

---

## The Impact of Implementing Job Enlargement on Employee Engagement at PT. Bank Aceh Syariah Medan

**Umar Hamdan Nasution**

Management, Dharmawangsa University, Medan, Indonesia

---

### INFORMASI ARTIKEL

#### *Histori Artikel:*

Diterima 30 Januari, 2023  
Direvisi 04 Maret, 2023  
Diterbitkan 30 April, 2023

#### *Keyword:*

*Employee engagement*  
*Job enlargement*

---

### ABSTRACT

This study aims to ascertain the effect that applying job expansion has on employee engagement. Purposive sampling was employed in the research at PT. Bank Aceh Syariah Medan Region, resulting in a sample size of 346 respondents. Multiple linear regression analysis is the method utilized for analysis. The findings indicated that employee engagement was impacted by employment expansion. The results of the t-test, which had a significance level of 0.000 but a lower threshold of 0.05 ( $0.000 < 0.05$ ), clearly demonstrated this. Additionally, the results of the test for the coefficient of determination reveal that an increase in employee engagement has a 28% positive impact on job size, with the remaining 72% being influenced by other factors. A tough work expanding inspires sentiments of significance. High engagement results from self-meaning that develops as a result of task design that is in line with objectives and self-values. Additionally, work arrangements that encourage employees to create meaning in their work result in higher levels of engagement than those that downplay the significance of meaningful work in employees' lives.

---

#### *Corresponding Author:*

Umar Hamdan Nasution  
Manajemen, Universitas Dharmawangsa, Medan, Indonesia  
Email: [umarhamdan@dharmawangsa.ac.id](mailto:umarhamdan@dharmawangsa.ac.id)

---

## Introduction

The most significant resource for any business or organization is its employee. The employees must be treated as an asset and managed properly if they are to continue to contribute to the team or company. Hence, organizations or businesses need to be able to manage their human resources, or their people, efficiently in order to survive and grow. Because each employee has their own thoughts, feelings, statuses, desires, and backgrounds, they cannot and should not be equated to production machinery or equipment. Managing human resources or employees is therefore not an easy task. alongside others The most crucial aspect to take into account while trying to retain employees motivated, eager, and confident in their work is employee engagement (Tanwar, 2017). Tanwar went on to say that employee involvement not only helps keep employees happy and motivated, but also helps them put forth their best effort and work harder to improve organizational performance. This, in turn, leads to other positive outcomes like rising productivity, profitability, customer satisfaction, and customer loyalty, as well as a decrease in employee absenteeism and turnover rates. The employee engagement is an effort on the part of staff members to consistently be motivated and work hard to meet corporate goals.

PT. Bank Aceh Syariah also has to deal with the difficulty of how to engage current personnel in the organization so that they are willing to be devoted and loyal to the company's success in addition to the competitive obstacles. problem with employee turnover. The ease with which employees choose to leave the firm is one sign that there is no sense of attachment to them, and there are signs of a desire to quit the company for those who are still there. Employee engagement is the only method to slow down the rate of employee turnover. The organization needs to assess whether its staff turnover rate is rising. We already know that a

company's or organization's greatest asset is its workforce. According to Handoko (Handoko, 2014) the activities of empowering human resources are significantly responsible for the success of managing an organization or firm. Employees must therefore be effectively managed in order for them to continue to contribute to the operation of the business. Nevertheless, managing human resources or employees is challenging because every individual has unique viewpoints, circumstances, goals, and backgrounds. The Aceh Syariah Bank's personnel turnover rate from 2018 to 2021 is displayed in the table below:

**Table 1.** Bank Aceh Syariah Employee Turnover Rate  
Year 2018-2021

Year	Total Turnover		Total Employee	Percentage
	Employee Login	Employee Exits		
2021	36	34	2023	1,67%
2020	-	45	2030	2,22%
2019	-	61	2.014	3,03%
2018	218	41	1854	2,21%

Source: Annual Report, 2021

The percentage of employee turnover at PT. Bank Aceh Syariah increased in 2019, then declined in 2020 and 2021, as seen in the table above. A "warning" becomes very significant for the organization because of the shifting number of employees quitting owing to retirement and resignation for various reasons. Companies must therefore assess the level of employee involvement with the organization.

The company's HR management needs to address the issue of employee engagement and look for solutions. Employers might introduce job expansion for employees as one of their initiatives to boost employee engagement. The goal of the development program through employment expansion is to promote employee motivation, loyalty, and a sense of shared responsibility for Bank Aceh Syariah as a whole. In order to determine whether a certain job has increased, Berdicchia et al. (Berdicchia et al., 2016) claim that job expansion is a common work design strategy. This approach involves going through various duties and abilities that are required. In an effort to expand the knowledge, skills, and experience of employees, especially those who have the potential to advance or be promoted, job enlargement is the addition of work for employees in the form of extra job variations by joining or unifying two or more tasks (Wijayanto, 2012).

