



Job Satisfaction Among Private Daycare Workers in Jakarta

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Abstract

Child protection is vital for ensuring that children's needs and rights are met while supporting their growth and development through family, school, and community engagement (Briggs, 2020). In Jakarta, the increasing reliance on daycare facilities reflects the challenges faced by dual-career families in balancing work and childcare responsibilities (Zahro, 2022; Reformasi et al., 2022). This study investigates job satisfaction among 54 daycare workers in 7 private daycare centers in Jakarta, capturing the several facets of pay, promotions, supervision, benefits, contingent rewards, operational procedures, co-worker relationships, working conditions, and organizational communication in creating daycare workers' job satisfaction. The research employs a quantitative approach, utilizing Spector's (1985) Job Satisfaction Survey to collect data from private daycare centers in Jakarta. The univariate analysis reveals notable differences in job satisfaction levels between temporary and permanent workers, with temporary employees reporting higher satisfaction in several areas contrary to the expectation that permanent workers would be more satisfied due to job security and benefits. Job satisfaction also varies with tenure, showing that employees with different lengths of service experience diverse satisfaction levels, such as peak satisfaction for those with shorter tenure and improved satisfaction for long-term employees. Gender-based analysis uncovers distinct patterns: female employees generally report higher number of workers perceiving job satisfaction with supervision and co-workers, while male employees present higher number of workers who satisfied with pay, promotions, and communication. However, through the ANOVA Test, this research cannot demonstrate a significant difference in job satisfaction based on workers' characteristics. These results highlight the variance of job type, tenure, and gender on employee satisfaction, offering valuable insights for enhancing workforce management and policy decisions.

Keywords: *Childcare; Daycare; Human Service Organization; Job Satisfaction*

1. Introduction

Child protection is a universal concern to ensure children's needs and rights are met, shielding them from neglect and maltreatment, and optimizing their growth and development with the support of family, school, and community (Briggs, (2020). The Indonesian Child Protection Law and the Convention on the Rights of the Child emphasizes the responsibility of the state and families in this regard. However, the changing landscape of dual-career families poses challenges, as parents struggle to balance work and childcare responsibilities. Several studies found that workplaces often lack flexibility, preventing parents from adequately meeting their children's needs (Zahro, 2022; Reformasi et al., 2022). As a result, daycare facilities have been emerged as a viable solution, providing quality care and protection for children while their parents' work

Families accessing daycare has increased significantly, in line with the rising participation of women in the workforce (BPS, 2022). This trend reflects the need for accessible daycare alternatives that support working parents and ensure the well-being of their children. Although daycare systems vary across different countries, institution-based daycare remains important in providing comprehensive care, guidance, and education for children (Sitanggan & Syafariani, 2019). This article highlights the crucial role of daycare workers in delivering high-quality care for children since. Understanding the job satisfaction among daycare workers is important, as they directly influence the quality of care provided (Broogard & Helby Peterson, 2021; Carson et al., 2010; Gørtz & Andersson, 2014; Shleifer, 1998; Sutton, 1977). Addressing challenges such as high turnover rates and ensuring adequate support for daycare staff are essential to maintain the quality of childcare services (Lyons, 1996; Harris, 2022). Some research also emphasizes the significance of understanding factors such as child-to-staff ratios and caregiver qualifications in ensuring daycare quality (Phillipsen et al., 1997).

This article provides an overview of daycare workers in Jakarta, where the demand for daycare is particularly high, and the distribution of daycare indicates the increasing role of private-sector management in the operations (Kemendikbud, 2023). Thus, this article attempts to describe daycare workers' job satisfaction at daycares in Jakarta.

1.1. Research Problem

Jakarta is a critical focus for research on daycare worker satisfaction due to several factors tied to its rapid urbanization and economic growth. As the capital city of Indonesia, Jakarta epitomizes the broader trend seen across East Asia and Southeast Asia, where economic growth has led to increased urbanization and higher female labor force participation. This phenomenon is particularly pronounced in Jakarta, where economic pressures compel many women to join the workforce to support their families in a city known for its high cost of living (Dewi, 2013). The expansion of women into the labor market has concurrently escalated challenges related to childrearing, thereby boosting the demand for childcare services (Dewi, 2013). In Jakarta, the need for qualified, safe, and affordable childcare is notably rising (Dewi, 2013), underscoring the importance of understanding, and enhancing daycare worker satisfaction to ensure high-quality care.

Daycare centers in Jakarta are instrumental in providing essential services that contribute to the growth, development, and nutritional well-being of toddlers, presenting a viable and safe option for working parents (Widyastuti et al., 2016). However, Jakarta also faces significant urban challenges, such as being a child-unfriendly city where families depend heavily on private vehicles, leading to increased reliance on daycare services (Drianda & Kesuma, 2020). This urban context makes the city a unique and vital case study for examining the factors that influence daycare worker satisfaction, as it directly impacts the quality and availability of childcare services crucial for supporting the city's working families. This study focuses on investigating job satisfaction among daycare workers in Jakarta's daycare facilities.

Besides, this study examines various aspects of job satisfaction, such as satisfaction with pay, promotions, supervision, benefits, contingent rewards, operational procedures, co-worker relationships, working conditions, and communication within the organization toward the workers' gender characteristics as well as their work status and tenure.

2. Literature Review

2.1. Daycare Workers

This article provides a thorough examination of the critical role played by daycare workers within Human Service Organizations (HSOs), with a focus on daycare facilities known as *Taman Penitipan Anak* in Indonesia. Hasenfeld (1983; 2009) defines these organizations as those dedicated to improving client well-being, with daycare centers serving as a subtype aimed at changing children's personal characteristics in order to enable normal social functioning. Daycare services meet critical family needs by providing care and supervision for children while their parents work or participate in other activities. They are critical support systems for families, allowing parents to pursue employment or other responsibilities while providing a safe and nurturing environment for their children. According to Berlinsky and Schady (2015), daycare services are intended to support both parental employment and children's development by providing environments that promote cognitive, linguistic, and socio-emotional growth.

