

RELATIONSHIP BETWEEN WORK SATISFACTION AND WORK ENGAGEMENT: A STUDY OF MARKETING DEPARTMENT IN PT BANK SWASTA C (JAKARTA)

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ABSTRACT

Marketing employees are the key or top priority for the success of a company. The work of marketing employees in the banking business are inseparable from the targets set by the company. The inability to reach the target makes the employees of marketing not engaged in their work. One factor that influences work engagement is job satisfaction. The purpose of this study was to determine the relationship between job satisfaction with work engagement among marketing employees at PT Bank Swasta C in Jakarta. The design of this study was a correlation study with a purposive sampling technique with a sample size of 115. Job satisfaction was measured using the theory of Luthans (2006) with reliability (α) = 0.936 as many as 31 valid items. Work engagement scale based on the theory of Schaufeli and Bakker (2002) with reliability (α) = 0.948 as many as 21 valid items. The results showed there was a positive and significant relationship of job satisfaction with work engagement (sig 0,000 and $r = 0.524$). The contribution of job satisfaction in influencing work engagement by 27.5%. The job satisfaction of PT Bank Swasta C marketing employees in Jakarta was higher (54.8%) while work engagement was lower at 51.3%. From the results of the study that there is no relationship between work engagement with gender, age, work period and marital status.

Keywords: Marketing Employee, Job Satisfaction, Work Management

Preliminary

Currently the banking industry is one type of industry that is faced with a climate of intense competition, complex and rapid changes in the business environment. The competition is getting sharper along with the entry of foreign banks that compete in the same market . Competition between banks which do not in spite of the large number of companies banking in Indonesia that in 2017 the number of banks in Indonesia reached 116 banks with few branches spread all over in Indonesia (Caturini, 2017) .

One of the work units that is a brand image of the banking business is marketing. According to Kotler (2012) marketing is a key or top priority for the success of a company. The work of marketing employees in the banking business is inseparable from the targets set by the company. In accordance with banking business activities in general, the target can be achieved by finding customers who want to save or borrow funds in banks (Indonesian Bankers Association, 2013) .

Based on PT Bank Swasta C's HRD information in Jakarta, marketing employees are quite demanding, namely finding 50 new customers per month, marketing bank products to customers, increasing the placement of customer funds based on the target given by PT Bank Swasta C in Jakarta, which is Rp. 20,000,000,000 to Rp. 50,000,000,000 per year. Based on Branch Banking Head information, there are 10 areas in Jakarta. Seven branches in each area, marketing employees have reached the target. After the duties and targets of the marketing department employees are reached, they will get a commission or incentive if the sale is accompanied by insurance, an annual bonus and will experience a salary increase, as well as a promotion.

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Conversely, if they do not reach the target, they will receive coaching, be given a warning letter and be given a chance for another year to complete their target. However, if more than one year the target is not achieved, the marketing division employee must submit a resignation letter.

However, the inability to achieve the targets and expectations of marketing employees to get bonuses ultimately drives them to do "side" work, which is to sell other company's products to get additional incentives. This was supported by data from HRD that 40% of warning letters were given to marketing employees because they were known to sell other company products to customers of PT Bank Swasta C. The employee got a warning letter because of a double job that harmed the company. From the data above is a phenomenon that occurs as a result of low work engagement or no dedication to the company.

Every company really hopes that employees can show maximum performance, discipline, commitment and have a high work engagement to their work. According to (Schaufeli, Bakker, & Salanova, 2006) Attachment to work or work engagement is engagement in positive emotions towards work that is characterized by spirit (vigor) and dedicated (dedication), and full involvement in the feeling with his work (absorption).

