

Antecedents of Job Satisfaction and Their Effect on Intention to Quit (Study on Professional Assistance Personnel (TPP) P3MD Central Java Province)

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Abstract

The phenomenon encountered in the Professional Assistance Personnel (TPP) of the Village Community Development and Empowerment Program (P3MD) is the large number of people who have resigned from work, especially for the position of Local Village Facilitator (PLD). This is presumably due to a low level of job satisfaction. This study aims to analyze the effect of the antecedents of job satisfaction to intention to quit on PLD of Central Java Province. This study uses a mixed method approach with limitations. Quantitative and qualitative data collection was carried out using a questionnaire. The population of this research is all PLD in Central Java Province and the sample collected is 50. The results of this study break the hypothesis that job satisfaction has no effect on intention to quit. PLD feels that there are many things that make people dissatisfied at work, but that condition does not make them quit the job.

Keywords

job satisfaction; intention to quit; village assistant



I. Introduction

Expenditures for recruitment and training, limited resources, and the impact on the decreased motivation of human resources at work are losses that arise due to *turnover*. Vacancies in certain positions will pressure the organization or company to be able to provide new workers, otherwise there will be jobs that will be neglected and will affect the motivation of existing employees. Employees will feel their workload has increased, begin to experience stress and then will think about leaving the company. This will have an impact on increasing turnover which can make companies have to allocate larger costs in order to get workers ready to use.

Basically there are 2 (two) problems regarding PLD personnel which can be divided into 2 (two) factors, namely the quantity and quality factors. Based on the quantity factor, there is an imbalance between the number of village assistants and the number of villages in Central Java. Meanwhile, the quality of qualifications or competence of village professional assistants is still low, where the lowest educational qualification for PLD is a high school graduate (SMA) or equivalent. It should be noted that the area of assistance for a PLD in Central Java Province can currently reach 4 (four) villages. The disparity that occurs between the number of village assistants and the number of villages causes village assistance work to be ineffective, as expected by law. There are reports that many village heads complain about the performance of village assistants because the qualifications of community facilitators are not in accordance with the competencies desired by the village government. Furthermore, this study will try to identify how job satisfaction will affect the *intention to quit* with the object of observation in this study is PLD at P3MD Central Java Province. In addition to the phenomena described previously, this study also provides an

analysis of previous research. Research on the antecedents of job satisfaction and the relationship between job satisfaction and *intention to quit* in previous studies was dominated by educators and medical personnel in various countries. In addition, the overall method used in previous research is a quantitative method. The use of quantitative methods alone and coupled with data collection using *sampling* will lead to gaps in research results due to the lack of complete interpretation of the results.

Departing from these problems, in closing the *gap* in previous research, this research was carried out in a different sector, namely assistant staff for community empowerment. Little research has been found regarding the *intention to quit* for assistants for community empowerment, which is of particular interest to the author. This is motivated by Law no. 4 Th. 2014 concerning Villages which implies that in accelerating the achievement of an independent and prosperous society through increasing awareness, skills, knowledge, attitudes, behavior, abilities and being able to utilize resources in accordance with the identification of problems and priority needs of the community, this can be done by way of assistance.

II. Review of Literature

2.1 Intrinsic

Motivation comes from the Latin word *movere* which means drive or driving force. Motivation in management is only aimed at human resources in general and in particular subordinates (Purba and Sudibjo, 2020). Motivation according to Robbins & Judge (2011) is a process that describes the effort, intensity, direction and persistence of an individual in achieving certain goals. The intensity in question is how strong an individual is trying to achieve the goal. High intensity will not lead to good job performance results unless the effort is given to benefit the organization. These efforts need to be directed and carried out consistently.

2.2 Job Characteristics

Job characteristics are task attributes of an employee which include elements of responsibility, various tasks, and how far the job has characteristics that are able to make employees feel satisfied with the work itself. Each job must have its own characteristics and will distinguish between one job and another (Stoner & Wankel, 1990).

2.3 Compensation

Michael Armstrong & Murlis (2007) argues that compensation is something given by an organization or company to employees for remuneration in carrying out their duties and work for the organization. This remuneration can be in the form of salary or wages, bonuses, incentives, allowances, meal allowances, leave money, and others.

