

Can Job Passion and Job Talent Really Affect to Job Satisfaction and Performance?

Fitriansyah, Sri Mintarti, Eny Rochaida, Sukisno S. Riadi
Faculty of Ecomics and Business Mulawarman University

Abstract

Job passion and job talent are two interesting issues to be observed in the human resource management studies, especially related to organizational behaviour field. The aims of this study are to explore the associations among job passion, job talent, job satisfaction, and performance of employees. It is an explanatory study. The study subjects are consisted of all Widyaiswara (particurall teachers for Indonesia Government employees). Data are collected by using two type of questionnaires and data collection is conducted using census technique of 56 respondents working in the government education and training institutions in the East Kalimantan province, Indonesia. Partial Least Square model analysis is used to analyze this research and answer some hypotheses. Results indicate that in public organizations or government agencies, especially for Widyaiswara as educators and trainers in government institutions, job passion and job talent have positive but not significant enough influence to employees performance. However, job passion and job talent only give positive and significant influence to job satisfaction of employees or Widyaiswara itself. In addition, job satisfaction did not significantly affect the employees' performance in government agencies especially in the government training institutions in East Kalimantan Province. It means that although there is an increase in job satisfaction, it is not necessarily able to improve performance of the employees, additionally relatively by considering other factors that can affect the employees' performance at government institutions or public organizations.

Keywords: Job Passion, Job Talent, Job Satisfaction, Performance

1. INTRODUCTION

Two factors that influence the achievement of performance are ability and motivation, so it can be formulated that performance is a function of motivation and ability (Davis and Newstrom, 2008). Performance of human resources is a combination of motivation that exist in a person and his ability in carrying out a job (Feldman, 2012). This opinion shows that human resources can achieve satisfactory results in work depends on the behavior of employees in carrying out the work.

Greenberg and Baron (2008), conceptually states that job satisfaction has a relationship with the level of worker performance. According to Value Theory concept, job satisfaction occurs at the level where the job result is accepted as expected. The more people receive the results, the more satisfied they will be. Organizations that have more satisfied employees tend to be more effective when compared to organizations with less satisfied employees (Robbins and Judge, 2007). Some empirical studies show that job satisfaction is always associated with employee performance. Research conducted by Funmilola *et al.* (2013) and Laschinger *et al.* (2001), also found that job satisfaction has a positive and significant relationship to performance. However, in other studies, Ahmad *et al.* (2010), revealed that there is a weak relationship between job satisfaction and performance, even Tsai *et al.* (2010) found that job satisfaction had no effect on job performance. These show there is a gap for further investigation.

Another factor related to job satisfaction is motivation. Motivation is a willingness to exert a high level of effort toward an established organizational goal in order to satisfy some individual needs (Robbins, 2003). Koys (2001) states that the provision of motivation to employees will be able to improve job satisfaction and effectiveness, while for the long term can improve the job performance of employees themselves.

Motivation is a process that explains the intensity, direction and persistence of an individual to achieve his goals. The three principal elements in this definition are intensity, direction and perseverance. The element of perseverance is also associated with passion, because one element of passion is perseverance. The position of passion is described as an integral part of motivation. Passion is retained for longer periods of time. This suggests that the role and position of passion is more fundamental, more essential, as the underlying motive of continuous motivation (Nazir and Purnama, 2010).

Some empirical studies related to job passion that can be the research gap is the researches of Ho *et al.* (2011) and Vallerand *et al.* (2007) who concluded that harmonious passion can show high performance results. However, the results of research Ho *et al.* (2011) also shows that job passion is not influenced by factors that are found in job satisfaction. This is in contrast to some of the results of researches, one of which is research result of Westover *et al.* (2010) who found that the passion variable can significantly affect job satisfaction.

Another theory, Armstrong and Murlis (2003:47) defines competence as a fundamental characteristic of individuals who are causally associated with excellent effectiveness or performance. Spencer and Spencer (2007) also state that competence is a characteristic that underlies a person and is related to the effectiveness of

individual performance in his work. Moeheriono (2010) explains that there are five characteristics of the formation of competence, namely traits, motive, self concept, knowledge, and talent. Specifically, William (2004) defines talent as a person's capacity or hypothetical potential, as habits about behavioral patterns that can be formulated. This pattern of behavior can be created with education and training or no education and training before. Talents can also be interpreted by someone who has the natural ability to do things well, without some great efforts. Some empirical studies (Ulrich and Allen, 2014; Taie, 2015; Altinoz *et al.*, 2012; Elahinejad and Gholami, 2015) show that talent management can improve job satisfaction and employee performance, although there are still differences of opinion about talent management factors have a low or less significant level in influencing job satisfaction (Hamidi *et al.*, 2014).

