



## The Performance of Non-pns Islamic Religious Executers With Work Environment on Work Satisfaction of Employees of the Ministry of Religion Office in Kua Simokerto District, Surabaya City

Aqib Zarnuji <sup>1</sup>

<sup>1</sup> Penyuluh Agama Islam di KUA Simokerto Kecamatan Surabaya, Indonesia

**Corresponding Author:** Aqib Zarnuji, E-mail: [azarnuji@gmail.com](mailto:azarnuji@gmail.com)

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### ABSTRACT

Everyone must desire to fulfill a sense of pleasure in it by showing that he is happy and satisfied with what he is doing. In the world of work, job satisfaction is very important for an employee; it will affect the attitude and morale of employees while carrying out their work. Job satisfaction is an individual thing and is influenced by various factors. Therefore, the institution must consider what factors make employees look happy. This study aims to determine how important the work environment is in increasing employee satisfaction. The method used in this research is a descriptive qualitative analysis using a case study research type by utilizing primary and secondary data sources. The results of this study indicate that the work environment has a positive influence on job satisfaction. If the quality of the work environment is good, then perceived satisfaction positively affects employee job satisfaction.

**Keywords:** Job Satisfaction, Work Environment, Work Tasks

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## INTRODUCTION

Performance is considered important for the organization (Abdallah dkk., 2019) because the performance itself affects the success of an organization (Mok dkk., 2019). The term performance comes from the word Job Performance or Actual Performance (work achievement or actual achievement achieved by someone) (Bai dkk., 2019). Performance means that the work results in quality and quantity completed by an employee in carrying out the task will be by the responsibilities given to him. According to Prawirosentono (Herbst dkk., 2020), performance results from work achieved by a person or group within an organization following their respective authorities and responsibilities to achieve organizational goals that do not violate the law and following

morals and ethics (Neumann-Böhme dkk., 2020). Cormick and Tiffin, performance is the quantity, quality, and time used in carrying out tasks (Treede dkk., 2019). According to Stephen P. Robbin, Performance is the result of a work evaluation that has been carried out compared to the criteria that have been set together. As contained in the Qur'an At-Taubah verse 105:

وَقُلْ أَعْمَلُوا فَسَيَرِي اللَّهُ عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ وَسَرُدُونَ إِلَى عِلْمِ الْغَيْبِ وَالشَّهَادَةِ فَيُنَيِّسُكُمْ بِمَا كُنْتُمْ تَعْمَلُونَ

Meaning: And say, 'Work you, then Allah will see your work, so will His Messenger and the believers, and you will be returned to Allah who knows the unseen and the real, then He will tell you what you have done.

From the verse above, it can be concluded that in carrying out the tasks that have been given (Vindrola-Padros dkk., 2020), on the contrary, it is done without any element of coercion but because the work assigned to him is a responsibility that will be accounted for in the hereafter and also the work carried out in this world will be related to the results of employment and wages that will be received from the job.

The several factors that influence a person's performance include the ability and interest of an employee, the ability and acceptance of the task as well as the role and level of motivation of an employee (Schunk & DiBenedetto, 2020). McClelland suggested that the performance factor is a factor of workability and motivation (Guo dkk., 2019). Furthermore, Steers added that most people believe that the achievement of each individual is a combination of three factors which include: the ability, attitudes, and interests of workers (Paul dkk., 2021), clarity and acceptance of the explanation of the role of workers, level of motivation at work.

Religious instructors, as stated in the Decree of the Minister of Religion of the Republic of Indonesia Number 79 of 1985, are: 'Guidance for religious people in the context of mental (Hilton & Vogeler, 2021), moral and devotion to God Almighty (Avşar dkk., 2019). Meanwhile (Xie dkk., 2020), Islamic religious instructors are mentors for Muslims in the context of mental (Saleem & Ramasubramanian, 2019), moral and piety development to God Almighty through all aspects of coaching through religious doors and religious language.

