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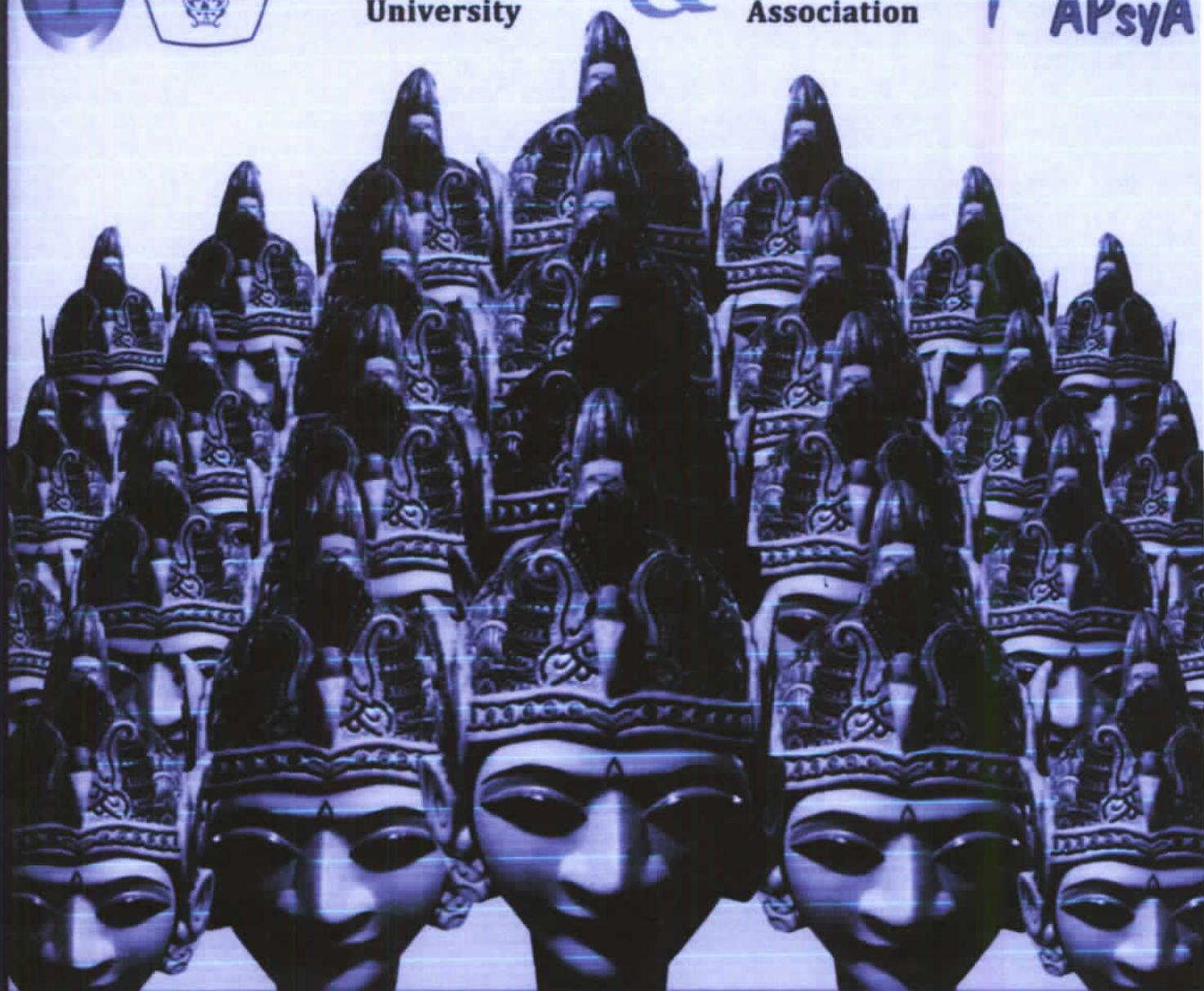
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PROCEEDINGS

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Mindfulness, well-being & positive psychology

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JOB SATISFACTION and WORK ENGAGEMENT Case study of the Employees of UT's Regional Offices

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ABSTRACT

The study conducted on 132 respondents which are educational to investigate the influence of job satisfaction on work engagement. The result showed that job satisfaction is shown to affect work engagement. All employees of UT's regional offices have a high satisfaction to all dimensions of job satisfaction, but satisfaction with the remuneration and working facilities are at moderate levels. The majorities of the officers are high on the dimension of dedication, but tend to be fewer in number on the dimensions of morale and absorption. Meanwhile the administrative staffs tend to have fewer high on work engagement in all dimensions. Job analysis, competency-based structuring workload, and workload-based performance assessment is the recommended solution to eliminate the impact of the problem.

