

Teacher's Perception About Workloads, Compensation and Its Influence Towards Employee Job Satisfaction: A Study on Universities in Indonesia

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Abstract

This study aims to determine and analyze the factors that influence the decrease in the level of job satisfaction at universities in Indonesia, these factors are known to include excessive workload and a decrease in the level of compensation. The sample in this research is a total of 49 samples, this is obtained from the calculations that have been carried out, by collecting data and filling out a questionnaire filled out by the selected sample. To get the results of the study, the authors use path analysis, and find that workload and compensation have a simultaneous effect on decreasing the level of job satisfaction. Workload and compensation also have a significant partial effect on the level of job satisfaction. Indirectly workload and compensation also have a negative effect on decreasing the level of job satisfaction.

Keywords

Workloads, Compensation, Job Satisfaction

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Background

UNIVERSITIES is a company engaged in textiles in the city of Bandung, West Java. The Covid-19 pandemic that occurred in almost 2 years has made challenges for all industries. Social restrictions imposed in order to reduce the rate of infection make it difficult for the manufacturing industry to meet the level of production. The decline in sales turnover that occurred due to a sluggish market made the company slightly reduce its existing employees at that time to reduce the company's cost burden, but the impact of this policy is that current employees feel that their workload is increasing than usual. After the author's initial interviews with several employees, it seemed like they regretted the company's policies that seemed burdensome to them, especially during the pandemic, going to work alone seemed difficult because the pandemic had not ended and the risk of spreading the virus had not ended. The increase in workload during a pandemic seems too forced, and callous. The demanded increase in output increased by 20%, and according to employees it was not accompanied by a corresponding increase in compensation.

Proper compensation is very important for improving employee performance. With proper compensation, employees will be motivated to do their job and reduce employee turnover rates. If employee turnover increases, it will certainly be very detrimental to the company, because the cost of recruiting new employees is not a cheap cost, not to mention the cost of training and development. Paying below the minimum wage is unethical and even violates labor laws. The minimum wage for the city of Bandung is Rp. 3,742,276 is not comparable to that obtained by employees who have an average take home pay of only Rp. 3,100,000. Employees feel that an increase in workload is not proportional to an increase in compensation, making them feel unmotivated in carrying out their tasks. When employees feel like that, it can be indicated that job satisfaction of the company's employees is reduced, this can be indicated by decreasing the number and quality of output, increasing absenteeism levels and employees starting to shed their worries about their work on social media, which of course will make the company's image decline. Based on the background, facts, and initial interviews obtained by the author, the increased workload, compensation that is not in accordance with the workload for a long time will affect employee job satisfaction. Job satisfaction is very important for employees because it also affects employee turnover and the company's ability to achieve company goals. This study focuses on job satisfaction and the factors that influence it, especially workload and compensation, and the object used is a private company engaged in textiles in the city of Bandung.

Literature Review

Work Load

Tawaka in 2010 said that the workload is a gap between the job demands that the company must face and impose, and the maximum capabilities and capacities of the company's employees. Meanwhile, Irwandy (2007) argues that workload is the maximum average output that can be achieved by employees or members of the organization within a certain period of time. According to the health law of the Republic of Indonesia number 36 in 2009, it states that the workload is the amount of work that is accomplished by a certain unit or position and is the product of the number of work results in a certain time. This workload can be concluded that the workload is not only physical but also mental, if it is too heavy it will become an obstacle for employees and for the company as a whole. Of course, a worker must adjust his workload so that he gets fit in his work so that productivity can be achieved optimally, outside of the workload, productivity will not be optimal, and the company's goals will not be achieved. (Agung, 2012; Elifadah, 2013; Masitoh, 2013)

Compensation

Compensation is anything received by employees or workers in the form of financial or non-financial compensation (Robbins, 2013). Meanwhile, Dessler, Cole, and Chhiner (2015) argues that compensation is a form of payment or reward from the employer for what the employee has achieved. In Mondy and Martocchio's 2016 book, compensation is the entire component of the rewards that employees get, as a reward for their performance. From the opinions of these experts, it can be concluded that temporarily compensation can be in the form of money or non-

money given by the company to employees as a consequence of the company hiring them. Pay for performance if you will. (Abdel-Fattah, Abd-Elmabod, Aldosari, Elrys, & Mohamed, 2020; Aswathappa, 2013; Dumai, Kusumapradja, & Hilmy)