2.4 Job

Stress due to work is a psychological phenomenon that is often found in companies with a fairly high level of work pressure, so there is often an imbalance between job demands and the ability of employees to cope with these work demands. Although all employees experience stress, a person's ability to deal with pressure varies (Robbins & Judge, 2011).

2.5 Job Satisfaction

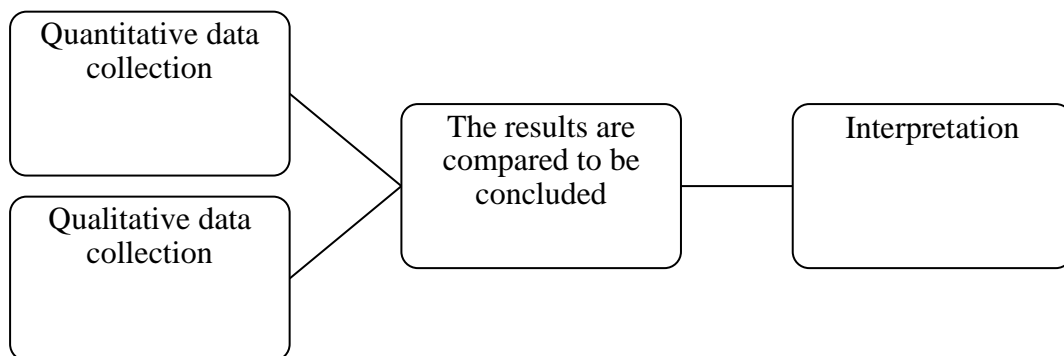
Job satisfaction is a picture of the positive feelings that a person feels about the work he does. Job satisfaction can be seen from the evaluation of the characteristics of the job itself. Job satisfaction that arises is basically a form of positive or pleasant affective response in response or reciprocity to employees to the task. An employee who has a high level of job satisfaction tends to hold positive feelings about the work he does and vice versa when job satisfaction tends to be low, negative feelings about his work will appear (Robbins & Judge, 2011).

III. Research Method

3.1 Research Model

The method used in this research is the mixed method. Mixed method (mixed method) is a methodology that includes collection, analysis and a combination of quantitative research and qualitative research. This research is based on the assumption that the collection of various types of data will provide a deeper understanding of the research problem than just quantitative or qualitative data (Creswell, 2014). According to Creswell (2014), there are several approaches that can be used in research using mixed methods, namely convergent parallel mixed methods, explanatory sequential mixed methods, and exploratory sequential mixed methods. Furthermore, in this study convergent parallel mixed methods were used.

Convergent parallel mixed methods approach methods where researchers combine quantitative and qualitative data with the aim to provide a comprehensive analysis of the research problem. In this approach, the researcher usually collects both forms of data at almost the same time and then integrates the information in a comprehensive interpretation. Contradictions or findings that do not match are explained or further investigated in this approach (Creswell, 2014). The Approach in this convergent parallel mixed methods study is described in the following figure:



Source: Creswell (2014)

Figure 1. *Convergent parallel mixed methods*

3.2 Data Collection Methods

Quantitative data collection is done by using a questionnaire distribution technique. It should be noted that for the entire population of PLD in Central Java Province, the sampling technique used was *random sampling technique*. Qualitative data collection was carried out using open-ended questions on the questionnaire.

3.3 Data Analysis Methods

a. Quantitative Data Analysis

After obtaining primary data through a questionnaire, the assumptions of data processing will be analyzed through SEM (*Structural Equation Models*) based on PLS (*Partial Least Square*) as a data analysis tool. The data processing was carried out with the aim of knowing the relationships between variables. The quantitative data quality test according to Ghozali (2014) was carried out using validity tests, reliability tests, normality tests, and hypothesis testing.

The use of PLS in this data analysis technique is carried out in two (2) stages, namely:

1. First, testing the *outer model* or *measurement model*. This stage aims to determine the validity and construct reliability of each indicator. The implementation of the test is *outer model* divided into three parts:

a) Convergent Validity Test

To evaluate convergent validity, the *Average Variance Extracted* (AVE) value must be above 0.5 for each variable. To measure a variable, you must look at the AVE and need to confirm it with the value *outer loading* must be more than 0.7 so that it can be said that the indicator is valid.

