

Abstrak

Penelitian ini bertujuan untuk menguji dan menganalisa pengaruh positif kepuasan gaji pada *work engagement* serta menguji efek pemoderasian LMX terhadap pengaruh positif kepuasan gaji pada *work engagement* Tenaga Kependidikan di UGM. Penelitian ini merupakan studi kuantitatif dengan pendekatan survei. Pengukuran variabel-variabel yang diteliti menggunakan serangkaian kuesioner. Sampel diambil dari Tenaga Kependidikan di UGM dengan status PNS dan Non-PNS Tetap dengan masa kerja minimal empat tahun. Sampel mempertimbangkan keterwakilan unit kerja serta pejabat struktural dan non-struktural.

Hasil pengujian menunjukkan bahwa kepuasan gaji berpengaruh positif dan signifikan pada *work engagement* Tenaga Kependidikan di UGM, sehingga hipotesis 1 didukung. Hasil penelitian tersebut konsisten dengan Hong et al., (2014); Jung dan Yoon (2015); Yalabik et al., (2017), dan Hulkko-Nyman et al., (2012). Hasil uji hipotesis peran LMX sebagai pemoderasi menunjukkan bahwa LMX memoderasi tidak signifikan pengaruh positif kepuasan gaji pada *work engagement*, sehingga hipotesis 2 tidak didukung. Hal ini berarti pengaruh kepuasan gaji pada *work engagement* tidak tergantung pada LMX.

Studi ini memiliki implikasi cukup penting bagi UGM dan praktisi sumber daya manusia di universitas lain di Indonesia untuk merancang program peningkatan *work engagement* pegawai mereka. Perbaikan skema gaji dan manfaat dapat berdampak positif bagi peningkatan *work engagement* ($R^2 = 12,8\%$). Selain faktor gaji dan manfaat, disarankan pula untuk menggali faktor lain yang dapat mempengaruhi peningkatan *work engagement* tenaga kependidikan, yaitu dengan memberikan berbagai program pengembangan sumber daya manusia.

Kata kunci: kepuasan gaji, *work engagement*, *leader member exchange* (LMX).

Abstract

This study aims at examining and analyzing the positive effect of pay satisfaction on work engagement, and examine the moderating effect of LMX on the positive influence of pay satisfaction on the work engagement of administrative employees at UGM. This research is a quantitative study with a survey approach. Measurement of variables were studied using a set of questionnaires. Samples were taken from administrative employees at UGM with Civil Servants and Permanent Non-Civil Servant status with a minimum of working period of four years. The sample considers the representation of units and structural and non-structural officials.

The finding of this research shows that pay satisfaction has a positive and significant effect on the work engagement of administrative employees at UGM, so the first hypothesis is supported. This result is consistent with Hong et al., (2014); Jung and Yoon (2015); Yalabik et al., (2017), and Hulkko-Nyman et al., (2012). Meanwhile, the hypothesis testing on the role of LMX as moderating variable indicates that LMX insignificantly moderates the positive effect of pay satisfaction on work engagement, so the second hypothesis is not supported. This means that the effect of pay satisfaction on work engagement is not dependent on LMX.

This study has important implications for UGM and human resource practitioners at other universities in Indonesia, in designing programs to improve their employees' work engagement. Improvement of salary and benefit schemes could have a positive impact on work engagement ($R^2 = 12.8\%$). Furthermore, it is also recommended to explore other factors that are able to improve work engagement of administrative employees, such as providing various human resource development programs.

Keywords: pay satisfaction, work engagement, leader member exchange (LMX).