

***THE ROLE OF EMPLOYEE ENGAGEMENT IN THE RELATIONSHIP  
BETWEEN THE IMPLEMENTATION OF JOB ENLARGEMENT, JOB  
RESOURCES AND THE FULFILLMENT OF ORGANIZATIONAL MISSION  
TOWARDS ORGANIZATIONAL PERFORMANCE: A CASE STUDY AT XYZ  
APARTMENT AT SUDIRMAN JAKARTA***

**PERAN EMPLOYEE ENGAGEMENT DALAM HUBUNGAN ANTARA  
PENERAPAN JOB ENLARGEMENT, JOB RESOURCES DAN PEMENUHAN  
MISI ORGANISASI TERHADAP KINERJA ORGANISASI: STUDI KASUS DI  
APARTEMEN XYZ AT SUDIRMAN JAKARTA**

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**ABSTRACT**

*This study aims to examine the effect of job enlargement, job resources and fulfillment of organizational mission on organizational performance through employee engagement as mediation. The study was conducted quantitatively on 170 employees working in one of the apartments in Jakarta with a sampling technique of saturated sampling, meaning that the entire population was used as a research sample. The analysis technique used was PLS-SEM using SmartPLS 4.0. The results of the study showed that all hypotheses were accepted, meaning that job enlargement, job resources, fulfillment of organizational mission and employee engagement had a significant effect on organizational performance, as well as job enlargement, job resources and fulfillment of organizational mission had a significant effect on employee engagement. However, job enlargement and fulfillment of organizational mission did not affect organizational performance through employee engagement as mediation.*

**Keywords:** Job Enlargement, Job Resources, Organizational Mission Provision, Organizational Performance, Employee Engagement

**ABSTRAK**

Penelitian ini bertujuan untuk menguji pengaruh dari job enlargement, job resources dan pemenuhan misi organisasi terhadap kinerja organisasi melalui employee engagement sebagai mediasi. Penelitian dilakukan secara kuantitatif pada 170 karyawan yang bekerja pada salah satu apartemen di Jakarta dengan teknik pengambilan sampel adalah sampling jenuh yang artinya seluruh populasi dijadikan sampel penelitian. Teknik analisa yang digunakan adalah PLS-SEM dengan menggunakan SmartPLS 4.0. Hasil penelitian menunjukkan bahwa seluruh hipotesis diterima, artinya job enlargement, job resources, pemenuhan misi organisasi dan employee engagement berpengaruh signifikan terhadap kinerja organisasi, begitu juga dengan job enlargement, job resources dan pemenuhan misi organisasi berpengaruh signifikan terhadap employee engagement. Namun demikian job enlargement dan pemenuhan misi organisasi tidak berpengaruh terhadap kinerja organisasi melalui employee engagement sebagai mediasi.

**Kata Kunci:** Perluasan Pekerjaan, Sumber Daya Pekerjaan, Penyediaan Misi Organisasi, Kinerja Organisasi, Keterlibatan Karyawan.

**INTRODUCTION**

The city of Jakarta has long been the center of various activities in Indonesia through a centralized system. This centralization makes Jakarta the center of political, governmental, security, social, economic, tourism, and industrial activities. Jakarta's position as the center of this activity opens up opportunities for many people, both

Indonesians and immigrants from abroad, to find jobs and compete for fate in the capital city. Thus, the property industry has managed to grow quite significantly, especially in Jakarta, this is supported by data presented by JLL Indonesia which states that in the 1st quarter of 2025, the demand for housing in the city of Jakarta is stable at 71% (Ubaidillah, 2025).

One of the apartments in the capital city of Jakarta that contributes to the property industry is Aprtemen XYZ. XYZ Apartment is a luxury residential complex consisting of 4 towers, with two twin towers of 55 stories and two twin towers of 35 stories. One of the smaller towers is a serviced apartment managed by Frasers Hospitality under the name Fraser Residence Sudirman. The total number of units in Apartment XYZ is 476 units. Data obtained from Building *Management* of XYZ Apartment said that the survey of apartment occupants

The data in table 1 shows a decrease in resident satisfaction compared to the previous P3SRS management. Based on survey data at the end of 2023, there was a significant decrease in service quality in the 2020-2023 period. This is very contrary to the expectations of residents who want good management and implementation in managing the organization.

