

Work Motivation Between Women Entrepreneurs And Female Employees In Surabaya

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Abstract

Nowadays, the phenomena shows that the increasing of women employees and women entrepreneurs increase significantly. They entered in various kinds of sectors including florist, banking, handicraft, beauty clinic, event organizer, education and garment. Both of those have differences in work motivation. The purpose of this research is to prove the differences of work motivation between those women categories. This research applied the quantitative and qualitative approach. Quota sampling was use in this research due to unidentified respondent available and data collection was done by using questionnaire designed in Semantic Differential's Scale. The result of this research showed that work motivation between women entrepreneur and female employees in Surabaya different significantly. The other result shows that there are no differences between women entrepreneur and women employees in esteem element.

Key Words: work motivation, women entrepreneurs, and women employees.

Research Background

The development of Indonesian women today, not only covers the amount but also its role in various aspects of life, includes economics, social, and politics. In contrasting women's roles in business, we must consider that Indonesia women have played a very traditional role in their life. In traditional household, men go to work and earn income to support their families and women stay home and raise their children and care for elders. Even though women work after graduation from school, they are expected to leave school when they get married or give birth to children. If they should decide to re-enter the business world, they tend only to get clerical for many years, this system in Indonesia isolated women from participating in society and prevented them from acquiring technical knowledge or social skills and from establishing a network of business colleagues. Now, there is a changing of paradigm about the role of women although there is still a lot of discrimination, but the success of women in the workplace has been proven in many countries. For example in the U.S., 90% of banks in the U.S. have at least one-woman director. In 2006, 35% CEO of Fortune is a woman, and 48% of the national private business (in the U.S.) owned by women. Furthermore, a study found that women are now recognized as a capable workforce to help reduce Japan's labor shortage. According to Senior Official in the Japanese Economic Planning Ministry, the top five large companies as defined by the number of employees that are pro actively recruiting women are IBM Japan, NEC, Fujitsu, Nippon Telegraph & Telephone and Suntory. A survey in 2002 found that the most common sector in which women began new business in Japan was in services, such as small restaurants, take-out food stores, nursing, massage centers, relaxation clinics and pet grooming (Brown & Oakland, 2007). Meanwhile, since 1980 in the UK, the number of women entrepreneurs rose three times faster than the number of men entrepreneurs and 1 / 3 of small businesses in Canada owned by women.

Research conducted by the Ministry of Cooperatives and Small Entrepreneur (SWA, 2008) showed that in times of crisis, only 4% of small and medium entrepreneurs who have gone out of business, 64% was survive, 1% was increased and 31% was decided to reduce the scale of operation. A statement from the UN source said that countries will be able to establish if they have self-employed as many as 2% of the total population.

According to Central Bureau of Statistics -Indonesia, the number of female workforce in Surabaya in 2003 was 82, 68%, continue increase to 83, 01% in 2004. The data also showed that from total population in Indonesia, the percentage of male workforce only 51% and the last was female workforce (49%). Based on marital status, the number of unmarried women was less than married, while in the field of work, there was various kind of field that women entered since 2000. From 2003 to 2005, the number of female worker in agriculture field decreased slightly from 46, 69% to 42, and 24%. On the other hand, women employed in sales sectors rose during the period

from 23, 36% to 24, and 55%. It means that the majority occupations of women in Surabaya who employed in agriculture sectors were higher than other sectors while women also more dominance in sales sectors than others.

The motivation of each individual is different. To know this difference, we interview 10 respondents. The results can be seen in detail in table 1 below:

TABLE 1
WORK MOTIVATION BETWEEN WOMEN ENTREPRENEURS AND FEMALE EMPLOYEES IN SURABAYA

NO. RESP	WORK	WORK MOTIVATION	NO. RESP.	INSTITUTION	WORK MOTIVATION
1	Crafts	Helps meet household needs (<i>Psychological needs</i>)	1	Bank Employees	Funding needs of family after her husband passed away (<i>Psychological needs</i>)
2	Dance Studios	Getting a lot of friends and not lonely (<i>social need</i>)	2	Private company employees	Helping the family economy (<i>psychological needs</i>)
3	Florist	can develop a hobby that makes money (<i>psychological needs</i>)	3	Bank Employees	more obvious career so it is easy to reach peak performance (<i>self-actualization</i>)
4	Boutique	Funding childcare's life after her husband left (<i>psychological needs</i>)	4	Public Employees	There is a guarantee of adequate old age (pensions) (<i>safety needs</i>)
5	Beauty Salons	Develop hobbies and talent to get extra income (<i>psychological needs and self-actualization</i>)	5	Furniture Company Employees	To get experience and to actualize themselves (<i>self-actualization</i>)

Source: interviews, 14 to 20 June 2009 (processed)

From the interview results can be seen differences in work motivation between woman entrepreneur and female employees. Based on the symptoms and facts above, the formulation of the research question was "are there differences in work motivation between women entrepreneurs and female employees in Surabaya?" The goals of this research are to find the differences between work motivation between women entrepreneurs and female employees and expected to benefit the reader, especially about the motivation of women in work.

