
The Role of Job Characteristics, Empowerment and Promotion for Job Satisfaction

Siti Djamilah¹, Surenggono²

^{1,2}Fakultas Ekonomi dan Bisnis Universitas Wijaya Kusuma Surabaya

E-mail : djamilahsiti@gmail.com

ABSTRACT

Job satisfaction is important because it can form an atmosphere of togetherness, a healthy organizational climate and high morale. Thus the goals of an organization can be achieved. To create job satisfaction, it is necessary to design a job using a job characteristics model called the job characteristics theory. In addition, empowerment and promotion are needed. This study aimed to examine the effect of job characteristics, empowerment, and promotion on job satisfaction. The sample of this research is students who are already working, employees and lecturers of the Faculty of Economics and Business, Universitas Wijaya Kusuma Surabaya, with the following criteria: at least they have worked in the same place for two years. The sample size is 109 people. The analysis technique used is multiple linear regression. Before testing the hypothesis, the validity and reliability tests are first carried out. The results of the validity and reliability test show valid and reliable results. The results of hypothesis testing indicate that job characteristics and job promotions have a significant effect on job satisfaction, while empowerment has no significant effect on job satisfaction. Therefore, companies/agencies need to improve job characteristics through intensive and varied training so that employee skills vary and provide fair and open promotions. To increase empowerment, it is necessary to give responsibility and authority to workers to make decisions. The results of the validity and reliability test show valid and reliable results.

Keywords: job characteristics, empowerment, promotion, job satisfaction

INTRODUCTION

Achieving organizational goals requires human resource planning with good management. Good arrangements, among others, pay attention to the design of work to achieve organizational goals that are efficient and effective (Djastuti, 2011). In addition, companies need also to meet employee job satisfaction. Job satisfaction describes how employees feel about their work, manifested in a positive attitude towards work and the work environment. The benefits of job satisfaction include: (a) increasing

employee discipline so that employees arrive on time and can complete tasks according to the provisions and (b) increase morale in doing work and increase employee organizational commitment.

In addition to employee job satisfaction, lecturer job satisfaction is an important thing in universities. If lecturers' job satisfaction is high, then an atmosphere of togetherness is formed, a healthy organizational climate, and a high work spirit is formed. Thus the goals of a university can be achieved. However, if the lecturer feels dissatisfied, it creates a stiff atmosphere, low

morale and feels bored at work (Simanjuntak, 2018).

To create job satisfaction, it is necessary to design a job using a job characteristics model called the job characteristics theory. According to Robbins (2002), five dimensions of work need to be considered: skill variation, task significance, autonomy, task identity, and feedback. When workers perceive the five core work dimensions, workers are motivated to show high-quality work, are satisfied with their work, have low absenteeism and low turnover.

In addition to job characteristics, job satisfaction can be formed from employee empowerment. Empowerment is the authority to make decisions in certain activities without getting approval from other parties (Luthans, 1998). Empowered workers feel influenced by the work unit and the organization's attention to its ideas. Through empowerment, workers feel they have personal control overdoing their work, feel confident in their abilities, and are more responsible for their performance.

1. The Effect of Job Characteristics on Job Satisfaction

The internal part of a job that refers to the content and conditions of the job is a characteristic of the job (Hackman & Oldham, 1975). There are five job characteristics: autonomy, skill variety, task significance, task identity, and feedback. Feedback lets workers know mistakes and correct them, resulting in job satisfaction. Autonomy makes workers make the right decisions, thus leading to job satisfaction. Job characteristics have the largest proportion (71%) in job satisfaction (Chao, 2010).

2. The Effect of Empowerment on Job Satisfaction

Empowerment increases confidence in doing something to increase job satisfaction, high cooperation, clear goals, and get awards if the goals are achieved. Empowerment creates a feeling of satisfaction in the responsibilities of carrying out work and obtaining pleasure at work.

3. The Effect of Job Promotion on Job Satisfaction

In workers' careers, workers expect to be promoted to a higher position and expect fair compensation. With a promotion, employees feel involved in their work and complain about their work environment. The existence of promotion leads to an increase in workers' careers, and it also shows an increase in trust and responsibility, including an increase in compensation. The impact of promotion, in the end, has an impact on job satisfaction. The results of Simanjuntak's research (2018) show that promotion significantly impacts job satisfaction.

