

Job Satisfaction Analysis Using Minnesota Satisfaction Questionnaire (MSQ) In the Public Sector

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Abstract

Face revolution industry 4.0 and competition between company that very competitive, company need own source power which qualified. Source power man rated important because considered capable synergize with source power which other in effort reach objective organization. Satisfaction work is Thing important which expected by para employee moment they work in something company. For create satisfaction work, no easy because there is many the factor that affect it. Minnesota Satisfaction Questionnaire (MSQ) is which used in study this. Study this researching the difference between Gen X and Gen Y for differentiate level satisfaction work them. Study this use method analysis quantitative. In study this got results that no there is difference significant level satisfaction work employee generations X and Y. But on the indicator variety, ability utilization, working condition, security and creativity. there is difference level satisfaction.

Keywords

satisfaction employment; MSQ; public sector



I. Introduction

Facing the industrial revolution 4.0 and competition between companies that very competitive, company need own source power which qualified. Source Power can be interpreted as a source of energy, power and strength needed to produce an activity. The resources themselves can be several types as source power natural, source power man, knowledge knowledge, finance, as well as technology. Of the several kinds of existing resources, the types of Resources that are considered very important at this time are human resources or human resources source power man. Source power man rated which most important because considered capable synergize with source power which other in effort reach objective organization. more again for compete in era industry 4.0 required source power man which qualified tall for company. Wrong the only one is source power man which have ability utilise data or artificial intelligence.

Height demands from company to employee should accompanied with satisfactory rewards for employees. According to Taurisa & Ratnawati (2012) describe job satisfaction as having a significant effect on performance employee. So, the company needs to know how much job satisfaction is his employees. Because when employee burdened with Duty which heavy by Keep going continuously without paying attention to satisfaction, reciprocity and the company cannot afford fulfill the wishes of their employees, it is not impossible that employees will go leave the company. The higher the company's leverage, the company tends to generate less cash, this is likely to affect the occurrence of earning management. Companies with high debt or leverage ratios tend to hold their profits and prioritize the fulfillment of debt obligations first. According to Brigham and Ehrhardt (2013), the greater the leverage of the company, it tends to pay lower dividends in order to reduce dependence on external funding. So that the greater the proportion of debt used for

the capital structure of a company, the greater the number of liabilities that are likely to affect shareholder wealth because it affects the size of the dividends to be distributed. (Yanizzar, et al. 2020)

Job satisfaction can come from a person's emotional state which is positive or pleasurable result of evaluating a job or work experience (Luthans, 2006). Satisfaction work is Thing important which expected by para employee moment they work in something company. For Creating job satisfaction is not easy because there are many factors that affect affect it. As compensation, benefit, promotion, and etc. Employee who are satisfied with their work will increase their performance while those who are not satisfied will tend generate behavior absent, anarchy and others etc.

Then, many countries start reform sector public with try Upgrade satisfaction work employee government through ways such as salary, prospects, promotions. This is because of the motivation of employees in the public sector very important for employee performance. Hence the motivation and satisfaction of the sector public be an interesting topic to discuss.

Measurement of job satisfaction results vary. in Africa, which most influence satisfaction work is environment profession. While on the western world that most influence job satisfaction are job characteristics. Another study suggested that job satisfaction should be researched again. Because, the difference in results in the west and in Africa was different. different. Finding the most important factors on job satisfaction in a company area Becomes important because in industry 4.0 company start open expansion production and investment to a country that looked at have advantages in the field profession. In this regard, the government has an important role. For example, Civil servants are often complained of as workers with a low work ethic. Does it stem from job satisfaction? If you can find out about factor satisfaction work will easier in doing reform bureaucracy.