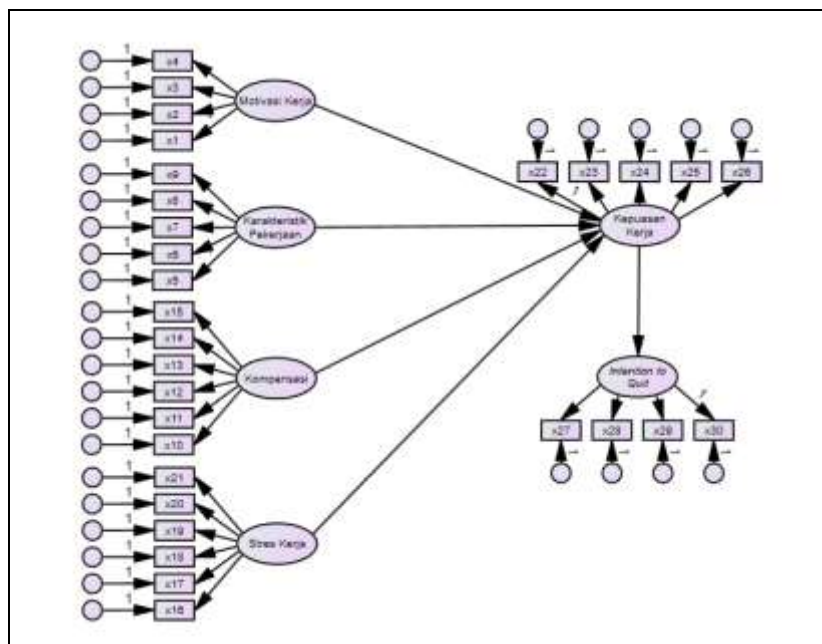
b) Discriminant Validity Test The

AVE value indicates that each variable can be used, then evaluates the discriminant validity using the measurement *Fornell-Lacker Criterion*. A *Fornell-Larcker Criterion* valid value is less than 0.9.

c) Reliability Test

To measure reliability, it is seen from the value of *composite reliability* and *Cronbach's alpha* which must be greater than 0.6 so that it can be said to be reliable.

2. Second, test the *inner model* or *structural model*. The purpose of this stage is to determine whether or not there is a correlation between variables. The evaluation of the *inner model* in this study will be carried out by analyzing the determinant coefficient (R^2), *predictive relevance* (Q^2), t-statistics (bootstrapping), and multicollinearity test.



Source: Author's Analysis, 2021

Figure 2. Theoretical Thinking Framework

b. Qualitative Data Analysis

Data analysis in this study uses a *side-by-side approach*. This Approach *side-by-side* is carried out by comparing the results of qualitative data with quantitative data. The way that can be done in combining the two data is to create a code or theme from the results of qualitative data and then transform it into quantitative variables (Creswell, 2014). There are 2 (two) things that need to be considered in conducting qualitative data analysis, namely:

1. Validity Test

Used to check the accuracy of the results using certain procedures. (Creswell, 2014).

2. Reliability Test

Used to show that the approach used in research is consistent across different researchers and different projects (Creswell, 2014).

The qualitative approach in this study has limitations where the information obtained from the results of open-ended questions is descriptive. This information is sufficient to describe the phenomena that occur in the object of research in general, but does not lead to the phenomena of each variable.

IV. Results and Discussion

4.1 Results

a. Quantitative Analysis

1. Outer Model

a) Convergent Validity Test

To evaluate convergent validity, the *Average Variance Extracted* (AVE) value must be above 0.5 for each variable. The results of convergent validity based on the variables can be seen based on table 1.