The hypothesis in this study is

H1: Job characteristics have a significant effect on job satisfaction

H2: Empowerment has a significant effect on job satisfaction

H3: Job promotion has a significant effect on job satisfaction

METHOD

This study will use a survey method by distributing questionnaires containing questions about job characteristics, empowerment, promotion and job satisfaction. Questionnaires were distributed directly by researchers or through friends. Due to the Covid 19 pandemic, researchers also used questionnaires via Google Forms to be distributed via social media, namely WhatsApp. At the same time, the sample of this research is students who are already working, lecturers and employees of the Faculty of Economics and Business, Wijaya Kusuma University, Surabaya. The sample selection technique is purposive sampling, with the following criteria: at least two years of working in the same place. For the multivariate test, the minimum sample size is 100 people. This study uses a questionnaire with an abstract variable (not measurable), so a feasibility test must be carried out. The feasibility test of the questionnaire was carried out using validity and reliability tests. A valid measure is if the Pearson correlation is at least 0.4 and a reliable measure is Cronbach's Alpha of at least 0.6.

RESULT and DISCUSSION

Results of Descriptive Statistics of Respondents and Research Variables

This study took samples of students who were already working, lecturers and employees of FEB Wijaya Kusuma University with the criteria of having worked in the same place for at least two

years. The minimum sample size is 100 people; therefore, the researcher sent a questionnaire to 110 people. Out of 110 people, 109 returned; thus, the response rate was 99%. Thus, for hypothesis testing, 109 questionnaires were used. The descriptive statistics of the respondents are as follows:

Table 1 Descriptive Statistics of Research Respondents

NO	DESCRIPTION	FREQUENCY
1.	Gender: 1. Man 2. Woman	1. 39 people (36%) 2. 70 people (64%)
2.	Education: 1. senior High School 2. DIPLOMA 3. S1 4. S2 5. S3	1. 82 people (75%) 2. 4 people (4%) 3. 4 people (4%) 4. 18 people (16%) 5. 1 person (1%)
3.	Marital status: 1. Marry 2. Not married yet 3. Widow widower	1. 24 people (22%) 2. 84 people (77%) 3. 1 person (1%)
5.	Monthly Income 1. <Rp 1,500,000 2. IDR 1,500,000 - < IDR 3,000,000 3. IDR 3,000,000 - < IDR 5,000,000 4. IDR 5,000,000 - < IDR 7,000,000 5. IDR 7,000,000 – IDR 10,000,000	1. 11 people (10%) 2. 41 people (38%) 3. 38 people (35%) 4. 11 people (10%) 5. 8 people (7%)
6.	Average Age	27 years
7.	Average Length of Time in Organization	Six years

Source: processed data

Table 2 Descriptive Statistics of Variables

Variable	mean	Std. Deviation
Job Characteristics	3.8950	0.51007
Empowerment	3.4752	0.59615
Job Promotion	3.4381	0.70416
Job satisfaction	3,4110	0.67705

Source: processed data

The results of hypothesis testing can be seen in Table 3 below:

Variable	Regression coefficient (B)	significance
Constant	0.256	0.480
Job Characteristics	0.236	0.049
Empowerment	0.168	0.110
Job Promotion	0.480	0.000

Hypothesis Test Results

The results of hypothesis testing indicate that the significance of job characteristics and job promotions is 0.049, and 0.000 is less than 0.05. Thus job characteristics and job promotions have a significant effect on job satisfaction. The significance of empowerment is 0.110, greater than 0.05; thus, empowerment has no significant effect on job satisfaction. Thus, hypotheses 1 and 3 are supported in this study, while hypothesis 2 is not supported.

The multiple linear regression equation for this research is:

$$\text{Job satisfaction} = 0.256 + 0.236 \text{ job characteristics} + 0.168 \text{ Empowerment} + 0.480 \text{ Job Promotion}$$

From these results, the relationship between the independent and dependent variables is positive or unidirectional. It means that if job characteristics, empowerment and promotion are high, job satisfaction is also high, and vice versa, if job characteristics, empowerment and promotion are low, job satisfaction is also low.

