

The Correlation Between Work Motivation And Job Satisfaction Of The Academic Staffs

Fatwa Tentama, Subardjo, Lharasati Dewi

Abstract: Work motivation is one important factors of job satisfaction. This research aims to determine the correlation between work motivation and job satisfaction of the academic staffs. The research subjects consisted of 40 academic staffs who have already worked for at least 1 year in University X Yogyakarta. Those subjects were chosen by simple random sampling technique. In addition, work motivation and job satisfaction scales were used to collect the data. Pearson's product moment analyzed the data of this research. The results show that the coefficient between work motivation and job satisfaction is 0.689 with a significance level of 0.000 ($p < 0.05$). It can be inferred that there is a very significant positive relationship between work motivation and job satisfaction of the academic staffs in University X Yogyakarta. In other words, the higher the work motivation, the higher the job satisfaction of the academic staffs.

Index Terms: Academic Staffs, Employee, Human Resources, Job Satisfaction, Organization, University, Work Motivation

1 INTRODUCTION

Human resource is the most important part of any organization or company [1]. An organization needs to mind anything related to human resource, one of which is the job satisfaction to reach the goals [2]. The organization should pay attention to the employees' job satisfaction because it can improve the employees' performance and help grasping the organization's goals [3], [4]. The benefits of job satisfaction are not limited to individuals but also to organizations and even to coworkers [5]. The job satisfaction will stimulate the employees' commitment and motivation to improve the quality of their performance [6]. Individuals who have better job satisfaction will work more optimally, in which it will also lead to the productivity of organization [7]. Along with the improving employees' well-being, the organization will reduce the operational costs since employees' job satisfaction can improve the productivity in terms of quantity and quality [5]. Low job satisfaction can lead to high turnover within an organization [8]. In addition, the low job satisfaction will also trigger low organizational commitment [9]. Some researchers found that the declining job satisfaction will trigger the low quality of work [10]. Individuals with low job satisfaction tend to have less contribution in many activities [11]. Job satisfaction is an individual's feeling and reaction towards his work environment [12]. Job satisfaction is a joyful feeling that emerges from an individual's perception that his efforts to finish his tasks are important [13]. Job satisfaction is a positive feeling about an individual's work resulted from an evaluation related to the characteristics of his work. The positive feeling includes pleasure, pride, relief and other feelings that express the correspondence between expectations and reality related to the finished work [14]. Job satisfaction is illustrated as an individual's evaluation towards his work performance that is related to the characteristics of work, environmental factors, and emotional experiences when working [15]. Work motivation is one of the factors that influence the job satisfaction [16].

Maharjan's research [17] also proved that work motivation determines an individual's job satisfaction. Ogunnaike, Akinbola, and Ojo's research [18] supported Maharjan's findings, they found that an individual's job satisfaction is influenced by the factors and conditions that motivate his work. An individual who has work motivation will further maximize his performance, positive results, and minimize negative results, where it will make him satisfied with his work [19]. Work motivation is an individual's willingness to do great efforts in achieving organizational goals that are conditioned through the ability to meet individual needs [20]. Work motivation is a group of energetic forces that encourage work effort in determining the direction of behavior, level of effort, intensity, and persistence [21]. Work motivation is a psychological stimulation within oneself which directs his behavior in the organization and his persistence in facing obstacles [22]. Work motivation is an energy that comes from inside and outside the individual that determines the form, direction, intensity, duration and start of the behavior [23]. The phenomenon at the research location shows that problems related to work motivation are predicted to affect employees' job satisfaction. This research aims to determine the correlation between work motivation and job satisfaction of the academic staffs who work in University X Yogyakarta. The implications of this research are expected to become an input for organization managers to pay attention to and improve employee motivation because it will determine the level of employee satisfaction at work.

2 RESEARCH METHOD

2.1 Research Subjects

The population in this research consisted of all academic staffs in University X Yogyakarta. The subjects were 40 academic staffs who have already worked for at least 1 year. The samples were taken by simple random sampling technique.