On the other hand, Widyaiswara profession is a functional officer of civil servant who has duty, responsibility, authority, and right to do educational activity, teaching, and training of civil servant, evaluation and development of training at government training institution. The recruitment process for the Widyaiswara profession may also come from civil servants as well as structural officials who want to turn into functional officials and also explained that the retirement age of functional officials of Widyaiswara Utama (highest job level) can reach 65 years old. Problems arise when the civil servants, moreover structural officials, switch to functional positions of Widyaiswara with different motives. Structural officials or civil servants who have no educational background, prior teaching and training are required to have such knowledge and skills so that their performance may not be optimal (Sutarwi, 2014).

The phenomenon that occurs in institutions of education and training illustrates that there is a Widyaiswara allegedly less able to adapt to his role as a Widyaiswara, so they seems less empowered in terms of educating, teaching, and train. This phenomenon certainly causes dissatisfaction on Widyaiswara itself. It should be suspected that there are intrinsic factors derived from within the individual Widyaiswara. It is interesting to investigate further.

The purpose of this research is to test and analyze: (1) the effect of job passion on employee towards job satisfaction, (2) the effect of job talent towards job satisfaction, (3) the effect of job passion towards employee performance, (4) the effect of job talent towards employee performance, and (5) the effect of job satisfaction towards employee performance.

2. LITERATURE STUDIES

Organizational Behavior is related to the study of what people do in the organization and how those behaviors affect the organization's performance. Organizational Behavior is a field of study that studies the impact of individuals, groups, and structures on behavior within an organization with the intent of applying such knowledge to improving organizational effectiveness (Robbins and Judge, 2015).

Organizational Behavior is an applied behavioral science that built with the support of a number of behavioral disciplines, such as psychology, sociology, social psychology, anthropology, and political science. More specifically, psychology is a science that tries to measure, explain, and sometimes changing the behavior of humans and other animals. Psychologists focus on learning and trying to understand the individual behaviors, include learning, perception, personality, emotion, training, leadership effectiveness, motivational needs and powers, job satisfaction, performance appraisal, attitude measurement, employee selection techniques, job design, and job stress (Robbins and Judge, 2015), including the individual workers' passion and talents in this case.

The theory of performance explains that employee performance is job performance or output both quality and quantity achieved by employee per unit of time period in performing its job duties in accordance with the responsibility given to him (Benardin and Russel, 2013). Performance is a real behavior that displayed every person as work performance generated by employees in accordance with its role in the company. Another opinion, Davis and Newstrom (2008) also states that the affected factors to the achievement of performance are ability and motivation.

Performance appraisal is the process of decision-making about the results or outputs achieved by employees (Gomes, 2010). It has several performance measurement criteria: (1) quantity of work, (2) quality of work, (3) job knowledge, (4) creativeness, (5) cooperation, (6) dependability, (7) initiative, and (8) personal qualities.

Further, Robbins and Judge (2008) explain that job satisfaction is a positive feeling about a person's work which is the result of an evaluation of his characteristics. Another explanation of Luthans (2011) which states that there are a number of factors that affect job satisfaction. The most important dimensions are salary, job itself, promotion, supervision, working group and working conditions.

Meanwhile, the theory of passion states that passion is about doing a wholehearted action which then resonates the pure values. Passion produces strength from within to face all external challenges. Passion provides an inexhaustible source of energy. Passion is not merely a spirit and motivation. Passion has become a prerequisite for a success because with passion people will work very well. Passion is often thought to be spontaneous, not artificial. It's like we love our work, or are forced to do it, or even do not like it at all. Passion cannot be forced or created, it comes by itself (inside-out). However, indeed passions can be created, shaped, and

excavated, even for jobs we do not like at all (Nazir and Purnama, 2010).

Basically, passion is a drive or a desire that consistently requires us to perform actions with good quality, earnest and goal-oriented or target oriented. However, the passion will work properly when it is guided by the correct motive. Passion can be dangerous (obsessive) if it is not controlled emotionally and psychologically. In all professions or competitions, the difference between the best employee and the ordinary employee is the passion. Those with the best of 5% are people who work many times better than the average. This difference occurs because they have a passion for everything they do. They will work harder, longer, and pay more attention to detail than people who do not have passion. In quantitative research, passion is more than just motivation, ambition and obsession. Passion is more positive and deeper. Passion has never been negative, such as ambition and obsession (Nazir and Purnama, 2010).