Within the organizational framework of childcare centers, childcare workers take on the role of frontline workers, interacting directly with clients. Jones and May (1992) define childcare workers as frontline workers, emphasizing their direct contact with clients and critical role in service delivery. These interactions do not only provide direct care, but also fostering positive relationships with children for supporting their development. Beyond direct interactions with clients, childcare workers should collaborate effectively with coworkers and management. Jones and May (1992) emphasize the importance of strong relationships between childcare workers and their coworkers, emphasizing the value of teamwork and communication in organizational settings. Additionally, daycare workers should manage relationships with organizational managers, who play a critical role in providing support and guidance for their work.

Administrators, caretakers, and early childhood educators are typical professionals who work in daycare. Administrators monitor the facility's day-to-day operations, ensuring that all parts of daycare are running well. Caregivers assisting instructors in delivering daily activities and providing care and support to children. Early childhood educators or instructors are responsible for designing and implementing educational programs that meet children's developmental needs. Understanding the roles and experiences of daycare workers within HSOs is critical to improving service delivery and ensuring positive outcomes for children and families. Prior research proves that the quality of care provided by daycare directly impacts to children's growth and well-being (Phillipsen et al., 1997). Moreover, the satisfaction and well-being of daycare workers are critical factors in ensuring the effectiveness and sustainability of daycare services (McClelland, 1986).

2.2. Job Satisfaction

Job satisfaction is a paramount aspect in every industry, often scrutinized by researchers due to its linkage with performance and other job-related factors. A common definition denotes job satisfaction as the extent to which an individual feels content or discontent with their job (Spector, 1997). This perspective is reinforced by Colquitt, Lepine, & Wesson (2019), who view job satisfaction as a representation of an individual's personal feelings towards their job, encompassing aspects such as the

work environment, coworkers, and job tasks. Locke (1976) also describes job satisfaction as an emotional state formed from an individual's evaluation of their job and work experiences. Job satisfaction, like other work-related attitudes, consists of the feelings, thoughts, and behaviors of individuals relevant to their jobs (Jex & Britt, 2008). The cognitive aspect of job satisfaction includes an employee's beliefs about their job or work situation. An employee may believe that their job is interesting, inspiring, dull, or challenging, among other perceptions. Meanwhile, the behavioral component encompasses the actions or behavioral tendencies of employees towards their jobs. An employee's level of job satisfaction can be revealed through actions such as regular attendance, hard work, and intention to remain a member of the organization for an extended period (Jex & Britt, 2008).

Understanding job satisfaction is crucial not only as the outcome of the relationship between individuals and their jobs but also as a factor with significant implications at the individual, organizational, and societal levels. Hati (2023) proved that job satisfaction of the workers affects significantly to create them more committed to the organization. According to Spector (1997), there are three main reasons why job satisfaction becomes a significant focus of attention. Firstly, job satisfaction is considered a reflection of the treatment of employees. It serves as an indicator of the extent to which organizations treat employees fairly and meet their job-related expectations. Secondly, job satisfaction can impact employee behavior, affecting organizational functionality. Employees who are satisfied with their jobs tend to be more engaged, productive, and have better attendance. Conversely, job dissatisfaction can lead to counterproductive behaviors such as high absenteeism, lack of motivation, and disagreement with organizational rules or policies. Thirdly, job satisfaction not only reflects the relationship between individuals and organizations but can also mirror the functionality of the organization. Spector (1997) emphasizes that job satisfaction can be an indicator of organizational effectiveness and efficiency. Organizations capable of creating adequate work environments and meeting employees' needs tend to achieve higher levels of job satisfaction, which, in turn, can contribute to organizational performance and sustainability.

The relationship between job satisfaction and four types of variables that have theoretical and practical significance, according to Jex & Britt (2008), includes attitudinal variables (reflecting the extent of affective likes or dislikes), absenteeism (absenteeism is a common way in which employees can withdraw from their jobs), employee turnover (high turnover rates can be costly for organizations as they have to start the process of recruiting, selecting, and socializing new employees), and job performance (a happy employee is a productive employee). Meta-analysis results indicate that satisfied employees tend to be committed to the organization, have better attendance, stay with the organization, arrive on time, perform well, and engage in behaviors that help the organization compared to dissatisfied or uncommitted employees.

A broader perspective on the impact of job satisfaction comes from Green (2000), who states that job satisfaction has implications not only at the individual or organizational level but also at the societal or community level. High levels of job satisfaction are considered indicators of community health and well-being. Individual job satisfaction is seen as one micro aspect of the macro concept of life satisfaction. Thus, job satisfaction is not only the responsibility of organizations towards their employees but also an investment in broader social well-being.

2.3. Facets of Job Satisfaction

Spector (1985) formulated that job satisfaction consists of 9 facets which build job satisfaction itself. The first facet was pay satisfaction. Pay satisfaction refers to employees' feelings and assessments of their compensation, such as whether it meets expectations, is sufficient to cover basic requirements and indulgences, and is safe and stable (Smith et. al., 1969). It is based on a comparison of desired and received compensation, and how this match affects employee motivation, performance, and commitment

(Lawler, 1971). According to Ducharme et al. (2005), pay satisfaction represents the level of satisfaction with the process as well as the number of financial benefits, both direct and indirect, such as basic salary and allowances. Schwenk et.al. (1991) defined wage satisfaction as the totality of individuals' positive attitudes about their pay.

