

The Comparison of the Empowerment of Administrative Personnel in University of Al-Khairiyah Cilegon and Stie Bina Bangsa Serang Banten Indonesia

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Abstract

This study aims to find the comparison of the level of empowerment of administrative personnel in University of Al-Khairiyah Cilegon and Institute of Economics (STIE) Bina Bangsa Serang, Banten, Indonesia. This study conducts descriptive method, as it describes and interprets the data as they are. The data are the comparison of the level of empowerment of administrative personnel in University of Al-Khairiyah (Institute of Economics, Institute of Tarbiyah Science, and Institute of Computer Science) Cilegon and Institute of Economics (STIE) Bina Bangsa Serang, Banten, Indonesia. The samples of this study are 74 respondents that consist of 37 respondents of Al-Khairiyah University Cilegon and 37 respondents of STIE Bina Bangsa Serang. The result shows that the d.b. = 72, and at the trust level of 95%, the t tabel obtained is 1.67. Therefore, it can be seen that the t value (0.043) is smaller than t table (1.67). According to the result, it can be concluded that the hypothesis which says "there is a significant difference between the level of empowerment of administrative personnel in the University of Al-Khairiyah Cilegon and Institute of Economics (STIE) Bina Bangsa Serang" is unacceptable. But, score mean variable Y (Institute of Economics Bina Bangsa) less more than score mean variable X (University of Al-Khairiyah). This is supported by location university in the central of Serang City and human resources that qualified.

Keywords: empowerment, administrative personnel, university, cilegon, Serang

1. Introduction

1.1 Introduction of the Problem

Most universities are called a social organization or nonprofit organization, while the rest of it is more likely called commercial enterprises as well as other business enterprises (Note 1). Regarding that matter, management of universities is needed as one of social activity or nonprofit managements.

In addition, Indrajit and Djokopranoto (Note 2) describes that there are some functions of general management of university management, which are: planning, includes program planning, budget planning, five-year planning and annual planning, including strategic planning, which determines life and death and the growth of a university; Organizing, includes the function of staff recruitment which is appropriate for each task and position. The staff recruitment needs to differentiate some types of employee who work at the university, so that they work passionately and exert their capabilities maximally; and Supervision, which is an observation and measurement, whether the implementation and the results of the work are in accordance with the plan or not. If the result is not according to plan, the obstacles need to be found as well as the solution to remove the obstacles to gain the expected work result.

Employee development is an activity to maintain and improve the competence of employees in order to achieve organizational effectiveness. Employee development can be achieved by career development, and education and training (Note 3). Career development is a formal approach used by an organization to ensure that the employees with appropriate qualifications and experience are available when they are needed. Career development consist of: (a) *Career Planning*, which is how the employee plan and achieve their own career goals; and (b) *Career management*, which is a process that shows how organization designs and implements employee career

development. Education and training are creating an environment where the employees can acquire or learn the attitudes, abilities, skills, knowledge and behaviours that are specific to the job.

Yuniarsih and Suwatno (Note 4) states that there are three factors that cause an employee to have a low or unsatisfactory performance, they are:

- 1) Lack of capability. Low employee performance can be caused by incapability to complete the job.
- 2) Lack of effort. Unsatisfactory performance of employees can also be caused by a lack of effort from the employees.
- 3) Unfavorable condition. In unfavorable situations and conditions, the performance of employees can be unsatisfactory, such as too much work to be completed within a limited time.

The first university established in Cilegon is Institute of Economics of Al-Khairiyah. This institute was established on 23 September 2001. Then in 2003, Institute of Computer Science and Institute of Tarbiyah Science were established. Therefore, there are three Institutes in the University of Al-Khairiyah, which are Institute of Economics, Institute of Tarbiyah Science, and Institute of Computer Science of Al-Khairiyah. At the time this study was conducted (the beginning of December 2015), the Institute of Economics of Al-Khairiyah was 14 years old, and Institute of Computer Science and Institute of Tarbiyah Science of Al-Khairiyah was 12 years old. The University of Al-Khairiyah (Institute of Economics, Institute of Tarbiyah Science, and Institute of Computer Science) is more complete and dynamic in terms of the development of infrastructure as well as the academicians' activity than other universities in Cilegon, such as Midwifery Academy of Al-Islah, Institute of Computer Science Insan Unggul, LP3I and many others.