Table 1. *Average Variance Extracted*

Variables	AVE	category (> 0.5)
Intrinsic motivation	0.866	Valid
Job characteristics	0.690	Valid
Compensation	0.824	Valid
Job stress	0.746	Valid
Job satisfaction	.730	Valid
<i>Intention to quit</i>	0.788	Valid

Sources: Primary data are processed, 2021

From table 1 above, all of the variables in this study have a value above 0.5 and it can be concluded that the four variables in this study are valid. To measure a variable, you must look at the *AVE* and need to confirm it with the value *outer loading* must be more than 0.7 so that it can be said that the indicator is valid. Table 4.6 shows the value *outer loading* for each indicator as follows:

Table 2. Outer Loading

	IQ	KK	KO	KP	MI	SK
IQ1	0.902					
IQ3	0.869					
IQ4	0.892					
KK2		0.822				
KK3		0.896				
KK4		0.852				
KK5		0.847				
KO1			0.928			
KO2			0.924			
KO3			0.963			
KO4			0.730			
KO5			0.954			
KO6			0.929			
KP1				0.825		
KP2				0.844		
KP3				0.852		
KP4				0.753		
KP5				0.875		
MI2					0.926	
MI3					0.915	
SK1						0.877
SK2						0.928
SK5						0.780
MI1					0.951	

Source: Processed primary data, 2021

Based on the outer loading data above, the indicators of all variables are already valid by exceeding the value of 0.7 so that convergent indicator validity is achieved.

b) Discriminant Validity Test

After the AVE value indicates that each variable can be used, then evaluate the discriminant validity using the measurement *Fornell-Larcker Criterion*. A *Fornell-Larcker Criterion* valid value is less than 0.9. Evaluation of the criteria is *cross loading* shown in table 3 as follows:

Table 3. Fornell-Lacker Criterion

	IQ	KK	KO	KP	MI	SK
IQ	0.888					
KK	0.385	0.855				
KO	0.064	0.233	0.908			
KP	0.451	0.732	0.373	0.831		
MI	0.709			0.416	0.831	
	0.336					
	0.807					
SK	0.141	0.392	0.231	0.265	0.291	0.864

Source: Primary data are processed, 2021

Based on data from table 3 above shows that the value *Fornell-Larcker Criterion* all the variables under 0.9 so that all the indicators declared invalid.

c) Reliability Test

To measure reliability, it is seen from the value of *composite reliability* and *Cronbach's alpha* which must be greater than 0.6 so that it can be said to be reliable.

Table 4. Results Test Reliability

Variable	Composite reliability	Cronbach's Alpha	category (> 0.6)
Intrinsic motivation	0.951	0.923	Reliable
Job characteristics	0.915	0.877	Reliable
compensation	0.965	0.956	Reliable
Work stress	0.898	0.831	Reliable
Job satisfaction	0.915	0.877	Reliable
<i>Intention to quit</i>	0.918	0.868	Reliable

Sources: Primary data are processed, 2021

Based on the data above, it can be seen that all *composite reliability* and *Cronbach's alpha* values are higher than 0.6 so that all variables in the study are considered reliable.

2. Inner Model

a) Coefficient of Determination

Result of coefficient of determination analysis are as follows:

Table 5. Coefficient of Determination

Variable	R ²
Job satisfaction	0.575
<i>Intention to quit</i>	0.131

Source: Processed primary data, 2021

In this study the *estimated squared multiple correlations* of job satisfaction obtained is 0.575 so it can be interpreted that the variables of intrinsic motivation, compensation, job characteristics and work stress can explain job satisfaction by 57.5%. In this study, the *estimated squared multiple correlations for intention to quit* obtained was 0.131, so it can be interpreted that the job satisfaction variable can explain the *intention to quit* by 13.1%.

b) Predictive relevance (Q2)

Predictive Relevance shows the observed values in the studies where the method used in this study *blindfolding* in SmartPLS. The *predictive relevance value* must be greater than 0 so that it can be said to be correct.

Table 6. Predictive Relevance (Q2)

Variable	Q ²
Job satisfaction	0.376
<i>Intention to quit</i>	0.081

Source: Primary data are processed, 2021

Based on the data above shows that the value Q^2 has a value of 0.376 and 0.081 which means it deems appropriate for Q^2 value greater than 0.

c) Test Multicollinearity

A good *Variance Inflation Factor* (VIF) value for each variable is less than 5. The following is table 4.11 to see the *Variance Inflation Factor* (VIF) value.

