

Analysis Of Employee Engagement And Job Satisfaction As An Effort To Increase Work Effectiveness On CU. Cinta Kasih Tigapanah

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ABSTRACT

This study seeks to analyze employee engagement and job satisfaction as an effort to increase work effectiveness in CU. Cinta Kasih Tigapanah. The form of research used in this study is qualitative research. Data collection is carried out through documentation, interviews, and observation techniques. The data analysis process is carried out by means of data collection, data reduction, data presentation, then drawing conclusions. The results of the research conducted show that the application of employee engagement and job satisfaction as an effort to increase employee work effectiveness has gone well and it can be seen that employees in terms of materials, skills, directions, and meeting employee job satisfaction so as to produce employee work effectiveness while carrying out their duties.

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INTRODUCTION

Quality Human Resources is an asset for every organization, so that every employee must contribute to achieve success. The contribution of employees who have high engagement to the organization can be measured through the responsibility of employees in carrying out their performance and is believed to be able to influence the success of the organization so that employees will have a high sense of engagement with the organization. Employees who have a high sense of engagement with the organization will have understanding and concern for the organization's operational environment, enthusiastic at work, able to work together with other employees, have a passion for working in carrying out their duties. Employee engagement causes job satisfaction for employees, because there are positive emotions (happy, excited, and enthusiasm) and able to manage his ability to perform well in solving the demands of his work. The positive attitude of employees towards work and everything that is encountered in their work environment, job satisfaction is the result of employee perceptions of work and everything in the work environment is influenced by incentives, motivation and rewards from leaders, or other additional benefits that cause employees to work productively within the organization. This process will bring out the enthusiasm for work and optimize its performance to achieve performance effectiveness for the company. Job satisfaction is the result of employee perceptions of work and everything in the work environment is influenced by incentives, motivation and rewards from leaders, or other additional benefits that cause employees to work productively within the organization. This process will bring out the enthusiasm for work and optimize its performance to achieve performance effectiveness for the company. Job satisfaction is the result of employee perceptions of work and everything in the work environment is influenced by incentives, motivation and rewards from leaders, or other additional benefits that cause employees to work productively within the organization. This process will bring out the

enthusiasm for work and optimize its performance to achieve performance effectiveness for the company.

Based on CU. Cinta Kasih Tigapanah (2022) that from 2017 to 2021 shows the target percentage and the realization of credit distribution carried out by CU employees. Cinta Kasih Tigapanah experiences fluctuating (up and down) instability with the achievement of performance targets which are never in optimal conditions. Realization of lending as a performance target at CU. The highest is in 2018 of IDR 22,999,135,000.00 with a percentage of achievement of 95.83%. In 2019 it has decreased drastic as big IDR 21,301,465,000.00 with an achievement percentage of 85.21%, with the achievement of the lowest performance target in the last five years. The cause of the decline in lending to CU. Cinta Kasih Tigapanah, namely the Covid-19 pandemic. The Covid-19 pandemic is known to have hampered many CU program activities. CU Cinta Kasih Tigapanah is like stopping all work activities of employees who are in the administrative office or in every environment for a month and do not accept deposits from customers or extend credit to customers. Furthermore, the declining economic conditions caused customer income to also decrease so that the number of CU customer members that saves has decreased,

The cause of the instability of the target realization of other credit distribution that affects the performance of employees at CU. Cinta Kasih Tigapanah shows that there is a gap between the feeling of anaged that is owned by employees and the expectations of the organization. Feelings of engagement from employees who have not been maximized can be seen from the low job satisfaction felt by employees. At CU. Cinta Kasih Tigapanah, most employees actually underestimate their work. The results of other observations show that some employees during working hours are found to be late for entry, then the attendance system at CU. Cinta Kasih Tigapanah is only obligatory on Mondays, so the level of employee discipline is not good. Several employees were also found smoking in the CU office environment, thereby having a negative impact on the health of other co-workers. This causes discomfort for the other employees in carrying out the work being carried out because the work environment is not conducive and the arrangement of documents that are not neatly arranged causes a work environment that is not conducive, thus affecting the effectiveness of employee performance, due to the lack of employee comfort while working. This shows that employees are still not maximizing their potential and doing their jobs well so they cannot achieve the planned targets due to low employee engagement and job satisfaction in increasing the effectiveness of work performed by CU. Cinta Kasih Tigapanah employees.

