

Relationship Between Work Satisfaction with Employee Engagement

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Abstract—Job satisfaction is a factor capable of increasing the level of employee engagement. This study aims to empirically examine the relationship between job satisfaction and employee engagement. The subjects in this study are the lecturers at the University of X. The selection of subjects was randomized and the sampling technique was randomized sampling. Methods of data collection were the scale of job satisfaction and employee engagement scale. The data were analyzed using product moment correlation techniques. Based on the results of hypothesis testing between work motivation and OCB, the results of the correlation coefficient were 0.230 with a significance of 0.001 ($p < 0.05$) which meant that there was a very significant positive relationship between job satisfaction and employee engagement.

Keywords— Job Satisfaction, employee engagement.

I. INTRODUCTION

Human resources are seen as a means of production, so humans become the most important resource in the organization [1]. According to Hunaiti [2] the human element is real wealth and the main core of production in organizations, it is because humans as a component are the one that sets strategy, goals, and implementation, and controls and evaluates any deviations from the desired level of performance or standard behavior in the organization. Thought and knowledge brought by humans will produce efficiency and continuity through incentives and evaluations, and the success of organizational efficiency depends on the practice of employee engagement in achieving organizational goals [1]. According to Rothbard and Patil [3] employee engagement is a key component that influences employee performance and organizational financial success.

The advantage has resulted from the high level of employee engagement in the organization is the increasing quantity and quality of production and creating more opportunities for successful achievement with proactive innovations, so it will improve the social and psychological atmosphere in the work environment [4]. Individuals with employee engagement will feel connected emotionally, socially, and even spiritually to the organization's mission, vision and goals [5]. According to Bakker and Oerlemans [6] employees who have

engagement will do their jobs better through more positive emotions, have better health, increased enthusiasm and can also stimulate the performance of others in the workplace.

Employee engagement is a condition that must be considered by any organization, because the impact resulting from low employee engagement is low organizational effectiveness, employee innovation and low organizational competitiveness [7]. According to Hewitt [8] employees with low employee engagement will talk negatively about their organization to others inside and outside, not display a strong desire to become a member of the organization and not exert effort to engage in behaviors that contribute to business success. Some previous studies found that the resulting impact of low employee involvement was a low organizational commitment, job performance, and unsatisfactory customer service roles, and low quality and quantity of production [9-11],[3].

Schaufeli and Bakker [12] define employee engagement as a satisfying positive state of mind, and related to work characterized by strength, dedication and absorption of individuals towards their organization. According to Robinson, Perryman, and Hayday [13] employee engagement is an employee's positive attitude towards his organization and values, where employees have an awareness of the business context and work to improve work and organizational effectiveness. Meanwhile, Hewitt [8] defines employee engagement as an organization where individuals are emotionally and intellectually committed to their organization. Employee engagement is a psychological condition related to work that is characterized by a sincere willingness to contribute to the success of the organization in achieving its goals [14].

The findings of Park and Gursoy [15] show that employee job satisfaction is essential for increasing employee engagement, furthermore employees who find satisfaction with their work tend to be more actively involved in depth to achieve organizational goals. Supported by the results of Yakın and Erdil [16] research showed that job satisfaction is one of the factors that can predict employee engagement. According to Huang, Lee, McFadden, Murphy, Robertson, Cheung, and Zohar [17] job satisfaction is a significant factor in influencing

employee engagement. The study conducted by Ogbuanya and Chukwuedo [18] found that job satisfaction is a factor that can predict employee engagement.

Job satisfaction is the individual's feeling of happiness resulted from conception of work and in order to find that feeling, motivation to work on the highest efficiency is required [19]. Beladi [20] defines job satisfaction as an individual's internal sense which is represented by feelings of satisfaction and happiness as a result of needs and desires fulfillment by practicing his work so as to produce a kind of satisfaction to accept tasks and functions determined by his boss and organization. Shammari [21] defines job satisfaction as a result of an individual's interaction with his work which is a reflection of the results obtained from his work, and the result of interactions with his colleagues, work community, and external work environment so that it refers to total functional emotions or perceived mental states by individuals about their work.

The purpose of this study is to determine the relationship between job satisfaction and employee engagement among lecturers at University X.

II. METHOD

The method used in this study is the correlational method. The variables in this study are employee engagement and job satisfaction.

A. Population, Sample, and Sampling Technique

The population in this study are all the lecturers at the University of X. The samples in this study are 202 lecturers and sampling using a simple random sampling technique by lottery method. The criteria as subjects in this study are as follows:

- a. A permanent lecturer at the University of X because the lecturer has passed the training and has sufficient understanding of his job description.
- b. Have worked at least 1 year because in that period the employee can adjust to the conditions and environmental conditions at the University of X, internalize the norms and rules that exist in the University of X and understand the values of the goals of University X.

