

CHAPTER 1

INTRODUCTION

1.1 Background of The Study

Banks as financial institutions are part of the driving factor of economic activity. The activities of banking institutions as providers and channelers of funds will determine whether a country's economy is good or not. Every banking company should pay attention and consider customer satisfaction besides achieving maximum profit. The frequent problems faced by banking is the company has not been able to provide maximum satisfaction which customer expects. The main factor of the dissatisfaction stems from less quality job performance service of labor, and the part which gives impact on job performance employee is job satisfaction of the employee, according to Singh (2012) The level of satisfaction and employee well-being has a direct effect on the efficiency of the company and eventually contributes to organizational success.

Past research in Europe and the USA has suggested that work performance is positively affected job satisfaction (Freeman 1978, in Mohammed and Eleswed 2013). And In 2013, research was conducted in Pakistan to understand the relationship between job satisfaction and organizational efficiency, resulting in a substantial effect of job satisfaction on organizational performance (Latif et al. 2013). According to Ameer, Bhatti, and Baig (2014), The feelings of job satisfaction can migrate into more permanent feelings, which can influence an employee's decision to stay or leave the company, therefore the low job satisfaction can increase turnover labor. In other phenomena show, according to Michael, turn over labor in banking achieve 15% until 20% in 2010 (Felicia, 2010). In 2012 show the level of turnover labor in banking achieve 10% until 20% (PwC Indonesia, 2012), and the resulting turnover from PwC 2014 toward banking industry achieve 15% (Helen, 2014), Bank has poor statistics in handling human resources level turn over in bank for business functions it reaches 25% a year (Ikatan Bankir Indonesia, 2014). According to Jobplanet, The average bank employee satisfaction is at 3.2 on a scale of 1-5, which means that bank employee satisfaction is 64% (indotelko,

2016). This shows that 1/3 more bank employees are not satisfied with their work. with the reports obtained about the percentage turn over employees of bank in this paragraph, it can be concluded, turnover employee bank is high and job dissatisfaction in bank employees. where high job dissatisfaction of bank employees can affect the quality of bank services and affect customer satisfaction. This phenomenon shows it is necessary to conduct research on employee job satisfaction of bank.

According to Mohammed and Eleswed (2013), a satisfied employee is more likely to be creative, flexible, innovative, and loyal. Look at this statement and, only one-third of bank employees are loyal. And, nearly half of employees think about getting ready to move to another bank for career advancement. From the findings of this phenomenon, it strengthens researchers to examine the job satisfaction of bank employees

According to Jobplanet who analyzed the level of employee satisfaction at the 4 largest banks (Bank BCA, Bank Mandiri, Bank BNI, and Bank BRI) in Indonesia, based on the data contained in the portal states that important factors affect employee job satisfaction in the company banking is influenced by salaries and allowances, work-life balance, and internal company management (indotelko, 2016).

One of the problems faced by bank employees at work is mental and physical fatigue at work or what is called job burnout. even according to Khalid et al. (2020) Job burnout is a major issue for workers in the banking sector where the employee feels exhausted and want to leave their jobs due to the extra pressure, monotonous activity and workload from their superiors and clients, this statement is supported (Belias and Koustelios 2014; Felicia 2010) which said the workload in banks is quite high.

the scope of this research looks at the phenomena from job satisfaction on employee bank, empowerment, teamwork, and training, the researchers take this scope or variable cause on job satisfaction as a dependent variable we look at the phenomena show the high turnover and the low loyalty on employee bank which

on other research show the result high job satisfaction employee increase loyalty and give impact decision to the employee to stay at work.

in several research find several inconsistency correlations between empowerment to job satisfaction such, In an Indian study, a major negative empowerment-job satisfaction relationship was found (Robert 2000, in Humborstad and Perry 2011), On the other hand, in their study of Chinese frontline hotel workers, the effects of empowerment were smaller (Hui 2004, in Humborstad and Perry 2011). And some research tells “might find empowerment too difficult to work with because of their traditional norms of high-power distance between management and employees” (Humborstad and Perry 2011). On the other hand, some research

indicates employee empowerment and its effect on job satisfaction, some managers believe that employee empowerment would decrease their authority (Elnaga and Imran 2014). In research by Amundsen and Martinsen (2015) found nonsignificant bootstrap finding regarding the direct path from Empowerment Labour to job satisfaction but got change method and result become significant.

