

Conference Paper

The Effect of Empowerment and Compensation on Job Satisfaction of Academic Staff at Universitas Negeri Malang

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Abstract

Job satisfaction is not only determined by the amount of compensation provided, but can be influenced by other factors, namely employee empowerment. Salary, promotion, job security, working conditions, job independence, relationships with colleagues, relationships with superiors, and company characteristics. From this statement it can be described that in addition to compensation, empowerment is a factor that affects one's job satisfaction. This research includes quantitative research with multiple regression. Data collection using a questionnaire and data analysis using multiple regression data analysis. The results showed that the effect of employee empowerment and compensation at Universitas Negeri Malang was quite significant. Empowerment of academic staff will be maximized if employees are given full trust to work, while providing maximum compensation according to employee expectations will result in employee job satisfaction.

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1. Introduction

Productivity performance of an organization can be known from the amount of output produced during a certain period. To produce maximum output, an employee must have high dedication and responsibility for his work. To foster dedication and high responsibility, a stimulus is needed, namely an award called compensation. Providing compensation will also have an impact on one's job satisfaction. Job satisfaction is a positive emotional state of evaluating one's work experience. Job dissatisfaction will appear when expectations are not met. Job satisfaction has many dimensions, namely satisfaction in the work itself, salary, recognition, the relationship between supervisors and workforce, and opportunities to progress [1]. Salary is very important for employees in motivating employees to work more productively. It can be a measure of someone's satisfaction at work. In other words, the amount of salary or compensation

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provided by employees must be based on the minimum value set by the government or more in accordance with existing organizational requirements. Compensation is any form of compensation received by an employee for the employee's work to the organization. Compensation can be either physical or non-physical and is given to employees in accordance with the sacrifice given [2]. An employee uses his knowledge, skills, energy, and time and commitment not only to devote himself to the organization but to expect rewards and rewards for the performance and work productivity that results. If compensation is given appropriately and correctly, employees will get job satisfaction and be motivated to achieve organizational goals.

Job satisfaction is not only determined by the amount of compensation provided, but can be influenced by other factors, namely employee empowerment, compensation, promotion, job security, working conditions, job independence, relationships with colleagues, relations with superiors, and company characteristics [3]. From this statement it can be seen that in addition to compensation, empowerment is a factor that affects one's job satisfaction. In the meaning of the word, empowerment is trust, which means that there is giving more authority and trust to employees so that employees more explore their abilities at work. To empower employees requires efforts that can support these conditions, namely providing training, providing initial experience, giving discretion to job performance, observing colleagues who have successfully worked, providing feedback to foster employee confidence, and being a stress reliever and anxiety. One of the things in empowering employees that requires attention is related to employee work placement. We often find that employees are placed in positions that are not their areas of expertise, as a result the performance of a person is not optimal and has an impact on one's job satisfaction. With the empowerment, employees are given freedom in making decisions. This indicates that employees have full responsibility for their work so that employees are encouraged to work optimally in the hope that it can lead to job satisfaction.

Based on preliminary studies at Universitas Negeri Malang, it is shown that employee job satisfaction, which is called academic staff, varies greatly. Academic staff at Universitas Negeri Malang number in the thousands and are placed in various faculties, study programs, and support institutions. The problems that arise at this university are largely due to the incompatibility of the field of expertise with the type of work being faced. The type of work faced by lecturers is in accordance with the level of education, but the type of work of academic staff is still not entirely in accordance with their knowledge and skills. Academic staff who have an obligation not in accordance with their area of expertise, will try to learn from the beginning about the things that will

be done. But not a few also work according to their level of education and expertise. Academic staff who work not in accordance with their expertise will have an impact on the level of job satisfaction. Meanwhile, the problem that arises related to compensation at Universitas Negeri Malang is that there is a mismatch in the amount of compensation or remuneration received by the academic staff with the work they have done. The compensation system that changes every year rules, causing various kinds of debate among academic staff about the amount of compensation they receive. Academic staff who are public employees are in the comfort zone, because they receive fixed compensation from the government. Meanwhile, academic staff who have outsourcing status, they are faced with unclear amount of compensation received each year. This can lead to dissatisfaction in working for academic staff at this university. Of the various types of issues, job satisfaction of academic staff at the Universitas Negeri Malang needs to be examined from the aspect of compensation and employee empowerment.