Keywords: job satisfaction, work engagement, job analysis, structuring the work load, workload-based performance appraisal

INTRODUCTION

Indonesia Open University (hereinafter abbreviated UT) as the organizer of the first distance education in Indonesia is continuously working to improve its quality to be a long-distance college excellence, both nationally and internationally. UT is also constantly trying to improve the welfare, comfort of work, and the quality of human resources.

Indication of the quality of human resources, among others, can be seen from the involvement of the jobs he had to do (Kahn, 1990; Demerouti et al, 2001, in Salanova, Agut, Peiró, 2005; Harter, Schmidt, Hayes, 2002). The involvement of an employee of the jobs done commonly referred to as work engagement (for the rest of this term is

used). Work engagement is itself influenced by many variables, including job satisfaction felt by employees; the more satisfaction felt by an employee the higher work engagement will be (Harter, Schmidt, Hayes, 2002).

In this research work engagement variable was chosen because the organization which has the human resources 'engaged' will be able to become a quality organization because its employees have high morale, and constantly creating new innovations. Instead the organization which has the human resources 'disengaged' will become a stagnant organization, lower employee work ethic, passive, sluggish, and difficult to do teamwork. While job satisfaction was used as the independent variable because the employees who are 'satisfied' are the employees who are 'engaged', because 'the right feelings' will encourage appropriate behaviors, and appropriate behavior is the energy to improving the quality of human resources and the quality of institutions ultimately (Macey and Schneider, 2008).

The study conducted by Aslichati, et al (2010) at the head office of UT shown that the job satisfaction of UT's employee proved influential on work engagement. The majority of employees have middle of job satisfaction and middle level of work engagement as well. This study that will apply to the employees of UT's regional offices would be investigated the influence of job satisfaction influences on work engagement both overall and in each dimension.

Work engagement

Since the beginning of this century came greater attention to the scientific study of human strength and optimal function of the thrust behind positive psychology. This new development is also increasing attention in the industrial psychology with the advent of a more positive view about the capacity and strength of employees (human resources) which can be measured, developed, and managed effectively to improve performance (Luthans, 2000, p.698, cited in Schaufeli & Bakker, , 2006). One of them is the work conditions of engagement as opposed to burn out.

The concept of Work Engagement

- a. The word 'engagement' by Development Dimensions International (DDI, in Wellins, Bernthal, and Phelps, 2006) is defined as how far a person (employee) enjoy and feel sure of what she is doing and feel appreciated or trusted to perform his duties '. So the dimension of engagement is to enjoy or comfort (enjoyment,) believe (belief), and valued or worth (value).
- b. **The concept that are collected by Wellins, Benthall, and Phelps (2006), among others:**

".. The extent to which employees commit to something or someone in the organization, and how long they are able to maintain that commitment".

"... A condition in which employees are committed to their organizations, both emotionally and intellectually that can be measured through three keys of behaviors: say, stay, and strive".

"... A condition in which the employee voluntarily (without ordered) contributes ideas, time and energy to the organization".

"... A loyal employee who still works just because they are happy to do so. They do the job, whether or not his job without being asked ".

- c. **The concept put forward by Maslah and Leiter (1997).**

Engagement is a condition that is contrary to burn-out. The conditions of engagement characterized by energy, involvement and efficacy, which is 3-dimensional as opposed to the dimensions of burnout. In the condition of burnout the energy turns into exhaustion, involvement turns into cynicism, and efficacy turns into ineffectiveness. The conditions of engagement and burn out is measured by the instrument developed by Maslach which is called by Maslach Burnout Inventory - General Survey (MBI-GS).

- d. **The concept put forward by Schaufeli, Salanova, Gonzalez-Roma, and Bakker, 2002, dikutip Schaufeli & Bakker, 2006).**

The concept forwarded by Maslach and Leiter the relationship between burnout and work engagement cannot be tested because the two things that

constructed is placed at opposite points in a continuum, but is measured with the same instrument (the MBI-GS). Whereas burnout and work engagement are two conditions that are correlated negatively, and not in a continuum. Instead, they establish their own definition of work engagement as a positive condition that surround an employee who materialized in the form of vigor, dedication, and absorption.

On the basis of understanding that is Schaufeli and Salanova then in 2002 published the instrument to measure work engagement that became known as the Utrecht Work Engagement Scale (UWES) consisting of 17 items, the six items to measure vigor, six items to measure the dedication, and 5 items to measure the absorption. The reliability test was carried out by many experts, and show internal consistency (Cronbach's alpha) of 0.80 - 0.90, which means that this measure has a very significant level of reliability.