Table 1. Respondents Profile

Aspects	2012- 2015	2016- 2019	2020- 2023
Living Experience	75	80	80
Quality of staff and service	80	80	65
Impression	80	75	70
Facilities			
Cleanliness of Environment	70	80	75
Feeling Security and Safety	75	80	75

This decline can be caused by various factors, including the physical condition of the building, administrative policies and procedures, and the human resources present in it. In the apartment sector, where direct interaction between operational staff and daily residents is intense, employee engagement is key in ensuring service satisfaction and operational effectiveness. An organization becomes a living entity when the people in it interact and work together to achieve a common goal. The

current management trend shows an increase in awareness of the importance of human resources (HR). Modern approaches are applied with the aim of maximizing employee performance, giving them more authority and responsibility, and creating a collaborative work environment. However, the situation at Apartemen XYZ at Sudirman Jakarta is the opposite of this modern management trend.

One of the causes of the decline in resident satisfaction is due to a decrease in the number of employees from 194 employees to 170 employees. The decrease of 24 people has an impact on the division of tasks in several departments, resulting in job enlargement or additional responsibilities for each employee.

This situation shows how the reduction in the number of employees encourages flexibility and adjustment of roles in the field to ensure that all operational needs remain running smoothly. Employee reductions can lead to a decrease in short-term productivity as workloads increase in the remaining employees. Employees feel pressured and overwhelmed by new tasks, which negatively impacts the efficiency and quality of work. Employees often have to fill the vacancies and work multitasking or experience *job enlargement*, which can reduce work motivation.

*Job enlargement* is a human resource management strategy that expands the scope of employee work by adding a variety of tasks without changing the level of complexity (Rashada, 2020; Wilson, 2021). In the context of this study, *job enlargement* contributes to *Employee Engagement* by increasing employee skills, motivation, and job satisfaction (Garg & Rastogi, 2020). Research by Osap Lukmana et al. (2021) supports this by finding that *job*

*enlargement* has a positive impact on job satisfaction.

In addition to job expansion, job resources can also affect employee engagement. Job resources describe the factors that support employees in carrying out their duties, including work autonomy, social support, and work-life balance (Bakker et al., 2022). The JD-R Model theory (Truong et al., 2021) also emphasizes that *job resources* act as both intrinsic and extrinsic motivators, which can increase employee engagement in their work. Research by Endy Pungkas Darokah et al. (2019) highlights how *self-efficacy* and organizational climate play a role in increasing *Employee Engagement*. The results show that employees who have sufficient resources, such as managerial support and skills development, are more engaged in their work.

In an organization, mission fulfillment is an important factor that motivates employees and creates a purpose-based organizational culture (Babnik et al., 2021). When an organization consistently executes its mission by providing adequate support to employees, this can increase *Employee Engagement* and their commitment to work (Suh et al., 2021). Research by Aspali Deasy Aseanty (2017) confirms that the fulfillment of organizational missions has a positive influence on *work engagement*. However, this research is still limited in looking at how employee engagement can mediate the relationship between the fulfillment of an organization's mission and organizational performance.

Several previous studies have shown that *Employee Engagement* plays an important role in improving organizational performance (Bakker et al., 2020). More engaged employees have high levels of vigor, *dedication*, and *absorption*, which ultimately

increases productivity and organizational effectiveness (Hanifah et al., 2020). Research by Jessica Angela & Rujuaniah (2022) confirms that *work-life balance*, job satisfaction, and organizational commitment have a positive effect on the performance of IT employees. However, this study has not highlighted the role of *Employee Engagement* mediation in improving organizational performance more broadly. By adapting the theory of Bakker et al. (2020), this study seeks to test how *job enlargement*, *job resources*, and *the fulfillment of organizational missions* can increase *Employee Engagement*, which ultimately impacts improving organizational performance.