For facilitate understanding about how employee respond variable organization certain, variety instrument which has designed for measuring employee job satisfaction in organizations has been developed. Minnesota Satisfaction Questionnaire (MSQ) is which used in this study. The MSQ instrument contains 100 items in the form of long and 20 items in shape short. Score MSQ could calculated to in one level whole score satisfaction or combined for shape the subscale measures the extrinsic and intrinsic factors of employees. Therefore, for Upgrade knowledge we about practice and system HR in country evolving, it is important to determine whether HR practices and policies developed in the West also applies in non -Western countries by testing the MSQ developed in the West (Weiss et al., 1967). So, investigating satisfaction work and behavior employee in organization sector public in Indonesia could add breadth of literature.

As a government employee, the ABC district government has done many innovations for development progress Regency A B C. For could create product or give service which satisfying for public. First, agencies need to ensure that organizational members have got satisfaction in her job. Because if para employee has had satisfaction with their work, then positive feelings can arise in them in liver, thought positive as well as will bear fruit on action which positive also in work. When employees have positive thoughts at work, so that could relax and focus in work, so employee could more productive.

Opened registration for reception candidate employee country civil (CPNS) is something that many Indonesian people have been waiting for. Interest large number of people in the registration of prospective civil servants due to amount facility and excess which will obtained by a employee country civil and given by government. With based on data Body Staffing Country (BKN) reception civil servant year 2018 has there is at least

555.048 user which has have account in System Selection civil servant National (SSCN) on the first day of opening. Meanwhile, the number of needs for civil servants (PNS) national on year 2018 reach 238,015. In the 2019 CPNS registration, the Acting Head of the Bureau PR BKN Paryono give description there is amount 5.056.585 applicants who create an account on the SSCN portal. This profession considered to be able to provide definite job stability, availability of facility specifically, there is an old age guarantee and class status which has a positive connotation and perpetuate in society. Interest public in reception employee country civil really tall. But the question is whether the people who have been chosen Becomes employee country civil always satisfied with what which has they get?

Based on the Jobstreet survey published in SWA magazine in 2016 from 4331 respondent which interviewed, as much 77.34% state his dissatisfaction in place top work facilities and allowance which obtained. Based on an interview with BBC News Indonesia journalist Famega Syavira with one of the civil servant applicants, who stated that they were actually reluctant become a civil servant but still register for CPNS in 2018. Because he feels obligated as a child to make a second happy parents by fulfilling their parents' requests. Other resource persons when interviewed also answer that herself follow CPNS selection because requested follow by people old. Because according to generation the older the civil servant is the more secure job. While the children today, the younger generation, often get bored quickly, can't stand it doing the same job for years. Ancient times, advantages being a civil servant is everything provided by the government, but in era now, generation which younger also could prepare guarantee day old by taking insurances. There is a trend in the younger generation to chase freedom, career without limitation which triggered by development technology which facilitates access to information from various sources.

This study examines the differences between Gen X and Gen Y to distinguish between level satisfaction work they. For Gen-Y, characteristics which most determine is they grow with Internet and technology (Cennamo and Gardner in Golshan et al., 2011) and they connected 24 o'clock a day (Smola and Sutton in Golshan et al., 2011). Temporary different with Generation X, the fundamental difference Among Generations X and Y are mastery technology and information. Generation X is the generation that was born at the beginning development technology, meanwhile Generation Y was born in the booming internet era (Lysons, 2004) (in Putra, 2016).

The contribution of this research is 2 things. First, contribute to the literature performance HR with explore by theoretical and empirical is the availability of basic work needs can explain employee satisfaction. Besides In addition, to find out the comparison of job satisfaction between generation X and generation Y in the public sector.

From previous research, there is a research gap, namely Karimi, Malik, & Dr. Hussain, (2011) state that required more many studies for clarify job satisfaction in the public sector with a different sample. Limitations on study also disclosed by abugre, (2014) which state size sample limited on generalization the research in sector public in Ghanaian. Singh & Slack (2016) To do study satisfaction employee in sector public in Fiji and state the need more many studies for clarify the variables that cause and explain job satisfaction as well as dissatisfaction for Upgrade understanding draft satisfaction work employee public sector.

