

# The influence of religiosity and quality of work life on employee job satisfaction on ministry religion affairs of Kolaka Regency

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## ABSTRACT

Currently, there are still many employees who do not feel satisfied with carrying out their work. However, in the results of preliminary observations that have been made at the Kolaka Regency Ministry of Religious Affairs Office, it was found that employees feel high job satisfaction, which the researcher then identified as being caused by religiosity and the quality of work life that employees feel. This quantitative study aims to determine whether there is an influence of religiosity and quality of work life on employee job satisfaction. This study involved 41 employees who are civil servants (PNS) and were positioned as respondents. The researcher used observation and questionnaires to answer the two research objectives. This study found that (1) there is a significant positive influence between religiosity and employee job satisfaction, and (2) there is a significant positive influence between quality of work life and employee job satisfaction. Finally, this study provides policy recommendations for the Kolaka Regency Office of the Ministry of Religious Affairs in the future, which is still very important and relevant to maintaining and improving the religiosity and quality of work life of employees.

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## 1. INTRODUCTION

People are an important asset in achieving the goals of an organization. They play a role in realizing the vision and mission of the organization, so human resource management is essential to ensure their contributions remain relevant and in line with the direction of the organization. As complex human beings, employees bring diverse emotions, ideas, interests, goals, and personalities into the organization (Saputra & Mulia, 2020). Therefore, the proposed leadership should be well-managed, planned, and administered. By ensuring that employees' rights and obligations are organized according to their roles, responsibilities, and duties, human resource management aims to increase employee performance and improve the level of satisfaction at work. This is because the achievement of effective employee performance is inseparable from high job satisfaction (Ertekin & Avunduk, 2021).

Currently, there are still many employees who feel dissatisfied with where they work. Based on the results of a job satisfaction survey conducted by JobStreet.com in 2022, 73% of 17,623

respondents answered that they were not satisfied with their current job. This shows that there are still many employees who are not satisfied with the work they do. Employees who are not satisfied with their workplace can lead to high levels of employee turnover, absenteeism, strikes, complaints and other negative behaviors that can adversely affect the organization (Syahronica et al., 2015). Therefore, it is essential for the management of an organization to ensure that employees are satisfied with their jobs and understand what aspects can impact employee job satisfaction. Based on several studies, there is a relationship between the level of religiosity and quality of work life with employees' job satisfaction (Bednarczuk, 2019; Sari & Helmy, 2020).

The Kolaka District Office of the Ministry of Religious Affairs is known as an organization characterized by unique religious values. This can be seen from the implementation of operational tasks provided by the Ministry of Religious Affairs of the Republic of Indonesia, namely the implementation of operational activities related to religious services in the region. A distinctive feature of the Kolaka District Office of the Ministry of Religious Affairs is the strong religious values of employees and institutions in carrying out their duties, responsibilities and obligations. The Kolaka District Office of the Ministry of Religious Affairs encourages its employees not only to be able to complete their work properly but also to be able to interpret their work as an important part of worship so that the work becomes more meaningful.

Based on the author's initial observations of 15 employees at the Kolaka District Office of the Ministry of Religious Affairs, it was revealed that they showed a high level of job satisfaction. The author then identified that this high job satisfaction may be influenced by the level of religiosity and the good quality of work life they feel. This initial observation is supported by the results of observations showing that employees at the Kolaka District Office of the Ministry of Religious Affairs feel a high level of job satisfaction in carrying out their duties. The most dominant factor that makes employees feel job satisfaction is the religiosity they feel such as seeing work as part of worship, feeling that involvement in work is a form of good deeds, and having an awareness that work is not only related to the material world but also to the afterlife.

In addition, the factors that make employees feel high job satisfaction are that they feel that they have a good quality work environment, feel they are not forced to work because it is by their abilities, feel that coworkers and superiors have a high concern for fellow employees, then they feel they have a pleasant work life and feel valued by superiors and colleagues, feel involved in decision making by superiors.

