

JOB SATISFACTION OF SCHOOL OPERATORS IN DKI JAKARTA: A META-ANALYSIS STUDY

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Abstract. This study attempts to determine the type of job happiness in educational institutions that school operators experience by analyzing the factors that influence and are influenced by job satisfaction variables in educational institutions. A literature review is used in this research method. The articles analyzed were articles published from 2020-2024. Searches were conducted with google scholar, scient direct and emerald with the keyword "job satisfaction". The search results found 30 articles in national and international journals or proceedings. Based on the research results found are organizational climate, workload, career development, emotional, compensation, work environment and job characteristics, employee performance, work life balance. These variables mean that job satisfaction is very important to be considered in every agency, especially the job satisfaction of school operators at the elementary school level so that the school administration process can run well so as to improve the quality of school education.

Keywords: Job Satisfaction, Factors, School Operator, Meta Analysis.

INTRODUCTION

One important factor that can affect individual performance in an organization, including educational institutions, is job satisfaction. (Aleo et al., 2024).. School operators play an important role in school administration, which has a direct impact on the quality of education services. (Nurjanah et al., 2023).. They are often not given the same attention as teachers, but the job satisfaction of school operators can affect various aspects of school operations, such as organizational climate, employee relations, and how effectively student administration is managed. (Ismail et al., 2024).

The challenge for educational institutions is to raise the standard of instruction throughout time. This improvement depends not only on the quality of instruction but also on effective and efficient operational support. High job satisfaction in school operators can help achieve better educational goals, increase productivity and create a more positive work environment. (Hidayat et al., 2024). This is one way to achieve those goals.

Job satisfaction is an emotion that arises in response to the work done. (Danayasa Putu Arik et al., 2021; Hasby, 2020; William & Ekawati, 2022).. Job satisfaction is an important component of organizational success because it can affect employee motivation, performance, and productivity. Job satisfaction has an important role in educational institutions, not only in the business world, because it serves as the main driver in creating a good learning environment. (Mus et al., 2021). To achieve the goal of quality education, educational institutions, both primary schools and universities, depend on the performance of all parties involved, including educators, administrative personnel, and school operators.

Organizational climate (Dika et al., 2024), workload (Meutia & Narpati, 2021), career development (Suciani et al., 2022), compensation (William & Ekawati, 2022), and work-life balance (Shah, Suzita et al., 2024). (Shah, Suzita et al., 2024) are some of the factors that can affect job satisfaction in educational institutions. Many of these factors are interconnected and can impact the quality of individual performance as well as the smooth operation of the organization as a whole. School operators according to (Nurjanah et al., 2023) as an important part of the education

administration system, have a huge role in ensuring that learning runs smoothly and schools are well managed.

Despite the importance of employee satisfaction levels in educational institutions, there are still many variables that are not fully understood or researched, especially with regard to the satisfaction levels of school operators. In order to better understand how job satisfaction affects and is affected by educational institutions, this study will look at both internal and external factors that can have an impact on job satisfaction levels, which in turn affect the effectiveness and caliber of school administration.

RESEARCH METHOD

The meta-analysis method was used in this study to analyze research related to school operator job satisfaction. The purpose of meta-analysis is to find patterns and relationships between variables that affect and influence job satisfaction in educational institutions, specifically school operator satisfaction. Articles published from 2020 to 2024 were used as data sources. These articles were obtained through Google Scholar, Science Direct, and Emerald. "**Job satisfaction**" was the main keyword of the search, which was then filtered based on relevance, quality, and relevance to the research subject. National journals, international journals, and conference proceedings were included in the list of articles analyzed.

To begin the data collection process, inclusion and exclusion standards were set. Organizational climate, workload, career development, compensation, work-life balance, work environment, and job characteristics are some of the components of school operator job satisfaction. Once each article met the selected criteria, the data were processed and analyzed using meta-analysis methods to identify patterns, relationships, and effects between variables. In addition, this study assessed the quality of each article based on the relevance of the topic, research methodology, and validity of the data presented.

The results of the analysis are presented systematically to determine the variables that most significantly influence the job satisfaction of school operators. The results are evaluated by connecting the research findings with pertinent literature in order to have a better understanding of the relationship between variables and their influence on the caliber of school administration. The results are also presented with simple statistical analysis to show the strength of the relationship between the variables. At the end of the study, there are practical suggestions that educational institutions can use to improve school operator satisfaction. It is hoped that this study will provide a thorough insight into the important role of school operators in improving education quality and employee satisfaction levels.

RESULT AND ANALYSIS

Organizational climate, workload, career development, compensation, work-life balance, and work environment are some of the main factors that influence school operators' job satisfaction, according to a meta-analysis of 30 relevant articles.

1. Organizational Climate

The results showed that one of the most dominant factors in influencing the level of employee satisfaction in schools is the organizational climate. (Pawan Kumar, 2023; Yuniarto, 2017). Most of the studies analyzed show that a supportive work environment is the most important factor in employee satisfaction (Hermawan, 2020). (Hermawan, 2020), such as smooth communication and good relationships between employees and superiors (Syandriadi, 2021). (Syandriadi, 2021), contribute greatly to the level of employee satisfaction. An article states that a positive work environment can improve school performance and productivity (Dika et al., 2024; Purnama & Riana, 2020).