Job satisfaction

The definition of job satisfaction

In general, job satisfaction is defined as a positive emotional state that reflects the feelings are concerned over the work situation (Locke, 1976). The focus of the task and job satisfaction is short-term nature, that could change depending on the condition of the working environment (Mowday, Porter & Steers, 1982). Wexley and Yukl (1977) argues that job satisfaction is the difference of the many things that 'should have' a number of 'existing'; the greater the difference between what 'should be' with 'existing' the greater sense of job dissatisfaction. An accordance opinion promoted by Robbins (1993), who stated that a person's job satisfaction (employees, patients or customers) is the fulfillment of demands derived from the experience of doing any work, or obtain specific treatment needs and obtain something desirable. So the term satisfaction is used to analyze or evaluate the results, comparing the set of demands that individuals with needs that have been obtained.

The dimensions of job satisfaction

Research results collected by Iaffaldano (1985, cited Steers & Portes, 1991) showed that the dimensions of job satisfaction are shown to have an influence are remuneration (Cherrington, Reitz, & Scott, 1971); demands of the organization (Bhagat, 1982); challenges in the work (Baird, 1976). But according to Schermerhorn, Hunt, and Osborn (1994:145), in fact there are 5 dimensions of job satisfaction, namely:

1. The work in hand, which includes interest, responsibility, and the dynamics of employment
2. Quality of supervision, which includes technical assistance and guidance, and support from superiors
3. Relationships with co-workers, namely the harmonization of relations and mutual respect among co-workers
4. Promotion opportunities which are the opportunities available to develop a career
5. Salaries, that is the fit between the salary received and the expected.

Considering the aspect of job satisfaction proposed by Schermerhorn, et al which is more comprehensive, so in this study aspects of job satisfaction used was expressed by Schermerhorn, et al.

METHODOLOGY

a. The definition of dependent and independent variables

The independent variable in this study is job satisfaction, which is a condition in which an employee has the positive or negative judgment toward his work. There are five dimensions of job satisfaction will be revealed, namely satisfaction with the work itself, satisfaction with the quality of supervision, satisfaction with the relationship with coworkers, satisfaction with promotional opportunities, and satisfaction with the salary or remuneration and facilities are accepted. This information will be obtained from the questionnaire that was developed specifically to measure job satisfaction perceived by the respondents.

While the dependent variable is work engagement, which is the spirit, sticky or extremely involved, busy and happy doing work in and willingness to devote all their thoughts, time, and strength without being asked or ordered to advance to the UT, particularly UT's regional offices. This information will be obtained from the questionnaire that was developed specifically to measure work engagement, that is Utrecht Work Engagement Scale (UWES, Simizu et al., 2008)

b. Population and sample

The study was a survey, so that the population is just the same as the sample that is the employee of UT's regional offices, both educational and administrative personnel, officers and non officers.

c. Data gathering

Research data have collected by sending an instrument of job satisfaction and UWES via e-mail to all employees throughout UT's regional offices. The way of data collection was chosen because it is fast, directly received by each respondent, easy to do and sent back by the researcher, as well as easy to ensure the accuracy of the data of respondents..

d. Data analysis

The research data obtained was statistically analyzed, using descriptive methods and followed by regression analysis.

RESULT AND DISCUSSION

1. Validity and reliability of the research instrument

Through a reliability test using an internal model of consistency of Cronbach, obtained the degree of internal consistency (Cronbach's α) for 0.948 for job satisfaction instrument and 0.941 for to instrument work engagement. These results indicate that the instrument of job satisfaction and work engagement are very reliable instruments. While the validity of these instruments is measured through the correlation of item scores with

total scores and the results all of 35 items of job satisfaction and 17 items of work are valid.

The influence of job satisfaction on work engagement

It has proven a very significant influence on overall job satisfaction of the employees of UT's regional offices on work engagement as a whole ($R^2 = 0.245$, $F = 38.312$, and the significance level of 0.000). When carried out further analysis to see the effect of overall job satisfaction on the dimensions of work engagement, job satisfaction as a whole turns out to have a significant effect on the vigor or spirit of the work, with details of the $R^2 = 0.149$, $F = 20.622$ and 0.000 significance. That is, job satisfaction of the employees of UT's regional offices significantly affect the vigor of 14.9%.

