05, indicating statistically significant relationships.

## 2.9 Ethical Considerations

All respondents participated voluntarily and were informed about the purpose of the study. Data confidentiality and anonymity were strictly maintained, and the collected information was used solely for academic research purposes.

## 3. Results and Discussion

### 3.1 Research Results

#### 3.1.1 Descriptive Overview of Respondents and Variables

This study involved 118 Civil Servant Family Planning Instructors (ASN Penyuluh KB) working under DP3AP2KB Bogor Regency and distributed across 40 districts. All respondents completed the questionnaire, resulting in a 100% response rate, which strengthens the robustness of the empirical findings. Descriptive analysis indicates that respondents generally reported moderate to high perceptions of salary adequacy, coworker relationships, workload clarity, career development opportunities, and overall job satisfaction. This suggests that while basic employment conditions are perceived positively, variations exist that warrant further inferential analysis.

#### 3.1.2 Validity and Reliability Test Results

Instrument testing confirmed that all questionnaire items met the criteria for construct validity and internal consistency. Pearson Product–Moment correlation results showed that all item correlation coefficients exceeded the critical value ( $r > 0.195$ ), indicating strong item validity across all variables. Reliability testing using Cronbach’s Alpha demonstrated excellent internal consistency, with all values exceeding the minimum threshold of 0.60.

**Table 3.1. Reliability Test Results**

Variable	Cronbach’s Alpha	Interpretation
Job Satisfaction	0.988	Very Reliable
Career Development	0.976	Very Reliable
Salary	0.963	Very Reliable
Coworker Relationships	0.975	Very Reliable
Workload	0.974	Very Reliable

Source: Primary data processed, 2025

These results confirm that the measurement instruments are statistically reliable and suitable for further hypothesis testing.

### 3.1.3 Simultaneous Effect Test (F-Test)

The simultaneous influence of salary, coworker relationships, and workload on job satisfaction was examined using the F-test.

Table 3.2. F-Test Results (Model 1)

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	2875.56	3	958.521	15.039	0.000
Residual	7265.86	114	63.736		
Total	10141.40	117			

*Dependent Variable: Job Satisfaction*

*Source: SPSS Output, 2025*

The F-statistic (15.039) exceeds the critical value (2.68), with  $p < 0.05$ , indicating that salary, coworker relationships, and workload simultaneously exert a significant effect on job satisfaction.

### 3.1.4 Effect of Career Development on Job Satisfaction

A separate regression model tested the direct effect of career development on job satisfaction.

Table 3.3. F-Test Results (Model 2)

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	1328.40	1	1328.40	17.486	0.000
Residual	8812.90	116	75.90		
Total	10141.40	117			

*Source: SPSS Output, 2025*

The results demonstrate that career development has a positive and significant effect on job satisfaction among ASN Family Planning Instructors.

### 3.1.5 Mediation Analysis (Sobel Test)

To examine whether career development mediates the relationship between independent variables and job satisfaction, Sobel tests were conducted.

Table 3.4. Summary of Sobel Test Results

Relationship	Two-tailed Probability	Result
Salary → Career Development → Job Satisfaction	0.040	Significant
Coworkers → Career Development → Job Satisfaction	0.020	Significant
Workload → Career Development → Job Satisfaction	0.040	Significant

*Source: Primary data processed, 2025*

All indirect paths were statistically significant, confirming that career development functions as an intervening variable that strengthens the effects of salary, coworker relationships, and workload on job satisfaction.

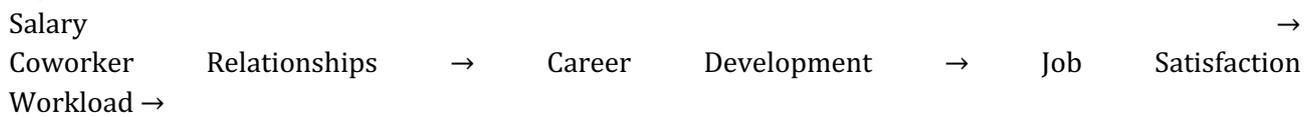
### 3.1.6 Summary of Hypothesis Testing

All seven hypotheses proposed in this study were empirically supported. Salary, coworker relationships, workload, and career development each exerted direct positive effects on job satisfaction, while career development also played a significant mediating role.

### 3.1.7 Conceptual Model of Empirical Findings

Figure 3.1 illustrates the validated research framework based on the empirical results.

Figure 3.1. Structural Model of Job Satisfaction Determinants



Source: Author's elaboration based on SPSS analysis, 2025

## 3.2 Discussion

The findings of this study provide strong empirical support for the proposition that job satisfaction among ASN Family Planning Instructors is a multidimensional construct, shaped by both extrinsic and intrinsic factors, as conceptualized in Herzberg's Two-Factor Theory.

