

The Effect of Empowerment and Quality of Work Life on Teachers' Productivity

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ABSTRACT

This study aims to comprehensively find out the effect of empowerment and quality of work life on teachers' productivity at Private MTs (Islamic Junior High School) of Praya District, Central Lombok Regency in the Academic Year of 2020/2021. This study used a survey method with path analysis applied in hypothesis testing. This research was conducted on 200 teachers as respondents selected at simple random. Analysis and interpretation of the data shows that (1) empowerment has a direct positive effect on productivity, (2) quality of work life has a direct positive effect on productivity, (3) empowerment has a direct positive effect on quality of work life. It can be concluded that high empowerment results in the increase of the quality of working life of teachers in Private MTs, Praya District, Central Lombok Regency.

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1. INTRODUCTION

Education has been proven to contribute majority in creating life-changing opportunities for all children around the world (Keriapy: 2020). The contribution of education is to present competent, quality and useful resources in various sectors of life (Hariwirawan: 2020). For a long time, the government has made serious efforts to provide education for all levels of society. In order to straighten out the assumption that education can only be enjoyed by certain groups and to face the rapidly growing population of Indonesian society, Indonesia has made efforts to expand access to education since a long time ago (Dimmera, et al: 2020, Nanggala: 2020).

Productivity can be referred in terms of quantity or quality. In an educational unit, the output quantity is the number of graduates, while the input is the number of educators and education personnel, as well as other resources (Mudarya: 2019). Furthermore, productivity, in terms of quality, cannot be measured in money. It is illustrated by the determination of the use of available methods and tools so that the volume and workload can be completed in accordance with the available time and get positive responses and even praise from others for their work (Lores, et al. : 2019). There are also those who emphasize productivity on giving attention and satisfaction to customers, so that the more

satisfying the services provided by an institution to its customers, the more productive the institution will be (Oktarisa, et al: 2019).

Generally, in Indonesia, taking into account the background of the preparation of the Pioneer Guide for the Integrated Teacher Professional Education Program with Additional Authorities (PPGT), by the Directorate of Educators and Education Personnel of the Directorate General of Higher Education, Ministry of Education and Culture, it reveals that "There is a phenomenon that some junior high schools are lack of teachers. This includes 5,980 adaptive teachers, and 18,165 productive ones." Based on the data, the number of productive teachers in Indonesia is still relatively low.

Based on the result of preliminary survey, it indicates that in the Education and Culture Office of Central Lombok Regency, basically, private SMP/MTs teachers in Praya Subdistrict, Central Lombok Regency, have good performance, but their performance are still expected by the Central Lombok Regency Education Office to be better (Excellent Performance), to increase the productivity of teacher performance, one of them is by optimizing the use of learning media owned by schools.

Based on the description above, researchers are encouraged to do a research on teachers' productivity in a study on the effect of empowerment and quality of work life on teacher productivity at Private Junior High Schools in Praya District, Central Lombok Regency. Researchers assume that increasing productivity is a solution in improving the quality of education. One of the important problems faced by leaders is how to increase work productivity so that it can support the success of achieving organizational goals.

Panjaitan (2018) claims that productivity can be interpreted as a measure of how effectively a person (or group or organization or something) converts inputs (resources) into outputs (goods or services) through an intermediary conversion process. Meanwhile, another opinion from Nurhayati (2018) conveys that productivity is related to the efficiency and effectiveness of the goods and services produced. Rusydiana, et al (2019) have the same view, as in their opinion where in their explanation productivity is seen as a combination of effectiveness and efficiency. Productivity is how well the system uses resources to achieve goals. The explanation gives the view that the measure of time span is a comparison in productivity because it is explained that productivity is basically a concept of levels and productivity measures can be used in comparing performance at a certain point in time. In addition, Fadinger, et al (2021) argue that productivity is generally defined as the ratio between the volume of output and the volume of input. In other words, it measures how efficiently input resources in the production process, such as capital, raw materials, processed materials and components, but also related services, have been used in an economy or a company to produce a certain level of output. Productivity is seen as a key source of competitiveness and financial success over time. Dominguez, et al (2019) explains that productivity is the relationship between the output produced by the provision of inputs and the production system or service to produce the output. Thus, productivity is defined as the efficient use of resources encompassing labor, capital, land materials, energy and information in the production of various goods and services. From the explanation above, it can be synthesized that productivity is the efficiency and effectiveness of individuals in using resources, with indicators (1) work system, (2) service system, (3) utilization of organizational resources, and (4) cooperation.