So based on the results of these initial observations, it can be identified that the job satisfaction felt by employees of the Kolaka District Office of the Ministry of Religious Affairs is closely related to religiosity and the quality of work life. However, the results of these initial observations cannot be used for justification and generalization. Further research is needed to find out how the variables of religiosity and quality of work life affect employee job satisfaction. This argument is also reinforced by a literature review conducted by the author, which found variations in research results related to the influence of religiosity and quality of work life on job satisfaction, such as research conducted by (Damila & Tasri, 2022; Kasman, 2021; Mensah et al., 2019), which shows that religiosity contributes positively and significantly to job satisfaction. However, other studies also show that there is no significant relationship between religiosity and job satisfaction (Ajuna, 2021; Darto et al., 2015; Ghazzawi et al., 2016).

The results of further research reinforce that quality of work life positively affects job satisfaction, in line with previous research by (Giri et al., 2022; Mengko et al., 2023; Wijayanti et al., 2022). However, other findings also indicate that quality of work life can have a negative and significant impact on employee job satisfaction, as observed in research conducted by (Octareina & Puspitadewi, 2021; Yuliaty, 2021).

From the context that has been described and the results of initial observations in the context of this study, as well as the differences in research results, then research that specifically examines the relationship between religiosity, quality of work life, and job satisfaction at the Ministry of Religion is still limited, so this study also aims to fill this gap. Therefore, the author believes that further research needs to be conducted on "The Influence of Religiosity and Quality of Work Life on Employee Job Satisfaction on Ministry Religion Affairs of Kolaka Regency".

### **Religiosity**

Religiosity, according to Nurhayati et al. (2023), is defined as the characteristics of individuals that encourage them to act in accordance with the religious principles they profess. Meanwhile, according to Ancok & Suroso (2011), religiosity includes various aspects or dimensions that are not limited to ritual or worship practices but also include other activities that are influenced by supernatural forces that come from strong faith and beliefs.

According to Gibson (2010), indicators of religiosity are as follows: (1). Beliefs, including the ability of individuals to adhere to the principles of their religion, such as faith in God, angels, and belief in the existence of heaven and hell, (2). Religious practice, reflecting the level of a person's involvement in carrying out their religious ritual obligations, (3). Religious experience involves emotional aspects and understanding, such as fear of sin, belief in answered prayers, feelings of closeness to God, and experiences of getting help from Him. (4). Religious knowledge refers to a person's level of understanding of the teachings of their religion, especially those contained in the holy books they believe in. (5). Consequence: This describes how much influence the religious teachings that individuals adhere to have on their social behavior in everyday life.

### **Quality of Work Life**

Quality of work life, according to Robbins & Judge (2015), is a process by which organizations pay attention to the needs of their employees by creating a system that allows employees to provide input, engage in the decision-making process, and manage their own work lives. Meanwhile, according to Davis & Newstrom, (2000), quality of work life can be explained as working conditions that provide pleasure or discomfort for individuals.

Several factors can be used as indicators to evaluate the quality of work life, according to Cascio, (2003): (1). An innovative reward system, which means compensating employees to match the needs and living standards prevailing in the labor market, (2). Work environment, which is a comfortable workplace. This includes working hours, applicable administrative regulations, and the physical environment of the work. (3). Job restructuring, which provides employees with challenging tasks as well as more opportunities for personal growth that can encourage their development.

### **Job Satisfaction**

According to Kong et al. (2018), job satisfaction measures how well employees feel and their attitude towards the extent to which their work meets their needs. Meanwhile, according to Sutrisno (2019), job satisfaction includes employee behavior related to working conditions, cooperation between coworkers, compensation received in work, and related physical and psychological aspects.

