



UNIVERSITI PUTRA MALAYSIA

***CAREER CONGRUENCE, MOTIVATION AND JOB SATISFACTION BASED ON
HOLLAND'S TYPOLOGY THEORY AMONG EMPLOYEES AT A PRINT-MEDIA
COMPANY IN INDONESIA***

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AMONG EMPLOYEES AT A PRINT-MEDIA COMPANY IN
INDONESIA**

By

PHYCILICIA ARSYANE MEDIANA S.psi

**Thesis Submitted to the School of Graduates Studies, University Putra
Malaysia, in Fulfillment of the Requirements of the Degree of Master of
Science**

May, 2015

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfillment of the requirement for the degree of Master of Science Guidance and Counseling

**CAREER CONGRUENCE, MOTIVATION AND JOB SATISFACTION
BASED ON HOLLAND'S TYPOLOGY THEORY AMONG EMPLOYEES AT
A PRINT-MEDIA COMPANY IN INDONESIA**

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May, 2015

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Faculty: Educational Studies

Print-media company in Jakarta Indonesia, is the most profitable media company compared to others media form. This is one of the reasons why print-media Company is very fast growing in Indonesia, especially in Jakarta. Furthermore, magazine is the most popular print-media in Jakarta Indonesia. One of the biggest print-media companies which publishes magazine is Feminagroup. Unfortunately, Feminagroup had several problems with their employees; increased number of dissatisfaction, turn over and demotivation in 2014. This study is to determine career congruence, motivation and job satisfaction based on Holland Typology Theory among employees at a print-media company in Indonesia.

In general, there are five objectives in this study. The first objective is to examine the level of career congruence, motivation and job satisfaction among employees at Feminagroup Jakarta Indonesia. The second objective is to examine the relationship between career congruence and motivation among respondents. Followed by the third objective, which is to examine the relationship between career congruence and job satisfaction. The fourth objective is to identify which of the five components of JDI is the most influential toward motivation among respondents and the last objective is to examine the difference in career congruence, motivation and job satisfaction based on gender among the respondents.

This study is a quantitative study, combining descriptive and ex-post facto as a research design. There are 247 respondents in this study and all of the respondents are working in Feminagroup Jakarta Indonesia. Furthermore, there are four sections in the questionnaires (section A-D): demographic section followed by Vocational Preferences Inventory (VPI) by Holland, Motivation Assessment Scale (MAS) by Durand and the last section is Job Descriptive Index (JDI) by Smith et al. The descriptive statistics was used to determine the level of the variables while inferential statistics was also used in this study.

From the study, it is found that the level of career congruence is moderate, while the level of motivation among employees and the level of job satisfaction are also moderate. The researcher also found that, there is a positive correlation between career congruence and motivation ($r=.007$) while, there is no significant relationship between career congruence and job satisfaction ($r=.151$). The results of multiple regression analysis show that, there are only three components of JDI that have influenced the motivation among the employees. The components are co-workers, supervision and salary (Motivation= $53.73-.577(\text{co-workers}) +.525(\text{supervisor})-.430(\text{salary})$) and the most influential component of JDI is co-workers. The result of mean differences between gender and career congruence shows that males employees (mean= 22.61) are more congruent compared to females employees (mean = 13.12), and male employees (mean = 46.22) are also having high motivation compared to females employees (mean = 42.77), while there is no differences between male and female employees in terms of job satisfaction ($p=.457$).

The findings from this study show that there is a relationship between career congruence and motivation, but there is no significant correlation between career congruence and job satisfaction. Moreover, the results also show that there is a significant relationship between career congruence and motivation toward several job satisfaction components. These findings show that, this study is not in line with Holland typology theory, which states that career congruence will lead to employees' high motivation and high job satisfaction. The research was done in all general department instead of in specific group or department, thus this may influence the discrepancy of the findings with Holland typology theory.

There are also several implications and recommendations of this study for further research. It is found that, the more congruent employees have more motivation as compared to incongruent employees. Job satisfaction also influences career congruence among employees in Feminagroup Jakarta Indonesia. However, not all employees are satisfied with their job though they are congruent. Co-workers is also an important component to boost employees' motivation and according to McClelland the more needs that employees' are able to get the more high satisfaction that they feel about their job.

There are several recommendations in this study. Firstly, the organization is recommended to evaluate their services and management toward employees from time to time. The organization can also recruit potential employees who suit the company profile. Secondly, it is recommended that every individual especially the respondents of this study to find out the congruency between their personality and the work environment through career counseling. Thirdly, career counselor should use the latest available instrument during counseling session. Lastly, future research could benefit by changing or adding more variables, depending on the purpose of the study, and if it were to be carried out again it is suggested that it is carried out on a different population and or a bigger sample size.



Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia
Sebagai memenuhi keperluan untuk Ijazah Sarjana Sains

**KONGRUEN KERJAYA, MOTIVASI DAN KEPUASAN KERJA
BERDASARKAN TEORI TIPOLOGI HOLLAND DI KALANGAN PEKERJA
SYARIKAT MEDIA CETAK INDONESIA**

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Syarikat media cetak di Jakarta Indonesia, merupakan syarikat media yang paling menguntungkan berbanding media dalam bentuk lain. Ini adalah salah satu sebab mengapa syarikat media cetak sangat cepat berkembang di Indonesia, terutama di Jakarta. Selain itu, majalah adalah media cetak yang terbesar di Indonesia yang menerbitkan majalah adalah Feminagroup. Akan tetapi, Feminagroup mempunyai beberapa masalah dengan pekerja mereka; jumlah peningkatan rasa tidak puas hati, peratusan peletakan jawatan dan ketiadaan motivasi pada tahun 2014. Tujuan kajian ini adalah untuk mengenal pasti kesesuaian kerjaya, motivasi dan kepuasan kerja di kalangan pekerja di Feminagroup Jakarta, Indonesia berdasarkan Teori Tipologi Holland. Feminagroup merupakan salah satu syarikat media cetak terbesar di Jakarta Indonesia.

