The influence of job analysis and Job enlargement on employee performance with work engagement as an intervening variable among Generation Z working in the Financial Services Industry in Surabaya

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ABSTRACT

This study focuses on discussing the influence of job analysis and job enlargement on employee performance, as well as the influence of work engagement as an intermediary variable between job analysis, job enlargement, and employee performance among Generation Z employees working in the financial services industry in Surabaya. Data collection was conducted using online questionnaires, from which 164 respondents were eventually gathered. The collected data was analyzed using the PLS-SEM approach and using Smart PLS 4 software. From the analysis, it was found that job analysis has a positive but not significant effect on employee performance, job enlargement has no effect on employee performance, there is no influence whatsoever of work engagement between job analysis and employee performance, and there is no influence whatsoever of work engagement between job enlargement and employee performance.

Keywords: Job Analysis, Job Enlargement, Employee Performance, Work Engagement, Generation Z

1. INTRODUCTION

Humans act as drivers of other resources in the company, so it is not an exaggeration to say that human resources are a key factor in organizational success (Mustikawati and Kurniawan, 2014). Seeing the central role of human resources for organizations, companies need to ensure that their employees work optimally. This is because employees will be able to produce high performance if they work optimally.

So that employees are able to do their work well, it is important for them to understand the tasks they have to do, including their authority and responsibilities. On the other hand, it is important for companies to carry out job analysis in order to provide clear information regarding employee duties and work environments. Job analysis according to Dixit (2014) is a systematic process for collecting and analyzing job-related information. This job analysis can also help identify the knowledge, abilities, skills and competencies that employees need to be able to do their work optimally. According to Mustikawati and Kurniawan (2014), with job analysis, companies can also understand events

in the field so they can determine what kind of employees they need.

Furthermore, according to Dixit (2014), job analysis can be divided into two, namely job description and job specification. A job description is a written statement which contains a description of the activities and responsibilities for a job, as well as the conditions of the work environment and safety hazards. Meanwhile, the job specification contains a summary of the personal qualities, skills, traits and background that employees need to be able to do a particular job. Both the job description and job specification can be in the same document or separately between the two.

Next, as is often the case in general, business conditions always change dynamically and require companies to continue to adapt to such business environments. This led to the birth of the concept of job enrichment. This concept of job enrichment is often also referred to as job enlargement, in which there is an expansion of the diversity of tasks from the company to its employees (Lestari and Seprini, 2020). In this case, there is an expansion of employee duties and responsibilities from those contained in the job

description. Wijayanto (2012) explains that job enlargement is adding tasks for employees by enriching the variety of tasks by combining or combining two or more jobs.

In this regard, it is important for companies to carefully consider the application of job analysis and job enlargement so as not to reduce employee work engagement. Work engagement itself is important because it is one of the things that can influence employee performance. This was proven by Qodirah (2019), who in his research found that work engagement directly and positively influences employee performance, so that high work engagement will also improve employee performance.

Mujiarsih and Ratnaningsih (2012) also argue that there is full involvement and high enthusiasm in the long term in employees with high work engagement. Therefore, it is important for companies to always ensure that their employees always feel involved in the workplace. Apart from that, the concept of work engagement is important because of findings in previous research regarding the positive relationship between work engagement and several company outcomes, such as customer satisfaction and loyalty (Harter, Salanova in Barnes and Collier, 2013).

In this case, it is not surprising that companies want to always increase the work engagement of their employees. Work engagement itself can be influenced by the external environment or within the employee. Externally, work engagement is influenced by factors such as salary satisfaction, communication within the organization, an orderly work environment, and supportive coworkers. Meanwhile, from the employee's internal perspective, there are several factors that can influence work engagement, such as personal abilities, quality of work life, as well as employee passion and obsession with their work (Satata, 2021).

As time goes by, quite a lot of generation Z are starting to enter the world of work and this number will continue to increase so that generation Z will slowly replace the previous generations. Generation Z itself is often said to be a generation that is attached to technology and information. This generation, born around 1995-2010, is the first "digital native" generation because they were born and grew up in a digital environment and have been familiar with this technology from a very young age (Marquez, 2022). The rapid flow of information makes this generation able to think more creatively and critically about things. However, the negative side of this is that it also makes them prefer something instant. With easy access to technology, this generation likes convenience, so it is often said that generation Z is the generation with the lowest fighting power when compared to previous generations. Apart from that, generation Z is also said to find it easier to change jobs and they prefer flexibility and balance with life outside of work (Randstad Canada, 2014). Therefore, this research seeks to examine the relationship between job analysis and job enlargement on employee performance which is linked to work engagement as an intervening variable in generation Z employees.

