

User's Satisfaction at State University Library in Jambi Province: Its Relation to Organizational Culture and Work Motivation**Mukhtar Latif¹, Hapzi Ali², Dewi Hasanah³**¹Professor and Director of Graduate UIN STS Jambi Indonesia²Doctor Management Program, MercuBuana University, Jakarta Indonesia³Lecturer of UIN STS Jambi, Indonesia***Corresponding author***Mukhtar Latif***Article History***Received: 01.11.2017**Accepted: 17.11.2017**Published: 30.11.2017***DOI:**

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Abstract: The purpose of this study is to analyze the correlation among organizational culture, work motivation, and library satisfaction at State Universities in Jambi Province. The quantitative approach used in this study with survey method conducted at two university libraries in Jambi Province. Proportional sampling was used in which 206 from 2446 undergraduate students as library users fulfilled written questionnaire. Multiple regression continued with determination analysis were used to analyze the data. The findings showed that organizational culture and work motivation are significantly correlated with library user satisfaction either partially or simultaneously. To sum up, all hypotheses were accepted. This study implies that library satisfaction service can be achieved through creating organizational culture and work motivation. The better implementation in organizational culture and work motivation can create higher library users' satisfaction.

Keywords: Users' satisfaction, organizational culture, work motivation

INTRODUCTION

The success of higher teaching learning and the development of research program as the backbone of the *Three Dharma of University* in Indonesia requires the existence of learning resources and facilities including university library. A library is a unit of a technical information services fulfilled to the national standards of library institution and national standard of education; provides collection of printed materials and electronic formats for the university community, and creates information and technology-based services [1]. Therefore its significant function as integral unit of the university institution provides information and services mainly to the students needs for engaging academic pursuit and research.

A library is an institution managing collections of papers, prints and/or record works with a standard system to meet educational, research, preservation, information and recreational needs of users. In Law No 43 year 2007 stated that University libraries provide information services openly to the academic community and to the public. It is an information center of different types of learning resources [2], http://www.perpustakaan.kemendikbud.go.id/FOLDERDOKUMEN/UU43_2007PERPUSTAKAAN.pdf and library documentation sources that support all programs in a university [3]. The changing of higher learning system enhances individual and independent activities which creates a challenge for the library services to meet varied needs and facilitates conducive situation to the user's satisfaction.

The traditional model of libraries where the user activity usually comes directly to lend, return, find reference directories, and photocopying or lending services between libraries, has now undergone a change, especially for the best university libraries with the information and technology. Several related studies suggest that core library services are user-oriented, in which the ability of librarians and staffs to manage services and *culture* to create users' satisfaction. Library standards is the minimum criteria for the organization and development of library covering collection, facilities and infrastructure, service, labor and management standards aimed at implementing the service provides function for the user. Thus, providing excellent service becomes the main slogan in the implementation of library tasks to meet users' satisfaction.

Users' satisfaction can be built by work productivity, according to Larsen and Mitchell formed by both personal and job factors [4]. An Organization needs the right people and conditions allow them to work optimally. Motivation becomes an energy to provide direction, intensity, and willingness to work, as well as a shared value system, beliefs, and

attitudes that bind and create a sense of togetherness known as organizational culture. Organizational culture becomes a common understanding held by members of the organization, the character becomes a binder among members, then believed to be the norm and value of the same guiding behavior in the organization.

Previous studies conducted proved the effect of work motivation on the service satisfaction conducted by Awan *et al* [5], Bilal Ahmad [6], Lee [7], and Tella [8] supported that motivation effects satisfaction and organizational effectiveness. Besides the study conducted by Mohindra[9] and Kumar[9] Hopkin *et al.* [10] also proved that organizational culture has significant effect on service satisfaction.

Based on the preliminary study found at university libraries in Jambi Province both University of Jambi (UNJA) and State Islamic University Sulthan Thaha Saifuddin (UIN STS) Jambi have performed operational standards (*SOP*) which direct the organizational structure and procedures to do best service to the users. It relates to the organizational culture established to provide service quality. Besides work motivation is assumed to be one of the supporting factors in providing best service. Therefore, the present study aims to analyze the correlation between users' satisfaction of library services with organizational culture and work motivation in university library in Jambi.

LITERATURE REVIEW

Users' Satisfaction

Service is the main focus in an organization in both the public and business sectors, in which providing services is to meet users' expectations. Kottler interpreted the word service is *any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything*[11]. Meanwhile service quality seems an evaluation from the user, usually by comparing what is expected with and what the service user receives. Quality is the measure of the extent to which service provider organizations can meet expectations or in certain aspects as perceived by user.