The cultural characteristics of the people in a country will be affected by culture national. Culture in Indonesia of course different with culture outside. This makes researchers interested in researching job satisfaction in Indonesia by using the Minnesota satisfaction questionnaire that has been used in several countries.

Based on research gap in on, study this mean for enrich literature about satisfaction work employee in sector public in Indonesia specifically in district A B C with use Minnesota Satisfaction Questionnaire (MSQ), so that the question that appear is

1. How level satisfaction work employee public sector ABC district?
2. How difference satisfaction work employee generation X and generation Y sector district public A B C?

II. Review of Literature

2.1 The Concept Satisfaction Work

According to Gibson (1995) satisfaction work describe connection lead come back Among satisfaction work with performance . From Thing the we could know that if somebody satisfied with his job, so he will show performance which good, and on the contrary . Whereas satisfaction work according to Luthans (2011) is attitude which developed or feel paraemployees all the time when they are working, regarding various aspects of profession, can just concerning wages, supervision, colleague work, profession that alone,as well as promotion. Rivai & Sagala (2013) states in their bookthat factor which influence satisfaction work by theoretical amount many such as productivity, leadership style, expectation fulfillment and compensation, behavior, *locus of control* and work effectiveness. Robbins & Judge (2008) indication satisfaction work usually linked with compensation, leadership style, work discipline and conflicts in the environment the organization. Based on the many reviews above, the author concludes that satisfaction is something that can be seen from an individual's work attitude towards his job with notice things certain in in his job so that cause a feeling of pleasure, or feeling of displeasure towards a situation work.

2.2 Minnesota Satisfaction Questionnaire (MSQ)

In 1967 Weiss, Dawis, England, & Lofquist, develop questionnaire about satisfaction work which called *Minnesota Satisfaction Questionnaire* (MSQ). In measure level satisfaction work, *Minnesota the Satisfaction Questionnaire* (MSQ) uses a list of 20 questions consisting of: on factor intrinsic and factor extrinsic.

a. Factor intrinsic:

1. Utilization ability, that is give it opportunity to employees to do something with their abilities, expertise, or the skills he has.
2. Performance, is level success for something done in in her job.
3. Activity, that is busyness daily To do profession.
4. promotion, is opportunity got promotion / progress in her job.
5. Authority, is position somebody for control people other.
6. creativity, is opportunity for To do something method according to selfalone to complete the task.
7. independence, is opportunity for work by alone (nothrough team) to complete the task.
8. Activity social, something action which done somebody forhelp work colleague
9. Not quite enough answer, is awareness somebody will action whichdid.
10. Variation or diversity, that is opportunity for To do professionwhich not the same.
11. Status social, is Becomes somebody which "considered" in incommunity.
12. Moral values, namely the ability to do things according to the heartconscience.

b. Factor extrinsic :

1. Policy company, is how much big satisfaction employee to policy that made by company.
2. Salary, is the payment given to top employeesher job.
3. Colleague work, that is related contact Among employee in the place work.
4. Award, is gift appreciation on profession aemployee.
5. Security profession, is level how much safe something professionfor done.
6. Supervision (connection between employee), is how superior own control over their employees.
7. Supervision (technical), is power leader for determinedecision.
8. Condition work, is how state the place work employee incompany.

Method *Minnesota Satisfaction Questionnaire* (MSQ) To do calculation by adding up the average of the answers to each item, which consists of over 20 items. Where every question contained in the questionnaire has been represent one dimension of work.

Level satisfaction work = $V_n = 1_ + 2_ + 3_ + \dots + 20_$

Where :

V_n = mark total answer each question

1 , 2 , 3 , ... , 20 = mark answer each question

As for satisfaction level work grouped Becomes three part namely:

1. Score 0-40 : considered level satisfaction low.
2. Score 40-60 : considered level satisfaction currently.
3. Score 60-100 : considered level satisfaction tall.

III. Research Method

Study this use method analysis quantitative. Approach with quantitative done use questionnaire which prepared for measure perception employee about satisfaction work employees.

