

## **JOB SATISFACTION AND TEACHER'S EMPLOYEE ENGAGEMENT OF STATE VOCATIONAL HIGH SCHOOLS**

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### **ABSTRACT**

Employee engagement is very important to drive creativity and ensure people are actively involved in their work. Highly engaged employees are passionate about and influence their to apply additional discretionary effort to their work. The research aims to examine the affect of job satisfaction on employee engagement teachers of state vocational high schools. This study uses a quantitative method with a survey approach and uses the sample from 118 teachers (data were collected by personal distribution) in 4 state vocational High Schools in Depok City, West Java Province, who is selected by using Slovin formula. The result of the study reveals that there is a positive effect the job satisfaction on the employee engagement of state vocational high school teachers. The study concludes that organization must pay attention to their employee's job satisfaction because when the employee is satisfied, their employee's engagement will increase. Keywords: Job satisfaction, employee engagement, teacher, vocational high schools

### **INTRODUCTION**

The statement of the Minister of Education and Culture, Muhadjir Effendy who admitted, the current condition of Vocational Schools is still far from the expectations, both in terms of quantity and quality, and also 30 percent from the vocational high school graduates are still unemployed (Harian Kompas, 2017). Based on this reality, there is a gap between vocational graduates who are aimed at the world of work with the condition of the business world that has not been able to absorb the supply of vocational graduates, where it happens because the quality of vocational graduates has not met the qualifications needed by the business world and the industrial world. For this reason, the government is trying to improve the quality of Vocational High Schools graduates, one of which is by Presidential Instruction No. 9 of 2016 concerning Vocational Revitalization, in the Inpres, the focus of revitalization is emphasized on four points, namely curriculum revitalization, revitalization of education personnel, revitalization of cooperation revitalization, and revitalization of graduates. In connection with efforts to revitalize vocational high schools, education staff including teachers is one of the important points in the revitalization effort, because the quality of graduates of Vocational High Schools is closely related to the quality of their teaching staff (Masriam Bukit, 2014, p. 33). Seeing the role and function of teachers who are crucial in improving the quality of education, the teacher needs to provide maximum work results. To provide good performance, teachers need employee engagement, so teachers will have an attitude of enthusiasm for what they do and have full involvement both physically and emotionally when carrying out the work (Kinicki & Williams, 2013, p.353).

Teacher's employee engagement is not something that stands alone but is influenced by several factors, including the job satisfaction possessed by each teacher. Employee engagement is when an employee is connected to, satisfied with, and enthusiastic about their jobs. Highly engaged employees are passionate about and deeply connected to their work. Disengaged employees, they show up for work but have no energy or passion for it (Stephen P. Robbins dan Mary Coulter, 2013, p. 406). In this case, the work engagement related to involvement and job satisfaction causes the worker's behavior to be enthusiastic in completing the work and strive to provide the best results for the work assigned to him. Support and guidance from superiors to workers, company policies that are well written and implemented without bias, as well as challenging work can provide satisfaction to workers, thereby increasing employee engagement (Susan Abraham, 2012).

### **Objectives of the Study**

The objective of this investigation is to obtain correct and reliable comprehension regarding job satisfaction in addition to employee engagement. This study is conducted to know the direct and positive influence of job satisfaction towards employee engagement.

### **The Hypothesis of the Study**

Based on the existing literature regarding this research, the hypothesis is as follows: There is a direct and positive influence of job satisfaction on employee engagement.

## **LITERATURE REVIEW**

### **Employee Engagement**

The perception of employee engagement is a comparatively new concept and was first introduced by William Kahn in 1990, Employee engagement is measured by the engagement of members of the organization to their work roles, and workers who are engaged are workers who express themselves physically, cognitively and emotionally while carrying out their roles. It shows someone's seriousness at work, which not only involves his personal physical but the attitude showed, and his mind are all focused on his work (Kinicki & Fugate, 2016, p. 52), An engaged employee is someone who cares about the business context, and works with colleagues to improve performance at work for the benefit of the organization (Michael Armstrong, 2009, p. 337). A Worker who is engaged will have a high emotional and intellectual relationship that a worker has towards a job, organization, manager, or colleague which in turn will influence him to make extra effort at his job so that it can provide the best work results (Paul L. Marciano, 2010, p. 57). Employee engagement is an individual's involvement with, satisfaction with, and enthusiasm for the work he or she does (Stephen P. Robbins & Judge, 2017, p. 117). Employee engagement is when workers feel connected to their work, feel satisfied with their work and enthusiastic about their work (Stephen P. Robbins & Coulter, 2013, p. 117).