Table 7. Value of Outer Variance Inflation Factor (VIF)

	VIF
IQ1	2.076
IQ3	2.289
IQ4	2.635
KK2	1,999
KK3	2.667
KK4	2,308
KK5	2.028
KO1	2.768
KO2	2,001
KO3	2,701
KO4	1.136
KO5	2,223
KO6	1.880
KP1	2.584
KP2	2,801
KP3	2.768
KP4	2.108
KP5	2,794
MI2	2.198
MI3	2,109
SK1	2,229
SK2	2.457
SK5	1.604
MI1	4.856

Source: Processed primary data, 2021

These results show that there is no multicollinearity between the indicators of the research variables.

d) Hypothesis Hypothesis

Testing can be seen from table 8 as follows:

Table 8. Hypothesis Testing

Hypotheses	Path coefficients	P-value	Decision
Intrinsic Motivation has a Positive Effect on Job Satisfaction	0.298	0.025	Received
Job Characteristics positive effect on job satisfaction	0.461	0.003	Received
Compensation Positive Effect on Job Satisfaction	-0.035	0.793	Rejected
Job Stress Negatively Affects on Job Satisfaction	0.175	0.211	Rejected
Work has a negative effect on <i>intention to quit</i>	-0.385	0.052	Rejected

Source: Primary data processed, 2021

1) The Effect of Intrinsic Motivation on Job Satisfaction

Based on the significance value shown in table 4.11, it can be said that intrinsic motivation (0.025) and a coefficient estimate of 0.298 have a positive effect on job satisfaction, so it can be said that hypothesis 1 which states that intrinsic motivation has a positive effect on job satisfaction is accepted. This means that the increase in intrinsic motivation will increase job satisfaction.

2) The Effect of Job Characteristics on Job Satisfaction

Based on the significance value shown in table 4.11, it can be said that job characteristics (0.003) with an estimated value of 0.461 have a positive effect on job satisfaction, so it can be said that hypothesis 2 which states that job characteristics have a positive effect on job satisfaction can be accepted. This can be interpreted that the more appropriate the characteristics of the job will increase job satisfaction.

3) The Effect of Compensation on Job Satisfaction

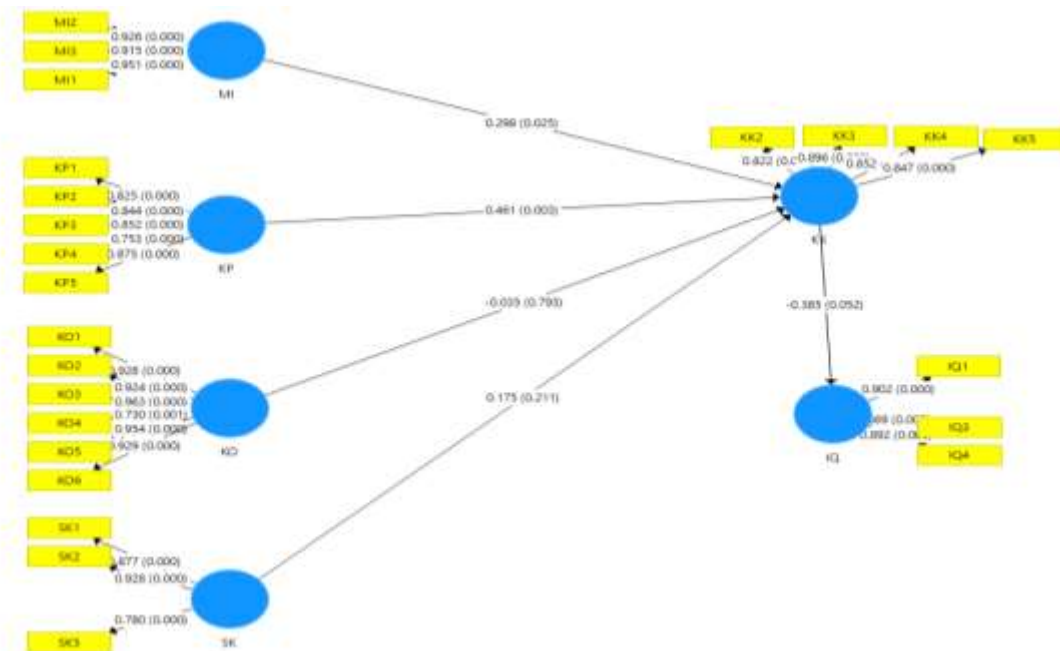
Based on the significance value shown in table 4.11, it can be said that compensation (0.793) has no effect on job satisfaction, so it can be said that hypothesis 3 which states that compensation has a positive effect on job satisfaction is rejected. This means that the increase in compensation does not bring changes to job satisfaction.