This is important because generation Z, as the next generation that will soon replace the previous generation, has already entered the world of work. Likewise, employees in the financial industry in Surabaya are starting to be filled by generation Z. Knowing the relationship between these variables will be useful

for academics to enrich literature studies, and also for practitioners who will design positions and place employees so that performance can continue to be maintained. Apart from that, there is not much previous research that has attempted to study the relationship between job analysis and job enlargement on employee performance with work engagement as an intervening variable, especially for generation Z employees who work in the financial industry in Surabaya. Therefore, this research seeks to fill the gaps in gap theory so that it can further enrich literacy studies and be able to contribute to the development of knowledge regarding human resources.

2. LITERATURE REVIEW

2.1. The Relationship of Job Analysis to Employee Performance

There has been quite a lot of previous research that has examined the relationship between job analysis and employee performance, so this research is not something new. In previous research, quite a lot has found that job analysis and employee performance are significantly related, for example in the research of Mustikawati and Kurniawan (2014), Pitaloka, Mulyatini, and Kasman (2019), and Shafariah (2022). However, in the latest findings by Warsiman, et al. (2023) apparently found a difference, namely that job analysis did not have a significant effect on employee performance. In this case, employee performance is very important, especially in generation Z, where this generation has different characteristics and behavior compared to previous generations. Apart from that, quite a lot of generation Z have also entered the world of work, so this is a challenge in itself. Therefore, the first hypothesis is:

H1: Job analysis has a positive effect on employee performance among generation Z who work in the financial services sector in Surabaya.

2.2. The Relationship between Job Enlargement and Employee Performance

There are still many differences of opinion among previous researchers regarding the relationship between these two variables, for example in the research of Munyiri (2018) and Kurniawati and Damayanti (2020) the results showed that job enlargement had a positive effect on employee performance, but in the research of Mwinyishehe (2019) apparently found something different, namely that job enlargement had a negative effect on employee performance. This makes this interesting, so the research hypothesis is:

H2: Job enlargement has a positive effect on employee performance among generation Z who work in the financial services sector in Surabaya.

2.3. The Role of Work Engagement between Job Analysis and Employee Performance

Quite a lot of previous research has found a positive relationship between work engagement and employee performance (Amjed et al., 2021; Aziez, 2022; Yongxing et al., 2017). A similar thing was also found in research conducted by Aidina and Prihatsanti (2022) that there was a positive and significant relationship between job analysis and work engagement. However, there is still not much research found regarding the role of work engagement between job analysis and employee performance, so the next hypothesis is:

H3: There is an influence of work engagement between job analysis and employee performance among generation Z who work in the financial services sector in Surabaya.

2.4. The Role of Work Engagement between Job Enlargement and Employee Performance

There has been quite a lot of research on the relationship between work engagement and employee performance, where there is a positive and significant relationship between the two (Amjed et al., 2021; Aziez, 2022; Yongxing et al., 2017). However, there has not been much research regarding the relationship between job enlargement and work engagement, or the role of work engagement between job enlargement and employee performance. Therefore, the hypothesis is:

H4: There is an influence of work engagement between job enlargement and employee performance among generation Z who work in the financial services sector in Surabaya.

3. METHOD

There are 4 main variables in this research, namely independent variables (job analysis and job enlargement), dependent variables (employee performance), and intervening variables (work engagement), which are presented in the model below:
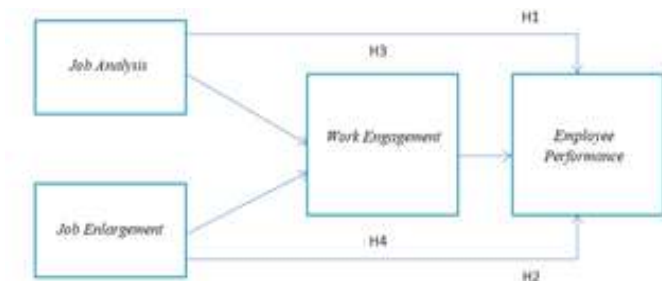

Figure 1. Model and Hypothesis

The approach used in this research uses a quantitative approach, where the data collection method is carried out using a questionnaire distributed online to generation Z employees who work in the financial services industry in Surabaya.

