

THE EFFECT OF JOB ENLARGEMENT ON JOB SATISFACTION WITH EMOTIONAL EXHAUSTION AS A MODERATION VARIABLE

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Abstract

This research is quantitative research with an explanatory approach. The data used in this research is primary data that researchers obtained from 500 Astra Daihatsu employees spread throughout Indonesia. The data used in this research contains 5 statements and 10 question items, namely strongly agree statement, agree statement, normal/average, disagree statement. These data were analyzed using smart PLS 4.0 tool

Keywords: Job Enlargement, Job Satisfaction, Emotional Exhaustion

INTRODUCTION

An explanation of job satisfaction needs to be preceded by an affirmation that the problem of job satisfaction is not a simple matter because satisfaction has various meanings. According to (Hamid 2016), job satisfaction is a person's perspective, both positive and negative, about their work. (Ayu et al. 2017) suggests that job satisfaction is the nature and feeling of loving the work one does. From this expert opinion, researchers can conclude that job satisfaction is someone who has a positive or negative personality towards their work activities.

Job satisfaction theory tries to reveal what makes someone very satisfied with their job. This theory also seeks a basis for the process of a person's feelings towards job satisfaction (Hidayat et al. 2021) : 1) Two-factor Theory The two-factor theory is a theory of job satisfaction put forward by Herzberg which suggests that satisfaction and dissatisfaction are part of different groups of variables, namely motivators and hygiene factors (Wibowo, 2012: 503). In this theory, dissatisfaction is linked to conditions surrounding work, such as the quality of supervision, working conditions, and relationships with other people. Because these factors prevent negative reactions, they are called hygiene or maintenance factors (Faizal Roni 2019). These factors can certainly trigger job satisfaction for employees with a high level of job complexity. Instead, satisfaction is drawn from factors related to the job itself or immediate outcomes such as the nature of the job, opportunities for promotion, performance on the job and opportunities for self-development and recognition. Thus, these factors are called motivators. Employees with a higher level of ability require challenges in carrying out a job. Moreover, if the company has greater opportunities for promotion, it will definitely

make employees feel satisfied at work. 2) Value theory According to this theoretical concept, job satisfaction occurs at the level where a person's work results can be expected. The more a person receives results, the more satisfied they will be. Conversely, the less someone receives results, the less satisfied they will be. This theory focuses on any outcome that evaluates people without regard to who they are. To produce job satisfaction in this theory is the difference between the job aspects that a person has and what a person wants. The greater the difference, the lower people's satisfaction. By emphasizing values, this theory suggests that job satisfaction can be derived from many factors. Thus, an effective way to satisfy one's work is by finding what one wants and if possible can give it (Putra and Herianingrum 2015) .

According to (Kristiani 2014) detail the factors that influence a person's job satisfaction, namely: 1) Age. When an employee gets older. They tend to be slightly more satisfied with their jobs. Younger employees tend to be less satisfied due to high expectations, lack of adjustment and various other reasons, 2) Job level. An employee who has a higher level of work tends to feel satisfied with the job. Because an employee usually gets better wages and working conditions, and the work they do gives them the opportunity to feel more satisfied, 3) Size of the organization. As organizations get bigger, there is some evidence to show that job satisfaction tends to decline somewhat if corrective action is not taken so that employees are always satisfied with their work (Juliana and Johan 2020).

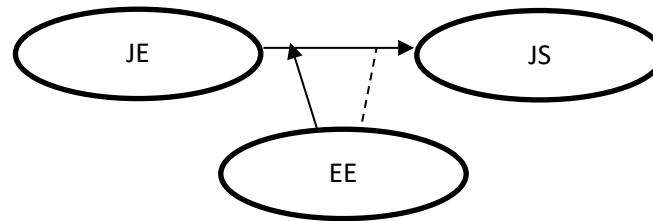
Based on the explanation regarding Job Satisfaction Indicators above, the researcher assumes that Job Satisfaction can be influenced by Job Enlargement because job expansion can make employees more challenged and more motivated to work which in the end will lead to job satisfaction in employees, especially if accompanied by rewards, bonuses , and the like (Hastuti 2022) .

According to (Kartikarini 2015), job enlargement is an increase in the number of jobs or activities at the same level as the work assignments carried out by employees. However, if these additional work tasks are not accompanied by rewards, this will make employees feel burdened because they feel like they are holding responsibility and workload which will trigger work activities to be disrupted. Permanent employees who work at PT. Mayaksa Mugi Mulia have had their work expanded to subsidiaries and have had additional jobs than before. However, PT Mayaksa Mugi Mulia not only provides additional work duties and responsibilities to employees, but also provides rewards and incentives or compensation according to the workload received by the employees.

Research (Nadira 2019) shows that Job Enlargement shows a positive relationship and a significant influence on job satisfaction. Different from other studies, this research adds the Emotional Exhaustion variable as a moderating variable which can strengthen the influence of Job Enlargement on Job Satisfaction.