4) The Effect of Job Stress on Job Satisfaction

Based on the significance value shown in table 4.11, it can be said that work stress (0.211) has no effect on job satisfaction, so it can be said that hypothesis 4 which states that work stress has a negative effect on job satisfaction can be rejected. This can be interpreted as if job stress does not bring changes to job satisfaction.

5) The Effect of Job Satisfaction on Intention to Quit

Based on the significance value shown in table 4.11, it can be said that job satisfaction (0.052) has no effect on *intention to quit*, so it can be said that hypothesis 5 which states that job satisfaction has a negative effect on *intention to quit* can be rejected. This means that changes in job satisfaction have no effect on the *intention to quit*.



Source: Author's Analysis, 2021

Figure 3. Full Model

e) Test of Model Effects

Based on the results of the study, obtained direct and indirect effects as follows:

Table 9. Mediation Effect Test

Indicator	Original Sample	P-value	Analysis Results
Job satisfaction mediates the effect of intrinsic motivation to <i>intention to quit</i>	-0.115	0.189	Nomediate s
Job satisfaction mediates the effect of job characteristics on <i>intention to quit</i>	-0.177	0.132	Nomediate s
Job satisfaction mediates the influence of compensation on <i>intention to quit</i>	0.013	0.826	Does not mediate
Job satisfaction mediates the effect of job stress on <i>intention to quit</i>	-0.067	0.344	Does not mediate

Source: Processed primary data, 2021

Based on the results of calculations in table 4.12, it can be seen that job satisfaction does not mediate the effects of intrinsic motivation, job characteristics and compensation on the *intention to quit* by showing the P-Value > 0.05. The independent variable that has influence on *intention to quit* the greatest is job characteristics.

b. Qualitative Analysis

1. Results of Question I

Of the 50 respondents who answered the first question, only 42 responses were acceptable to the question "What motivates you to work in your current position?" Based on these results, it can be seen that most of the PLD have the motivation to advance and prosper the village community or form of service to the village. Some also think that

working as a PLD can be a means of worship so that it is beneficial for others. Thus the sense of responsibility they have when working is getting bigger. Jobs that require a PLD to always be in the field, provide opportunities for them to meet many parties. Thus the social network will be wider and more knowledge will be obtained by a PLD.

2. Results of Question II

Of the 50 respondents who answered the first question, only 48 responses were acceptable to the question "What makes you feel pressured to do your job as a Village Local Assistant?". Based on these results, it can be seen that most of the PLD feel that there is no significant pressure in their work and make obstacles a challenge. They perceive these challenges as a consequence of the work itself. For example, they must be ready wherever and whenever the village needs assistance, meet with stakeholders who have different characteristics, and must always update information related to the village.

However, not a few also think that working as a PLD is also tiring. This is due to the existence of other work outside the main tasks and functions that have limited time, which is due to the ever-changing regulations at the regional and central levels. In addition, the existence of work inequality is also one of the things that makes PLD feel depressed. Other colleagues who are not cooperative, overlapping work with positions other than PLD, and lack of coordination are among the things that cause work inequality.

3. Results of Question III

Of the 50 respondents who answered the first question, only 48 responses were acceptable to the question "How did you feel when you worked as a Village Local Assistant?". Based on these results, it can be seen that most of the PLD feel happy and comfortable when they work sincerely. If the work is completed properly, appropriately and on time, satisfaction will appear. When their performance is optimal in assisting the village and their presence can contribute to the welfare of the village community, it will create a sense of pride in a PLD.

In addition, a PLD will feel more valuable when they can be useful to others and are recognized for their existence. They will feel happy when they can mingle with the village community. A lot of knowledge is gained and the relationships that are established are getting wider. This also motivates and inspires PLD to make them work better for a more developed village.

4. Results of Question IV

Of the 50 respondents who answered the first question, only 46 responses were acceptable to the question "Is there a possibility for you to change jobs?" Based on these results, it can be seen that most of the PLDs who have a decision not to want to move are based on the sense of comfort and satisfaction they get when working. With a conscientious goal of advancing the village, the work is easier to carry out and they feel more grateful for the work. In addition, age limitations are also one of the reasons why PLD are reluctant to look for new jobs.