Secara amnya, terdapat lima objektif utama kajian ini. Objektif yang pertama adalah untuk mengkaji tahap kongruen kerjaya, motivasi dan kepuasan kerja dalam kalangan pekerja di Feminagroup Jakarta Indonesia. Objektif kedua pula adalah untuk mengkaji hubungan di antara kongruen kerjaya dan motivasi dalam kalangan responden. Ini diikuti dengan objektif ketiga yang mana mengkaji hubungan di antara kongruen kerjaya dan kepuasan kerja. Objektif keempat pula adalah untuk mengenal pasti komponen-komponen JDI manakah yang paling memberikesan dalam memotivasikan responden. Objektif terakhir adalah untuk mengkaji perbezaan diantara kongruen kerjaya, motivasi, dan kepuasan kerja berdasarkan jantina responden.

Kajian ini adalah berbentuk kuantitatif dan menggunakan deskriptif dan faktor ex-post sebagai reka bentuk penyelidikan. Terdapat 247 responden di dalam kajian ini. Kesemua responden berkerja di Feminagroup Jakarta, Indonesia. Soal selidik kajian ini terbahagi kepada empat bahagian, (Bahagian A-D). Bahagian A adalah berkaitan dengan demografi dan diikuti dengan *Vocational Preferences Inventory* (VPI) oleh Holland, *Motivation Assessment Scale* (MAS) oleh Durand. Bahagian terakhir adalah *Job Descriptive Index* (JDI) oleh Smith et al. Statistik deskriptif digunakan untuk menentukan tahap pembolehubah dan statistik inferensi juga digunakan dalam kajian ini.

Hasil kajian ini mendapati tahap kongruen kerjaya, motivasi dan kepuasan kerja dalam kalangan pekerja berada pada tahap sederhana. Penyelidik juga mendapati terdapat hubungan positif di antara kongruen kerjayadan motivasi ($r=0.07$). Manakala tiada hubungan yang ketara di antara kongruen kerjaya dan kepuasan kerja ($r=0.151$). Hasil analisis berganda menunjukkan hanya terdapat tiga komponen JDI yang mempengaruhi motivasi dalam kalangan pekerja. Komponen-komponen tersebut adalah rakan sekerja, penyeliaan dan gaji (Motivasi = $53.73 - 5.77$ (rakan sekerja) + 5.25 (penyeliaan) - 0.430 (gaji)). Dan komponen JDI yang paling mengesankan adalah rakan sekerja. Keputusan perbezaan min di antara jantina dan kongruen kerjaya menunjukkan pekerja lelaki (min= 22.61) mempunyai kesesuaian yang lebih tinggi jika dibandingkan dengan pekerja wanita (min= 13.12), dan pekerja lelaki juga mempunyai motivasi yang lebih tinggi (min 46.22) jika dibandingkan dengan pekerja wanita (min 42.77). Walaubagaimanapun, bagi faktor kepuasan kerja, tiada perbezaan di antara pekerja lelaki dan pekerja wanita ($p=0.457$).

Penemuan hasil daripada kajian ini telah menunjukkan bahawa terdapat hubungan antara kongruen kerjaya dan motivasi, tetapi tidak ada korelasi antara kongruen kerjaya dan kepuasan kerja. Selain itu, keputusan juga menunjukkan bahawa terdapat hubungan yang signifikan antara kongruen kerjaya dan motivasi dengan beberapa komponen kepuasan kerja. Keputusan ini menunjukkan bahawa, kajian ini tidak selari dengan teori tipologi Holland, yang menyatakan bahawa kongruen kerjaya akan melahirkan pekerja yang memiliki motivasi dan kepuasan kerja yang tinggi. Kajian ini dilaksanakan secara am dan tidak dikhususkan kepada kumpulan-kumpulan tertentu atau jabatan-jabatan tertentu. Oleh itu ia mungkin mempengaruhi perbezaan dan bercanggah dengan penemuan berdasarkan teori tipologi Holland. Perkara ini berlaku disebabkan penyelidik telah melakukan penyelidikan secara am dan tidak dikhususkan kepada mana-mana kumpulan atau jabatan, dapat didapati pula level kongruen kerjaya adalah sederhana.

Berdasarkan kajian yang telah dilaksanakan terdapat beberapa implikasi dan cadangan yang ingin diutarakan hasil dapatan kajian ini untuk penyelidikan yang lebih lanjut. Adalah didapati bahawa, pekerja yang mempunyai tahap kongruen kerja yang tinggi mempunyai motivasi yang lebih tinggi jikadibandingkan dengan pekerja yang

mempunyai tahap kongruen kerja yang rendah. Kepuasan kerja juga mempengaruhi kesesuaian kerjaya dalam kalangan pekerja di Feminagroup Jakarta, Indonesia. Walaubagaimanapun, tidak semua pekerja berpuas hati dengan pekerjaan mereka walaupun kerja tersebut sesuai dengan mereka. Rakan sekerja juga merupakan komponen penting dalam meransangkan motivasi pekerja dan pekerja dapat kepuasan yang lebih terhadap pekerjaan mereka.

