

## Job Satisfaction and Professional Commitment among Civil Servants: A Literature Review

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### ABSTRACT

In order to find out what influences the State Civil Apparatus (ASN) in Indonesia's professional commitment and job satisfaction, this study reviewed the literature. Results from a number of studies show that fair pay, a supportive work environment, defined career growth, and an open performance review system all have a good impact on the job satisfaction and dedication of ASNs. Studies have also indicated that ASN's work experience is influenced by factors such as job stress and gender disparities. However, significant limitations are acknowledged in this literature evaluation, including differences in research techniques and possible bias in data collection. To enhance ASN working conditions in Indonesia, policy ideas include bolstering career development support and refining human resource management.

**Keyword:** Job Satisfaction, Professional Commitment, ASN, Literature Review

### INTRODUCTION

Public organizations around the world face complex challenges in improving the performance and efficiency of their services. Human resource management (HRM) is a key factor affecting the success of public organizations and includes factors such as employee job satisfaction and professional engagement (Apriliansa & Nawangsari, 2021). In this context, job satisfaction and professional commitment are very important, especially for ASNs who are the pillars of bureaucracy and public services (Prasojo, 2010).

Job satisfaction can be defined as the extent to which a person is satisfied with their job (Ali, 2016). This includes many things, such as the work environment, relationships with superiors and coworkers, tasks and responsibilities related to their job, opportunities for advancement, and compensation and welfare. Study (Sulistiyawati & Indrayani, 2012) shows that high job satisfaction improves performance and productivity, reduces absenteeism and turnover, and increases loyalty and morale. However, many public institutions around the world face difficulties to create a pleasant workplace for their workers (Steen & Schott, 2019). Factors such as excessive bureaucracy, limited budgets, and inadequate working conditions often get in the way (Trisakti et al., 2020).

Professional commitment is the loyalty and commitment shown by an employee towards their job and the organization they work for (Angraini et al., 2021). This includes knowing the goals and values of the organization, being engaged in job duties and responsibilities, and wanting to stay and contribute to the company (Kurniasari, 2018). High professional commitment in ASN is very important to improve the quality of public services, support the achievement of organizational goals, and build public reputation and trust in public institutions (Akbar & Frinaldi, 2024). However, achieving high professional commitment is not easy. Many public institutions face problems such as poor working conditions, lack of recognition and rewards, and few opportunities for career advancement (Vivianty et al., 2023).

Many government functions and the provision of public services are performed by ASNs (Sangkala et al., 2018). Given the large population and challenges facing ASN, improving job satisfaction and professional commitment is crucial. With a better working environment and higher level of commitment, ASNs can perform their duties more efficiently and contribute to the country's progress. Therefore, gaining an understanding of the components that influence job satisfaction and

professional commitment in ASN through a literature review is an important step towards determining best practices and approaches (Fauzan, 2024). It can help in building better policies and programs to improve the performance and benefits of ASN in Indonesia.

Dua konsep yang sangat penting dalam manajemen sumber daya manusia, terutama di sektor publik, adalah kepuasan kerja dan komitmen profesional. Komitmen profesional mengacu pada kesetiaan, dedikasi, dan tanggung jawab seseorang terhadap pekerjaannya, yang meliputi identifikasi dengan tujuan organisasi, keterlibatan dalam pekerjaan, dan keinginan untuk mencapai tujuan profesionalnya (Purwanggono, 2024). Job satisfaction is very important for ASN. ASN is a pillar of government that helps the community implement policies and services (Widyastuti et al., 2023). ASN's level of job satisfaction can affect their performance, which has an impact on the efficiency and effectiveness of public services (Kadarisman, 2019). Study (Widiantoro & Gaol, 2024) shows that high job satisfaction in ASN is associated with higher productivity, lower absenteeism, and higher morale. A comfortable work environment, inspiring leadership, opportunities for career progression, and adequate welfare are also often associated with high job satisfaction in ASN.

Professional commitment of ASN is also an important factor that determines the success of public organizations (Kadarisman, 2019). ASNs who have high professional commitment tend to show strong loyalty to the organization, high dedication to their duties, and desire to achieve organizational goals (Suci & Fauzan, 2024). This professional commitment improves individual performance and helps achieve overall organizational goals. Highly committed ASNs usually have a great sense of responsibility and are willing to sacrifice something for the public interest (Zhang et al., 2022).

Studies show that job satisfaction and professional commitment are strongly linked (Waterkamp et al., 2017). ASN workers say they are happier in their workplace. Job dissatisfaction can negatively impact organizational performance and success. Conversely, job dissatisfaction can increase motivation and professional commitment.

(Hasby, 2020) examined the working conditions, relationships among colleagues, and professional development opportunities that influence job satisfaction in the public sector. They found that high levels of job satisfaction increased their commitment to their jobs. As this study shows, higher levels of employee satisfaction in ASN can be achieved through a pleasant work environment and support from superiors and coworkers. Consequently, this will increase the level of commitment shown by employees towards the company.

(Suhartini, 2018) defined three main components of professional commitment: affective commitment, normative commitment, and continuance commitment. They found that affective commitment is related to job satisfaction, meaning that workers feel emotionally connected to their organization. This affective commitment is influenced by positive experiences on the job, such as recognition for achievements and opportunities for growth. For ASNs, this research is relevant as normative and emotional elements are often the key drivers in building strong professional commitment.

(Mardiyana et al., 2019) conducted a study on the relationship between job satisfaction, professional commitment, and organizational performance among public sector employees. The study found that employees who were satisfied with their jobs not only increased their commitment to their jobs, but also improved their organizational performance. Thus, they suggested that public sector organizations should concentrate on strategies to increase their employees' satisfaction with their jobs and improve their performance.