Robbins & Judge (2015) state that job satisfaction indicators include the following: (1). The work itself, namely work that is interesting and has useful value and is also not boring and is able to provide status, (2). Salary, the level of compensation of an employee, is an indicator of satisfaction only if it is considered adequate and appropriate, (3). Promotions can occur in various forms with different rewards, and the possibility of career advancement affects job satisfaction. (4). Supervision, control exercised directly or suddenly by a superior over his subordinates, (5). Coworkers, one of the most basic aspects of job satisfaction is close cooperation between coworkers, especially in a solid team. In this context, a solid team provides support, comfort, advice, and assistance to each team member.

## **2. RESEARCH METHOD**

In this study, quantitative methods were used by the author. The use of quantitative research methods was chosen to accommodate research objectives related to the formulation of research problems that have been identified. A quantitative method is a type of research that produces data that can be measured using statistical analysis based on the principles of positivism (Wonua et al., 2021).

To obtain accurate data, researchers conducted research at the Kolaka Regency Ministry of Religious Affairs Office, which is located at Jalan Pemuda No. 128, Kolaka Regency, Southeast Sulawesi Province, Indonesia. The population studied included all employees who worked at the Ministry of Religion of Kolaka Regency, for a total of 63 people. Sampling was conducted using the nonprobability sampling method, specifically purposive sampling, where respondents were selected based on certain criteria. The criteria used are employees who have the status of civil servants (PNS)

and work at the Ministry of Religious Affairs of Kolaka Regency. The number of respondents who met these criteria was 41.

The method applied for data collection in this study involves the use of primary data, such as questionnaires, as well as secondary data. This data collection is an important stage in the research and will be used to evaluate the level and impact of the relationship between the research variables. A Likert scale was used in this study to assess the level of agreement. The scores given on this scale are as follows:

**Table 1.** Likert Scale

Category	Score
Strongly Agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

Source: Sugiyono, 2020

The instruments in Table 1. were developed based on research variables such as religiosity (X1), quality of work life (X2), and job satisfaction (X3). Then, the validity and reliability of the instrument were tested. Data analysis was conducted using the Structural Equation Modeling (SEM) method with the help of Partial Least Square (PLS), which consists of two components: outer model measurement and inner model measurement.

### 3. RESULTS AND DISCUSSIONS

The data in this study were collected through the distribution of questionnaires to 41 respondents, with each questionnaire containing 13 statement items. The questionnaire was distributed directly to respondents to ensure the accuracy of the responses. To provide a comprehensive picture of the research results, data analysis used the structural equation modeling (SEM) descriptive analysis method. In addition to this analysis, the author also evaluates the characteristics of respondents, such as gender, marital status, age, education level, position, and length of service.

In this study, the total number of respondents was 41, consisting of people of various genders, both male and female. The highest number of respondents was male, making up 66 percent of the total, while female respondents made up the lowest number, making up 34 percent. Previous research that considered the relationship between gender and job satisfaction showed that male employees tend to have higher levels of job satisfaction than female employees (Arimoto & Daizen, 2013). However, the results of other studies show that there is no significant difference in the level of job satisfaction between men and women (Padmanabhan, 2021).

Furthermore, the frequency of respondents is based on age. Respondents with an age range of 51–60 are the respondents with the highest frequency. This shows that most employees are experienced and already have a fairly mature age. According to Mangkunegara (2017), there is a tendency for more senior employees to feel higher satisfaction with their jobs than younger employees. This could be due to the assumption that younger employees have higher expectations of their work environment, so they may feel less satisfied if there is a difference between their expectations and the reality they experience.

In the next analysis, the frequency of respondents based on length of service shows that the majority of respondents have work experience between 11 and 20 years, with a total of 16 people, or 39 percent of the total respondents. This indicates that employees at the Kolaka District Office of the Ministry of Religious Affairs tend to have quite a bit of work experience. There is a tendency that employees who have longer work experience have higher levels of job satisfaction than those with less work experience (Shafira & Listiara, 2017).

Then, respondents based on education showed that the last level of education of respondents with the highest frequency was Strata One (S1) graduates, with as many as 29 respondents and a percentage of 71 percent. This indicates that the majority of employees at the Kolaka Regency Office of the Ministry of Religious Affairs are graduates of the Bachelor program.