When carried out further analysis to determine the dimensions of job satisfaction which is to give effect on work engagement, obtained the following results:

- a. Job satisfaction toward the job on hand has a very significant effect on work engagement as a whole, with details of the $R^2 = 0.115$, $F = 16.009$, and significance level of 0.000. That is, satisfactions toward the work itself give effect to the emergence of employees of UT's regional offices at 11.5%.
- b. Job satisfaction on the job at hand has a very significant influence on the dedication, with details of the $R^2 = 0.111$, $F = 15.428$, significance = 0.000. That is, satisfaction with the job at hand to give effect to the emergence of employee dedication UT of 11.1%.
- c. Satisfaction toward the relationship with the co-workers turned out to have a significant effect on work engagement ($R^2 = 0.078$, $F = 10.378$, significance = 0.002). That is, the high satisfaction with the relationship with co-workers has influence on the emergence of work on employee engagement high-UT UPBJJ of 7.8%.
- d. Satisfaction toward the supervision and attention of superiors has a significant influence on the dedication of the employees of UT's regional offices ($R^2 = 0.066$, $F = 8.707$, significance = 0.004). That is, satisfaction with supervision and attention of superiors to give effect to the emergence of high dedication of the employees of UT's regional offices of 6.6%.

- e. Satisfaction toward salary, remuneration, and working facilities were providing a very significant effect on vigor ($R^2 = 0.131$, $F = 20.037$, significance 0.000). In general UT's regional offices employee has satisfied with the salary, remuneration, and working facilities, and influence the vigor of 13.1%.
- f. Satisfaction toward salary, remuneration, and working facilities was also a very significant influence on absorption ($R^2 = 0.2190$, $F = 10.008$, significance = 0.002). That is, in general the employees of UT's regional offices are satisfied with the salary, remuneration, facilities, and working facilities, but to give effect to the extent of absorption of 21.90%.

CONCLUSION AND RECOMMENDATION

In general, it is evident that job satisfaction is a very significant influence on work engagement. That is, the results of this study reinforce the theory of work engagement in relation to job satisfaction. The job satisfaction of the employees of UT's regional offices are at a high level, and level of work engagement as they are at a high level anyway. This high satisfaction they feel about all dimensions of job satisfaction, but the dimensions of remuneration and working facilities which are at moderate levels.

In general, the vigor which is heavily influenced by job satisfaction, is at a high level. But fewer officers who have high level of vigor than those who are not officers. That is, although the employees feel proud to be an UT employee, satisfied with his work, was pleased with the work situation and relations with co-workers, satisfied with the supervision and attention of superiors, and proud to be an UT employee, it does not lift the high level of vigor at all, especially the majority of the officers of UT's regional offices.

The dedication of the employees of UT's regional offices is at high level, and was much influenced by satisfaction with the job at hand and supervision and attention of superior. That is, the employees of UT's regional offices were able to work with enthusiasm and 'happy' to face challenges without having to be supervised in order to perform tasks and work assigned to him.

The absorption of the employees of UT's regional offices in general is at a high level, and much influenced by satisfaction with the remuneration and working facilities.

But the number of officers who have a high absorption is less when compared to employees who are not officers. This condition is consistent with the level of satisfaction with remuneration and working facilities that are at a medium level and being more felt by employees who are not officers.

Factors that allegedly gave rise to all the above conditions are due to unbalance welfare policy and working facilities improvement with the working arrangement. This is particularly noticeable look at employees who are officers. They felt that they were given many and insistent jobs which all of them are high priority, so they are not able to make a good job of planning. As a result they become less enthusiastic about the work. This condition is also triggered by the difference amount of the performance appraisal with the employees at headquarters. This difference is clearly discourages working spirit, because no matter how good they work, the value of their performance will not be able to reach the maximum value at the headquarter. Potential consequences arising from this situation, if not managed properly, is the attitude of 'not caring' with job performance, either quantity and quality of work. This attitude may arise both in officers and non officers.

The recommended steps to eliminate this are:

1. Conduct job analysis, in order to obtain a real picture of the needs of jobs, complete with the requirements of each job's holder.
2. Restructuring the workload, which should be started from the analysis of the workload of each employee, so that the job distribution can be given appropriately (competency-based workload) completed with descriptions, and its targets.
3. Conduct the rearrangement of the remuneration system, preferably based on job performance or achievements of the targets of work that has been established and implemented in an objective and transparent.

LIMITATION OF THE RESEARCH

This study still has shortcomings, particularly regarding with to the classification of UT's regional offices which are A class, B class, and C class. It is probable that the result of this study gives a less precise due to not considering the classification of UT's

regional office. Hence continued research to test the difference between UT's regional office is highly recommended.

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