

Work Motivation Reviewed From Job Satisfaction and Psychological Contracts in Employees

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Abstract

This study aims to determine the relationship between job satisfaction and psychological contract to work motivation either partially or simultaneously. The research subjects used in this study were 91 employees and employees of PT XYZ. Sample selection using method stratified random sampling. Research data obtained from a scale to measure work motivation, job satisfaction and psychological contract. The calculation is done by performing classical assumption test which consists of normality test, autocorrelation test, multicollinearity test, heteroscedasticity test. Analysis of the data used is a multiple linear regression test through the help of SPSS 24 for windows. The results of data analysis showed that there was an influence between job satisfaction and psychological contract on work motivation with an F count of 51,588 and a significance value of 0.000 ($p < 0.05$). The results of the correlation analysis of the first minor hypothesis indicated that there was positive influence between job satisfaction and work motivation ($\beta = 0.652$, $p = 0.000$). The second minor hypothesis also showed that there was positive influence between the psychological contract on work motivation ($\beta = 0.210$, $p = 0.006$).

Keywords

work motivation; job satisfaction; psychological contracts; employee



I. Introduction

Entering the era of globalization, making business competition increasingly fierce in order to compete and continue to exist, a company must be managed carefully, one of the factors supporting the success of a company lies in the quality and ability of human resources (HR).

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati *et al.*, 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah *et al.*, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie *et al.*, 2020).

According to Simamora (in Prastiwi & Reni, 2014) seeing the important role of the employee, an organization tries to empower employees optimally. Furthermore, Simamora (in Prastiwi & Reni, 2014) said that employees as an important part in an organization need special attention. One particular concern can be in the form of increasing employee motivation, because motivated employees will become more productive so that they can generate added value for the company, however, the opposite happens.

Based on research conducted by Gallup Worldwide (an international research institute) conducted a survey on employee motivation to 73 thousand respondents from 141 countries in the world, including Indonesia. Gallup research results show that only 8% of employees in Indonesia actually have a high level of *engagement*, commitment and strong motivation with their work, while 92% of employees only do their work, such as leaving, completing assignments, going home, then receiving salaries at the end of the month. In the world, the results are also relatively the same, only about 13% have a *high level of engagement* with their work (Strategimanajemen.net).

The representation of Gallup Worldwide research results occurred in the Expedia Group as much as 12% of the total employees of the Expedia Group or around 3000 workers were laid off. Expedia said that they laid off a large number of employees because their company's business performance in 2019 was considered very disappointing. In addition, the chairman of the board of directors of Expedia Barry Diller also said that many employees at Expedia were lazy so that their discipline had to be changed by laying off. "Amazon is a company that is calm at work and has nothing to do with life, but here, everything is about life and not working. In fact, in recent years we have lost discipline," said Barry (Indozone.id).

Based on the results of observations and interviews conducted with employees of PT XYZ, it appears that employees work leisurely and there are several employees who do not attend without notification, they admit that there is no promotion, there is no competition between employees so they choose to work casually, the wages received are not in proportion to the work they do, they also complain that the safety support equipment is inadequate and they are forced to survive because it is difficult to get a new job. The low opportunity to develop a career, promotions and salary discrepancies as well as the lack of company attention is a factor in the low work motivation of employees.

George and Jones (2012) state that work motivation is a psychological force from within that encourages a person to determine direction through one's behavior in the organization, level of effort, and fighting power in the face of obstacles. Furthermore, Newstrom (in Sukmana, 2017) defines that Work motivation is a set of results from internal and external drives that cause employees to choose a course of action and engage in behavior. Ideally this behavior will be realized in the form of achievements to achieve organizational goals.

Afifah and Mochammad (2017) state that employee job satisfaction is one of the drivers of employee motivation in increasing work motivation. The theory of conventional motivation pioneered by FW Taylor which is one of the satisfaction theories reinforces the assumption that work satisfaction. This theory focuses on the notion that the desire to fulfill needs is the reason people want to work hard. This is in line with research conducted by Scheers and Johan (2014) proving that there is a positive relationship between job satisfaction and work motivation, meaning that the higher the job satisfaction felt by the employees, the higher the employee motivation. Furthermore, Mafriningsianti (2020) also proves that job satisfaction has a positive effect on work motivation.