A study conducted by (SG et al., 2023) in Indonesia found that effective leadership, professional growth opportunities, and fair compensation strongly influence employee satisfaction and professional commitment of civil servants in the Ministry of Finance. This study shows that good organizational and management support is essential for creating an agile work environment.

Indonesia's State Civil Apparatus (ASN) faces very complex issues, including job satisfaction and professional commitment (Purwanto, 2020). One of the main problems is that salaries and benefits are often considered inadequate and not commensurate with the high level of work and inflation. Another inhibiting factor is non-ideal working conditions, such as inadequate facilities and an uncomfortable working environment (Danisa & Komari, 2023). In addition, ASN employees often face constraints in terms of career development and further education opportunities, which impacts their professional commitment (Rakhmawanto, 2020). Often, processes are hampered by slow administration and

complex bureaucracy, while issues related to codes of conduct and work ethics can jeopardize ASN's overall reputation.

While important, improving employee satisfaction and professional commitment in ASN is challenging. Some of the challenges include budget constraints, cumbersome bureaucracy, and anti-change. In addition, ASN needs and expectations vary depending on age, education level, and work experience. As a result, a comprehensive and strategic approach is needed to address these issues and create a work environment that facilitates high job satisfaction and professional commitment.

A review of the literature relating to the outlined issues should be used to conduct additional research on job satisfaction and professional commitment. The literature review allows researchers to discover trends, key findings, and differences in the research being conducted. It can also provide information on best practices and methods to improve employee satisfaction and professional commitment in the public sector.

## RESEARCH METHODS

Using the literature review methodology, this study will investigate employee satisfaction and professional commitment in ASN in Indonesia. The literature review method is used to collect and synthesize recent research on factors that influence job satisfaction and professional commitment in the public sector, particularly in ASN. Literature samples will be selected from books, academic journals, research reports, and official documents that address this topic. To find trends, patterns, and important findings related to employee satisfaction and professional commitment of ASN, the collected data will be analyzed descriptively and thematically.

## RESULTS AND DISCUSSION

### Result

This literature review shows a lot about employee satisfaction and professional commitment of ASN in Indonesia. According to research, ASN employees who feel fairly compensated, have a pleasant work environment, clear career development plans, and good work ethics tend to be more satisfied and committed to their jobs.

In addition to these factors, things like gender differences and the level of stress present in the workplace also affect ASN employees' job satisfaction and commitment, meaning that effective coping strategies are needed to manage stress in the government work environment. By knowing these results, better policy recommendations can be made to improve the work environment of ASNs in Indonesia, so that they can reach their best performance levels and achieve their best goals.

### Discussion

This commentary on research findings covers some interesting and difficult aspects to consider. To improve employee satisfaction and professional commitment of ASN in Indonesia, this literature review combines the findings of various studies. This method helps you understand all aspects of the ASN work environment, including fair compensation, pleasant work environment, career development, and an effective performance appraisal system. In addition, this study shows that job stress and gender differences are also other factors that affect ASN job satisfaction. Previous research has not always paid proper attention to these factors.

However, this study has some limitations that need to be considered. First, the consistency of the results may be affected by two factors. First, bias in data collection may affect the interpretation of the results. Second, different research methodologies and approaches among studies may affect the consistency of results. In addition, the results of this study only apply to ASN in Indonesia and may not be fully applicable to ASN in other countries or the private sector. Finally, external factors such as changes in government policies or economic conditions may also affect ASN job satisfaction and professional commitment, which this study cannot fully control. To understand these two things, future research is needed to overcome these limitations and find out the level of employee satisfaction of ASN in Indonesia.

The results showed that corporate culture significantly affects job satisfaction, and the better the corporate culture. This is in line with research on organizational culture put forward by (Anggoro

KR., 2022) and supported by research findings (Tran, 2021), who found that corporate culture has a positive and significant effect on job satisfaction.

Performance is significantly and positively affected by corporate culture; a better corporate culture results in better performance. Study conducted by (Bhardwaj & Kalia, 2021) found that the culture of a company has a good and significant effect on performance. This shows that to improve the performance of the State Civil Apparatus, an ideal and comfortable work environment is needed to maximize performance and achieve work targets (Elizar & Tanjung, 2018) shows that the work environment has a positive and significant impact on performance because job satisfaction in an organization will automatically lead to improved employee performance. This is in accordance with the theory of justice (Tevfik & Guven, 2017).

As companies have become more efficient and effective over time, state organizations can emulate the organizational culture in companies. Implementing a conditioned corporate culture can increase employee satisfaction. As anticipated by Algerrow (2008:33), this study found an insignificant impact of increased job satisfaction on performance. The results of the study contradict the idea of performance appraisal (G, 2015). Based on the results of the study as well as the results of relevant research, it can be concluded that an ideal and comfortable work environment is important to increase employee satisfaction which has an impact on the professional commitment of ASN in Indonesia.

## CONCLUSIONS

Overall, this study discovered significant factors influencing the State Civil Apparatus (ASN) in Indonesia's professional commitment and job satisfaction. This analysis of the literature discovered that a number of factors, including as gender disparities and difficulties managing work-related stress, affect ASN working conditions. The study also shown how ASN's job happiness and commitment increased with the adoption of an efficient performance appraisal system, fair compensation, a friendly work environment, and a clear career development plan. Policy recommendations include bettering human resource management, creating a more transparent payroll system, and providing more support for ASN career development in order to enhance public services and performance.

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