The second facet is promotion satisfaction. Promotion satisfaction is an employee's appraisal of the company's promotion policy and implementation, including frequency, fairness, and ability-based promotion (Smith et al., 1969). In contrast to salary, some employees may be hesitant to accept repeated promotions due to increased duties and longer working hours (Locke, 1976). However, many employees cherish promotions because they provide opportunity for personal development, better compensation, and prestige (Colquitt et al., 2015). Employees might be satisfied if they believe promotions are fair and merit-based, which can boost motivation and engagement with the organization.

The next facet was supervision satisfaction. Employee satisfaction with supervision reflects their evaluations of their supervisor's leadership qualities, such as abilities, attitudes, and good communication skills, as opposed to negative traits such as lack of competence, incivility, and lack of openness in communication (Smith et al., 1969). According to research, leadership that is focused on interpersonal relationships and tasks has a stronger correlation with satisfaction with supervision, emphasizing the importance of good relationships between superiors and subordinates, as well as a clear understanding of tasks and expectations (Schaaf et al., 2023). Satisfaction with supervision was also identified as a determining factor in service quality, job satisfaction, and professional development for social workers, highlighting the significance of superior-subordinate relationships in the context of career development and employee well-being (Leung, 2012).

The fourth facet was co-workers' satisfaction. Satisfaction with coworkers represents employees' perceptions of their coworkers, such as whether they are clever, responsible, helpful, nice, and intriguing, as opposed to undesirable attributes such as laziness, gossip, unpleasantness, and boredom (Smith et al., 1969). Colquitt et al. (2015) also cite two factors that show how job satisfaction with coworkers might affect total job satisfaction. The first consideration emphasizes that most of us, to some extent, rely on coworkers to complete work responsibilities. Meanwhile, the second aspect highlights the need of spending as much time as possible with coworkers and family members.

The fifth facet was fringe benefits satisfaction. Fringe benefits according to Mondy and Noe (2005), include financial and non-financial compensation. Financial compensation includes direct compensation such as bonuses and indirect compensation such as retirement plans. Non-financial compensation includes aspects of the job itself such as autonomy, the work environment such as working conditions, and workplace flexibility such as part-time work. Fringe benefits are a significant and positive determinant of job satisfaction (Artz, 2010). Fringe benefits have a significant impact on employee morale, productivity, and performance, which ultimately increases job satisfaction (Snega & Chandramohan, 2023). Therefore, these additional benefits play an important role in creating a supportive and motivating work environment for employees, thereby enhancing their well-being and performance.

Contingent rewards satisfaction was the next facet that believe to develop job satisfaction. According to Robbins and Judge (2009) contingent rewards are the promise and exchange of presents and acknowledgment for good performance, with prizes delivered based on specific performance milestones. To be effective, employees must understand and feel a direct link between their performance and the benefits they get. Employees who do not see or believe the relationship is weak may perform poorly, have lower job satisfaction, and have higher turnover and absenteeism at work. In other words, to enhance motivation and performance, awards and recognition must be delivered equitably and clearly, and employees must realize that their accomplishments are valued.

The seventh facet was operating procedure satisfaction. Sales (2015) defines operational procedure policies as "organizational policies, rules, and procedures" that provide guidance for employees to follow when carrying out their jobs. In line with this, Danish and Usman (2010) define operational procedures as rules, regulations, procedures, and work requirements that must be implemented during work, encompassing all operational components that employees must follow. Danish and Usman (2010) found a substantial link between operating processes, motivation, and work satisfaction. This demonstrates that clear and effective policies and processes can boost employee motivation and happiness at work. Furthermore, a study conducted by Kardam and Rangnekar (2012) found that operational procedures have a considerable impact on employee job satisfaction. They underlined that operational processes policies comprise a variety of indications such as the level of bureaucracy, the rules and procedures that must be followed, the workload that must be managed, and the completion of administrative or paperwork.

The eight facet was nature of work satisfaction. Lewis (2014) defines the nature of work as diversity in the work provided, employment variations include employment routines, job characteristics, and job descriptions. According to Robbins and Judge (2008), supportive working circumstances in businesses are essential for personal comfort and job completion. Employees like safe physical workplaces with moderate temperature, light, and noise levels. According to Komaruddin (2001), working conditions, also known as the work environment, encompass social, psychological, and physical life in the company, all of which influence employees' ability to do their jobs. Meanwhile, Prabu (2005) defined working circumstances or work environment as all factors of physical labor, psychological work, and work laws that affect job satisfaction and productivity. In other words, a healthy work environment not only gives physical comfort but also promotes psychological well-being, resulting in higher job satisfaction and productivity.

The final factor is communication satisfaction. According to Noe et al. (2010), communication is the process of informing employees and job applicants about the returns they receive from their investment benefits. This idea encompasses communication and feedback between administrators and subordinates, vertical and horizontal communication, work-related information, and communication among divisions (Pongton & Suntrayuth, 2019). It assesses the degree to which available information fits the needs of individuals in their work responsibilities (Putti et al. 1990). Communication satisfaction also refers to the personal gratification gained by successfully connecting with others (Pongton & Suntrayuth, 2019). Thayer (1969) describes communication satisfaction as an individual's pleasure with several components of communication in an organization. In other words, communication satisfaction indicates how satisfied employees are with how information is supplied and exchanged inside the firm, including communication efficacy, clarity, and openness.

3. Research Method

This research adopts a quantitative approach, a research method that emphasizes the collection and analysis of numerical data with the aim of providing accurate descriptions that can be generalized to social phenomena. This approach is supported by explanations from Neuman (2014) and Bryman (2012), which highlight the characteristics of using existing theories, structured study designs, and the application of positivist methods in addressing social realities.