Renè (2015) argues that the components of passion consist of:

1. Subject of fascination, which is defined as "interest" or "a very strong attraction on a particular object".
2. Specific activities. In addition to passionate topics, passion can also be traced to activities that make a person feel empowered to run every time.

Passion is also defined as a strong tendency towards activities favored and considered important by a person (Vallerand in Ho *et al.*, 2011). Another opinion, job passion is described as a work loved by someone (Marques in Ho *et al.*, 2011). In particular, Ho *et al.* (2011) makes a concept that job passion is a work attitude consisting of two elements, called affective and cognitive, which can form a strong tendency for a person to a job. Further, Ho *et al.* (2011) also explains that job passion encompasses stronger, stronger feelings that go beyond mere desire, including elements not found in job satisfaction, and job passion is not influenced by factors in job satisfaction. For example, someone does not necessarily have job passion for their job just because they have a good co-worker relationship.

The research results of Nazir and Purnama (2010) found that at least four principles of how passion works. Those passion principles are:

1. Clear goals (for love and sacrifice). A person working with passion will first formulate his or her direction and purpose, then love until he does to sacrifice in order to achieve his goal;
2. Values of life. Passion enables them to create good values in every way, both successful and failing. Besides, passion will also generate strength to face all challenges;
3. Abundant energy. A person who works with passion never runs out of energy in him (fuel from within); and
4. Enjoy a small success. Someone with passion will always enjoy every little success they have achieved.

Furthermore, the theory of job talent compiled by Woodworth and Marquis (2001) defines the talent is an ability that can be predicted and can be measured with a special test tool. Suharno (2003) defines that talent is a condition or set of characteristics of a person's ability to investigate something with a special training exercise about knowledge, skill, or series of responses such as language, writing, and so forth. Another theory mentions that talent is the basic ability of a person to learn in a relatively short tempo than others, but the result is better. Talent is the natural ability of a person who is remarkable about something or someone's ability above the average ability of others (Sefrina, 2013). Aptitude is a natural ability to acquire knowledge and skills, both general and specific. It is called specific aptitude when the potential ability is very specific, such as academic talent, social, art and so forth. This specific aptitude is then called talent, while the general talent (intellectual) is called gifted. Specific aptitude or talents are innate abilities of specific potential and if they are well-developed, they will emerge as special abilities in a particular field according to their potential.

Renzulli (1994) explains that people with job talent essentially has three characteristics:

1. Ability above average, the ability must be superior and balanced with the creativity and responsibility of the task;
2. Creativity, is the ability to give new ideas and apply them in problem solving;
3. Self-engagement or responsibility to the task, showing the spirit and motivation to work and accomplish a task, a self- engagement from within, is not the responsibility received from the outside.

Pella and Inayati (2011) states that human resources that can be categorized as talented employees are:

1. Generate more performance than usual for the company. These individuals work by delivering results that exceed the average of other employees, the average difference seen to be significantly different;
2. Consistently strive to continuously improve products and processes and develop others so that their presence adds value to the organization;
3. Can succeed well at any position within the company;
4. Can remain effective at producing things in different cultures and adapt quickly into diverse locations;
5. Build their work systematically to deliver performance and work more to get better results for the company continuously ;
6. Pay attention to team success rather than individual success;
7. Have more ability in terms of seeing personal talents of people and understanding others better;
8. Gain respect from colleagues because he is able to act as role model for others in the organization; and

9. Can attract other talented people into the organization because of its reputation, and its existence enhances the reputation of the organization.

Furthermore, public organizations are often seen in the form of government organizations known as government bureaucracy (government organizations). Public organizations are organizations established to meet the public needs of public services and civil services. This organization aims to serve the needs of society for the sake of welfare as mandated by the constitution as a foothold in its operations. Public organizations oriented to the service of community, not on profit (Ndraha, 2005). One public organization that serves to serve the public is the Government Education and Training Institute. This Government Education and Training institution has the main activity to educate and train the government employees and the community which is the guidance of the institution. The main objective of the Government Education and Training institute is to improve the government employees' competence and the community under their responsibilities. In the process of implementing the activities, the Government Education and Training institutes have particular lecturers called Widyaiswara.

As the basis, some previous research which can become empirical base in this research are as follows: Ho *et al.* (2011), Westover *et al.* (2010), Vallerand and Houliort (2003), Vallerand *et al.* (2007), Westover *et al.* (2010), Burke *et al.* (2011), Bhatti *et al.* (2011), Ulrich and Allen (2014), Taie (2015), Lyria *et al.* (2014), Altinoz *et al.* (2012), Yadav (2014), Elahinejad and Gholami (2015), Khodabakhshi and Abdoalrezagholizadeh (2015), Humidi *et al.* (2014), Argyle (1989), Funmilola *et al.* (2013), Tsai *et al.* (2010), Ahmad *et al.* (2010), Samad (2011), Ostroff (1992), Laschinger *et al.* (2001).

