

# The Influence of Employee Satisfaction on Employees' Creativity: A Case Study at Higher Education

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Abstract: Job satisfaction is inseparable from the creativity of employees in terms of improving the quality of the college. In connection with this, the purpose of this study aims to measure employees' satisfaction and creativity. The subject population in this study includes employees at the center and departments located at Bina Nusantara University. The research applied purposive sampling. The instrument of this study is based on the scale, which consists of two questionnaires to measure job satisfaction and creativity. Based on data processing, this research resulted in good job satisfaction. Participants of this study were 67 employees (20 males, 47 females,  $Age=38$  years) from Bina Nusantara University Jakarta through purposive sampling technique. The results showed that the employee satisfaction has contributed to creativity 48.1% and the remaining 51.9% by other factors to satisfaction. The conclusions of the study indicated that employees have a high creativity because of the influence of employee satisfaction special in relationships with colleagues and working conditions. The highest creativity aspect of employees is expertise, where employees perform the expertise in their respective fields. Job satisfaction contributes a good effect that is equal to 48.1% towards employee creativity.

## 1 INTRODUCTION

Bina Nusantara University is an educational institution, established for more than 30 years. In this context, the long journey of improving the quality of a university is inseparable from the role of human resources. At a closer look, human resources are the driving force of institutions. At the same time, it serves as the main factors because the existence of institutions depends on the individual's involvement.

Osborn (as cited in Muhaimin, 2004) states that job satisfaction represents the degree of positive or negative feelings of a person in terms of tasks of work, occupational work, and relationships among workers. In this line, various observable employees' characteristics based on attitude, behavior, perspective, and situation at work reflects job satisfaction. Job satisfaction is in the capacity of the decline in productivity, strikes, absenteeism, and employee turnover. Other possible symptoms of an employee include the disreputable work performance, lack of discipline, deficient results

obtained from performance (Triyanto and Santosa, 2009).

The attitude of employees reflects job satisfaction by displaying feelings of pleasure towards one's work. In this setting, feelings of pleasure displayed by employees will have a positive impact so that employees become more productive, vibrant and emerge the creativity. In this point of entry, job satisfaction can encourage employees to be creative (Kumar, 2013).

This form of creativity derived from innovation. Robbins (1990) states that in order to face competition and succeed, the company must innovate. According to Amabile (Amabile, 1996), all innovations originate from a creative idea. In an organizational life (Mc. Lean, 2005), creativity plays an important role in society. The organization is a business that brings creativity through innovative products and services desired by customers by using creative ideas to meet the needs of the community and to create jobs so as to improve the quality of life. This study intends to test whether the influence of creativity on job satisfaction and creativity that

needs to be developed to improve the quality of the college.

Base on the description above that the author hypothesized "there is any influences between employee satisfaction and creativity" (H1) and "identifying employees' satisfaction dimension which has an impact on creativity that can improve the quality of college" (H2).

## 1.1 Employee Satisfaction

Job satisfaction represents the feelings of employees in their work or work situation (Jex, 2002). In this spectrum, job satisfaction is defined as to what extent individuals perceive positively or negatively of various factors or dimensions based on tasks in their work (Hariandja, 2002). Alam and Mohammad define job satisfaction as the attitude that individuals have about work.

Job satisfaction tends to be individual. Each individual will have different levels of satisfaction in accordance with the value system that applies to one. This is due to the differences in the individual (Prabu, 2005). Job satisfaction reflects merely what is perceived as their work and different aspects of the job. It symbolizes the extent to which people like (satisfaction) or dislike (discontent) the work (Spector, 1997).

Job satisfaction delineates the emotional states of a person's evaluation of someone's work experience. Job dissatisfaction occurs when the experience is not in accordance with the expectation. For example, an employee expects a clean and safe working condition, yet it occurs on the contrary such as the dirty and insecure of workplace (Mathis and Jackson, 2008).

Hence, it can be concluded that job satisfaction is an emotional reaction that includes positive-negative feelings, attitudes, judgments and thoughts of employees on jobs where employee's satisfaction or dissatisfaction arises when employees work at the workplace.

## 1.2 Influenced Factors of Job Satisfaction

Generally, a myriad of factors can affect the level of employee satisfaction, namely: personality, relationships with colleagues, relationships with superiors, conditions of work, work location, and the work itself.