#### Measurement Model (Outer Model) Testing

In this study, the Structural Equation Modeling (SEM) method was applied using the Partial Least Squares (PLS) version 3.0 program. Construct reliability testing is carried out to evaluate the accuracy of the outer model measurement with reflective indicators. Validity evaluation uses convergent validity and discriminant validity, while construct reliability is assessed using composite reliability.

**Table 2.** Results of Outer Loading Analysis

Item	Religiosity	Quality of Work Life	Job Satisfaction
X1.1	0.758		
X1.2	0.739		
X1.3	0.846		
X1.4	0.811		
X1.5	0.811		
X2.1		0.761	
X2.2		0.843	
X2.3		0.864	
Y1			0.760
Y2			0.782
Y3			0.804
Y4			0.755
Y5			0.704

Source: SmartPLS processed data, 2023

Table 2 indicates that each indicator on the variables in this study has a loading factor that exceeds 0.7, which indicates validity. In addition to looking at the cross-loading value, the success of the average variance extracted (AVE) value is also used to confirm discriminant validity in a good category. In a measurement scale that uses reflective indicators, the loading factor value is expected to be at least 0.7, and the AVE value is 0.5, in accordance with (Abdillah & Jogiyanto, 2015). The results of the AVE quadrant roots and latent variable correlations are as follows:

**Table 3.** Values of Average Variance Extracted (AVE)

Variable	AVE
Religiosity	0.631
Quality of Work Life	0.679
Job Satisfaction	0.580

Source: SmartPLS processed data, 2023

In Table 3, it can be seen that the average variance extracted (AVE) value exceeds 0.5, which meets the criteria for convergent validity testing. Thus, all questionnaire items can be used in subsequent data analysis.

Hair et al. (2022) established two main procedures for identifying discriminant validity. The first evaluation approach relies on assessing construct factor loading values that should be highest for the construct in question and lower for other constructs. The second method uses the Fornell-Larcker criterion, which consists of comparing the square root of the average variance extracted (AVE) with the correlation between constructs. The lower AVE square root value obtained must exceed the correlation between latent variables. The cross-loading and Fornell-Larcker values are as follows:

**Table 4.** Results of Cross Loading Analysis

Item	Religiosity	Quality of Work Life	Job Satisfaction
X1.1	<b>0.758</b>	0.306	0.439
X1.2	<b>0.739</b>	0.256	0.293
X1.3	<b>0.846</b>	0.331	0.503
X1.4	<b>0.811</b>	0.391	0.467
X1.5	<b>0.811</b>	0.580	0.638
X2.1	0.268	<b>0.761</b>	0.541
X2.2	0.419	<b>0.843</b>	0.606
X2.3	0.532	<b>0.864</b>	0.569
Y1	0.463	0.453	<b>0.760</b>
Y2	0.433	0.613	<b>0.782</b>
Y3	0.411	0.613	<b>0.804</b>
Y4	0.469	0.541	<b>0.755</b>
Y5	0.590	0.406	<b>0.704</b>

Source: SmartPLS processed data, 2023

The results of cross-loading, as listed in Table 4 show that the correlation value between the construct and its indicator is higher than the correlation with other constructs. Thus, it can be concluded that all latent variables have obtained better discriminant validity than indicators in other blocks.

**Table 5.** Fornell-Lacker Values

Konstruk	X1	X2	Y
X1	0.794		
X2	0.496	0.824	
Y	0.618	0.695	0.762

Source: SmartPLS processed data, 2023

According to the Fornell-Larcker method in Table 5 the square root of the variance extracted (AVE) for each latent variable exceeds the correlation value with the latent variable. This indicates that the tool or survey created shows good validity. In essence, each latent variable has an AVE root value that exceeds the correlation value, which indicates a relationship between constructs.

