

Job Satisfaction, Job Insecurity and Employee Engagement



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ABSTRACT: This study aims to analyze correlation between job insecurity, job satisfaction and employee engagement in employees of PT. PNM, Surabaya Branch. Method being used in this research is quantitative. Researchers are using primary data and gathering the data, straight from subjects in their office. Researchers are using google form as a tool to gather the answer. There are 3 scales that's been delivered via Google form, job satisfaction, job insecurity and employee engagement scale. Answers from subjects are being tested using statistic app named SPSS 21 for windows. Conclusion from the test are, f score for $\alpha = 5\%$, $df = 842$ meaning 3,006441544 the f-count number is 222,030. Meanwhile the significant number is 0,001 which smaller than 0,05 ($0,001 < 0,05$). This can be translated as accepted hypothesis, meaning job satisfaction and job insecurity, together, give positive influence and significantly to employee engagement. Significant score for job satisfaction variable is $0,001 < 0,005$ meaning the variable influences employee engagement. The significant score for job insecurity is $0,001 < 0,005$, meaning there is influence between the variable and employee engagement. Adjusted R Square showed the number of 0,344, which can be concluded as job satisfaction and job insecurity, together, influencing employee engagement by 34,4%. Meanwhile, the other 65,5% is influenced by other variables that didn't used in this research.

KEYWORDS: Job Satisfaction, Job Insecurity, Employee Engagement

INTRODUCTION

Employees are company assets which are categorized as an important part for the sustainability of company targets. Especially for companies with a labor-intensive concept that require many people to run their business. The quality of employees will greatly determine the company's productivity (Setiani, 2013). Employees are not just workers who carry out routine tasks, but also human resources who bring knowledge, skills, and energy into the work environment. With this perspective, employees can be considered as strategic assets that create added value for the company (Becker, B. 2001).

The improvement of company performance requires good employee quality and performance to support company growth and stability. Companies that need many qualified employees are mostly categorized as financial companies. The employees are needed to run various aspects of a financial company's business, from customer service to legal compliance, financial management and product development (CNBC Indonesia, 2021). However, the quality and number of employees required by the company, especially financial, is difficult to fulfill, because many employees who doesn't feeling attached to the company, ultimately choose to leave (Schaufeli, 2012). The company lost employees who had been trained and experienced and have to look for new employees (Joarder et al., 2011). The large number of employees who choose to leave the company oftenly caused by many factors, such as long working hours, no overtime pay, co-workers who are not being supportive, superiors who can't provide protection and job security for the future (Lestari & Mujiati, 2018).

Those are the reasons why this research needs to be studied for the improvement of the company. As a company asset, employee engagement or how an employee being attached to the company will be an important factor, because it will determine employee loyalty within the company, the level of desire to leave the company and the desire to contribute more to the company. Schaufeli (2012) explains that employee engagement is a positive view of the company where he works, which includes employee satisfaction and loyalty, company profitability, productivity, turnover rate, and security.

The impact of employees who are less engaged are presented in some research, namely Harter et al., (2002), research results showed that employees who are engaged have higher performance than those who are less engaged. In addition, Towers Watson (2012) main findings from his research are companies with high levels of employee engagement have better productivity. Likewise, if employees are less attached to the company, productivity will also decrease.

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Scheimann (2010) explains the influence between job satisfaction and employee engagement, if employees are attached to the company, it will reduce the employee's desire to leave their job because they are satisfied with their company. Employees who feel satisfied with their work tend to be more attached to the company and will show better performance than employees who are less attached (Garg et al., 2018). A study from Vorina (2013) also shows that employee engagement will increase following the increase of satisfaction. Other research from Djoemadi et al., (2019) shows that job satisfaction has positive effect on employee engagement, especially in the dimensions of relationships at work and promotion opportunities. Similar results are shown from several other studies that job satisfaction positively influences employee engagement (Pološki & Hernaus, 2015).

Dissatisfaction at work basically arises because of differences between expectations and perceived reality or acquired needs (Eerde & Thierry, 1996). Moreover, Eerde (1996), stated the needs pointed are not only in the form of material (salary and wages) but also include non-material things such as career, achievement, position, development opportunities, social and spiritual. The material and non-material needs will be fulfilled by working, using employee's abilities and will be given benefits for themselves and organizations. When an employee works, at the same time, he also hopes his needs will be met at work. Dissatisfaction arises when there is a gap between an employee's expectations of the company and the fulfillment of his needs after working in the company.

Job Satisfaction can positively predict the level of employee engagement in an organization. Even if the organization has already given attention to employee's job satisfaction and work engagement, employees will tend to leave the company and often leave work and have low performance and productivity (Ali & Farooqi, 2014). It is very important to keep employees satisfied so employees will be attached to the company (Kennedy & Malveaux, 2012). Employees who are satisfied with their jobs tend to be more attached to the company and will show better performance than employees who are less attached (Garg et al., 2018), and will have a lower desire to leave work (Scheimann, 2010).

