



Improving the Effect of Work Satisfaction on Job Performance through Employee Engagement

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ABSTRACT

The purpose of this study to examine the effectiveness of employee engagement increases the effect of job satisfaction on job performance. This research is quantitative causality using a survey method that examines the relationship and influence between variables of research by analyzing 138 workers any mining companies that most cannot meet production targets in Kalimantan. The findings revealed that absorption full mediated the relationship between job satisfaction and job performance. Management must invite employees to formulate job satisfaction, pay attention to employee conditions, selectively select employees, provide training to increase employee engagement. This paper is the first one to examine how employee engagement can function to mediate the relationship between job satisfaction and job performance.

INTRODUCTION

For good organizational performance, individual performance and good group performance are needed. Employee performance as the total value expected by the organization of individual behavioral characteristics of employees who do a job at a specified time that contributes to organizational performance (Borman et al, 2003).

A good organization tries to keep its employees satisfied. Satisfied employees are people who are very loyal to their organization and obey it, do not work because of any coercion, but because they dream of bringing their organization to a better level. Employee satisfaction leads to a positive atmosphere in the workplace. The first benefit of employee satisfaction is that people hardly think of leaving their current job. Employee satisfaction in employee retention. Organizations need to retain decent and talented employees for long-term growth and ensure success. Satisfied employees tend to adjust more and handle pressure easily than those who are frustrated. Employees who are dissatisfied with their work will find problems in everything small and too rigid. On the other hand, employees who are happy with their work are willing to participate in training programs and are eager to learn new technologies, software that will ultimately help them in their professional careers. A satisfied employee receives a challenge with a big smile and gives even in the worst situations. Thus according to Robbins and Judges (Robbins, 2013), all that is related to job satisfaction can better predict employee behavior.

The concept of employee engagement is the involvement of individuals with satisfaction, and enthusiasm for the work that employees do. Employees who are very involved have passion in their

work, and feel a deep relationship with the company, have the energy or deep attention to the work (Robbins, 2013). Employee performance is important for an organization both as a whole and for individuals who work (Sonnenstag, 2001). The success of individual roles in contributing to achieving organizational goals can be seen from the output produced in the form of goods or services, comparison of inputs with the output (productivity), achievement of time, speed, efficiency, performance, and so on depending on each benchmark of success. This assessment is to see whether input, process, or output are correct according to expectations, whether there are obstacles or disturbances, or whether there are potential opportunities and so on. Individual performance is the foundation for organizational performance, understanding employee behavior is important to direct management to be effective (Gibson, Ivancevich, and Donnelly, 2012).

LITERATURE REVIEW

Job Performance

Achieve organizational goals such as quality, savings and other effective criteria (Gibson, Ivancevich, and Donnelly, 2012: 537). However, the performance of employees not only involves output but also looks at the aspects of quantity and quality of work (Luthans, 2012: 165) Researchers now recognize three main types of behavior that are a performance at work:

1. Task performance; how someone carries out duties and responsibilities in producing goods or services or administrative tasks. Most of the tasks listed in the job description.
2. Membership; the contribution of actions to the organizational environment, such as helping others in supporting the achievement of organizational goals, treating colleagues well, making constructive suggestions, and saying positive things about the workplace.
3. Counter-productivity; actions that actively damage the organization, such as stealing, damaging company property, behaving aggressively towards co-workers, and avoiding attendance. Most managers believe that good performance means doing well in the first two dimensions and avoiding the third. A person who performs core work properly but is rude and aggressive towards coworkers will not be considered good employees in most organizations, even the most pleasant and optimistic workers cannot do basic work properly and will not be good employees (Robbins and Judge, 2013: 555).

Job Satisfaction

Job satisfaction is essentially a positive feeling on the job due to an evaluation of the characteristics or in other words the feeling of pleasing someone after someone has assessed the work or related work. There are consequences if employees like work, and there are consequences when employees do not like work. A framework of thinking (framework out - influence - loyalty - dedication) is useful to understand the consequences of dissatisfaction (Robbins and Judge, 2013: 78). Job satisfaction has six dimensions, namely: the work itself with indicators: tasks, learning opportunities, and responsibilities, attendance; discipline, the desire to always be at work to work, current salary, with indicators; payroll and payroll justice system, promotion opportunities, with indicators: promotion opportunities, supervision, with indicators: leadership style, co-workers, and support from colleagues (Robbins and Judge, 2013:79).