Similar to Cilegon, Serang also has several universities, such as Institute of Economics Banten, Institute of Economics Bina Bangsa, Institute of Communication Wangsa Jaya, University of Banten Jaya, University of Serang Raya, Institute of Teacher Training and Education Site of Banten, Institute of Teacher Training and Education of Banten, Institute of Islamic Banten, and many others. However, Institute of Economics Bina Bangsa has the most rapid growth of development of infrastructure as well as the dynamics of the academicians.

Institute of Economics (STIE) Bina Bangsa was established in 2006, with the release of the Operational License of Minister of Education of Republic of Indonesia No. 125/D/O/2006, 8 July 2006, in conjunction with SK of Minister of Education No. 08/D/O/2008, 16 January 2008, in conjunction with SK of General Director of Education No. 3639/D/T/K-IV/2009, 9 October 2009, on the extension of the Operating Licence Renewal of Management Study Program of Bachelor Degree (S-1); and SK of General Director of Higher Education No. 3640/D/T/K-IV/2009, 9 October 2009, on the extension of the Operating Licence Renewal of Accounting Study Program of Bachelor Degree (S-1).

Institute of Economics (STIE) Bina Bangsa Serang has two departments, they are Management study program of S-1 with the concentration of: (1) Human Resource Management, (2) Banking Financial Management, (3) Marketing Management, (4) Operation and Production Management, and (5) Information Systems and Informatics; and Accounting Study Program of S-1, with the concentration of: (1) Public Sector Accounting, (2) Tax Accounting, (3) Islamic Accounting, (4) Management Accounting, (5) Finance and Capital Markets Accounting, and (6) Examination Accounting (Audit). The education system is managed by Jaya Serang Banten Education Foundation (YP-BJS) Notary Act: H.M. Islamsyah Arifin, SH. No. 34, 29 November 2005, and the Minister of Justice and Human Rights of Republic of Indonesia No: AHU-3639.AH.01.02 TH. 2008, 15 August 2008 on the ratification of the establishment of Education Foundation Jaya Serang Banten. The inauguration of the establishment of the School of Economics (STIE) Bina Bangsa was directly conducted by Prof. Dr. Ir. Rochim Surachman, M.Sc, the Coordinator of KOPERTIS Region IV West Java and Banten, on 18 September 2007.

STIE Bina Bangsa committed to play an active role in raising the competitiveness and dignity of Indonesian people through the education system, especially in Higher Education of Economics (Management and Accounting) with good quality efficiency and affordable for those who want to continue their study in higher education.

1.2 The Importance of the Problem

According to Indrajit and Djokopranoto (Note 5), there are four types of employee in university that have different task, they are: academic staff which are lecturers and researchers are in charge of teaching and scientific research; Administrative employees are employees who work in the rector, finance, enrollment, personnel, etc.; Academic supporting employees are those who work as experts or employees in libraries, laboratories, training workshops, etc.; and other supporting employees, are the other employees such as drivers, gardeners, house

cleaners, maintenance workers, etc.

Management of university faces several challenges that are sourced from internal and external factors of the university (Note 6). The internal challenges are strategic plans, budgets, graduate estimations, new businesses or activities, design of institutions and job duties. Meanwhile, the external challenges are the environment outside campus that rapidly changes, the presence of foreign universities, and the changes in organizational structure of the university.

In line with that, Kusumatasto as cited in Arwildayanto (Note 7) describes that those challenges of management of university at the same time presents the need to achieve the *world class university* by:

- 1) Uphold the values of science, ethics, aesthetics, scientific principles of truth and honesty, so there is no illegal teaching and intellectual plagiarism;
- 2) Maintain the professional and scientific standards sustainably that are equal with world-class universities;
- 3) No discrimination in the implementation of academic activities;
- 4) Create a quality learning environment that is equal with international level;
- 5) Develop and apply science and technology that are beneficial to the welfare of the nation and all mankind;
- 6) Respect the law and human rights and do not damage the environment by arbitrary;
- 7) Create innovations that are beneficial for people in international level.