Personality (Bisen and Priya, 2010) is defined as a dynamic organization within the individual of the psychological system governing the uniqueness of

the individual in adapting to the environment (Kondallkar, 2007). There is an individual relationship to job satisfaction. In this entry, it serves to improve the ability of employees to achieve the targeted results. The more appropriate the personality of an employee to a job the more employees become satisfied. In this case, family relationships, religious influence, ethnicity, and educational background affect the personality, nature and behavior of these employees (Jabeen, Mishra, Singh and Ali, 2009). As stated by Ayan and Kocacik (Ayan and Kocacik, 2010), an extroverted personality (taking risks from work, active, and assignment) has a relationship with job satisfaction. In this direction, personality contributes a very important influence on perception, work evaluation, and environment because someone's behavior becomes part of the interaction that occurs between the environment and other living.

Relationship with colleagues. Satisfaction with colleagues is a perceived dimension of job satisfaction that determines how an employee can perceive his or her accomplishment by the support, attitude, or behavior of co-workers such as selfishness, friendliness and support (Purnani and Sahadev, 2008). The higher the intensity of relationships with colleagues, the higher the employee's job satisfaction. On that basis, coworkers can be a place to communicate with each other between employees who have an important position in reducing stress levels (Aprizal, Kuntjoro and Probandari, 2008).

Relationships with superiors. Superior is someone who always provides instructions or order in the implementation of work (Hariandja, 2002). The behavior of the superior who lack appreciation for employee's performance, emotional, less flexible and input, less fair and wise, will have an impact on motivation and job satisfaction. Such superior behavior can even lead to employees having a desire to exit and ultimately can disrupt organizational effectiveness (Wijayanti, 2009).

Working conditions. In a condition of narrow space, hot temperature, dazzling lights, and unfavorable working conditions, it will cause employee a reluctance to work. Employees will find reasons to escape from workspace (Munandar, 2001). In this token, the more comfortable the working conditions are in the places that will get richer. In parallel, the employee encounters obstacles to improve the quality of work, motivation, and career (Triyanto and Santosa, 2009) if the company pay no attention to the conditions in which the employee works.

The work (Shajahan and Shajahan, 2004; Laily, 2009) job characteristics are employees' perceptions of the characteristics contained in a job or the nature of tasks that include the authority and extent of responsibility of various tasks carried by employees. The more appropriate the characteristics of employee work, the higher the employee job satisfaction. Employees, who have variations in work, get involved in a job. Moreover, the employees have the freedom to work. As the result, it will increase work productivity and produce satisfaction in work (Amabile, 1999).

Based on various research results from the influence of job satisfaction, the researcher concluded that job satisfaction has influence on (1) personality, (2) relationship with coworkers, (3) relationship with superiors, (4) work conditions, and (5) the job itself.

### 1.3 The Fundamentals of Creativity

Creativity and innovation according to Angle (Mc. Lean, 2005) hold strongly overlapping interrelationships in various characteristics. However, Amabile (Sternberg, 1999) states that all innovation initiates with a creative idea. Creativity is a novel, unique and beneficial idea, especially at an individual level. While innovation is a successful implementation process of creative ideas in the organization. Sternberg (Antonites, 2003) defines creativity as the ability to produce good and new works (original, unexpected) and precise (useful, adaptable to task constraints). In this line, creativity includes ideas, inventions and breakthroughs. While innovation is the process of developing and implementing new ideas.

According to Amabile, (Sternberg, 1999) creativity is the result of original, useful ideas, solutions or products in work situations. Creativity is also a product quality, process and individual. Findlay and Lumsden (Okpara, 2007) define a creative individual as someone who possesses the ability to solve problems in situations where the context of the problem and its interpretation are unclear.

The result of creative thinking is defined as a creative product. According to Cauger (as cited in Okpara, 2007), there are five things that affect creativity in creating new products, i.e. idea generation, idea development, discovery, invention, and innovation.

Based on several definitions of creativity, researchers conclude that creativity is the ability to

generate ideas, unique, creative ideas as part of originality and useful in work situations.

### 1.4 The Components of Individual Creativity Generator

According to Amabile (Amabile, 1996), creative individuals own three component models, i.e. skill, creative thinking ability, and motivation. Importantly, the combined togetherness includes creativity, creative skills, and motivation.

First, expertise (Amabile, 1996) deals with technical knowledge, procedural and intellectual aspects. Expertise (Coveney, 2008) includes everything one knows and capable to do in one's field or someone's knowledge and technical abilities.

Second, creative thinking skills (Amabile, 1996) encompasses the entire cognitive process such as inspiration, imagination, thought and the combination of new ideas with previous ideas. Creative thinking skills (Coveney, 2008) refers to the way to approach the problems and solutions, the ability to put existing ideas together into new combinations. The skill itself depends on the personality as well as about how people think and work.

