

The Effect of Engagement on Job Satisfaction of the Employees of PT Asuransi Bangun Askrida Medan Branch

Aditya Putri Yani Barus¹, Harmein Nasution², Yeni Absah³

¹(Universitas Sumatera Utara, Indonesia)

²(Universitas Sumatera Utara, Indonesia)

³(Universitas Sumatera Utara, Indonesia)

Corresponding Author: Aditya Putri Yani Barus

Abstract: *Job satisfaction is a person's feeling about the jobs and aspects contained in it, such as aspects of promotion, coworkers, salary, the job itself and also relationships with superiors. The subject of employee engagement and job satisfaction have been thoroughly researched, especially in the current times, where the companies try to hire and keep their best personnel satisfied and engaged, in order to have them more productive. This study aims to examine the effect of employee engagement on job satisfaction of PT Askrida Branch Medan employee. Questionnaire with 5-point Likert scale was used to measure employee engagement and job satisfaction of 32 respondents. Multiple linear regression was used to analyze the effect of the variables. The results showed that simultaneously employee engagement consisting of variables Equity, Achievement dan Camaraderie have positive and significant effect to employee job satisfaction. Variables Camaraderie is partially positive and significant effect to employee job satisfaction.*

Keywords: *Engagement, Equity, Achievement, Camaraderie, Employee Job Satisfaction*

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I. Introduction

Business is a competition that will only be won by organizations / companies that understand and are able to realize cooperation to improve competitiveness. Cooperation and competition are two sides of one currency that must be continuously realized, fostered and developed. In this case, the organization / company must have human resources who are able to determine when and in what fields must work together and compete with each other. The increasingly stringent and severe competition conditions lead to the need for organizations / companies to have quality and competitive human resources (Nawawi, 2015).

Human resources are the main capital (human capital) in an organization. Humans have intellectual abilities, knowledge, expertise, experience, attitudes and abilities that can be used by companies or organizations to work. In managing an organization the human factor becomes very dominant because it is humans who design, organize, control, evaluate and develop organizational systems (Nasution, 2008). Therefore we need a special strategy to manage people in the organization to be able to make optimal contributions and have loyalty to the organization. In achieving company goals, a work system must be created where human resources can utilize existing technology, facilities and infrastructure.

PT Asuransi Bangun Askrida or hereinafter referred to as "Askrida", was established by the Regional Development Bank (BPD) as a manifestation of aspirations based on mutual cooperation spirit and togetherness of BPD throughout Indonesia that offers insurance protection for all risks and losses, especially for government buildings and also other government-owned assets. In running the business, Askrida sells insurance products such as Motor Vehicle Insurance, Fire Insurance, Demolition Insurance, Personal Accident Insurance, CREATION Insurance, Development Insurance, Money Safety Insurance, Freight Insurance, Machine Insurance, Machine Installation Insurance, Boat Frame Insurance. The insurance product is marketed to Regional Development Banks, Provincial Governments and Regional Governments, BUMN Banks and the Public in general.

In an effort to become a superior, leading and trusted general insurance company in Indonesia, Askrida always strives to provide excellent service to the insured through a wide spread network and is supported by effective and efficient work systems and based on good corporate governance practices. In addition, Askrida committed to developing professionalism of human resources through systematic and continuous learning to realize the best performance and contribution for all stakeholders.

In North Sumatra Province, Askrida has 3 (three) operational offices. Two of them are located in Medan city and one marketing office is located in Padang Sidempuan. Medan Branch Office is a class I operational office that has a production capacity of more than Rp. 150,000,000,000 (one hundred fifty billion

rupiah). Every year the Medan Branch Office is given the responsibility to produce premium production. The premium production comes from the business of the North Sumatra Regional Development Bank (BPD Sumut), the Provincial Government, the Regional Government and general business.

The production target of Askrida Medan Branch increased by 19.565% from 2015. In 2017, the production target of Askrida Medan Branch increased by 13.636% from 2016. However, from the table it can also be seen that there has been a significant decline in premium production since 2015.

Achievement of premium production in 2016 and 2017 never exceeded the achievement of premium production in 2015. So it can be said that there was a decline in production of the Medan branch Askrida from 2016 to 2017. The decline in production was a concern for Askrida management because it greatly affected the sustainability and success of Askrida especially in Medan Branch.

Based on employee absenteeism data in 2016 and 2017, it is found that on average employees arrive late to the office and who are absent from the office without explanation (alpha). In 2016, the percentage of employees who arrived late to the office averaged 8.02% per year, while the percentage of alpha employees averaged 13.87% per year. In 2017, the percentage of employees who arrived late to the office an average of 7.56% per year, while the percentage of employees who were alpha an average of 7.56%.

Employee engagement has been widely known as a concept that can provide information about the level of employee engagement with organizational factors. This factor encourages employees to do business that is more than expected. Even this engagement factor also affects employees' decisions to survive or leave the company.