Study done in a number of office Government Regency A B C which located in JavaMiddle.

Sample from study this is employee in office district office A B C. Internal technique taking sample on research this use nonprobability sampling technique with purposive sampling technique. Purposive sampling is technique taking sample with a number of considerations with the aim that the data obtained more representative (Sugiyono, 2014). Sample chosen with method *purposive sampling*, meaning interviewees next chosen with referring to recommendations from other sources with notice even distribution group age, level education, and part or division.

The techniques used by researchers in collecting data are as follows: following:

- a. Questionnaire used for collect data primary with refers to on

Minnesota satisfaction questionnaire to get data from respondents. On study this use questionnaire closed accompanied question open. Questionnaire that is questionnaire which in inside has included choice answer, then respondent Live choose in Among alternative orthe answer choices that have been provided that have been provided

Study this use analysis descriptive with objective for know character respondent that is type gender, education level, class, length of work, and marital status. Count results average answer whole respondent to eacheach question the questionnaire submitted. for know how much tall answer respondents.

3.1 Test Translation Questionnaire

Minnesota satisfaction survey which used in study this use Language English so that need translated to in Language Indonesia because for reduce difference understanding on respondents. So from that so that contents and mean questionnaire could delivered with good need existencetesting. There are five step translation testing, namely:

1. *Comparison the source language* , comparison with source language to examine whether the alignment of information in the source language text has all listed to In Language target.
2. *Back translation* back translation by asking other people who master the source language and the target language translate back from language target to language source.
3. *Readability test*. Is a test to find out how easy a text understood by the reader. A translation is considered good if the translation results are able to transfer meaning and information from discuss source to language target with accurate, clear, and choice say which experience. Process testing translation should done with ask other people who also understand the source language and the language target. In this study, researchers have tested questionnaires to friend classmate amount 11 people which considered understand language source and language target well.

IV. Result and Discussion

Study this use approach quantitative. Research data obtained from results charging questionnaire. Following this is Validity and Reliability test results Instrument study

4.1 Validity Test

In study this, test validity done with using validity test *Corrected Item Total Correlation*. In testing this, statement item declared valid if R value Count (corrected item value – total correlation) exceeds table R values. Meanwhile, the value of R Table obtained from Table R. With total sample as many as 93 respondents and the level of 5% significance then obtained Table R value of 0.2039. With so, in study this, statement item declared valid if R count > 0.2039. Based on results analysis, all question items variable own calculated R value > R Table (0.2039), so that all items are declared valid and can used for measure variable satisfaction work street study this.

4.2 Reliability Test

Reliability test could do with see mark cronbach's alpha. In reliability test Cronbachs alpha, instrument declared reliable if mark cronbach's alpha > 0.7.

Table 1. Reliability Test Results

Cronbachs Alpha	N	Number of Valid Items	Cut Value	Conclusion
0.932	93	20	0.7	Reliable

Source: processed data (2022)

Based on the results of the reliability test in the table above, the results analysis shows that mark cronbach 's alpha > 0.7 which means that instrument study reliable and sufficient reliable used for measure satisfaction.

