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The Influence of Good Governance Principles and Work Environment on ASN Job Satisfaction at the Bogor Regency District Office

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Abstract : *Job satisfaction among State Civil Apparatus (ASN) is essential for maintaining public-sector organizational effectiveness and service quality. This study examines the partial and simultaneous effects of good governance principles and the work environment on ASN job satisfaction at the Ciseeng, Parung, and Gunung Sindur Sub-district Offices in Bogor Regency. A quantitative explanatory survey design was employed, involving all 78 civil servants using a census sampling technique. Data were collected through five-point Likert-scale questionnaires and analyzed using multiple linear regression with SPSS. The results indicate that good governance has a positive and significant effect on job satisfaction ($B = 0.405$; $\beta = 0.606$; $t = 9.526$; $p < 0.001$). Similarly, the work environment has a positive and significant effect ($B = 0.540$; $\beta = 0.400$; $t = 6.284$; $p < 0.001$). Simultaneously, both variables significantly influence job satisfaction ($F = 133.285$; $p < 0.001$), explaining 78.0% of its variance ($R^2 = 0.780$). These findings highlight the importance of strengthening organizational governance and providing a supportive work environment to improve ASN job satisfaction in local government institutions.*

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Introduction

Job satisfaction is a crucial aspect of public sector human resource management because it relates to employee attitudes toward their duties, the organization, and the quality of services provided to the public. In government organizations, employee satisfaction is shaped not only by job characteristics but also by fair, transparent, and accountable governance. Research in the Jordanian public sector shows that the application of the principles of transparency, fairness, accountability, participation, and integrity is significantly related to various dimensions of employee job satisfaction, including remuneration, supervision, training, promotion, and performance evaluation (Hijazi, 2021). More broadly, a study of public officials in Bhutan also showed that organizational practices, promotion opportunities, autonomy, and performance management are related to employee job satisfaction and performance, while corruption can reduce satisfaction through organizational mechanisms (Venard et

al., 2023). These findings suggest that job satisfaction should be understood as the result of the interaction between governance quality and employee work experience.

In Indonesia, the issue of civil servant job satisfaction is increasingly relevant as local government organizations must maintain service quality amidst the demands of cross-functional coordination and diverse community needs. Several studies in public agencies have shown that the work environment and organizational culture are related to both employee satisfaction and performance, although the relationship models tested vary (Anggoro, 2022; Rachmadany & Wanasida, 2024). Research on civil servants at the Population and Civil Registration Office of Buleleng Regency, for example, found that the work environment and work motivation positively influenced employee job satisfaction (Suryani & Atidira, 2024). At the sub-district office level, these conditions are crucial because civil servants carry out administrative and service functions that directly interact with the public. Initial observations at the Ciseeng, Parung, and Gunung Sindur Sub-district Offices in Bogor Regency identified uneven distribution of work information, the need for coordination of responsibilities, adjustments in task implementation between departments, and inadequate facilities and workspace comfort. These initial findings demonstrate the need for empirical measurement of governance, work environment, and civil servant satisfaction at these three offices.

Previous research has established that governance principles are related to employee experience and the quality of public organizations. Hijazi (2021) found that the collective application of good governance principles significantly impacts public sector employee job satisfaction, particularly through aspects of transparency, fairness, accountability, and participation. In the context of local governments in Indonesia, the application of good governance principles has also been studied as a factor related to the quality of public services and accountability in government administration (Lionandiva & Triandi, 2022). Huri's (2025) research at sub-district offices in Situbondo Regency also identified good governance as a factor related to employee performance. Although the outputs analyzed in these studies did not entirely address job satisfaction, the results reinforce the relevance of governance as an organizational condition that can shape employee perceptions and behavior.

Studies on the work environment also show that the physical and social conditions of an organization are an important part of an employee's work experience. Bandono (2022) examined the work environment and job satisfaction of civil servants at the Library Unit of the Indonesian Institute of the Arts in Yogyakarta, while Suryani and Atidira (2024) examined the work environment, along with work motivation, on civil servant satisfaction at a population agency in Buleleng Regency. For civil servants in Indonesia, Anggoro (2022) analyzed organizational culture, work environment, job satisfaction, and performance using civil servant data. Other research places the work environment, along with motivation and career development, as predictors of job satisfaction in the private sector (Rulianti & Nurpribadi, 2023). Meanwhile, Yonata et al. (2024) examined job satisfaction and the work environment in a model oriented towards civil servant performance, and Farriyansyah et al. (2025) positioned job satisfaction as an intervening variable in a study of civil servant organizational behavior. In general, these studies show consistent attention to the work environment, but differ in the combination of variables, the position of job satisfaction, and the characteristics of the research objects.

