

# Effect of Training and Empowerment in Improving Job Satisfaction

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**Abstract**— Job satisfaction is still an important concern that is examined at all times, because job satisfaction is important for organizational effectiveness. Job satisfaction greatly affects the service to customers, because the service industry, especially banks that have a high level of intensity to compete directly with customers. The problem of employee job satisfaction is still the main focus in the banking industry. This study aims to obtain (1) description of training, (2) description of empowerment, (3) description of job satisfaction, (4) influence of training and empowerment to job satisfaction, (5) influence of training to job satisfaction, and (6) Influence of empowerment to job satisfaction. The method used is explanatory survey with samples of 50 employees. The Data analysis techniques used are multiple linear regression, with SPSS computer software tool. Based on the results of the study, the description of techniques in the good category, description of empowerment in the good category, job satisfaction description in the high category, and job satisfaction influenced by training and empowerment.

**Keywords**—*Training; Empowerment; Job Satisfaction*

## I. INTRODUCTION

Human resources management pay attention to all aspects of how the resources employed and managed in the organization, the importance of human resources to assess the capacity and contributions of its own against the organization [1]. Human resource management is considered as an important component to create a valuable resource and is also able to maintain a competitive advantage organizations [2]. Human resource management is the key in changing competitive advantage into a sustained competitive advantage by influencing the workings of its employees [3].

Human resources are the most important asset or competitive from every organization [4]. The success and effectiveness of an organization depends on how far the efforts of employees of the organization are recognized by the company [5], because employees are also one of the factors that can determine the success of the company [6], in addition to employee job satisfaction can also contribute for organizational success within the company [7].

Job satisfaction is still a key concern are examined every year in the field of human resource management, because the job satisfaction is essential to the effectiveness of the Organization [8]. Every organization needs human resources who can work effectively and efficiently [9], organization

would be more effective if it has employees who feel more satisfied with his work than any organization with employees who are dissatisfied with his work [10].

Problems of job satisfaction levels occur in various industries both manufacturing or service industry [11]. Banking is one of the service industry which is experiencing a problem job satisfaction in the banking industry employee satisfaction levels between one bank and another bank can vary, it is caused due to any banks apply different standards of salary, workload, as well as the different work environment [12]. Employee satisfaction level in Indonesia in 2017 reached a rating of 2.75, the figure is still low when compared with employee job satisfaction level in Poland who get rating 3.29. The banking industry in Indonesia has a high level of job satisfaction with a rating of 2.75, but the workload category in the banking industry earns the lowest rating of 2.31, compared to other categories such as job demand or job demands of rating 3 ([www.salaryexplorer.com](http://www.salaryexplorer.com) is accessed on 03/09/2017 at 17:29). The data shows that employee job satisfaction problems are still the main focus in the banking industry.

Problems of job satisfaction is also reinforced by the existing research on the banking industry in Indonesia. Problems of job satisfaction occur at some companies the banking industry in East Java, Bandung, Malang, dan East Kalimantan [13], [14]. Human resources quality are strongly influenced by the job satisfaction of employees, because employees are satisfied and happy with her work will do a good job and also have a good quality [15]; [16].

Job satisfaction in banking can be seen from the ranked of job satisfaction of employees at each bank, such as data obtained from [www.jobplanet.com](http://www.jobplanet.com) mention that BCA position occupies the highest position that is ranked 2nd with employee job satisfaction rating that reaches an average of 4.1 and 4.34 million/month salary, while BNI was ranked 14th with job satisfaction rating employees who reach 3.7 and the average salary of 4.84 million/month, and BRI was ranked the 18th employee satisfaction rating with BRI is 3.7 and the average salary of 3.74 million/month ([www.jobplanet.com](http://www.jobplanet.com) accessed date 18/09/2017 at 15.43). When compared with bank BNI and BCA employee job satisfaction the lowest assigned by PT Bank Rakyat Indonesia.

It is important for banks to maintain and improve employees to be satisfied with their work so as to maintain its position in this competitive banking industry [17]. Employee is one of the most important components of which are owned

by the company, because of his efforts to keep the survival, develop, the ability to compete and generate profits [18].