The Ministry of Religion is a government agency that manages religious affairs. Islamic Guidance (Guidance for Muslims) is one of the fields within the Ministry of Religion (Di Stasio dkk., 2021). Head of Islamic Guidance Section, whose program provides Islamic religious knowledge to the community in mosques (Nyhagen, 2019), MDA, TPQ, and TPS. As Da'i/Mubalig and teaching staff, it forms yasinan groups, carries out BKMT activities, and teaches students and female students at Islamic boarding schools (Irawan, 2022). For the success of this program, the Islamic Community Guidance is assisted by functional religious counselors.

All employees can feel satisfied with the fulfillment of work expectations in the agency (Pan dkk., 2019). The hope that every employee wants is to be happy at work. However (Zhen dkk., 2019), agencies cannot fulfill all the expectations and desires of

employees (Ng dkk., 2019) because everyone's expectations are different (Li dkk., 2019). Therefore, agencies will maximize the fulfillment of the basic needs of employees to support welfare at work. Employees' needs are guaranteed to increase enthusiasm to achieve the best results (Zong & Ren, 2019). The best work results can describe the effort given to employees so they will be proud of themselves and feel satisfied with their work.

Satisfaction is a right that results from an emotional response to various things expressed by liking or disliking the thing in question (Chong dkk., 2020). Internal and external factors cause emotional responses. This shows that satisfaction cannot be measured by just one factor (Amir dkk., 2020). Feelings of satisfaction at work can be seen from the process to the results obtained. Satisfaction is assessed based on the principles embedded in employees. So that the satisfaction felt by each employee will be different even though the agency has met the needs evenly. According to one employee, measuring performance is a form of appreciating the effort he has put in and evaluating deficiencies. The results of this evaluation can be used as material to work even better.

Job satisfaction can affect the quality of work because the better the quality of work of employees will increase work efficiency within the institution (Eliyana dkk., 2019). The work environment has an impact that can be felt directly by employees physically and psychologically (Bakker & De Vries, 2021). Therefore, the work environment can influence employee activities (Buonanno dkk., 2020). In addition to the work environment, the burden felt by employees can reduce satisfaction at work (Wang & Chung, 2019). The tasks felt by employees are obtained due to a mismatch of capacity or ability by employees against the targets given by the institution within a certain period (Jiang dkk., 2019). Employees are humans whose work system includes physical and psychological so work stress can attack them physically and psychologically. If the work task is too high, the energy expenditure will be higher, and it can cause overload, which can trigger fatigue. Conversely, if the work needs to be more commensurate with the capabilities possessed, it can cause boredom. So, the tasks and responsibilities given must follow the employee's capacity.

## **RESEARCH METHODOLOGY**

This study used qualitative research methods. In this study (McGrath dkk., 2019), researchers used descriptive qualitative research. Namely, research is conducted by observing phenomena directly about what is being experienced by research subjects holistically in a descriptive way, namely by using forms in the form of words and language according to natural contexts. The source of the data in this study was obtained from the Ministry of Religion (Study at KUA, Simokerto Subdistrict, Surabaya City), data obtained from Non-PNS Islamic Religious Counselors, Functional Religion Counselors, and KUA Staff in Simokerto District, Surabaya City. Furthermore, secondary data in the form of books, Decree of Non-PNS Religious Extension, Archives, and PNPS guidebooks of the Ministry of Religion (Study at KUA, Simokerto

District, Surabaya City). The techniques used in this study include observation, interviews, and documentation studies. While in data processing has several ways: data reduction (data reduction), selecting data, data analysis, data presentation (data display), and conclusion.

## **RESULT AND DISCUSSION**

Performance is the result of work that can be achieved by a person or group of people in an organization (Ivanov, 2020) in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally (Gradus dkk., 2020), without violating the law and following morals and ethics. An integral part of a performance, namely work performance or work results (output) both in quality and quantity achieved by human resources per period while carrying out their work duties following the responsibilities given to them.