### **Job satisfaction**

Job satisfaction gets serious attention from various parties, someone who has a high level of satisfaction has a positive feeling about his job, while someone with a low level has a negative feeling towards his job. job satisfaction causes employees to have pleasurable feeling that results from the perception that ones' job fulfills or allows for the fulfillment of one's important job values (Raymond A. Noe, 2012, p. 458), things that can be done by organizations in increasing employee job satisfaction as follows, making work more enjoyable, providing decent wages and promotion opportunities, match people to jobs that match their interests and skills, and design a job that makes people interested and satisfied (Luthans, 2011, p. 141). Job satisfaction is a condition of positive emotions based on an assessment of job characteristics.

Furthermore, the dimensions of job satisfaction include relationships with coworkers, salary and benefits, recognition of performance, and communication with managers and executives (Robert L. Mathis & Jackson, 2011, p. 158). Job satisfaction is when people talk about workers' attitudes, where there are positive feelings about their work based on an assessment of job characteristics. Someone who has high job satisfaction will have positive feelings about his work, while someone with low job satisfaction, will have negative feelings about his job (Robbins & Judge, 2017, p. 116).

## **METHODOLOGY**

### **Research Approach**

This research uses the quantitative-causal approach as the method of survey research. This approach was chosen to analyze the relationship patterns between variables with the aim to know the direct influences job satisfaction is an exogenous variable, and employee engagement is the endogen variable.

### **Participants**

This investigation was conducted in The State Vocational High Schools in Depok City (West Java Province). The analysis unit in this study is the teachers from The State Vocational High Schools. The population is all the teachers in State Vocational Schools which live in Depok

with a total of 166 teachers out of 4 schools. The sample of this research was taken by means of random sampling. The samples were selected with the simple random sampling method by choosing the members of the population randomly, ignoring the classes (levels) of each of the population members from the existing population, the number of samples was calculated with the Slovin Formula. Therefore, the sample used in this research is 118 teachers.

### Data Collections

To obtain data in this research, a questionnaire was used for the two variables: job satisfaction (X1), and employee engagement (Y). All the questionnaires were filled in by teachers from The State Vocational High Schools in Depok. The research instrument for the employee engagement variable uses the following indicators: (1) emotional attachment, (2) dedication, and (3) persistence, (4) enthusiasm at work, and (5) initiative. The research instrument contained 36 positive statements. The research instrument for the job satisfaction variable uses the following indicators: (1) The work itself, (2) relationships with co-workers, (3) Promotion opportunities, (4) work conditions, and, (5) supervision. The research instrument contained 36 positive statements. The reliability test of the employee engagement instrument showed an instrument reliability value of alpha Cronbach  $r_{11} = 0,915$ . Meanwhile, job satisfaction had an instrument reliability value of alpha Cronbach  $r_{11} = 0,947$ . Therefore, it was concluded that the test for the instruments of employee engagement, and job satisfaction showed that all the instruments had high reliability. Thus, all the instruments could be used in the research to obtain data.

### Data Analysis

This research aims to know the influence of job satisfaction on the teacher's employee engagement. The analysis technique used is the path analysis.

## RESULTS AND FINDINGS

### Data Description

#### a. Employee Engagement

The data acquired from the field was treated statistically into a table of a frequency distribution. The figure of classes was calculated as per Sturges' rules. The results show eight classes with a minimum total of 115 and a maximum total of 176. Therefore, the range of scores is 61. The outcomes of the descriptive statistic calculation show that the average value (mean) of the employee engagement is 145,92 with a standard deviation of 13,76 and a variant value of 189,35, a median of 146,00, and modus of 156,00. The classification of data can be observed in table 4.1 below.