Sungkit and Meiyanto's (Sungkit & Meiyanto, 2015) earlier research demonstrates that work enrichment, which includes job enlargement, significantly affects employee engagement. Additionally, Mary Mwhaki Gichuki and Dr. Mercy Gacheri Munjuri's (Gichuki, 2018) research demonstrates that employment expansion improves employees' productivity. Saleem et al. (Saleem, 2012) investigated the influence of job expansion on employee satisfaction in Pakistan and found that it improved employee satisfaction, particularly work performance. Mohammoud (Mohamud et al., 2017) examined the impact of job improvement on employee motivation and satisfaction and discovered that attractive, well-managed, and designed work makes people feel driven and happy. Employees claimed that growth broadens knowledge and abilities while giving staff members chances to interact with one another and pick up new skills. In an effort to understand the impact of employment growth, job expansion, and work-life balance, Sushil (Sushil, 2014) performed study. It was determined that if done correctly, work might become motivational in and of itself. This improves work-life balance by raising employee engagement. Additionally, it improves organizational dedication and overall efficacy and efficiency, which makes it sustainable. By attempting to address the following issues, this study seeks to close a knowledge gap. What impact does job expansion have on employee engagement at PT. Bank Aceh Syariah Medan?

## Research Method

This study used a quantitative research methodology. The quantitative approach makes use of IBM SPSS 20 and multiple linear regression analysis. The research method used in this study is causal research, and according to Umar, causal design is helpful for examining how one variable influences another as well as in experimental research, where researchers manipulate independent variables under the strict control of the experimenter in order to directly observe the dependent variable (Husein, 2011)

The population is all the objects to be studied. In this study, the population consisted of employees of all Bank Aceh Syariah work units, namely 1,854 people. While the sampling technique in this study used a purposive sampling technique. Purposive sampling is a sampling technique with certain considerations. The reason for using a purposive sampling technique is because not all samples have the criteria that the author has

done (Sugiyono, 2015). Of the total number of employees of the Bank Aceh Syariah Work Unit, the population was selected to become the sample data used in the study, there were 346 samples/respondents who were permanent employees with positions as frontliners.

In order not to cause an extensive discussion, it is necessary to explain the operational definition of research as follows:

1. Job Enlargement, also known as horizontal job loading, is the practice of giving employees more jobs within the scope of their current responsibilities and boosting the activities they engage in (Dessler, 2015). According to Gupta (Garg & Gupta, 2008), job expansion increases a job's scope based on the number of activities completed, which makes the job more engaging. It is anticipated that more complicated and broad-based jobs will better meet rising employee demands. The following are the job growth indicators:
  - a. Task Structuring
  - b. Job arrangement
  - c. Job meaningfulness
2. Employee Engagement is a condition or situation where employees are excited, passionate, energetic, and committed to their work Maylett & Winner in (Ulfa, 2013). Schaufeli and Bakker (Schaufeli & Bakker, 2004) define work-engagement as something that is positive related to behavior at work which includes thoughts about the relationship between workers or employees and their work. The employee engagement indicators are as follows:
  - a. Vigor
  - b. Dedication
  - c. Absorption

The measurement scale in this study uses a Likert scale. According to Sugiyono (Sugiyono, 2015), by using a Likert scale, the variables that will be translated into variable indicators, then these indicators are used as a starting point for compiling instrument items which can be in the form of questions or statements. The scale ranges from 1 (Strongly Disagree) to 5 (Strongly Agree). Data collection techniques using questionnaires, interviews, and observation. The analysis technique used in this study is multiple linear regression analysis.

## Result and Discussion

### *Respondent Characteristics*

There were 346 respondents, according to the data that the researchers gathered from the respondents. Employees of PT. Sharia Aceh Bank from the Aceh and Medan areas participated in the survey. Gender, age, and number of years of service were among the respondents' general characteristics that were examined. A description of the respondent's data is offered using the data gathered by the following researchers.

**Tabel 2.** Gender

Gender	Frequency	Percentage
Male	193	55,8
Female	153	44,2

Sources: data processed, 2022

The proportion of male and female employees varies, which undoubtedly has an impact on the responses collected for this study. This circumstance demonstrates that the outcomes of the study are more indicative of how males will react to the circumstances surrounding PT. Bank Aceh Syariah Tbk. In other words, this study will focus more on the role of masculinity in examining performance.