3.1. Sample

After being distributed randomly, 164 questionnaires were returned. However, 17 (10.36%) of them could not be used because the respondents did not meet the requirements, such as not being employees working in the financial services industry and not belonging to the Z generation group. Thus, there were only 147 (89.64%) questionnaires that could be processed.

From the total of 147 questionnaires, the characteristics of the respondents were then identified which were finally managed into respondent demographics. The demographics of respondents include gender, type of financial services industry where they work, and length of service. The following is presented in table 1 below:

Table 1. Respondent Demographics

Category	Total (People)	Percentage (%)
Gender:		
Man	59	40.13%
Woman	88	59.87%
Types of financial services industry:		
Banking	56	38.09%
Non-banking	91	61.90%
Length of work:		
<1 year	95	64.63%
>1 year	52	35.37%

From the table above, it can be seen that female respondents (59.87%) have a higher percentage than male respondents (40.13%). In terms of the financial services industry, the results showed that only 56 people worked in the banking financial services industry (38.09%), while there were 91 people (61.90%) who worked in the non-banking financial services industry. Furthermore, in the group for how long they have worked, 95 people (64.63%) have only worked for less than 1 year, while 52 people (35.37%) of them have worked for more than 1 year. The data was then analyzed with Smart PLS 4 software using the PLS-SEM approach.

3.2. Measurements

The measuring instrument used in this research is the Likert scale. According to Sugiyono (2018), the Likert scale itself is used to determine a person's attitudes, opinions and perceptions regarding a social phenomenon.

Basically, a Likert scale is a set of questions asked by researchers to their respondents regarding the real situation or hypothesis being studied. In this case, researchers ask participants to indicate their level of agreement (ranging from strongly disagree to strongly agree) with questions (items) given on a metric scale (Joshi et al., 2015). The measurements used in this study used a scale of 1-5, where scale 1 (strongly disagree); scale 2 (disagree); scale 3 (neutral); scale 4 (agree); scale 5 (strongly agree).

3.3. Data Analysis

The PLS-SEM analysis technique was used to carry out data analysis in this research. With PLS-SEM, it is possible to estimate complex models with many constructs, indicator variables, and structural paths but still does not impose distributional assumptions on the data. In addition, this model also uses a causal-predictive approach to SEM which emphasizes prediction in estimating statistical models whose structure is designed to provide causality. By using this technique, the dichotomy problem can be resolved between explanation and prediction and then managerial implications can be developed (Hair et al., 2018). To analyze the data in this research, Smart PLS 4 software was used.

4. RESULTS

In this section, the research results will be explained based on primary data that has been collected and processed using Smart PLS 4 software, starting from validity and reliability tests, hypothesis testing, along with explanations..

4.1. Validity and Reliability Test

In testing the reliability and validity of a variable, a measuring instrument is needed. The reliability of data is related to the level of consistency of a measurement, while validity is related to the extent to which the indicator score represents the variable in question. In this regard, composite reliability (rho_c) and average variance extracted (AVE) can be seen to measure the reliability and validity of a variable, as presented in table 2 below:

Table 2. Construct Reliability and Validity

Variabel	Cronbach's alpha	Composit reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Job analysis	0.574	0.577	0.778	0.540
Job enlargement	0.609	0.638	0.766	0.523
Kinerja karyawan	0.575	0.587	0.774	0.533
Work engagement	0.668	0.677	0.802	0.505

Sarstedt et al. (2017) argue that composite reliability must be between 0.6-0.7 to be said to have good reliability, while for good validity the AVE value must be above 0.5 or more. From the table presented above, it can be seen that the four variables already have good composite reliability values, which means that the variables above are reliable. Likewise, the AVE values are all above 0.5, so it can be concluded that all variables are valid.

The bootstrapping method was used at the hypothesis testing stage, where the subsample used was 1000 with a significance level of 0.05. To find out whether a hypothesis can be accepted or not, it can be seen from the P values. In this case, after the data testing has been completed, the final results are obtained in the form of path coefficients and total indirect effects. Path coefficients are values that show the relationship between a variable. Meanwhile, total indirect effects are values that show indirect variable relationships. The results of the path coefficients are presented in the table below:

Table 3: Hasil Path Coefficients

Hypothesis	P values	Confirmation of hypothesis
Job analysis -> employee performance	0.001	Accepted
Job analysis -> work engagement	0.000	Accepted
Job enlargement -> employee performance	0.585	Rejected
Job enlargement -> work engagement	0.000	Accepted
Work engagement -> employee performance	0.139	Rejected .