Discussing empowerment more deeply, it can be found several views on how empowerment is viewed. Shah, et al (2019) view empowerment in terms of psychology, psychological empowerment. This means an employee confidence in the extent to which employees influence the work environment, competence, meaningfulness of work, and perceived autonomy in a job. More firmly in the empowerment contest, Yin, et al (2019) explain empowerment is generally described in terms of allowing employees greater freedom, autonomy and self-control over their work, and responsibility for decision-making. Furthermore, Sell, et al (2018) explain that empowerment contains responsible

decision-making factors, as quoted by the researcher. From this it can be seen that empowerment means releasing the power and creativity of employees by providing freedom, resources, information, and skills to make decisions and work effectively. Another expression regarding the definition of empowerment is from Tao, et al (2018) depicting that empowerment is the authority to make decisions in one area of responsibility without first having to get approval from others. Based on the explanation of the concept above, it can be synthesized that empowerment is the freedom given to individuals to use their abilities in completing work, with indicators: (1) work skills, (2) self-control, and (3) work responsibilities.

The quality of work life is not a new thing in the discipline of the organizational world. The quality of work life pays attention to every policy process decided by the organization as a response to what employees want and expect to become the same goal, called as an improving performance (Noviyanti, et al: 2019). Meanwhile, according to Dhamija, et al (2019), the notion of quality of work life is the extent to which workers can meet important personal needs through the experience of workers in the organization. Secapramana, et al (2019) outlines their explanation that the quality of work life is a general concept, referring to several aspects of work experience. Likewise Leitão, et al (2019) describe that the quality of work life is the overall quality of the human experience at work. Kocman, et al (2018) claim that the quality of work life refers to a high level of worker satisfaction in enjoying their work by taking advantage of the work design. Sugiarto, et al (2019) define the quality of work life as a measure of how safe, comfortable and satisfied employees feel in the work environment and situation for the work they handle. It can be seen from the explanation of Saputri, et al (2020) that the quality of work life, consciously and continuously aims to improve the quality of work life. This involves increasing the sense of satisfaction derived from an employee's job by, as much as possible, reducing monotony, increasing variety, autonomy and responsibility, and avoiding placing people under stress.

From the explanation above, the quality of work life can be synthesized as the satisfaction and security felt by individuals from their work experience, with indicators of: (1) work environment, (2) job security, (3) autonomy, and (4) co-worker relations.

2. METHODS

This study employed a quantitative approach, causal associative type with survey as research design and path analysis as statistical analysis techniques. This research was carried out for seven months starting from February to August 2021 located at Private MTs Praya District, Central Lombok Regency in the academic year of 2020/2021. The population was 398 people with a sample of 200 people selected by random sampling.

Data were collected by using an instrument in the form of a questionnaire that had been tested for validity and reliability. The data collected were presented in descriptive statistics. Then the data were analyzed by using parametric statistics path analysis model, aiming to test the effect between research variables. The steps for testing path analysis were as follows; testing the normality of the data, calculating the normality of the estimated error with the Lilifors-test, calculating the regression equation, testing the significance and testing the linearity of the regression. Next, the path analysis was calculated, to calculate the path coefficient.

Next, the path analysis is calculated, to calculate the path coefficient. Decision making is done if the significance value is greater than 0.05 ($q > 0.05$), then the data distribution is declared normal. The guidelines used to accept or reject the hypothesis if the proposed null hypothesis (H_0) is: H_0 is accepted if F or t -count $< F$ or t -table, or the value of value in the sig column. $>$ level of significant (α), and H_0 is rejected if F or t -count $> F$ or t -table, or the value of value in the sig column. $<$ level of significant (α).

3. FINDINGS AND DISCUSSION

3.1. The Effect of Empowerment on Productivity

Table 1. The Effect of Empowerment on Productivity

No	Variable	Path Coefficient	Corelation Coefficient	Conclusion
1	The Effect of Empowerment on Productivity	0,428	0,671	$t_{count} > t_{table}$ Path Coefficient is Significant

The results of the hypothesis analysis resulted in the finding that empowerment had a direct positive effect on productivity. Based on these findings, it can be concluded that productivity is directly influenced positively by empowerment. Increased empowerment results in increased productivity.

Table 2. Hypothesis of direct positive effect of empowerment on productivity

Direct Effect	Path Coefficient	t_{count}	t_{table}	
			$\alpha = 0,05$	$\alpha = 0,01$
X_1 against X_3	0,428	3,20	2,00	2,66

From the results of testing the first hypothesis, it can be concluded that there is a direct positive effect of empowerment on productivity. The result of a simple correlation analysis between empowerment and productivity is obtained a correlation coefficient of 0.671 and a path coefficient value of 0.428. This value provides an understanding that empowerment has an effect on productivity.

These results are in accordance with the results of research from Purnami & Utami (2019) and Wardana, et al (2020). The results of the study explain that policies such as job rotation, employee empowerment, and employee participation have a positive effect on productivity. This is because workers encourage more communication and a positive social environment. Likewise, the empowerment and motivation provided, makes employees achieve satisfactory productivity.