## RESEARCH METHODS

This study uses descriptive quantitative research techniques. The research aims to examine the influence of job expansion, job resources and the fulfillment of organizational missions on organizational performance through employee engagement as mediation. Population reflects not only the quantity, but also the quality of the attributes possessed by the object or individual being studied. In this study, employees of Aapartment XYZ in Jakarta were the analyzed population. The number of samples in this study is as many as 170 employees which is the entire research population. The variable job enlargement was measured by 6 indicators from the research of Garg & Rastogi (2020), The variable of job resources was measured by 6 indicators from the research of Bakker *et al* (2020). The variables of the organization's mission fulfillment were measured by 6 indicators from the research of Haefner *et al.*, (2023). Employee engagement variables were measured by 9 indicators from the research of Bakker *et al.*, (2020), and organizational performance

variables were measured by 9 indicators from the research of Bititci *et al.*, (2021). Data were analyzed using *partial least square - structural equation modelling* on SmartPLS 4.0.

## RESULT AND DISCUSSIONS

To understand the characteristics of respondents who provide answers in this study, it is necessary to conduct a respondent profile analysis. The characteristics of respondents in this study include gender, age, and length of service of the respondents. The following is the profile of respondents in this study.

**Table 2. Respondents Profile**

Category	Criterion	Freq	%
Gender	Man	144	84.70 %
	Woman	26	15.30 %
Education	Elementary / Junior High School	0	0.00 %
	High School / Vocational School / Equivalent	130	76.50 %
	Diploma (D3/D4)	32	18.80 %
	Bachelor S1	6	3.50 %
	Magister S2	2	1.20 %
Age	17 - 23 years old	1	0.60 %
	24 - 30 years	65	38.20 %
	31 - 40 years old	87	51.20 %
	41 - 50 years old	17	10.00 %
Long Time Working	Less than 1 year	0	0
	1 - 2 years	6	3.5
	2 - 3 years	38	22.4
	More than 3 years	126	74.1

To find out the shape of the model, loading factor, and relevance for each variable, data processing was carried out. Convergent validity, discriminant validity, and reliability are the three measurement criteria used to evaluate the outer model. The findings of the outer test of this research model are as follows:

**Table 3. Convergent Validity**

Variable	Code	Outer Loading	AVE
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Job Enlargement	JE.01	0.757	0.654
	JE.02	0.656	
	JE.03	0.765	
	JE.04	0.791	
	JE.05	0.561	
	JE.06	0.843	
Job Resources	JR.01	0.840	0.788
	JR.02	0.911	
	JR.03	0.665	
	JR.04	0.884	
	JR.05	0.915	
	JR.06	0.863	
Employee Engagement	EE.01	0.770	0.689
	EE.02	0.856	
	EE.03	0.785	
	EE.04	0.798	
	EE.05	0.833	
	EE.06	0.943	
	EE.07	0.845	
	EE.08	0.891	
	EE.09	0.727	
Kinerja Organisasi	KO.01	0.786	0.663
	KO.02	0.630	
	KO.03	0.818	
	KO.04	0.763	
	KO.05	0.688	
	KO.06	0.754	
	KO.07	0.698	
	KO.08	0.808	
	KO.09	0.842	
Pemenuhan Misi Organisasi	MO.01	0.813	0.654
	MO.02	0.743	
	MO.03	0.828	
	MO.04	0.805	
	MO.05	0.808	
	MO.06	0.851	

Pada penelitian ini, terlihat bahwa nilai AVE telah lebih dari 0.500 dan outer loading lebih dari 0.700 sehingga dapat dikatakan bahwa seluruh variabel pada penelitian ini telah valid. Tujuan dari uji validitas diskriminan adalah untuk menentukan apakah ada korelasi yang kuat antara indikator suatu konsep

dan indikator konstruk lainnya. HTMT is the ratio of correlation between traits and correlations in traits. Hair et al. (2022) said that if the value in the table shows a value below 0.900, it can be said to be valid.