Table 1. Frequency Distribution of Employee Engagement

No	Interval Class	Limit		Frequency		
		Bottom	Top	Absolut	Cumulative	Relative
1	115 - 122	122,5	122,5	5	5	4,24%
2	123 - 130	130,5	130,5	13	18	11,02%
3	131 - 138	138,5	138,5	19	37	16,10%
4	139 - 146	146,5	146,5	22	59	18,64%
5	147 - 154	154,5	154,5	25	84	21,19%
6	155 - 162	162,5	162,5	19	103	16,10%
7	163 - 170	170,5	170,5	11	114	9,32%
8	171 - 178	178,5	178,5	4	118	3,39%
				<b>118</b>		<b>100%</b>

#### b. Job satisfaction

The figures acquired from the field was treated statistically into a table of a frequency distribution. The figure of classes was calculated as per Sturges' rules. The results show eight classes with a minimum score of 110 and a maximum score of 170. Therefore, the range of scores is 60. The outcomes of the descriptive statistic calculation show that the average value (mean) of the job satisfaction is 138,47 with a standard deviation of 12,59 variant value of 158,56,

the median of 138,50, and modus of 137,00. The classification of data can be observed in table 4.1 below.

Table 2. Frequency Distribution of Job satisfaction

No	Interval Class	Limit		Frequency		
		Bottom	Top	Absolut	Cumulative	Relative
1	110 - 117	109,5	117,5	7	7	5,93%
2	118 - 125	117,5	125,5	14	21	11,86%
3	126 - 133	125,5	133,5	17	38	14,41%
4	134 - 141	133,5	141,5	30	68	25,42%
5	142 - 149	141,5	149,5	26	94	22,03%
6	150 - 157	149,5	157,5	17	111	14,41%
7	158 - 165	157,5	165,5	4	115	3,39%
8	166 - 173	165,5	173,5	3	118	2,54%
				<b>118</b>		<b>100%</b>

## TEST OF ANALYTIC REQUIREMENTS

### a. Normality Test

The normality test was done using the Liliefors technique. The  $H_0$  criteria which state that the scores do not have a normal distribution is that if  $L_{count}$  is less than  $L_{table}$ . Normality Test for Estimated Errors of Regression of Y over X1 The results show that  $L_{count} = 0,0494$ . This value is less than  $L_{table}$  ( $n = 118$ ;  $\alpha = 0,05$ ) which is 0,0816. Bearing in mind that  $L_{count}$  is less than  $L_{table}$ , the distribution of data for employee engagement over job satisfaction forms a normal curve. Centered on those results, it can be determined that the zero hypotheses ( $H_0$ ) which state that the sample comes from the population has a normal distribution cannot be overruled. In other words, all the chosen samples come from a population that has a normal distribution. Populations that had a normal distribution.

### b. Significance and Linearity of Regression Test

Before using the regression to derive a conclusion in testing the hypothesis, the regression model is tested for significance and linearity using the F test in the ANOVA table. The criteria for the significance and linearity test of the regression model is as follows:

Significant regression:  $F_{count} \geq F_{table}$  on the regression line

Linear regression:  $F_{count} < F_{table}$  on the tuna line is a match.

The next step is conducting a correlational analysis by observing the level and significance of the relationship between the exogenous variable and endogen variable pairs. Test of the Significance and Linearity of the Regression Model for employee engagement over job satisfaction, the results of the calculation for the regression model between employee engagement over job satisfaction shows that the regression constant  $a = 56,969$  and the regression coefficient  $b = 0,642$ . Therefore, the relationship of the simple regression model is  $\hat{Y} = 56,969 + 0,642 X_1$ . The regression equation showed significant meaning at a 5% significance level. This regression equation can be interpreted that the change in one unit of job satisfaction score will be followed by a change in employee engagement score of 0.642 units in the constant 56,969. Before the regression model is analyzed further and used to derive a conclusion, a test for the significance and linearity of the regression model is done. The results can be observed in the ANOVA table as shown in table 4.5 below.

Table 4.5 ANOVA on the Test for Significance and Linearity of the Regression Model  $\hat{Y} = 56,969 + 0,642 X_1$

Source Variant	of Dk	Square Total (JK)	Average Square Total (RJK)	F <sub>count</sub>	F <sub>table</sub>	
					α = 0,05	α = 0,01
Total	118	2534815				
Regression a	1	2512660,69				
Regression b/a	1	7655,55	7655,55	61,25 **	3,92	6,86
Residue	116	14498,76	124,99			
Match	46	4348,22	94,53	0.652 <sup>ns</sup>	1,54	1,85
Error	70	10150,54	145,01			

Keterangan:

\*\* : Regression is very significant (61,25 > 6,86 pada α = 0,01)

ns : Regression is linear (0,652 < 1,54 pada α = 0,05)

dk : Degree of freedom

JK : Square Total

RJK : Average square total

The regression model  $\hat{Y} = 56,969 + 0,642 X_1$  for the significance test shows that F<sub>count</sub> 61,25 is more than F<sub>table</sub> (0,01;1:116) 6,86 for α = 0,01. Because F<sub>count</sub> > F<sub>table</sub>, the regression is very significant. The linearity test shows that F<sub>count</sub> is 0,652 which is less than F<sub>table</sub>(0,05;39:77) which is 1,54 for α = 0,05. Because F<sub>count</sub> < F<sub>table</sub>, the distributions of dots which are estimated to form a linear line can be accepted.