This research is a development research conducted by Wardani (2021) who previously studied the variables employee engagement and job satisfaction on employee performance at telecommunications companies. The difference between this research and previous research is that previous research used quantitative methods and used employee engagement and job satisfaction variables on employee performance. In addition, the object of previous research was conducted at telecommunications companies, while this research was conducted at an organization engaged in credit cooperatives. This research has a novelty in analyzing employee engagement and job satisfaction as an effort to increase work effectiveness.

The purpose of this study is to analyze employee engagement in increasing work effectiveness at CU. Cinta Kasih Tigapanah, analyzing job satisfaction in an effort to increase effectiveness work at CU. Cinta Kasih Tigapanah and analyzing the role of employee engagement and job satisfaction in an effort to increase work effectiveness at CU. Cinta Kasih Tigapanah.

LITERATURE REVIEW

1. Employee Engagement

Employee engagement is someone who is psychologically present physically and mentally, feels comfortable in an office atmosphere, has responsibility for work and workplace, integrates with work and workplace, and focuses on carrying out the role given and improving the quality of work owned by employees according to Kahn (Adi, 2018: 13). According to Schaufeli et al

(Adi, 2018: 14) explained that engagement is a positive feeling, being serious both outwardly and inwardly, work is done with vigor, dedication, and absorption. The term engagement can be used in work to explain what happens when a person is bound to work, so a positive atmosphere will arise, even enthusiasm for work, carry out responsibilities voluntarily, and be motivated to achieve high levels of performance. Schieman (Pujianto, 2020) defines engagement as energy or motivation from employees to help the organization achieve its goals. In simple terms, Pujianto (2020) explains that employee engagement is also defined as an employee's attachment to the organization where the employee works. Employee engagement can be further developed due to a match between employees and the vision and mission of the organization. Organizations need to pay attention to employee engagement because the higher the level of employee engagement towards the job and the company, the higher the positive impact that affects satisfaction and effectiveness of employee performance on the company's organization. 2020) defines engagement as energy or motivation from employees to help the organization achieve its goals. In simple terms, Pujianto (2020) explains that employee engagement is also defined as an employee's attachment to the organization where the employee works. Employee engagement can be further developed due to a match between employees and the vision and mission of the organization. Organizations need to pay attention to employee engagement because the higher the level of employee engagement towards the job and the company, the higher the positive impact that affects satisfaction and effectiveness of employee performance on the company's organization. 2020) defines engagement as energy or motivation from employees to help the organization achieve its goals. In simple terms, Pujianto (2020) explains that employee engagement is also defined as an employee's attachment to the organization where the employee works. Employee engagement can be further developed due to a match between employees and the vision and mission of the organization. Organizations need to pay attention to employee engagement because the higher the level of employee engagement towards the job and the company, the higher the positive impact that affects satisfaction and effectiveness of employee performance on the company's organization. In simple terms, Pujianto (2020) explains that employee engagement is also defined as an employee's attachment to the organization where the employee works. Employee engagement can be further developed due to a match between employees and the vision and mission of the organization. Organizations need to pay attention to employee engagement because the higher the level of employee engagement towards the job and the company, the higher the positive impact that affects satisfaction and effectiveness of employee performance on the company's organization. In simple terms, Pujianto (2020) explains that employee engagement is also defined as an employee's attachment to the organization where the employee works. Employee engagement can be further developed due to a match between employees and the vision and mission of the organization. Organizations need to pay attention to employee engagement because the higher the level of employee engagement towards the job and the company, the higher the positive impact that affects satisfaction and effectiveness of employee performance on the company's organization.

According to Handoyo and Setiawan (2017) employee engagement is influenced by several factors, namely: (1) Leadership (2) Work environment (3) Training and Career Development (4) Team and Work Relations (5) Organizational policies (6) Compensation (7) Work welfare.