The study begins by presenting statistical data regarding daycare facilities in Jakarta and their utilization. Jakarta ranks 17th out of 39 provinces in Indonesia in terms of the number of daycares, with 38 daycares registered according to the Ministry of Education and Culture (Kemendikbud) 2023 data. Among the 38 daycares in Jakarta, a total of 1,026 children are registered as users. However, only 38 teachers or caregivers are registered across all daycares in Jakarta. On average, each daycare in Jakarta is

used by approximately 27 children, indicating high demand for daycare services. Additionally, on average, each daycare in Jakarta has 2 teachers or caregivers. These data indicate a high staff-to-child ratio of 1 to 13, which exceeds the ideal ratio of 1 to 8 suggested by Perlman et al. (2017). This staff-to-child ratio is significant as it influences the quality of daycare (Phillipsen et al, 1997) and specifically impacts the job satisfaction of daycare workers (McClelland, 1986).

This study focuses on private daycare center in Jakarta. According to the basic education data from the Ministry of Education and Culture of the Republic of Indonesia, there are a total of 78 private daycare teachers and workers in Jakarta, with 54 of them participating in answering the questionnaire. These respondents are distributed across 7 daycares operating in South Jakarta, Central Jakarta, and West Jakarta. This research used accidental sampling technique, where the primary criterion for selecting participants is their accessibility, convenience, or availability (Neuman, 2013). Using this approach, questionnaires were distributed through social media and direct contact with individuals involved in daycare settings.

The research methodology utilized surveys as the primary data collection technique, aligning with Creswell & Creswell's (2018) description of survey techniques aiming to capture numerical data from a subset of the population. The survey instrument employed to assess job satisfaction among daycare workers is the Job Satisfaction Survey (JSS) developed by Spector (1985), which employs a Likert scale ranging from 1 ("strongly disagree") to 6 ("strongly agree"). Spector's Job Satisfaction Survey (JSS) (1985) demonstrated substantial validity and reliability, with Pearson correlation scores ranging from .61 to .80, indicating a strong relationship with job satisfaction constructs. The instrument's reliability was also high, with a coefficient alpha score of 0.91. In contrast, the current study found the validity of the JSS to be lower, with Pearson correlation scores ranging from 0.22 to 0.36. Additionally, the reliability of the test in this study was lower than the original JSS score in previous study, indicated by a coefficient alpha score of 0.46.

4. Result

The results described on Figure 1, providing capture of the overall job satisfaction levels among daycare workers. Out of a total of 54 respondents, 24 daycare workers (44%) reported being unsatisfied with their job, while 30 (56%) reported being satisfied. This indicates that the majority of daycare workers are satisfied with their job.

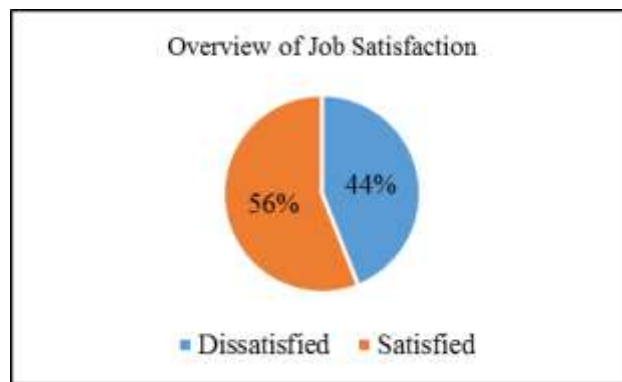


Figure 1. Overview of Respondents' Job Satisfaction

Figure 2 provides a comparative analysis of employee satisfaction towards work status (temporary and permanent workers) across various job aspects. Overall, temporary workers tend to report

higher satisfaction levels compared to permanent workers in several areas. For job satisfaction, 67% of temporary workers are satisfied versus 52% of permanent workers. In terms of pay and salary, 58% of temporary workers are satisfied compared to 57% of permanent workers. Promotion satisfaction is higher among temporary workers, with 67% satisfied against 64% of permanent workers. Both groups show identical satisfaction with supervision (67%).

Interestingly, satisfaction with fringe benefits is equal for both groups, at 50%. Contingent rewards satisfaction is higher among temporary workers, with 75% satisfied compared to 69% of permanent workers. For operating procedures, satisfaction is evenly split among temporary workers (50%) but lower among permanent workers (45%). Coworker satisfaction is significantly higher among temporary workers, with 92% satisfied compared to 83% of permanent workers. Nature of work satisfaction shows a lower satisfaction rate among temporary workers (42%) compared to permanent workers (57%). Finally, communication satisfaction is slightly higher among temporary workers (67%) compared to permanent workers (64%).

The uniqueness of the data lies in its detailed, side-by-side comparison of temporary and permanent workers' satisfaction levels across multiple job aspects. This comparison reveals that temporary workers generally report higher satisfaction in many areas, which is contrary to the common assumption that permanent workers are typically more satisfied due to job security and benefits.