2.2 Measuring Instrument

The data-collecting instruments of this research were job satisfaction and work motivation scales. The items of the job satisfaction scale refer to aspects that were arranged by Smith, Kendall and Hulin [24], [25], namely the job, salary, promotion, supervision, and coworkers. The semantic differential scaling model is used to arrange the job satisfaction scale. The work motivation is expressed through

- Fatwa Tentama, Master in Psychology, Ahmad Dahlan University Yogyakarta, PH-081904100008. E-mail: fatwa.tentama@psy.uad.ac.id
- Subardjo, Faculty of Law, Ahmad Dahlan University Yogyakarta, PH-08122737155. E-Mail: subardjo@law.uad.ac.id
- Lharasati Dewi, Master in Psychology, Ahmad Dahlan University Yogyakarta, PH-081327134773. E-mail: lharasatidewi@gmail.com

the level of the subjects' responses to the intrinsic and extrinsic factors of work motivation according to Herzberg [26] namely the security, opportunity, types of job, coworkers, company, salary, supervision, work hours, work condition, and warranty. The likert scale is utilized to set up the scale of work motivation.

2.3 Validity and Reliability of Measuring Tool

The alpha-cronbach coefficient method is used to test the reliability of the job satisfaction and work motivation scales. This method observed the internal consistency of the items that support the job satisfaction and work motivation. The test results showed the score of job satisfaction scale was 0.957 with the corrected item-total correlation ranging from 0.421 to 0.841. There were 20 valid and reliable items used in this research. Meanwhile, for the work motivation scale, the results showed that the reliability coefficient (α) was 0.917 with the corrected item-total correlation ranging from 0.282 to 0.824. There were 40 valid and reliable items used in this research.

2.4 Data Analysis

The data were analyzed using the SPSS for Windows Release 17.0. Pearson's product moment correlation was used to determine the correlation between the work motivation and job satisfaction. Before the prerequisite test, the assumption tests that included normality and linearity tests were done.

3 RESULT

3.1 Prerequisite Test

3.1.1 Normality Test

A variable is said normal if it has a score of $p > 0.05$. According to the data, the score of job satisfaction scale is $p = 0.988$ and the score of work motivation is $p = 0.868$. It can be inferred that the distribution of research data is normal.

TABLE 1
NORMATILY TEST

Variable	K-SZ Score	Sig. (p)	Criteria	Information
Job Satisfaction	0.447	0.988	$p > 0.05$	Normal
Work Motivation	0.597	0.868	$p > 0.05$	Normal

3.1.2 Linearity Test

The linearity test of the work motivation and job satisfaction shows $F = 46.117$ with a significance of 0.000 ($p < 0.05$). Thus, the two variables are linear.

TABLE 2
LINEARITY TEST

Variable	F	Sig. (p)	Criteria	Information
Work Motivation and Job Satisfaction	46.117	0.000	$P < 0.05$	Linear

3.2 Hypothesis Test Results

The coefficient of correlation between work motivation and job satisfaction is 0.689 with a significance of 0.000 ($p < 0.05$). For that reason, it has been empirically proven that there is a very

significant positive correlation between work motivation and job satisfaction of the academic staffs.

TABLE 3
HYPOTHESIS TEST

Variable	Pearson-Correlation	Sig. (p)	Criteria	Information
Work Motivation and Job Satisfaction	0.689	0.000	$P < 0.05$	Very Significant