However, there is still room to simultaneously test the application of good governance principles and the work environment as two direct predictors of civil servant job satisfaction in several sub-district offices within a single district. Some studies focus on the influence of the work environment separately, using motivation or organizational culture as additional variables, or positioning job satisfaction as a mediating variable towards performance (Bandono, 2022; Rachmadany & Wanasida, 2024; Suryani & Atidira, 2024). Studies on good governance also more often link it to satisfaction with public services, performance, or the general condition of the public sector, rather than examining its simultaneous relationship with the work environment on internal civil servant satisfaction (Hijazi, 2021; Lionandiva & Triandi, 2022). Therefore, a research gap lies in the limited empirical evidence integrating these two factors into a single model in the context of three sub-district offices, with civil servant job satisfaction as the dependent variable. The problem studied is whether good governance and the work environment, both partially and simultaneously, influence the job satisfaction of ASN at the Ciseeng, Parung, and Gunung Sindur District Offices.

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This study aims to analyze the influence of good governance principles on civil servant job satisfaction, analyze the influence of the work environment on civil servant job satisfaction, and test the influence of both variables simultaneously at the Ciseeng, Parung, and Gunung Sindur District Offices, Bogor Regency. This research is important because it provides an empirical basis for sub-district leaders to determine priorities for improving internal governance and working conditions that support civil servant satisfaction. The novelty of this study lies primarily in the integrated testing of good governance and the work environment in a single regression model at three sub-district offices with the entire civil servant population available as respondents, rather than in proposing a new theory. Thus, this study is expected to expand the contextual evidence regarding the determinants of job satisfaction in sub-district-level government organizations and provide practical input regarding employee participation, fairness, accountability, work facilities, and labor relationship management (Hijazi, 2021; Anggoro, 2022; Rachmadany & Wanasida, 2024).

Method

This study uses a quantitative approach with an explanatory survey design to examine the influence of two independent variables, namely the principle of good governance (X1) and the work environment (X2), on ASN job satisfaction (Y). The quantitative approach was chosen because the three variables are operationalized into measurable indicators, collected through questionnaires, and analyzed using statistical procedures to test hypotheses. This design is in accordance with the characteristics of research that examines the relationship between variables in a specific population without providing experimental treatment to respondents. The determination of the approach, formulation of variables, formulation of hypotheses, and selection of analysis techniques follow the principles of quantitative research as explained by Sugiyono (2023), Sudaryono (2021), and Creswell and Creswell (2023).

The study was conducted from April to July 2026 at the Ciseeng District Office, Parung District Office, and Gunung Sindur District Office, Bogor Regency. The study population was all 78 civil servants working in the three district offices. Because the population size was relatively limited and all members of the population could be reached, the study used a saturated or census sampling technique, so the sample size was equal to the population size, namely 78 civil servants. Based on the respondent tabulation, 24 people came from Ciseeng District, 31 people from Parung District, and 23 people from Gunung Sindur District. The selection of a census from a predetermined population is in line with discussions on population and sampling techniques in quantitative research (Sugiyono, 2023; Sudaryono, 2021). Previous studies on civil servants also used surveys and questionnaires to examine the relationship between the work environment, job satisfaction, and other organizational variables (Anggoro, 2022; Suryani & Atidira, 2024).

The main research instrument was a closed-ended questionnaire with a five-level Likert scale, namely strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5). Based on the operational variable table in the thesis, the good governance variable was measured through 27 items representing nine principles, namely participation, law enforcement, transparency, responsiveness, consensus orientation, equality, effectiveness and efficiency, accountability, and strategic vision. The work environment variable was measured through 15 items covering lighting, air circulation, noise, unpleasant odors, and workplace safety. The job satisfaction variable was measured through 15 items covering work, wages or salaries, promotions, supervision, and coworkers. The arrangement of indicators into measurable items and the use of response scales followed the principles of quantitative research instrument development (Sugiyono, 2023; Sudaryono, 2021; Emzir, 2021).

