

CHAPTER I

INTRODUCTION

1.1 Research Background

Job satisfaction represents the positive or negative affective responses that employees have as a direct result of their work, including the powers and responsibilities that come with their positions (Adiguzel, Ozcinar, Karadal, 2020). An employee can function well and meet expectations if he/she feels satisfied with their achievement or their feeling about their job. Some factors that are usually put into consideration when discussing job satisfaction are salary, promotion, supervision, benefit, award/reward, rules and procedures, coworkers, work, and communication. Job satisfaction is a multifaceted concept, as individuals may experience satisfaction in certain aspects of their job while simultaneously feeling dissatisfaction in other areas. (Pasolong, 2022).

Studies showed that job satisfaction can predict job performance, and satisfied workers can carry out their duties better. Those workers also have better creativity, stronger decision-making and problem-solving ability, and stronger memory and recall capabilities (Huang, 2020). With the vital role of job satisfaction, organizations are now trying to measure employee satisfaction levels. The objective is to secure the organization's success and ensure its continued viability.

Like in the private sector, it's important for the government and public service that workers are happy with their jobs. In Indonesia, the employee of government institutions is classified as State Civil Apparatus/*Aparatur Sipil Negara* (ASN). ASN comprises two groups, Civil Servant/*Pegawai Negeri Sipil* (PNS) and Government Employee with Contract/*Pegawai Pemerintah dengan Perjanjian*

Kerja (P3K) (Law No. 54, 2014). Government institution as ASN organizations has a nature of a structured chain of command (Achmad & Patiro, 2021). Job satisfaction among ASN can be influenced by the dynamic of relations each ASN has with their organization or superiors.

Some studies have been conducted to study job satisfaction among ASN. Nurlinawati et al. (2020) observed the relationship between work motivation, job satisfaction, the characteristic of ASN, and work retention. Their studies show that job satisfaction directly links with job retention, which in turn becomes one of the key factors for organizational performance. Sijabat et al. (2021) also found that job satisfaction has a strong and positive effect on both career growth and the performance of ASN in the Ministry of Trade of the Republic of Indonesia.

A study by Izza & Balgies (2021) shows that job satisfaction will encourage employees to be loyal to their work. Job satisfaction is affected by factors from within (intrinsic) as well as outside (external). Intrinsic factors come from within the employee, while extrinsic factors are related to the external environment around the employee, such as interaction, salaries, organizational support, and promotion. Job satisfaction among civil servants in Indonesia is relatively high due to, among others, the pension fund provided for them.

This research aims to study job satisfaction among employees in the Indonesian Ministry of Foreign Affairs (MoFA). MoFA is a government institution responsible for implementing foreign policies of the Indonesian Government (Presidential Decree No. 116/2020). Within its organization, MoFA comprises 10 departments headed by Director Generals. While it does not have regional offices like any other

government ministries/agencies, MoFA coordinates 133 Indonesian Representative Offices/Missions. Under the Vienna Convention 1961 and Vienna Convention 1963, Indonesia, similar to the other countries has embassies, consulate generals, and consulates responsible for representing the Indonesian government in implementing bilateral relations with the partnering countries. Aside from bilateral relations, there are also Indonesian representative offices that deal with multilateral affairs and are accredited to international organizations, called Permanent Missions (Foreign Minister's Act No 06/2004).

In the 2019 Annual Performance Report of the Ministry's HR Bureau, the Employee Engagement Index (EEI) of the employee was measured by using three primary dimensions that affected the engagement namely the HR system, organization, leadership and work climate. Along with the EEI, the survey also measured the Employee Satisfaction Index (ESI) to measure the satisfaction and the reaction of the employee toward the three dimensions asked in the survey. The EEI and the ESI based on the group of functional positions/job family are as follows:

Table 1.1 Employee Engagement Index (EEI) and Employee Satisfaction Index (ESI) based on the group of functional positions in the Indonesian MoFA, 2019

Functional Positions	%	EEI (Scale of 5)	%	ESI (Scale of 5)
Diplomat	75.43%	3.78	68.79%	3.44
Chancery Administrator	70.50%	3.53	66.90%	3.35
Communication Officer	77.12%	3.85	71.55%	3.58
General Staff	75.33%	3.76	73.58%	3.68
Other Functional Position	78.56%	3.93	75.37%	3.76

