

The Effect of Nine Facets of Job Satisfaction for Creative Employees in Creative Agency

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ABSTRACT

The goal of this research is to find if Nine Facets of Job Satisfaction by Spector (1997) can explain job satisfaction for creative employee in Creative Agency. This research is inspired by the conclusions from The Orange Economy by Howkins and Indonesia's Long-Term Development Plan 2005-2025 by the Ministry of Tourism and Creative Economy that creative economy has unlimited growth possibilities. The author is interested to find what exactly satisfies creative employees for future improvements in Creative Agency.

Binary logistic regression is used to analyze the significance/insignificance of Nine Facets of Job Satisfaction to predict job satisfaction of creative employees. The research subjects are the population of creative employees in Creative Agency, which are 37 in total. Result of this research shows that Nine Facets of Job Satisfaction as a whole can predict job satisfaction of creative employee in Creative Agency, but not individually.

Keywords: Creative employee, Nine Facets of Job Satisfaction, Job Satisfaction, Binary logistic regression

ABSTRAK

Tujuan dari riset ini adalah memastikan jika Sembilan Faset Kepuasan Kerja oleh Spector (1997) dapat menjelaskan kepuasan kerja pekerja kreatif di Creative Agency. Riset ini terinspirasi oleh hasil kesimpulan dari The Orange Economy oleh Howkins dan Rencana Pembangunan Jangka Panjang Indonesia 2005-2025 oleh Kementerian Pariwisata dan Ekonomi Kreatif bahwa ekonomi kreatif memiliki kemungkinan pertumbuhan yang tidak terbatas. Penulis riset ini tertarik untuk menemukan apa saja yang sebenarnya dapat memuaskan pekerja kreatif untuk perbaikan kedepan di Creative Agency.

Regresi logistic biner digunakan untuk menganalisa jika Sembilan Faset Kepuasan Kerja signifikan/tidak signifikan dalam memprediksi kepuasan kerja pekerja kreatif. Subyek riset ini adalah populasi pekerja kreatif di Creative Agency sejumlah 37 orang. Hasil riset ini menunjukkan bahwa Sembilan Faset Kepuasan Kerja secara menyeluruh dapat memprediksi kepuasan kerja pekerja kreatif, tetapi tidak secara individual.

Kata Kunci: *Pekerja kreatif, Sembilan Faset Kepuasan Kerja, Kepuasan Kerja, Regresi logistic biner*

INTRODUCTION

Indonesia has been known for their world-class conventional industries on petroleum and natural gas, textiles, automotive, electrical appliances, apparel, footwear, mining, cement, medical instruments and appliances, handicrafts, chemical fertilizers, plywood, rubber, processed food, jewelry, and tourism industry (United States Central Intelligence Agency, 2014). Potts (2009) mentioned that most conventional economy industries model are seen in operational perspective. This kind of economy industries rely on factor accumulation, technological change, institutional facilitation, and innovation as the productivity

growth engine. Contrasting the conventional industries, creative industries are all activities that generate goods and services based on intellectual property (Howkins, 2013, p. 15). Many of these goods and services produced in this industry are in a form that cannot be measured conventionally by the economist, such as advertisements and theatricals. Because of this, creative industry is capable to generate a significant boost to the economy, not affected by the natural law of scarcity, and less volatile compared to other industries. With these three advantages, they theoretically implies that the creative industry has unlimited growth possibilities, which other industries do not have.

Similar with all creative companies, Creative Agency is powered by creative employees. Based on the author's internship experience working in Creative Agency, the observation shows that creative employees are working based on the satisfaction they get every time they do their job. However, the author finds that Creative Agency's management knows that their creative employees are satisfied, but it is unknown what satisfied them. Because of this, the author is interested to do a research to find what exactly satisfies creative employees for future improvements in Creative Agency. Therefore, it is crucial to understand the background on what satisfies creative employees when they generate artistic work.