Compensation according to Dessler can be grouped into 2 parts, there is what is called financial compensation and non-financial compensation. (Masyhuri & Zainuddin, 2011)

Financial Compensation

Financial compensation means that compensation is realized with a sum of money to the employee concerned, financial compensation can be divided into two, namely:

- a. Direct Financial Compensation, compensation that is realized by payment in the form of money that employees receive directly in the form of salaries or wages, economic benefits, bonuses and commissions.
- b. Indirect Financial Compensation, indirect financial compensation including financial rewards that do not include direct compensation. The form of indirect compensation includes insurance programs, social security, health insurance, leave, pension funds.

Non-Financial Compensation (Non-Financial Compensation)

Non-financial compensation is remuneration provided by the company to employees not in the form of money, but can be in the form of facilities that can be used by employees.

Non-Financial the Job (Compensation Related to Work)

Non-financial compensation regarding this work can be in the form of an assumption that employees are important to the company, job satisfaction, interesting work, opportunities for growth, training, authority and responsibility, rewards for performance, challenges, comfort at work.

Non-Financial Job Environment (Compensation Related to The Work Environment)

Non-financial compensation regarding this work environment can be in the form of competent managers, comfortable working conditions, clear division of labor, flexible working hours.

Minimum Wage

Article 90 paragraph (1) of Law Number 13 of 2003 concerning Manpower ("Manpower Law") in principle stipulates that employer are prohibited from providing wages below the minimum wage. (DP, Muhammad, & Falefi, 2020; Omollo & Oloko, 2015; Rizal, Idrus, & Djumahir, 2014)

Then Article 91 of the Manpower Law emphasizes by stating that the wage arrangement determined by agreement between the entrepreneur and the worker/ laborer or the trade union/ labor union may not be lower than the wage provisions stipulated by the prevailing laws and regulations. In the event that the agreement between the entrepreneur and the worker is inferior or contrary to the laws and regulations, the agreement is null and void, and the entrepreneur is obliged to pay the worker/laborer's wages according to the prevailing laws and regulations (HOLLENBECK, GERHART, & WRIGHT; Lo, Rey-Martí, & Botella-Carrubi, 2020; Wakiyama & Zusman, 2021)

In essence, the agreement regarding wages between workers/laborers and employers must not be lower than the wage provisions that have been determined, usually the wage provisions are stipulated in a governor's decision in each Province which is used as a reference in determining the provision of minimum wages for workers/laborers.

Even though employers are not allowed to pay wages below the minimum wage, entrepreneurs are allowed to postpone the payment of the minimum wage as regulated in Article 90 paragraph (2) of the Manpower Law.

The deferral of wages itself is regulated in the Decree of the Minister of Manpower Number Kep.231/MEN/2003 concerning Procedures for Postponing the Implementation of the Minimum Wage ("Kepmenaker 231/2003").

So, it's illegal, against the law and unethical for organizations to pay below minimum wage.

Job Satisfaction

Robbins (2013) argues that Job Satisfaction is a person's overall attitude or perception of his job. Job satisfaction is an important aspect in positive organizational behavior with employee performance. (Negash, Zewude, & Megersa, 2014)

Job satisfaction is defined as a person's feelings towards work and aspects of his job. This feeling of work can be seen through two general approaches (global approach) and specific. The general approach is used if the level of satisfaction is known by the company and also knows its effect on other variables. In this case, the general approach sees job satisfaction as a whole and the feeling of employees as a whole. According to Handoko (2013), job satisfaction is a pleasant or unpleasant emotional state with which employees work. Job satisfaction reflects a person's feelings towards this job. This can have an impact on the positive attitude of employees towards the positions or tasks faced in their work environment, because job satisfaction has an impact on absenteeism, work turnover, work morale, complaints, the human resources department is obliged to monitor this job satisfaction variable (Laužikas & Miliūtė, 2020).