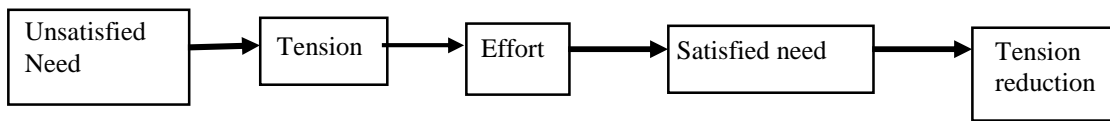
Literature Review

A. Work Motivation

1. Understanding Work Motivation

According to Schermerhorn (2008:346) motivation is "forces within the individual that account for the level, direction and persistence of effort expended at work." The same thing also suggested by Luthans (1998: 161), namely: "motivation is a process that starts with a physiological or psychological deficiency or need that activates a behavior or a drive that is aimed at a goal or incentive". Robbins (2001:212) defines motivation as the processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal.. In detail, Robbins explained that there are three elements in that definition. First, intensity is concerned with how hard a person tries. High intensity is unlikely to lead to favorable job-performance outcomes unless the effort is channeled in a direction that benefits the organization. Therefore the quality of effort is consider as well as its

intensity. Finally, motivation has a persistence dimension that measure how long a person can maintain his/her effort. Motivated individuals stay with a task long enough to achieve their goal. Robbins gives the motivation process in figure 1 below (2001: 168):



**FIGURE 1
MOTIVATION PROCESS**

Source: Robbins (2001:168)

Figure motivation above, indicates that motivation begins with unsatisfied need lead to a feeling of pressure or tension that the individual will create an incentive in the form of efforts to meet the unfulfilled. When the need is satisfied it will naturally decrease the tension. The different motivations between individuals depend on the characteristics of individual biographies. Moreover, Robbins (2001: 34-36) explained that the biographical characteristics that influence one's motivation is the age, sex, marital status, and tenure. These four characteristics provide significantly influence on differences in individual motivation.

Most discussions of motivation begin with the concept of individual needs – the unfulfilled physiological desires of an individual. All of the motivational theories agree that needs cause tensions that influence attitudes and behavior.

2. Motivation Theory

There are various theories of motivation proposed by experts. One is the theory put forward by Abraham Maslow called the hierarchy theory of needs. He hypothesized that within every human being there exists a hierarchy of five needs. The lowest needs are physiological needs and the highest is self-actualization needs. These needs are:

- a. Psychological;** physical needs are the most basic needs include hunger, thirst, shelter, sex, and other bodily needs. If these physiological needs are not met, or not satisfied, then the individual does not move up to higher needs. In organization, these needs include salaries and wages. Manifestation of this need would appear if someone could find a suitable job and obtain the appropriate compensation.
- b. Safety;** this need covers security and protection from physical and emotional harm. In organizational manifestation of the need would seem if someone can get the job security (not on layoff or not the company went bankrupt), security in the face of the leadership or co-worker / business partner, security in terms of insurance and pension or retirement security.
- c. Social;** includes affection, belongingness, acceptance and friendship. These needs encourages individuals to make personal relationship with others and feelings of other people received either the same sex or of different types, in family or community environment. In organizational manifestation of this need would appear when one individual able to interact with colleagues to complete a task and get a sense of friendship of co-workers, bosses, subordinates and people around to enhance active participation in the work.
- d. Esteem;** People need both internal esteem factors and external esteem factors. . Maslow divided needs of self-esteem in two parts. The first part is the respect or appreciation of self that includes a desire to obtain status, control, sufficiency, independence, competence, confidence, personal strength, independence and freedom, so that every individual wants to know or to feel confident that he valued and able to overcome all challenges in life. The second part is the respect and appreciation from others, which include achievement, prestige, recognition, acceptance, attention, status, position, and good will. In this case the individual requires respect for everything he did. In the organization, this manifestation associated with the office, one's achievement, and reward.
- e. Self-actualization;** The drive to become what one is capable of becoming includes growth, achieving one's potential and self-fulfillment. Each individual can actualize him/herself. The form of self actualization is different in each person because each person has different characteristics and personality.

