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# The Effect of Implementing an Empathetic Approach on Job Satisfaction Administrative staff at the Faculty of Tarbiyah and Teacher Training Antasari State Islamic University Banjarmasin

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### Abstract

Job satisfaction of administrative staff is an important factor in the running of the administrative activity process in a higher education environment. The aim of this research is to describe a picture of an empathetic approach that can influence the job satisfaction of administrative staff at Tarbiyah and teacher training faculties of State Islamic University antasari Banjarmasin. Research with a quantitative approach. The population in this study were all administrative staff at the Tarbiyah and teacher training faculties of State Islamic University antasari Banjarmasin. The research sample was taken with total sampling. Data collection was carried out using survey techniques in the self-administered survey category, the data analysis technique used in the study was multiple regression analysis. The results showed that there was an influence of the empathy approach on job satisfaction staff administrative. From the results of the multiple regression analysis, it was found that there was an influence of an empathetic approach in providing recognition and appreciation, paying attention to trust and responsibility, career and professional development, fostering personal relationships that were conducive to staff job satisfaction. Trust and responsibility have a significant influence on job satisfaction

**Keywords:** Job satisfaction, empathy Guidance and Counseling

## 1. INTRODUCTION

The utilisation of all available resources is a determining factor for the success of an organisation. In connection with that, it is a must for every leader to be able to manage these resources optimally. One of the most important resources that must be considered is human resources (human resources). This is because the key factor of management itself is human. Empowering human resources as intended above,

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leaders must understand well the characteristics of their subordinates. one uniqueness of humans is the tendency to fulfil their needs.

According to Maslow in Helen (2005) there are 5 basic needs owned by individuals including (1) Physiological needs, namely the need to eat, drink, physical protection, breathe, sexual (biological). This need is the lowest level need (the most basic need). (2) Safety and security needs, namely the need for protection from threats, dangers, conflicts and the environment. (3) The need to feel belonging (belongingness needs), namely the need to be accepted by the group, affiliate, and the need to love and be loved. (4) Esteem needs, namely the need to be respected and valued by others. (5) Self actualisation needs, the need to use abilities, skills and potential. According to Maslow, the need to have an opinion by using ideas, provides a need for recognition and self-esteem. These needs are equivalent to what is referred to as the factors that cause feelings of satisfaction (motivator factors) in the "two continuum" theory proposed by Herzberg. From these definitions, job satisfaction can be interpreted as a positive feeling or attitude (happy) of a person towards work and the environment in which he/she works. The importance of this job satisfaction issue can be seen from several previous studies.

The results of Sion's research (2002) concluded that the contribution of job satisfaction to employee performance was 43.14%. Although in the conclusion of this study it was also found that in general the level of employee job satisfaction was mostly in the "medium" category and some were in the "good" category, and none were in the "very good" category. Based on this fact, the author concludes that wherever and whenever job satisfaction is important and must be sought to increase, so that the measure given to employee work performance becomes optimal as well.

Job satisfaction is influenced by the work atmosphere found in the research findings of Uniati (2014) that the job satisfaction of administrative staff is formed due to the work atmosphere, co-workers and the work itself. This means that administrative staff feel happy to do the tasks they are responsible for if the work atmosphere and relationships with co-workers are as they expect. The results of this study are also in accordance with Zama's research (2017) that emotional intelligence has a positive and significant effect on job satisfaction, the work environment has a positive and significant effect on employee job satisfaction.

Considering that job satisfaction is closely related to emotions, then to deal with the problems identified above, of course, must use an approach that always relies on emotional intelligence. Therefore, this research is more directed at the empathy approach.

The great opportunity for empathy in dealing with these issues is reasonable, because with a good understanding of the feelings of staff, a leader can determine attitudes and actions that are polite, courteous, respectful, respectful, and united in a network of cooperation to advance the organisation. With empathy a person will be more aggressive and more aware of themselves and then understand others. This is because empathy can motivate and inspire actions that are a source of strength for personal and social life. Therefore, empathy is often mentioned by experts as a social radar. Goleman (2009) says that empathy is very important as a guiding system that leads to good workplace relationships, so it is said that when becoming a leader, empathy is an absolute must-have advantage.

Based on the preliminary study of researchers through interviews and observations, there are findings that the empathy approach has been applied by the Dean of the Faculty of Tarbiyah and Keguruan. Dean of the Faculty of Tarbiyah and Keguruan. Leaders and administrative staff have good interpersonal relationships. Administrative staff can convey opinions and things needed to support completing work tasks. It is hoped that the application of the empathy approach can affect the level of job satisfaction of administrative staff. The initial picture of job satisfaction in administrative staff can be identified as follows: (1) the provision of recognition and appreciation to administrative staff; (2) the provision of trust and responsibility to administrative staff; (3) the lack of attention to the career and

professional development of staff; (4) the existence of personal relationships between subordinates and superiors that are less conducive; and (5) supervision techniques that still tend not to be appropriate.