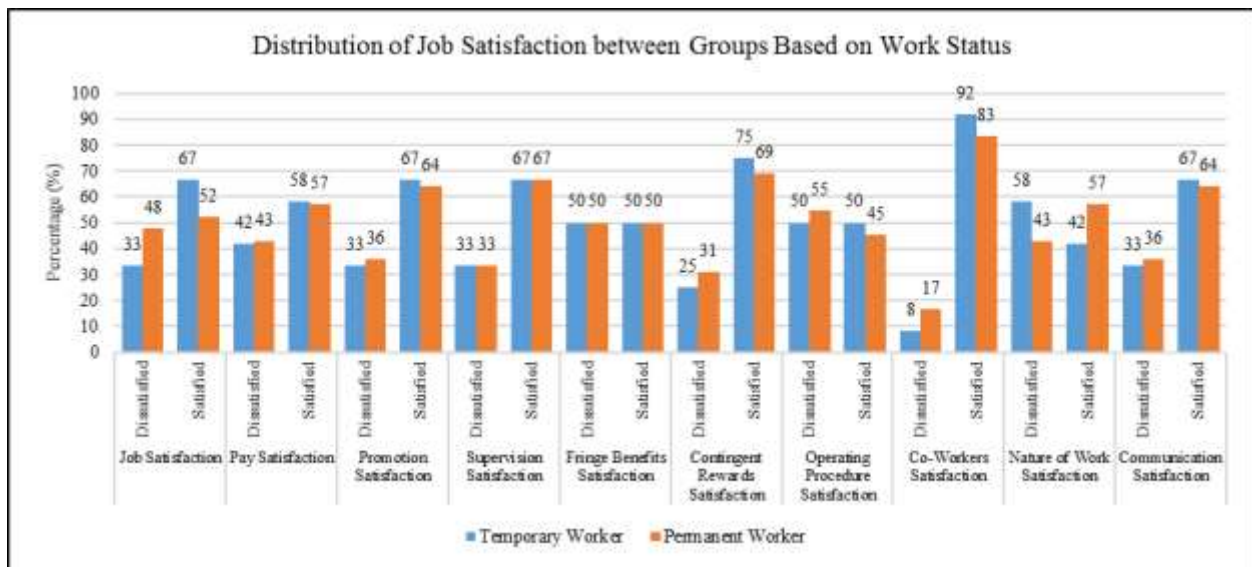


Figure 2. Distribution of Job Satisfaction between Groups Based on Working Status

Figure 3 presents a comprehensive analysis of employee satisfaction across various job aspects based on tenure. The data reveals intriguing trends in how satisfaction levels shift with the length of employment. Employees with over five years at the company report the highest satisfaction at 58%, compared to 67% for those with less than three years and 44% for those with 3-5 years. Pay satisfaction shows a contrasting trend; those with 3-5 years are the most satisfied at 63%, while satisfaction decreases to 54% among employees with more than five years.

Promotion satisfaction also improves with tenure, with 65% of employees with over five years reporting satisfaction, compared to 67% of those with less than three years and 63% of those with 3-5 years. Supervision satisfaction exhibits a significant increase among long-term employees, reaching 73% for those with over five years, compared to 67% for those with less than three years and 56% for those

with 3-5 years. In terms of fringe benefits satisfaction, a notable decline is observed with increased tenure. Employees with less than three years report 50% satisfaction, whereas those with more than five years show only 42%. Contingent rewards satisfaction remains high across all tenures, with a slight decrease from 75% satisfaction for those with less than three years to 65% for those with over five years.

Operating procedure satisfaction reveals a marked decline with tenure; satisfaction drops from 50% among those with less than three years to just 31% for employees with 3-5 years, before increasing to 54% for those with over five years. Co-worker satisfaction consistently improves with tenure, reaching 85% for those with over five years compared to 92% and 81% for shorter tenures. Nature of work satisfaction also increases with tenure, peaking at 58% for employees with more than five years. Communication satisfaction is highest among those with 3-5 years at 69%, suggesting that employees in this range may experience a balanced and effective communication environment compared to those with less tenure or longer service

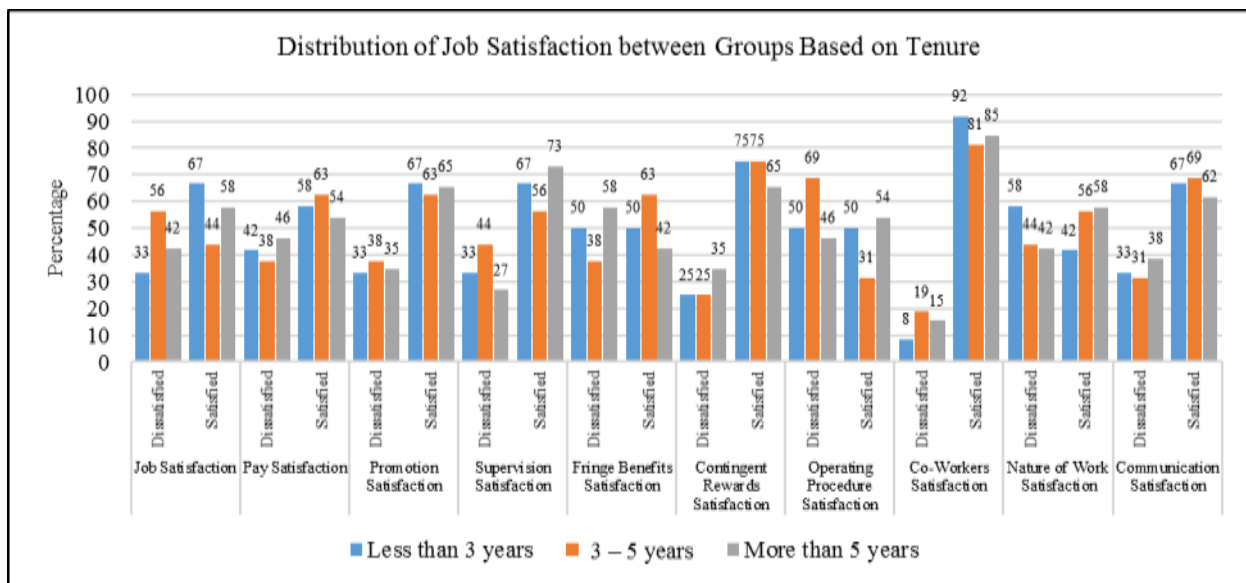


Figure 3. Distribution of Job Satisfaction between Groups Based on Tenure

Figure 4 provides a comparative analysis of employee satisfaction by gender across different job aspects, revealing distinct patterns between male and female employees. In terms of job satisfaction, females show higher satisfaction (56%) compared to males (50%), indicating a generally more positive sentiment among women. However, dissatisfaction is slightly lower for females (44%) than males (50%). Pay satisfaction displays a notable gender disparity. A mere 17% of male employees are dissatisfied with their pay versus 46% of female employees. Consequently, 83% of male employees are satisfied with their compensation, whereas only 54% of female employees report satisfaction. This highlights that male employees are generally more content with their pay compared to their female counterparts.