II. Literature Review

2.1 Engagement

The concept of engagement was first introduced by Kahn (1990) who defines engagement as the empowerment of organizational members to their work roles, in engagement, people use and display themselves physically, cognitively and emotionally during work. According to Gallup (2005), when employees show dedication to their obligations at work, they tend to present better productivity and efficiency for their tasks, and show a desire to stay longer and be more loyal to the organization. Frederman (2009) defines employee engagement as a level where someone has commitment to an organization so that it can determine how a person behaves and how long he will stay with the position.

2.2 Dimension of Engagement

Sirota Survey Intellegence (2005) developed a survey to measure the level of employee engagement. Sirota found that to achieve a high level of employee engagement, there were 3 (three) aspects that employees wanted while working, including:

2.2.1 Equity

Employees want to be treated fairly in relation to the basic conditions at work. This means that the benefits received are considered fair or comparable to the work done and enough to meet the personal needs of employees. Equity can be assessed from three aspects namely:

- a. Working conditions (physiological aspects)
- b. Compensation (economic aspects)
- c. Feelings of fairness (psychological aspects)

2.2.2 Achievement

Recognition from the company is the motivation of employees at work. Sirota Survey Intelligence uses several indicators to determine the company's recognition of employees. These indicators are challenges at work, opportunities for growth, ability to get work done, a sense of the importance of work, appreciation for performance and a feeling of pride in the company.

2.2.3 Camaraderie

A well-established kinship is a cooperative relationship with colleagues, a feeling of belonging to the community, as well as a feeling of mutual belonging between strong colleagues. Camaraderie is measured through several aspects such as relationships with colleagues, collaboration between colleagues in one work unit, cooperation across work units and cooperation with other departments in the company as a whole.

2.3 Job Satisfaction

Employee satisfaction is all actions taken by the organization to satisfy the needs of employees at work. Individually, an employee tends to show positive or negative attitudes towards his environment and work

(Ellickson, 2002), and to the extent that the values, needs, or personal characteristics of the person are met, the higher level of job satisfaction achieved (Abraham, 2012).

According to Sutrisno (2012) employee job satisfaction is an important issue that is considered in relation to employee work productivity. Dissatisfaction is often associated with high levels of work demands and complaints. Workers with high levels of dissatisfaction are more likely to sabotage. Robbins and Judge (2011) define job satisfaction as a positive feeling on a job, which is the impact or evaluation results of various aspects of the job. Job satisfaction is an assessment and attitude of a person or employee towards their work and relates to the work environment, type of work, relationships between coworkers, and social relations at work.

III. Research Methods

3.1 Type of Research

This research was conducted through a scientific approach using a theoretical structure to construct one or more hypotheses that required quantitative and statistical testing. The type of research conducted is associative hypothesis, which is a statement about the relationship between two or more variables with a quantitative approach.

3.2 Population and Samples

The population in this study were 32 employees of PT Asuransi Askrida Medan Branch, consisting of permanent employees (25 respondents), apprentices / contracts (4 respondents) and outsourcing (3 respondents). The sampling technique in this study uses saturated sampling, where all members of the population are sampled in this study.

3.3 Data Analysis Method

This study uses descriptive qualitative analysis method to determine the existence of relationships between dependent variables and independent using inductive statistics correlation with multiple regression analysis. The qualitative descriptive objective in this study is to provide a systematic, factual and accurate description of certain facts.

3.3.1 Multiple Linear Regression Analysis

The data analysis method used in this study is multiple regression analysis (Sugiyono, 2007). Therefore the research formulation in the path analysis framework only revolves around the independent variable (X_1, X_2, \dots, X_k) influencing the dependent variable Y, or how much direct, indirect, and total influence or simultaneous set of independent variables (X_1, X_2, \dots, X_k) to the dependent variable Y. Hypothesis testing using t test, F test, r squared test.

IV. Results

4.1 Coefficient of Determination

The results of testing the coefficient of determination can be seen in the Summary Model table. So that it can be seen the correlation between the dependent variable and the dependent variable through the magnitude shown by the value of R and Adjusted R Square as in Table 1 below:

Table 1 Determination Coefficient Test

| Model Summary ^b | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .873 ^a | .762 | .737 | 1.48830 |

Source: Research Results, 2018 (Data Processed)

Correlation coefficient value of 0.873 which shows that the correlation / relationship between the dependent variable (Y) and the independent variable (X_1, X_2, X_3) is high. If $R > 0.05$, the correlation is high.

Adjusted R Square value of 0.737. It means that 73.7% of Job Satisfaction is influenced by the Engagement variable in this study, while the remaining 26.3% is influenced by other variables outside the independent variables used in this study.

4.2 Simultaneous Significance Test (Test f)

ANOVA (F test) is a part and process in linear regression that is used to see whether the regression model can be used to predict correlation relationships and influences between dependent variables and independent variables. If F count < F table or probability > 0.05 then H0 is accepted . If F arithmetic \geq F table or probability < 0.05 then H0 is rejected.