The selection of the issue of job satisfaction of administrative staff is important, especially in educational institutions under the government. The importance of this research is based on two things, namely: first, research related to job satisfaction of administrative staff is still rarely carried out in government institutions. Second, this research is important as an effort to explore the factors that drive job satisfaction, especially for administrative staff at the Faculty of Tarbiyah and Keguruan UIN Antasari Banjarmasin. This is an effort to maintain the quality and job satisfaction of the institution considering that institutional job satisfaction is the accumulative of various factors.

This study deals with the effect of the application of the empathy approach on job satisfaction of administrative staff at the Faculty of Tarbiyah and Keguruan UIN Antasari Banjarmasin. Based on 5 aspects of Goleman's (2009) empathy approach, namely: (1) recognition and appreciation; (2) giving trust and responsibility; (3) attention to career and professional development; (4) personal relationships on a social and political level; and (5) supervision techniques.

## 2. METHODS

The approach in this research is quantitative, which is research that is viewed from a research point of view that emphasises testing theories through measuring research variables with numbers and analysing data with statistical procedures. Research with a quantitative approach emphasises its analysis of ordinal data processed by statistical methods. The population in this study were all administrative staff at the Faculty of Tarbiyah and Keguruan UIN Antasari Banjarmasin.

The research sample was taken with total sampling of 32 people. Data collection was carried out using survey techniques in the category of self-administered surveys, namely collecting primary data by giving statements to respondents directly using instruments in the form of questionnaires. Data collection was carried out using a survey technique in the category of self-administered survey, namely collecting primary data by giving statements to respondents directly using an instrument in the form of a questionnaire. The questionnaire on the application of the empathy approach is based on 5 aspects of Goleman's (2009) empathy approach, namely: (1) recognition and appreciation; (2) giving trust and responsibility; (3) attention to career and professional development; (4) personal relationships on a social and political level; and (5) supervision techniques. The job satisfaction questionnaire is based on 5 aspects that affect job satisfaction according to the UM Education Management Expert Team (2002), namely (1) giving recognition and appreciation to administrative staff; (2) giving trust and responsibility to administrative staff; (3) attention to career and professional development of staff; (4) the existence of personal relationships between subordinates and superiors; and (5) supervision techniques. The data analysis technique used in the study was multiple regression analysis

## 3. RESULTS AND DISCUSSION

The results of the field findings on the five aspects of the empathy approach, namely (1) giving recognition and appreciation, (2) giving trust and responsibility to staff, (3) giving attention to the career and professional development of staff, (4) fostering personal relationships conducive to social and political awareness, and (5) implementing supervision to staff respondents in this study, showed that 4 respondents (12.51%) perceived it in a very high category, 23 respondents (71.87%) perceived it in a high category, 5 respondents (15.62%) perceived it in a moderate category.

Job satisfaction of administrative staff is the overall positive attitude given by administrative staff towards their work. Job satisfaction can be known from emotional statements about the tendency to like or dislike the process of carrying out work and the results obtained. The difference between each individual in how to respond to a task or work carried out can affect the level of job satisfaction. The level of job satisfaction of administrative staff obtained data from 3 respondents (9, 37%) had job satisfaction in the very high category, 25 respondents (78, 12%) perceived in the high category, 4 respondents (12.50%) perceived in the medium category.

Empathic approach in providing recognition and appreciation of staff job satisfaction obtained data from respondents in this study, it can be seen that 13 respondents (40.63%) perceived the category very high; 18 respondents (56.25%) perceived the category high; 1 respondent (3.12%) perceived the category medium. From the results of regression analysis, it is obtained that there is an influence of the empathy approach in providing recognition and appreciation on staff job satisfaction. This is evidenced by the *t*-count value for the independent variable of reward and recognition is greater than the *t*-table value (2.04) so that it can be concluded that partially the variable of recognition and reward has a positive effect on the variable of job satisfaction. The results of this study reinforce the findings of Disa & Indi (2019) that rewards are proven to have a positive and significant effect on job satisfaction. The better the rewards received by employees; the higher employee job satisfaction will be.

The empathy approach in providing attention to trust and responsibility obtained data from respondents in this study, it can be seen that 6 respondents (18.75%) perceived it in the very high category, 20 respondents (62.50%) perceived it in the high category, 5 respondents (15.63%) perceived it in the medium category. 1 respondent (3.12%) perceived the low category. The results of the regression analysis obtained that there is an influence of the empathy approach in providing attention to trust and responsibility. This is evidenced by the *t*-count value of 4.336 for the independent variable of trust and responsibility is greater than the *t*-table value (2.04) so it can be concluded that partially the variable in providing trust and responsibility of staff has a positive effect on job satisfaction variables. The higher the empathy approach in providing attention to trust and responsibility, the higher the staff's job satisfaction.