Schaufeli, Salanova, González-romá, and Bakker, (2002) define work engagement as a positive motivational state, fulfillment, a view of work conditions characterized by vigor, dedication and absorption. Based on this definition, Schaufeli & Bakker (2004) conceptualizes aspects of engagement, vigor refers to high levels of energy and resilience, willingness to try, not easily tired and persistent in the face of adversity. Vigor is characterized by having high energy, enthusiasm, and stamina when working. Dedication refers to feeling meaningful, enthusiastic and proud at work, and feeling inspired and challenged by it. People who have high dedication scores strongly identify their work because it makes it a valuable, inspiring and challenging experience. Absorption refers to concentrating fully and deeply, immersed in work where time passes feels fast and has difficulty separating from work, thus forgetting everything around him. People who score high on absorption usually feel happy that their attention is absorbed by work, feel immersed in work and have difficulty separating themselves from work.

It was also stated that work engagement is related to the behavior of a person who attaches himself to a job. Even according to Schaufeli (2007) employees who have work engagement tend to be able to overcome the workload that is bestowed on them.

From the results of two interviews, allegedly existing employee marketing division which has attachment work (work engagement) is low. This can be seen from the behavior of subjects who do not have the dedication to sell competitor company products to customers of PT Bank Swasta C so that it harms the company. The subject complained a lot, intended to resign and was not enthusiastic about the set targets. In contrast to the results of interviews with marketing employees who had the same target but did not have complaints. Subject had a work engagement which is highly visible from the subject efforts to try to reach the target, was challenged with the targets, and remain enthusiastic and focused on a given target company.

Based on the results of the two interviews above, it shows that there are employees in the marketing department who have high work engagement and some are low. One of the factors allegedly related to work engagement is job satisfaction. Job satisfaction is a positive feeling that form of assessment of employees to their work, and based on the employees' perception of how well the job can provide the things that feels right is important for employee. According Luthans (in Munandar, 2001) work satisfaction is an emotional state of pleasure or positive emotion that comes from a job or work experience assessment of her. Job deprivation can be sourced from the job itself, salary, promotion opportunities, supervision, coworkers and working conditions.

Employees with high job satisfaction will feel that the salary received is in accordance with the workload and expected, assessing opportunities for promotion to develop or promotion is open to all employees, relations with superiors are felt comfortable, and mutual support between colleagues, or in other words employees feel positive and pleasant emotions associated with their work, will be more excited, excited, enthusiastic, and have a willingness to involve themselves "drowning" in their work, focus on their work so they feel the time passes so quickly when engaging themselves with their work. It was also stated (Harter, Schmidt, & Hayes, 2002) work engagement is influenced by one variable, namely employee job satisfaction, the higher job satisfaction perceived by employees, the higher the work engagement.

In addition, Pininta's research results (2015) also stated that there was a positive and significant relationship between job satisfaction and employee engagement, meaning that the higher the job satisfaction of employees, the higher the employee engagement. Conversely, employees with low job satisfaction will feel the salary received is not in accordance with their competencies, feel the opportunity for promotion is not transparent, a tenuous relationship with superiors and coworkers ultimately wants to resign. So that employees feel negative emotions, are not happy with their work, work modestly without any initiative, are easily tired of working and difficult to involve themselves with their work. In line with research Rothmann (2008) also states that job satisfaction has a significant relationship with burn out and work engagement. This study aims to determine the relationship between job satisfaction with work engagement in marketing of PT Bank Swasta C in Jakarta.

From the description of the background of the problem above, the purpose of this study is to determine the relationship of job satisfaction with work management on the marketing staff of PT Bank Swasta C in Jakarta. The hypothesis of this study is that there is a positive relationship between job satisfaction and work engagement. The higher level of job satisfaction it will be higher also work engagement.

Research methods

Research design

This research is a non-experimental quantitative research with a correlational method aimed at finding out the relationship between two variables, namely job satisfaction with work engagement.

Population, Samples, and Sampling Techniques.

This research was conducted on 160 marketing employees of PT Bank Swasta C in Jakarta as a population. 115 samples were determined with a level of error of 5% with a sampling technique using purposive sampling techniques and with the condition that the marketing staff have worked for one year.