Then the third approach is to use the heterotrait-monotrait ratio (HTMT) approach. According to Hair et al. (2022), cross-loading and Fornell-Lacker testing cannot be effectively relied on to test discriminant validity. Henseler et al. (2015) proposed a more rigorous approach to testing discriminant validity using the monomethod heterotrait ratio (HTMT), where the HTMT value must be less than 0.9 to ensure discriminant validity between two reflective constructs. The HTMT value is as follows:

**Table 6.** Values of Heterotrait-Monotrait Ratio (HTMT)

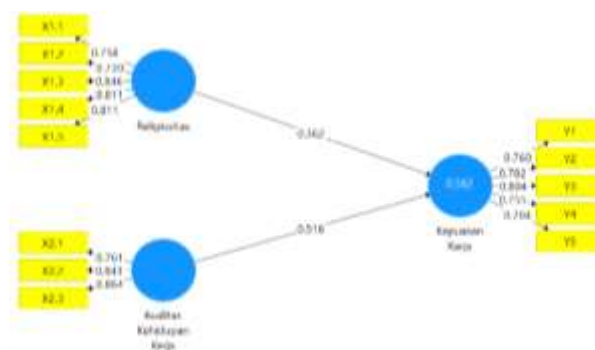
Konstruk	X1	X2	Y
X1			
X2	0.577		
Y	0.706	0.873	

Source: SmartPLS processed data, 2023

Table 6 shows that the value of the HTMT ratio also meets all the basic rule criteria, so all questionnaire items are proven valid for measurement.

**Testing the Structural Model (Inner Model)**

The performance of the model was evaluated by analyzing the r-square values for the variables, which indicate how reliable the indicators are, along with the t-statistic values obtained from testing the path coefficients. Higher R-square values indicate the ability of the model to fit the research framework. The level of significance in hypothesis testing is determined based on the value of the path coefficient.



**Figure 1.** Structural Model

One way to assess the impact of the independent variables on the dependent variable is through an analysis called an analysis of variance. The coefficient of determination in the table below shows how much of the variability in a variable can be explained by that variable.

**Table 7. R-Square Values**

Construct	R-Square
Y	0.582

Source: SmartPLS processed data, 2023

Table 7 shows that the R-Square value of the job satisfaction construct can be explained by 0.582 with a percentage of 58.2% by the religiosity and quality of work life variables, while, the remaining 42% is explained by other factors not included in this study.

### Hypothesis Testing

The results of hypothesis testing using the bootstrapping method are as follows:

**Table 8. Path Coefficient Result**

Hipotesis	Original Sampel (O)	Mean Sample (M)	Standard Deviation (STDEV)	T-Statistik ([O/STDEV])	P Values
Religiosity > Job Satisfaction	0.362	0.374	0.123	2.940	0.003
Quality of Work Life > Job Satisfaction	0.516	0.520	0.132	3.901	0.000

Source: SmartPLS processed data, 2023

### Testing the First Hypothesis (H1)

Based on the results of the analysis using Smart PLS 3.0 as listed in Table 8, it is obtained that the original sample estimation value of religiosity has a positive impact on job satisfaction with a positive value of 0.362 and a t-statistic of 2.940, with a p-value of 0.003. The results of this study provide evidence supporting the hypothesis that there is a significant positive correlation between religiosity and job satisfaction. This finding is consistent with the overall research criteria, where the t-statistic value exceeds 1.64 and the p-value is below the 5% threshold (0.05). Therefore, the first hypothesis (H1) can be accepted, which states that there is a positive and significant influence between religiosity and employee job satisfaction at the Office of the Ministry of Religious Affairs of Kolaka Regency.

### Second hypothesis testing (H2)

The calculation results using Smart PLS 3.0 listed in Table 8, show that the original sample estimation value of the quality of work life on job satisfaction has a positive impact of 0.516, with a t-statistic of 3.901 and a p-value of 0.000. By considering the rule of thumb used in this study, namely the t-statistic value that exceeds 1.64 and the p-value that is less than 5% (0.05), it can be concluded that the quality of work life variable has a positive and significant influence on job satisfaction. Therefore, the second hypothesis (H2) can be accepted, which states that there is a positive and significant influence between the quality of work life and employee job satisfaction at the Kolaka District Office of the Ministry of Religious Affairs.