2. Job satisfaction

According to Davis (Mangkunegara, 2016: 117) suggests that "job satisfaction is the favorableness or unfavorableness with employees view their work" (job satisfaction is a feeling of liking or disliking an employee seeing their work). Meanwhile, Wexley and Yuki, (Mangkunegara, 2016: 117) define job satisfaction "is the way an employee feels about his or her job" (is the way an employee feels himself at the job). According to George and Jones

(Priansa, 2016: 290) states that job satisfaction is a set of feelings, beliefs, and thoughts about how a person responds to his work. Robbins (Indrasari, 2017:

According to Wexley and Yulk's theory (Indrasari, 2017: 45-46) mentions the factors of job satisfaction, namely: (1) Compensation (2) Teamwork (3) Supervision (4) Conditions of Work Culture (5) The Work Itself (6) Development and Development of Career Management (7) Job Security.

3. Work Effectiveness

According to Hasibuan (Jamaluddin, 2021) effectiveness, namely the ability to succeed in a work carried out by humans to provide something expected, while performance, namely sacrifice of services, body and mind seeks to produce goods and services to obtain work performance rewards. According to Khaeri et al (2019) explained that effectiveness is a level of success that is achieved by a person by carrying out the tasks assigned to him based on skill, knowledge and sincerity and time, while employee performance is one of the efforts to determine the success of achieving goals because the organization is a factor that can realize effectiveness and efficiency in implementation of duties and functions of the organization. According to Kasmir (2016: 189) states individual performance is the basis of organizational performance which is strongly influenced by individual characteristics, individual motivation, expectations, and assessments made by management on the achievement of individual work results. According to Pabundu (Busro, 2018: 88) performance as a result of work produced by an employee who is expected to achieve organizational goals.

According to Malthis and Jackson (2012: 179) the effectiveness of employee performance is influenced by several factors, namely (1) Quantity (2) Quality.

METHODS

The form of research conducted is to collect as much data as possible regarding the factors that are the focus of the researcher's attention. The approach in this study uses a qualitative approach. The location of this research was conducted in CU. Cinta Kasih Tigapanah Karo on Jl. Tigapanah, Kec. Tigapanah. Karo District, North Sumatra. The selection of informants consists of three parts, namely (1) Key informants, namely managers. (2) Main informants, namely employees in the general section, employees in the credit analysis section, cashiers. (3) Additional informants, namely employees of the Sukadame Unit 1. Collection techniques conducted using semi-structured interviews, documentation, and observation. The data sources used in this study include two types, namely primary data and secondary data. Data analysis in this study used an interactive model by Miles and Hubberman (2014: 14) which consisted of data collection, data reduction, data presentation, and drawing conclusions.

RESULTS AND DISCUSSION

This study took information from 5 informants, namely Mr. IP (manager), Mrs. GG (employee of the general department), Mrs. RN (employee of the credit analysis department), Mrs. MS (cashier), Mrs. KB (employee of the unit). The results and discussion in this study are as follows:

1. Employee Engagement At CU. Cinta Kasih Tigapanah

Employee engagement is an important matter to be considered by the management in realizing the goals and realizing the targets planned at the beginning of the year. CU. Cinta Kasih Tigapanah expects its employees to carry out their work enjoyably and are not burdened with the responsibilities they are given.

Factors influencing employee engagement at CU. Tigapanah, namely: (1) leadership. Leader at CU. Cinta Kasih strives to be democratic, build, inspire and create something new to be implemented by employees who are committed to the progress of the organization and to be professional in carrying out their duties and to be fair to all employees. (2) work environment.