Terdapat beberapa cadangan lanjutan untuk kajian ini. Yang pertama, organisasi ini adalah dicadangkan untuk menilai pengurusan mereka keatas pekerja-pekerja mereka dari masa kesemasa dan melatih pekerja berpotensi yang bersesuaian dengan taraf syarikat. Yang kedua, adalah dicadangkan setiap individu terutamanya responden kajian ini untuk mengambil tahu kesesuaian di antara personality mereka dan pesekitaran kerja melalui kaunseling kerjaya. Yang ketiga, kaunselor kerjaya seharusnya memanfaatkan penggunaan instrumen yang terbaharu semasa sesi kaunseling. Akhirsekali, untuk kajian pada masa depan adalah dicadangkan sedikit pengubahsuaian dilakukan dengan mengubah atau menambah pemboleh ubah bergantung kepada objektif kajian. Sekiranya kajian tersebut dilaksanakan adalah dicadangkan agar ia dilaksanakan dengan populasi berbeza atau melibatkan sampel saiz yang lebih besar.

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This thesis was submitted to the Senate of University Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Master of Science. The members of the Supervisory Committee were as follows:

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LIST OF ABBREVIATIONS

A	: Artistics
C	: Conventional
E	: Enteprising
I	: Investigative
M	: Motivation
R	: Realistic
S	: Social
CC	: Career Congruence
JS	: Job Satisfaction
BOD	: Board of Director
CEO	: Cief Executive Officer
JDI	: Jod Descriptive Index
JFW	: Jakarta Fashion Week
KPI	: Key Performance Index
MAS	: Motivation Assessment Scale
VPI	: Vocational Preference Index

CHAPTER I

INTRODUCTION

1.1 Overview of the Study

This chapter discusses the introduction of the research. It includes twelve subtopics starting with the research overview, followed by the background of the study, problem statement, purpose of study, research questions, research objectives, hypothesis, assumptions of the study, significance of the study, scope of the study, limitation of the study, conceptual definition, operational definition terms and summary.

1.2 Background of Study

Indonesia is a country that is located in Southeast Asia. Indonesia lies between the Indian and Pacific oceans. It is also situated between the continent of Asia and Australia, South Malaysia and Philippines and also the northwest of Australia (Sarwoto, 1986). The largest archipelagic nation in the world is Indonesia because Indonesia has more than 17.000 islands. There are five main islands in Indonesia: Java, Sumatra, Sulawesi, Kalimantan and Papua. Indonesia population reached 253.899.536 (estimated) in 2014 and is still becoming the fourth world largest population (Sarwoto, 1986). People of Indonesian have several religion and different cultural background. Though Indonesians speak in Bahasa Indonesia, they also have many local native languages depending in their geographical location.

Indonesia's economy is known to be very weak and low because of corruption, collusion and nepotism during the 1990's. Poverty had also become one of the problems in mid 1999, because the Indonesian economic growth was very slow. In 2003, Indonesia started to gain positive economic development, such as: a strengthened currency, signs of steady domestic consumption, and also successful small and medium business enterprises. Despite all these problems in the past, recently Indonesia has become the world number one exporter of liquefied natural gas and the seventh largest oil producer in the world. There are several basic industries; metal manufacture, automotive and transportation, food processing, oil and natural gas, textiles, electronics goods, footwear, garments, furniture, forest product processing and paper goods (Sarwoto, 1986).

Paper goods are one of the basic industries in Indonesia. One of the biggest paper goods industries in Indonesia is related with media print company. Since late 1980s, media industry has evolved in Indonesia. In 1998, media industry was very noticeable for Indonesians (Nugroho, Putri & Laksmi, 2012). The growth of media print industry in Indonesia has been driven by concentration of ownership. Most of the big media print company in Indonesia is run by family ownership. Concentration in the media print industry happens as an inevitable effect from capital interest which drives media print industry development in the country.

Media print in Indonesia is more profitable compared to other media, thus the very fast growth in every part of Indonesia (Nugroho, Putri & Laksmi, 2012). In Indonesia, there are several forms of print media such as: magazines, tabloids, bulletins and newspapers. Magazine is one form of print media that is very famous in Indonesia. Magazine has outperformed other media with significant innovations in journalism, advertising and circulation. Innovations include investigative reports, complete figures profiles, and photography journalism. Indonesia has several types of magazine, starting from political magazine, health and sport, woman, mother and baby, high fashion, teenager, man magazine and many more (KPU, 2013). Most of the biggest media print company in Indonesia has more than 5 magazine brands under their company and all of the brands are distribute to all parts of Indonesia. Furthermore, 86% of the 219 magazines published in Indonesia are circulated in Java Island and 152 of them are circulated in Jakarta the capital city of Indonesia (Beta, 2013).

Along with the development of information media industry, particularly the print media are competing to offer products that are in the results to consumers. For it cannot be denied that a successful company must have a reliable human resource team. However, to recruit reliable members for the human resource department is not an easy task as there are many companies that every prospective employee has the right to choose from. Due to that, compensation offered by companies could be one of the influencing factors to attract potential employees (Astri, 2011).

It is not easy work in media print company as it requires a wide range of skills and abilities especially working in magazine company. The responsibility held is not only to conduct themselves as employees of the company but as well as to position the magazine of the company within the society of the target market. The educational background of employees within a magazine company is varied as there are many skills required, however, it has to match the position offered by the company. (Astri, 2011).

Jakarta is the capital city of Indonesia which is known as, metropolitan city because Jakarta is the centre and the start of every single thing that is happening in Indonesia. For instance, the development of technology and modernism, the centre of economy and education as well the centre of Indonesian's government. In this case, many investors want to create business opportunities in Jakarta and this leads to an even

higher crowded population because many people from outside Jakarta seek for better living condition and job opportunities. Unfortunately, it is very hard to find a job in Jakarta, because the number of opportunities of employment is lower rather than the amount of the man power (Dimas and Woyanti, 2009).