**Table 3.** Age

Age	Frequanecy	Percentage
25-44	216	62,4
45-64	130	37,6

Sources: data processed, 2023

The table above demonstrates that PT. Bank Aceh Syariah relies on a long-term labor flow to exist. The age range of 25 to 44 years provides proof of this. The bulk of PT. Bank Aceh Syariah has a long working age since it has the widest age range. These remaining workers undoubtedly have reasons, such as solid welfare

and a nice working environment, that allow them to feel comfortable personally and contribute favorably to the business.

**Table 4.** Years of employment

Years of employment	Frequancy	Percentage
1 s.d 5 years	100	28,9
5 s.d 10 years	144	41,6
>10 years	102	29,5

Sources: data processed, 2023

According to the data gathered, of the 346 respondents, 28.9% had a working time of 1 to 5 years, followed by 25, 4% of employees with a working period of 5 to 10 years, and 45.7% of respondents with a working period of more than 10 years. This demonstrates that PT. Bank Aceh Syariah's workforce has an average tenure of more than ten years.

**Normality Test**

The IBM SPSS 20.0 application is utilized in this study along with the Kolmogorov-Smirnov algorithm to determine if the data is normal or not. Table 4 below shows the outcomes of the computation of the normalcy test on the social support variable.

**Table 5.** Kolmogrov Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		346
Normal Parameters <sup>a</sup>	Mean	.0000000
	Std. Deviation	4.00529277
Most Extreme Differences	Absolute	.048
	Positive	.023
	Negative	-.048
Kolmogorov-Smirnov Z		.891
Asymp. Sig. (2-tailed)		.406

a. Test distribution is Normal.

Sources: data processed, 2023

Based on table 5 above, the resulting significance value (Asymp.sig = 0.406) is greater than the alpha value (α = 0.05). Thus, it can be concluded that the data from this study were normally distributed.

**Hypotesis Test**

The data analysis method used in this study is a multiple regression. Multiple linear regression analysis is used to determine the effect of two or more independent variables on the dependent variable. The calculation of the multiple linear regression model was performed using the SPSS for Windows Release 20.0 program. The results of the analysis obtained are as follows:

**Table 6.** Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.341 <sup>a</sup>	.280	.250	2,35865

a. Predictors: (Constant), Job Enlargement

Source: data processed, 2023

Based on table 6 above, the results of the determination coefficient test show that the magnitude of the effect of job enlargement on employee engagement is 28% while the remaining 72% is influenced by other variables.

**Table 7.** T Test Result Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,115	1,518		12,593	,000
	Job Enlargement	,220	,048	,241	4,605	,000

a. Dependent Variable: Employee Engagement

Source: data processed, 2023

Based on the results of the multiple linear regression test in Tables 6 above, the regression equation is obtained as follows:

$$\text{Employee Engagement} = 19,115 + 0,220 \text{ JE} + \epsilon$$

The formula above can be explained as follows:

1. A constant value of 19.115 indicates that if the job enlargement variable has a value of 0 then employee engagement has a value of 19.115.
2. The coefficient value of Job Enlargement ( $\beta$ ) is 0.220 with a positive value. This means that for every increase in job enlargement by 1 time, employee engagement will increase by 0.220 assuming the other variables are constant.

The t statistical test basically shows how far the influence of one independent variable is partially in explaining the variation of the dependent variable. In this study, a significance level of 0.05 ( $\alpha = 5\%$ ) was used for the job enlargement variable. If Sig. > 0.05, then the independent variable partially has no effect on the dependent variable (hypothesis is rejected). Meanwhile, if Sig. < 0.05, then the independent variable partially influences the dependent variable (hypothesis accepted). Based on the hypothesis proposed by the researcher, it shows that the job enlargement variable has an effect on employee engagement. It is also explained in the results of the regression analysis that the job enlargement variable has a significance value of 0.000 which is smaller than the significance level of 0.05 (0.000 < 0.05). Therefore it can be concluded that the hypothesis is accepted.

**Table 8.** F Test Result ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	117,978	1	117,978	21,207	,000 <sup>b</sup>
	Residual	1913,756	344	5,563		
	Total	2031,734	345			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Job Enlargement

Source: data processed, 2023

From the results of the simultaneous test (F test) above, it can be seen that together the independent variables have a significant influence on the dependent variable. This is evidenced by the probability value of 0.000 which has a value less than 0.05, which means that this research model is acceptable.

Regarding various aspects of job enlargement, respondents agreed on the arrangement of tasks and work arrangements, meaningful work contributes to an increase in employee engagement. This finding is in line with the suggestions made by Jensen (Janssen et al., 1999) and Tejinder et al., (Billing et al., 2013) who argue that structuring tasks and work arrangements allows organizations to align tasks, employees easily understand processes and procedures and this acts as a strong motivator for them to work harder, increase employee engagement and achieve organizational goals. The results of the research by Sungkit1 and Meiyanto (Sungkit, F. N. & Meiyanto, 2015) are also consistent with the results of this study which state that job enrichment with job enlargement can affect employee engagement.