As each of these needs becomes substantially satisfied, the next need becomes dominant. From the standpoint of motivation, although no need is ever fully gratified, a substantially satisfied need no longer motivates. So if you want to motivate someone, try to understand what level of the hierarchy the person is currently on and focus on satisfying those needs at or above that level. Maslow separated the five needs in to higher and lower orders.

Physiological and safety needs were described as **lower – order needs** and social, esteem and self-actualization needs as **higher-order needs**. The differentiation between the two orders was made on the premise that higher-order needs are satisfied internally (within the person), whereas lower-order needs are predominantly satisfied externally (by such things as pay, union contracts and tenure).

3. Propositions

Research conducted LEE (1996) about The Motivation of Women Entrepreneurs and Female employees in Singapore, showed a significantly differences between motivation of women entrepreneurs and female employees. Research showed that women entrepreneurs in Singapore have a higher need for achievement and dominance than women employees. In addition, this study found no significant difference between Singaporean women entrepreneurs and female employees in their needs for affiliation and autonomy. Another research conducted by Brown & Oakland (2007) about Women Entrepreneur in Japan, showed that Japanese women like to be an entrepreneur than to be employees in a company because of several reasons. First, Women's traditional supporting roles in the family, while restrictive, have in many ways allowed them to take on risks and new challenges because they have more to gain than lose in terms of career opportunities in Japan. Second, as the "official" holder of the family purse strings, Japanese women can understand consumers' needs and wants and they were able to derive new business ideas from their experience as consumers. Finally, technological advances now allow women to utilize the Internet and their computer skills to manage both career and family.

B. Hypothesis

Based on the facts and theoretical arguments, the major hypothesis is as follows: "There are differences in work motivation between women entrepreneurs and female employees in Surabaya".

Research Method

The data source for the study is primary data that obtained from respondents. The quantitative research process begins with the formulation of a questionnaire which consists of 5 dimensions: Physiological, Safety, Social, Esteem and Self-Actualization. The questionnaire is then judged for content validity and reliability on a group of conveniently selected respondents to assess its clarity and ease of completion. The sample was gained through non-probability technique with quota sampling. Data processed and analyzed using the Statistical Package for Social Sciences (SPSS) application. Scale of measurement used in this study is interval scale range from 1 – 7. In the study, the population is defined as women who fulfill the ensuing criteria. a) They are business owners and actively involved in the operation and decision making of the said business. b) all business has been standing for minimum of 2 years or working in an organization with minimum term of 1 year and c) based in Surabaya.

Hypothesis testing is done by independent t test - a test to examine differences in the motivation of 2 different samples, using a level of significance (α) with 5% two-tailed test (two-tailed test). The statistical hypothesis is

$H_0: \bar{X}_1 = \bar{X}_2$, it means there is no difference in motivation.

$H_1: \bar{X}_1 \neq \bar{X}_2$, it means there is a difference motivation to work.

Test criteria or decision H_0 : rejected if t count print out showing significant $p \leq 0.05$ means that there is a difference between women entrepreneurs and female employees in Surabaya.

Result and Discussion

A. Profile of Respondent

The number of samples taken in this study amounted to 60, divided 30 respondent women entrepreneurs and 30 female employees. The profile of respondents as a whole can be seen in Table 2 below:

Table 2
Respondents profile

WOMEN ENTREPRENEURS		FEMALE EMPLOYEES	
FIELD OF BUSINESS	NUMBER	FIELD OF BUSINESS	NUMBER
<ul style="list-style-type: none"> • Boutique • Catering • Florists • Event Organizer • Services Outsourcing • Gown Rental Services • Travel Services • Institute of Education • crafts • Beauty Salons • Studios Gymnastics • Souvenir • Dormitory • Embroidery 	<ul style="list-style-type: none"> 5 5 1 3 1 1 2 2 1 3 2 1 1 	<ul style="list-style-type: none"> • Private Companies • Event Organizer • Property Services • Banking • Public Company 	<ul style="list-style-type: none"> 3 3 2 14 8
AGE		AGE	
<ul style="list-style-type: none"> • 20 – 29 years old • 30 – 39 years old • 40 – 49 years old • 50 – 59 years old 	<ul style="list-style-type: none"> 13 8 5 4 	<ul style="list-style-type: none"> • 20 – 29 years old • 30 – 39 years old • 40 – 49 years old • 50 – 59 years old 	<ul style="list-style-type: none"> 15 9 2 4
LENGTH OF BUSINESS		LENGTH OF WORK	
<ul style="list-style-type: none"> • 1 - < 2 year • 2 - < 3 year • 3 - < 4 year • 4 - < 5 year • ≥ 5 year 	<ul style="list-style-type: none"> 11 3 4 10 2 	<ul style="list-style-type: none"> • < 1 year • 1 - < 2 year • 2 - < 3 year • 3 - < 4 year • 4 - < 5 year • ≥ 5 year 	<ul style="list-style-type: none"> 5 2 12 4 3 4