### Effect of religiosity on job satisfaction

The findings of this study indicate that there is a positive and significant correlation between the level of religiosity and the level of job satisfaction. This indicates that the level of employee job satisfaction increases along with the level of religiosity. This result is in line with the findings of previous research conducted by Hutagalung et al. (2020); Novitasari et al. (2020), which also found a positive and significant relationship between religiosity and job satisfaction.

Job satisfaction can be increased through the experience of religious values felt by employees through aspects contained in a religious practice, such as worship, obedience, and devotion in the implementation of religious obligations. This shows the seriousness of individuals' religious beliefs, which in turn can affect their level of job satisfaction. In this case, employees, in carrying out their religious obligations that they believe in, also believe that the work they do is also part of worship, so that through this belief, employees get encouragement to carry out their work optimally, and through this, employees also feel job satisfaction.

Furthermore, participation in worship is a factor that affects employee job satisfaction. This refers to the impact of a person's religious beliefs, religious practices, and knowledge gained in daily life. This reflects the extent to which the individual adheres to the principles of his religion in carrying out recommended religious activities. In this case, employees believe that spiritual experiences in

worship activities shape their behavior to work sincerely and responsibly, so this has an impact on employee job satisfaction. Employee job satisfaction is also obtained through employees' belief in the existence of God so that they always try to carry out His orders, including in working sincerely and responsibly. Furthermore, employee job satisfaction also arises from religious knowledge. Employees who have a good understanding of religion tend to avoid actions that are contrary to religious teachings, including carrying out their duties. This can prevent employees from engaging in behavior that is detrimental to the organization. In addition, the consequences of religiosity also cause employees to feel job satisfaction. This is because employees understand the consequences of rewards and sins for the actions they take, so they always work well and earnestly.

In addition, the job satisfaction felt by employees through religiosity is also supported by the organizational culture at the Kolaka Regency Office of the Ministry of Religious Affairs, which is very thick with religious values. According to Desson & Clouthier (2010), the culture that exists in the organization will shape a person's behavior in interacting and behaving at work and outside of work. This is similar to Bednarczuk (2019), who states that religious organizations tend to express more satisfaction with their work than non-religious organizations. This shows that religious teachings and values can increase individual understanding of the meaning and importance of work so that it can affect job satisfaction (Hassan et al., 2016).

The results showed that the original sample estimation value of religiosity on job satisfaction is positive, which means that it has a unidirectional relationship; the higher the religiosity in the Kolaka Regency Office of the Ministry of Religious Affairs, the higher the employee job satisfaction. This finding shows that the level of religiosity can play a role in increasing employee job satisfaction, which means that employees with a high level of religiosity are more likely to feel satisfaction in their work.

#### **The effect of quality of work life on job satisfaction**

The results show a strong and positive correlation between job satisfaction and quality of work life. This suggests that employees' level of job satisfaction increases along with their opinion of the quality of their work life. The results of this study are consistent with previous studies (Asriani et al., 2023; Fatril et al., 2022; Ogunola, 2022), which also found a positive and significant correlation between job satisfaction and quality of work life.

Employees' job satisfaction may increase along with the perceived good quality of work life they experience. Factors that contribute to the quality of work life include employees' feelings about the safety and comfort of their work environment while performing tasks, which in turn can increase employee satisfaction by providing a comfortable and safe atmosphere while working. An accommodating workplace can foster feelings of security and comfort, allowing employees to do their best work. When employees are satisfied with their work environment, they tend to be more at home and productive at work. On the other hand, a less-than-ideal workplace can result in lower levels of job satisfaction. Employee dissatisfaction with their jobs can arise if these circumstances are ignored over a long period of time, which will have an adverse impact on their performance.