The word *satisfaction* comes from the Latin of the two words root "satis" meaning "enough", adequate, and "faction" of the word "facere" means to make or to do. *The satisfaction* is initially understood by the form of not making a mistake on an activity, then changing next with an understanding of satisfaction removes from uncertainty. It is the feeling of pleasure or disappointment of someone who emerges after comparing the performance of the product to the expected performance. Satisfaction defines as the feeling of pleasure or displeasure of a person from comparing the product or service he receives associated with his expectations [11, 12]. It is a feeling in which a person achieves service performance or of the results for fulfillment of his expectations [13]. Users' satisfaction is result of service activities performed by others, whether equal to or exceed desired expectations.

The theory of satisfaction is proposed, among others, by Herzberg, known as Herzberg's Two-Factor Theory. This theory states two factors of satisfaction in which both run simultaneously and equally, that is, motivational factors and hygiene factors. Expectancy Theory proposed by Vroom suggest that achievement is a combination of ability, effort and skills, and clarity of duties and responsibilities. Meanwhile Porter-Lawler argues that satisfaction is a combination of several aspects that are interconnected.

Organizational Culture

Organizational Culture is a set of core values, beliefs, and attitudes that bind people and create a sense of togetherness in the culture of the organization [13] It is the character that binds together among members, which is then believed in the importance of the same norms and values that guide behavior in the organization. The organization can achieve excellence not only determined by the strategy and the established organizational structure, the quality adopted in the form of beliefs, values, and assumptions of how the work formed and the foundation for all people in the organization, the character that gives the value of the organization mainly creates quality service and satisfaction. The influence of organizational culture on satisfaction has been done by Shirley A. Hopkins *et al.* [10] that organizational culture has significant effect on service satisfaction.

An organization is to achieve excellence determined by the appropriate strategy and organizational structure, as well as by the qualities it possesses in the form of effective working procedures followed by the values, norms and rules applicable to members and this affects every individual action or action undertaken by other people [13]. It refers *to a system of shared norms, beliefs, values, and assumptions which bind people together, thereby creating shared meanings*" [15]. Hodge states that culture is defined as the quality of life in an organization is manifested in rules

(norms), work order, leadership style, a boss or subordinate that has two characteristics; of visible and invisible characteristics (observable and unobservable). The first characteristics include architectural aspects, uniforms, patterns of behavior, rules, myths, languages, ceremonies within the organization. Second, the invisible characteristic is the norm, belief, assumption of members to manage the problems and circumstances around them.

There are 7 characteristics of organizational culture., that can be presented below:

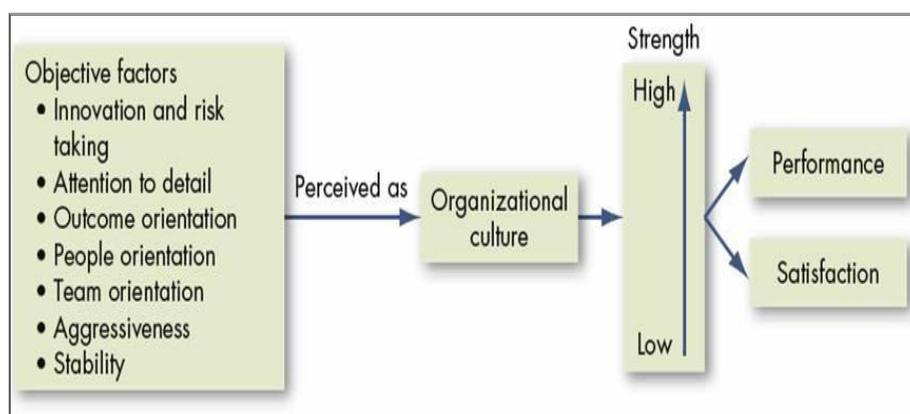


Fig-1: The Relationship Between Organizational Culture and Satisfaction

Based on the concepts then it can be synthesized, organizational culture is a set of values, beliefs, understandings, and core norms held together by members of the organization that provides awareness of actions in realizing the goals.

Work Motivation

Understanding about a human is based on goal-oriented drives. This is known as motive and motivation. *Motivation* comes from *movere* from Latin means *to exert* [16] Motivation often defines motive, however they are not the same.

Abraham Spierling defines motive as "a tendency to activity, started by a drive and ended by an adjustment. Schermerhorn *et al.* [17] stated that *motivation is the individual forces that account for direction, level and persistence of a person's effort expended at work.* Mathis [18] states "The desire within a person causing that person to act".

