

THE ROLE OF JOB CHARACTERISTICS ON JOB SATISFACTION OF CREATIVITY INDUSTRY EMPLOYEES

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Abstract

Creative industry is tied to creative performance of employees. This performance of creative employees relied greatly on their perception to their job. This study was designed to investigate the relationship of job characteristics and job satisfaction of employees on creative industry particularly in Bandung city. Data were collected from 114 creative employees engaging in design, advertising, architecture, and fashion business within creative industry of Bandung city. This study found out that job characteristics and its five dimensions positively and significantly affected job satisfaction of employees in creative industry in Bandung city. In case of result implications of this study, management of the companies within creative industry in Bandung city requires to understand and model a job with characteristics perceived interesting and challenging by creative employees.

Keywords: Job Characteristics, Job Satisfaction, Creative Industry

Introduction

Creative industry constitutes an array of economic activities associated with a business of production or use of knowledge and information (Ghazi and Goede, 2019; Mayasari and Chandra, 2020). The Ministry of Trade of the Republic of Indonesia declared this creative industry as creative economy which is an industry generated from utilization of creativity, skills, and individual talents to create prosperity and jobs in such a way of producing and exploiting the individual creativity and inventiveness. Howkins (2001) presented that creative industry among others consists of a business of advertisement, architecture, art, handicraft, design, fashion, film, music, performing arts, publishing, research and development, software, toys, radio and television, and games. Based on the explanation above, it clearly reveals that within creative industry, an individual creativity is a key to success in this industry. Without creative people, this industry definitely could not be called as creative industry. Creative employees are the backbone of companies within creative industry.

Covid-19 pandemic has been happening nearly for two years. Covid-19 pandemic led to an unusual impact particularly either in economy or social culture. Even though the situation currently seems getting better, but nobody knows when this pandemic will end. Economic impact is also suffered by creative industry, in which market demand decreased, and led to the increase in competition among companies in the industry. One endeavor to survive amidst this bad condition and global uncertainty is in a way by improving creative ideas manifested in the form of new and creative products or services.

Creativity of creative employees in this creative industry is heavily dependent on their psychological state. One thing that plays a role in determining this condition is how they perceive their job, or in other words, how is their satisfaction towards their work.

Job satisfaction is a delightful emotional state of an employee, as an outcome of his/her work evaluation (Locke, 1969). The more satisfied an employee, the more she/he will be encouraged to perform more creativity to achieve better performance (Bettencourt, Meuter, and Gwinner, 2001; Netemeyer, Boles, McKee, and McMurrian, 1997). Managers need to understand and model job aspects that can improve job satisfaction as it will be one of the factors that will determine the organization's performance.

One of the prominent factors related to job satisfaction is job characteristics. Employees' perception on job characteristics will affect their job satisfaction (Chang and Lee, 2005; Chin and Chen, 2005; Hauff and Richter, 2015; Grobelna, 2019; Rai and Maheswari, 2021). A job with job characteristics perceived interesting will inspire employees more to complete their job better, and this will generate higher job satisfaction (Hackman and Oldham, 1976). Turner and Lawrence (1965) discovered that in several industries, employees prefer complex and challenging

works. This probably also applies in creative industry, in which ideas or creations of these creative employees will be more challenging when dealing with complex and challenging works. This study was designed to define the effect of job characteristics on job satisfaction of employees within creative industry particularly in Bandung city.

Literature Review

Job Satisfaction

A study on job satisfaction is a very popular study of behavior. Until 1996, probably more than 10,000 studies on job satisfaction were published (Cranny, Smith, and Stone, 1992). Job satisfaction is an expression of how one's feeling on his/her job, and it also includes various other aspects of the job.

In general, job satisfaction is defined as an emotional reaction of employees towards the work situations they face (Cranny et al., 1992; Ilies and Judge, 2004; Locke, 1969.) One of the most frequently used definitions is the one that was suggested by Locke (1969), stating that job satisfaction is a pleasant feeling emerged from one's positive perception towards her/his job or working experience. Job satisfaction is an integral part of success of an organization. Parson (1998) defined job application as a state to which extent employees like their jobs. Kreitner and Kinicki (1989) defined job satisfaction as an affection or emotional response towards various aspects of a job involving an employee's positive or negative feeling to her/his job. In accordance with this definition, one could be satisfied with one or several aspects of her/his job. The impact of job satisfaction or dissatisfaction is a crucial concept for the board due to the strong relationships between employee's job satisfaction and work performance, in which ultimately will affect productivity and profit of the company (Andrade, Miller, and Westover, 2021; Fazlollahtabar, Mahdavi, and Amiri, 2016; Kong, Jiang, and Zhou, 2018; Okpara, 2004.) According to Kreitner and Kinicki (1989) at least two effects occur when there is job dissatisfaction, namely: first, increasing employee absence, and second, increasing employee turnover rate. Both matters definitely will be very detrimental to the organization.