Source: 2019 Annual Performance Report, Bureau of HR, Indonesian MoFA (2020)

The engagement survey of 2019 also explored whether in that year the employee had felt dissatisfaction. From the total of 1190 respondents, 679 (57.06%) stated that they felt unsatisfied with the condition of the Ministry within the period of one year (2019). The survey also asked how the employee responded to such situations. The survey found that most of the respondents, which were 45.95%, stated that they chose to keep their feeling to themselves while hoping there would be some improvement in the organizational condition. 24.96% of the respondents stated that they would actively voice their dissatisfaction and provided relevant input. A small part of the respondent (19.88%) chose to accept the unsatisfactory condition or chose to find another opportunity in other places (4.71%) (Bureau of HR, MoFA, 2019).

The findings from the report provided the basis for the research on what factors influence the job satisfaction of the employees of the Indonesian MoFA. As can be seen from Table 1.1, the employee of the Indonesian MoFA comprises several groups of functional positions and general staff. Within the MoFA there are 27 groups of functional positions (Foreign Minister's Act No. 17/2022). Each functional position is classified based on expertise or skill. There are three groups of functional positions that regularly rotated between the units in the headquarter and the Indonesian missions abroad. Those groups are Diplomatic and Consular Officers (hereinafter will be referred to as Diplomat), Chancery Administrators, and Diplomatic Information Administrators.

Diplomatic officials, as defined by the Minister of State Apparatus Empowerment and Bureaucratic Reform's Act No. 4/2018 are civil servants who are mandated to conduct diplomatic activities related to the implementation of

foreign policies and foreign relations. According to the ordinance, diplomacy has the functions of representing, protecting, negotiating, reporting, promoting, and managing. These main functions are adapted from the international convention, stipulated in the Vienna Convention 1961. To instill the knowledge of diplomacy and introduce the new diplomats to the organization's culture, the Ministry provided basic diplomatic training for the new recruits.

Table 1.2 Composition of Diplomatic Officials in the Indonesian MoFA

Composition of Diplomatic Officials in the Indonesian MoFA	
Female	1,160
Male	1,566
Total	2,726

Source: HR Bureau, MoFA, (2023)

Table 1.2 shows the current composition of Diplomatic Officials in the Indonesian MoFA. The main characteristic of Diplomats as Foreign Service Officers is that they are regularly rotated between the main office and the Indonesian missions (Embassies, Consulate Generals and Consulate). They are spread across the 132 Indonesian missions (131 abroad and 1 in Jakarta) and in the main office in Jakarta. The period of rotation for each diplomat from the main office to the Indonesian missions follows the regulation that is stipulated in the Foreign Minister's Act No. 6/2020.

The Ministerial Act regulates the criteria and procedures for the deployment of civil servants of MoFA and Assigned Officials (military, police personnel, and civil servants from other Ministries/Agencies) to Indonesian missions. It stipulates some general rules and procedures for posting that apply to all. There are also some

specific rules that apply. The breakdown of the criteria for deployment can be seen in Table 1.3 below:

Table 1.3 Characteristics of the Deployment of Civil Servants to Indonesian Missions

Type of Officials	Terms to be eligible for posting	Duration of Posting	Overlapping	Period of Rotation
Civil servants of MoFA				
Diplomats	<p>2 years 6 months of duty in the MoFA, or other ministries/agencies, and International Organizations located in Indonesia</p> <p>1 year and 6 months of duty in the MoFA, other ministries/agencies, and International Organizations located in Indonesia for posting in the hardship posts.</p>	<ul style="list-style-type: none"> • 3 years 6 months for First Posting • 4 years for the second posting and the next postings 	Not automatic, maximum 3 days	February and August
Chancery Administrators	<p>2 years 6 months of duty in the MoFA, or other ministries/agencies, and International Organizations located in Indonesia</p> <p>1 year and 6 months of duty in the MoFA, other ministries/agencies, and International Organizations located in Indonesia for posting in the hardship posts.</p>	3 years	Automatic, maximum 7 days	March and September