Motivation theory has been widely expressed by the experts, generally refers to the theory of needs and satisfaction. Maslow Needs theory emerged motivation is based on the fulfillment of needs structured in a hierarchy, McClelland categorized three aspects of work motivation. Meanwhile the Vroom theory that motivation encourages desire, directing to take appropriate action to achieve goals. framework that work motivation encourages to perform certain activities to achieve goal., self-satisfaction and directions are positive (the direction approaching the object of the goal) .In addition, the motivation of work into energetic power comes from within and outside self directs behavior, determine shape, and intensity.

Conceptual Framework

Based on the previous studies, it can be drawn that users' satisfaction was influenced by organizational culture and work motivation partially. Therefore the present study analyzed whether organizational culture and work motivation partially and simultaneously correlate with users' satisfaction. Users' satisfaction of the library service is a statement of one's feelings about the service that has been received or obtained from libraries with indicators: availability of collections and facilities, accuracy, service reliability, responsiveness in service, understanding of needs, and convenience.

Meanwhile organizational culture is a set of values, beliefs, understandings, and core norms held together by members of the organization that provides awareness of actions in realizing the goals. Indicators include rules/ norms, self-identification, involvement, and change agent. Work motivation is the forces that account for direction and effort expended at work with indicators willingness, responsible, conducive atmosphere, clear procedures and targets.

The conceptual framework of this study is presented below :

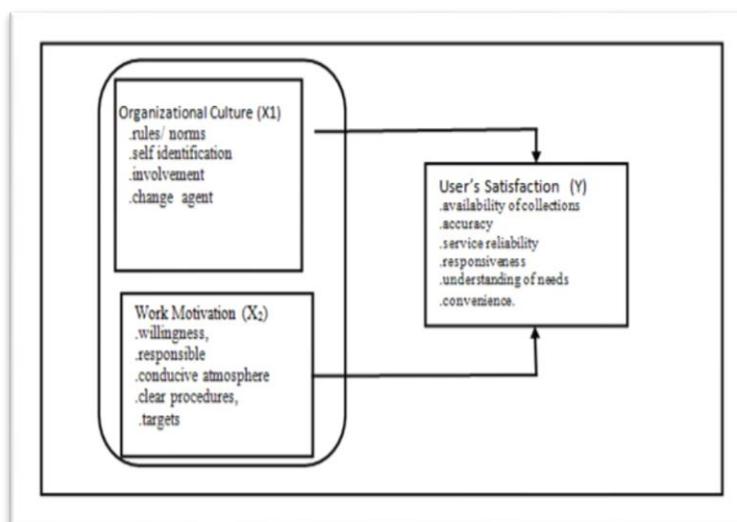


Fig-2: Conceptual Framework

Based on analysis of the theoretical framework, the hypotheses are formulated as follows:

- Organizational culture correlates partially with users' satisfaction .
- Work motivation correlates partially with users' satisfaction
- Organizational culture and work motivation correlates simultaneously with users' satisfaction

RESEARCH METHOD

The research used quantitative approach with the survey method in which the questionnaire was formulated and given to the respondent. Proportional sampling technique used in which 206 library users (undergraduate students) from 2446 population of the study of two universities: University of Jambi and State University of Sulthan Thaha Saifuddin Jambi, and accidental sampling was used to select the respondent. The number of sampling refers to the method developed Isaac and Michael with error rate of 10%.

The validity test was given to instrument items using Pearson Product moment with the valid criteria of $r_{count} > r_{table}$, at $\alpha = 0,05$ and $n = 30$. Meanwhile reliability test used Alpha Cronbach using criteria $r_{count} > r_{table}$, at $\alpha = 0,05$ $df = n - 2$. After that test of requirement analysis using normality and homogeneity test were also calculated to see whether the data was homogeneous and in normal distribution. The data was analyzed by multiple regression coefficients to determine the correlation among variables; a set of independent variables to the dependent variable [19]. This is to prove the proposed hypotheses and conclusion can be drawn at the end of discussion.

RESULT AND DISCUSSION

Validity and Realibility Test

The validity test was used to indicate the level of validity or the sustainability of an instrument. An instrument is valid if it measures the desired and reveals data from the variable. The instrument was valid if $r_{count} > r_{table}$, at $\alpha = 0,05$. The conclusion of validity test from three variables is as follows: It was found that in variable X_1 there are 33 of 40 items, variable X_2 , 32 of 40 items, and variable Y, 35 of 40 are valid. Therefore, the invalid items should be thrown away.