Moreover, seeking a job based on educational qualification is no longer the common trend. Instead, job seekers focus on salary, the location of the company and preferences to work in a big and or foreign company. In other words, as long as individuals are able to be employed than they will take it without considering their preferences and educational background. This scenario is due to the high cost of living, causing individuals to focus on survival (Dimas and Woyanti, 2009). Hence, as long as the salary is sufficient, they will work regardless of experience or educational qualification that may be required by their position. Furthermore, when the aim merely to survive the economic position within the society, it is difficult for employees to gain motivation or satisfaction in their job. This is why, it is very important for individuals to know their personality type and the kind of working environment that are for them before taking up a job.

Matching the personality type with the working environment is called career congruence (Holland, 1985). According to Holland (1973), looking from individual's perspective when seeking a career and how to define an individual's difficulties could be resolved within the present personal and environment resources called congruency. The more closely a person resembles a particular type, the more likely the person is to exhibit the personal traits and behaviors associated with that type. Holland stated that there are 6 types of personality and 6 types of work environment in which hexagonal model is always used to describe the connection between personality types and work environment types. The types for both are; Realistic (R), Investigative (I), Artistic (A), Social (S), Enterprising (E) and Conventional (C). The pairing of persons and environments leads to the outcomes that we can predict and understand from our knowledge of the personality types and environmental models.

The most extreme degree of congruence is the situation in which a personality type matching the work environment types, while incongruence occurs when the personality and work environment types do not match. Hence, incongruence occurs when a personality type lives in an environment that provides opportunities and rewards foreign to the individual's preferences and abilities. For instance, Investigative (I) personality type in the Enterprising (E) work environment. Congruency can also be defined as incorporation of the concepts of behavior repertoires and settings in the personality types and environmental models (Holland, 1973). High congruency will encourage the expression of individual's favorite behavior repertoires in familiar and congenial settings. In other words, individuals with high congruency will have high motivation in their job and will remain in the job because are satisfied with it. In congruency case, individuals will exhibit particular social vocational behavior hypothesized from their personality patterns, such as the high amount of participant and leadership in social affairs, the better maintenance and choice of interest in vocational

activities and reactions as well as the increased sense of responsibility and interest of others within the environment.

On the other hand, when individuals are not congruent, they will not show any participation or exhibit any of those behavior mentioned above (Holland, 1985). This was confirmed by a research conducted by Freed cited in Holland (1985). Individuals who themselves in a work place where they should be, will see their job as a vocation thus have higher job satisfaction than those who see their work as a source of livelihood and career. The relationship between the performances of a person's personality is influenced by the state and the tendency of individuals to behave differently and when it deviates from the characteristic properties outside the workplace (Widyasari, Syahlani, and Santosa, 2007). This relationship is also influenced by the diversity of character and environmental factors (Goffin and Rothstein, 1996; in Widyasari, Syahlani, and Santosa, 2007).

Individuals who are not congruent with their personality and work environment, might not have high motivation while working. The term work motivation is derived from the Latin "movere" equal to "to move" in English, which means pushing or moving. Motivation is to provide energy stimulation to the employee concerned so that the employee is working with all its resources (Manullang, 2004). According to Mangkunegara (2001), motivation in work is a condition that affects, arouse, direct and maintain behavior related to the work environment. Hence, motivation is a condition that is pushed or the cause of the person committing the act or activity that takes place consciously (Nawawi, 2003).

Motivation is a state of the human psyche and the mental attitude that energizes, encourages and leads the activities, movements or to channel behavior toward achieving the needs that give satisfaction or reduce imbalances (Sinungan, 2000). Taking reasonable steps in the achievement of organizational goals that are affected by the business's ability to satisfy some individual needs is also defined as motivation (Hasibuan, 2003).

Motivation is very important while working for the employees. Employees with high motivation will work harder in the conduct of their work. In contrast, employees with low working motivation, do not have the passion to work, easily gives up, and will find difficulty in completing their work. Motivation is defined as the individual's personal circumstances that drive the desire of individuals to perform certain activities for the purpose (Handoko, 1999).

According to Malthis (2006), motivation is a person's desire that causes a person to act. Usually, people act to reach the goal. Understanding motivation is important because

the performance, reaction to the issue of compensation and other human resources are affected by motivation. In other words, individuals tend to do something because of their motivation to achieve their goals. When individuals have high motivation doing their job, it will lead them to have and get satisfaction as an employee when working. For instance, employees will always their best and give their best performance, be energetic, positive, discipline and leave their work behind and even help their colleagues. Employees with low motivation on the other hand tend to waste their time, do not have the mood or desire to do their job, unwilling to help themselves and others, and always think negatively of their job to the extend they might give up. Thus, motivation is very important for every employee to have, for job survival as well as to seek job satisfaction (Sarwoto, 1986).

Once employees identify their personality type, the suitable type of working environment and level of working motivation, they will experience job satisfaction. Without congruency between personality type and working environment type, and motivation to work, it is very hard for employees to feel satisfied of their job. Hence, these three aspects are strongly related to each other. Hence, these three aspects are strongly related to each other.

Job satisfaction is the degree to which people like their jobs (Spector, 1997). According to Luthans (2006), job satisfaction includes reactions or attitudes of cognitive, affective, and evaluative, job satisfaction is also the emotional state of pleasure or positive emotions derived from the assessment of an individual's job or work experience. Job satisfaction is the result of the employee's perception of how good a job they give the items considered important.

Whereas, Malayu (2005), states that job satisfaction is the emotional attitude of fun and love for the job. Job satisfaction accumulates from enjoyment of the job, outside the job, and a combination of inside and outside of work. Job satisfaction takes into consideration the compliments in the work, placement, treatment, equipment and a good working atmosphere. While satisfaction gained from outside the job shows that enjoyment thing outside of work with the amount of remuneration to be received from their work, so that they can buy what they needs.