2. Methods

This type of research used in this research is quantitative explanatory research using regression analysis.

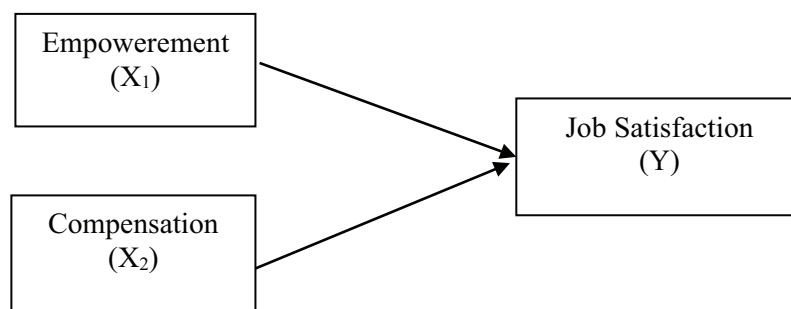


Figure 1: Research Design

The population in this study were 656 academic staff in Universitas Negeri Malang. In this study, the sample was taken by using a random sampling technique. To determine the number of samples to be taken, this study uses the Slovin formula.

$$n = \frac{N}{N.d^2 + 1}$$

Information:

n = sample

N = population

d = 95% precision or 0.05 sig

TABLE 1: Instrument

Variable	Indicator
Empowerment	1. Power 2. Information 3. Knowledge 4. Rewards
Compensation	1. Pay 2. Allowance 3. Pension 4. Gratuity
Job Satisfaction	1. Pay 2. Promotion 3. Job safety and security 4. Working conditions 5. Job autonomy 6. Relationship with co-workers 7. Relationship with supervisor 8. Nature of the work

After calculating the number of samples used in this study amounted to 261 academic staff. The technique used in data collection uses survey techniques through questionnaires. In this study also tested the validity and reliability testing. Data analysis using multiple regression analysis with the help of the SPSS program.

3. Results

The results of this study will illustrate the effect of empowerment and compensation on job satisfaction of academic staff at Universitas Negeri Malang. The first result we can get as follows.

TABLE 2: Anova

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.044	2	2.022	121.864	.000 ^b
	Residual	4.281	258	.017		
	Total	8.324	260			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Compensation, Empowerment

From the results above it can be stated that the significant value of 0,000 is smaller than 0.005, which means empowerment and compensation have a significant effect on job satisfaction.

Based on the table above, R square shows the number 0.486, this shows that the contribution of the empowerment and compensation variable to the job satisfaction

TABLE 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697 ^a	.486	.482	.12881

a. Predictors: (Constant), Compensation, Empowerment

b. Dependent Variable: Job satisfaction

variable is 48.6% while the remaining 51.4% is the contribution of other variables not examined.

TABLE 4: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.618	.215		2.877	.004
	Empowerment	.691	.046	.670	14.980	.000
	Compensation	.154	.042	.165	3.682	.000

a. Dependent Variable: Job Satisfaction

Based on the table above, we can make a multiple regression equation.

$$Y = 0,618 + 0,691X_1 + 0,154X_2 + e$$

In the above equation we can explain it as follows.

a. Positive constant values indicate the positive influence of empowerment and compensation variables. If the empowerment and compensation variables increase or influence in one unit, the job satisfaction variable will increase by 0.618.

b. If the empowerment variable increases by one unit, then job satisfaction will increase by 0.691 or 69.1% coefficient is positive, meaning that between empowerment and job satisfaction has a positive relationship.

c. If the compensation variable has increased by one unit, then job satisfaction will increase by 0.154 or 15.4% coefficient is positive, meaning that between empowerment and job satisfaction has a positive relationship.