1.3 The Relevance of Bachelorship of the Respondents to the Research Design

A study of administrative personnel empowerment to improve the administrative services conducted by Afriyenti (Note 8) concluded that: (1) employees are the whole people who work in the organization who have duties and responsibilities in accordance with their level of education and expertise; and (2) an effective and efficient employees empowerment is needed to improve the service and cooperation of the employees to achieve the planned goals.

On the other hand, in a study of Quality Orientation: An Innovation of Education Empowerment in Private Universities conducted by Erwin (Note 9), he cites Dixon's idea in his book of "Future Wise: Six faces of Global Change" that the future of business and personal life will be dominated by six factors: fast, urban, tribal, universal, radical and ethical (can be abbreviated as F.U.T.U.R.E). If it is applied in university, then the university has to be keen to see the rapid development of the world in the future, therefore the university needs a leader who is able to look ahead. That study concluded that in addressing the concept of F.U.T.U.R.E as described by Patrick Dixon, management of university needs to recruit non-academic staff (not lecturer) who is qualified to support the performance of the university, and providing other adequate facilities and infrastructures.

In line with that, a study of the Performance of Administrative personnel in Tarbiyah Faculty of IAIN Ar-Raniry conducted by Bakhtiar (Note 10) concluded that: First, there are still many administrative personnel who do not have the ability to work according to the administration rules; Second, the employees have low motivation, it is shown by their discipline in the office by coming to the office late but going back home early, and the public services do not satisfy the students and lecturers; and Third, the ability developing program has been formulated, but can not be realized optimally.

General Guidelines of Accomplished Academic Administrative Personnel Selection (Note 11) mention that the candidates of Accomplished Academic Administrative Personnel Selection must have a creative work that has been implemented in their work unit, including: (1) Developing an effective and efficient working principles; (2) Making SOP (Standard Operating Procedure) and rules or technical guidelines, as well as the control system and the evaluation; (3) Applying and managing system-based IT (Information Technology) in the field of academic administration services; (4) Developing and effective teamwork with staff or colleagues of the academic administration services to reach to achieve the performance indicators based on the predetermined time; and (5) Maintaining the sustainability of the duties and functions of academic administration services.

Empowerment is a "process of becoming", not an "instant process". As a process, empowerment has three phases: awareness, capacity, and giving power (Note 12). At the awareness stage, the empowered target is given an "enlightenment" in the form of awareness that they have the right to have "something". The basic principle is to make the target realize that they need to be empowered, and the empowering process starts from within themselves. At the capacity stage, the target is given a power or authority, thus the target must be capable first. The basic principle is to provide the capacity for individual and group of people to be able to receive power that will be given. At the stage of giving power, the target is given a power, authority or opportunity according to

their capacity. The basic principle is the process of giving power is granted according to the competence of the target.

According to William (Note 13), empowerment is the engine that moves people along on this road. People are motivated to make continuous improvements because they enjoy the sense of pride they obtain from their accomplishment. Empowered people see themselves as meaningful, contributing individuals who are respected for their ideas and contributions. They are involved and committed to their activities, and they gain satisfaction from the success of those activities. For empowered individuals, work and learning are interesting, challenging, and rewarding.

According to William (Note 14), in his book "ZAPP! The Lightning of Empowerment" wrote that more and more in years to come, the successful organizations will be the ones best able to apply the creative energy of individuals toward constant improvement. Yet, constant improvement is a value that cannot be imposed upon people. It has to come from the individual. The only way to get people to adopt constant improvement as a way of life in doing daily business is by empowering them.

Christenson and Robinson (Note 15) explained that community development has been and will continue to be a major means of problem solving. The idea of community focuses on people and their opportunity for proactive or reactive approaches to changing conditions throughout the world and in their own backyards. The idea of development implies improvement, growth, and change. However, change which improves the lot for some does not necessarily improve the lot for all. Change is not neutral. And people approach change depending on their place in the social structure, their access to resources, and their organizational skills.

2. Method

2.1 Research Design

This study employs descriptive method as it describes and interprets the data as they are. The data are the comparison of empowerment of administrative personnel in University of Al-Khairiyah Cilegon and Institute of Economics (STIE) Bina Bangsa Serang, Banten, Indonesia.

A case study method is also conducted to analyze the data. A case study is an in-depth research method about something (the comparison of the level of empowerment of administrative personnel in university) in certain social environment, which is in the University of Al-Khairiyah Cilegon and Institute of Economics (STIE) Bina Bangsa Serang, Banten, Indonesia.