The calculation using SPSS program 21,0 showed that the three variables are reliable in which the scores of $r_{count} > r_{table}$; Variable X_1 ($0,924 > 0,361$), X_2 ($0,981 > 0,361$) and Y ($0,952 > 0,361$). It means that the three variables are reliable .

Normality, and Homogeneity, and linearity test

Before hypotheses testing, the normality, homogeneity, and linear test was analyzed to the data. The results show that all data fulfilled the criteria of normality, homogeneity, and linear .

The normality test showed that variable X_1 with $X_{count}^2 < X_{table}^2$ ($9.80 < 11.67$), variable X_2 ($6.68 < 12.59$), and Y ($5.42 < 12.59$). The data instrument also showed homogeneous with the result of $X_{count}^2 < X_{table}^2$. The scores of variable X_1 towards variable Y ($1.01 < 1.26$) and variable X_2 towards variable Y ($1.09 < 1.26$). Meanwhile the data also linear showed by the score result of $F_{count} < F_{table}$ for both X_1 and X_2 towards variable Y ($0,22$ and $1,14 < 1,44$). Based on these results, the data has fulfilled all the criterias of requirements and it can be concluded that the data can be used to hypotheses testing.

Hypotheses Testing

Regression Equation

This study focuses on whether the library users' satisfaction is correlated with organizational culture and work motivation partially and simultaneously. The data analysis using multiple regression equation found that calculation on the value of β then obtained the value of each of equal to 23.854, 0.307 and 0.544. See the following table:

Table-1: Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.854	7.842		3.042	.003
	OC	.307	.059	.303	5.174	.000
	WM	.544	.063	.501	8.571	.000
a. Dependent Variable: Users' Satisfaction (US)						

Source: the results of data processing with SPSS 22.0

Based on the can be concluded that the positive constant value of 23.854 states that if there is no increase of value from organizational culture variable (X_1) and work motivation variable (X_2), the library satisfaction value 23.854. The regression coefficient of organizational culture (X_1) of 0.307 indicates that each addition (with a + sign) 1 score or value of organizational culture variable will give rise to the value of library service satisfaction of 0.307. Similarly, the coefficient of regression of work motivation (X_2) with a value of 0.544 indicates that each addition of a score or value of knowledge management variables will provide an increase in the value of library service satisfaction of 0.544.

Coefficient of Determination

The R value of 0.711 in Table 2 shows the correlation between organization culture (Variable X_1), work motivation (Variable X_2) and user's satisfaction. Meanwhile the R square value (R^2) of 0.505, these indicate that organizational culture and work motivation contribute to users' satisfaction of 50.5 %, while of 49.5 % by other factors.

Table-2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.711 ^a	.505	.500	10.042
a. Predictors: (Constant), OC, WM				

Partial Correlation

There are two hypotheses to prove using partial correlation. The first is Organizational culture correlates partially with users' satisfaction. second is work motivation correlates partially with users' satisfaction. T_{test} was used with the help of SPSS program 22.0 to run it. The result of the tests is presented in table 1.

The t_{test} score for Variable X_1 was found that $t_{count} > t_{table}$ ($5.174 > 1.971$), in α level of significance $\alpha = 0.00 < 0.05$, meaning that there is a positive correlation between organizational culture and users' satisfaction respectively. It can be concluded that the first hypothesis alternative is received.

Meanwhile the The t_{test} score for Variable X_2 was found that $t_{count} > t_{table}$ ($8.571 > 1.971$) in α level of significance $\alpha = 0.00 < 0.05$, meaning that there is a positive correlation between work motivation and users' satisfaction respectively. It Can be concluded that the second hypothesis alternative is received.

Multiple Correlation

To answer the third hypothesis of whether the organizational culture and work motivation positively correlate with users' satisfaction, the anova (F_{test}) with the help of SPSS 22.0. is used and presented in table 2:

Table-3: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20883.350	2	10441.675	103.553	.000 ^a
	Residual	20469.257	203	100.834		
	Total	41352.607	205			
a. Predictors: (Constant), OC, WM						
b. Dependent Variable: US						

It was found that F_{count} was 103.553 in the significance level (α) of 0.00. meanwhile F_{table} was 2.65. This result indicated that $103.553 > 2.65$ or if the score of $F_{count} > F_{table}$ means that there is a positive correlation among organizational culture, work motivation and library users' satisfaction respectively. It can be concluded that the third hypothesis is received.