There is a job satisfaction theory called Nine Facets Job Satisfaction by Spector (1997), which is developed for employees in general. Many studies have used Spector's (2011) Job Satisfaction Survey, which is derived from Nine Facets Job Satisfaction, and show both valid and reliable results. The studies include Fields (2002), Westlund and Hannon (2008), Astrauskaitė, Vaitkevičius, and Perminas (2011), and Lumley et al (2011).

The goal of this research paper is to find out which job satisfaction facets from Nine Facets Job Satisfaction that can affect the job satisfaction of creative employees, specifically in Creative Agency. It is desired by the author for this research to be useful for near-future applications, as creative industry in Indonesia has become one of the main key industries as envisioned in Indonesia's Long-Term Development Plan 2005-2025.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction has been defined by Robbins and Judge (2009, p. 65) as positive feeling as the result of evaluation of its characteristics of one's job. One, Hollenbeck, Gerhart, and Wright (2010, p. 477) defines job satisfaction as positive feeling that results from the perceived values fulfillment when working on the job. A study by Chan et al (2012, p. 2) defines Job Satisfaction as feeling of happiness and content from fulfilling their desires and needs at the workplace. In conclusion, all of these theories implied that job satisfaction generally is positive feeling of employee's personal fulfillment.

Nine Facets of Job Satisfaction

Based on Salim and Setiawan's (2012) research, Nine Facets of Job Satisfaction by Spector (2001) defines the indicators that can improve employee's job satisfaction. In this research, Nine Facets of Job Satisfaction is used to quantify the job satisfaction of creative employees. Each facets are defined in several books as mentioned below:

- Pay, as mentioned in Noe et al (2010), is a tool for furthering company goals, which is defined into pay level and job structure. Pay level is described as wages, salaries and bonuses. Job structure is described as the relative pay of jobs within the organization.

- Promotion, as mentioned in Noe et al (2010), is advancement towards higher position with more challenge, authority, and responsibility.
- Fringe Benefits, as mentioned in Mondy and Noe (2005), are financial and non-financial compensations. Financial compensations consist of direct (e.g. bonuses) and indirect compensation (e.g. retirement plans). Non-financial compensations consist of the job itself (e.g. autonomy), job environment (e.g. working conditions), and workplace flexibility (e.g. part-time work).
- Contingent Rewards, as mentioned in Robbins and Judge (2009), is referred as promises and exchanges of rewards and recognition for good work.
- Supervision, as mentioned in Noe et al (2010), is defined in supervisor, which are the people working in an organization (besides co-workers) that can affect job satisfaction. Supervisor with the same value, attitudes, and philosophies can improve satisfaction but becomes homogenous over time. In addition, employees are satisfied when they are supported with their supervisors to achieve their own goals.
- Operating Procedure (Brampton Small Business Enterprise Centre) is described as steps of finishing tasks that have to follow a certain standard based on industry regulations, provincial laws, or personal standards. It can be in form of policies (e.g. warranty), procedures (e.g. steps of assembling the product), and standards (e.g. one minute response time).
- Co-Workers, as mentioned in Noe et al (2010), is defined as people working in an organization (besides supervisors) that can affect job satisfaction. Co-workers with the same value, attitudes, and philosophies can improve satisfaction but becomes homogenous over time. In addition, employees are satisfied when they are supported with their co-workers to achieve their own goals.
- Nature of Work, as described by Lewis (2014), is defined as the variability of the given work. The job variability includes job routine, job characteristics, and job description.
- Communication, as mentioned in Noe et al (2010), is referred as informing the current employees and job applicants of their returns on their benefits investments.

There are several studies related to job satisfaction, Nine Facets of Job Satisfaction, and creative employees. Tansel and Gazioglu (2013) concluded that from the Nine Facets of Job Satisfaction improving management-

employee communication would increase productivity and reduce turnover.

Steiner and Schneider (2012) concludes that artists are significantly more satisfied on average with their work than non-artists are. The result shows that higher pay, lower working hours, various personality, and mainly from high self-employment are the sources of artist's satisfaction. The data suggested that the artists are rewarded with job variety and on-the-job learning when doing artistic work.