Darmawan (in Fujiasih, 2017) defines job satisfaction as a cognitive and affective response from an employee to all work results or other conditions related to work. Furthermore, according to Wibowo (in Prawira, 2020) job satisfaction is defined as the level of one's feelings of pleasure as a positive assessment of his work and the environment in which he works.

In addition to job satisfaction, there are other factors that influence work motivation, namely *psychological contracts*. The results of research conducted by Gunasekara (2016) prove that there is a positive relationship between *psychological contracts* and work

motivation. Furthermore, Hardy Elvira, Diny Atrizka, and Rianda Elvinawanty (2020) also proved that motivation is influenced by *psychological contract* which shows that the higher the *psychological contract* that employees have the higher employee motivation conversely, the lower the *psychological contract* owned by the lower employee work motivation.

Rousseau (in Husna, et al., 2019) says that a *psychological contract* is an implicit belief about debt or reciprocal expectations that occur between employers and workers. Furthermore, according to Griffin (2014) states that the *psychological contract* is a set of expectations that an individual has regarding what he contributes to the organization and what the organization will provide in return. *Psychological contracts* are not written on paper and not all of their terms are explicitly negotiated between the individual and the organization.

Based on the above background, this study aims to examine and determine the effect of job satisfaction on work motivation and also the effect of *psychological contract* on motivation and the extent to which job satisfaction and *psychological contract* affect job satisfaction.

II. Research Method

This study has 3 variables, namely the variable dependent (Y) is work motivation. According to Azwar (2017) states the dependent variable as a research variable that is measured to determine the magnitude of the effect or influence of other variables. The independent variable (X_1) is the job satisfaction and the independent variable (X_2) is a *psychological contract*. Independent variables are variables whose variations affect or cause changes in other variables (Azwar, 2017).

The population to be studied is all employees who work at PT XYZ, totaling 118 employees. According to Azwar (2017), the research population is defined as a group of subjects who want to be subject to generalization of research results. The sampling technique used was *proportionate stratified random sampling*. According to Azwar (2017) sampling with *stratified random sampling* is carried out on a population that is divided into several strata or several tiered subgroups. The sample in this study amounted to 91 subjects taken from various levels of education.

This research is a quantitative associative correlational research, namely research that aims to determine the influence or relationship between two or more variables (Sugiyono, 2013). Collecting data using work motivation scale, job satisfaction scale, n scale *psychological contract*.

The work motivation scale consists of 36 statement items with 18statement items *favorable* and 18statement items *unfavorable*. This variable is measured based on the dimensions proposed by McClelland (in Rivai, 2011) namely *Need for achievement* *Need for achievement* (), *Need for affiliation* (Need for affiliation) and *Need for power* (Need for mastering something).

Table 1. Blueprint Scale of Work Motivation

Dimension	Items - Item Statements	
	<i>Favorable</i>	<i>Unfavorable</i>
<i>Transactional Contract</i>	1,14,19,21 ,27,36	5,7,12,16,23, 30,

<i>Relational Contract</i>	2,4,15,20,29,31,34	6,9,13,25,33
<i>Balanced Contract</i>	3,11,17,22,24,35	8,10,18,26,28,32

The job satisfaction scale consists of 40 statement items with 20 statements *favorable* and 20 aitemperanstatement *unfavorable*. This variable is measured based on the dimensions proposed by Gibson et al. (in Edison, et al., 2016) namely the work itself, wages, promotion opportunities, supervisors, co-workers.

Table 2. Blueprint of Job Satisfaction Scale

Dimensions	of Questions	
	<i>Favorable</i>	<i>Unfavorable</i>
work itself	8,16,33,38	9,14,27,32
Wages	3,15,20,23	10,22,24,30
Promotion opportunities	4, 5,11,29	7,21,35,36
Supervisor	1,13,19,31	6,25,26,39
Coworkers 17,28,34,40	2,12,18,37	Psychological

A scale *contract* consists of 36 item statements with 18 items if statements *favorable* and 18 items if statements *unfavorable*. This variable is measured based on the scale of Rousseau (2000), namely *Transactional Contracts* (Transactional Contracts), *Relational Contracts* (Relational Contracts) and *Balanced Contracts* (Balance Contracts).