Source : Questionnaire, 2009 (processed)

B. Data Processing, Research Findings And Discussion

1. Validity Test

The validity of the test results indicate that the instrument used is valid, both for respondent's entrepreneurial women and female employees. The validity of the results in detail can be seen in table 3 below:

TABLE 3
VALIDITY TEST

Dimensions	Entrepreneurial Women			Female employees		
	Pearson correlation	r critis	information	Pearson correlation	r critis	information
PSYCHOLOGICAL	0.468	0.30	Valid	0.592	0.30	Valid
SAFETY	0.477	0.30	Valid	0.469	0.30	Valid
SOCIAL	0.559	0.30	Valid	0.403	0.30	Valid
ESTEEM	0.443	0.30	Valid	0.631	0.30	Valid
SELF ACTUALIZATION	0.682	0.30	Valid	0.354	0.30	Valid

Source: questionnaire, 2009 (processed)

2. Reliability Test

Calculation of Cronbach α reliability coefficient for each group of respondents carried out after reducing the items that do not have consistency. If the calculation of the coefficient measurements has score above 0.6 it can be concluded that the indicators used are reliable. Cronbach Alpha coefficient score can be seen in table 4

TABLE 4
RELIABILITY TEST

Group of Respondent	Alpha cronbach	alpha standard	Description
1. <i>Women Entrepreneurs</i>	0.794	0,6	Reliable
2. <i>Female Employees</i>	0.760	0,6	Reliable

Source: questionnaire, 2009 (processed)

3. Normality Test

Normality test indicated that the data used in normal distribution. The complete data can be seen in table 5 below:

TABLE 5
NORMALITY TEST

DIMENSIONS	α	RESPONDENT		DESCRIPTION
		WOMEN ENTREPRENEUR	FEMALE EMPLOYEE	
PSYCHOLOGICAL	0.05	0.297	0.298	Normal
SAFETY	0.05	0.262	0.142	Normal
SOCIAL	0.05	0.325	0.473	Normal
ESTEEM	0.05	0.54	0.494	Normal
SELF ACTUALIZATION	0.05	0.457	0.513	Normal

Source: Questionnaire, 2009 (processed)

4. Descriptive Analysis

The results of a complete data processing can be viewed in table 6 as follow:

TABLE 6
AVERAGE, DEVIATION STANDARD, AND COEFICIENT VARIANT

DIMENSIONS	STATE-MENT	WOMEN ENTREPRENEURS			FEMALE EMPLOYEES		
		MEAN	DEVIATION STANDARD	COEFICIENT VARIANT	MEAN	DEVIATION STANDARD	COEFICIENT VARIANT
PSYCHOLOGICAL	1	6.53	0.62	9.53	5.50	1.22	22.8
	2	5.80	0.80	13.79	5.13	1.33	26.08
	3	5.27	1.33	25.58	4.53	1.47	32.67
TOTAL		5.83	0.91	16.3	5.00	1.34	27.18

SAFETY	4	5.20	1.56	30	4.03	1.90	47.5
	5	6.60	0.67	10.15	6.30	0.95	15.08
	6	5.53	1.30	23.64	5.27	1.01	19.42
TOTAL		5.77	1.17	21.26	5.2	1.28	27.33
LOVE AND BELONGINGNESS	7	6.03	0.71	11.83	6.37	0.71	11.2
	8	6.67	0.54	8.13	5.73	1.01	17.72
	9	6.30	0.65	10.32	6.00	0.86	14.46
TOTAL		6.30	0.63	10.0	6.00	0.86	14.46
ESTEEM	10	5.77	0.43	7.54	5.60	0.96	17.14
	11	6.20	0.92	14.84	5.77	0.97	17.02
	12	6.57	0.50	7.69	6.33	0.80	12.70
TOTAL		6.13	0.61	10.0	5.86	0.91	15.62
SELF ACTUALIZATION	13	6.70	0.65	9.70	6.13	0.89	14.57
	14	5.50	1.10	20	5.67	1.09	19.46
	15	6.07	1.01	16.83	5.77	0.88	12.69
TOTAL		6.00	0.92	15.51	5.85	0.95	15.57
OVERALL		6.00	0.85	14.61	5.57	1.07	20.03

Source: Questionnaire, July 2009, processed.