From the table above it can be seen that not all hypotheses have p values below 0.05, these hypotheses include job enlargement on employee performance with a p value of 0.585, and work engagement on employee performance with a p value of 0.139. P values above 0.05 indicate that the hypothesis must be rejected, so that the job enlargement hypothesis on employee performance and work engagement on employee performance must be

rejected. Meanwhile, the job analysis hypothesis on employee performance, job analysis on work engagement, and job enlargement on work engagement have values below 0.05, so the third hypothesis can be accepted.

Then, to see the relationship between the independent variable and the dependent variable indirectly with the intervening variable as an intermediary, it is seen using the results of the total indirect effects test. The results of the total indirect effects in this research can be seen in table 4 below:

Table 4. Results of Total Indirect Effects

Hypothesis	P values	Confirmation of hypothesis
Job analysis -> employee performance	0.143	Rejected
Job enlargement -> employee performance	0.178	Rejected

It can be seen from table 4 above that both hypotheses have p values above 0.05, with the job analysis hypothesis on employee performance having a value of 0.143, and job enlargement on employee performance having a value of 0.178. Therefore, the two hypotheses above do not qualify as acceptable hypotheses because they show values above 0.05, so both hypotheses must be rejected.

To find out whether the influence between variables is large or not, you can find out the f-square value between these variables. Sarstedt, et al. (2017) argue that the influence of a variable is small if the f-square value is 0.02, medium if the f-square value is 0.15, and large if the f-square value is 0.35, and if the f-square value is smaller than 0.02 it is considered non-existent or does not have any effect. so it can be ignored. The influence of the research variables is presented in the table below:

Table 5. Significance Test Results

	Job analysis	Job enlargement	Employee performance	Work engagement
Job analysis			0.118	0.353
Job enlargement			0.003	0.238
Employee performance				
Work engagement			0.019	

Based on the data displayed in the table above, it can be seen that the influence of job analysis and work engagement has an f-square value of 0.353, which means that job analysis has a positive and significant influence on work engagement. Likewise with job enlargement and work engagement with an f-square value of 0.238, which means job enlargement has a positive and significant influence on work engagement. However, work engagement and employee performance only have an f-square value of 0.019, so work engagement does not have any influence on employee performance. The effect of job enlargement on employee performance only has an f-square value of 0.003, so job enlargement has no effect whatsoever on employee performance. However, the relationship between job analysis and employee performance still shows an f-square value of 0.118, which means job analysis still has a positive but not significant effect on employee performance.

5. DISCUSSION AND IMPLICATIONS

This research seeks to see the relationship between job analysis and job enlargement on employee performance with work engagement as an intervening variable in generation Z employees who work in the financial services industry in Surabaya. From the results of this research, it can be concluded that job analysis has a positive but not significant influence on employee performance among generation Z who work in the financial services sector in Surabaya, so the first hypothesis can be accepted. Furthermore, for the second hypothesis, it can be seen that job enlargement does not have any influence on the performance of generation Z employees in the financial services industry in Surabaya, which means that this second hypothesis must be rejected. The results of data processing and testing for this third hypothesis show that there is no influence of work engagement between job analysis and employee performance among generation Z who work in the financial services sector in Surabaya, which means this third hypothesis must be rejected. And the fourth hypothesis shows that there is no influence of work engagement between job enlargement and employee performance among generation Z who work in the financial services sector in Surabaya, which means this fourth hypothesis must also be rejected.

6. CONCLUSION

From the data that has been obtained and the results of data analysis carried out in this research, it can be concluded that job analysis has a positive, although not significant, influence on employee performance among generation Z who work in the financial services sector in Surabaya. Meanwhile, job enlargement does not have any influence on the performance of generation Z employees in the financial services industry in Surabaya. Then there is no influence whatsoever from work engagement between job analysis and employee performance among generation Z who work in the financial services sector in Surabaya. And finally, there is no influence whatsoever from work engagement between job enlargement and employee performance among generation Z who work in the financial services sector in Surabaya.

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