B. Measuring Instrument

The method of data collection is a Likert model scale with four answer choices, namely: SS (very appropriate), S (appropriate), TS (not appropriate), STS (very inappropriate). Employee engagement was revealed using the employee engagement scale that was compiled according to aspects proposed by Gallup [22], namely basic need, management support, belongingness, and development and growth. Job satisfaction is revealed by the scale of job satisfaction arranged according to the aspects proposed by Smith, Kendall and Hulin [23-24], namely the work itself, salary, promotion, supervision, and colleagues.

C. Validity and Reliability of Measuring Instruments

The results of the trial analysis of 30 employee engagement scale subjects obtained the results of the reliability coefficient (α) of 0.859 with the corrected item-

total correlation range moving from 0.372 to 0.727. Valid and reliable items that will be used for research are 12 items.

The results of the analysis of trials on 30 subjects of job satisfaction scale obtained the results of the reliability coefficient (α) of 0.960 with the range of the index different power items (corrected item-total correlation) that moves from 0.623 to 0.843. Valid and reliable items that will be used for research are 17 items.

D. Data Analysis

Analysis methods of the data used for testing hypothesis is product moment correlation technique from Pearson. Before analyzing the data using product moment correlation techniques, the assumption test was carried out first, which included the normality test and linearity test. Data analysis is done by using Static SPSS for Windows Release 17.0

III. RESULT AND DISCUSSION

A. Prerequisite Test

1) Normality Test

A variable is said to be normal if the value is $p > 0.05$. The results of the analysis show that the employee engagement scale results $p = 0.314$ while the scale of job satisfaction results in $p = 0.852$, which means $p > 0.05$ so it is concluded that the distribution of research data has spread normally.

TABLE 1. NORMALITY TEST

Variable	Score K-SZ	Sig	Explanation
Employee Engagement	0.961	0.314	Normal
Job Satisfaction	0.609	0.852	Normal

2) Linearity Test

Linearity test uses the F test (test for linearity) if the value of $p < 0.05$, it can be concluded the relationship between the two variables is linear. Based on table 2, the results of the analysis obtained a value of $p = 0.001$ which means $p < 0.05$, it means that there are linear relationships between employee job satisfaction and employee engagement variables.

TABLE 2. LINEARITY TEST

Variable	F	Significance	Criteria	Explanation
Job Satisfaction towards Employee Engagement	10.667	0.001	$P < 0.05$	Linear

B. Hypothesis Test

Based on table 3 about hypothesis testing using the Pearson correlation test, the correlation coefficient (r) is = 0.230 between job satisfaction and employee engagement with a significance level (p) of = 0.001 ($p < 0.01$) which means there is a very significant positive relationship between job satisfaction with employee engagement.

TABLE. 3. HYPOTHESIS TEST

No	Variable	Pearson correlation	R Squared	Sig	Criteria	Explanation
1	Job Satisfaction-Employee Engagement	0.230	0.053	0.001	P<0.05	Correlated

The results showed that there was a very significant positive relationship between job satisfaction and employee engagement on lecturers at the University of X. This reinforces previous research conducted by Rayton and Yalabik [25] who found that employee engagement is more likely to occur when employees are satisfied with their work because the organization has fulfilled its obligations. Lecturers who are satisfied with the salary they received, are satisfied with the promotion carried out by the organization, have good relations with employers and coworkers, of course, lecturers will increasingly feel bound and feel they have an organization. Lecturers who have more engagement will invest more in their job roles, have emotional attachments, prefer to do their jobs with energy and enthusiasm and will be fully committed in carrying out their job roles. The findings produced by Simone, Planta, and Cicotto [26] also support that job satisfaction is a factor that can increase employee engagement. Job satisfaction is a key element to foster the level of employee engagement, besides that a higher level of job satisfaction has a positive effect on employee engagement [27].

Based on the results of the analysis, it can be seen that the magnitude of the effect of job satisfaction on employee engagement was 0.053, which means that the job satisfaction variable contributed 5.3% to employee engagement, and the remaining 94.7% was influenced by other variables not identified in this study. The role of job satisfaction on employee engagement is relatively small because of the many other factors that can affect employee engagement. According to May, Gilson, and Harter [28] the factors that influence employee engagement include psychological conditions, meaningfulness of life, job security, and availability of facilities.

Meanwhile, according to Bedarkar and Pandita [7] the factors that can increase employee engagement are organizational commitment, organizational citizenship behavior. According to Macey, Schneider, Barbera, and Young [29] work environment factors can encourage employee engagement in organizations. Meanwhile according to Salau, Oludayo, Falola, Olokundun, Ibidunni, and Atolagbe [30] transformational leadership is a factor that can increase employee engagement.

IV. CONCLUSION

The conclusions that can be taken in this study, there is a very significant positive relationship between job satisfaction and employee engagement. That is, the higher the job satisfaction, the higher the employee engagement and vice versa, the lower the job satisfaction, the lower the employee engagement.

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