4 DISSCUSION

The results of this research show that there is a very significant positive correlation between work motivation and job satisfaction of the academic staffs who work at University X. This finding supports the previous research which found that there is a significant correlation between work motivation and job satisfaction [16]. Maharjan's research [17] also showed that work motivation correlates with the job satisfaction. Meanwhile, Lam & Gurland [27] mentioned that job satisfaction is an outcome of the work, which is expressed through work motivation. Work motivation is one of the factors that influence individual satisfaction at work, so it is very important to pay attention to for the sake of employee welfare [16]. Roos and Edden [28] stated that individuals are motivated in work will likely to achieve work standards that have been set in order to obtain maximum results, in which will also improve their job satisfaction. Furthermore, according to Cascio [13], individual work motivation to finish his tasks is an important part of the job itself, after the needs are met, it will give the satisfaction impact to the employee. The results of this research also illustrate that the influence of work motivation on job satisfaction was 0.474. It means that the work motivation contributes 47.4% to job satisfaction, and the rest 52.6% is influenced by other variables not identified in this research. According to Gaertner [8] one of the factors that influence job satisfaction is the organizational environment. Meanwhile according to Cummings, Olson, Hayduk, Bakker, Fitch, Green, Butler, and Conlon [29] the factors that influence job satisfaction are lack of autonomy in the organization, lack of justice and control over work.

5 CONCLUSION

The findings of this research prove that there is a positive direct effect between work motivation and job satisfaction. The greater the motivation of employees at work, the higher the level of job satisfaction. Therefore, it is important for managers of organization to improve their employees' motivation. Employees who have great work motivation will be able to make the best contribution to the organization by carrying out their jobs at the very best they can, and the positive results obtained will give satisfaction to their work. However, organizations also need to pay attention to other factors that can affect employee job satisfaction such as leadership style, organizational culture and employee commitment to the organization. Those thing should be considered to become input for the organization in order to improve employee job satisfaction and make a valuable feedback in realizing the goals of the organization.

6 ACKNOWLEDGMENT

The author would like to thank Ahmad Dahlan University and the Master of Psychology Programme University of Ahmad Dahlan for supporting the implementation of this research.