Similar trends are observed in promotion satisfaction, where 83% of males are satisfied, compared to 63% of females. The dissatisfaction rate is also higher among females (38%) than males (17%), pointing to potential concerns regarding promotional opportunities for female employees. Regarding supervision satisfaction, females exhibit higher levels of satisfaction (69%) compared to males (50%), suggesting that female employees may have a more favorable view of their supervisors. In contrast, fringe benefits satisfaction reveals that 67% of male employees are dissatisfied, compared to 48% of female employees, though 52% of females are satisfied, whereas only 33% of males are.

For contingent rewards satisfaction, both genders report high satisfaction, with 83% of males and 69% of females expressing contentment. Despite a higher dissatisfaction rate among females (31% vs. 17% for males), the majority in both groups are satisfied. In terms of operating procedures, dissatisfaction is higher among males (67%) compared to females (52%), but satisfaction is also lower for males (33%) than females (48%). Co-worker satisfaction is significantly higher among females (88%) compared to males (67%), suggesting a more positive view of coworkers among female employees. Nature of work satisfaction is similar across genders, with 50% of males and 54% of females satisfied.

Finally, communication satisfaction is higher among males (83%) compared to females (63%), indicating that males might find organizational communication more effective. Overall, the data reveals that while female employees generally report higher satisfaction with aspects like supervision and co-workers, male employees tend to be more satisfied with pay, promotions, and communication.

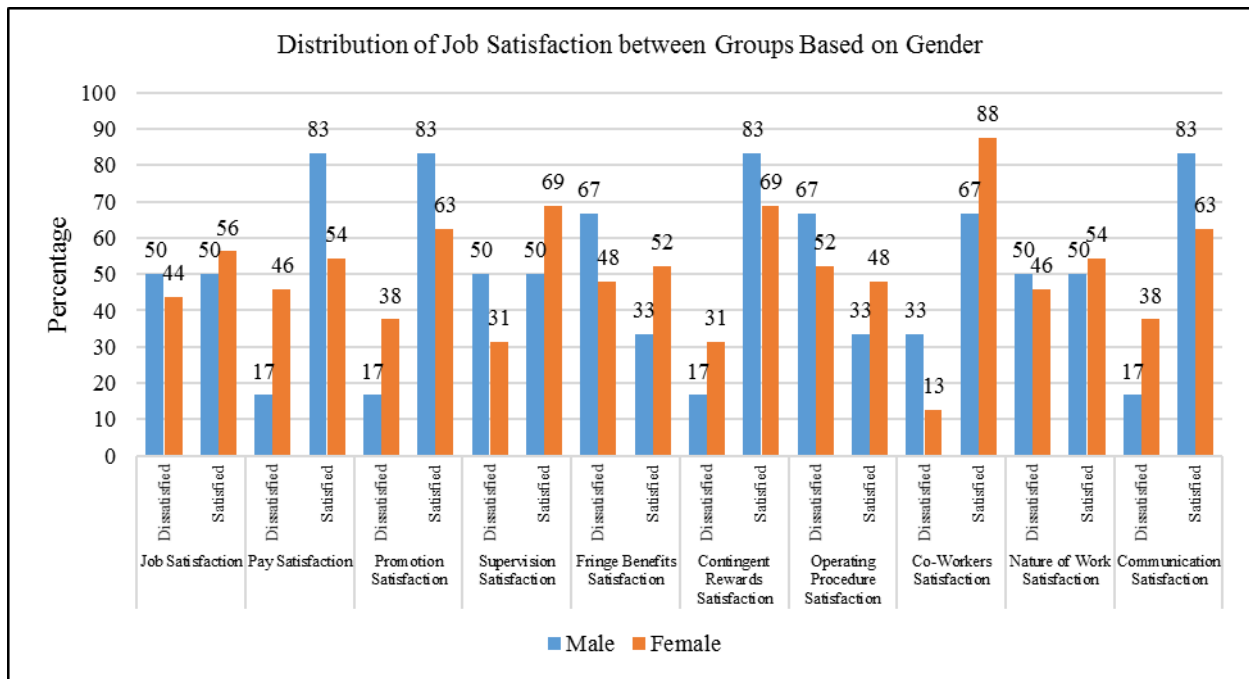


Figure 4. Distribution of Job Satisfaction between Groups Based on Gender

To investigate more, this study also tested the ANOVA for determining job satisfaction difference significances towards the workers characteristics (work status and tenure, and their gender characteristics). The ANOVA analysis on Table 1 indicates a consistent lack of significant differences in job satisfaction across various demographic factors, including working status, tenure, and gender. For all analyzed variables, the p-values exceed 0.05, suggesting no statistically significant variations. Based on the data, there is not enough evidence to reject the null hypothesis that the average job satisfaction does not significantly differ between groups on every demographic characteristics. Similarly, for variables such as satisfaction with pay, promotions, supervision, benefits, contingent rewards, operational procedures, co-workers, working conditions, and organizational communication, the ANOVA test results show no significant differences between temporary and permanent workers (all p-values > 0.05). This indicates that the average satisfaction with these variables does not significantly differ between the two groups according to the analyzed data.