Job Characteristics

Job characteristics are job attributes that may generate motivational functions for the employees (Chen, 2005.) Hackman and Oldham (1976) stated that job characteristics have five dimensions, namely job variety, job identity, job significance, autonomy, and feedback. Hackman and Oldham (1976) introduced a theory of job characteristics to define conditions which may intrinsically motivate people when they perform their jobs. According to this theory, organizations can drive positive work attitude and improve work quality through these five dimensions of job characteristics (Hackman and Oldham, 1976), namely:

1. Variety: variety level of skills and talents required by a company;
2. Identity: a level to which extent an employment requires partial completion of a job, or completion of a job in whole from the beginning to the end;
3. Task significance: a level to which extent a job influences other's life;
4. Autonomy: independency level that a company may provide with;
5. Feedback: clarity level of information of a job performance level.

Job characteristics model of Hackman and Oldham (1976) focused on the five dimensions or characteristics above. Job characteristics play a prominent role in organizational theory. Job characteristics allow organizations to identify differences and similarities between jobs, and they can also determine internal work motivation in work planning (Idaszak and Drasgow, 1987). Hackman and Oldham (1976) developed Job Diagnostic Survey (JDS) to measure the five dimensions of job characteristics. According to Boonzaaier, Ficker, and Rust (2001), JDS diagnosed jobs as the basis of consideration for work remodeling so as to specify a job that potentially improves job motivation and satisfaction.

Job Characteristics and Job Satisfaction

Job characteristics analysis or diagnosis of a particular work is the basis for consideration in work remodeling for the purpose of increasing job motivation and satisfaction (Boonzaaier et al., 2001.) This could be done by realizing that problems of motivation, satisfaction, and performance probably are the results of inadequacies in a job (Boonzaaier et al., 2001.) Hackman and Oldham (1980) represented that job characteristics are strongly connected with motivation, job satisfaction, and job performance. Farth, Podsakoff, and Organ (1990) compared relative effect of job characteristics, leadership behaviors, and job satisfaction on organization citizenship. The basic argument behind job characteristics model is objective characteristics of a job that influence work outcome, including job satisfaction or performance (Fried and Ferris, 1987). Some studies found out significant relationship between job characteristics and commitment (Lin & Hsieh, 2002; Niehoff, Moorman, Blakely, and Fuller, 2001); significant

relationship between job characteristics and job satisfaction (Abbott, Boyd, and Miles, 2006; Bhuian and Menguc, 2002; Hauff and Richter, 2015; Rai and Maheswari, 2021; Taber and Alliger, 1995; Thimas, Buboltz, and Winkelspecht, 2004.)

Figure 1 Theoretical Framework



Based on above discussion, then it can be arranged the following research hypotheses:

- H: Job characteristics positively and significantly influence job satisfaction.
- H1: Job variety positively and significantly influence job satisfaction.
- H2: Job identity positively and significantly influence job satisfaction.
- H3: Task significance positively and significantly influence job satisfaction.
- H4: Job autonomy positively and significantly influence job satisfaction.
- H5: Job feedback positively and significantly influence job satisfaction.

Methodology

This study is explanatory research, explaining the relationship between job characteristics and job satisfaction of creative employees within creative industry particularly in Bandung city. The object of this study was perception of creative employees on job characteristics and job satisfaction of the creative employees, and its analysis unit was individual. The population of this study was creative employees within creative industry in Bandung city, especially engaging in a business of design, advertising, architecture, and fashion. 250 questionnaires in the form of Google Form, distributed to employees accessible by email and social media. 114 questionnaires were returned and filled out completely. Thus, sample of this study consisted of 250 creative employees in Bandung city (in design, advertising, architecture, and fashion businesses) with a response rate of 45.6%.

The measuring tools were arranged in the form of questionnaire with close questions complying with 7-point Likert Type Scales. The questionnaires consisted of three sections, namely a section for measurement of job characteristics, a section for measurement of job satisfaction, and section of demography. Job satisfaction was measured by adapting the measuring tool Cellucci and DeVries (1978) containing 20 questions in order to measure those five dimensions of job satisfaction. Job characteristics were measured by adapting measurement instrument by Hackman and Oldham (1976) containing 15 questions in order to measure those five dimensions of job characteristics.

Goodness of measures was tested using criteria of Cronbach's Alpha for reliability, and Pearson Product Moment Correlation for validity. Hypotheses test was conducted using analysis of simple linear regression and analysis of multiple linear regression.

Findings and Discussion

114 creative employees in the business of design, advertising, architecture, and fashion in Bandung city responded this study by filling out the questionnaire completely. More than 60% respondents were male, and they already had work experience more than 5 years in average. The descriptive data showed that in general these creative employees perceived their job characteristics interesting and challenging; and generally their job satisfaction level was relatively good, if not higher.

Goodness of measures for measuring tools used suggested that the reliability of all measuring tools was good, and validity of the measuring tools was also good. The subsequent step was hypotheses testing. The hypotheses were tested using multiple regression analysis. Analysis of simple linear regression was used to analyze the correlation between job characteristics and job satisfaction, meanwhile analysis of multiple linear regression was used to analyze the correlation among those five dimensions of job characteristics and job satisfaction. Table 1, Table 2, and

Table 3 showed results of analysis of simple linear regression, while Table 4, Table 5, and Table 6 suggested results of multiple linear regression.