The quality of the instrument was examined through validity and reliability tests. The validity test was conducted by comparing the correlation of item scores with the r table value of 0.223, and all items in the three variables were declared valid based on the results reported in the thesis. The reliability test used the Cronbach's alpha coefficient, with results of 0.907 for good governance (27 items), 0.755 for work environment (15 items), and 0.875 for job satisfaction (15 items). All three values were above the 0.60 limit used in the thesis, thus the instrument was declared reliable. Reporting validity and reliability is necessary so that the suitability of the measurement items and the internal consistency of the instrument can be evaluated by readers and other researchers (Sugiyono, 2023; Sudaryono, 2021; Creswell & Creswell, 2023).

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The research procedure began with the determination of the location and obtaining permits from the sub-district offices that were the subjects of the study. The researcher then conducted initial observations and preliminary interviews with the sub-district head, sub-district secretary, sub-division head, or civil servants (ASN) familiar with governance and working conditions. The next stage involved direct distribution of questionnaires to all 78 ASN, accompanied by observations of office conditions and work activities for supporting information. The collected data were checked for completeness, coded, tabulated, and prepared for analysis. The thesis manuscript noted the research permits from the heads of the three sub-district offices, but did not detail the procedures for participant consent, data anonymization, or ethics approval numbers. This ethics information needs to be supplemented based on actual research implementation documents, not assumed. Clarity about stages, permits, and participant protection is essential for transparent research procedures (Creswell & Creswell, 2023; Emzir, 2021; Sudaryono, 2021).

Data were analyzed using descriptive and inferential statistics with the help of IBM SPSS Statistics. Descriptive analysis was used to describe the characteristics of respondents and the tendency of assessments for each variable. Inferential analysis included Pearson correlation, simple linear regression, and multiple linear regression to assess the relationship and influence of each independent variable on job satisfaction. Prior to hypothesis testing, validity, reliability, residual normality using Kolmogorov-Smirnov, multicollinearity using tolerance and VIF values, and heteroscedasticity were tested. Hypothesis testing was conducted using a t-test for partial effects, an F-test for simultaneous effects, and a coefficient of determination (R^2) to assess the proportion of variation in job satisfaction that can be explained by the model. The selection of descriptive statistics, correlation, regression, and hypothesis testing was adjusted to the explanatory objectives of quantitative research (Sugiyono, 2023; Sudaryono, 2021; Creswell & Creswell, 2023).

Results

The study involved 78 civil servants from three sub-district offices. Respondents consisted of 57 men (73.1%) and 21 women (26.9%). The largest age group was 51–60 years old, namely 30 people (38.5%), followed by the 41–50 age group with 23 people (29.5%). In terms of education, the most respondents had a high school/vocational school/Islamic high school education of 33 people (42.3%) and a bachelor's degree/diploma 4 (32 people) with 31 people (41.0%). Based on position, the implementing group was the largest category, namely 36 people (46.2%). The distribution of office origins showed 24 respondents (30.8%) from Ciseeng, 31 respondents (39.7%) from Parung, and 23 respondents (29.5%) from Gunung Sindur.

Table 1. Summary of Respondent Characteristics

Characteristics	Most categories	Amount	Percentage
Gender	Man	57	73.1%
Age	51–60 years	30	38.5%
Education	High School/Vocational School/Islamic High School	33	42.3%
Position/job title	Executor	36	46.2%
Work location	Parung District	31	39.7%

Descriptively, the average value of the good governance variable is 4.547, the work environment is 4.439, and job satisfaction is 4.507. In comparison by location, the highest average good governance is found in Ciseeng District (4.713), while the lowest value is found in Parung District (4.323). The highest average work environment is found in Gunung Sindur District (4.504) and the lowest in Parung District (4.342). A similar pattern is seen in job satisfaction, with the highest value in Gunung Sindur District (4.635) and the lowest in Parung District (4.318). This comparison is descriptive and does not indicate that differences between districts have been proven statistically significant.

Table 2. Average Variables Based on Research Location

Variables	Overall average	Highest	Lowest
Good governance	4,547	Ciseeng (4,713)	Parung (4,323)
Work environment	4,439	Mount Sindur (4,504)	Parung (4,342)
Job satisfaction	4,507	Mount Sindur (4,635)	Parung (4,318)

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The validity test results show that all 27 good governance items, 15 work environment items, and 15 job satisfaction items have item correlation values above the r table of 0.223, so that all items are declared valid according to the criteria used in the thesis. The reliability test produced a Cronbach's alpha value of 0.907 for good governance, 0.755 for work environment, and 0.875 for job satisfaction. Thus, the three instruments meet the reliability criteria used by the researcher, namely an alpha value greater than 0.60.