Table 1. Result for ANOVA Test between groups

	Work Status	Work Tenure	Gender
Job Satisfaction	0.389	0.476	0.777
Pay Satisfaction	0.943	0.864	0.180
Promotion Satisfaction	0.882	0.972	0.323
Supervision Satisfaction	1.000	0.547	0.368
Fringe Benefits Satisfaction	1.000	0.461	0.396
Contingent Rewards Satisfaction	0.697	0.753	0.470
Operating Procedure Satisfaction	0.776	0.360	0.509
Co-Workers Satisfaction	0.483	0.751	0.182
Nature of Work Satisfaction	0.352	0.649	0.850
Communication Satisfaction	0.882	0.889	0.323

5. Discussion

The analysis highlights notable differences in employee satisfaction levels between temporary and permanent workers, as well as variations based on tenure and gender. Temporary workers report higher satisfaction in several job aspects, contradicting the assumption that permanent workers, with their job security and benefits, are more satisfied. This trend is evident in areas such as job satisfaction, pay, promotions, and contingent rewards, although there are exceptions where permanent workers feel more content. Satisfaction also varies significantly with tenure, showing that employees with different lengths of service experience fluctuating levels of satisfaction in key areas like job satisfaction, pay, supervision, fringe benefits, and communication. For example, job satisfaction peaks for those with shorter tenure but improves again for long-term employees, while pay satisfaction is highest among mid-tenure employees. Gender-based analysis reveals distinct patterns, with female employees generally more satisfied with supervision and co-workers, while male employees show higher satisfaction with pay, promotions, and communication. These insights suggest that factors such as job type, tenure, and gender play crucial roles in shaping employee satisfaction, providing a nuanced understanding that can inform better workforce management and policy decisions.

Using Spector's (1985) framework, which identifies nine facets of job satisfaction, we can analyze the comparative data on employee satisfaction between temporary and permanent workers, as well as satisfaction trends by tenure and gender. These insights, based on Spector's facets, suggest that job satisfaction is multifaceted and influenced by various factors such as employment type, tenure, and gender.

Pay satisfaction reflects employees' feelings about their compensation, including how well it meets their expectations and covers their needs (Smith et al., 1969; Lawler, 1971). The data reveals that temporary workers report slightly higher satisfaction with pay compared to permanent workers. This suggests that temporary workers might feel their compensation is more aligned with their expectations and sufficient for their needs. Additionally, mid-tenure employees show the highest pay satisfaction, indicating that compensation adjustments during this period likely meet their expectations. However, there is a significant gender disparity, with female employees reporting much lower pay satisfaction than their male counterparts. This highlights potential issues with perceived pay equity and could impact female employees' overall job satisfaction and motivation.

Promotion satisfaction involves employees' assessments of the company's promotion policies, including their fairness and frequency (Smith et al., 1969; Colquitt et al., 2015). Temporary workers

report higher promotion satisfaction than permanent workers, which may indicate that temporary positions offer clearer or more frequent opportunities for advancement. This could be due to the nature of temporary work, which might include more short-term projects with defined milestones that lead to promotions. Satisfaction with promotions also increases with tenure, suggesting that long-term employees perceive better opportunities for advancement over time. However, female employees report lower satisfaction with promotions compared to males, pointing to potential barriers to advancement for women within the organization.

Supervision satisfaction is about employees' perceptions of their supervisors' abilities, attitudes, and communication skills (Smith et al., 1969; Schaaf et al., 2023). Both temporary and permanent workers show similar levels of satisfaction with supervision, indicating consistent quality in supervisory roles across employment types. Satisfaction with supervision increases significantly with tenure, emphasizing the importance of developing strong relationships between supervisors and subordinates over time. Female employees report higher satisfaction with supervision compared to males, which might suggest that female employees experience more supportive or effective supervision, contributing positively to their overall job satisfaction (Leung, 2012).

Coworker satisfaction reflects employees' perceptions of their colleagues' attributes, such as helpfulness, responsibility, and friendliness (Smith et al., 1969; Colquitt et al., 2015). Temporary workers report significantly higher coworker satisfaction than permanent workers, suggesting that the dynamics within temporary teams might be more positive or collaborative. Satisfaction with coworkers also improves with tenure, which could be due to the development of stronger working relationships over time. Female employees report higher satisfaction with coworkers compared to males, indicating that women might experience more positive interactions and support from their colleagues.

Fringe benefits satisfaction encompasses employees' views on additional compensation elements like bonuses, retirement plans, and workplace flexibility (Mondy & Noe, 2005; Artz, 2010). Satisfaction with fringe benefits is equal between temporary and permanent workers, indicating that both groups perceive similar value in the benefits provided. However, satisfaction with fringe benefits declines with increased tenure, which might suggest that long-term employees feel their benefits package does not evolve adequately with their service length. Female employees report higher satisfaction with fringe benefits than males, possibly indicating better alignment with their expectations or needs.

Contingent rewards satisfaction involves employees' contentment with rewards and recognition tied to performance (Robbins & Judge, 2009). Temporary workers report higher satisfaction with contingent rewards compared to permanent workers, which could be due to clearer performance-reward linkages in temporary roles. Satisfaction with contingent rewards is high across all tenures, although it decreases slightly for long-term employees, potentially indicating a need for more varied or frequent rewards. Both male and female employees report high satisfaction with contingent rewards, although females show higher levels of dissatisfaction with the fairness and transparency of reward distribution.

Operating procedure satisfaction relates to employees' perceptions of the rules, regulations, and procedures that guide their work (Sales, 2015; Danish & Usman, 2010). The data shows that temporary workers are more satisfied with operating procedures compared to permanent workers, possibly due to less bureaucratic interference in their roles. Satisfaction with operating procedures declines significantly for mid-tenure employees but improves for those with longer tenure, suggesting that initial adaptation to organizational policies may be challenging but becomes more manageable over time. Male employees report lower satisfaction with operating procedures compared to females, indicating potential gender differences in how organizational rules are perceived and managed.