Research Instruments

The scale model used in this study is a Likert scale model consisting of four categories of answers, namely very appropriate (SS), appropriate (S), not suitable (TS), and very not appropriate (STS). This measuring device consists of several Favorable statements and Unfavorable statements.

Results and Discussion

General description of the research subject

Table 1

Gender

Gender	Frequency	Percentage
Male	35	30,4%
Girl	80	69,6%
Total	115	100%

Table 2
 Age

Age	Frequency	Percentage
Early Adulthood	101	87, 8%
Intermediate Adult	14	12.2 %
Total	115	100%

According to Azwar (2014) if the correlation coefficient value <0.3 then the statement item can be said to be invalid, while coefficients ranging from $0.3 - 0.5$ have been able to make a good contribution or can be said to be valid. So in this study the validity limit is 0.3 . Based on the results of the validity of the two measuring instruments, on the job satisfaction scale there were 14 items that fell out of 45 items so there were 31 valid items after the trial. Whereas on the work engagement scale, there were 11 items that fell out of 32 items so that there were 21 valid items after the trial.

P there is a reliability test on the job satisfaction scale known to the alpha cronbach score (α) 0.936 which means it is very reliable. And for the work engagement scale, it is known that the alpha cronbach score (α) is 0.948 , which means it is very reliable .

Distribution normality test is done using the One Sample Kolmogorov-Smirnov technique with a significance level of job satisfaction sig (p) = $0, 200$ which means (p) $> 0, 05$ then the data is declared normal. Significance level of work engagement sig (p) = 0.152 which means (p) $> 0, 05$ then the distribution is declared normally distributed, that is, there are no data with values too small and too large than the average value .

Relationship between Job Satisfaction with Work Engagement

The significance value owned by the relationship of job satisfaction and work engagement is equal to $0,000$ ($p < 0, 05$), meaning that there is a relationship between job satisfaction and work engagement . The correlation value between job satisfaction and work engagement is 0.524 , which means that there is a significant positive significant relationship between job satisfaction and work engagement among PT Bank Swasta C marketing employees in Jakarta. This means that the higher the job satisfaction of marketing employees, the higher the work engagement . Conversely, the lower the job satisfaction, the lower the work engagement. Also known is the magnitude of the coefficient of determination (r^2) of 0.275 (27.5%), which shows that job satisfaction only accounts for 27.5% in the formation of work engagement for PT Bank Swasta C marketing employees in Jakarta. While 72.5% is determined by other factors that influence work engagement , such as confidence (self-efficacy), optimism (optimism), expectations regarding the future (hope), and resilience (resilience) (Schaufeli et al., 2002) .

Job Satisfaction Categorization and Work Engagement

Job satisfaction

Table 3
 Job Satisfaction Categorization

Range of Scores	Categorization	Frequency	%
$X < 94$	Low	52	45.20%
$X \geq 94$	High	63	54.80%

From the table above , it can be concluded that the marketing staff of PT Bank Swasta C in Jakarta $54, 8 \%$ more have high job satisfaction.

Work Engagement

Table 4
 Work Engagement Categorization

Range of Scores	Categorization	Frequency	%
X <66	Low	59	51.30%
X ≥ 66	High	56	48.70%

From the above table it can be concluded that the employees of PT Bank Swasta C in Jakarta 51 , 3 % had a low work engagement .

Cross tabulation of work engagement with supporting data.

From the results of the Crosstab Chi-Square Test analysis with supporting data there is no relationship between work engagement with gender, age , years of service and marital status.

Crosstab Work engagement with gender

Table 5
 Crosstab Work Engagement by gender

Type Sex	High	Low	Total
Male	20 (57 , 2 %)	15 (42 , 8 %)	35 (100%)
Girl	36 (45%)	44 (55%)	80 (100%)
Total	56 (48 , 7 %)	59 (51 , 3 %)	115 (100%)

Based on the above table shows that subjects with male gender has more work engagement is high, while the subject of the same sex more women have high levels of work engagement lower than in men.