Lumley et al (2011) concludes that the Nine Facets of Job Satisfaction affects talent retention in IT industry, which is considered as part of creative industry. The details of this result shows that to satisfy people and encourage them to stay, managers need to provide fair pay practices, challenging and meaningful tasks, and create positive relationships between employees.

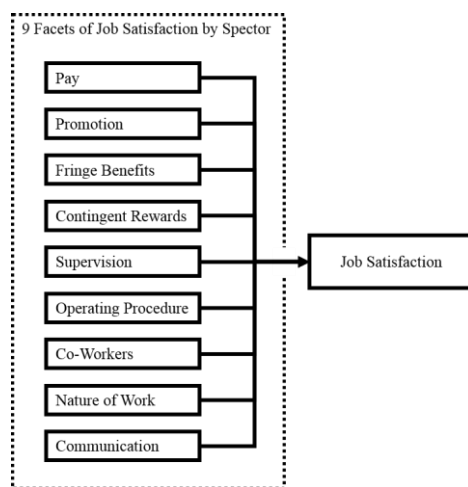


Figure 1 Conceptual Framework

- H1: Nine Facets of Job Satisfaction (all of them, simultaneously) are significantly affecting job satisfaction of creative employees in Creative Agency.
- H2: Nine Facets of Job Satisfaction (individually) are significantly affecting job satisfaction of creative employees in Creative Agency.

RESEARCH METHOD

Based on Cooper and Schindler (2011), the author chose the explanatory and quantitative research to explain why and how the Nine Facets of Job Satisfaction can affect job satisfaction using questionnaire to gather the data from the creative employees in Creative Agency.

The independent variables are derived the items of the questionnaire of this research from the Job Satisfaction Survey by Spector (2011) and selected only several items based on the author's observation. The dependent variable is Job Satisfaction (JSat) of the creative employees is the dependent variable in this study. As recommended by the author's managers, the author will use a dichotomous yes and no question stating of Job Satisfaction.

This research gathers nominal, ordinal, and interval data using questionnaire, which is derived from Job

Satisfaction Survey by Spector (2011). The nominal data will ask the current creative employee's division in Creative Agency and answering the dichotomous yes/no question of Job Satisfaction, which acts as the dependent variable. The ordinal data will gather the independent variables, which are the Nine Facets of Job Satisfaction variables (pay, promotion, fringe benefits, contingent rewards, supervision, operating procedure, co-workers, nature of work, and communication), using the Ron Garland's (1991) 4-point Likert scale (from strongly disagree to strongly agree). Ron Garland's (1991) 4-point Likert scale is used as it is suitable to reduce the social desirability bias by eliminating the mid-point from the 5-point Likert scale. The interval data will be gathered from some Nine Facets of Job Satisfaction variables with more than one indicator questions, which then will be summated.

Information as defined by Cooper and Schindler (2011, pp. 100-101) is divided into primary, secondary, and tertiary source. This research used all of the three types of source of data. The primary source is gathered from the printed questionnaire for the creative employees, based on the recommendations by the author's managers and co-workers. The secondary source is gathered from various references that are studies on job satisfaction and/or creative employees. Finally, the tertiary source is gathered from Google search results.

The population of this research is gathered from the 37 creative employees working in Creative Agency (from creative, interactive communication, brand and design, digital motion, and support divisions), omitting the non-creative employees.

The data gathered will then be analyzed using SPSS. First test will check the validity and reliability of the data. Second test will check the autocorrelation and multicollinearity of the data. Final test will use binary logistic regression to check if Nine Facets of Job Satisfaction have effect towards the job satisfaction of creative employees.