4. Discussion

Based on the results of the study it can be seen that the effect of employee empowerment on job satisfaction is high. This can be seen from the percentage of the influence of employee empowerment which reached more than 50%. This indicates that the full trust given by the leadership of the State University of Malang towards employees is very important because it can increase employee motivation at work. University

academic staff as support staff in research, community service, and learning activities at universities play an important role in maintaining the continuity of academic activities. To maintain a conducive and pleasant academic climate, full trust in employees is needed to work in accordance with their respective fields of expertise. The leaders of Universitas Negeri Malang regularly conduct performance appraisals to employees to monitor and evaluate the performance of their employees. This performance appraisal includes the results of work and activities that he has done as a basis for determining the amount of compensation received [4]. This empowerment problem not only occurs in Indonesia but also occurs in various countries in the world. South Korea emphasizes the friendliness of each employee so they can work by adjusting different work styles to realize work productivity so as to realize job satisfaction. Meanwhile, in China the empowerment of employees is very effective and efficient, this is evidenced by the percentage of productivity reaching 96% to produce products based on Information and technology. In developing countries like Indonesia and India, employee productivity reaches 63-66% in developing information technology-based products [5].

Employee empowerment is seen individually as a form of employee responsibility in carrying out the tasks given to the leadership to develop the organization. Universitas Negeri Malang consisting of various faculties always tries to empower academic staff by giving full responsibility to academic staff to work according to the needs and expertise of each employee. But there are some that are not in accordance with the academic qualifications required by the university. To create a climate for maximum academic staff empowerment, a conducive work environment, teamwork, and good communication between employees are needed so that academic staff are expected to complement one another and work together [6]. Job satisfaction is not only measured by staff empowerment, but it can also be measured through compensation. Compensation is all income in the form of money, direct, or indirect goods received by employees in return for services rendered. Based on the results of the study indicate that the effect of compensation on job satisfaction at the State University of Malang is at a percentage of 15.4%, this indicates that the amount of compensation given to employees to measure employee satisfaction is significant but the percentage is small. This is due to changes in rules related to the provision of compensation whose numbers vary so that the level of employee satisfaction is not so high. The results of this study contradict the results of previous studies that the results of a compensation analysis of job satisfaction reached 61.2% conducted at PT Agung Pelita Industrindo Tangerang [7]. This research is identical to the results of this study, namely research on the effect of compensation on job satisfaction at PT Kencana Arta Raya Denpasar, which has a significance of 46%, which

means that the influence exerted is significant but relatively small. This is caused by the provision of compensation in the company that is not in line with employee expectations and workload given to them [3].

Employee empowerment and compensation are two things that have a big influence on employee job satisfaction. If these two things are carried out in a balanced manner it will create job satisfaction in an organization. Research in this regard has been carried out in the West Sumatra Province BKKBN about the effect of financial compensation and employee empowerment on employee job satisfaction with a significance of 73.78%. These percentages are relatively high and indicate that if compensation is given as expected by employees and employee empowerment is also maximum, it will lead to maximum job satisfaction as well [8]. Another research that is identical with this research is the effect of workload and compensation on job satisfaction at PT Tri Megah Makmur Jakarta with a significance of 43.7%. This shows that the level of significance is relatively low [9]. Empowerment and compensation in Universitas Negeri Malang are quite good although the compensation is not maximal. Therefore, the State University of Malang always tries every year to improve the aspects of empowerment and compensation that occur at Universitas Negeri Malang in order to become even better.

5. Conclusion

Employee empowerment and compensation are two things that have a big influence on employee job satisfaction. If these two things are carried out in a balanced manner it will create job satisfaction in an organization. Empowerment can be done through giving full confidence to employees at work and providing education and training for employees. Meanwhile, compensation can be maximized if the amount of compensation is in accordance with employee expectations so that if these two things are done it will create job satisfaction.

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Conflict of Interest

The authors have no conflict of interest to declare.

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