2. Workload

Furthermore, it was discovered that workload has a significant impact on job satisfaction. The analyzed research shows that school operators may be less satisfied with their jobs if they have

excessive workloads. In contrast, those who have a balanced and well-managed workload may be more satisfied with their jobs. Meutia & Narpati (2021) said that stress is related to high workload, which reduces job satisfaction.

3. Career Development and Compensation

Furthermore, it was discovered that elements like career advancement and pay have an impact on job satisfaction. Suciani et al. (2022) found that school operators who feel they have opportunities to develop and get proper compensation (adequate compensation) tend to be more satisfied with their jobs. This finding shows how important management is in providing clear career development opportunities and providing compensation that is appropriate to the work done by school operators.

4. Balance between work and life

Balance between work and life is also crucial. According to Shah et al. (2024), school operators who find a good balance between their personal and work lives tend to feel more satisfied with their jobs. This balance helps them manage stress and still want to work. This result is in line with previous research which found that burnout and job dissatisfaction are related to poor work-life balance.

5. Work Environment and Job Characteristics

Work-life balance is also very important. According to Shah et al. (2024), school operators who find a good balance between their personal and work lives tend to feel more satisfied with their jobs. This balance helps them manage stress and still want to work. This result is in line with previous research which found that burnout and job dissatisfaction are related to poor work-life balance.

According to the findings of the article study, in order to raise school operators' job satisfaction and, in turn, improve the quality of school administration, educational institutions should ensure that organizational climate, workload, career development, compensation, work-life balance, work environment, and job characteristics are all very important factors in determining the level of job satisfaction of school operators.

Discussion

Based on the findings of the researcher's meta-analysis, organizational climate and workload are the main factors that influence the level of job satisfaction of school operators, according to the research conducted through the meta-analysis method. Among these factors, organizational climate (Santana & Pérez-Rico, 2023), workload (Gottwald & Lejsková, 2023; Sugita et al., 2024), career development (Putu, 2020; Sinha, 2020) However, compensation, work-life balance, work environment, and job characteristics are the most important.

In motivation theory, job satisfaction is defined as the feelings a person has toward their job. Locke (1976) in (Wang et al., 2021) stated that working conditions, relationships between employees, and the rewards received can affect job satisfaction. According to (Schneider, 2021) The term "organizational climate" describes the atmosphere or culture that permeates the company and has an impact on member relationships as well as overall performance. Workload is the quantity of work that an individual has to finish in a specific amount of time. Stress and a lack of job satisfaction might result from an excessive workload (Arrohman et al., 2022). To avoid fatigue or burnout, it is important to maintain a balance between personal and work needs. According to research conducted by (Nurjana et al., 2022; Sawitri, 2024), the right balance can increase job satisfaction.

Nurjanah et al. (2023) found that job satisfaction of school operators is influenced by several things, such as the influence of superiors, relationships between employees, and the workload received. Other research by (Mus et al., 2021) discovered that work-life balance-promoting policies at educational institutions can improve employee performance and job satisfaction. Dika et al. (2024) found that a pleasant work environment in the workplace can improve employee performance. These results support the findings of this study, which show that external factors such as organizational environment and workload have a large effect on the level of satisfaction of school operators with their jobs.

The interviews with school operators in DKI Jakarta revealed that they are mostly satisfied if they work in a supportive environment and have good relationships with their superiors and coworkers. However, their biggest problem is that the workload is often excessive, especially during the new school year or during exams, which causes them to be stressed and less productive. School

operators in the DKI Jakarta area also say that their salaries are not always proportional to the amount of work they do. Most people do not see clear career opportunities for advancement.

These results suggest that there are several steps that can be taken to improve the satisfaction of employees working in schools. First and foremost, schools should create a more open and supportive organizational environment where operators feel valued. School operators should be motivated by establishing clear training and career development programs. Secondly, schools should ensure a balanced and realistic amount of work to reduce stress. Workload can also be decreased by implementing flexible work schedules and using technology to make administration easier. Third, more competitive and appropriate compensation for the work contribution of school operators should be considered, especially to improve their motivation and well-being. Lastly, schools should consider the balance between students and employees as students should learn more from what they learn.

One limitation of this study is that it only reviewed 30 articles published from 2020 to 2024, thus not covering the entire existing literature on school operator job satisfaction. This study is unique in that it used the meta-analysis method to bring together diverse research results. This allows for a more in-depth and thorough analysis of the components that influence school operator job satisfaction, which has not been specifically researched before. In addition, it enhances our understanding of how things like organizational climate and workload contribute to improved job satisfaction in education, particularly for school operators.

CONCLUSION

This study demonstrates that factors including "organizational climate," "workload," "career development," "compensation," and "work-life balance" have a substantial impact on school operators' job satisfaction. A positive climate in the organization and a balanced workload were shown to increase job satisfaction, and adequate compensation and opportunities for career development were also very important. This research suggests that greater attention to well-being and the management of these factors is needed if we are to improve the job satisfaction of school operators. Conversely, although this study does not cover a wide range of literature, it still provides a new understanding of the level of job satisfaction in education.

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