RESULTS AND DISCUSSION

For this research, content validity is used as the main validity test. Cooper and Schindler (2011, p. 281) describes content validity as a measurement of validity that judges based on the representative studies related with the measurement instrument. The said instrument is considered as valid when it has several proof of concept from other studies in similar topics. For the content validity analysis, the first step is to choose which questionnaire items based on Spector's (2011) Job Satisfaction Survey questionnaire based on the author's observation. The chosen questions can be seen in table 1 below:

Table 1 The selected questionnaire items from Job Satisfaction Survey by Spector (2011)

| Facets | Questions from Spector's (2011) Job Satisfaction Survey |
|-----------------|---|
| Pay (Pay) | I feel I am being paid a fair amount for the work I do. I feel satisfied with my chances for salary increases. |
| Promotion (Pro) | Those who do well on the job stand a fair chance of being promoted. |

| | |
|--------------------------|---|
| Fringe Benefits (FB) | The benefits we receive are as good as most other organizations offer. |
| Contingent Rewards (CR) | When I do a good job, I receive the recognition for it that I should. |
| Supervision (SV) | My supervisor shows too little interest in the feelings of subordinates. |
| Operating Procedure (OP) | Many of our rules and procedures make doing a good job difficult. |
| Co-Workers (CoW) | I like the people I work with. |
| Nature of Work (NoW) | I like doing the things I do at work. I feel a sense of pride in doing my job. |
| Communication (Com) | Communications seem good within this organization. |

As stated in Gliem and Gliem's (2003) work, the author refers to George and Mallery's recommendation to use Cronbach's Alpha reliability test. As quoted in Nordin et al (2010), Nunnally (1978) considers an indicator is sufficiently reliable if the Cronbach's alpha result is more than 0.6. For the case if the author cannot use coefficient alpha reliability test, the author will mention the reliability test results from other similar studies for comparison (in Nordin et al, 2010).

In this case, the independent variables included in the Cronbach Alpha test are Pay and Nature of Work facets.

Table 2 Reliability Statistics for Pay

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .641 | 2 |

As seen in table 2, Pay facet has a Cronbach Alpha of 0.641. This result shows that Pay facet is more than 0.6, thus considered as reliable based on Nunnally (1978).

Table 3 Reliability Statistics for Nature of Work

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .747 | 2 |

As seen in table 3, Nature of Work facet has a Cronbach Alpha of 0.747. This result shows that Nature of Work facet is more than 0.6, thus considered as reliable based on Nunnally (1978).

For the rest of the independent variables, Job Satisfaction Survey can be seen as a reliable tool as the author found many studies used it. The studies include Fields (2002), Westlund and Hannon (2008), Astrauskaitė, Vaitkevičius, and Perminas (2011), and Lumley et al (2011).

The autocorrelation test checks if the logistic regression model has no both positive and negative autocorrelation. Based on Ghazali (2011), the Durbin-Watson hypothesis in the table 4 below are able to indicate whether the indicators have positive and or negative correlation between their past and future values or not.

Table 4 Durbin-Watson Hypotheses table by Ghazali (2011)

| Hypothesis | Decision | If |
|--|---------------|-------------------------|
| No positive autocorrelation | Reject | $0 < d < dl$ |
| No positive autocorrelation | No decision | $dl \leq d \leq du$ |
| No negative autocorrelation | Reject | $4-dl < d < 4$ |
| No negative autocorrelation | No decision | $4-du \leq d \leq 4-dl$ |
| No positive and negative autocorrelation | Do not reject | $du < d < 4-du$ |

Table 5 Model Summary output table

| Model | Durbin-Watson |
|-------|---------------|
| 1 | 2.167 |

As seen in table 5, the Durbin-Watson test results d value = 2.167, which then is compared to the value in the

Durbin-Watson table in appendix (University of Notre Dame). With significance level of $\alpha = 0.05$ (5%), 37 samples (n), and 5 independent variables (k), the values in the table are $dl = 1.190$ and $du = 1.795$. The result indicates that the model with the remaining of the Nine Facets of Job Satisfaction variable has no autocorrelation.

Multicollinearity test checks if all of the meaningful variables that are included are also independent from other variables. According to Menard (1995), tolerance value with less than 0.1 is considered to be seriously have collinearity issues. Meanwhile, tolerance value with less than 0.2 is considered to be potentially have collinearity issues (in Field, 2005).