**Table 4. Discriminant Validity**

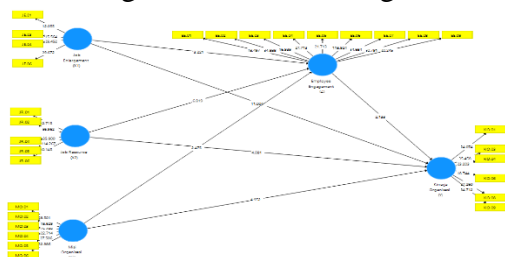
Variabel	EE	JE	JR	KO	PM
Employee Engagement	<b>0.830</b>				
Job Enlargement	0.397	<b>0.735</b>			
Job Resource	0.710	0.349	<b>0.851</b>		
Kinerja Organisasi	0.711	0.623	0.721	<b>0.757</b>	
Pemenuhan Misi	0.598	0.177	0.724	0.721	<b>0.809</b>

HTMT testing shows that all values are below 0.900 so it can be said that the discriminant validity test is valid. Reliability testing is done by looking at the Composite Reliability and Cronbach alpha values.

**Table 5. Reliability Test**

Variabel	Cronbach's Alpha	rho_A	Composite Reliability
Job Enlargement (X1)	0.823	0.829	0.883
Job Resource (X2)	0.933	0.945	0.949
Misi Organisasi (X3)	0.894	0.895	0.919
Employee Engagement (Z)	0.943	0.945	0.952
Kinerja Organisasi (Y)	0.898	0.904	0.922

It can be seen that the research model is considered reliable because *the Composite Reliability* value and *Cronbach's Alpha* of all variables have been at values above 0.7. Thus, it can be concluded that all ten variables have reliable reliability because they meet the *criteria of the Composite Reliability* test. The next test was continued at the inner model stage with the following results:



**Figure 1. Inner Model Result**

Reporting the results of the *internal model* evaluation is by showing an assessment of the quality of the research model based on *the R-square value*.

**Table 6. R Square**

Variable	R Square	R Square Adjusted
Employee Engagement (Z)	0.557	0.549
Kinerja Organisasi (Y)	0.752	0.746

The *R-Square* value for *Employee Engagement* is 0.557 which indicates that the model has been good enough. These results show that the variables X1-*job enlargement*, X2-*job resource* and X3-*organizational mission fulfillment* can explain the Z-*Employee Engagement variable* of 55.7%, while the remaining 44.3% is explained by other variables that were not studied in this study. The *R-Square value* for the Y- *organizational performance variable* is 0.752 which indicates that the model has been good enough. These results explain that the variables *of job enlargement, job resource, organizational mission fulfillment and Employee Engagement* can explain the *organizational performance variable* of 75.2%, while the remaining 24.8% is explained by other variables that were not studied in this study.

Evaluation of the quality of the model in PLS-SEM, in the next stage is by a predictive relevance test (Q2). This statistical test is intended to assess the *predictive relevance* of a research model (Hair & Sarstedt, 2021). The following are the results of the calculation of Q Square in this study :

$$\begin{aligned}
 \text{Q-square} &= 1-(1-R1^2)(1-R2^2) \\
 &= 1-(1-0.418^2)(1-0.565^2) \\
 &= 0.7477
 \end{aligned}$$

Based on the results of the calculation above, the Q-Square value is 0.7477, which means that 74.77% of the diversity of the research data can be explained by the research model, while

the remaining 25.23% is explained by exogenous factors. With a Q-Square value close to 1, the model in this study can be said to have an excellent goodness of fit based on these findings.

The Goodness of fit test is carried out to validate the combined performance between the *results of the outer model* and *inner model* tests. A value of 0.10 indicates that GoF is in the small category, a value of 0.25 indicates that GoF is in the medium category, and 0.36 indicates that GoF is in the large category. The following are the results of the GoF test in this study :

$$\begin{aligned} \text{GoF} &= \sqrt{(AVE)(R^2)} \\ &= \sqrt{(0,655)(0,689)} \\ &= 0,6717 \end{aligned}$$

The calculation results showed that the model in the study was stated to have a very good *goodness of fit* because it had a GoF value greater than 0.38.