Research Method

Object Of Research

In this study, the authors took employees of UNIVERSITIES to be the object of research. This author's decision is based on a temporary decision from the background and this section is the part that often complains because it has a heavy workload and the highest risk in this pandemic era because it has to interact with many people and increase the risk of transmitting the virus. The sampling technique used by the author in this study is a non-probability sampling method. The data were collected from the respondents that are residing closely as per their geography or geographic area. It is done intentionally since large sample on wide spread geographic area or geography cannot be addressed. This method does not provide equal opportunities for all research objects to be sampled in the study. The reason is because this sample selection technique is not based on the law of probability, this technique is thick with certain subjective selection criteria. Data collection techniques are one of the most important stages in this research, and data and information use field studies and literature studies. To clarify the variables of this study, the authors formulated the description above, the study subjects in the form of Compensation (X1), Workload (X2), and Job Satisfaction (Y).

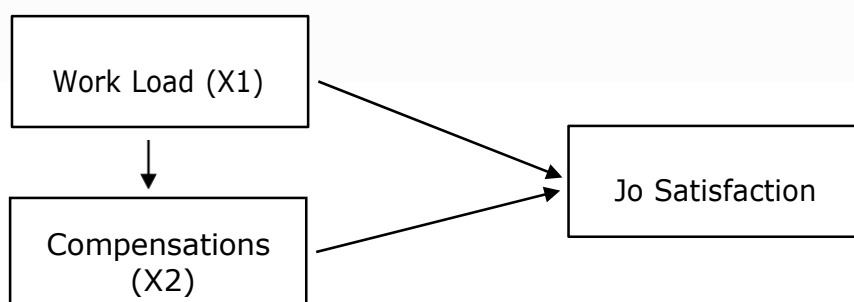


Figure 1. Research Path Diagram Model

Research Results and Discussion

Influence of Workload on Compensation

How to determine the area of acceptance or rejection of the hypothesis is by comparing t count with t table (0.05;49-1-1=47; Two-Way Test) is 2.010. And when compared with t count 10.387, the result of the comparison is t count > t table where 10.387 > 2.010. From these results it can be concluded that Ha is accepted and H0 is rejected, which means that the independent variable

(Work Load) affects the dependent variable (Compensation).

From this it can be seen that almost all employees think that the increase in workload must be directly proportional to the increase in compensation as well, because employee input must match the output requested by the company, but if it is not accompanied by an increase in compensation, it will be detrimental to the employee. The compensation obtained by employees should be in accordance with the workload provided by the company PT.X.

Influence of Compensation on Job Satisfaction

If you determine the area of acceptance or rejection of the hypothesis by comparing the t count with the t table, the results obtained from the t table (0.05; 49-1-1 = 47; Two-Way Test) the result is 2.010. When compared with t count 26.563, then the result of the comparison is t count > t table where 26.563 is greater than 2.010. From these results it can be concluded that H_a is accepted and H_0 is rejected, which means that the independent variable (Compensation) affects the dependent variable (Job Satisfaction). To determine the area of acceptance and rejection of the hypothesis by comparing the results of the SPSS output, the Significance t Change obtained is 0.000. The results obtained from the significance level is less than 0.05. Based on these results, it can be concluded that H_a is accepted and H_0 is rejected, meaning that there is a significant effect of the compensation variable on the job satisfaction variable.

Influence of Work Load on Job Satisfaction

In determining the area of rejection and acceptance of the hypothesis, the author compares the results of the t-count with the t-table, then the writer gets the result that dK (0.05; 49-1-1= 47; Two-Way Test) is 2.010. Then when compared with t count 9.378 then the comparison result is t count is greater than t table. Therefore, H_a is accepted and H_0 is rejected, which means that the independent variable has an effect on the dependent variable.

To determine the area of acceptance and rejection of the hypothesis by comparing the results of the SPSS output, the Significance t Change obtained is 0.000. The results obtained from the significance level is less than 0.05. Based on these results, it can be concluded that H_a is accepted and H_0 is rejected, meaning that there is a significant effect of the compensation variable on the job satisfaction variable.