Third, motivation (Amabile, 1996) is the desire or motivation to create something new (intrinsic motivation). Motivation (Coveney, 2008) is the driving force and desire to undertake something, desire and interest from inside employees. Employees engage in their work for those challenges and pleasures if people are intrinsically motivated. The work itself is motivating. People will be most creative at mixing motivated words primarily by interest, satisfaction and challenge itself, working with the heart, loving their work, the enjoyment of seeing and finding outstanding solutions that become a breakthrough.

### 1.5 Influenced Factors of Creativity

Amabile (Sternberg, 1999) states that the creative process is influenced by internal and external factors. According to Mc. Lean (Mc. Lean, 2005), creativity emerges at the individual level. In this line, variables related to creativity include the personality, motivation, and expertise. In addition, environmental factors that affect creativity are the level of groups and organizations, including organizational and organizational climate. Matishen and Einarsen (Amabile, 2012) states that the quality of the work environment can impact the level of

creativity and innovation of an organization. In that way, the organizational environment (Amabile, Barsade, Mueller and Staw, 2005) that stimulates creativity includes positive challenges, team collaboration, freedom at work, top management support in creativity. Meanwhile, the concerns that hinder creativity include critiques of ideas, organizational politics, conservative culture, and unwillingness to take risks from top management and deadline pressures.

Amabile (Satiadarma, 2004) states that positive effects have a positive effect on creativity on the organization. Creativity may be particularly vulnerable to affective influences, especially since positive effects lead to the kind of cognitive variation that stimulates creativity. For example, Isen (Eisenberger & Shanock, 2003) states that positive effects have three major effects on cognitive activity. First, positive effects make the additional cognitive material available to cultivate and increase the number of cognitive elements to associate. Second, it leads to the focus of attention and more complex on the cognitive context; increase the extent of the relevant elements dealing with the problem. Third, it increases cognitive flexibility and the likelihood that diverse interconnected cognitive elements. These three processes cause positive effects on creativity.

According to Amabile (Mc. Lean, 2005), intrinsic motivation can increase creativity. According to Brockman, intrinsic motivation (Kumari, 2013) serves to focus attention directly on the task itself rather than other factors. Task-focused attention can lead to greater awareness of the task's own details and the complexity of the inherent task. In contrast, a lower level of creativity results from an extrinsic motivation. This is because of attention to tasks shifts to extrinsic goals. Awards can enhance intrinsic motivation and creativity (Black, 2009).

From several factors above, the researcher concludes that (a) expertise, (b) creative thinking, and (c) motivation can influence creativity.

## 2 METHODS

The variables in the study consist of the independent and dependent variable. In this setting, employee satisfaction represents the independent variable and employee creativity reflects the dependent variable.

### 2.1 Research Hypothesis and Population

Participants of this study were 67 employees (20 males, 47 females,  $M_{age}=38$  years) from Bina Nusantara University Jakarta through purposive sampling technique. The employee satisfaction signified a fair influence i.e. 4.81% toward the creativity of the employee. The hypothesis of the research is "There is an influence on employee satisfaction and employee creativity. The study was conducted at Bina Nusantara University. The population in the study involved 67 employees in the various division.

### 2.2 Measurement Tools

Research implemented a scale to measure the employee satisfaction and employee creativity (1). Data achieved are generated using SPSS for Windows version 16. The measuring tools of employee satisfaction were prepared by researchers. Employee Satisfaction measurement consisted of 5 aspects, namely personality, relationship with colleagues, relationship with supervisor, working condition, and its job self. Employee satisfaction measurement consisted of 37 statements; (2) employee creativity. Data achieved are generated using SPSS for Windows version 16. The measuring tools of employee creativity were prepared by researchers. Employee creativity measurement consisted of 3 aspects, namely expertise, creative thinking, and motivation. Employee creativity consisted of 28 statements.

### 2.3 Data Analysis Methods

The research applied statistical analysis. The technique of sampling is purposive sampling. Purposive sampling is a non-probability sampling method. It signified that components opted for the sample is selected by the researcher's deliberation. Researchers obtained a sample by using a sound consideration, which is cost-effective and cost-efficient. The correlation analysis result between factors applied validity and reliability test. Valid items were solely analyzed.