Working environment conditions at CU. Cinta Kasih Tigapanah is also quite comfortable and far from the noise of passing vehicles. CU. Cinta Kasih provides facility support in the form of laptops/computers, wifi internet access, operational vehicles, printers, machines and money counters for cashiers to facilitate the operational processes of each Employees who join are also provided with service process support facilities such as work desks, cash-in slips, member books, loan application sheets, guarantor sheets, and new member registration forms. (3) job training. Training organized by CU. Cinta Kasih Tigapanah in improving skills, knowledge, increasing employee engagement and employee attitudes towards members. The training provided is in the form of a short-term educational process using a systematic and organized manner in which employees learn conceptual and theoretical knowledge in order to achieve general goals in order to advance And increase CU Cinta Kasih Tigapanah employee skills and expertise, but employees who have just joined are not given training, but only in the form of directions and an introduction to the profession to be worked on. (4) teamwork. At CU. Cinta Kasih Tigapanah, all employees work together in achieving the targets set by the leadership, with this teamwork, employees will have an attachment to working together in completing the tasks given to meet the time limit set by the company. (5) organizational policies. Policies set by CU is given to all employees who are bound without exception. Organizational policies must be in accordance with the company's operational standards that have been previously determined at the Annual Member Meeting (RAT). (6) compensation or salary. Compensation given by CU. Cinta Kasih Tigapanah to employees every month taking into account their position status and length of service and the provisions on the amount of the Regional Minimum Wage (UMR) and are required to pay compensation if the employee is sick even though he is not doing work, is absent because the employee is married, gives birth, has a miscarriage, experiences grief over the departure of a member family, when carrying out obligations towards state duties, leave rights, and training duties from CU. Cinta Kasih Tigapanah. (7) miscarriage, experiencing grief over the loss of a family member, while carrying out obligations towards state duties, leave entitlements, and training duties from CU. Cinta Kasih Tigapanah. (7) miscarriage, experiencing grief over the loss of a family member, while carrying out obligations towards state duties, leave entitlements, and training duties from CU. Cinta Kasih Tigapanah. (7) work welfare. At CU. Cinta Kasih Tigapanah strives to fulfill the welfare of its employees, both material and non-material. The material form is salary, bonuses and holiday allowances (THR), while the non-material form is in the form of dependents for BPJS employment and BPJS health, holidays and the right to overtime pay for working hours exceeding the specified working time and providing leave and holidays for 14 days a year.

2. Job Satisfaction at CU. Cinta Kasih Tigapanah

Employees will give good performance if they have high job satisfaction, otherwise employees will give low performance if they have low job satisfaction at work.

In CU units. Cinta Kasih Tigapanah, employees are faced with various factors that support job satisfaction, namely (1) compensation. Compensation is a benchmark for employees in carrying out their duties to the fullest because there is a reward for the services they provide to the organization. CU. Cinta Kasih is also obliged to pay compensation to employees who are sick, married, married off with children, bereavement, give birth, educational assignments, and employees who work overtime. Compensation given by CU. Cinta Kasih Tigapanah found that some employees think that this compensation is not in accordance with the performance results that have been given by employees. (2) relations with colleagues between superiors and subordinates, subordinates to superiors, and fellow employees. At CU of a superior towards his subordinates treats his subordinates politely,

Answer any questions from subordinates. (3) supervision. At CU. Cinta Kasih Tigapanah supervision is responsible for the implementation of CU rules. Cinta Kasih Tigapanah and maintaining discipline during operations carried out by each employee. The manager has the role of coordinating all operational employees who join the CU. Cinta Kasih Tigapanah and

supervising the implementation of credit and savings procedure systems, both in administrative offices and units. (4) working culture conditions. Conditions of work culture in CU. Cinta Kasih Tigapanah upholds the principle of kinship without any competition which causes employees not to compete to be the best. (5) the work itself. CU. Cinta Kasih Tigapanah finds interesting assignments and finds opportunities to learn and has the responsibility to complete the responsibilities given. The process of carrying out the tasks assigned to unit employees experienced problems in that some employees did not fully understand inputting incoming money from cellphones to be sent to CU. Cinta Kasih Tigapanah. (6) coaching and development of career management. CU goals. Cinta Kasih Tigapanah provides coaching and career development to encourage employees to improve their abilities, skills and skills so that they are able to carry out their duties and improve their abilities in carrying out the larger duties and responsibilities carried out by all CU employees is without exception. (7) Work security at CU. Cinta Kasih Tigapanah can be seen from a safe office location, minimal theft, and far from the noise of passing vehicles. CU. Cinta Kasih Tigapanah guarantees safety for all employees who work. At CU. Cinta Kasih Tigapanah does not provide security to keep the office safe, because having CCTV is enough to monitor all events that occur in the office environment.

3. Employee Performance Effectiveness at CU. Cinta Kasih Tigapanah

The effectiveness of employee performance is important in the process of advancing a company or organization. Good performance cannot be obtained instantly, but many factors influence it, including employee engagement and job satisfaction.