2.2 Participants (Subject)

The participants are the entire administrative personnels who work at the University of Al-Khairiyah Cilegon with a total of 37 people and administrative personnels who work at the Institute of Economics (STIE) Bina Bangsa Serang with a total of 37 people. The administrative personnel's employment status is ignored, whether as permanent employees or temporary employees. The data are taken based on the data from the personnel department of both universities.

2.3 Sampling Procedure

Regarding the total of the participants of the research is less than 100 people, Arikunto (Note 16) suggested that all the participants are considered as sample of the research (respondents). Therefore, the total of the sample of the research are 74 respondents that consist of 37 respondents of the University of Al-Khairiyah Cilegon and 37 respondents of Institute of Economics (STIE) Bina Bangsa Serang.

2.3.1 Sample's Size, Power, and Precision

Regarding the total of the respondents of the research are 37 people (more than 30 people), therefore in terms of comparative study of average scores of mean, Anas (Note 17) stated that it is considered as a large sample category. Study of average scores of mean have to t test, that can be measurement mean respondents in group x and group y and comparative both groups.

2.3.2 Measures and Covariates

Some statistical formulas to be used in this study are as follows:

- a. Finding the mean of group X (the administrative personnel of University of Al-Khairiyah Cilegon City):

$$M_x = \frac{\sum X}{n}$$

b. Finding mean of group Y (administrative personnel of STIE Bina Bangsa Serang):

$$M_y = \frac{\sum Y_2}{n_2}$$

c. Finding standard deviation of group X:

$$SD_1 = \sqrt{\frac{\sum X_1^2}{n_1}}$$

d. Finding standard deviation of group Y:

$$SD_2 = \sqrt{\frac{\sum Y_2^2}{n_2}}$$

e. Finding the standard error of mean of group X:

$$SE M_x = \frac{SD_1}{\sqrt{n_1-1}}$$

f. Finding the standard error of mean of group Y:

$$SE M_y = \frac{SD_2}{\sqrt{n_2-1}}$$

g. Finding standard error of the difference of mean between the group X and group Y:

$$SE M_x - M_y = \sqrt{SE M_x^2 + SE M_y^2}$$

h. Finding (to):

$$to = \frac{M_x - M_y}{\sqrt{SE M_x - M_y}}$$

2.3.3 Hypothesis

Hypotheses of this research are:

H_0 = There is no significant difference between the level of empowerment of administrative personnel in the Al-Khairiyah University Cilegon and Institute of Economics (STIE) Bina Bangsa Serang.

H_1 = There is significant difference between the level of empowerment of administrative personnel in the Al-Khairiyah University Cilegon and Institute of Economics (STIE) Bina Bangsa Serang.

The instruments used in this research are depicted in the table below:

Table 1. Instruments of the research

No.	Stages of Empowerment	Steps of Empowerment	Indicators
1	Awareness stage	a. Giving cognitive knowledge b. Giving knowledge of “belief” c. Giving knowledge of “healing” or problems solving	1. Understand the organization’s vision 2. Understand the organization’s mission 3. Understand the main tasks 4. Understand the functions of their main tasks 5. Understand the strategies to achieve organizational goals 1. Mastering the technique of typing 2. Understand accountancy techniques 3. Understand archival techniques 4. Understand the technique of preparation of the report 5. Understand binding report techniques 1. Having problem solving alternatives 2. Believe in the power of God 3. Mastering a branch of science 4. Persistent and tenacious in their work 5. Hard worker
2	Capacity Stage	a. Attending training, workshop, or seminar b. Organizational capacity c. Helping the target in the making rule	1. Attending the workshop 2. Attending the seminar 3. Attending the activities of the leadership meeting 4. Attending the briefing from the head unit 5. Following the development activities of employees 1. Following the promotional staffing procedures 2. Understand the staff transfers procedures 3. Implementing the new task 4. Accepting new business partners 5. Showing superior performance 1. Arrive on time (8:00 am) 2. Return on schedule (4:00 pm) 3. Completing today’s duties 4. Making daily/weekly/monthly work reports 5. Attending the development meeting from the head office
3	Giving Stage	a. Giving Power b. Giving Authority	1. Attending the technical staff training 2. Attending the activities of certain committees 3. Being discipline in work 4. Stimulating the creativity of individuals or groups 5. Showing the high morale 1. Attending the technical staff training 2. Attending the activities of certain committees 3. Being discipline in work