Employee Engagement

Employee engagement as a relationship with the close physical, cognitive and emotional involvement between someone with a role in a job (William and Kahn, 1990). The psychological form of attention and absorption is employee engagement (Schaufeli, Bakker, and Salanova, 2006). Attention refers to the cognitive and role that employees think, while absorption refers to the intensity of an employee's focus on playing an organized role. Employee engagement as an employee's appreciation of the goal, then focus on that goal and generate energy, has initiative, is able to adapt, strive, be persistent and enthusiastic in achieving organizational goals (Macey and Schneider, 2008). Employee engagement shows the psychological involvement of employees with work. Employee engagement has 3 indicators, namely Vigor which is indicated by the level of mental strength and resilience in work, earnest effort, Dedication is a feeling full of meaning, enthusiasm, inspiration, pride and acceptance of

the challenges and Absorption is characterized by a deep focus and interest in the work (Schaufeli, Salanova, Gon Alez-ro, and Bakker, 2002).

Conceptual Model Development

If employees are satisfied with their work, they tend to work happily and enthusiastically to show their performance well. The influence of job satisfaction on employee performance is strengthened by the research of Bakan et al. (2014), Awaludin, Ode, Adam, and Mahrani (2016), Fadlallh (2015), Dickin, Dollahite, and Habicht (2010), so that the formulation of the first hypothesis H_1 : significant of job satisfaction on employee performance.

Feelings felt by employees such as feeling satisfied with work, attendance, rewards, supervision, co-workers, and promotions offered by the company, is a form of affection which in attitude theory (Fishbein and Ajzen, 1975: 340) will then direct the tendency to act where employees will prepare yourself to act (intention-behavior) by taking actions such as encouraging yourself, living the work, and trying to focus on work. Employees who feel satisfied tend to work very well. (Mathis and Jackson, 2011; Neupane, 2015), this has also been supported by the opinion of DeSimone (2012) which summarizes employee performance influenced by organizational policies that also affect the performance of individuals other than the external environment and the individual itself, thus formulating hypotheses. Second, H_2 : There is a significant effect of job satisfaction on employee engagement.

By having strong employee engagement, employees have more spirit, more inspiring work, and more focus is believed to perform better than those who lack motivation, lack of appreciation and not concentrate on work. This has been proven from research (Allameha et al. 2014; Priyadarshni 2016; Achieng, Waiganjo and Njeru 2015; Dajani, 2015; Anitha, 2014) so the third hypothesis is formulated H_3 : There is a significant influence of employee engagement on employee performance.

Based on the background of the direct influence of job satisfaction on job performance of Bakan et al. (2014), Awaludin, Ode, Adam, and Mahrani (2016), Fadlallh (2015), Dickin, Dollahite, and Habicht (2010), the direct effect of job satisfaction on employee management (Mathis and Jackson, 2011; Neupane, 2015), and the direct employee influence on job performance (Allameha et al. 2014; Priyadarshni 2016; Achieng, Waiganjo and Njeru, 2015; Dajani, 2015; Anitha, 2014) the next research hypothesis was developed, where employee engagement acts as an intervening variable between job satisfaction on job performance so that (H_4): There is a significant influence of job satisfaction on job performance through employee engagement.