On the effectiveness of employee performance indicators used in measuring performance results are (1) the quantity of work. CU employees. Cinta Kasih Tigapanah strives to produce a good quantity of work so that employees always try to complete the targets given by CU. Cinta Kasih Tigapanah, although some employees have not given maximum performance due to laziness and the emergence of problems outside of work that affect the quantity of work of CU. Cinta Kasih Tigapanah employees. The emergence of the Covid 19 pandemic last year also affected the decrease in the quantity of employee work due to activities at CU. Cinta Kasih Tigapanah was constrained and did not go according to plan, causing the quantity to be achieved by CU. Cinta Kasih Tigapanah also decreased. The operational work schedule for employees in the administrative office starts from 08.00 to 16.00 with working hours of 7 hours plus 1 hour of rest, schedule of working days for 5 days from Monday to Friday. For unit employees, the operational entry schedule is on Sunday the operational opening hours of each unit and must be deposited on Monday to the administration office. (2) quality of work. The informants stated that employees already have good quality work which can be seen in the application of discipline to employees, where employees comply with work regulations and standards properly even though the problem of attendance and tardiness is still a problem for employees, of course the management must have a strategy to reduce the problem attendance and tardiness. The quality of work of employees is also seen from the service of an employee in serving customers are always reminded to smile when serving members, greet and answer greetings from members in a friendly and friendly manner, giving full attention.

4. Analysis of Employee Engagement and Job Satisfaction as an Effort to Increase the Effectiveness of Employee Performance at CU. Cinta Kasih Tigapanah

Based on the factors that affect employee engagement in CU employees that there is leadership that is able to direct, guide, and influence the behavior of employees' work and try to build, inspire, and create something new. Conditions for a comfortable work environment and away from the noise of passing vehicles and provide supporting facilities to facilitate the work process of employees. Training provided to employees in order to improve the skills and expertise of employees in the work process. Doing a job together with a compact among employees. Following this organizational policy helps operational processes to be better organized so that employees can work optimally, but in reality at CU. Cinta Kasih Tigapanah

attendance system that does not work and some employees arrive late but are still tolerated by CU. Cinta Kasih Tigapanah. Providing compensation to all employees without exception every month taking into account the status and length of service of employees by following the provisions based on the Regional Minimum Wage (UMR) that has been set by the government and fulfilling the welfare of employees who are bound in the form of material such as salaries, bonuses and holiday allowances (THR) and non-material in the form of BPJS employment and health dependents.

This is in line with the theory put forward by Gibbons (Febriani et al 2022), employee engagement is the emotional and intellectual relationship that employees have towards their work, the organization, managers, are responsible for the organizational environment, are responsible for giving more effort to their work and establish harmonious relationships between employees. All factors felt and accepted by CU. Cinta Kasih Tigapanah employees causes employees to be engaged in the work provided by the organization because employees feel that the organization pays attention to the wishes of employees in terms of material, skill development, direction, comfortable environmental conditions cause CU employees is engaged with the organization. Feelings of employee engagement are also influenced by employees' feelings of satisfaction with the work being done as well as other supporting factors that influence feelings of satisfaction with these employees.

The factors that influence CU employee job satisfaction. CU. Cinta Kasih Tigapanah to stay engaged with CU. Cinta Kasih Tigapanah, namely giving appropriate compensation based on position status, term of office and guided by the provisions of the UMR, as well as continuing to provide compensation to employees who are sick, married, married children, bereaved, give birth, educational assignments, and employees who work overtime. Building relationships with good co-workers with superiors, and co-workers in a professional manner and establish good communication. There is supervision that is responsible for all employee activities so that it evaluates and monitors all employee work results. Providing working culture conditions in accordance with the principles of kinship and mutual respect and respect among one another. Carry out work in accordance with the interests of employees provided by CU. Cinta Kasih Tigapanah by having full responsibility for completing the work given. Give coaching And development of career management for all employees both in the administration office and in the union in the form of physical, spiritual, knowledge development. Ensuring employee job security, even at CU. Cinta Kasih Tigapanah does not have security in maintaining the office environment but has CCTV to monitor all employee operational activities and monitor conditions outside the office to avoid theft.