Nature of work satisfaction covers aspects such as job variety, task significance, and working conditions (Lewis, 2014; Robbins & Judge, 2008). Permanent workers report higher satisfaction with the nature of their work compared to temporary workers, likely due to more stable and defined roles. Satisfaction with the nature of work increases with tenure, peaking among long-term employees who may have more engaging and fulfilling job roles. Gender differences are minimal in this facet, with both males and females reporting similar levels of satisfaction.

Communication satisfaction assesses how well information flows within the organization and the effectiveness of communication channels (Noe et al., 2010; Thayer, 1969). Temporary workers report higher communication satisfaction compared to permanent workers, which might be due to clearer and more direct communication lines in temporary roles. Mid-tenure employees show the highest communication satisfaction, indicating that employees in this range might benefit from balanced and effective communication practices. Male employees report higher communication satisfaction compared to females, suggesting that men might find organizational communication more effective and transparent.

The ANOVA results, which indicated no significant differences in job satisfaction across work status, tenure, and gender, can be analyzed through the lens of diversity and inclusion theories. Harrison and Klein's (2007) typology of diversity—variety, separation, and disparity—provides a useful framework for interpreting these results. Diversity as variety reflects differences in categorical attributes, such as job roles or professional experiences. The lack of significant differences in job satisfaction suggests that these variations do not significantly affect overall satisfaction, indicating a uniformly positive experience across different roles and backgrounds. Diversity as separation pertains to differences in personal attitudes or beliefs. The absence of significant differences in job satisfaction by gender and other personal attributes suggests that individual perspectives do not impact job satisfaction levels. This indicates an environment where diverse personal viewpoints are managed effectively and do not lead to significant disparities in satisfaction. Diversity as disparity involves differences in access to resources. The consistent satisfaction levels across different groups suggest minimal disparities in resource access within the organization, reflecting equitable provision of resources and support.

Inclusion is highlighted in the findings, as the uniform job satisfaction across various employee groups suggests a high level of inclusion within the organization. According to Shore et al. (2011), inclusion refers to employees feeling valued and experiencing a sense of belonging. The lack of significant differences in job satisfaction aligns with McKay et al.'s (2011) view that an inclusive culture signals an organization free from bias and discrimination. Ely & Thomas (2001) also found that a pro-diversity environment enhances positive organizational attitudes, including job satisfaction. The study's results suggest that the daycare environment fosters an inclusive culture where all employees, regardless of their background or demographic characteristics, experience similar levels of job satisfaction, reinforcing the effectiveness of its diversity and inclusion practices.

Conclusion

This study demonstrates the complexities of job happiness among Jakarta daycare workers, indicating that job satisfaction varied according to several criteria such as employment position, tenure, and gender. While the ANOVA results show no significant differences between these demographic variables, the detailed analysis reveals small but noteworthy patterns. Temporary workers frequently report higher levels of satisfaction with compensation, promotions, and contingent rewards, calling into question the premise that permanent employees are naturally more content due to job security. Furthermore, job happiness changes with tenure, peaking at different times for different satisfaction factors such as compensation and supervision. Gender-based disparities also appear, with women generally being more content with supervision and coworkers, whilst males are more satisfied with compensation and communication.

These findings imply that, while total job happiness appears to be consistent across groups, underlying characteristics such as employment type, tenure, and gender all play important roles in determining individual satisfaction levels. This complex perspective is consistent with diversity and inclusion theories, namely Harrison and Klein's (2007) paradigm of diversity as variation, separation, and disparity. The consistent satisfaction levels across groups suggest a corporate setting that efficiently manages diversity and supports an inclusive culture, as corroborated by Shore et al. (2011) and Ely & Thomas (2001). This inclusive culture ensures that all employees, regardless of demographics, have comparable levels of job satisfaction, emphasizing the necessity of equitable resource distribution and support within the firm. These insights can guide workforce management and policy decisions to enhance employee satisfaction further and strengthen the inclusive culture in Jakarta's daycare sector.

One limitation of this study is the small sample size, which may not sufficiently represent the overall conditions of daycare workers in Jakarta. This could limit the generalizability of the findings, as they might not fully capture the range of experiences and satisfaction levels among the broader population of daycare workers in the region. Additionally, the use of accidental sampling, although convenient, may introduce bias by not ensuring a truly representative sample. The study also relies on self-reported data, which can be affected by response biases such as social desirability or recall bias. Furthermore, the lower reliability and validity scores of the Job Satisfaction Survey (JSS) in this study, compared to Spector's (1985) original findings, suggest that the instrument may not have fully captured the nuances of job satisfaction in this specific context. Lastly, the cross-sectional design of the study limits the ability to establish causal relationships between the variables, offering only a snapshot of job satisfaction at a single point in time.

For future research, it is recommended to conduct longitudinal studies to gain deeper insights into how job satisfaction evolves over time among daycare workers in Jakarta. This would allow for a better understanding of how satisfaction levels change with experience, shifts in employment status, or organizational developments. Additionally, exploring other variables, such as work-life balance, childcare center size, and management styles, could provide a more comprehensive view of the factors influencing job satisfaction. Incorporating qualitative methods, such as interviews or focus groups, would also be valuable in capturing more nuanced perspectives from daycare workers, offering deeper insights into the reasons behind the observed trends and disparities in satisfaction. Finally, comparative studies between daycare centers in different regions of Indonesia or across Southeast Asia could provide broader context and highlight regional differences or similarities in factors affecting job satisfaction.

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