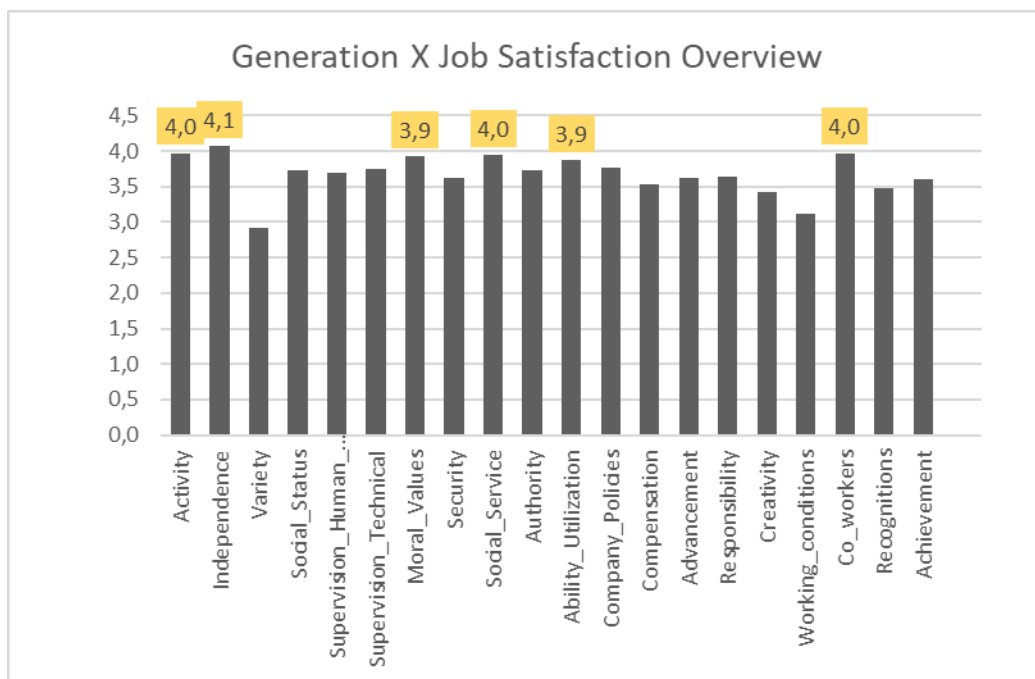
4.3 MSQ Measurement

After obtained mark satisfaction from respondent then results that add up then shared total whole respondent for got the average value of satisfaction civil servants in the public sector.

Is known total mark satisfaction whole respondent is 7,108. total the shared with total whole respondent i.e., 93 is obtained results of 76.43. Based on mark that, number satisfaction above 60 means level satisfaction respondents including high.

Next, we will find out mark satisfaction from Generation X and generation Y. for that writer classifies 93 respondents the into 2 groups, according to his age. Satisfaction value Generation X results is 77.928 then level satisfaction Generation X is including high. Satisfaction value Generation Y is 74,162. which one is in in category high?

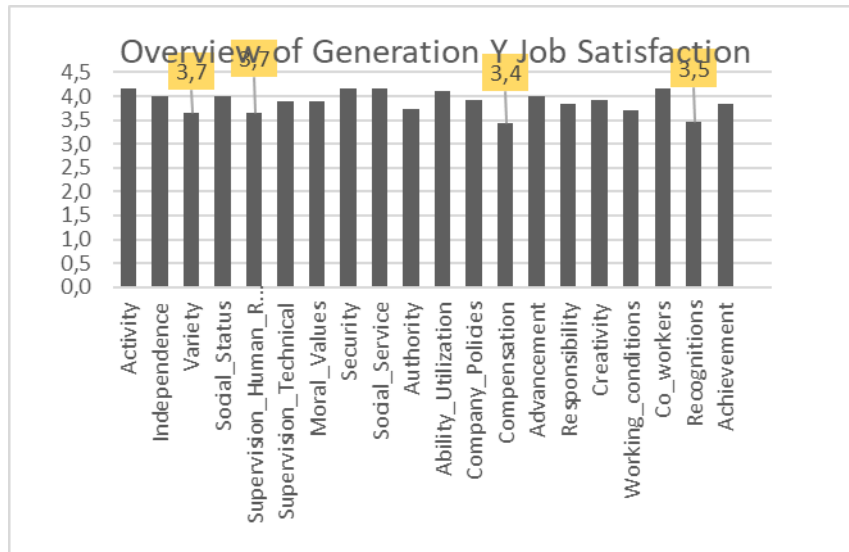
Satisfaction Picture Work Employee Government ABC District



Source : processed data (2022)

Figure 1. Average Answer Score Respondent Generation X

Based on results analysis in Figure 4.2, obtained results that of 20 indicators gauge satisfaction work employee , dimension satisfaction work with highest average score is on indicator *activity*, *independence*, *moral values*, *social service* and *co-workers*, meanwhile dimensions satisfaction work with average score _ answer Lowest is dimensions *variety* and *working conditions*. This thing means that to employees generation X, satisfaction work employee enough tall because height satisfaction employee to *activity*, *independence*, *moral values*, *social service* and *co-workers*, whereas in Thing *variety* and *working conditions*, satisfaction work employee Generation X still enough low and necessary improved .