Table 3. Results of Instrument Validity and Reliability Tests

Variables	Number of grains	Range of r count	Cronbach's alpha	Conclusion
Good governance (X1)	27	0.235–0.706	0.907	Valid and reliable
Work environment (X2)	15	0.269–0.687	0.755	Valid and reliable
Job satisfaction (Y)	15	0.277–0.791	0.875	Valid and reliable

The classical assumption test showed a Kolmogorov-Smirnov significance value of 0.200, greater than 0.05, thus the residuals were declared to meet the assumption of normality. The tolerance value for both independent variables was 0.724 and the VIF value was 1.381, thus no indication of multicollinearity was found. Examination of the scatterplot graph showed a distribution of points that did not form a specific pattern and were above and below the zero axis, so the researcher concluded there were no symptoms of heteroscedasticity.

Table 4. Summary of Classical Assumption Tests

Testing	Results	Criteria	Conclusion in the thesis
Kolmogorov-Smirnov normality	Sig. = 0.200	> 0.05	Normally distributed residuals
Multicollinearity of X1 and X2	Tolerance = 0.724; VIF = 1.381	Tolerance > 0.10; VIF < 10	There is no multicollinearity
Heteroscedasticity	The scatterplot pattern is spread randomly	Does not form a particular pattern	No indication of heteroscedasticity

The results of multiple linear regression produce the equation Y = -18.060 + 0.405X1 + 0.540X2. The regression coefficient of good governance is positive at 0.405 with a calculated t value of 9.526 and a significance of p <0.001. The regression coefficient of the work environment is also positive at 0.540 with a calculated t value of 6.284 and a significance of p <0.001. Both calculated t values are greater than the t table of 1.992. Therefore, the hypothesis regarding the positive and significant influence of good governance partially and the positive and significant influence of the work environment partially is supported by the data.

Table 5. Results of Multiple Linear Regression and Partial Test

Predictor	B	Standardized beta	t count	Sig.
Constant	-18,060	–	-3,370	0.001
Good governance (X1)	0.405	0.606	9,526	< 0.001
Work environment (X2)	0.540	0.400	6,284	< 0.001

Simultaneously, the calculated F value of 133.285 is greater than the F table of 3.12 with a significance of p < 0.001. The multiple correlation value (R) is 0.883 and the coefficient of determination (R^2) is 0.780, with an adjusted R^2 of 0.775. These results indicate that the model containing good governance and work environment explains 78.0% of the variation in ASN job satisfaction in the research sample, while the remaining 22.0% is outside the model. Thus, the hypothesis of the simultaneous influence of the two independent variables is supported by the test results.

Table 6. Simultaneous Model Test Results

Model size	Mark	Information
R	0.883	Multiple correlation
R^2	0.780	78.0% of the variation in job satisfaction is explained by the model
Adjusted R^2	0.775	Corrected coefficient of determination
F count	133,285	F table = 3.12; p < 0.001
Standard error of estimate	2,877	Model estimation error

At the indicator level, the lowest scores for good governance were participation and equality in Parung District, each at 4.258. For the work environment variable, the lighting indicator in Ciseeng

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District had the lowest score at 4.153. For the job satisfaction variable, the wages or salary indicator in Parung District obtained the lowest score at 4.237. These data identify aspects with relatively lower scores than other indicators, but are not intended to constitute statistically significant differences between districts.

Discussion

The main findings of the study indicate that good governance and the work environment each have a positive and significant effect on ASN job satisfaction, and together explain 78.0% of the variation in job satisfaction in the model. These results align with research by Hijazi (2021), which showed that the application of governance principles significantly influences public sector employee satisfaction, and research by Rachmadany and Wanasida (2024), which found that the work environment is positively and significantly related to employee job satisfaction in government agencies. The similarity in the direction of the findings reinforces the view that civil servants' work experiences are shaped by organizational rules and processes as well as by the daily workplace conditions.