Table 3. Blueprint Scale Psychological Contract

Dimension	Items - Item Statements	
	<i>Favorable</i>	<i>Unfavorable</i>
<i>Transactional Contract</i>	1,14,19,21,27,36	5,7,12,16,23,30,
<i>Relational Contract</i>	2,4,15,20,29,31,34	6,9,13,25,33
<i>Balanced Contract</i>	3,11,17,22,24,35	8,10,18,26,28,32

In this study the data analysis technique used is multiple regression analysis technique with the help of program analysis *SPSS 24 for windows*. Multiple linear regression analysis intends to predict how the condition of the dependent variable will be, if two or more independent variables as predictor factors are manipulated (Sugiyono, 2013). This method is used to determine the effect of work motivation in terms of job satisfaction and *psychological contracts* owned by employees.

III. Results and Discussion

3.1 Results

In this study, the researcher first tested the assumptions to determine whether there were deviations from the data obtained from the data collection tool. The assumption test used is the normality test, multicollinearity test, autocorrelation test and heteroscedasticity test.

The normality test in the regression is used to test whether the residual value resulting from the regression is normally distributed. The distribution normality test used the *One-Sample Kolmogorov Smirnov Test* and graph analysis (*normal PP plot*). The data can be said to be normal if $p > 0.05$ (Ghozali, 2016).

Table 4. Normality Test Results

Variables	SD	KS-Z	Sig.	P
Work Motivation Job Satisfaction <i>Psychological Contract</i>	4.616	0.055	0.200	$P > 0.05$

The results of the normality test that have been carried out obtained the coefficient KS-Z (*Test Statistic*) = 0.055 with sig. of 0.200 for the 2 (two) way test ($p > 0.05$), which means that the residual value is normally distributed.

The multicollinearity test was conducted to test whether there was a correlation between the independent variables in the regression. This can be done by looking at the value *tolerance* and the *Variance Inflation Factor (VIF)* value with the following criteria: If the value is *tolerance* > 0.10 or the value is *VIF* < 10 , it means that it did not happen multicollinearity (Ghozali, 2016). The results of the multicollinearity test can be seen in table 5 below.

Table 5. Test Results Multicollinearity

Model	<i>collinearityStatistics</i>	
	<i>Tolerance</i>	VIF
Job Satisfaction	0.934	1.070
<i>of Psychological Contract</i>	0.934	1.070

Based on the results shown in Table 5, the VIF value of the variable job satisfaction is 1.070 and the value of the variable VIF *psychological contract* is 1.070. Each VIF value is not greater than 10, so there are no severe multicollinearity symptoms. Based on these results prove that there is no significant correlation between independent variables.

Autocorrelation can arise because successive observations over time are related to one another. For a good regression model, it is a regression model that is free from autocorrelation (Ghozali, 2016).

Table 6. Autocorrelation Test Results

Durbin-Watson	Statistical Value
1.806	$du < dw < 4-du$

The results obtained from the test obtained Durbin-Watson statistical value is du (1.704) $< dw$ (1.806) $< 4 - du$ (2.296), then non-autocorrelation assumptions are met.

Heteroscedasticity testing can use the Spearman's rho correlation coefficient test technique, which is to correlate the independent variable with the residual. If between the independent variables and residuals a significance of more than 0.05 is obtained, then there is no heteroscedasticity (Ghozali, 2016).

Table 7. Test Results Heteroskedastisitas

Model	Sig. (2-tailed)	Statistical Value
Job Satisfaction	0.758	$p > 0.05$
<i>Psychological Contract</i>	0.777	$p > 0.05$

Based on the table above, the significance value of job satisfaction ($p = 0.758$) and psychological contract ($p = 0.777$) is greater than 0.05. Because the significance value is greater than 0.05, it can be concluded that there is no heteroscedasticity problem.

After the assumption test is accepted, then the hypothesis test is carried out. The hypothesis test used in this research is the technique of multiple regression analysis.

Table 8. Results of Regression Analysis and Effective Contribution

Model	of the Sum of Squares	F	Sig.
Regression		51,588	2248.985,000 ^b
Residual	1918.202		
Total	4167.187		
R	R Square	Adjusted R Square	Std. Error of the Estimate
.735 ^a	0.540	0.529	4.66881

Based on the regression results obtained, the major hypothesis results are that there is an influence between job satisfaction and *psychology contract* on work motivation which is expressed in the value of $F = 51,588$ and $p = 0.000$ ($p < 0.05$), and the value of Adjusted R Square = 0.529 which means job satisfaction and *psychology contract* provides an effective contribution of 52.9 percent to work motivation and the remaining 47.1 percent is influenced by other factors not examined.