Effect Of Workload on Compensation and Implications for Job Satisfaction

Equation 1 (one) results in the standardized beta work load value on job satisfaction of -0.078 and is the path value or pyx path. The results of testing hypothesis 1 show equation 2 (two) that the standardized beta work load value on job satisfaction is 0.078 and is the path value or pyx path. Then for equation 3 (three) the standardized beta value of compensation for job satisfaction is 1.023 which is the path value pyz. To see the ability of workload in influencing job satisfaction indirectly with compensation mediation can be seen as follows:

Kesimpulan

1. From research and data collection conducted at universities by the author, shows that the workload (X1) has a significant effect on compensation (X2). Employees think that the workload given by the company should be in accordance with the compensation received by the employee. The workload that actually increased during the pandemic did not make employees comfortable with their role in the organization, coupled with compensation that did not match the minimum wage and some benefits were eliminated by the company.
2. Furthermore, research conducted on compensation at PT.X, shows that the compensation variable has an influence on job satisfaction at PT.X. The questionnaire obtained from job satisfaction shows that there is dissatisfaction with the situation with his work. Compensation that is below the minimum wage is a major factor in employee dissatisfaction. The increasing need is not accompanied by an increase in compensation that is below a decent standard of living.
3. Based on research conducted by the author that the workload has an influence on job satisfaction (Y) at the PT.X. The decrease in job satisfaction is also influenced by the workload, because the increase in the workload is deemed inappropriate and inhumane to determine at a difficult time like this.

4. Furthermore, from the research that has been done that the workload (X1) has an effect on compensation (X2) and has implications for the job satisfaction of PT.X employees. The meaning of this statement is that the determination of the workload and in accordance with the compensation will increase job satisfaction.

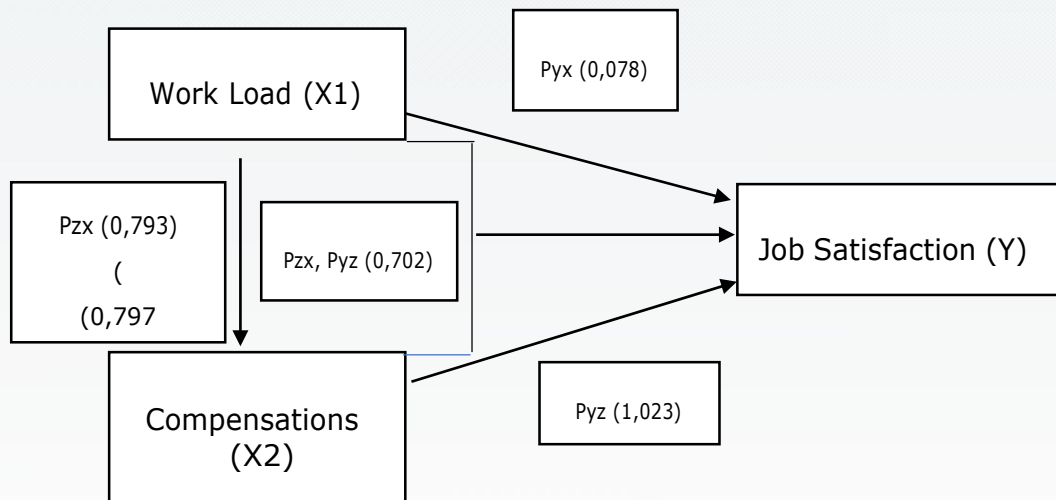


Figure 2. Result of Path Analysis

Based on the picture above, it can be seen that the magnitude of the effect of workload on motivation is 0.763. The effect of motivation on employee performance is 0.276. The magnitude of the effect of compensation on employee performance directly is -0.078 while the magnitude of the effect of compensation on motivation and its implications for employee performance is calculated by multiplying the indirect coefficient, which is 0.763×1.023 the result is 0.780. So, the total effect is 0.702. This result is obtained from adding up $0.763 + (-0.078)$. It can be concluded that there is an effect of workload on compensation and its implications for job satisfaction of PT.X employees.

Suggestion

1. Companies must review the increase in workloads during this pandemic, besides that companies must return to the human resource planning stage, because at this stage the company will be able to get the ideal number of employees and a performance appraisal system that is adjusted to the weight of the employee's work.
2. Companies must adjust their wage rates to the prevailing regulations, because apart from violating the law, setting wages below the minimum standard seems greedy and worsens the company's image.
3. Companies need to pay attention to the factors that influence the decline in job satisfaction, because if job satisfaction decreases, it will increase employee turnover rates, increase absenteeism and absenteeism rates, and also decrease the quality and quantity of company output.

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