Diplomatic Information Administrators	2 years 6 months of duty in the MoFA, or other ministries/agencies, and International Organizations located in Indonesia 1 year and 6 months of duty in the MoFA, other ministries/agencies, and International Organizations located in Indonesia for posting in the hardship posts.	3 years	Automatic, maximum 7 days	February and August
Assigned Officials (non-MoFA officials)	Based on each Ministry/Agencies policies	3 years	No	Based on the assessment of each ministry/Agencies

Source: Foreign Minister's Act No.6 (2020)

Officials on Assignment (non-MoFA officials) occupy the positions of defense/military/police attache, or technical attaches, according to the sector of their ministries/agencies. It is very rare for non-MoFA officials to be posted more than once in their entire career since the position of defense/military/police/technical attaches is only for junior or mid-career level officials. The civil servants of MoFA, particularly the three groups mentioned in Table 1.2, are different in nature from non-MoFA officials. In their entire careers, the three groups of MoFA officials have to follow job rotation practices that require them to move from the main office to the Indonesian missions and vice versa.

The three groups of MoFA officials are among the 27 functional positions within the ministries. They have their specialties and capabilities. Diplomats

compose the majority of positions in the Indonesian missions as well as in the main offices since they carried out the core functions of diplomacy. The Chancery Administrators and Diplomatic Information Administrators play crucial supporting roles in managing the administration, and finance of the ministry and missions, and also handle classified information and communication respectively.

The characteristic of the job puts diplomats at the forefront of Indonesia's diplomacy. Every Indonesian diplomat is expected to support the efforts to achieve the priority goals of Indonesian foreign policies. Similar to other professions, job satisfaction among diplomats can be influenced by many factors. Among the indicators of employee satisfaction are they are enjoying their job, having high morale, discipline, and showing good performance (Nurhidayati et al., 2022).

The exploratory study conducted on 30 Indonesian diplomats shows that the majority of them are satisfied with their job, with only two respondents who feel unsatisfied. Among the factors that influence satisfaction are appreciation of the superiors, opportunities to develop the capacity of employees, and clarity of superior's instruction. However, the data from the Bureau of Human Resources of the Indonesian MoFA shows that between 2018-2022, there are disciplinary violations conducted by its employees, including diplomats. The violation related to absenteeism, administrative violation of the procurement process, physical row with other employees, and conducting unlawful marriage (Bureau of HR Indonesian MoFA, 2023). A study by Tanjung, (2016), showed that discipline has a positive influence on job satisfaction. The disciplinary violation by some Indonesian diplomats needs to be analyzed whether it has a relation to job satisfaction among them.

Table 1.4 Statistic of Discipline Violation in Indonesian MoFA

Year	2022	2021	2020	2019	2018
Number of Cases	20	4	14	47	94

Source: Bureau of HR, Indonesian MoFA, (2023)

Based on the framework of thinking, this research is aimed to study job satisfaction among Indonesian diplomats and the determinant factors that influence it. The research observes the relationship between the job rotation practices in the Indonesian MoFA and the job satisfaction of diplomats. Other variables are also being tested to study their effect on job satisfaction. These variables are the perception of promotion opportunities and perceived organizational support. This research also studies whether there is a mediating effect of employee engagement that affect the relationship between the independent variables on job satisfaction as dependent variables.

Table 1.5 Reference Journals

Research Topic	Variables	Results
The Influence of the Implementation of Job Rotation on Employees' Perceived Job Satisfaction (Van Wyk et al., 2018).	Job rotation practices, job satisfaction.	Job rotation practices have a positive impact on job satisfaction.
Evaluating the Effect of Job Rotation on Employee Retention and Satisfaction: a Case Study of Zambia Telecommunications Company Limited (Zamtel) Finance Department	Job rotation, job satisfaction	There is no positive relationship between job rotation and job satisfaction.