The working environment at the Kolaka Regency Ministry of Religious Affairs is considered quite good; this is reflected in the majority of respondents indicating agreement in the research questionnaire. This indicates that working conditions in the office are considered good. Ensuring a safe and comfortable working environment has a direct effect on job satisfaction among employees. This result is consistent with the research of Simanjuntak et al. (2017), which highlighted the significant impact of a positive work environment on increasing employee job satisfaction. Therefore, maintaining an optimal work environment is a priority for organizations to ensure employee well-being and satisfaction.

Furthermore, the job satisfaction felt by employees of the Kolaka Regency Office of the Ministry of Religious Affairs is due to work restructuring. Work restructuring allows employees to expand opportunities to enhance their capabilities. Work restructuring at the Kolaka District Office of the Ministry of Religious Affairs is considered positive. This is indicated by the majority of respondents who expressed their agreement in the research questionnaire. This shows that the Kolaka District Ministry of Religious Affairs provides opportunities for its employees to improve their capabilities and professionalism through competency development. Through these opportunities, this will create a sense of well-being among employees because the capabilities or skills they have in the workplace can be improved through job restructuring. In addition, job restructuring will provide prospects for



employees to gain new work capabilities so that they can foster better work capacity. This is in line with Aregawi & Vijaya (2023), who say that when job restructuring is implemented in an effective way, it will increase employee satisfaction at work.

Apart from the work environment and work restructuring, employees' perceptions of innovative reward systems can also increase their job satisfaction. An innovative reward system provides opportunities for employees to fulfill their needs in accordance with the prevailing standard of living and payroll policies. This reward system covers various aspects, such as salaries, allowances, bonuses, and other facilities provided to employees in return for their performance. Meanwhile, the innovative reward system at the Kolaka Regency Office of the Ministry of Religious Affairs is in accordance with the wishes of employees. This is known from the majority of respondents' answers expressing their agreement with the research questionnaire. This shows that the innovative reward system implemented at the Kolaka District Office of the Ministry of Religious Affairs is in line with what employees want. In this case, employees feel that the innovative reward system they get is sufficient for their needs and that the innovative reward system they get is appropriate and in accordance with government regulatory standards. This is in line with Amabile & Pratt (2016), who argue that an innovative reward system can create a positive effect on employee satisfaction at work.

According to Dessler (2013), quality of work life is a condition where all the needs that are considered important by employees can be met in carrying out their role in the organization. Therefore, if employees believe that the organization is able to respond and meet their mental and physical needs well, this can create positive feelings and assessments of their work, so that job satisfaction is created through these positive experiences at work.

The results showed that the original sample estimation value of the quality of work life on job satisfaction showed a positive relationship, which means that the higher the level of quality of work life at the Kolaka Regency Office of the Ministry of Religious Affairs, the higher the employee job satisfaction. Therefore, it can be concluded that there is a positive and significant influence between the quality of work life and employee job satisfaction at the Office of the Ministry of Religious Affairs of Kolaka Regency.

#### 4. CONCLUSION

From the results of research on "The Effect of Religiosity and Quality of Work Life on Employee Job Satisfaction at the Kolaka Regency Ministry of Religion Office," it can be concluded as follows: (1.) After testing the first hypothesis, it was concluded that there is a significant positive influence between the level of religiosity and employee job satisfaction at the Office of the Ministry of Religious Affairs of Kolaka Regency. That is, any change in religiosity will significantly increase the level of employee job satisfaction as measured through aspects such as beliefs, religious practices, experiences, religious knowledge, and consequences. (2.) From the results of testing the second hypothesis, it is concluded that there is a significant positive influence between the quality of work life and employee job satisfaction at the Office of the Ministry of Religious Affairs of Kolaka Regency. This means that any change in the quality of employees' work life will significantly increase their level of job satisfaction as measured through aspects such as innovative reward systems, work environment, and work restructuring.

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