Table 6 Multicollinearity Test

| Model | Collinearity Statistics | |
|---------------------|-------------------------|-------|
| | Tolerance | VIF |
| 1 (Constant) | | |
| Pay | .639 | 1.565 |
| Promotion | .591 | 1.693 |
| Fringe Benefits | .632 | 1.582 |
| Contingent Rewards | .560 | 1.786 |
| Supervision | .624 | 1.602 |
| Operating Procedure | .786 | 1.272 |
| Co-worker | .593 | 1.686 |
| Nature of Work | .593 | 1.687 |
| Communication | .599 | 1.670 |

a. Dependent Variable: Job Satisfaction

As seen in table 6, the tolerance values are all above 0.2 and VIF values are all less than 10. This means that the independent variables are free from multicollinearity issues and thus safe to continue to the statistical test.

The binary logistic regression results from the Nine Facets of Job Satisfaction as the independent variable and Job Satisfaction as dependent variable are analyzed using SPSS. Forced entry analysis will follow the guides and adjusted accordingly based on Ghazali (2011).

The model fit test analysis will be using these hypotheses:

H0: The model with constant variable fits with the data.

H1: The model with constant variable does not fit with the data.

Table 7 Iteration History for model with constant only

| Iteration | -2 Log likelihood | Coefficients | |
|-----------|-------------------|--------------|--------|
| | | Constant | |
| Step 0 | 1 | 36.160 | -1.243 |
| | 2 | 35.894 | -1.443 |
| | 3 | 35.893 | -1.455 |
| | 4 | 35.893 | -1.455 |

Shown in table 7, the -2 Log Likelihood for constant only model is 35.893, with df 36 (=37-1). As the result is significant at 5% alpha, this means that the H0 is rejected and the analysis is continued by adding the Nine Facets of Job Satisfaction variables.

Table 8 Omnibus Tests of Model Coefficients

| | | Chi-square | df | Sig. |
|--------|-------|------------|----|------|
| Step 1 | Step | 19.568 | 9 | .021 |
| | Block | 19.568 | 9 | .021 |
| | Model | 19.568 | 9 | .021 |

The omnibus test in table 8 shows that the -2 Log Likelihood for model with Nine Facets of Job Satisfaction variables is 19.568, with df 27 (=37-10). As the result is not significant at 5% alpha, the model with Nine Facets of Job Satisfaction variables show less unexplained observations and significantly improve the outcome prediction, which means that the H0 is not rejected and the model fits the data.

Table 9 Pseudo R-Square Test

| Step | -2 Log likelihood | Cox & Snell R Square | Nagelkerke R Square |
|------|---------------------|----------------------|---------------------|
| 1 | 16.325 ^a | .411 | .661 |

Cox and Snell R Square is used to indicate the number of variance of the unexplained observation, which the result is between -1 and 1 in theory. Cox and Snell R Square shows 41.1% variance in table 9, which means Nine Facets of Job Satisfaction variables can explain 41.1% the dependent variable (Job Satisfaction). Since Cox and Snell R Square equation cannot reach the theoretical maximum of 1, the author improves the R Square analysis by using the Nagelkerke R Square.

Nagelkerke R Square is used to improve the Cox and Snell R Square calculation so the result can reach the said theoretical maximum of 1. The calculation in table 9 indicates Nine Facets of Job Satisfaction variables variable can explain 66.1% of the dependent variable (Job Satisfaction).

Hypothesis 1 has been proven in model fit test above, where the model with Nine Facets of Job Satisfaction variables is significant based on omnibus test result in table 8. Thus, H1 must be accepted. This shows that all of the Nine Facets of Job Satisfaction all of them, simultaneously) have significant influence towards the job satisfaction of creative employees.