- | | |
|-----------------------|--|
| c. Giving Opportunity | 4. Stimulating the creativity of individuals or groups
5. Showing the high morale
1. Optimizing the role of individuals based on their duties
2. Taking opportunities to improve the work performance
3. Cooperating with the work colleagues
4. Cooperating with other team work
5. Establishing a collaboration with other parties outside the institution |
|-----------------------|--|
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3. Results

3.1 Recruitment

In the academic concept of university, there are lecturers, students and employees. However, a specific study of employees or administrative personnels in university is still relatively rare. It might be caused by the education background of administrative personnel is untraceable or may also be due to the various administrative personnel expertises. Nevertheless, the common thread basic task of administrative personnel in university is not as teachers, but as a servicer to the needs of lecturers and students.

3.2 Statistics and Data Analysis

The preparation of calculation table of the mean, standard deviation, and standard error of variable X (the administrative personnel of University of Al-Khairiyah Cilegon) and variable Y (the administrative personnel of Institute of Economics (STIE) Bina Bangsa Serang) is needed before analyzing the data, as shown in the following Table.

Table 2. The preparation of calculating the mean, standard deviation and standard error of variable x and variable y

No	Variable X	Variable Y	X ²	Y ²	Annotation
1	199	170	39601	28900	
2	210	125	44100	15625	
3	206	188	42436	35344	
4	204	176	41616	30976	
5	173	218	29929	47524	
6	175	181	30625	32761	
7	181	184	32761	33856	
8	178	175	31684	30625	
9	200	181	40000	32761	
10	201	174	40401	30276	
11	191	168	36481	28224	
12	192	204	36864	41616	
13	188	183	35344	33489	
14	197	170	38809	28900	
15	189	171	35721	29241	
16	188	171	35344	29241	
17	199	186	39601	34596	
18	189	190	35721	36100	
19	194	194	37636	37636	
20	189	216	35721	46656	
21	114	205	12996	42025	
22	181	185	32761	34225	
23	183	200	33489	40000	
24	175	152	30625	23104	
25	115	143	13225	20449	
26	181	142	32761	20164	
27	191	146	36481	21316	
28	173	211	29929	44521	
29	166	209	27556	43681	
30	141	200	19881	40000	
31	176	187	30976	34969	
32	168	155	28224	24025	
33	163	187	26569	34969	
34	163	218	26569	47524	
35	196	218	38416	47524	
36	190	203	36100	41209	
37	190	188	36100	35344	
6709	6774	1000053	1259396		

Variabel X = University of Al-Khairiyah Cilegon

Variabel Y = Institute of Economics (STIE) Bina Bangsa Serang

3.2.1 The Empowerment of Administrative Personnel in University of Al-Khairiyah Cilegon

Based on the analyzed data which are taken from the answers of respondents of variable X (administrative Personnel in University of Al-Khairiyah Cilegon), the result is depicted from the deployment scores below:

199	210	206	204	173	175	181	178	200	201
191	192	188	197	189	188	199	189	194	189
114	181	183	175	115	181	191	173	166	141
176	168	163	163	196	190	190			

Based on the distribution scores above, the mean value of variable X is obtained by using the formula below:

$$M_x = \frac{\sum x_i}{n}$$

$$= \frac{76709}{37}$$

$$= 181,324$$

Then to find standard deviation of the variable X, the formula used is:

$$SD_1 = \sqrt{\frac{\sum x_i^2}{n_1}}$$

$$= 1000053$$

$$37$$

$$= 27028,46$$

$$= 164,403$$

To find the standard error mean of variable X, the formula used is:

$$SE M_x = \frac{SD_1}{\sqrt{n-1}}$$

$$= 164,403$$

$$36$$

$$= 164,403$$

$$6$$

$$= 27,4005$$

$$= 27,40$$

3.2.2 The Empowerment of Administrative Personnel in Institute of Economics (STIE) Bina Bangsa Serang

Based on the analyzed data which are taken from the answers of respondents of variable Y (administrative personnel in Institute of Economics (STIE) Bina Bangsa Serang), the result is depicted from the deployment scores below:

170	125	188	176	218	181	184	175	181	174
168	204	183	170	171	171	186	190	194	216
205	185	200	152	143	142	146	211	209	200
187	155	187	218	218	203	188			

Based on the distribution scores above, the mean value of variable Y is obtained by using the formula below:

$$\begin{aligned}
 My &= \frac{\sum Y_i}{n} \\
 &= \frac{6774}{37} \\
 &= 183,081
 \end{aligned}$$

Then to find standard deviation of the variable Y, the formula used is:

$$\begin{aligned}
 SD_2 &= \sqrt{\frac{\sum Y_i^2}{n} - \frac{(\sum Y_i)^2}{n^2}} \\
 &= \sqrt{\frac{1259396}{37} - \frac{(6774)^2}{37^2}} \\
 &= \sqrt{34037,73 - 31844,43} \\
 &= \sqrt{184,493}
 \end{aligned}$$

To find the standard error mean of variable Y, the formula used is:

$$\begin{aligned}
 SE My &= \frac{SD_2}{\sqrt{n-1}} \\
 &= \frac{184,493}{\sqrt{36}} \\
 &= \frac{184,493}{6} \\
 &= 30,7488 \\
 &= 30,75
 \end{aligned}$$

3.2.3 The Comparison of the Level of Empowerment of Administrative Personnels in University of Al-Khairiyah Cilegon and Institute of Economics (STIE) Bina Bangsa Serang

Based on the analyzed data of variable X and Y, the difference of the standard value mean of variable X and Y is obtained by using the following formula:

$$\begin{aligned}
 SE Mx - My &= \sqrt{SE Mx^2 + SE My^2} \\
 &= \sqrt{(27,40)^2 + (30,75)^2} \\
 &= \sqrt{750,760 + 945,625} \\
 &= \sqrt{1696,385} \\
 &= 41,87
 \end{aligned}$$

Furthermore, the (to) of the difference of the standard value mean of variable X and variable Y is obtained by using the following formula:

$$\begin{aligned}
 \text{to} &= \frac{M_x - M_y}{\sqrt{\frac{SE M_x - M_y}{n_x + n_y}}} \\
 &= \frac{181,324 - 183,081}{41,187} \\
 &= \frac{1,757}{41,187} \\
 &= 0.0426 \\
 &= 0,043
 \end{aligned}$$

Having respondents from two different groups, the degree of freedom is (d.b.) = (Nx + Ny) - 2 = (37 + 37) - 2 = 72

With the d.b. = 72 and at the trust level of 95%, the t tabel obtained is 1.67. Therefore, the (to) is (0.043), which is smaller than the t table (1.67).

According to the result, it can be concluded that the hypothesis which says “there is a significant difference between the level of empowerment of administrative personnel in the Al-Khairiyah University Cilegon and Institute of Economics (STIE) Bina Bangsa Serang” is unacceptable.

However, there is also a difference between empowering administrative personnel in University of Al-Khairiyah Cilegon and Institute of Economics (STIE) Bina Bangsa Serang. It is found that the mean of variable Y is 183.081 which is slightly higher than the mean of variable X (181.324). In other words, the level of empowerment of administrative personnel in the Institute of Economics (STIE) Bina Bangsa Serang is slightly better than the level of empowerment of administrative personnel in the Universities of Al-Khairiyah Cilegon.

Based on the statistical calculation results by using t test, the mean value of variable X and Y is obtained, as depicted in the following data:

Table 3. The Comparison of the level of empowerment

University of Al-Khairiyah Cilegon	Institute of Economics (STIE) Bina Bangsa Serang
181,324	183,081

3.3 Additional Analysis

Although the collected data show that there is no significant mean difference between the groups of respondents of variable X and variable Y, but based on the acquired scores of each respondents, it is found that there is still a slight difference of the value which is 1.757.

3.4 Participant Flow

The respondents of the research are consisted of two grupus. The first group is the administrative personnel in University of Al-Khairiyah Cilegon and Institute of Economics (STIE) Bina Bangsa Serang. The second group is the administrative personnel in Institute of Economics (STIE) Bina Bangsa Serang.