Totally, work motivation between women entrepreneurs and female employees is equally high, although the average score obtained are relatively different, respectively 6:00 and 5:57. This indicates that women entrepreneurs and female employees have high motivation to work, but the work motivation of women entrepreneurs is higher than female employees. The condition is forced by the willingness to get more income and to deliver their hobby also. This the reason why women entrepreneurs are more motivated to work than female employees. However, both categories of respondents have low score in safety dimension, respectively 5.20 and 4.03. It seems that the fear of job loss/income loss and layoff not become motivator for both respondents. It can be understood due to the majority of respondents were in the productive age of 24-40 years of age and have tenure of more than 3 years, so they have a lot of opportunities for looking for a new job or new business. Meanwhile, female employees had the lowest average score of 4.53 on statement about the fitness of conformity with the work performed. It shows that the compensation received by female employees has not as much as their expected, so this element can not be a motivator for them to attain good performance.

In specific, research finding shows that each group of respondent has different element of motivation. The primary motivator for women entrepreneur is social factors with average score 6.30. It explains that the key motivator of women entrepreneur is their willingness to interact with others, to build good relationship with others/friends and to be accepted in her environment. Conversely, the lowest motivator factor for women entrepreneurs is safety element with average score 5.77. Because of the ability to managing business, women entrepreneurs do not worried about being fired by employer if they do not reach the target, not worried to punished by their boss and the security for pension period. . On the other hand, the main work motivation factor for female employees is social element, with an average score of 6.00. the score relatively similar to women entrepreneurs. It means that social factor is still motivator element for both categories of respondents to work. Moreover, factor that did not motivate female employees is psychological element with average score 5.00. It seems that physical needs such as salary and

incentives are not motivate them to work hard. The research result consistent with the initial interviews (10 respondents) were had conducted before, where showed that psychological needs were not the main motivation factor for female employees in the work. Otherwise, the result shows inconsistent with previous research conducted by Lee (1996), where his research showed that women entrepreneurs in Singapore were more motivated to psychological needs compared to other needs.

5. Hypothesis Testing Results

Testing this hypothesis in studies conducted by different test average - average for 2 (two) groups of populations that are not in pairs. Test this hypothesis using the independent sample test with the level of significance of 0.05 (two tailed test). This research was conducted by using computer programs help Statistic Program for Social Science (SPSS) 13.0 for windows to test the hypothesis testing whether there are differences in work motivation of women entrepreneurs and female employees in Surabaya. The hypothesis testing result can be seen as follows:

TABLE 7
HYPOTHESIS TESTING RESULTS

Dimensions	t count	significant	Description
<i>Psychological</i>	0,001	0,05	The testing result of independent t test shows that there are differences on work motivation in psychological element between women entrepreneurs and female employees.
<i>Safety</i>	0,015	0,05	The testing result of independent t test shows that there are differences on work motivation in safety element between women entrepreneurs and female employees.
<i>Social</i>	$3,09 \times 10^{-26}$	0,05	The testing result of independent t test shows that there are differences on work motivation in social element between women entrepreneurs and female employees.
<i>Esteem</i>	0,087	0,05	The testing result of independent t test shows that there are no differences on work motivation in esteem element between women entrepreneurs and female employees.
<i>Self Actualization</i>	$2,88 \times 10^{-18}$	0,05	The testing result of independent t test shows that there are differences on work motivation in social element between women entrepreneurs and female employees.
<i>Motivation</i>	$7,2 \times 10^{-14}$	0,05	In General , the testing result of independent t test shows that there are differences on work motivation between women entrepreneurs and female employees in Surabaya.

Source: Questionnaire, 2009 (processed)

6. Research Limitations, Conclusion and Recommendations

There are several limitations in this research, including a limited number of samples and limited variation in field of business. Deep interview is not doing in this research in order to get other factors beyond the dimensions measured, which may be the primary motivator of respondents in the work.

Based on our research has been done, it can be concluded that the hypothesis has been proven. There is a significant difference in work motivation between women entrepreneurs and female employees in Surabaya. Psychological elements, safety, social are proved to have the significant differences between women entrepreneurs and female employees in Surabaya. But esteem element is not proven, which means there is no difference in work motivation between women entrepreneurs and female employees in esteem elements. The next studies are expected

to expand the dimensions of measurement and also necessary to explore the role of family in building the work motivation.

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