According to the theory of Herzberg's there are two factors theory in job satisfaction, that is motivation and hygiene. Satisfied employees are motivated from within, to work harder. Herzberg's two factor is satisfaction and the criterion. The dissatisfaction associated with complaints about the context or the fact in the working environment directly [19].

There are few studies about the factors that affect job satisfaction among them is the pay, promotion, work environment, team spirit, job security, corporate image, and supervisor's expertise, collaborative, professional development, job rotation, communication effectiveness, leadership, motivation, training and empowerment [20], [21], [22], which are done then taken several solutions for improving job satisfaction of employees with training, and empowerment.

The first solution that is training, training is a systematic process to change behaviors, knowledge, and motivation of employees [23]. Research conducted by Osama, Haseeb, Waseem, Ayaz said that training effect on job satisfaction, while the research done by Johnson & Umoh training does not affect job satisfaction. [24]

The second solution that is empowering, empowerment is the process that provides greater autonomy through the sharing of relevant information and providing control over the factors that affect the work achievement [25]. In other words, empowerment is an action or an attempt to increase the power of the employee in terms of authority, autonomy, the role of, and influence in the organization. Employees empowered independently can set their own objectives, make decisions related to their work, carrying out decisions, and solve problems. Research conducted by Tetik stated that employee empowerment has a positive and significant influence on job satisfaction, while research conducted by Ampauleng said that empowerment does not affect job satisfaction [26].

Based on the background of the issue above, the purpose of this research is to obtain results regarding: (1) obtain findings Overview training, (2) obtain findings description of empowerment, (3) obtain findings description of job satisfaction, (4) to obtain the findings about the influence of training towards job satisfaction, (5) to obtain the findings about the influence of empowerment towards job satisfaction, (6) to obtain the findings about the influence of the training and empowerment.

## II. LITERATURE REVIEW

Human resource management is crucial to organizational success as does a human potential that has certain qualities that make it worthwhile Noe et al. (2016).

[27] suggests there are nine functions of human resource management that is 1) analysis and design of work, 2) recruitment and selection 3) training and development, 4) performance management, 5) compensation and benefits, 6) employee relations, 7) personnel policies, 8) employee data

and information systems, 9) compliance with laws, 10) support for strategy. Based on the functions of the human resources function training and development which is an effort to increase the ability of employees to handle a variety of tasks and to cultivate the ability employees outside of that required by the current work that can give advantage for both parties, both individuals and organizations [28].

Training is the organization's planned efforts to help employees gain the knowledge, skills, abilities, and work-related behavior, with the goal of applying them on the job (Noe et al, 2016). Training oriented to the present helps employees to master the skills in his work [29]. Training dimensions according to [27] that is 1) knowledge, 2) skills, 3) abilities, 4) behaviors

Based on the function of human resources functions support for strategy associated with empowerment. Function support for strategy put the success of the company is to be able to make use of the human resources in order to be willing to work in earnest to participate in achieving the objectives of the organization/company and employee needs.

Empowerment is giving the responsibility and authority to employees to make decisions about all aspects of product development or customer service [27] it can be said of empowerment is giving employees a means, the ability and the authority to allow employees responsible for doing some work

Dimensions of empowerment according to [27] that is responsibility and authority. Responsibility means employees are responsible for doing good work and developing skills that continue to make them valuable to their superiors. Employees should be given authority in decision making in their work, decision-making authority between individuals, subgroups, and teams as a whole.

Human resources will be satisfied in the work if the individual aspects of the work and support each other so that it can be said that job satisfaction with regard to the feelings of pleasure or absence of the employees work, job satisfaction involves a person's positive feelings so that people can evaluate the work he does [30], [31].

Job satisfaction is the pleasurable feelings that resulted from the perception that the work done meets the important values in his work [27]. According to [27] there are five dimensions of job satisfaction, that is 1) pay, 2) the work itself, 3) supervision, 4) co-workers 5) promotions.