This is in line with the theory put forward by George and Jones (Priansa, 2016: 290) which states that job satisfaction is a set of feelings, beliefs, and thoughts about how a person responds to his work. Through the factors that have been identified, that some of the CU employees. Cinta Kasih Tigapanah still feels dissatisfaction with the policies implemented by CU. Cinta Kasih Tigapanah. Some CU employees. CU. Cinta Kasih Tigapanah feels satisfied with the forms given by CU. Cinta Kasih Tigapanah in supporting the work operational processes of each individual employee so as to increase employee engagement.

The emergence of a feeling of employee engagement with job satisfaction will result in performance effectiveness for CU. Cinta Kasih Tigapanah employees.. The effectiveness of employee performance is important in the process of advancing a company or organization. Based on the factors that support the effectiveness of employee performance, namely in terms of the quantity of good work where employees always try to complete the targets given by CU. Cinta Kasih Tigapanah, although some employees have not given maximum performance due to laziness and the emergence of problems outside of work that affect the quantity of work of CU. Cinta Kasih Tigapanah employees. The emergence of the Covid 19 pandemic last year also affected the decrease in the quantity of employee work due to activities at CU. Cinta Kasih Tigapanah is constrained. In terms of service CU. Cinta Kasih Tigapanah employees. CU. Cinta Kasih Tigapanah always tries to give a smile every time it serves members, gives full attention



when there are members who share the problems faced by members. Employees are also responsible for managing the bookkeeping of members who save and borrow from CU. Cinta Kasih Tigapanah, but often some employees are overwhelmed at the end of the month and the end of the year in completing bookkeeping due to the lack of time management made by the employees concerned.

This is in line with the theory of Khaeri et al., (2019) explaining performance effectiveness is a level of success achieved by employees by carrying out the tasks assigned to them which are based on knowledge skills and sincerity of time, in determining the success of achieving organizational goals that employees are a factor which can realize the effectiveness and efficiency in the implementation of duties and functions of the organization. Forms of employee performance effectiveness produced by CU. Cinta Kasih, that the implementation of employee engagement on employee job satisfaction has had an impact on seeking the effectiveness of employee performance in carrying out their responsibilities as one of the drivers to give a good image in the eyes of the public regarding CU. Cinta Kasih Tigapanah, as well as achieving the targets planned by the CU management.

So it can be concluded from the explanation above that the application of employee engagement and job satisfaction results in an increase in employee performance which can be seen from the fulfillment of the indicators created to measure the success of employee performance. As with employee engagement, the most influencing indicator is leadership, which explains that employees are attached to the organization because they have a leader who is can direct, guide and behave professionally in carrying out their duties and be fair to all employees. On job satisfaction the most influencing indicator is the compensation indicator, this is because compensation is a benchmark for employees in carrying out their duties to the fullest because there is a reward for the remuneration they provide to the organization. The effectiveness of employee performance that has the most influence is the quality of work indicator for work, where employees have done work according to company standards and followed company policies.

CONCLUSION

Based on the analysis that has been carried out on the implementation of employee engagement and employee job satisfaction as an effort to increase the effectiveness of CU employee performance. Cinta Kasih Tigapanah, it can be concluded that the implementation of employee engagement in CU. Cinta Kasih Tigapanah has a democratic leadership style, a comfortable work environment, routine training, good relations with other employees, policies in accordance with the Company's Operating Standards, compensation in accordance with the provisions of the UMR taking into account the status and length of service of employees and fulfilling employee welfare in the form of material and non-material. Application of job satisfaction felt by CU employees, namely giving appropriate compensation, harmonious relations with superiors and co-workers, career and ensure job security which is supervised by CCTV to oversee all operational activities and office conditions. Based on this CU. Cinta Kasih Tigapanah has paid attention to the wishes of employees in terms of materials, skills, directions, and fulfilling employee job satisfaction so as to produce employee work effectiveness while carrying out their duties, but it was found in CU. Cinta Kasih Tigapanah a number of problems arose that caused a decrease in effectiveness, namely the existence of Covid-19 and work discipline which was still low so that CU. Cinta Kasih Tigapanah needs to improve organizational policies in terms of attendance, hours of entry, arrangement of documents so that they are more organized, time management in completing tasks, so that work effectiveness will be even better and employees can work optimally as expected.

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