Crosstab work engagement with age

Table 6
 Crosstab Work Engagement with age

Age	High	Low	Total
Early Adulthood	52 (51 , 5 %)	49 (48 , 5 %)	101 (100%)
Middle Adulthood	4 (28 , 5 %)	10 (71 , 5 %)	14 (100%)
Total	56 (48 , 7 %)	59 (51 , 3 %)	115 (100%)

Based on the table above it is found that subjects with an age range of 21-40 years or early adulthood have more high work engagement , while subjects with a range of 41-60 years or middle adulthood have more low work engagement .

Crosstab Work engagement with years of service

Table 7
 Crosstab Work Engagement with Time Work

Years of service	High	Low	Total
1 to 5 years	40 (52%)	37 (48%)	77 (100%)
6 to 10 years	15 (44 , 1 %)	19 (55 , 9 %)	34 (100%)
11 to 15 years	1 (25%)	3 (75%)	4 (100%)
Total	56 (48 , 7 %)	59 (51.3)	115 (100%)

Based on the table above, it is found that subjects with 1-5 years of service have more high levels of work engagement, whereas subjects with 6-10 years of service have more lower levels of work engagement , and subjects with 11-15 years of work mass have more work engagement is low level.

Crosstab work engagement with Marital Status

Table 8
 Crosstab Work Engagement to the Status of Marriage

Status Wedding	High	Low	Total
Married	32 (51 , 6 %)	30 (48 , 4 %)	62 (100%)
Single	24 (45 , 3 %)	29 (54 , 7 %)	53 (100%)
Total	56 (48 , 7 %)	59 (51 , 3 %)	115 (100%)

Based on the table above, it is found that more married subjects have a high work engagement, while more unmarried subjects have a low work engagement.

DISCUSSION

Based on the results of research analysis obtained a significance value of 0,000 ($p < 0,05$) meaning that there is a relationship between job satisfaction with work engagement . From the results of data analysis also obtained a correlation value of 0.524 in other words the direction of a fairly strong positive relationship between job satisfaction and work engagement . So it can be concluded that there is a significant positive significant relationship between job satisfaction and work engagement among PT Bank Swasta C marketing employees in Jakarta. The higher the job satisfaction of employees in marketing, the higher the work engagement. Conversely the lower

the job satisfaction, the lower the work engagement. This means that the hypothesis is accepted. The results of this study are in line with the results of Pininta's research (2015) also states that there is a positive and significant relationship between job satisfaction and employee engagement on permanent employees (non-managerial) PT Metrocom Global Solutions.

It is also known coefficient of determination (r^2) of 0.275, which indicates that job satisfaction accounted for 27,5% in influencing work engagement in employee marketing division of PT Bank Private C in Jakarta. While 72.5% is determined by other factors that influence work engagement, such as confidence (self-efficacy), optimism (optimism), expectations regarding the future (hope), and resilience (resilience) (Schaufeli et al., 2002).

PT Bank Swasta C marketing employees with high job satisfaction rate that the salary received is in accordance with the workload, assesses that there are opportunities for promotion to develop or open promotions for all employees, relations with superiors are comfortable, and mutual support between colleagues, or in other words employees feel positive and pleasant emotions associated with their work, employees are more excited, excited, enthusiastic, and have a willingness to involve themselves "drowning" in their work, focus on their work so they feel the time passes so quickly when engaging themselves with their work (Saudi, 2014). Harte r, Schmidt, Hayes (2002) stated that work engagement is affected by one of the variables is the job satisfaction of employees, the higher the perceived employee job satisfaction will be higher the work engagement of her.