The combination of job satisfaction from within and outside of work is reflected by the balance between the emotional attitudes of remuneration with the implementation of its work. Job satisfaction is an evaluation of another person's work and his work. It also includes assessment of the perceived job characteristics and emotional experience when working. Therefore, employees who are satisfied will tend to create a more positive assessment of the work than the less satisfied (McShane and Glinow, 2003). According to Luthans (2006), job satisfaction is also defined as an emotional experience that is felt after assessing a job and it can also be interpreted as a reaction to the feeling experienced by a person against his work. The definition also states that job

satisfaction is the attitude of affective evaluations, beliefs and behaviors. This means that individuals' attitude toward their work will affect how they feel, trust and behave.

In other words, job satisfaction is also interpreted as a pleasant emotional state in which employees view their work. Job satisfaction reflects individuals' feelings towards their job. This is evident in the positive attitude of employees towards work and everything encountered in their work environment (Kreitner and Kinicki, 2005). So it can be concluded that job satisfaction is an evaluation of a person's work in the form of feelings of support or not supporting the experienced employees in the work. When individual's personality matches the right path of work environment, then it will help to create motivation and commitment which will ultimately enhance job satisfaction and productivity within the organization (Mardijani, 2007).

All in all, congruency is able to create high motivation and affects employees in terms of job satisfaction, management effectiveness and organizational development. This shows the importance and the need individual congruency in organizations nowadays.

1.2.1 Background of Feminagroup

Feminagroup is one of the biggest media print company in Jakarta Indonesia. Started with Femina magazine in 1972, it is the first women's magazine in Indonesia. Ever since then, Feminagroup has grown to become a trusted media group as the contents are on par with Indonesia's values. Nowadays, Feminagroup has 14 magazines as well as other divisions such as publishing house, online publications, radio station and creative boutique.

The reason why the researcher chose Feminagroup as a place to do the study is because Feminagroup is the best, reliable and suitable company, where the employees are able to answer the research questions of this study.

1.3 Problem Statement

As an employee, it is ideal to find and get a job that is congruent with the personality, capability and ability of an individual. This is because it could lead to motivation and satisfaction in doing the job, which in the end will be able to create good performance for the whole company if all employees have those factors stated above. Congruence in this context refers to, the types of employee personality that match with the types of work environment. Moreover, if the employees find the right job, it will motivate them to work more precisely and indirectly they will find satisfaction in their job.

Most of the time, companies in Indonesia seek for professional employees to place them in the right department, suiting their educational background and based on the result of psychology testing, with the hope that the company will have the best workforce performance working with satisfied employees. Unfortunately, since Indonesia is a big city with high population, many Indonesians are struggling to get a job. Regardless of getting a job that suits their preference and background, getting a job alone is already a difficult task. This leads to many Indonesians either being unemployed or employed in field outside their expertise.

The previous statistical data states 10.25 million (2006) and 9.26 million (February 2009) are unemployed with an average decrease of -1.85% per year. However, the number of educated unemployment increased from year to year. The proportion of educated unemployed of total unemployment in 2004 is by 26% to 50.3% in 2008 (Koban, 2008). Even more alarming is the increasing number of unemployed graduates from 348.107 people in 2004 to 626.621 people in 2009, with average growth of 14.03% per year. According to Koban (2008), there are many unemployed graduate students, holders of diplomas I, II, and III, based on the data Sakernas BPS in 2007, amounting to more than 740,000. In February 2009, a total of 1.11 million from 9.26 million people unemployed people came from Diploma programs and the Universities.

Furthermore, mismatch employment with educational background in Indonesia also have high rating around 2008. One of the examples, in Jakarta 60% employees were working in departments not based on their educational background and 40% employees were well-matched. For instance, there are only 3 employees who worked as a marketing executive with basic Degree in marketing (Koban, 2008).

Those phenomena are the same problem that employees are facing in Feminagroup Jakarta Indonesia. Most of the employees are working in departments which does not suit and match their educational background. According to Sugiyanto (2014), in general the number of turned over employees in Feminagroup is increasing from 30% to 70% in 2014. This case happened because of the dissatisfaction of employees are also high in 2014 based on an internal survey that Feminagroup held. There were several aspects that employees mentioned related with to their dissatisfaction, such as: low salary, hard to get promotion, most high position is occupied by the owner's family, not enough human resources so one person will do several tasks, and also gap between senior employees and junior employees (Sugiyanto, 2014).

Feminagroup is a media print company run by family ownership, so there is one time in 2014 after they held Jakarta Fashion Week, suddenly without specific reason all of the employees did not get any bonus after it. This incident caused many senior employees who have been working for more than 10 years angry, causing underground

demonstration with immediate resignation. There are 14 magazines under Feminagroup and 6 top editor in chief resigned because they were not satisfied with the company. Several survey, survey were conducted to investigate the cause of this and discovered that they felt betrayed by of the company. They felt that they have always given their best in order for the company succeeds but there was no reward or any other form of appreciation. Not only editor in chiefs but also many other employees in important positions decided to leave the company (Sugiyanto, 2014).

Several things happened in Feminagroup that causes the employees to experience demonization and dissatisfaction. One of the reasons is that the company spends a lot on private event held for the board of directors but is stingy to provide the appropriate budget for company matters (Sugiyanto, 2014). Another reason causing the dissatisfaction is how the board of director handles making changes to the structure of the company and the position of employees without any notice. Hence, many employees in Feminagroup felt the situation is unjust and that they can not perform without passion for their new unnotified position. Furthermore, because of those reasons, it causes low performance and leads to employees' low productivity (Sugiyanto, 2014).