Table 1: Employee satisfaction.

| Dimension                    | <i>N</i> | <i>Min</i> | <i>Max</i> | <i>M</i> | <i>SD</i> |
|------------------------------|----------|------------|------------|----------|-----------|
| Employee Satisfaction Total  | 67       | 71.00      | 132.00     | 105.000  | 15.22249  |
| Personality                  | 67       | 17.00      | 28.00      | 21.925   | 2.53282   |
| Relationship with colleagues | 67       | 16.00      | 28.00      | 21.970   | 2.70224   |
| Relationship with supervisor | 67       | 10.00      | 20.00      | 14.731   | 2.10038   |
| Working Condition            | 67       | 20.00      | 40.00      | 29.078   | 3.99140   |
| Job its self                 | 67       | 12.00      | 28.00      | 21.238   | 2.60006   |

### 3 RESULT AND DISCUSSION

The questionnaire is organized based on the Likert scale, using 4 statements that strongly disagree (STS), Disagree (TS), Disagree (S), and strongly agree (SS). Reliability testing of the measuring instrument (1) employee satisfaction comprised of five aspects of a good internal consistency. Based on reliability test, the results depicted that Cronbach alpha for personality (0,802), relationship with colleagues (0,824), relationship with supervisor (0,775), working condition (0,835), and its job self (0,821); (2) employee creativity tool consisted of 3 aspects *i.e.* expertise, creative thinking, and motivation. The questionnaire is organized based on the Likert scale, using 4 statements that strongly disagree (STS), Disagree (TS), Disagree (S), and strongly agree (SS). Reliability test result of the measuring instrument for expertise (0,882), creative thinking (0,822), and motivation (0,805).

Based on the descriptive analysis, an overview of the results indicated the lowest employee satisfaction score was 71.00 and the highest score is 132.00. The average employee satisfaction of the participant is 105.000 with a standard deviation of 15.22. Based on the description of participants' perspectives, employee satisfaction is determined by working condition, relationship with colleagues, personality, and the job itself-aspects which score positioned the highest as shown in Table I.

Based on the descriptive analysis, an overview of the results indicated the lowest employee creativity

score was 72.00 and the highest score is 110.00. The average employee satisfaction of the participant is 87.806 with a standard deviation of 8.523. Based on the description of participants' perspectives, creativity is determined by expertise and motivation aspects which score positioned the highest as shown in Table 2.

Based on the normality test results on employee satisfaction variable and the creativity variables indicated that the variables on the distribution of employee satisfaction coefficient with the normality of 0.927 and its significance of 0.357 ( $p > 0.05$ ), whereas on the distribution of the variable of 1.464 creativity significance of 0.026 ( $p > 0.05$ ). Spearman Correlation analysis was used as the subsequent step following the result of the normality test.

The analysis results of the coefficient correlation ( $r$ ) of employee satisfaction ( $r_s = 639$ ,  $p = 0.01$ ) have a correlation with the creativity. The results of data analysis data denoted that  $p = 0.00$  ( $p < 0.01$ ) that expressed a positive relationship between the employee satisfaction with creativity. Researchers applied a regression test with a total score of employee satisfaction as a dependent variable in Table 3 to evaluate to what extent the influence of an accomplished creativity and employee satisfaction. Employee satisfaction affected variance of creativity of 48.1%,  $F = 18.825$ ,  $p < 0.01$ , ( $\beta = 0.587$ ,  $p < 0.01$ ). The participant who possessed high creativity tends to be predisposed to positive employee satisfaction.

Table 2: Employee creativity.

| Component         | <i>N</i> | <i>Min</i> | <i>Max</i> | <i>M</i> | <i>SD</i> |
|-------------------|----------|------------|------------|----------|-----------|
| Creativity Total  | 67       | 72.00      | 110.00     | 87.806   | 8.52312   |
| Expertise         | 67       | 20.00      | 40.00      | 30.791   | 3.50557   |
| Creative Thinking | 67       | 23.00      | 36.00      | 28.164   | 2.71693   |
| Motivation        | 67       | 24.00      | 35.00      | 28.851   | 2.94008   |

Table 3: Influence of employee satisfaction and creativity.

| Variable              | R    | R <sup>2</sup> | Sig (2-tailed) |
|-----------------------|------|----------------|----------------|
| Employee Satisfaction | .693 | .481           | .000           |

## 4 CONCLUSION AND SUGGESTION

Based on the results of the study, the employee has high creativity due to the influence of the employee satisfaction especially on personality, relationship with colleagues, and work condition aspect. The highest creativity aspect is expertise which the employees have capabilities in their respective fields. The employee satisfaction has a good influence on creativity. Based on the description of employee satisfaction can be seen the aspect personality, relationship with colleagues and work condition are higher than other aspects of job satisfaction. The conclusion that the influence of personality, relationship with colleagues and working conditions have a correlation with creativity in work.

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