(Hampongo & Foya, 2020).		
Job Enrichment, Job Enlargement, Job Rotation, Dan Job Satisfaction (Suatu Kajian Literatur Review Ilmu Manajemen Sumber Daya Manusia) (Harbani et al., 2022).	Job design, job enrichment, job enlargement, job rotation, job satisfaction	There is a positive relationship between job rotation and job satisfaction
An Empirical Study of Factors Influencing Job Satisfaction (Pandey & Asthana, 2017).	Compensation, organizational policy, and strategy, working condition, perception of promotion opportunities, job satisfaction	There is a significant positive relationship between the perception of promotion opportunities and job satisfaction
Perceived Organizational Support and Job Satisfaction: the mediating role of employee engagement (Chauhan et al., 2021).	Perceived organizational support, job satisfaction, People-organization-fit (PO), employee engagement, organizational commitment	Perceived organizational support has a positive impact on Employee engagement. Employee involvement is highly correlated with PO. High level of employee engagement High employee involvement positively mediates the relation between perceived organizational support and P-O fit and organizational involvement and job satisfaction.
The Impact of Promotion on Job Satisfaction: A Study on Private University Teachers in Bangladesh (Akter & Islam, 2019)	Promotion opportunities, job satisfaction,	There is a positive but weak relationship between promotion opportunities and job satisfaction
An Analysis of the Relationship Between Job Satisfaction and	Job Satisfaction, Employee engagement	There is a positive relationship between employee engagement and job satisfaction

Employee Engagement (Vorina et al., 2017).		
The Effect of Job Rotation and Person-Job Fit On Employee Engagement: The Mediation Role of the Job Satisfaction (Agustian & Rachmawati, 2021).	Employee engagement, job rotation, person-job fit, job satisfaction	Job rotation has a negative effect on employee engagement Person-Job Fit has a negative and no significant effect on Employee Engagement Job Satisfaction has a positive and significant effect on Employee Engagement Job Rotation has a positive and significant effect on Employee Engagement when mediated by Job Satisfaction Person-Job Fit has a positive and significant effect on Employee Engagement when mediated by Job Satisfaction
Influence of Employee Engagement on Employee Promotion Opportunity and Performance Relationship in Developing Context: Critical Evaluation with PLS-SEM Analysis Technique (Shaheen & Bin Jaaffar, 2017).	Employee Promotion Opportunity, Employee Engagement, Performance	Employee promotion opportunity positively influences employee performance. Employee promotion opportunity positively influences the level of employee engagement. Employee engagement positively influences employee performance. Employee engagement partially mediates the relationship between employee promotion opportunities and employee performance.
Pengaruh Kesempatan Promosi, Pelatihan dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan pada PT Rubber Hock Lie	Promotion opportunities, training, job satisfaction, Work environment	Promotion opportunities have a positive and significant effect on job satisfaction.

Rantau Prapat (Nasution, 2019)		
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Table 1.5 shows previous studies that have been conducted to study factors that influenced job satisfaction. Job rotation practices are a factor that is considered to influence job satisfaction. Perceived organizational support and perception of promotion opportunities are also seen as factors that can influence satisfaction among employees. Some studies show that employee engagement has a direct relationship with job satisfaction. Employee engagement can influence job satisfaction and in another setting, job satisfaction can influence employee engagement.

This research was carried out to study the relationship between perceived organizational support, job rotation practices, and perception of promotion opportunities on job satisfaction. Also, this research studies whether there is a mediating role of employee engagement between those three factors with job satisfaction. In doing so, this research adapts and combines the models of the influence of the implementation of job rotation, perceived organizational support, and perception of promotion opportunities on employees' job satisfaction (Chauhan et al., 2021; Pandey & Asthana, 2017; Van Wyk et al., 2018). Furthermore, this research also adopts models that show the mediating role of employee engagement that affects job satisfaction (Chauhan et al., 2021).

1.2 Research Questions

Based on the variables being investigated, this research tries to seek the answer to research questions as follows:

- 1) Does Job rotation practices positively influence employee engagement?

- 2) Does perceived organizational support positively influence employee engagement?
- 3) Does the perception of promotion opportunities positively influence employee engagement?
- 4) Does job rotation practices positively influence job satisfaction?
- 5) Does perceived organizational support positively influence job satisfaction?
- 6) Does employee engagement positively influence job satisfaction?
- 7) Does employee engagement has moderating effect between job rotation practice and job satisfaction?
- 8) Does employee engagement has moderating effect between perceived organizational support and job satisfaction?