Job satisfaction greatly influences employee engagement within the company. If many employees are not attached to the company, will certainly harm the company and make it difficult to achieve the targets that have been set (Lestari & Mujiati, 2018). Therefore, researchers tried to examine in more depth the problems that occurred at the Surabaya branch of PNM, especially the employee engagement factor. Then the researchers felt it necessary to examine whether job satisfaction and job insecurity were correlated with employee engagement and whether partially job insecurity and job satisfaction were correlated with employee engagement at PT PNM Surabaya Branch

Significance of the Problem

Based on the introduction, the research questions in this study are:

1. Does job satisfaction and job insecurity correlate with employee engagement at PT PNM, Surabaya branch?
2. Does job insecurity correlate with employee engagement at PT PNM, Surabaya branch?
3. Does job satisfaction correlate with employee engagement at PT PNM, Surabaya branch?.

RESEARCH OBJECTIVES

The objectives of the research carried out are:

1. To find out and analyze correlation between job insecurity and job satisfaction with employee engagement at PT PNM, Surabaya Branch
2. To find out and analyze correlation between job insecurity with employee engagement at PT PNM, Surabaya Branch
3. To find out and analyze correlation between job satisfaction with employee engagement at PT PNM, Surabaya Branch

LITERATURE REVIEW

A. Employee Engagement

The concept of employee engagement itself was first researched by Kahn in 1990, who defined it as the passion of organizational members for their work. They will express themselves physically, cognitively and emotionally while doing their work. The cognitive aspect includes employees' beliefs about the organization, its leaders, and working conditions. The emotional aspect concerns how employees feel, whether they have a positive or negative attitude towards the organization and its leaders. Meanwhile, the physical aspect involves the physical energy provided by individuals to complete their roles in the organization (Kahn, 1990).

Schaufeli (2012) also explains that employee engagement is a positive view of the company where the employee works, which includes employee satisfaction and loyalty, company profitability, productivity, turnover rate, and security. Employee engagement is a positive evaluation of employees regarding their work which is characterized by 3 aspects, namely vigor, dedication, and absorption when carrying out various activities (Schaufeli & Bakker, 2004). These aspects can be explained as follows:

1. VIGOR shows the character of employees who have high enthusiasm, are willing to work. They do not get tired easily and are able to face difficulties at work.
2. Dedication

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The character of an employee who has a strong connection to his work. They're enthusiastic, inspiring and have pride, and also like challenges.

3. Absorption

The character of an employee who enjoys his work, concentrates fully on work and is inseparable from his work. They will feel the time passes quickly when working.

The theory used in this research is employee engagement according to Schaufeli (2012), which emphasizes three aspects, namely vigor, dedication, and absorption. This theory was chosen because it is considered a theory that is able to explain aspects that are comprehensive and easy to understand. Apart from that, in previous studies, this theory was also used as a research basis already had a measuring tool used, namely Utrecht Work Engagement Scale-9 (UWES-9) which already translated to Bahasa Indonesia by Kristiana, Fajrianti & Purwono (2018).

B. Job Insecurity

According to Ashford, Lee, and Bobko (1989), job Insecurity is a feeling of insecurity in the form of a threat that creates uncertainty and discomfort. Workers who have a high level of job insecurity will feel anxious and worried about the continuation of their work. Rosenblatt and Ruvio (1996, in Sverke et al., (2006) define job insecurity as the concern felt by an employee regarding the future of his or her job.

Explanation of job insecurity by Mauno, et al. (2001) have a global concept approach that will be used in this further research. This theory is considered a theory which is able to explain aspects that are comprehensive and easy to understand. Apart from that, in previous studies, this theory was also used as a basis for research and measurement. The theory used in this research regarding job insecurity uses the theory from De Witte (2005) which states that job insecurity is the perception of the threat regarding losing one's job and anxiety related to this threat. That definition will be used in this research. This is because the theory is commonly used and has been used as a reference in many previous studies. So, it's safe to use. This theory also provides a measurement scale, named the Job Insecurity Scale (JIS) which has been translated into an Indonesian version by Ekaningtyas (2022).

C. Job Satisfaction

Job satisfaction is a positive feeling resulting from job evaluation (Robin & Judge, 2013). According to Locke (1969), job satisfaction includes affective aspects and cognitive and behavioral aspects. Feelings (affective) illustrate that job satisfaction is an expression of what is in a person's heart in assessing something they do, both individually and in groups. Cognitive (Sensation, perception, conception) describes job satisfaction as an expression of what it's felt (sensation), what's perceived (perception) and what's thought (conception).