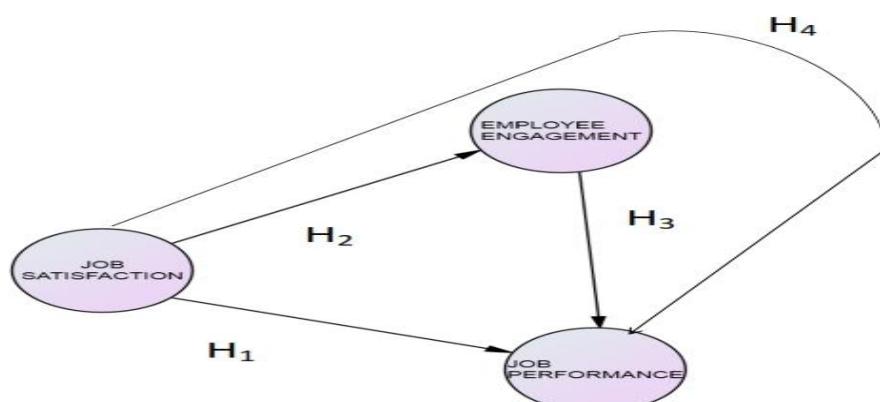


Fig 1. Model of Conceptual Framework

The location of this study is in South and Central Kalimantan with targeted employees in 9 mining companies because they did not reach the production target.

METHOD

The population of this study was 37,864 employees in the companies mining company in Kalimantan who were involved in the production process both directly and indirectly in the long production process with at least 1 year work experience. The sample is for the purposes of SEM testing requires an amount of between 100 and 200 (Sanusi, 2016), in order to determine this technique it is determined and the appropriate sample number is determined. The sample determination technique uses Simple Random Sampling by giving equal opportunity to each member of the population by taking using lottery numbers to become a research sample that represents the company according to the number of research distributions. With an 8% error tolerance limit using the Slovin formula obtained a sample of 155 employees, but that returns only 148 employees, reduced the outliers to 10 so that the sample was 138 employees.

The data collected is primary data using a questionnaire. A number of questionnaires were collected and answered by the respondents, then tabulated to do the data analysis process. The instrument used to measure employee engagement using Engagement Scale or UWES (Schaufeli et al., 2002). However, statement items to measure job satisfaction and work performance of employees are from organizational behavior theory (Robbins and Judge, 2013). All statements are measured based on the Likert model's attitude scale using 5 choices scale items are anchored on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). The Cronbach's α for the scale was 0.73. In this case, the respondents were asked to agree or to disagree with the statement items in bullying, absorption, teamwork and employee performance. Overall scale scores were averaged and averaged items under each variable or measure.

Data analyses first, descriptive analysis is used to determine the characteristics of each variable measured from a number of research indicators. The analytical technique used is statistics descriptive to produce the mode value and the mean value (mean) of each variable, research indicator, and questionnaire item. Secondly, the use of the AMOS 4.01 Structural Equation Modeling (SEM) program is used to test multiple dependence relationships job satisfaction, employee engagement and on employee performance within a model and to observe any previously unforeseen relationships and possible measurement errors when process estimation process. Third, testing the hypothesis for hypotheses 1 to 3 where if 0 or the probability coefficient $\beta > 0.05$, then there is no opposite effect if $= \beta_1 \neq 0$ or the probability coefficient $\beta_1 \leq 0.05$ then there is influence between variables. For hypotheses 4 if indirect effects are greater than direct influence, mediation is accepted.

RESULTS AND DISCUSSIONS

Results

Reliability testing results obtained Descriptive test shows the average respondent's answer to job satisfaction of 3.67 approaching the agreed answer, employee engagement of 3.71 is also close to agree, as well as job performance is close to agree with an average answer of 3.92. Cronbach's Alpha is $0.808 > 0.600$, so the data is quite reliable, while the correlation is only the indicator of satisfaction with self-employment from the variable job satisfaction below 0.600 so that this indicator is omitted, while the other indicators above 0.600 with a probability below 0.05 indicate that the data is quite valid.

The results of the Assessment of normality (Group number 1) skew shows the highest score of 2,079 at the lowest -1.515 where this number is still between -2.56 to 2.56 thus the data has been normally distributed. Based on the Standardized Regression Weights, job satisfaction indicators consist of satisfaction with rewards, attendance, supervision, co-workers and the promotion of loading factors that form the main job satisfaction variables perceived by respondents are indicators of satisfaction with supervision (estimate 0.725). According to the psychological involvement that forms the employee variables of engagement, it is the work spirit (vigor), dedication and attention to work where absorption is perceived by the respondent as most prominent (0.920). Job performance consists of task

performance, engagement performance as a member and counterproductivity (Robbins and Judge, 2013: 555), where respondents are perceived to be the most prominent task performance indicators (0.771).