In private MTs, Praya Sub-district, Central Lombok Regency, it is generally known that empowerment does occur, but it is possible that the lack of self-control will raise. So, the teachers' work skills are still below the expectations of the principal so that teacher empowerment is still uneven. It is hoped that the development of teacher skills can continue to be improved so that it can deliver productive teacher conditions in all Private MTs, Praya District, Central Lombok Regency.

3.2. The Effect of Quality of Work Life on Productivity

Table 3. The Effect of Quality of Work Life on Productivity

No	Variable	Path Coefficient	Corelation Coefficient	Conclusion
1	The Effect of Quality of Work Life on Productivity	0,356	0,649	$t_{count} > t_{table}$ Path Coefficient is Significant

The results of the hypothesis analysis resulted in the finding that Quality of Work Life had a direct positive effect on Productivity. Based on these findings, it can be concluded that Productivity is directly

influenced positively by Quality of Work Life. Increased Quality of Work Life results in increased Productivity.

Table 4. Hypothesis of direct positive effect on the quality of work life on productivity

Direct Effect	Path Coefficient	t _{count}	t _{table}	
			$\alpha = 0,05$	$\alpha = 0,01$
X ₂ against X ₃	0,356	3,30	2,00	2,66

From the results of testing the second hypothesis, it can be concluded that there is a direct positive effect on the quality of work life on productivity. The results of a simple correlation analysis between the quality of work life and productivity obtained a correlation coefficient of 0.649 and a path coefficient value of 0.356. This value provides an understanding that the quality of work life has a very strong effect on productivity. These results are in line with the results of several previous studies. One of the results from Mawu, et al (2018), show that the quality of work life and job satisfaction simultaneously have a positive and significant effect on employee work productivity, the quality of work life partially has a positive and significant effect on employee work productivity, and partially job satisfaction has a positive and significant effect on employee work productivity. Furthermore, the Head of the regional secretariat office of the Southeast Minahasa Regency should pay more attention to the quality of work life and job satisfaction of its employees so that employees will be more loyal to their work and will produce good work productivity.

In this study, the quality of work life includes the existing work environment, the autonomy of each teacher, job security and relationships between teachers' colleagues. All of these indicators are described to determine the productivity level of private MTs teachers in Praya District, Central Lombok Regency. From the results of the study, it can be seen that the level of teacher productivity began to improve due to the form of increasing positive appreciation for the achievements or work achievements of teachers both by the principal and by colleagues.

3.3. The Effect of Empowerment on Quality of Work Life

Table 5. The Effect of Empowerment on Quality of Work Life

No	Variable	Path Coefficient	Corelation Coefficient	Conclusion
1	The Effect of Empowerment on Quality of Work Life	0,684	0,684	t _{count} > t _{table} Path Coefficient is Significant

The results of the hypothesis analysis resulted in the finding that empowerment has a direct positive effect on Quality of Work Life. Based on these findings, it can be concluded that the Quality of Work Life is directly influenced positively by empowerment. Increased empowerment results in an increase in Quality of Work Life.

Table 6. hypothesis of direct positive effect of empowerment on the quality of work life

Direct Effect	Path Coefficient	t _{count}	t _{table}	
			$\alpha = 0,05$	$\alpha = 0,01$
X ₁ against X ₂	0,684	3,30	2,00	2,66

From the results of testing the third hypothesis, it can be concluded that there is a direct positive effect of empowerment on the quality of work life. The results of a simple correlation analysis between empowerment and quality of work life obtained a correlation coefficient of 0.684 and a path coefficient

value of 0.684. This value provides an understanding that empowerment has a very strong effect on the quality of work life. These results are in line with the results of research conducted by Pramayani, et al (2018) showing that there is a strong level of influence between the empowerment of human resources on work productivity at the Bandung City Manpower Office, which is in accordance with the dimensions of human resource empowerment and work productivity indicators. From the results of the data collection scores show a value of 0.849. It is a strong influence which is in line with Sugiyono's opinion that the strong influence refers the numbers of 80 to 100. It can be concluded that one of the variables affecting productivity is empowerment.

Empowerment may occur when teachers have self-control so that they can take advantage of the freedom given for positive things. These things are the booster of the expected better quality of work life. Good empowerment management can provide a good quality of work life for private MTs teachers, Praya District, Central Lombok Regency.

4. CONCLUSION

Based on the results of the study, it can be concluded that: (1) There is a direct positive effect of empowerment on productivity. This means that high empowerment results in the increase of teachers' productivity in Private MTs, Praya District, Central Lombok Regency. (2) There is a direct positive effect on the quality of work life on productivity. This means that a high quality of work life results in the increase of teachers' productivity in Private MTs, Praya District, Central Lombok Regency. (3) There is a direct positive effect on empowering the quality of work life. This means that high empowerment results in the increase of the quality of working life of teachers in Private MTs, Praya District, Central Lombok Regency. The weakness are: 1) The research only conducted at Central Lombok; and 2) the research focus on private school at Central Lombok 3) the research only has three variables.

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