Three things can be considered to achieve employee performance goals: the assessment must be related to work, the existence of work implementation standards, and practical (easy to understand or understand by employees or evaluators). Work standards are goals, objectives, and goals of work efforts within a certain time limit. In carrying out their work, employees must direct all their energy, ideas, skills, knowledge, and working time to achieve what is determined by performance standards. The performance standards can be seen from three parts, namely input standards, process standards, and output standards.

Based on the results of interviews and observations, it can be concluded that the performance standards of non-PNS Islamic religious instructors at the Ministry of Religion at the KUA Simokerto District (O'Connor & Joffe, 2020), Surabaya City, namely: prioritizing having an undergraduate degree in religious higher education, domiciled in Simokerto District, Surabaya City (Vinck dkk., 2019). Then in terms of process, non-PNS religious extension workers must conduct counseling in the Simokerto sub-district, Surabaya City, at least 4 times a month and are required to make a report that is known by the head of the Simokerto Sub-District KUA. In addition, regarding standard results, religious instructors must refer to the goals, duties, and functions of non-PNS religious instructors that have been set.

### **Performance Criteria for Non-PNS Religious Instructors**

#### **Quality (Quality)**

The quality of this work is related to the quality produced by employees in an institution, where quality reflects the level of satisfaction in completing work and the suitability of work expected by an institution. In addition, quality can be interpreted by looking at how work is carried out following what is ordered. Work is carried out based on input that reaches predetermined targets/works awareness. Quality is a form of measurement related to the quality or quality of work and is expressed in numerical dimensions or can be equated with numbers.

Based on the results of interviews conducted by the author with the Head of Islamic Community Guidance (Deng dkk., 2020), the target output of the work, and the

results that the extension worker can complete, it can be seen that each extension worker has completed the assigned tasks and work. This shows the quantity of the workload given to each extension agent able to complete their duties. So there is no need to reduce the workload; you can add extension officers if deemed important.

### **Quantity (Quantity)**

Quantity is the amount produced expressed in rupiah value, the number of units, or the number of activity cycles completed. The quantity dimension is a dimension that describes the degree of conformity between what is produced, delivered, or completed in a main task for non-PNS employees with the agreed targets in the main task. The amount of work can be obtained from the results of work measurements or from setting goals for participation.

Based on the results of interviews conducted by the author with the Head of Islamic Community Guidance, the target output of work, and the results that can be achieved by extension officers, the tasks and work assigned have been completed by all extension agents. This shows that the workload assigned to each instructor is not a problem and can be resolved by each extension agent. So there is no need to reduce workload or give more tasks.

### **Timing**

How well the activities completed at the desired target time are coordinated with other outputs and the time available to maximize other activities. This timeliness relates to the time to complete the task (job) following the time allocated. All work carried out by employees has a predetermined time standard. Non-PNS religious extension workers must carry out their duties in accordance with predetermined distances, including punctuality in completing work and completing work when needed.

Based on the results of the interviews conducted by the author with the Head of Community Guidance, an assessment was made of the performance of non-PNS Islamic Religious instructors by looking at weekly reports and monthly reports. So from here, you can find extension workers who are working seriously. Then Kasi Bimas also evaluates the activities carried out, such as: implementing MTQ, teaching TPQ, recitation lectures, organizing funerals, etc. Several religious extension officers conduct counseling less than 4 times a month and are not disciplined in submitting reports.

### **Cost-effectiveness**

Cost efficiency here refers to the extent to which organizational funding sources maximize the use of finance to obtain maximum results or to reduce losses from each unit. In carrying out their duties, extension workers are expected to be able to use all existing financial resources within the organization concerned to help them complete work assignments in terms of time and work results. The average extension agent can use a fee according to a predetermined target. This means that what is expected can be realized or even saved more on the budget. In carrying out activities, extension workers usually do this by raising voluntary donations because funds are very limited.