Standardized Regression Weights: (Group number 1 - Default model) and Regression Weights show the effect of job satisfaction on job performance is estimated at 0.635 with a probability of 0.000 <0.05, so the first hypothesis is accepted. The effect of job satisfaction on employee engagement is estimated at 0.386 with a probability of 0.00> 0.05, so the second hypothesis is also accepted, then the effect of employee engagement on job performance is estimated at 0.046 with a probability of 0.641> 0.05, so the third hypothesis is rejected. comparison of direct and indirect effects. The direct effect of job satisfaction on job performance 0.635 was the indirect effect of job satisfaction on employee engagement performance $0.386 \times 0.046 = 0.017756$, then the total effect was $0.636 + 0.017756 = 0.653756$ thus the total effect was greater than the direct effect, so the fourth hypothesis was acceptable.

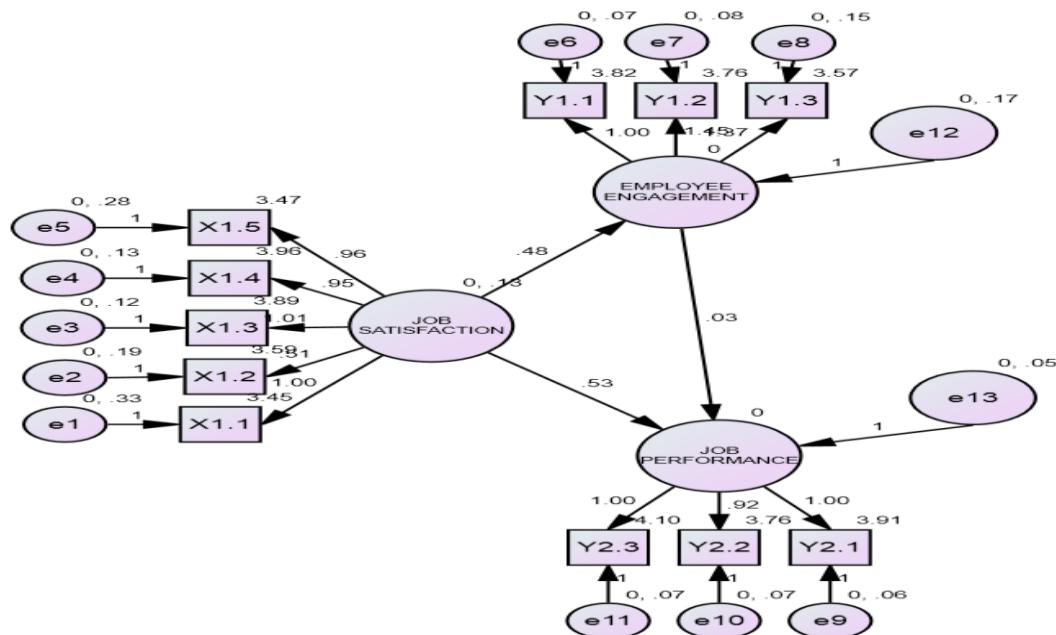


Fig 2. The result of Structural Equal Model

Discussions

Satisfaction with leaders or supervision is more important for respondents compared to other satisfaction because respondents work as workers in coal mines who expect communication with leaders to get job direction and perceived by respondents if someone close to the leader will easily get everything like rewards, employment status, facilities and so on. This is consistent with the results of Karada's research (2015), where satisfaction is increasing when leaders are able to demonstrate their commitment (Ayu et al., 2017), and integrity (Akdol and Arikboga, 2015). The mentality of the respondent as a coal miner is susceptible to his ability to work in concentration because his work also has an accident risk effect. In addition mining workers are mostly young people who are still many souls who always want to change or be affected so that the focus of the work becomes very important (Van Elk, Karinen, Specker, Stamkou, and Baas, 2016). The description of the work of a simple miner is to do mining individually, to prioritize quantity, not to be tied to the work of other employees, and not to prioritize the quality of work, so that the most visible here is productivity in the form of mining output. This has been supported by Pradhan and Jena's research (Pradhan and Jena, 2017) that most work performance is shown in the form of task performance.