### 3.2.1 Salary and Job Satisfaction

The results demonstrate that salary has a positive and significant effect on job satisfaction. This finding aligns with prior studies indicating that compensation fairness and adequacy remain critical determinants of satisfaction in public sector employment. For ASN Family Planning Instructors, salary is not merely a financial reward but also a symbol of organizational recognition and fairness, particularly given the extensive geographic coverage and workload demands in Bogor Regency. The mediation analysis further reveals that salary indirectly enhances job satisfaction through career development. This suggests that competitive compensation facilitates access to training, promotion opportunities, and professional growth, thereby reinforcing intrinsic motivation.

### 3.2.2 Coworker Relationships and Job Satisfaction

Coworker relationships were found to significantly influence job satisfaction, both directly and indirectly through career development. Given the collaborative nature of family planning outreach activities, strong interpersonal relationships foster knowledge sharing, emotional support, and coordination efficiency. This finding supports social exchange theory, which posits that positive workplace interactions increase psychological well-being and organizational commitment. In contrast to studies that found insignificant effects of coworker relationships, this research underscores the contextual importance of teamwork in community-based public services.

### 3.2.3 Workload and Job Satisfaction

Interestingly, workload exhibited a positive and significant relationship with job satisfaction. This suggests that when workload is perceived as manageable, structured, and meaningful, it may enhance a sense of purpose and professional accomplishment. However, the mediation effect of career development indicates that workload contributes positively to job satisfaction primarily when accompanied by opportunities for skill enhancement and career progression. Without such opportunities, excessive workload may instead lead to burnout, as highlighted in previous public sector studies.

### 3.2.4 The Central Role of Career Development

Career development emerged as a key explanatory variable in this study. Its strong direct effect on job satisfaction confirms that opportunities for promotion, training, and competency development are critical motivators for ASN Family Planning Instructors. Moreover, its mediating role highlights career development as a strategic mechanism through which extrinsic factors translate into long-term

satisfaction. This finding reconciles inconsistencies in previous literature, where career development effects varied depending on organizational context and policy implementation.

## 4. Conclusion

### 4.1 Conclusion

This study examined the determinants of job satisfaction among Civil Servant Family Planning Instructors at the Office of Women's Empowerment, Child Protection, Population Control, and Family Planning (DP3AP2KB) of Bogor Regency. The findings provide robust empirical evidence that salary, coworker relationships, workload, and career development exert positive and significant effects on job satisfaction. Among these factors, career development plays a strategic mediating role by strengthening the influence of salary, coworker relationships, and workload on job satisfaction. The results indicate that job satisfaction among Family Planning Instructors is not shaped by a single factor but rather by an integrated system of organizational, relational, and developmental elements. Adequate compensation, supportive interpersonal relationships, and manageable workloads contribute directly to job satisfaction, while structured and transparent career development mechanisms enhance the effectiveness of these factors. These findings align with Herzberg's two-factor theory, confirming that both hygiene factors and motivators are essential in shaping employee satisfaction within public sector institutions. Overall, the study confirms that improving job satisfaction among Family Planning Instructors is critical for enhancing work motivation, attendance, and performance, which ultimately contributes to better achievement of family planning program targets in Bogor Regency.

### 4.2 Practical Implications

The findings offer important practical implications for policymakers and managers at DP3AP2KB. First, efforts to improve job satisfaction should prioritize fair and performance-based compensation systems. Second, fostering a collaborative and supportive work environment is essential to strengthen coworker relationships and reduce workplace stress. Third, workload distribution should be carefully managed to ensure proportionality with the number of target populations served by each instructor. Finally, clear and merit-based career development pathways should be institutionalized to enhance employee motivation and long-term commitment. By implementing these strategies, DP3AP2KB can improve employee satisfaction, reduce absenteeism, and enhance the overall effectiveness of family planning service delivery.

### 4.3 Limitations and Future Research

Despite its contributions, this study has several limitations. The research was conducted within a single regional institution, which may limit the generalizability of the findings to other regions or public sector organizations. In addition, the study relied on self-reported questionnaire data, which may be subject to response bias. Future research is encouraged to expand the scope of analysis by incorporating comparative studies across regions or provinces, using longitudinal designs to capture changes over time, and integrating additional variables such as leadership style, organizational culture, work stress, and motivation. Qualitative or mixed-methods approaches may also provide deeper insights into the lived experiences of Family Planning Instructors and further enrich the understanding of job satisfaction dynamics in the public sector.

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