The positive influence of good governance indicates that civil servants' perceptions of information transparency, accountability, participation, compliance with regulations, equality, and governance effectiveness are related to their satisfaction levels. Within a governance framework, understandable procedures and perceived fairness of decisions help employees understand their responsibilities and the basis for decision-making. This finding is consistent with Hijazi (2021), who linked transparency, accountability, fairness, and participation to dimensions of job satisfaction, and Lionandiva and Triandi (2022), who identified good governance principles as crucial for improving the quality of public service delivery. In this study, the relatively low scores for participation and equality in Parung District indicate that organizational management needs to address the need for space for input and consistency of treatment.

The positive influence of the work environment indicates that more supportive workplace conditions tend to be followed by higher levels of job satisfaction. This finding aligns with research by Suryani and Atidira (2024) on civil servants at the Population and Civil Registration Office of Buleleng Regency and Bandono (2022) on civil servants at the Library Unit of the Indonesian Institute of the Arts Yogyakarta, both of which examined the relationship between the work environment and civil servant job satisfaction. Anggoro (2022) also demonstrated the relevance of the work environment in the model of civil servant satisfaction and performance. In this study, the lighting indicator had the lowest value in Ciseeng District, so improving lighting, room layout, noise control, and facility maintenance are more targeted actions than general recommendations to improve work comfort.

When both predictors were tested together, the model yielded an R^2 of 0.780. These results indicate that variations in job satisfaction in the sample are closely related to the combination of governance and work environment conditions. This finding can be interpreted through an organizational resource approach: clear and fair work procedures provide certainty for employees, while adequate facilities and physical conditions facilitate comfortable task performance. Research by Rachmadany and Wanasida (2024) supports the importance of the work environment in relation to job satisfaction in government organizations, while Venard et al. (2023) show that human resource management practices and ethical governance quality are related to the satisfaction and performance of public officials. However, the R^2 value does not mean that these two variables are the sole determinants of job satisfaction, as 22.0% of the variation remains outside the model.

The practical implication of this research is the need to link governance improvements with actions directly perceived by employees. In the governance dimension, leaders can strengthen internal participation forums, clarify accountability channels, and implement policies equitably. In the work environment dimension, priorities can be directed towards checking lighting, air circulation, noise levels, and workspace security. In the satisfaction dimension, the relatively low wage or salary indicator value in Parung District suggests the need for clearer communication regarding remuneration components and the appropriateness of workloads within the agency's authority. Recommendations based on this lowest indicator align with the research focus of Suryani and Atidira (2024) on the conditions of the civil servant work environment and the study by Yonata et al. (2024) which places job satisfaction and the work environment in discussions of civil servant performance.

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This study's contribution is primarily empirical and contextual, examining the effects of good governance and the work environment on civil servant job satisfaction in three sub-district offices using a census technique on 78 employees. However, interpretation of the results requires consideration of the limitations of the study's scope, which only covers three sub-district offices, and the use of questionnaires as the primary source of quantitative data. Descriptive results across sub-districts cannot be treated as significant differences because the study did not report inter-group differences. Furthermore, the model did not include other factors such as leadership, motivation, organizational culture, workload, career development, or organizational support. These limitations of context and design align with the scope of previous studies that also examined specific organizational units, such as Bandono (2022) and Anggoro (2022). Therefore, further research can expand the scope of agencies and examine the relationship mechanisms through comparative or mixed-method designs.

Conclusion

Based on an analysis of 78 civil servants (ASN) at the Ciseeng, Parung, and Gunung Sindur District Offices, this study shows that the principles of good governance and the work environment each have a positive and significant effect on job satisfaction. Good governance has a regression coefficient of 0.405 ($t = 9.526$; $p < 0.001$), while the work environment has a coefficient of 0.540 ($t = 6.284$; $p < 0.001$). Simultaneously, both variables have a significant effect ($F = 133.285$; $p < 0.001$) and explain 78.0% of the variation in ASN job satisfaction ($R^2 = 0.780$). These results confirm that job satisfaction is related to the quality of internal governance as well as the condition of the work environment. Practically, the three district offices need to strengthen employee participation spaces, treatment consistency, and accountability, as well as improve physical aspects that received relatively low ratings, especially lighting and noise control. Interpretation of the findings remains limited by the study's scope, which only covered three sub-district offices, the use of questionnaires as the primary data source, and the descriptive nature of the inter-district comparative analysis. Furthermore, the model does not incorporate other factors that may be related to job satisfaction. Future research is recommended to expand the location and number of agencies, add variables such as leadership, motivation, compensation, workload, organizational culture, and career development, and use interviews or mixed methods and longitudinal designs to more deeply explain the mechanisms of relationships between variables.

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