Job satisfaction has a significant effect on employee performance. Employee performance is an action or behavior of employees at work to produce an output of goods or services. In attitude theory (Fishbein and Ajzen, 1975: 340) explained that attitudes are formed from the process of understanding (cognition) to stimuli such as organizational policy, then born affection feeling like or dislike, continued intention to do and end the process in the form of action or behavior. This shows that if employees have understood or perceived work or policy, there will be satisfied or not until there is action or performance of employees. The performance of employees shown by Kalimantan mining employees shows their satisfaction, where their satisfaction is quite good at attendance, wages, colleagues, supervision, and promotion opportunities are able to show their performance quite well. This is in line with the research of Bakan et al. (2014), Awaludin et al. (2016), Fadlallh (2015), Dickin, Dollahite, and Habicht (2010).

Job satisfaction is a reaction of policies made by a company, while individuals themselves are influenced by backgrounds such as age, family descent, social environment, education, gender, etc. (Robbins, 2013:39). Between organizations and individuals will form work motivation when the individual's desire is the same as the desire of the organization both in the form of fair attitude, employee expectations, employee goals (Robbins, 2013:226). Thus the reason why job satisfaction does not have a significant effect on employee mentality or employee engagement is influenced by feelings that have not been too satisfying for employees both on wages, attendance, coworkers, promotions, especially supervision that is considered not too commensurate with employee mental sacrifice, so employees here are potentially depressed and work stress.

Employee engagement has a significant effect on employee performance. Employee performance is a reflection of employee behavior in the workplace which is influenced by the external environment of the organization, the situation in the organization and knowledge, skills, attitude, abilities (KSA-A) owned by the employee itself. While KSA-A itself is developed from cognition, perception, experience, personality, training and environmental education. This also influences employee engagement, so employee performance is also influenced by employee engagement. With good employee engagement owned by employees who work at mines in Kalimantan, the performance of these employees is also quite good. The results of this study are in line with (Allameha et al., 2014; Priyadarshni 2016; Achieng, Waiganjo and Njeru 2015; Dajani 2015; and Anitha 2014). Thus, to strengthen employee engagement besides the employee, he must strengthen his mental work, appreciate and focus more on the work, the company must also be selective in finding employees who have good mentality and efforts to motivate their employees.

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The role of employee engagement to mediate the effect of job satisfaction on employee performance is accepted because between job satisfaction as a reflection of organizational policy and work environment with employee engagement as a reflection of individual employee mentality should be interrelated and support the achievement of work performance, in accordance with the interpretation of attitude theory (Fishbein and Ajzen, 1975) and factors that influence employee behavior (Arifin et.al, 2013; DeSimone, 2012). The role of absorption indicator of employee entering is needed to mediate

indicators of supervision of job satisfaction in improving employee performance, where it is expected that leaders must be able to direct their employees to motivate their employees to work in focus and control factors that can disrupt employee concentration mentality such as adequate wages, fair supervisor attitude, bullying, conflict and so on.

CONCLUSION AND SUGGESTION

Conclusion

To improve employee job performance is not enough just by the unilateral policies of companies such as improving work methods, wages, discipline rules, co-workers, supervision and promotion. Although in this study there was no direct relationship between job satisfaction and employee engagement, the role of employee engagement was needed to maximize job satisfaction stimulus to further improve job performance. Organizational policy should be in accordance with the circumstances and expectations of individuals to influence the good mentality of employees. In addition, organizations must also be more selective in getting employees, especially mental factors who are more prepared to accept any situation in a work situation. Then the organization should also conduct training or guidance to increase employee engagement.

Suggestion

The paper utilized a cross-sectional self-report survey research design which does not permit causal inferences to be made. Longitudinal research is needed to further investigate these relationships reported here.

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