Spector (1997) also states that job satisfaction is a modest feeling that is described from the work done and has different aspects in each job. This can be said to show an individual's likes or dislikes for their work, because satisfaction can be considered as an overall evaluation or result of the work itself. Weiss (2002, in Spector) explains that job satisfaction is a description of an emotional reaction to work, but satisfaction is better described as a cognitive reaction that weighs whether the job is good or bad from the perspective of each individual.

The theory used in this research refers to the theory of Spector (1997). It's because the theory from Spector (1997) is commonly used and has been used as a reference in many previous studies and already has a measuring instrument used, namely the Job Satisfaction Scale (JSS), which will later be used as a reference in making measuring instruments by the author.

METHOD

This research is quantitative research which aims to see the influence between two or more variables. Quantitative research is a scientific research method that utilizes number-based or data collection to formulate and test hypotheses, as well as explain, understand and predict certain phenomena. The following are several main characteristics and references that can support further understanding of quantitative research (Morling, B., 2017).

Research subjects or respondents refer to individuals or groups who are directly involved in the study or are sources of data collected to answer research questions (Bugin, 2009). The respondents of this research are employees of PT PNM, Surabaya Branch. Researchers chose subjects from this company because of the ease of access and conditions of PT PNM, Surabaya branch which is appropriate to the research context.

Technique Uses primary data taken directly from respondents using measuring instruments focusing on job satisfaction, job insecurity and employee engagement. Primary data is the data that researchers directly obtain, using a questionnaire. A questionnaire is a structured technique for collecting data and consists of a collection of oral and written questions answered by respondents (Malhotra, 2009). Researchers used Google Form to distribute questionnaires. The Surabaya Branch's work area covers 7 regencies and cities, namely: Surabaya, Sidoarjo, Pasuruan, Bangkalan, Sampang, Pamekasan and Sumenep. Due to limitations in disseminating data directly, the work area is large and the time is short. So this method is considered as an effective one.

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RESULT

After receiving the returned questionnaire, the author input the data and questionnaire results. After that, the author carried out data processing using the statistical calculation tool SPSS 21 for Windows. The results of the processing were carried out using the SPSS 21 for Windows program, after the classical assumption requirements were met, the researcher used the Multiple Regression Test.

1. F Test

The first calculation of this research is to test whether X1 and X2 simultaneously influence Y, with the hypothesis:

H1: Job insecurity and job satisfaction influence employee engagement

F tests are carried out to find out whether all independent variables together have an effect on the dependent variable (Ghozali, 2001). The decision is taken if the significance value is < 0.05 , then the populations of the two samples are identical or the same, or the resulting F-value $>$ F-table value.

Table 10. Data from Simultaneous Test Results (F Test)

Simultaneous Test	F	Sig	Explanation
Job Insecurity and Job Satisfaction with Employee Engagement	222.030	$<,0,001$	$<,05$ Considered an influence

source: SPSS 21 for Windows

To find out whether the hypothesis is accepted or rejected, the f-test is used. if $f\text{-count} > f\text{-table}$ ($\alpha = 5\%$, $df = 842$) or the significance value of $f > 0.05$ then the alternative hypothesis is accepted. From the df table, the f value for $\alpha = 5\%$, $df = 842$ is 3.006441544 with an f-calculated value of 222.030. Meanwhile, the significance value is 0.001, which means it is smaller than 0.05 ($0.001 < 0.05$), which means the hypothesis is accepted. So it can be concluded that job satisfaction and job insecurity together have a positive and significant influence on work engagement.

2. Partial Correlation Test

Next, the researcher wants to see how variables X1 and X2 partially influenced Y variable. The second and third hypotheses of this research are:

H2: Job insecurity influences employee engagement

H3: Job satisfaction influences employee engagement

Table 11. Partial Test Results Data (t Test)

Partial Correlation Test	t	Sig	Explanation
Job Satisfaction - Employee Engagement	12.762	$<,0,001$	$<,05$ Considered an influence
Job Insecurity - Employee Engagement	6.235	$<,0,001$	$<,05$ Considered an influence

source: SPSS 21 for Windows

The Partial correlation test is carried out to test whether the variables X1 and X2 partially correlated with the Y variable. Based on the calculation results, it can be seen that the significance value for the job satisfaction variable is $0.001 < 0.005$, so the job satisfaction variable has an effect on employee engagement. In calculating the job insecurity variable, the significance value shows a value of $0.001 < 0.005$, so it can be concluded that the job insecurity variable has an effect on employee satisfaction.