Source : processed data (2022)

Figure 2. Average Answer Score Respondent Generation Y

Different results shown to employees generation Y. based on results analysis in the image above, can seen that employee Generation Y partially big own satisfaction work ynag tall to *activity, independence, security, social service, advance and co workers* , meanwhile satisfaction employee Generation Y still low in Thing *variety, supervision human relations, compensation and recognition*.

4.4 Satisfaction Level Difference Work Employee Generation X and Generation Y

Table 2. Satisfaction Difference Test Work Employee Generation X and Y

Generation	N	mean	Sig. Mann Whitney test	Conclusion
Y	40	73.43	0.217	There is no significant difference
X	53	77.75		

Source: processed data (2022)

Based on results analysis in the table above, obtained mark significance Mann Whitney test results are 0.217. because of mark the significance obtained > 0.05 then concluded that no there is difference significant level satisfaction work employee Generations X and Y. Average score answer respondent Generation X is of 77.75 while average score _ answer satisfaction work respondent Generation Y is 73.43.

Although by whole results analysis show no existence difference level satisfaction work employee Generation X and Generation Y, however in study this analysis will more deepened on each dimension's satisfaction work.

Indicator satisfaction work	Sig. Mann Whitney test	Conclusion
1. Variety	0.010	There is a difference significant
2. Activities	0.458	No there is difference significant
3. Independence	0.796	No there is difference significant
4. Social Status	0.149	No there is difference significant
5. Supervision of Human Relations	0.71	No there is difference significant

6. Supervision Technical	0.62	No there is difference significant
7. Moral Values	0.563	No there is difference significant
8. Security	0.005	There is a difference significant
9. Social Service	0.193	No there is difference significant
10. Authority	0.878	No there is difference significant
11. Ability Utilization	0.04	There is a difference significant
12. Company Polices	0.142	No there is difference significant
13. Compensation	0.645	No there is difference significant
14. Advancement	0.645	No there is difference significant
15. Responsibility	0.402	No there is difference significant
16. Creativity	0.012	There is a difference significant
17. Working Conditions	0.035	There is a difference significant
18. Co workers	0.183	No there is difference significant
19. Recognition	0.868	No there is difference significant
20. Achievements	0.203	No there is difference significant

Based on whole the description above, can concluded that by whole satisfaction work employee Generation X and Y don't different by significant, will but on some dimensions satisfaction work, results analysis show existence difference significant, that is , on the dimension *variety*, *ability utilization*, *working condition* , *security* and *creativity*. While on dimension other, level satisfaction work employee no different on level generation employee.

IV. Conclusion

Conclusions obtained from results study is as following:

1. Satisfaction work employee Government ABC district is enough high, both in generation X and in generation Y. In employee's generation X, satisfaction work employee enough tall because height satisfaction employee to activity, independence, moral values, social service and co-workers, while in Thing variety and working conditions, satisfaction work employee Generation X still enough low and necessary improved. While in generation Y, employees Generation Y partially big own satisfaction high work in Thing activities, social services, and co workers, while satisfaction employee generation Y in Thing compensation and recognition still enough low and necessary improved.
2. Satisfaction level work employee Government ABC District Generation X and Generation Y are not different by significant. However, in testing towards each dimension, satisfaction work employee Generation X and employees Generation Y turns out own significant difference, namely in the dimensions of variety, ability utilization, working condition, security and creativity, while on the dimension satisfaction work other, level satisfaction work employee Generation X and Y don't different by significant.

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