Table 2 Simultaneous Test (Test f)

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 198.854 | 3 | 66.285 | 29.925 | .000 ^b |
| | Residual | 62.021 | 28 | 2.215 | | |
| | Total | 260.875 | 31 | | | |

Source: Research Results, 2018 (Data Processed)

From Table 2 the calculated F value obtained is 29.925 greater than F table 2.92 (F arithmetic > F table) with a significance level of 0.05. With a probability of 0.00 or less than 0.05. Then H₀ is rejected and H₁ is accepted, in other words there is an influence of Management on employee Job Satisfaction.

4.3 Significance Test of Individual Parameters (t Test)

This test is used to determine whether in the regression model the independent variable (X) partially significantly influences the dependent variable (Y). To find out whether the independent variable partially influences or not on the dependent variable, then determined a significant standard value at alpha 5%..

Table 3 Partial Test (t Test)

| Coefficients ^a | | | | | | |
|---------------------------|-------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.419 | 3.739 | | .647 | .523 |
| | Equity | .033 | .170 | .036 | .195 | .847 |
| | Achievement | .240 | .167 | .147 | 1.433 | .163 |
| | Camaraderie | .605 | .139 | .774 | 4.338 | .000 |

Source: Research Results, 2018 (Data Processed)

Equity Variable (X₁) can be seen the value of t arithmetic for X₁ is 0.195 where t arithmetic is smaller than t table (t arithmetic < t table; t table = 2.045) and a significance level of 0.05. This means that the Equity variable has no significant effect on employee Job Satisfaction variables.

Achievement Variable (X₂) can be seen t count value for X₂ is 1.433 where t count is smaller than t table (t count < t table; t table = 2.045) and the significance level is 0.05. This means that the Achievement variable does not significantly influence the Employee Job Satisfaction variable.

Camaraderie Variable (X₃): t count value can be seen for X₃ which is 4.338 where t arithmetic is greater than t table (t arithmetic > t table; t table = 2.045) and a significance level of 0.05. This means that the Camaraderie variable has a significant effect on employee Job Satisfaction.

V. Conclusion and Suggestion

5.1 Conclusion

Based on the results of research and discussion, the following conclusions are obtained:

- 1.From the results of multiple regression, the coefficient of determination obtained is 73.7%. This value indicates that 73.7% of the dependent variable (Job Satisfaction) is influenced by the independent variable (Engagement).
- 2.From the simultaneous test (F test), it is known that the engagement of employees which consists of Equity, Achievement and Camaraderie has a significant effect on the Job Satisfaction of employees of PT Askrida Medan Branch.
- 3.From the partial test (t test), it is known that the Camaraderie variable significantly influences the Job Satisfaction of employees of PT Askrida Medan Branch. While Equity and Achievement did not significantly influence the Job Satisfaction of PT Askrida Medan Branch employees.
- 4.It is concluded that Equity, Achievement and Camaraderie have a direct relationship with Job Satisfaction with the coefficient value of Job Satisfaction for Camaraderie being the highest. This value indicates that the Camaraderie variable is the most significant variable affecting the Job Satisfaction of PT Askrida Medan Branch employees.

5. Related to the problems that occur at PT Askrida Medan Branch, namely not achieving the target of premium production in 2016 and 2017, it can be concluded that efforts are needed to increase the Engagement and Job Satisfaction of employees of PT Askrida Medan Branch.

5.2 Suggestion

Based on the data processing in the research that has been conducted, several suggestions related to Engagement on the job satisfaction of PT Askrida Medan Medan are proposed as follows:

1. For PT Askrida Medan Branch

To increase the Job Satisfaction of PT Askrida Medan Branch employees, it is hoped that in achieving the premium management production targets it is recommended to pay more attention to the level of employee Engagement. Related to the Equity variable Several things are suggested (1) that management appoint a responsible person who acts as the coordinator of the work of the Cleaning Service because the current condition of the Cleaning Service has no direct supervisor. Other suggestions that can be given are to carry out a joint office cleaning program that is done once a month and give rewards to the section that is able to clean the workspace properly and maintain cleanliness on weekdays. (2) Evaluating and adjusting employee workload. It is necessary to apply clear division of job desc of employees in each section according to position.

Regarding the Achievement variable some things are suggested (1) to rotate the work every certain period to increase employee morale and adaptability. Internal rotation can form employees who are experts in various fields. So companies have more competent human resources quality, (2) it is recommended to management to develop more objective performance evaluation methods, for example using Key Performance Indicator (KPI). Because the Employee Performance Assessment instrument used so far is considered to be Subjective. KPI is expected to increase employee motivation to excel.

Regarding the Camaraderie variable, a number of things suggested to improve the quality of the relationship are by holding regular meetings to plan work programs and weekly evaluations. Creating open working conditions with suggestions and criticisms by getting employees used to design work and evaluate work. Regular work-related meetings will make employees more responsible for their work, evaluating habits will also make employees more critical. Employees feel involved and bound to the company without being forced and increase employee commitment in completing work.

2. For Researchers

For researchers who will conduct further research in Askrida Medan Branch, it is recommended to conduct research on Job Satisfaction with independent variables other than Employee Engagement, for example individual employee factors and external (external) employee factors.

3. For Academics

In addition to the literature as well as to contribute to further research in order to be the basis of a research model on the topic of a more comprehensive Employee Engagement with broader objects.

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