This study found that the aspect of job enlargement, namely the arrangement of tasks and work arrangements, contributed to employee engagement. These two aspects allow employees to recognize their tasks, understand processes, motivate and achieve work-life balance, this increases the efficiency, motivation and commitment of employees to work and achieve set targets.

## Conclusion

Based on the results of the research that has been done, it is found that the results of the partial test (t test) show a significance value of  $0.00 < 0.05$ , namely that there is a significant effect of job enlargement on employee engagement, as well as the results of the simultaneous test (f test) it can be seen that simultaneously together the independent variables have a significant influence on the dependent variable. This is evidenced by the probability value of  $0.000 < 0.05$ . The results of the determination test show that the magnitude of the effect of job enlargement on employee engagement is 28% while the remaining 72% is influenced by other variables.

This study accepts the proposed hypothesis, namely job enlargement has a positive effect on employee engagement. Challenging work settings invoke feelings of meaningfulness. Self-meaning that arises because the design of work that is in accordance with goals and self-values forms high engagement. In addition, work arrangements that involve efforts to build meaningful work produce a better level of engagement than work arrangements that ignore the important role of meaningful work in employees.

## REFERENCE

- Berdicchia, Domenico, Nicolli, F., & Masino, G. (2016). Job Enlargement, Job Crafting and The Moderating Role of Self Competence. *Journal of Managerial Psychology*.
- Billing, T. K., Bhagat, R. S., & Babakus, E. (2013). Task structure and work outcomes: Exploring the moderating role of emphasis on scheduling. *Management Research Review*, 36(2). <https://doi.org/https://doi.org/10.1108/01409171311292243>
- Dessler, G. (2015). *Manajemen Sumber Daya Manusia*. Salemba Empat.
- Garg, R., & Gupta, G. D. (2008). *Progress in Controlled Gastroretentive Delivery Systems*.
- Gichuki, M. M. (2018). *Influence of Job Enlargement On Employee Performance In The Railway Industry In Kenya*. 6(5), 244–259.
- Handoko, T. H. (2014). *Dasar-Dasar Manajemen Personalia dan Sumber Daya Manusia*. BPFE Yogyakarta.
- Husein, U. (2011). *Metode Penelitian untuk skripsi dan tesis bisnis*. PT Raja Grafindo Persada.
- Janssen, P. P., Jonge, J. D., & Bakker, A. B. (1999). Specific determinants of intrinsic work motivation, burnout and turnover intentions : a study among nurses. *Journal of Advanced Nursing*, 29(6), 1360–1369.
- Mohamud, A., Ibrahim, A. A., & Hussein, J. M. (2017). *Original Research Article Original Research Article Open Access The Effect Of Motivation On Employee Performance : Case Study In Hormuud Company In Mogadishu Somalia*. 07(14), 17009–17016.
- Saleem, R. (2012). *The Impact Of Job Enrichment And Job Enlargement On Employee Satisfaction Keeping Employee Performance As Intervening Variable : A Correlational Study From*. 1(9), 145–165.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293–315. <https://doi.org/10.1002/job.248>
- Sugiyono. (2015). *Metode Penelitian Pendidikan Kualitatif dan R&D*. Alfabeta.
- Sungkit, F. N., & Meiyanto, I. S. (2015). Pengaruh Job Enrichment Terhadap Employee Engagement Melalui Psychological Meaningfulness Sebagai Mediator. *Gadjah Mada Journal of Psychology Januari*, 1(2015), 61–73. [http://download.portalgaruda.org/article.php?article=410663&val=8866&title=Pengaruh Job Enrichment terhadap Employee Engagement melalui Psychological Meaningfulness sebagai Mediator](http://download.portalgaruda.org/article.php?article=410663&val=8866&title=Pengaruh%20Job%20Enrichment%20terhadap%20Employee%20Engagement%20melalui%20Psychological%20Meaningfulness%20sebagai%20Mediator)
- Sushil, S. (2014). Role of job enrichment and job enlargement in work life balance. *Global Journal of Finance and Management*, 6(3).
- Tanwar, A. (2017). Impact of Employee Engagement on Performance. *International Journal of Advanced Engineering, Management and Science (IJAEMS)*, 3(5). <https://doi.org/https://dx.doi.org/10.24001/ijaems.3.5.16>.”
- Ulfa, N. M. (2013). Hubungan antara kepemimpinan transformasional dengan employee engagement di PT. ICS (Istana Cipta Sembada) Banyuwangi. *Africa's Potential for the Ecological Intensification of Agriculture*, 53(9), 1689–1699.
- Wijayanto, D. (2012). *Pengantar Manajemen*. PT.Gramedia Pustaka Utama.