Table 10 Variables in the Equation for Nine Facets of Job Satisfaction model

| Step | | Sig. | Exp(B) |
|----------------|----------|------|--------------------------|
| 1 ^a | Pay | .104 | .066 |
| | Pro | .646 | .523 |
| | FB | .998 | .000 |
| | CR | .560 | 4.462 |
| | SV | .422 | .142 |
| | OP | .659 | .364 |
| | CoW | .630 | 4.357 |
| | NoW | .161 | .066 |
| | Com | .382 | 4.590 |
| | Constant | .997 | 3129674688741998 exp(14) |

For hypothesis 2, the results in table 10 show that none of the Nine Facets of Job Satisfaction variables is significant individually, since their significance level are at more than alpha of 0.05. This means there is no need to continue inputting the Exp(B) coefficient into the model. Thus, H2 must be rejected. This implies that creative employees' job satisfaction are not significantly affected by Nine Facets of Job Satisfaction individually, which contrasts the significant result from Nine Facets of Job Satisfaction as a whole.

Lumley et al (2011) study concludes that the creative employees (which are represented by IT employees) are affected by Nine Facets of Job Satisfaction. The results

mentioned that the creative employees' job satisfaction comes from fair pay practices, challenging and meaningful tasks, and create positive relationships between employees. Compared to the description of Nine Facets of Job Satisfaction in Spector (2001), fair pay practices is part of Pay facet description. Challenging and meaningful tasks is relatable to Nature of Work facet. Lastly, Positive relationship between employees is part of Co-Workers facet. But on contrary, the result of table 10 did not show significance from Pay, Nature of Work, and Co-Workers variables.

There are many possibilities that are the reason why Nine Facets of Job Satisfaction variables are not significant individually to predict job satisfaction of creative employees. It is mentioned in studies by Sacchetti and Tortia (2011), Steiner and Schneider (2012), and Bille et al (2013). All studies conclude that the creative employees are generally more satisfied with their work. High pay, low working hours, and various personality are not completely the source of job satisfaction for the creative employees. The other job satisfaction sources come from autonomy, which is differentiated into self-employment and growth opportunities.

Self-employment and growth opportunity are tied together, as the process of creating artistic works have built-in growth opportunities, such as on-the-job learning and increased job variety. Since creative employee value autonomy, their job satisfaction comes from self-employment, work process, flexible working hours, and freedom of making decisions. Self-employment is capable of providing job satisfaction, as being self-employed means being able to work whenever they need and being able to decide what is best based on their own working style. Work process of making creative work provides initiative to learn interesting new skills, depending on the work. Flexible working hours means the creative employees are able to blend professional and personal life depending on their needs. Freedom of making decisions provides the creative employees to use the initiative to decide from the start to finish.

Comparing Sacchetti and Tortia (2011), Steiner and Schneider (2012), and Bille et al (2013) conclusions with Nine Facets of Job Satisfaction, it is shown that autonomy is the missing facet from Nine Facets of Job Satisfaction. It is concluded that autonomy, which are self-employment and growth opportunity, is not described as part of Nine Facets of Job Satisfaction. Therefore, this research results did not show any significance from the Nine Facets of Job Satisfaction individually in predicting the Job Satisfaction of creative employees in Creative Agency, which might be caused by Nine Facets of Job Satisfaction not considering creative employees' autonomy facet (self-employment and growth opportunity).

CONCLUSION

Compared to the author's observation with Spector's (2001) Nine Facets of Job Satisfaction, the results show that Nine Facets of Job Satisfaction is significant simultaneously, but not individually. The reason why can be seen in the

comparisons with Sacchetti & Tortia (2011), Steiner & Schneider (2012), and Bille et al (2013), which concluded that Nine Facets of Job Satisfaction did not consider Creative Agency creative employees' autonomy facet, which is self-employment and growth opportunity. Thus, the insignificance of the Nine Facets of Job Satisfaction variables individually in predicting the Job Satisfaction of creative employees in Creative Agency is caused by the missing creative employees' autonomy facet.

The limitations of this research includes non-generalizable results, limited access to relevant research, the author's incapability of properly customizing the questionnaire, and the author cannot guarantee the respondents' honesty. Several suggestions for future similar research includes using latest relevant theories, and refer to similar research as the research template.

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