On the other hand, PLDs who have a tendency to stop being PLDs are based on salaries that are not suitable considering the increasing needs of life. In addition, the anxiety about the continuation of the contract makes them always want to change jobs, so it is better for them to pursue their dreams or just be entrepreneurial.

4.2 Discussion

a. The Effect of Intrinsic Motivation on Job Satisfaction Intrinsic

Intrinsic motivation occurs when a person is moved to act for pleasure or challenge himself rather than acting because he is under pressure or in the hope of getting rewarded. Having intrinsically motivated employees is an asset for the company, especially in human resource management. With positive emotions from within an employee that makes him feel happy that he can achieve success, it will make the employee's desire to be able to try to be stronger to be able to complete work that can make him feel satisfaction in himself. A person who is competent in doing his job will feel happy if the results of his work are of quality that can make him satisfied.

In general, PLD's motivation in doing their job is to be able to advance the village and prosper the village people. In work, PLD enjoy and feel happy about their work so that they really like their work and feel quite satisfied with their work where PLD find real pleasure in their work. PLD likes to do this job because they like their job better than the average worker. This can happen because this job provides a pleasant moment for PLD, which makes PLD enthusiastic in carrying out his current job. There are also PLDs who are motivated on spiritual or religious grounds. There is an opinion that by becoming a PLD, it can be a means to spread goodness and even benefit others.

b. Effect of Job Characteristics on Job Satisfaction Job

Job characteristics are task attributes of an employee which include elements of responsibility, various tasks, and how far the job has characteristics that are able to make employees feel satisfied with the work itself. Job characteristics allow employees to improve or improve employee performance and also job satisfaction by adjusting to their work. If the company can create working conditions that allow employees to develop in their roles, then employees will be more motivated and their performance will automatically increase so that employees will be more satisfied with their jobs.

There are some responses that working as a PLD is a challenge, where this job requires the PLD to do many things in the workplace using a variety of skills and talents that make him involved in doing a full and identifiable job with a clear beginning and end that makes employees feel quite satisfied with his work. Working as a PLD, which in fact is a field worker, causes a PLD to meet a lot of people, so it can provide an opportunity for PLD to expand social networks that will be useful in the future.

The outcome of a PLD's work is likely to significantly affect the lives or well-being of others where the employee is enthusiastic about his or her work. This job allows the PLD to decide for himself how to do the job so that employees like his job. These results are in accordance with the results of research (McKnight et al., 2009; Roy et al., 2017; Zhao et al., 2016) with the results of job characteristics having a positive effect on job satisfaction.

c. Effect of Compensation on Job Satisfaction

In this study, compensation has no significant effect on job satisfaction. This can happen because the PLD is satisfied that the work they do can help the village in achieving its goals. PLD feels that there is a personal satisfaction that cannot be measured by money in carrying out his work, even though PLD has an annual work contract that cannot make him demand to be legally bound, and there is no career path, but PLD does his job with pleasure. PLD feels that he is doing his service so that he can be meaningful and useful in developing his area so that the village can be more advanced, especially in educating the

nation's next generation and also become medical personnel who are able to serve by healing and maintaining the health of residents.

The salary offered to PLD is not commensurate with the work they do, besides that the salary is still not above the average for other assistants in this exciting program, but employees are still enthusiastic about their work. The salary of PLD employees is not suitable for the job even though the employee likes his current job. The current salary is less competitive, reasonable, and has been reviewed however the employee is still quite satisfied with his job. Relevant agencies felt that they did not pay enough salaries and allowances to motivate employees, but PLD continued to work well because they felt that they had found real pleasure in their work. These results are in accordance with the research of Mabaso & Dlamini (2017) which states that compensation has no effect on job satisfaction.

d. Effect of Job Stress on Job Satisfaction Job

In this study, the effect of work stress on job satisfaction was not found. This can happen because the existence of stable stress conditions on employees will not bring pressure that threatens job satisfaction from the employees themselves so that there is no effect of work stress on employee satisfaction.