METHODS

Figure 1
Model Research



Hypothesis:

JE : Job Enlargement

JS: Job Satisfaction

EE : Emotional Exhaustion

The research model image above can show that Job Enlargement can have a positive relationship and a significant influence on Job Satisfaction. This research is in line with research (Nadira 2019) which shows the same aims and objectives. Different from research (Nadira 2019), this research adds the Emotional Exhaustion variable as a moderating variable which can strengthen the influence of the Job Enlargement variable on the Job Satisfaction variable (Ishak 2022). This research is quantitative research with an explanatory approach (Tri Budianto 2019). The data used in this research is primary data that researchers obtained from 500 Astra Daihatsu employees spread throughout Indonesia (Sugiyono 2019). The data used in this research contains 5 statements and 10 question items, namely strongly agree statement, agree statement, normal/average, disagree statement (Jonathan Sarwono 2016). These data were analyzed using smart PLS 4.0 tool analysis with the hypothesis below (Afifah, Juliprijanto, and Destiningsih 2019).

Hypothesis:

H1: The Influence of Job Enlargement on Job Satisfaction

H2: Emotional Exhaustion Can Moderates The Influence of Job Enlargement on Job Satisfaction

RESULT AND DISCUSSION

Validity Test

Validity Test, Reliability Test, and Path Coefficient are the stages that must be passed in using the smart PLS 4.0 analysis tool. The validity test stage, as the name suggests, functions to confirm every data used in the research obtained from 500 Astra Daihatsu employees throughout Indonesia. The following are the results of the validity test in this research (Hair 2010):

Table 1
Validity Test

Variable	Question Item	Loading Factor
Job Enlargement (X ₁)	Adding tasks can increase employee morale	0.861
	Adding tasks can make employee commitment to work stronger	0.855
	Adding tasks can increase employee motivation at work	0.872
	Adding tasks can make employees' principles at work stronger	0.879
Emotional Exhaustion (Z)	Good emotional exhaustion can increase employee stability at work	0.895
	Good emotional exhaustion can improve employee mood at work	0.899
	Good emotional exhaustion can strengthen employee commitment to work	0.891
	Good emotional exhaustion can increase employee enthusiasm at work	0.898
Job Satisfaction (Z)	Job Satisfaction can be influenced by Emotional Exhaustion	0.942
	Job Satisfaction can be influenced by Job Enlargement	0.951

Valid > 0.70

Reliability Test

After going through the validity test stage which functions to validate each data used in this research and ensure it is valid, the next stage is a reliability test which aims to ensure each variable used in this research is the Job Enlargement variable, the Emotional Exhaustion variable, and Talent Management with Reliability test details below (Sarstedt et al. 2014):

Table 2
Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Job Enlargement	0.896	0.845	Reliable
Emotional Exhaustion	0.961	0.940	Reliable
Job Satisfaction	0.992	0.952	Reliable

Reliable > 0.70

Path Coefisien

The final stage and also the most important stage which functions to ensure whether the hypothesis that the researcher assumes in this article can be accepted or not is the Path Coefficient stage. Following are the results of the Path Coefficient test in this article (Hair 2010):

Table 3
Path Coefisien

	Variable	P-Values	Noted
Direct Influence	JE->S	0.021	Accepted
Indirect Influence	EE* JE->S	0.004	Accepted

Significant Level < 0.05

The results of the third table of path coefficients above show that the two hypotheses formulated by the researcher in the research methodology section are acceptable because the p-values have a positive relationship direction and are below the 0.05 significance level, namely 0.021. This is because Job Expansion can make employees more enthusiastic, increase their motivation, and strengthen their commitment so that employees can achieve what they have targeted and feel satisfied with this achievement. The results of this research are in line with research that shows the same results (Nadira 2019). Apart from that, the next hypothesis can also be proven because the same thing is that the P-Values value is below the significance level of 0.05 and leads to positivity, namely 0.004. This is because good management of emotional exhaustion can make employees stable in facing the work environment, can resolve all mistakes well, and can achieve targets well. Therefore, the first and second hypotheses in this research can be accepted.

CONCLUSION

The results of the third table of path coefficients above show that the two hypotheses formulated by the researcher in the research methodology section are acceptable because the p-values have a positive relationship direction and are below the 0.05 significance level, namely 0.021. This is because Job Expansion can make employees more enthusiastic, increase their motivation, and strengthen their

commitment so that employees can achieve what they have targeted and feel satisfied with this achievement. The results of this research are in line with research that shows the same results (Nadira 2019). Apart from that, the next hypothesis can also be proven because the same thing is that the P-Values value is below the significance level of 0.05 and leads to positivity, namely 0.004. This is because good management of emotional exhaustion can make employees stable in facing the work environment, can resolve all mistakes well, and can achieve targets well. Oleh karena itu, hipotesis pertama dan kedua dalam penelitian ini dapat diterima.

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