1.3 Research Objectives

The objectives of this research are as follows:

- 1) To test and analyze the positive influence of job rotation practice on employee engagement.
- 2) To test and analyze the positive influence of perception of promotion opportunities on employee engagement.
- 3) To test and analyze the positive influence of perceived organizational support on employee engagement.
- 4) To test and analyze the positive influence of employee engagement on job satisfaction.
- 5) To test and analyze the positive influence of job rotation practices on job satisfaction.

- 6) To test and analyze the positive influence of perceived organizational support on job satisfaction.
- 7) To test and analyze the moderating effect of employee engagement between job rotation practice and job satisfaction.
- 8) To test and analyze the moderating effect of employee engagement between perceived organizational support and job satisfaction.

1.4 Research Benefits

This research is aimed to provide useful information for practical HR management as well as for education purposes. With this research, the author hopes to be able to provide information on what factors influence job satisfaction among civil servants with special job characteristics such as diplomats. The information obtained from this research is hoped can be a reference for human resources management in the Indonesian Ministry of Foreign Affairs. The research is also expected to contribute to the efforts in strengthening and improving the human resources management in the Ministry.

For education purposes, this research is aimed to contribute to the advancement of human resources management studies. For those who also study the relationship of perceived organizational support, job rotation practices, perception of promotion opportunities, employee engagement, and job satisfaction, this research hopefully can be a reference that can assist further research. This research is also aimed to provide some understanding of how the management related to the employee in the Indonesian government is conducted. Moreover, the research is also meant to offer insights that hopefully can enrich the knowledge of its readers.

1.5 Scope of Research

The scope of research of this study covers variables that deemed can influence the employee's job satisfaction. The variables are perceived organizational support, job rotation practices, and perception of promotion opportunities. This research also studies the relationship of these variables to employee engagement, and whether or not employee engagement has mediating roles between the three variables with job satisfaction. The research focuses on the subject of Indonesian diplomats, who work in the Ministry of Foreign Affairs of the Republic of Indonesia.

1.6 Research Outline

The outline of the research comprises five chapters. The outline is arranged according to the standard format of thesis formulation. By following the standard format, it is hoped that the readers will have an understanding of the topics that are being discussed. The first two chapters contain the background and the theoretical framework of the research. The third chapter explains the method used to conduct the research. The fourth chapter elaborates on the data analysis process and its results. This research concluded with a note on the research and recommendation for future references in the Indonesian MoFA.

CHAPTER I: INTRODUCTION

This chapter explains the background of the situation that lead to the decision of carrying out the research. Some previous studies that were used as references for this research are also presented in this chapter to show the correlation between those studies and the research. Based on the background and the references, this chapter the groundwork by outlining research questions. This chapter also elaborates on the scope and the benefits of the research.

CHAPTER II: LITERATURE REVIEW

This chapter explains the theories used to build the hypotheses of this research. The theories which are used are related to the organization and motivation. These theories are used to explain the variables of the research which comprises job rotation practices, perceived organizational support, perception of promotion opportunities, employee engagement, and job satisfaction. This chapter also shows the research model under study.

CHAPTER III: RESEARCH METHOD

Explains methods of research to analyze the data. This chapter comprises the research paradigm, type of research, research design, research object, research subject, and unit of analysis. In this chapter, the consideration in determining sample size is also explained. Important aspects of research such as construct measurement and conceptual and operational definitions of variables are also outlined. Moreover, the scale of measurement, and data collection technique, as well as the questionnaire formulation are also elaborated on in this chapter. This chapter is concluded with an explanation of the data analysis technique.

CHAPTER IV: RESULT AND DISCUSSION

This chapter includes an analysis and discussion of the data that has been collected through surveys and by using several methods to test the variables of the research. The description of demographic information and profiles of respondents is also explained. A descriptive analysis of each of the variables is put in this chapter to provide information on how those variables related to each other. Afterward, all data are analyzed using inferential analysis by PLS-SEM, and the result is discussed to confirm the hypotheses.

CHAPTER V: CONCLUSION

Based on the analysis, this chapter outlines the conclusion of the research. The description of the implication of the findings to the field of management and the limitation of the research is also explained. In the final part of this chapter, the author's view on the improvement of management policy is also written down as a policy recommendation for the Ministry to increase job satisfaction among diplomats. The recommendation is also directed to trigger further analysis and future research on managing the people within the organization.