A similar sentiment was also stated by Fay and Luhrmann (in Ari, Nugroho, Mujiasih, & Prihatsanti, 2013) that the high level of work engagement is closely related to job satisfaction and organizational commitment. PT Bank Swasta's marketing employees have a work engagement that shows great energy, feels the work being carried out is meaningful and significant, feels challenged by the tasks assigned, has a high level of concentration and is always enthusiastic and happy when doing their tasks, so that it impacts on more productive employee performance and company progress.

From the results of the categorization of work engagement, employees in marketing have more low work engagement of 51.3%, work demands or targets that make them feel negative emotions by working modestly without any initiative, company policies that are easily changed have an impact on the relationship between marketing and customers, such as changes in interest rates and eliminating the cost of building relationships. While the results of the categorization of job satisfaction of employees of the marketing division of PT Bank Private C in Jakarta more who have job satisfaction are high (54,8%), the results of marketing performance can be measured by the achievement of the target of every month, when employees of the marketing is already exceeding the target will get incentives or benefits and a large reward. This makes the job satisfaction of employee marketing division of PT Bank Private C over many high.

From the results of the Crosstab Chi-Square Test analysis with supporting data there is no relationship between work engagement with gender, age, years of service and marital status. This is in line with the results of Daniswara's study (2012), work engagement does not have a significant relationship with demographic data, namely gender, age, marital status, and length of work.

However, if seen from the frequency data tabulation work engagement by gender showed employees of the marketing men have more work engagement is high 57,2%. The male marketing employees at PT Bank Swasta C felt that the marketing department was their passion, or a pleasant job with flexible working hours without having to struggle with documents every day, as men they felt challenged by the targets the company had given. This is in accordance with the dimensions of work engagement, namely dedication. Dedicated employees will feel inspired and challenged by their work.

Based on the results of the tabulation of work engagement with age, it is found that marketing employees with middle adulthood have a low work engagement 71.5%, it is because employees with middle adulthood in this study there are 14 people with age over 45 years, they are at conditions approaching retirement, where the opportunity for them to be promoted to promotion is increasingly low, they feel unsure of their personal performance. In line with the results of Rothbad's research (in Sipayung, 2012) that engagement actually decreases as a person ages.

Based on the results of the tabulation of work engagement with work tenure, the results of the marketing department employees with 1-5 years of service have 52% high work engagement, marketing employees with 6-10 years of service period also have more

high work engagement 55, 9%. Employees of marketing trying to maintain customer confidence in their company, by the way remains committed to PT Bank Private C, thereby making employees part of whole marketing channel all their energy and their skills on the job.

Based on the tabulation of work engagement with the status wedding RESULTS marketing division employees who are married have a lot more work engagement is high 51, 6 %, they focus on the job to pursue a career to a higher position. The employee feels that there is a sense of security towards old age insurance, health facilities for yourself and family. This is in line with the results of research conducted by Pri & Zamralita (2018) employees who are married have a high work engagement .

Based on the results of this study found that the marketing department employees at PT Bank Swasta C in Jakarta had more high job satisfaction, but conversely the work engagement on the marketing department employees was more low. Based on the results of additional interviews it is because marketing employees feel positive feelings about their work, but management policies that are easily changed make it difficult for employees to work with the customer. They are not enthusiastic when they have to do their work, do not appreciate their work so that they do not find it difficult to escape from the job.

CONCLUSION

Based on the results of the study, it was found that there was a significant positive relationship between job satisfaction with work engagement among marketing employees of PT Bank Swasta C in Jakarta with a significance value of 0,000 and a correlation value of 0.524. Job satisfaction contributes by 27, 5 % in influencing work on employee engagement marketing division of PT Bank Private C in Jakarta. Whereas 72, 5 % is determined by other factors.

Employee satisfaction marketing division of PT Bank Private C in Jakarta more high (54, 8 %) while the engagement work more low 51.3%. In addition, the results obtained that there is no relationship between work engagement with gender, age , length of work and marital status. However, in terms of frequency, marketing male employees, 1-10 years of service, have more married people who have high work engagement . Employees of marketing with age middle age have more work engagement is low.

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