DISCUSSION

Based on the findings above, this study proved that the three hypotheses are received. It means that first, there is a positive correlation between organizational culture and users' satisfaction, second, there is a positive correlation between work motivation and users' satisfaction; and third, there is a positive correlation among organizational culture, work motivation, and users' satisfaction respectively. The scheme of the correlation among the variables is drawn:

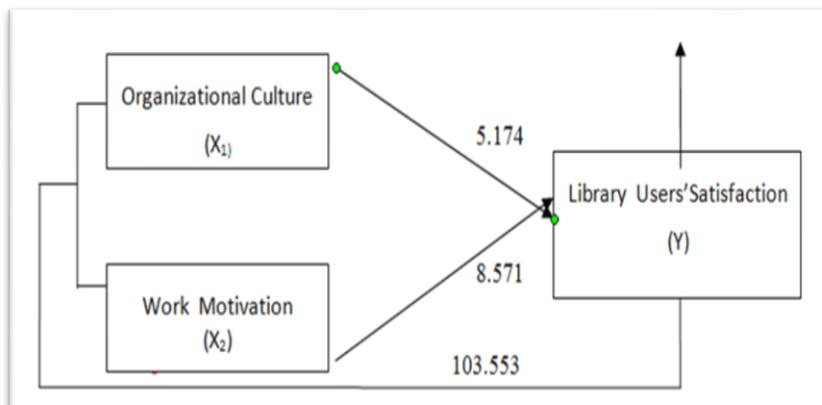


Fig-3: Result of Correlationship Among X_1 X_2 and Y

- Organizational culture correlates partially with users' satisfaction.**

The organizational culture is positively correlated with users' satisfaction, in this study organizational culture means a set of values, beliefs, norms that bind, shared and perceived by the members of organization [12]. It is the character that binds together among members, which is then believed in the importance of the same norms and values that guide behavior in the organization.

This finding is in accordance with previous studies conducted by Saikia and Gohain [20] and Hopkins *et al.* [9]. Hopkin *et al.* proved that organizational culture directly effected on satisfaction and is a key factor for organization focused on services. Meanwhile, Saikia and Gohain [20] concluded that the organizational culture in terms of accuracy, multidimension of availability, and facilities influenced the perceived of users' satisfaction.

- Work motivation correlates partially with users' satisfaction.**

This study proved that work motivation positively correlated with library users' satisfaction. A library as a learning center for academic and research purposes provides standards of operational procedures served by

librarians and staff members. The study conducted by Bilal Ahmad [6] proved that work motivation significantly effects on the users' satisfaction. Similar with Bilal Ahmad, Tella [3] suggested high motivation and commitment from units of library contributed to the service satisfaction. This is also relevant with Lee [7] suggested that motivation is correlated with service quality and directly perceived users' satisfaction.

- **Organizational culture and work motivation correlates simultaneously with users' satisfaction**

The study proved that both the organizational culture and work motivation correlated positively with the users' satisfaction respectively. Enhancing cultural organization and work motivation aspects imply on performance and create effective services to fulfill the expectancy of users.

Organizational culture creates shared beliefs and values among members, togetherness to reach goals and motivation leads to willingness, intensity and responsibility effect on quality and users' satisfaction. This finding is supported by previous studies about users' satisfaction, such as by Saikia and Gohain [20], Awan *et al.* [5] and Pereira [21]. At last provide service quality through strengthening organizational culture and work motivation can increase the users' satisfaction.

CONCLUSION AND RECOMMENDATION

Conclusion

On the basis of the findings some conclusion are drawn as follows:

- There is a positive correlation between organizational culture and users' satisfaction that the scores of t_{test} showed respectively significant ($5.174 > 0.197$). This indicated that the more conducive organizational culture in the library are correlated with the perceived users' satisfaction.
- There is a positive correlation between work motivation and users' satisfaction that the scores of t_{test} showed respectively significant at $\alpha = 0.00$ ($8.571 > 0.197$). This indicated that providing work motivation are correlated with library users' satisfaction.
- There is a positive correlation among organizational culture, work motivation and users' satisfaction. This is shown by the scores of F_{test} showed respectively significant at $\alpha = 0.00$ ($103.553 > 0.265$). It means that the hypothesis is accepted means that library users' satisfaction can be provided through creating organizational culture and work motivation.

Recommendation

Based on the findings and conclusion, some recommendation is proposed to

- University library, a unit institution known as *the heart* of a higher institution and its functions to supports the *Three Dharma Program* especially in providing the references and information for students for engaging academic pursuit and research. Therefore, the university should consider budgets to facilitate this needs.
- To perceive the users' satisfaction, the head of university library together with the librarians and staffs should concerns with the improvement of organizational culture. This can be done by establishing beliefs, norms, and rules that bind togetherness, involvement to provide best service to library users. Besides that motivation in which directs and perceives to work with full of responsibility to serve for the users' satisfaction.

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