Even though PLDs in Central Java often work overtime, do jobs other than their main tasks and experience fluctuating regulations, they see this as a challenge, not a pressure. Conflicts or dislikes with coworkers do not occur too much in the organization which makes employees also feel quite satisfied with their work. The organization currently gives a good response about PLD's performance, however the job as PLD is unstable, which makes PLD worried that after the program is finished PLD will be terminated, this condition makes this job requires PLD to make a clear separation from family affairs so that they can take care of the family so that employees feel they find real pleasure in their work.

e. Effect of Job Satisfaction on *Intention to Quit*

Job satisfaction that arises is basically a form of positive or pleasant affective response in response or reciprocity to employees to the task. An employee who has a high level of job satisfaction tends to hold positive feelings about the work he does and vice versa when job satisfaction tends to be low, negative feelings about his work will arise. However, in this case, there is no effect of job satisfaction on *intention to quit*.

PLD felt that many things did not satisfy him in working in the field, but that condition did not discourage him and wanted to quit. PLD tends to be determined to keep their job even though the field conditions are not very conducive. This condition was also addressed because PLDs in Central Java liked their jobs, which made PLDs in Central Java not think about quitting because they felt they could no longer concentrate on their work. PLDs in Central Java like their jobs because they feel better than the average worker, because they can often meet new people. Almost every day PLD in Central Java is enthusiastic about PLD work in Central Java, this makes him not often think about changing jobs because PLD in Central Java has found real pleasure in his work. The real pleasure in work felt by PLD is that they feel that helping the intellectual life of the community is seen as a satisfaction in itself. PLDs in Central Java are quite satisfied with their work which reduces the chances of PLDs in Central Java to actively seek new jobs next year.

V. Conclusion

The purpose of this study was to resolve the question of the research problem, namely to examine and analyze the effect of intrinsic motivation, job characteristics, compensation, job stress on job satisfaction, and the effect of job satisfaction on *intention to quit* at PLD Central Java Province. In addition, the purpose of this study is to identify the causes of *intention to quit*. Based on the results of the research that has been done and described in the previous chapter, it can be concluded that:

1. Intrinsic motivation has a positive effect on job satisfaction, so that if intrinsic motivation increases, job satisfaction will also increase. This is also emphasized by several explanations that PLD likes his job and feels quite satisfied with his job. In their work, they are motivated to be able to advance the village and prosper the village community. In addition, there are also those who are spiritually motivated or as a means to worship, because by working as PLD they can spread goodness and feel more useful for many people.
2. Job characteristics have a positive effect on job satisfaction, so that if the characteristics of a job are more appropriate, it will increase job satisfaction. There are some responses that working as a PLD is a challenge, where this job requires the PLD to meet a lot of people, do a lot of things in the workplace using the skills and talents that make him involved in doing a full and identifiable job with a clear beginning and end that makes employees feel quite satisfied with his work.
3. Compensation has no effect on job satisfaction, so the increase in compensation does not bring changes to job satisfaction. This can happen because the PLD is satisfied that the work they do can help the village in achieving its goals. PLD feels that there is a personal satisfaction that cannot be measured by money in carrying out his work, even though PLD has an annual work contract that cannot make him demand to be legally bound, and there is no career path, but PLD does his job with pleasure.
4. Job stress has no effect on job satisfaction. Even though PLDs in Central Java often work overtime, do jobs other than their main tasks and experience fluctuating regulations, they see this as a challenge, not a pressure.
5. Job satisfaction has no effect on *intention to quit*, so changes in job satisfaction have no effect on *intention to quit*. PLD felt that many things did not satisfy him in working in the field, but that condition did not discourage him and wanted to quit. PLD tends to be determined to keep their job even though the field conditions are not very conducive.

Intrinsic motivation and job characteristics are 2 (two) things that greatly affect job satisfaction at PLD Central Java Province. This indicates that PLD feels satisfied when they can work according to their hearts and can be useful for many people. The characteristics of the work in PLD also provide its own challenges for PLD so that when these challenges can be solved well, they will feel happy and satisfied.

The causes of the high *intention to quit* in PLD Central Java Province can be said to come from other things outside of variables that are not in this study. So, things that affect job satisfaction do not have an effect on *intention to quit*.

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