Teamwork variables have a significant effect on job satisfaction in various research (Ali et al. 2017; Dhurup, Surujlal, and Kabongo 2015; Kim 2018; Musriha 2013). However, according to Arash and Baradarani (2014), the results of teamwork research have no significant effect on job satisfaction. in this study the results indicate that teamwork is not supported in the Iranian hotel industry. The insignificant relationship between job satisfaction and teamwork could be due to a lack of team composition, and a low level of trust among employees working in the hotel industry in Iran. Because of inconsistency in the teamwork variable on job satisfaction, the researcher will take the teamwork variable as the independent variable

Research with variable training to job satisfaction also got similar results. According to Masood et al. (2014) states factors that affect job satisfaction are training. by Providing training to individuals to improve their level of satisfaction and According to Joyce (2012 in Goball et al. 2018), Training is one of the main factors that influences the work satisfaction of employees. This is because training

appears to decrease job gaps, raise ability levels and increase employee motivation levels. Employees who appreciate their working atmosphere or feel happy are usually more likely to be loyal to the company and directly bring good outcomes to perfect work. But research by Ghanbariyan Boroujeni (2014, in Karimi and Nejad 2018) showed, Islamic Azad University of Rasht's in-service training on work satisfaction had a significant effect 20%. The results of the research indicate that it has a detrimental impact on their job satisfaction and empowerment to hold training courses with the current status. Due to this inconsistency of the results the researcher will take the training variable as an independent variable for the research.

Banking is a service industry that is very important in supporting development financing programs, both as an investment and working financial capital and institutional financing. facilitate the flow of money from society and into society. Look at the explanation of the phenomena, statemen from research, and the explanation of the variable. This researcher was more confident to examine the effect of empowerment, teamwork, and training to job satisfaction. On employee bank in Malang. The researcher chooses employee bank in Malang because Malang is the 2nd largest city in East Java and Malang is the 12th largest city in Indonesia which has more than 8 name bank company, Researcher also chooses employee bank in Malang to support effective and efficient research cause researcher life in Malang. This research is a replication research from previous research Ali and Hanasyah (Ali et al. 2017; Hanaysha and Tahir 2016).

1.2 Problem Statement

According to the background of the study, problems can be formulated as follows:

1. Does empowerment have a positive and significant effect on the job satisfaction of bank employees in Malang?
2. Does teamwork have a positive and significant effect on the job satisfaction of bank employees in Malang?
3. Does training have a positive and significant effect on the job satisfaction of bank employees in Malang?

1.3 The objective of The Study

The purposes of this study are to analyze:

1. The influence of empowerment to job satisfaction on employee Bank in Malang.
2. The influence of teamwork to job satisfaction on employees Bank in Malang.
3. The influence of training to job satisfaction on employees Bank in Malang.

1.4 Significance of The Study

From the elaborated objectives, this study is expected to contribute significant advantages within theoretical advantage and practical advantage.

1.4.1 Theoretical Advantage

This study is expected to provide researchers with further study of the role of empowerment, teamwork, training to job satisfaction. Issues discussed in this study hopefully will add more information regarding human resource theory.

1.4.2 Practical Advantage

This study is expected to be used as the basis for improving all organizations to have good performance through job satisfaction by look empowerment, teamwork, training for organization and meanly for company Bank in Indonesia.

1.5 Systematic of Writing

The systematic of this research are arranged as the following:

Chapter 1. Introduction

This chapter describes the background, research questions, research objectives, significance, and systematic writing of this study.

Chapter 2. Literature Review

This chapter presented the theoretical background, previous study, and hypothesis of this study. The theoretical background will explain empowerment theory, teamwork theory, training theory, and job satisfaction theory.

Chapter 3. Research Methodology

This chapter is describing the process of analyzing the data including the research design, identification of variables, operational definition, variables measurement, type and source of data, data collection method, population, sample and sampling technique, data analysis technique, validity, and reliability also hypothesis testing.

Chapter 4. Data Analysis and Discussion

This is the chapter that will discuss respondents' characteristics, research data description, data analysis, and discussion.

Chapter 5. Conclusion and Suggestion

This chapter is the closing of this study that will conclude the research results, explain all the limitations, and state suggestions for the research object, for the consumer and/or researchers for the next research.