On Table 1 and Table 2, it can be seen the significant F value of 968,505 at the rate of 1%, and value of Adjusted R Square is in the amount of .895. This reveals that value variety of job characteristics could define variety of job satisfaction by 89.5%.

Table 1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.947	.896	.895	.27584

a. Predictors: (Constant), JCtotal

Table 2. ANOVA

Model	Sum of Squares	df	Mean Squares	F	Sig.
1					
Regression	73,692	1	73,692	968,505	.000
Residual	8,522	112	.076		
Total	82,214	113			

a. Dependent Variable: JStotal

b. Predictors: (Constant), JCtotal

Table 3. Coefficient

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	B		
1					
(Constant)	1,915	.134		14,297	.000
JCtotal	.797	.026	.947	31,121	.000

a. Dependent Variable: JStotal

Results of regression coefficient test (t-test) on Table 3 suggested that coefficient t value of job characteristics was in the amount of 31,121 significant at the rate of 1%. This suggested that job characteristics positively and significantly influence job satisfaction. Hence, it can be concluded that main hypotheses of this study are acceptable. On Table 4 and 5, it can be seen F value amounting to 191,878 significant at the rate of 1%, and Adjusted R Square value amounting to .894. This suggested that value variety of those five dimensions of job characteristics could define variety of job satisfaction by 89.4%.

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.948	.899	.894	.27753

a. Dependent Variable: JStotal

b. Predictors: (Constant), JCfeedback, JCTaskidnt, JCTasksig, JCAutonomy, JCvariety

Table 5. ANOVA

Model	Sum of Squares	df	Mean Squares	F	Sig.
1					
Regression	78,895	5	14,779	191,878	.000
Residual	8,318	108	.077		
Total	82,214	113			

a. Dependent Variable: JStotal

b. Predictors: (Constant), JCfeedback, JCTaskidnt, JCTasksig, JCAutonomy, JCvariety

Table 6. Coefficient

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	B		
1					

	(Constant)	1,924	.136		14,121	.000
	JCvariety	.797	.063	.234	2,885	.005
	JCtaskidnt	.170	.071	.207	2,376	.019
	JCtasksig	.138	.062	.175	2,242	.027
	JCautonomy	.207	.062	.262	3,337	.001
	JCfeedback	.099	.044	.128	2,231	.028

a. Dependent Variable: JStotal

Table 6 suggested the t-test result of the five regressions coefficient of those five dimensions of job characteristics. The result showed that regression coefficient of those five dimensions of job characteristics was positive and significant, meaning that each of the five dimensions of these job characteristics positively and significantly influence job satisfaction. This result suggested that those five hypotheses regarding correlation of each dimension with job satisfaction are acceptable. Thus, it can be concluded that:

1. Job variety positively and significantly influence job satisfaction of creative industry employees in Bandung city;
2. Task identity positively and significantly influence job satisfaction of creative industry employees in Bandung city;
3. Task significance positively and significantly influence job satisfaction of creative industry employees in Bandung city;
4. Job autonomy positively and significantly influence job satisfaction of creative industry employees in Bandung city;
5. Job feedback positively and significantly influence job satisfaction of creative industry employees in Bandung city;

This study discovered that job characteristics is a factor which could promote the increase of job satisfaction of creative industry employees in Bandung city. This finding is in line with previous studies discovered that job characteristics are crucial determinant for the increase in job satisfaction (Abbot, Boyd, and Mile, 2006; Ahmad, 2018; Bhuian and Menguc, 2002; Chang and Lee, 2006; Chin and Chen, 2005; Grobelna, 2019; Hauff and Richter, 2015; Iqbal, Ahmad, and Ahmad, 2021; Rai and Maheswari, 2021.) Employees in creative industry in Bandung city perceived their jobs as job with interesting characteristics and full of challenges. Moreover, these employees also perceived their jobs having higher autonomy level making them feel having enough space to explore their creative ideas. Their attitude in perceiving their job greatly encouraged them to be creative, and when the ideas appear, it caused pleasure and contentment with what they feel for their works.

For the management of the company in creative industry, they are expected to model a jobs having compatible characteristics so as to make employees feel challenged and to be more creative. Creative industry owed much to new ideas personally emerged by each employee. The problem was that management needs to provide motivation and create such situation by work planning that can trigger the emergence of creative ideas of employees.

Conclusion

Creative industry is highly dependent on the performance of creative employees in terms of how they could generate creative ideas. Creative industry develops as new creative ideas grow and emerge. Without creativity, this industry is not a creative industry. Employees' creativity in creative industry is very heavily dependent on their job satisfaction.

This study found out that job characteristics constitutes one of the crucial factors that can lead to job satisfaction. Management of the companies in this creative industry needs to understand how to design a job that is considered good, fun, and challenging by these creative employees. The job should have variety, identity, significance, autonomy, and feedback.

This study was only conducted in a small proportion of fields within creative industry. Further study is suggested to expand this field so as to discover more comprehensive findings as expected in an effort to understand the creative employees' job satisfaction as well as to explore other factors potentially affecting job satisfaction greatly.

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