Based on the results of previous theoretical and empirical studies, several hypotheses proposed in this study are as:

1. H₁: There is a significant effect between job passion and job satisfaction.
2. H₂: There is a significant effect between job talents and job satisfaction.
3. H₃: There is a significant effect between job passion and performance.
4. H₄: There is a significant effect between job talent and performance.
5. H₅: There is a significant effect between job satisfaction and performance.

3. RESEARCH METHODS

This research type is explanatory research, which aims to know and explain influence among existing variables, and continued with test of hypothesis which have been formulated before in order to explain causal relationship among variables. This research is also categorized as descriptive research, because it gives explanation about the variables to be studied.

Using quantitative approach through survey method and Likert scale, respondents were asked to convey their level of agreement about the values and effects among variables to be measured. Which in turn, questionnaires distributed to the respondents and processed by using data analysis method PLS (Partial Least Square).

The concept model of the following research will explain the relationship among variables used in the research through theoretical approach and empirical support to build the hypothesis which will then be tested using statistical analysis tools in this study. The figure below shows the direct and indirect correlation among the research variables of job passion, job talent, job satisfaction, and performance tested in this research.

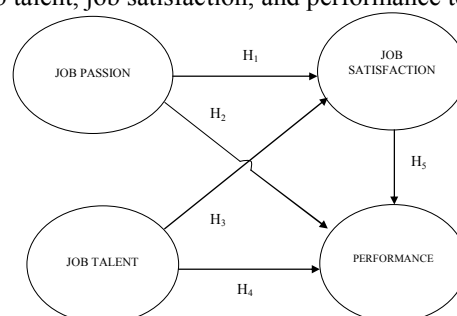


Figure 1. Research Conceptual Model

Population of this research is all Widyaiswara in East Kalimantan Province, were 56 employees. Participants engaged in census technique to collect the whole data. All eligible respondents must have status as an active Widyaiswara, while Widyaiswara with temporary exemption status and candidate of Widyaiswara were excluded in this research. Defining the operational variables are based on the theoretical and empirical studies described in the previous section.

Variable of Job Passion

Job passion is to undertake the Widyaiswara's jobs wholeheartedly, full of self-encouragement, desire and loving for the job consistently. The indicators used to measure the variable of job passion in this study are:

- 1) Interest, which can be interpreted as a very strong appeal to Widyaiswara's job which rooted in interest and joy for the job and always have the curiosity or concerning.
- 2) Feel empowered. Widyaiswara feels that he has the strength and capability whenever he runs his job activities as a Widyaiswara.
- 3) Loving the job. This encompasses the love feelings for the Widyaiswara's job and the perception of the importance of the individual job value.
- 4) Willing to sacrifice. Widyaiswara who work with passion will be willing to sacrifice in order to achieve the goals in his work and if necessary willingly not paid to perform their activities.
- 5) Abundant energy. Widyaiswara who works with passion never felt run out of energy, thus making them never affected by mood and have abundant internal energy and stable constantly.

Variables of Job Talent

Job talent is the potential of basic and natural capabilities of Widyaiswara in his job which includes knowledge, skills and a series of responses that can be obtained and done in a relatively short time compared to others, but the result of his work is above the average ability other people. Indicators of job talent which measured in this study are:

- 1) Ability above average. Widyaiswara can produce more work than usual for the organization and deliver results that exceed the average of other employees.
- 2) Ability to adapt. Widyaiswara can remain effective in producing different situations and cultures and can adapt quickly into diverse locations.
- 3) Creativity. Widyaiswara has an ability to provide new ideas (originality) in his job and have a high curiosity, and always want to find new experiences in the scope of Widyaiswara's job.
- 4) Role model. Widyaiswara has a positive reputation and earns respect from his colleagues so he can act as a role model for others in his organization.

Variable of Job Satisfaction

Job Satisfaction is a positive feeling about the Widyaiswara's job or profession which is the result of an evaluation of its characteristics. The indicators used in Job Satisfaction variable are:

- 1) The work itself, is the main source of satisfaction of Widyaiswara where the job provides an interesting task, the opportunity to learn, requires a certain skill, and the feeling that his skill is needed in doing the job.
- 2) Promotion. This is related to a chance for Widyaiswara to gain career enhancement and the possibility of Widyaiswara to be able to develop through promotion in the organization.
- 3) Salary and pay. It is based on the acquisition of the absolute amount of fixed salary and pay received, and the degree to which fixed salary and pay meet the expectations of Widyaiswara.