7 REFERENCES

- [1] M. Buble, and D. Kružić, *Poduzetništvo Realnost Sadašnjosti I Izazov Budućnosti*. Zagreb: RRiF-Plus, 2006.
- [2] J.I. Harris, A.M. Winskowski, and B.E. Engdahl, "Types of Workplace Social Support in the Prediction of Job Satisfaction. *The Career Development Quarterly*, vol.56, no.2, pp.150-156, 2007.
- [3] D. Habba, B. Modding, M.J. Bima, J. Bijang and H. Jamali, "The Effect of Leadership, Organisational Culture and Work Motivation on Job Satisfaction and Job Performance Among Civil Servants in Maros District Technical Working Unit. *IRA-International Journal of Management & Social Sciences*, vol. 7, no.1, pp. 52-64, 2017.
- [4] D. Serrano and L. Vieira, "Low Pay Higher Pay and Job Satisfaction Within the European Union: Empirical Evidence from Fourteen Countries," *Discussion Papers*. Institute for the Study of Labour, No: 1585, 2005.
- [5] M.Y. Chen, "Validation of the Wood's Job Satisfaction Questionnaire Among Taiwanese Nonprofit Sport Organization Workers," *Social Indicators Research*, vol.94, no.3, pp. 437-447, 2009.
- [6] Q.B. Baloch, "Effects of Job Satisfaction on Employees Motivation and Turn Over Intentions," *Journal of Managerial Sciences*, vol.2, no.1, pp. 1-21, 2009.
- [7] A.T. Hsieh and D.H. Wu, "The relationship Between Timing of Tipping and Service Effort," *The Service Industries Journal*, vol.2, no.1, pp. 1-14, 2007.
- [8] S. Gaertner, "Structural Determinants of Job Satisfaction and Organizational Commitment in Turnover Models. *Human Resource Management Review*, vol.9, no.4, pp. 479-493, 1999.
- [9] J.H. Larrabee, M.A. Janney, C.L. Ostrow, M.L. Withrow, G.R. Hobbs, and C. Burant, "Predicting Registered Nurse Job Satisfaction and Intent to Leave. *Journal of Nursing Administration*, vol.33, no.5, pp. 271-283, 2003.
- [10] L.H. Aiken, S.P. Clarke, R.B. Cheung, D.M. Sloane, and J.H. Silber, "Educational Levels of Hospital Nurses and Surgical Patient Mortality," *Jama*, vol. 290, no.12, pp. 1617-1623, 2003.
- [11] T. Velnamby, "Job Attitude and Employees Performance of Public Sector Organizations in Jaffna District Sri Lanka," *GITAM Journal of Management*, vol. 6, no.2, pp. 66-73, 2008.
- [12] Dole, S. Carol and G. Richard, "The Impact of Various Factors on The Personality, Job Satisfaction and Turnover Intentions of Professional Accountants. *Managerial Auditing Journal*, vol.16, no.4, pp. 234-245, 2001.
- [13] W.F. Cascio, *Managing Human Resources*. Colorado: Mc Graw-Hill, 2003.
- [14] S.P. Robbins and T.A. Judge, *Organizational Behavior*. Upper Saddle River, New Jersey: Pearson Prentice Hall, 2009.
- [15] S.L. McShane and V. Glinow, *Organizational Behavior*. New York: McGraw-Hill Companies Inc, 2008.
- [16] J.O. Okpara, M. Squillace, and E.A. Erondu, "Gender Differences and Job Satisfaction Study of University Teachers in the United States," *Journal of Woman Manage*, vol.20, no.3, pp. 177-190, 2005.
- [17] S. Maharjan, "Association Between Work Motivation and Job Satisfaction of College Teachers," *Administrative and Management Review*, vol.24, no.2, pp. 44-55, 2012.
- [18] O.O. Ogunnaike, O.A. Akinbola, and O.A. Ojo, "Effect of Motivation on Job Satisfaction of Selected Sales Representatives. *Journal of Educational and Social Research*, vol.4, no.1, pp. 197-203, 2014.
- [19] E. Wae-esor, A. Abu Bakar and H.C. Hee, "The Relationship Between Work Motivation and Job Satisfaction of Muslim Public Health Employees in Pattani Province, Thailand," *Journal of Global Business and Social Entrepreneurship*, vol.2, no.1, pp. 162-171, 2016.
- [20] S.P. Robbins, *Essentials of Organizational Behavior*. New Jersey: Prentice Hall, 2002.
- [21] J. Colquitt, J.A. Lepine, M.J. Wesson, and I.R. Gellatly, *Organizational Behavior: Improving Performance and Commitment in the Workplace*. New York: McGraw-Hill, 2011.
- [22] J.M. George and G.R. Jones, "Understanding and Managing Organizational Behavior. New Jersey: Prentice Hall, 2005.
- [23] C.C. Pinder, *Work Motivation in Organizational Behavior*. New Jersey: Prentice Hall, 2014.
- [24] F. Luthans, *Organizational Behavior*. Boston: McGraw-Hill, 2008.
- [25] R. Kreitner and A. Kinichi, *Organization Behavior*. Boston: Irwin/McGraw-Hill, 2003.
- [26] S.P. Robbins, *Organizational Behaviour Concept, Controversies, Applications*. New Jersey: Prentice Hall, 2003.
- [27] C.F. Lam and S.T. Gurland, "Self-Determined Work Motivation Predicts Job Outcomes, but What Predicts Self-Determined Work Motivation," *Journal of Research in Personality*, vol.42, hal.4, pp. 1109-1115, 2008.
- [28] W. Roos and R. Van Eeden, "The Relationship Between Employee Motivation, Job Satisfaction and Corporate Culture," *SA Journal of Industrial Psychology*, vol.34, no.1, pp. 54-63, 2008.
- [29] G.G. Cummings, K. Olson, L. Hayduk, D. Bakker, M. Fitch, E. Green, L. Butler, and M. Conlon, "The Relationship Between Nursing Leadership and Nurses' Job Satisfaction in Canadian Oncology Work Environments," *Journal of Nursing Management*, vol.16, no.5, pp. 508-518, 2008.