3.5 Purity and Accuracy

The level of confidence of this study is 95%, with the possibility of being wrong is 5%. It can be concluded that this study has the possibility of being wrong of 5% or 95% chance of reaching the truth.

3.6 Basic Data

The results of the distributed questionnaires to 74 respondents were analyzed by using statistical approach, especially statistical analysis of comparison of the mean between the two groups of respondents. However, the data processing techniques use Likert Scale.

3.6.1 The Excellence of the Data

This study uses data processing techniques by using t test formula to find the mean of the large groups samples (more than 30 respondents). Furthermore, comparative analysis is conducted by using t test formula to examine

the hypothesis.

3.6.2 Statistics and Data Analysis

Applying the Likert Scale, the analysis uses the following guidelines: Respondents who answered A are given a score of 5; Respondents who answered B are given a score of 4; Respondents who answered C are given a score of 3; Respondents who answered D given a score of 2; and Respondents who answered E are given a score of 1; or vice versa, if the statement is negative: Respondents who answered A are given a score of 1; Respondents who answered B are given a score of 2; Respondents who answered C are given a score of 3; Respondents who answered D are given a score of 4; and Respondents who answered E are given a score of 5.

After analyzing the results of the questionnaires, the researcher then analyzes the data statistically. Furthermore, the comparison analysis of the acquired scores of respondents of variable X (administrative personnel in University of Al-Khairiyah Cilegon) and variable Y (administrative personnel in Institute of Economics Bina Bangsa Serang) is conducted.

3.6.3 Limitation of the Study

This study only reveals the score result of the respondent or groups, as well as the mean of the group of the respondents based on the questionnaire data. This research has not revealed the meaning behind the acquisition of the statistical data. Therefore the researchers who are interested in this field of study are expected to be able to fill the gap by using different instrument.

4. Discussion

According to the result, it can be concluded that the hypothesis which says “there is a significant difference between the level of empowerment of administrative personnel in the University of Al-Khairiyah Cilegon and Institute of Economics (STIE) Bina Bangsa Serang” is unacceptable. But, score mean variable Y less more than from score mean variable X. This is supported by location university in the central of Serang City and human resources that qualified.

The results of the mean comparison of variable X (administrative personnel in University of Al-Khairiyah Cilegon) and variable Y (administrative personnel in Institute of Economics Bina Bangsa Serang) found that the level of the administrative personnel empowerment in Institute of Economics Bina Bangsa Serang is slightly higher than University of Al-Khairiyah Cilegon. It is caused by some factors, such as: First, the location of Institute of Economics Bina Bangsa Serang is in the central government of Serang, therefore the administrative personnels are enable to come and return home on time; Second, Institute of Economics Bina Bangsa Serang is developing itself to become University of Bina Bangsa, by proposing the opening of new faculties (the Faculty of Law and the Faculty of Education) as well as new study programs, such as Law Study Program, Business Law Study Program and Islamic Law Study Program (for the Faculty of Law), and the Indonesian Education Study Program, Pancasila and civic Education and Accounting Education (for the Faculty of Education); Third, most of the administrative personnels in at Institute of Economics Bina Bangsa Serang have S-1 academic qualifications or bachelors from various fields of science, so that they have the passion of learning, a willingness, and a good ability to work in universities; and Fourth, administrative work facilities on Institute of Economics Bina Bangsa Serang is complete with a five level building, therefore the administrative personnels can develop their potential and creativity more maximally.

In a contrast, some factors that cause the low level of empowerment of administrative personnels in University of Al-Khairiyah Cilegon are: First, the number of administrative personnel in each unit of the university (Institute of Economics, Institute of Tarbiyah Science, and Institute of Computer Science) is still relatively small, only about 12 people, so that the work performance is still considered slow; Second, the University of Al-Khairiyah Cilegon is still new and they still lack of permanent lecturers, therefore they recruit the administrative personnels as lecturer; Third, there are units of university (Institute of Economics, Institute of Tarbiyah Science, and Institute of Computer Science) that make the work performance of the institution slow in empowering administrative personnels; Fourth, the job as administrative personnel in university is still less attractive for the potential candidates of workers, so that the level of job competition works is still low; and Fifth, the limited work facilities and the simple building of the campus make the administrative personnels can not develop their potential and creativity maximally.

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