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3. R Square Test

Table 12. R Square Test Results Data

R Square	Adjusted R Square	Std Error of the Estimate	Explanation
Job Insecurity and Job Satisfaction with Employee Engagement	.344	5.168	The influence of X1 and X2 on Y is 34.4%

*X1:Job Insecurity; X2: Job Satisfaction; Y: Employee Engagement

Source: SPSS 21 for Windows

The R square test aims to see the size of the influence of a variable on other variables. Based on the table above, the Adjusted R Square value shows a value of 0.344. So, it can be concluded that job satisfaction and job insecurity have an influence of 34.4% on work engagement, while the remaining 65.5% is influenced by other variables not examined in this research.

DISCUSSION

Based on the results of multiple regression analysis, the results show that the regression of job insecurity and job satisfaction on working hours produces a significant effect. This answers the first hypothesis, namely that job insecurity and job satisfaction have influence on the presence of employees at PT PNM Surabaya Branch. Furthermore, based on the results of the R Square test, it is known that the percentage influence of job insecurity and job satisfaction on employee sustainability is 34.4%. Meanwhile, the other 65.6% was influenced by other unknown variables.

Based on the results of the partial influence test, it was found that job satisfaction significantly influences employee conditions ($\text{sig} < 0.005$). This research proves that positive job satisfaction makes employees attached to the organization (Ali & Farooqi, 2014). It is very important to keep employees satisfied, so employees feel attached to the company (Kennedy & Malveaux, 2012). Employees who feel satisfied with their work tend to be more attached to the company and will show better performance than employees who are less attached (Garg et al., 2018).

Based on the results of this research, it is found that there is a significant influence between job insecurity and job satisfaction and employee engagement, which is an evaluation for retaining employees. According to Smith and Rutigliano (2002), low interest will result in a high turnover rate. This is currently being experienced by PT PNM Surabaya Branch. Every month, more than 100 people choose to leave the company. This research can be used as an input for the PNM Surabaya Branch Manager to pay more attention to job insecurity and employee satisfaction because it has a significant impact regarding employee engagement with the company.

Apart from that, by carrying out the R Square test, it is known that the influence produced in this study was 34.4%. Meanwhile, the other 65.6% was influenced by other variables not examined in this study. So, to ascertain whether job insecurity and job satisfaction are the main factors influencing employee engagement, further research needs to be carried out regarding other factors that have a substantial influence than the variables studied.

CONCLUSION

Employee engagement has a positive impact on both individuals and organizations, such as productivity, creativity and innovativeness. If we look at several previous studies, inconsistent results were obtained regarding the relationship between job insecurity and job termination, so this research was carried out to answer this by adding a job satisfaction variable based on detailed analysis carried out by researchers. This research was conducted to determine the relationship between job insecurity and job satisfaction on job continuity. The subjects of this research were employees of PT PNM Surabaya Branch in the Mekaar business unit at all levels of position because the company data showed that employees are less attached to the company, which has caused many employees to choose to leave the company. The method used in this research is a quantitative method with multiple regression analysis.

Based on the results of the research that has been carried out, conclusions are obtained, namely:

1. There is a simultaneous positive relationship between job insecurity and job satisfaction with employee engagement at PT PNM Surabaya branch
2. There is a negative and partially significant relationship between job insecurity and employee engagement at PT PNM Surabaya branch. It can be seen as when someone has high job insecurity then he will have low work engagement. Vice versa, when someone has low insecurity, then he will have high work engagement.

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3. There is a positive and significant relationship between job satisfaction and employee engagement at PT PNM Surabaya branch, which means that when someone has high job satisfaction, the more attached they will be to their work. Likewise, the lower a person's job satisfaction, the lower his work engagement will be

IMPLICATION

1. Advice to research subjects. Employees of the PNM Surabaya branch in the Mekaar business unit should be able to reduce job insecurity by having a positive perception of changing job features such as promotion, influence/power, job contract uncertainty, benefits and transfers. Employees who have positive perceptions will have a low level of job security, so they can be more adaptive to work changes. Furthermore, this can improve employee's productivity in completing their work
2. Suggestions to interested parties, especially PNM branch leaders, should pay more attention to job insecurity which is a threat to the company. PT PNM needs to increase employee job satisfaction too, starting from simple things such as consistently giving appreciation to employees who are able to complete their work.
3. Suggestions for future research
 - a. Future researchers should conduct similar research, namely examining the level of the impact between job insecurity and job satisfaction on employee engagement, but in a different scope of work. This should be done to add literature broadness regarding the influence of job insecurity and job satisfaction on work engagement.
 - b. In addition, before conducting research related to job insecurity, job satisfaction and employee engagement, initial research should be carried out regarding the different levels that participants have. For example, their job satisfaction can be categorized in the category of very satisfied to very dissatisfied with the company.

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