According to Sugianto (2014), the range of demotivated employees has increased from 25% in 2013 to 70% in 2014. Dissatisfaction among employees has also increased from 30% in 2013 to 60% in 2014. %. Several demonstrations were held in Feminagroup by employees every year. Lastly, productivity is decreasing from 80% in 2013 to 35% in 2014. From the statistical data mentioned above, Feminagroup is one of the biggest media print company in Indonesia but the management is still not able to maintain and manage the employees' congruency, motivation and satisfaction.

Furthermore, Indonesians usually seek for a job in order to obtain an income to survive rather than to obtain job satisfaction (Siregar, 2006). Hence, it is very hard for Indonesian to understand career congruence. It is also difficult for them to achieve satisfaction especially when their sole motivation relies on money. It is a very rare situation to find Indonesian passionately working in their preferred field, suiting their personality and educational background. This is the group of people who is able to be motivated and achieve job satisfaction.

There are also cases where employees are highly motivated not because of congruency because of their personality type who is hard working no matter what the field they are in. Because they always want to do their best it leads to satisfaction in doing their job. Other factors that lead to job satisfaction understand co-workers, high salary, opportunities for promotion and good facilities. In the end, congruency, motivation and job satisfaction are factors that are able to stand alone but are inevitable for those three variables to be connected to each other and it is very

According to Hasibuan (2003), job satisfaction is very important because the employees in an organization are the most dominant factor in determining the success or failure of the organization's activities. The satisfaction of employees should be created in order to show morale, dedication, love, and high work discipline. Basically, job satisfaction is an individual thing because each individual will have varied satisfaction levels according to the characteristics of each individual. Moreover, it is important to take note of job satisfaction issues, because high job satisfaction creates a pleasant working atmosphere and encourages employees to perform better. Hasibuan, (2003) also stated that job dissatisfaction of an employee is influenced by many factors such as remuneration is fair and reasonable, appropriate placement expertise, the severity of the work, the atmosphere and work environment, tools that support the execution of the work, the attitude of leaders in their leadership, and the nature of monotonous work or not.

Congruence is defined as the compatibility between individuals and the organizations. It is noted that the positive benefits associated with congruency is important (Kristof, 1996). Career congruence is also positively related to job satisfaction of an individual, organizational commitment, and career success but is negatively related to turnover (Ostorff, Shin and Kinicki, 2005). Holland (1997), states that individual's personality and background are influential to decide on a career choice. He mentions that higher congruence could be related to greater job satisfaction (Holland, 1985). In other research, it is also mentioned that job satisfaction is related with person environment congruence (Elton, Smart and McLoughlin, 1986).

The influence of individual's factors in work motivation is related with self-report measure of personality, affect, value and interest (Kanfer, et al., 2008). While, Steers, et al., (2004), mention that it is essential to capture employee's motivation and develop intervention aimed at enhancing motivation to get job satisfaction and performance. Other than that, it is known that if an individual is unable to find the right career, it will lead to dissatisfaction of their position and it is difficult to perform potentially (Hasibuan, 2003). In other words, all of the variables are connected each other positively and negatively.

From the explanation above, it is very important for individuals to know their personality before making a career choice. Career counselor helps to conduct psychological test and interprets the results. After knowing the result, it is expected that individuals will have high motivation and lead to satisfaction doing the job. Hopefully, Indonesians will start to realize how important career counseling is. The benefit of career counseling for Indonesian citizens is to help them to start finding a suitable career with their personality and leads them to have great performance while working. Therefore, this study will involve an examination of employee's career congruence, motivation and job satisfaction. This study is related to career counseling as it will help the career counselor to conduct sessions with clients while sharing about how to find a job. In addition, this research examines career congruence, motivation and job satisfaction among employees.

1.4 Purpose of Study

The overall purpose of this study is to determine career congruence, motivation and job satisfaction among employees at Feminagroup Jakarta Indonesia based on Holland Typology Theory.

1.5 Research Question

- RQ1 : What is the level of career congruence, motivation and job satisfaction among employees at Feminagroup Jakarta Indonesia?
- RQ2 : Is there any relationship between career congruence and motivation among employees at Feminagroup Jakarta Indonesia?
- RQ3 : Is there any relationship between career congruence and job satisfaction among employees at Feminagroup Jakarta Indonesia?
- RQ4 : Which of the five components in JDI is the most influential component toward motivation among employees at Feminagroup Jakarta Indonesia?
- RQ5 : Is there any difference in career congruence, motivation and job satisfaction among employees based on gender at Feminagroup Jakarta Indonesia?

1.6 Research Objective

1.6.1 General Objective

- RO1 : To examine the level of career congruence, motivation and job satisfaction among employees at Feminagroup Jakarta Indonesia.
- RO2 : To examine the relationship between career congruence and motivation among employees at Feminagroup Jakarta Indonesia.
- RO3 : To examine the relationship between career congruence and job satisfaction among employees at Feminagroup Jakarta Indonesia.
- RO4 : To identify which of the five components in JDI is the most influential component toward motivation among employees at Feminagroup Jakarta Indonesia.
- RO5 : To examine the differences in career congruence, motivation and job satisfaction among employees based on gender at Feminagroup Jakarta Indonesia.