The results of hypothesis testing indicate those job characteristics have a significant effect on job satisfaction. According to Hackman and Oldham (1975), job characteristics are internal aspects of a job that refer to the content and conditions of the job. The results of this study

support the research of Chao (2010), which shows that job characteristics have the largest proportion in influencing worker job satisfaction, which is 71%.

In addition, the results of hypothesis testing indicate that empowerment has no significant effect on job satisfaction. The results of this study do not support the research of Chasanah (2008), which shows that there is a significant effect of empowerment on job satisfaction. It means that if an organization carries out empowerment among members, it does not foster a feeling of belonging to a group and cannot increase workers' confidence in doing a job. Workers consider the empowerment provided by the organization to be not too significant because it involves simple job decisions.

The results of hypothesis testing also show that job promotion has a significant effect on job satisfaction. The results of this study support Simanjuntak's research (2018) which shows that job promotion has a significant impact on increasing job satisfaction. A promotion makes workers' careers increase and shows an increase in trust and responsibility, including an increase in compensation. The impact of promotion, in the end, has an impact on job satisfaction.

CONCLUSION

The results of hypothesis testing indicate that hypotheses 1 and 3 in this study are supported while hypothesis 2 is not supported. Hypothesis 1 and 3 read that job characteristics and job promotion significantly affect job satisfaction, while hypothesis 2 shows that empowerment has no significant effect on job satisfaction.

Suggestions in this study are: companies need to improve job characteristics using intensive and varied training to vary employee skills. The tasks assigned to employees are tasks that are challenging and desired by employees. Performance appraisals also need to be fair and open and not favouritism so that employees can use feedback from performance appraisals to improve their performance. Another suggestion is that companies need to increase empowerment by giving responsibility and authority to workers to make decisions, sharing information and knowledge among employees, giving awards and giving autonomy in decision making that affect the organization. In addition, companies need to increase job satisfaction by:

Gibson, James John M, Ivancevich and James H, Donnelly, Jr. 2000. *Organizations*, Boston: McGraw-Hill Companies, Inc.

Hackman, J.R. & Oldham, G.R. 1975. Development of the job diagnostic survey. *Journal of Applied Psychology*, 60(2): 159 - 170

Luthans, Fred. 1998. *Organizational Behavior*, Eleventh edition. Singapore: Mc Growth-Hill Book co.

Robbins, Stephen. P. 2002. *Prinsip-Prinsip Perilaku Organisasi*. Jakarta: Erlangga.

Simanjutak, H.V. 2018. Faktor-faktor yang mempengaruhi kepuasan kerja dosen pada Universitas Trunajaya Bontang, *JURNAL PROMOSI: Jurnal Pendidikan Ekonomi UM Metro*. Vol.6. No.1: 89-102

Thomas, K.W. & Velthouse, B.A. 1990. Cognitive Elements of Empowerment: an Enterpretative Model of Intrinsic Task Motivation, *Academy of Management Review*, Vol:15, p: 4-666.

Wahyudi, Bambang. 2002, *Manajemen Sumber Daya Manusia*, Penerbit SULITA, Bandung

REFERENCES

Chao, K.L. 2010. Relationship among organizational commitment, job characteristic, job satisfaction, and turnover intention within kindergatens: an empirical study in Malaysia. *Early Childhood Education Research*, 44(1): 179-204

Chasanah, N. 2008. Analisis pengaruh *empowerment*, *self efficacy* dan budaya organisasi terhadap kepuasan kerja dalam meningkatkan kinerja karyawan, *Tesis Semarang: Undip*

Djastuti, Indi. 2011. Pengaruh Karakteristik Pekerjaan Terhadap Komitmen Organisasi Karyawan Tingkat Manajerial Perusahaan Jasa Konstruksi di Jawa Tengah. *Jurnal Bisnis dan Akuntansi*. Vol 13 No. 1 April 2011. Hlm 1-19.