Empathic approach in attention to career and professional development of staff obtained data 11 respondents (34.37%) perceived in the very high category, 9 respondents (28.12%) perceived in the high category, 8 respondents (25%) perceived in the medium category. 4 respondents (12.5%) perceived it in the low category. The results of the regression analysis obtained that there was an influence of an empathetic approach in attention to the career and professional development of staff-on-staff job satisfaction. This is evidenced by the *t*-count value of 4.569 for the independent variable is greater than the *t*-table value (2.04) so it can be concluded that partially the variable of attention in paying attention to career and professional development of staff has a positive effect on job satisfaction variables. The higher the empathy approach in paying attention to career and professional development of staff towards staff job satisfaction, the higher the staff's job satisfaction. The findings of this study are in accordance with the opinion of Muhtarom (2017) that the most important factor affecting job satisfaction is the intensity of attention from the head of the school institution (principal), in this case as the top leader for employees, namely teachers and staff. Career development has a positive effect on job satisfaction, which means that career development can increase employee job satisfaction; motivation has no effect on job satisfaction; and career development and motivation have a significant effect on job satisfaction.

The empathy approach in fostering conducive interpersonal relationships, especially in social and political awareness, obtained staff data 6 respondents (18.75%) perceived it in the very high category, 20 respondents (62.50%) perceived it in the high category, 5 respondents (15.63%) perceived it in the medium category. 1 respondent (3.12%) perceived it in the low category. The results of regression analysis obtained that there is no effect of empathy approach in fostering conducive interpersonal

relationships, especially in social and political awareness on staff job satisfaction. This is evidenced by the tcount value of 1.416 for the independent variable of appreciation and recognition is greater than the ttable value (2.04) so it can be concluded that partially the variable of fostering conducive personal relationships, especially on social and political awareness, has no effect on the variable of job satisfaction.

Empathic approach in supervision implementation techniques obtained data 12 respondents (37.5%) perceive with very high category, 17 respondents (53.12%) perceive with high category, 3 respondents (9.37%) perceive with moderate category. The results of regression analysis obtained there is an influence of empathy approach in supervision implementation techniques on staff job satisfaction. This is evidenced by the tcount value of 3.675 for the independent variable of appreciation and recognition is greater than the ttable value (2.04) so that it can be concluded that partially the variable supervision implementation technique has a positive effect on the job satisfaction variable. The higher the empathy approach in supervision implementation techniques on staff job satisfaction, the higher the staff's job satisfaction. Supervision as part of supervision and performance appraisal that can describe employee work performance. Work performance appraisal affects job satisfaction contained in the research findings of Simanjuntak et al (2017) that the perception of work performance appraisal has a positive and significant effect on job satisfaction. This shows that the work performance appraisal system in a company can affect employee job satisfaction, so that to increase employee job satisfaction, the company must have an effective performance appraisal system.

The results of multiple regression analysis obtained that there is an influence of an empathetic approach in providing recognition and appreciation, paying attention to trust and responsibility, career and professional development, fostering conducive personal relationships on staff job satisfaction. Trust and responsibility have a significant influence on job satisfaction. Other variables are also able to influence but are not significant, except for the variables of giving attention and fostering personal relationships on social and political awareness which contribute negatively to staff job satisfaction. In accordance with the research findings of Aruan and Mahendra (2015) that the non-physical work environment in the form of all conditions that occur related to work relationships, both relationships with superiors and relationships with co-workers, or relationships with subordinates have a positive and significant influence on employee job satisfaction.

Employee job satisfaction is influenced by several underlying things. Basically, a person feels comfortable and the level of loyalty to his job is high if at work the person gets job satisfaction in accordance with what is desired. Job satisfaction is a reflection of how workers feel about their jobs. According to Masrukhin and Waridin (2012) that an individual's job satisfaction depends on individual characteristics and job situations. Each individual has a different level of job satisfaction according to the interests and expectations of that individual so that the level of satisfaction felt is higher, and vice versa.

Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work and several indicators of job satisfaction. According to (Hasibuan, 2014) states that indicators of job satisfaction are 1) liking his job, namely someone likes his job because he can do it, 2) loving his job, 3) work morale, namely an inner agreement that arises from within a person or group of people to achieve certain goals in accordance with the quality set, 4) discipline, which is a condition created and formed through a process of a series of behaviours that show values of obedience, compliance, loyalty, order and order, and 5) work performance, which is the work achieved by a person in carrying out the tasks assigned to him based on skills and seriousness and time.



#### 4. CONCLUSION

There is an influence of the empathy approach in the aspects of providing recognition and appreciation, paying attention to trust and responsibility, career and professional development, supervision implementation techniques on staff job satisfaction. The empathy approach in the aspect of fostering conducive personal relationships, especially in social and political awareness, has no effect on staff job satisfaction. Trust and responsibility have a significant influence on job satisfaction. Based on the research findings, the importance of an effective empathy approach is given by leaders because it affects the job satisfaction of administrative staff in higher education. Other variables are also able to influence but are not significant, except for the variables of giving attention and fostering personal relationships in social and political awareness which contribute negatively to staff job satisfaction.

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