1.6.2 Specific Objective

- RO1 : To examine the level of career congruence, motivation and job satisfaction among employees at Feminagroup Jakarta Indonesia.
- RO1a : To examine the level of career congruence among employees at Feminagroup Jakarta Indonesia.
- RO1b : To examine the level of motivation among employees at Feminagroup Jakarta Indonesia.
- RO1c : To examine the level of job satisfaction among employees at Feminagroup Jakarta Indonesia.
- RO2 : To examine relationship between career congruence and motivation among employees at Feminagroup Jakarta Indonesia.
- RO3 : To examine the relationship between career congruence and job satisfaction among employees at Feminagroup Jakarta Indonesia.
- RO3a : To examine the relationship between career congruence and job satisfaction in terms of work among employees at Feminagroup Jakarta Indonesia.
- RO3b : To examine the relationship between career congruence and job satisfaction in terms of salary among employees at Feminagroup Jakarta Indonesia.
- RO3c : To examine the relationship between career congruence and job satisfaction in terms of promotion among employees at Feminagroup Jakarta Indonesia.
- RO3d : To examine the relationship between career congruence and job satisfaction in terms of supervision among employees at Feminagroup Jakarta Indonesia.
- RO3e : To examine the relationship between career congruence and job satisfaction in terms of co-workers among employees at Feminagroup Jakarta Indonesia.
- RO4 : To identify which of the five components in JDI is the most influential component toward motivation among employees at Feminagroup Jakarta Indonesia.
- RO5 : To examine the differences in career congruence, motivation and job satisfaction among employees based on gender at Feminagroup Jakarta Indonesia.
- RO5a : To examine the differences in career congruence among employees based on gender at Feminagroup Jakarta Indonesia
- RO5b : To examine the differences in motivation among employees based on gender at Feminagroup Jakarta Indonesia.
- RO5c : To examine the differences in job satisfaction among employees based on gender at Feminagroup Jakarta Indonesia.

1.7 Hypothesis

- H1 : There is a significant relationship between career congruence and motivation among employees at Feminagroup Jakarta Indonesia.
- H2 : There is a significant relationship between career congruence and job satisfaction among employees at Feminagroup Jakarta Indonesia.

- H2a : There is a significant relationship between career congruence and job satisfaction in terms of work among employees at Feminagroup Jakarta Indonesia.
- H2b : There is a significant relationship between career congruence and job satisfaction in terms of salary among employees at Feminagroup Jakarta Indonesia.
- H2c : There is a significant relationship between career congruence and job satisfaction in terms of promotion among employees at Feminagroup Jakarta Indonesia.
- H2d : There is a significant relationship between career congruence and job satisfaction in terms of supervision among employees in at Feminagroup Jakarta Indonesia.
- H2e : There is a significant relationship between career congruence and job satisfaction in terms of co-workers among employees in at Feminagroup Jakarta Indonesia.
- H3 : There is a significant influence between one of the five components of JDI toward motivation among employees at Feminagroup Jakarta Indonesia.
- H4 : There is a significant difference in career congruence, motivation and job satisfaction among employees based on gender at Feminagroup Jakarta Indonesia based on Holland Typology Theory.
- H4a : There is a significant difference in career congruence among employees based on gender at Feminagroup Jakarta Indonesia.
- H4b : There is a significant difference in motivation among employees based on gender at Feminagroup Jakarta Indonesia.
- H4c : There is a significant difference in job satisfaction among employees based on gender at Feminagroup Jakarta Indonesia.

1.8 Significance of Study

This study could bring significant changes towards Feminagroup respondents and future researchers. Feminagroup as an organization will benefit by knowing whether their employees are congruent with their job position and have enough motivation in order to achieve job satisfaction. The result could be applied in the organization through data collection and findings of this research. Moreover, the organization could conduct a program related to career congruence, motivation and job satisfaction among their employees to improve work productivity among them.

Secondly, this study is useful for the respondent to create awareness about their personality and work environment, motivation and job satisfaction while doing their job in Feminagroup Jakarta Indonesia. When the respondents answer the questionnaire, they will be aware of their career congruence, motivation and job satisfaction.

Thirdly, this study is useful for counselors to increase the knowledge in understanding the relationship and differences between career congruence, motivation and job satisfaction in the workplace in order to help their client during counseling session.

Finally, this research is useful for future researchers to extent the study of this field. This study enables future researchers to improve the understanding of this field by studying and countering the limitations faced by previous researchers. Besides, future researchers can also refer to this study as reference or guideline for their studies to achieve more reliable and valid results.

1.9 Scope and Relevance of Study

The research was conducted among employees of Feminagroup Jakarta Indonesia. The respondents for this study are 247 employees of the company. The respondents answered the research instruments through printed questionnaires. Vocational Preference Inventory (VPI) by John. L. Holland (1985) was used in this study to measure the career congruence of the respondents. Meanwhile, Motivation Assessment Scale (MAS) by Durand (1986) was used to measure motivation among the respondents. Last but not least; The Job Descriptive Index (JDI) by Smith, et al., (1969) was used to measure job satisfaction among the respondents.

1.10 Limitation of Study

The limitation of this study is the narrowness of the subject. The result of this study could not wholly represent the career congruence, motivation and job satisfaction of other employees but could only represent the employees at Feminagroup Jakarta Indonesia. In other words, the result cannot be generalized. Another limitation of this is that it was study not conducted for a specific department in the company. The result of this study could not represent the career congruence, motivation and job satisfaction employees of each specific department in Feminagroup.

1.11 Conceptual Definition

1.11.1 Career Congruence

According to Kristoff (1996), career congruence is specially focused on the fit between employee's values and the organizational values. While, Holland (1985) stated that congruence is a match situation between individuals personality with the environment of work. Koehly and Wasserman (1998), define congruence as the extent to which members agree on their perceptions of the organizations social culture. Employees are able to be congruent with the formal structure, demographic attributes and emergent structure.

1.11.2 Motivation

According to Issacson (1985), motivation is the greatest amount of personal enjoyment and fulfillment of an individual choosing their career in the future. According to Maslow (1943), motivation is an individual's desire to get self-fulfillment and to actually become and achieve their individual potential, enabling them to become capable in everything. Maslow mentions about the hierarchy of needs by following 5 steps such as physiological needs, safety needs, social needs, esteem needs, and for the self-actualization. Herzberg (1959) also defines motivation as needs to create conditions that make employee feel fulfilled in the workplace as an individual. Herzberg developed two-factor theory of motivation. First is satisfaction and secondly is hygiene factor. The satisfaction factors have sub components such as: achievement, recognition, work itself, responsibility, growth and promotion. On the other hand, hygiene factors include pay and benefits, personal life, working condition, job security, supervision, status, relation with co-workers, and company policy plus administration.