Table 9. Results of β value Correlation Analysis

Variable	β	Sig.
Job Satisfaction	0.652	0.000
<i>Psychology Contract</i>	0.210	0.006

The results of the analysis of the minor hypothesis can be concluded that:

- There is a positive influence between job satisfaction on work motivation with $p = 0.000$ ($p < 0.05$) and $= 0.652$ which means the hypothesis is accepted.
- There is a positive influence between the *psychology contract* on work motivation with $p = 0.006$ ($p < 0.05$) and $= 0.210$, which means the hypothesis is accepted.

3.2 Discussion

The results of the study on 91 employees of PT XYZ who were the research subjects showed a major hypothesis which states that there is an influence between job satisfaction and *psychological contract* on work motivation. It was found that job satisfaction and *psychological contract* had an effect on work motivation ($F = 51,588$ and $p = 0.000$). The coefficient of determination of *Adjusted R Square* in this study has a value of 0.529. Based on these results, it can be concluded that the effective contribution of 52.9 percent of job satisfaction and *psychological contract* affects work motivation and the remaining 47.1 percent is influenced by other factors not examined.

The results of the analysis of the first minor hypothesis states that there is a positive influence between job satisfaction on work motivation with a value of $= 0.652$ and $p = 0.000$, it can be said that the hypothesis is accepted. These results are in line with research conducted by Mafriningsianti (2020) which states that job satisfaction has a significant effect on employee work motivation. The results also supported by research conducted by Afifah and Mochammad (2017) menunjukkan bahwa kepuasan kerja karyawan memiliki pengaruh signifikan terhadap motivasi kerja karyawan, sehingga dapat dikatakan apabila terjadi peningkatan kepuasan kerja karyawan, maka motivasi kerja karyawan juga akan mengalami increase. This is also in line with research conducted by Scheers and. Johan (2014) research results prove that there is a positive and significant relationship between job satisfaction and motivation.

The results obtained from the second minor hypothesis that there is a positive influence between the *psychological contract* on work motivation with a value of $= 0.210$ and $p = 0.006$, it can be said that the hypothesis is accepted. Research conducted by Hardy, et al., (2020) also proves that *psychological contracts* affect work motivation which shows that the higher the *psychological contract* owned by the employee, the higher the employee's work motivation, on the contrary, the lower the *psychological contract*, the lower the employee's work motivation. In line with research conducted by Sukmana (2017) which states that *psychological contracts* have a direct, positive effect on work motivation, it can be concluded that accuracy in fulfilling *psychological contracts* results in increased work motivation. The results of the study are also supported by research conducted by Gunasekara (2016) proving that there is a positive relationship between *psychological contracts* and work motivation.

Based on the explanation above, it can be concluded that job satisfaction and *psychological contract* affect work motivation. This study also proves that employees who get appropriate wages, career development opportunities and attention from the company

tend to show high work motivation. Both from the UMR work wage, appropriate overtime pay, clear promotions, and adequate work safety supporting tools.

This is in line with interviews conducted with employees of PT XYZ which stated that when the company provides appropriate wages, career development opportunities and attention to workers, both from UMR wages, appropriate overtime wages, clear promotions, and work safety supporting tools adequate, employees will be more motivated to work in the company. The reason is because the needs of employees are met so as to encourage morale to achieve the goals of the company.

IV. Conclusion

Based on the results of the study, it can be concluded that there is an influence between job satisfaction and psychological contract on work motivation. This can be seen from the value of $F = 51,588$ and $p = 0.000$ ($p > 0.05$). The coefficient of determination of Adjusted R Square in this study has a value of 0.529, which means that the contribution of 52.9 percent of job satisfaction and psychological contract affects work motivation and the remaining 47.1 percent is influenced by other factors not examined. The results of the correlation analysis of the first minor hypothesis indicate that there is a positive influence between job satisfaction and work motivation ($\beta = 0.652$, $p = 0.000$). The second minor hypothesis also shows that there is a positive influence between the psychological contract on work motivation ($\beta = 0.210$, $p = 0.006$).

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