### **The need for supervision**

How well an employee can perform work functions without seeking supervisory assistance or requiring supervisory intervention to prevent an adverse outcome. Supervision is needed because the purpose of supervision carried out on a scale is to monitor the performance of non-PNS Islamic religious instructors at the Surabaya City Ministry of Religion office. For example, suppose there are extension officers who need to carry out their assignments and look impolite. In that case, quick coaching will be carried out by being summoned by functional extension officers. If the Functional Extension Officer is overwhelmed, the Head of Community Guidance will provide advice. This is done gradually and tiered.

### **Interpersonal impact**

How far or how well do employees increase self-esteem, goodwill, and cooperation between employees and subordinates? Interpersonal impact as the implementation of the main tasks and functions of the Ministry of Non-PNS Islamic Religious Extension.

### **Providing motivation carried out by the Ministry of Religion for Non-PNS Islamic Religious Extensionists**

Genuine motivation from one's heart is a driving force to do or achieve a goal. Motivation can also be interpreted as a plan or desire to achieve success and avoid failure. Motivation is needed to create a person's passion at work. Motivation means providing a driving force that creates a person's work enthusiasm so that they want to work together, work effectively, and integrate into all efforts to achieve satisfaction. Motivation is a willingness to exert optimal effort to achieve organizational goals that are influenced to satisfy some individual needs. Motivation can be categorized into two types: intrinsic and extrinsic.

Efforts made by the Office of the Ministry of Religion in Surabaya for smooth performance can work smoothly, namely: providing Guidance, as directed by functional Islamic religious instructors, to non-PNS Islamic Religious Extensionists who are less enthusiastic about their work. Furthermore, providing training to Non-PNS Islamic Religious Extensionists with the aim that Non-PNS Islamic Religious Extensionists can work more efficiently and effectively. The results of the interviews can be concluded that there are 2 motivations given by the Office of the Ministry of Religion in the city of Surabaya to non-PNS Islamic religious instructors at the KUA Simokerto District: Intrinsic Motivation and Extrinsic Motivation. First, the intrinsic motivation is to provide routine coaching to Non-PNS Islamic Religious Extensionists twice a year. Meanwhile, the Ministry of Religion of the Republic of Indonesia's extrinsic motivation provides monthly incentives of Rp—1000,000 per month and uniforms. Furthermore, rewards are also given, such as being named an exemplary extension worker if the performance is good.

## **CONCLUSION**

The results of the research implementation can be described as follows: 1) the performance standards of non-PNS Islamic religious instructors at the Office of the

Ministry of Religion at the KUA Simokerto District are prioritized with a bachelor's degree in Religious Higher Education domiciled in Simokerto. Non-PNS religious instructors must carry out counseling at least 4 times a month and make a report known by the Head of KUA Simokerto Subdistrict, which refers to the main duties and functions of non-PNS Islamic religious instructors who have been assigned. 2) performance criteria consist of 6 types: quality, quantity, timeliness, cost-effectiveness, need for supervision, and interpersonal impact. Non-PNS Islamic religious instructors have different abilities, and most religious instructors are graduates of the Islamic religion. The achievements of non-PNS Islamic religious instructors are fostering MTQ activities, taklim assemblies, and other religious activities. The quantity value of both is between 70-85.

Third, timeliness can be seen from the collection of monthly activity reports; the contents of the reports could be more systematic and neat. Fourth, it is cost-effective to carry out activities that are usually carried out voluntarily by extension workers due to the need for more funds. Fifth, supervisors need to produce maximum performance; this supervision is carried out in a scalable way. Furthermore, the six interpersonal influences, namely the presence of exemplary non-PNS Islamic religious instructors in the community, must be able to adapt conditions to circumstances. 3) Motivation 2 motivation given, namely Intrinsic Motivation and Extrinsic motivation. First, intrinsic motivation is to provide routine Guidance 2 times a year to Non-PNS Islamic Religious Extensionists. Meanwhile, the Ministry of Religion of the Republic of Indonesia's extrinsic motivation provides monthly incentives of Rp—1000,000 per month and uniforms. Furthermore, rewards are also given, such as being named an exemplary extension worker if the performance is good.

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