1.11.3 Job Satisfaction

According to Cranny et al. (1992), job satisfaction is commonly defined as an employee's affective reactions to a job based on a comparison of desired outcomes and actual outcomes. According to Porteous (1997), job satisfaction can be defined as a group of job-related feelings and it is a factor that could accelerate the development of an individual's behavior and attitude.

According to Weiss (2002), job satisfaction is an attitude; however, he pointed out that researchers should clearly differentiate the objects of cognitive evaluation which are affect (emotion), beliefs and behaviors. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviors. Other researchers, such as Bhuai and Menguc (2002), define job satisfaction as an extent to which one feels positive or negative about the intrinsic and extrinsic aspects of an individual's job. Whereas, Spector (1997) states that job satisfaction is the degree to which people like their jobs. In addition, he assures that job satisfaction is considered either as a related constellation of attitudes about various aspects, facets of the job or as a global feeling about the job.

According to Harold E. Burt cited in Mohammad As'ad (2003), the factors that lead to job satisfaction of employees is as follows:

1. The relationship between employees, such as the relationship between leadership and employees, physical factors and working conditions, social relationships among employees, suggestion of a coworker, the emotion of the work situation
2. Individual Factors, such as: people's attitude to work, age of people while working, sex.
3. External Factors, such as: the state of the employee's family, recreation, education and training.

Meanwhile, according to Mangkunagara (2001), there are two factors that affect job satisfaction, which employee and occupational factors. First are employee factors, such as intelligence (IQ), a special skill, and age, type of sex, physical condition, education, work experience, tenure, personality, emotions, thinking, perceptions and work attitudes. Secondly for occupational factor, such as the type of work, organizational structure, rank (class), position, and quality control, and financial security, opportunity to get promotion, social interaction and working relationships.

Moreover, according to Komara (2001), there are several factors that affect job satisfaction, such as:

- a. Psychological factors, the factors associated with the psychiatric state of employees which include interests, talents, and labor peace and work attitude.
- b. Social factors, the factors related to social interaction among employees with superiors and between different employees type and the unit works.
- c. Physical factors, the factors related to the physical condition of the work environment and employees, which include the type of work, working time and rest, work equipment, the state space and temperature.
- d. Financial factors, the factors related to collateral and employee benefits including salaries, social security and benefits.

A human resources manager is very concerned to understand and meet the various dimensions of job satisfaction and anticipate the possible consequences, especially the negative nuances. Robbins (2007) reveals that if job satisfaction is to be fulfilled, the company will experience increased productivity, decreased absentee, and suppressed job rotation. Options impingement actions in the form of job dissatisfaction (Mahesa, 2010) are:

1. Exit (quit), dissatisfaction expressed through behavior that is directed to leave the organization. Search includes a new position or quit.
2. Sound, dissatisfaction expressed through active and constructive efforts to improve conditions. This includes suggestions for improvements, discussing problems with superiors, and some forms of union activity.
3. Loyalty, expressed dissatisfaction while waiting passively for condition to improve. This includes talk defending the organization, facing criticism from outside and trusting the organization and management to do the right thing.
4. Devotion (neglect), expressed dissatisfaction by letting the conditions deteriorates. Including absenteeism or arriving late chronically, reduced effort and increased error rate.

Meanwhile, Luthans (2006) suggests that the effect on job satisfaction is:

1. Performance

Employees whose satisfaction level is high, the performance will increase, although the results are not immediate. There are several moderating variables that connect performance and job satisfaction, especially the award. If the employees receive incentive that they deserve and feels satisfied, they may produce greater performance.

2. Substitution of employees

High job satisfaction will not make the turnover low; otherwise if there is job dissatisfaction, then there might be a high employee turnover.

1.12 Operational Definition

1.12.1 Career Congruence

This study used the score obtained from Vocational Preference Inventory (VPI) and Ichaan compatibility index to analyze the career congruence level among respondents. This questionnaire assesses career congruence based on responses to 160 items in terms of two types of scale such as primary and secondary. Primary scale has subscale such as Realistic (R), Investigative (I), Artistic (A), Social (S), Enterprising (E) and Conventional (C). While the secondary scale has five subscales such as Self-concept (SC), Masculine-Feminim (MF), Status (ST), Infrequency (INF) and Acquiescence (AC). The Ichaan compatibility index is used after getting the score from the 11 subscales to check the compatibility of the three highest Holland code from VPI result and whether the three highest Holland code for the position of the job is matching or not, and the highest score from the Ichaan compatibility index is 28.

1.12.2 Motivation

This study used the score obtained from Motivation Assessment Scale (MAS) to analyze motivation among respondents. This questionnaire assesses motivation based on responses to 16 items and is able to get more results regarding the components of motivation, such as sensory, escape, attention and tangible.

1.12.3 Job Satisfaction

This study used the score obtained from Job Descriptive Index (JDI) to analyze job satisfaction among respondents. This questionnaire assesses job satisfaction based on responses to 90 items, and there are 5 scales which are work, supervision, co-workers, pay and promotion and 1 scale content items related with job in general.

1.13 Summary

In summary, this chapter provides the research overview by discussing in detail of the study background and problem statement related to the purpose of the study. Besides that, it provides the research questions followed by the objectives, hypothesis and assumptions held by the researcher in conducting this research. In order to understand the relevance of the study, the significance, scope, and limitation of the study are discussed. Finally, the conceptual and operational definitions are given to provide an in-depth understanding of the terms involved within the research.



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