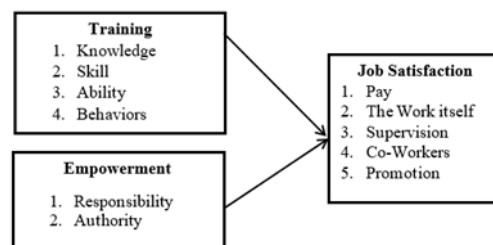


Figure 1. Paradigm r.esearch

### III. METHODOLOGY

This research is to know the effect of training and empowerment to job satisfaction. The independent variable in this research is training and empowerment. Training variables with dimensions are knowledge, skills, abilities and behaviors and empowerment that has dimensions of responsibility and authority. And the dependent variable is job satisfaction dimension includes pay, the work itself, supervision, co-workers and promotions.

Based on the variables examined then this type of research based on the goals to be achieved, namely the types of descriptive research verificative. Based on the above research type i.e. descriptive research and verificative then the method used was explanatory survey.

### IV. RESULTS AND DISCUSSION

The independent variable in this research is training and empowerment while for the dependent variable is job satisfaction. To test whether there is any independent influence on the dependent variable, it is done by multiple linear regression test.

Determinant coefficient analysis is used to determine the percentage of influence that occurs from the independent variable to the dependent variable. So in this research coefficient determinant used to know the percentage of influence of independent variable to dependent variable.

Thus, the value of KD is 95.6% which shows the meaning that training and empowerment give simultaneous influence (together) equal to 95.6% to job satisfaction. While the rest of 4.4% influenced by other factors that ignored the author. The amount of influence partially between each variable of influence of training on job satisfaction of 95.3% and the effect of empowerment to job satisfaction of 77.1%.

Based on the results of empirical research in the form of the influence of training and empowerment of job satisfaction. Job satisfaction is influenced by training and empowerment. The magnitude of direct influence of training and empowerment to job satisfaction of 95.6%. So it can be concluded that training and empowerment have influence on job satisfaction. This is evidenced also by research [32] which states that factors that affect job satisfaction is training and empowerment. Providing training to individuals improves their level of satisfaction and performance as well and when employees are empowered and their powers feel satisfied and strong inside. The feeling of empowerment has a positive impact on job satisfaction.

Based on the results of empirical research in the form of the effect of training on job satisfaction. Job satisfaction is positively influenced by training. The magnitude of direct influence of training on job satisfaction is 95.3%. This is also evidenced by previous research by [33] a significant influence between training on job satisfaction but also affect the work commitment and employee performance. According to [34] states that there is a positive influence between training on job

satisfaction in this case because of the relationship to improve job satisfaction by doing the training.

Based on the result of research is empirical in the form of influence of employee empowerment to job satisfaction. Job satisfaction is positively influenced by empowerment. The amount of influence directly employee empowerment to job satisfaction of 77.1%. This is in accordance with previous research by [35] that the results of research have shown a significant positive impact of empowerment of job satisfaction.

### V. CONCLUSIONS AND RECOMMENDATIONS

Based on the above research states that, training and empowerment effect on job satisfaction. This shows that the higher the training and empowerment together, the higher the satisfaction of PT. Bank Rakyat Indonesia branch office of Kuningan delivered. Training has an influence on job satisfaction. This shows that the higher the training is also the satisfaction of PT. Bank Rakyat Indonesia Branch Office of Kuningan delivered. In addition, empowerment affects job satisfaction. This shows that the better the empowerment the higher the job satisfaction of PT. Bank Rakyat Indonesia Branch Office of Kuningan delivered.

The results of this study indicate that training and empowerment together effect on job satisfaction. Thus the authors recommend that companies continue to improve training and continue to improve the empowerment it has, so that job satisfaction can be increased so that more incoming references to the improvement of the problem.

The results of the study indicate that training has an effect on job satisfaction, thus the authors recommend that companies continue to improve effective training to improve employee skills. Good training is one way to improve the ability of employees, this will cause the organization to be better.

The results of this study state that empowerment affects job satisfaction, thus the authors recommend that companies continue to improve and pay attention to its empowerment, by improving the sense of employee's responsibilities and the ability to complete tasks in a timely manner indicating the work involved allows for the process of improvement, and move forward

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