Variable of Performance

Performance is an achievement or output showed by Widyaiswara from his functions or activities during a certain time period, according to his roles and responsibilities in an Educational and Training institution. The indicators of Widyaiswara's performance can be measured by:

- 1) Quality of work, the quality of work has been achieved by Widyaiswara based on the compliance conditions, consists of targets achievement, job responsibilities, and job reliability.
- 2) Job ability, is the level of Widyaiswara's knowledge and skills in doing their job.
- 3) Personal qualities, which concern the personality of Widyaiswara, consist of leadership, hospitality, cooperation, discipline, and personal integrity Widyaiswara.

In this research, questionnaire method is used to collect data by submitting a list of statements to respondents that are adapted to the purpose of research. Questionnaires in this study were based on the indicators of each research variable, while the measurement scale for questionnaire used Likert scale. To maintain the validity of the research instrument, researchers also consult with an independent Psychological Institute.

The questionnaire consisted of 2 (two) types, namely Questionnaire A which contains a list of statements related to indicators of job passion, job talent, and job satisfaction variables and respondents filled form who are the direct object of research (Widyaiswara). While Questionnaire B contains a list of questions relating to indicators of performance variables to be filled by respondents who are Direct Supervisors or bosses of research objects.

For technique and data analysis, validity and reliability test of research instrument will be measured. Then, data analysis was done by using partial least square approach (PLS). PLS analysis is a multivariate statistical technique that performs the comparison between multiple dependent variables and multiple independent variables. This PLS method uses a 3-stage iteration process and each iteration stage generates an estimate. The first stage, yielding the weight estimate, the second stage generates estimates for the inner model and outer model, and the third stage provides estimation means and location.

4. FINDINGS

The test validity and reliability of research instruments are conducted by using Pearson Correlation and Cronbach's alpha. The results state the research instruments are valid and reliable. Descriptions of object characteristics and research variables are also described in the results of this study.

The results of PLS analysis for the model of measurement (outer model) using the result of loading factor value estimation shows the number > 70 for almost all indicators in each variable. This indicates that the indicators are able to measure the variables in this study. The test results of convergent validity, discriminant validity, and reliability also show that the results are valid and reliable.

For analysis of structural model (inner model), on examination of Goodness of Fit Model shows job satisfaction variable has R^2 value 64.4%. It means 64.4% of job satisfaction variable is influenced by job passion and job talent, while the rest of 35.6% is explained by other variables not examined in this study. For performance variable has a R^2 value is only 24.4%, meaning that 24.4% of performance variable is influenced by job passion, job talent, and job satisfaction, while the rest of 75.6% is explained by other variables that are not examined in research this.

In hypothesis test by using t-statistic value show the results are (1) job passion has positive and significant effect to job satisfaction, proven correct or H_1 accepted; (2) job passion has positive but not significant effect to performance, so the hypothesis of job passion has a positive and significant effect on Performance is not proven or H_2 is rejected; (3) job talent has positive and significant effect to job satisfaction, proven correct or H_3 accepted; (4) job talent has a positive but not significant effect to performance, proven not correct or H_4 rejected; and (5) job satisfaction has a positive but not significant effect to performance, proven not correct or H_5 is rejected.

5. DISCUSSION

The model of the relationship between Working Work, Job Talent, Job Satisfaction and Performance variables created in this study is a model of the latest approach that try to be tested form the relationship in this research.

The new findings of this study indicate that in public organizations or government agencies, especially on research object of Widyaiswara who work in educational institutions and training owned by the government stated that the job passion and job talent have a positive influence but not significant to the employee performance. Job passion and job talent only have positive and significant effect to job satisfaction of employees or Widyaiswara itself. In addition, job satisfaction did not significantly affect the employees' performance of government institutions especially to government training institutions in East Kalimantan Province. This means that although there is an increase in job satisfaction, it does not mean an improvement performance for these employees. Other factors should be considered in the employees' performance of government institutions or public organizations.

The discrepancy that occurs in the results of the study may occur due to the different characteristics of the object of research. The overall object of empirical research used as a comparison is a business organization or company that has profit oriented, while this study uses individuals in public organizations or government agencies as respondents. This difference in organizational characteristics is likely to make different results that led to new findings in this study.

In sum, some limitations for this study are the usage of four variables and their indicators associated in this study and research objects (public organizations) that could be developed further to enrich the theories and concepts related to the job passion, job talent, job satisfaction, and performance.

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