### c. Hypothesis

The statistical hypothesis tested was a positive direct influence of job satisfaction (X) towards employee engagement (Y).

Statistically:

H<sub>0</sub>: β<sub>yx</sub> ≤ 0

H<sub>1</sub>: β<sub>yx</sub> > 0

Based on the calculations from the path analysis, the direct influence job satisfaction towards employee engagement, the coefficient value is 0,338 and t<sub>count</sub> = 3,78. The value of t<sub>table</sub> for α = 0,05 is 1,98. Therefore, because the value of t<sub>count</sub> is more than the value of t<sub>table</sub>, H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. In other words, job satisfaction has a direct influence on employee engagement. The results of this study were supported with Macey and Schneider's opinion which states that engagement is affected by a complex combination of constructs such as job satisfaction, organizational commitment, job involvement, and empowerment. (Macey & Schneider's, 2009, p. 7).

### d. Discussion of Research Results

Based on the literature review and empirical study above, results are discussed below to conduct a synthesis between the theory and the empirical findings. The detailed discussion of the analysis and hypothesis tests are elaborated below:

The hypothesis test concludes into a direct and positive influence of job satisfaction towards employee engagement. Based on the calculations from the path analysis, the direct impact of job satisfaction towards employee engagement, the coefficient value is 0,280 and t<sub>count</sub> = 3,78. The value of t<sub>table</sub> for α = 0,05 is 1,98. Therefore, because the value of t<sub>count</sub> is more than the value of t<sub>table</sub>, H<sub>0</sub> is overruled and H<sub>1</sub> is acknowledged. In other words, job satisfaction has a direct impact on employee engagement. Previous research results demonstrate that there is a significant positive influence on job satisfaction towards employee engagement (Derek Every & Patrick F. McKay, 2007). These results suggest that increasing job satisfaction can potential leverage employee engagement (Elvita, Ramadhani & Tamar, 2018). The findings of this research could be helpful in encouraging further activities to improve the job satisfaction and employee engagement of HR staff in Thailand's PHEIs. It is recommended that the administrators should establish both intrinsic factors and extrinsic factors of job satisfaction to increase job satisfaction among staff, as well as build an engaging work environment consisting of aligning

effort with strategy, empowerment, teamwork and collaboration, growth and development, and support and recognition for having an engaged work life (Ruechuta Tepayaku & Dsaratt Rinthaisong, 2018).

## **CONCLUSIONS**

Based on the results of the research data and the analysis which has been discussed with all the requirements of data analysis which include the linearity test and validity of regression, the conclusions derived are as follows: job satisfaction has a direct and positive influence on employee engagement. This suggests that an increase in job satisfaction causes an increase in the employee engagement of State Vocational High School teachers.

## **Implications**

Efforts to increase employee engagement through job satisfaction is possible by increasing the employee's job satisfaction. This effort can be carried out by various activities: Principal trying to give full attention to the teachers, fulfill the socio-emotional needs of teachers by implementing a system of reward and punishment based on teacher performance, Providing decent wages and promotion opportunities, Providing compensation in accordance with employee expectations will give birth to a sense of satisfaction in employees so that encourages them to increase employee engagement, and building a work atmosphere that can arouse a sense of togetherness to achieve common goals.

## **Recommendations**

- a. principals must build good relationships with teachers by showing the attitude that they value teachers because employee engagement is a direct reflection of how teachers feel about their relationship with superiors, provide challenging and meaningful work with opportunities for career advancement, and principals consult with their teachers regarding their needs, including in making decisions, especially if teachers will be directly affected by the decision.
- b. The teachers, should have high employee engagement, by enhancing knowledge and competence both pedagogically, professionally, socially and personally, develop new skills to solve problems at work, increase awareness and full involvement in developing schools so that they have a maximum achievement.

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