**Table 9. Hypothesis Test**

<i>Hypothesis</i>	<i>Original Sample</i>	<i>P Values</i>	<i>Result</i>
Job Enlargement (X1) -> Organizational Performance (Y)	0.460	0.000	Accepted
Job Resource (X2) -> Organizational Performance (Y)	0.214	0.000	Accepted
Organizational Mission (X3) -> Organizational Performance (Y)	0.342	0.000	Accepted
Job Enlargement (X1) -> Employee Engagement (Z)	0.173	0.001	Accepted
Job Resource (X2) -> Employee Engagement (Z)	0.528	0.000	Accepted
Misi Organisasi (X3) -> Employee Engagement (Z)	0.177	0.014	Accepted
Employee Engagement (Z) -> Organizational	0.107	0.033	Accepted

<i>Hypothesis</i>	<i>Original Sample</i>	<i>P Values</i>	<i>Result</i>
Performance (Y)			

Hypothesis testing 1 tests the effect of job enlargement on organizational performance. The results of the study show that job enlargement has a significant and positive effect on organizational performance because the p-value is 0.000 less than the alpha value of 0.05 as the maximum limit because it uses alpha 5%, and the statistical t-value of 11,004 is greater than the t table of 1.97. A positive coefficient value shows a positive influence so that it can be concluded that the better the job enlargement, the better the organizational performance. So it can be concluded that hypothesis 1 in this study is accepted.

Job enlargement can affect organizational performance because companies with high job enlargement can give employees more responsibility and variety of tasks in their work (Awan & Anwar, 2023). By expanding the scope of work, employees feel more challenged and have the opportunity to develop new skills. This increases employees' sense of belonging and involvement in their work, as well as increases motivation and job satisfaction (Harbani et al., 2022). In addition, *job enlargement* can also reduce boredom and fatigue, because employees are not only focused on one monotonous task. Increased variety of tasks also allows employees to better understand different aspects of business operations, which in turn improves individual and team performance (Ponggohong et al., 2022). The results in this study support the results of previous research conducted by Linggawati et al. (2023) and Macozigbo & Daniel (2020) which showed that *job enlargement* has a significant and positive effect on organizational performance.

Hypothesis testing 2 tests the influence of *job resources* on organizational performance. The results showed that *job resources* had a significant and positive effect on organizational performance because the *p-value* was 0.000 less than the alpha value of 0.05 as the maximum limit because it used alpha 5%, and the statistical t-value of 4,081 was greater than the t of the table 1.97. *Job resources* can affect the company's performance, especially in the XYZ Jakarta Apartment, because adequate work resources help employees in managing job demands more effectively. These resources include support from superiors and co-workers, training, adequate equipment, and a conducive work environment. When employees feel supported and have access to the necessary resources, employees tend to be more motivated, productive, and able to provide high-quality services to apartment residents. In addition, sufficient resources also help reduce stress and work fatigue, which in turn improves employee well-being and satisfaction. Optimal employee performance contributes to resident satisfaction, more efficient apartment management, and a good company reputation. The results in this study support the results of previous research conducted by Rekma et al. (2023) and Othman et al. (2021) which also show that job resources have a significant effect on company performance.

Hypothesis testing 3 tests the effect of the fulfillment of the organization's mission on organizational performance. The results of the study show that the fulfillment of the organization's mission has a significant and positive effect on organizational performance because the *p-value* is 0.000 less than the alpha value of 0.05 as the maximum limit because it uses alpha

5%, and the statistical t-value of 4.952 is greater than the t of the table 1.97. The company's mission includes core values, long-term goals, and a commitment to the quality of service it seeks to achieve. When all employees understand and are aligned with the company's mission, employees will be more motivated to work efficiently and provide the best service to the apartment residents. This creates a cohesive and collaborative work culture, where all employees work towards a common goal. In addition, a clear mission also helps the company maintain consistency in the implementation of services and maintain high quality standards, especially in residences that fall into the luxury category in the middle of Jakarta. When employees are able to fulfill the company's mission, the company can increase occupant satisfaction, strengthen its reputation, and achieve long-term success. All of these factors contribute significantly to the overall performance of the XYZ Jakarta Apartment. The results in this study support the results of previous research conducted by Aseanty (2017) which said that the fulfillment of organizational missions has a significant effect on company performance.

Hypothesis testing 4 tests the effect of *job enlargement* on *Employee Engagement*. The results of the study show that *job enlargement* has a significant and positive effect on *Employee Engagement* because the *p-value* is 0.001 less than the alpha value of 0.05 as the maximum limit because it uses alpha 5%, and the statistical t-value of 3.221 is greater than the t of table 1.97. A positive coefficient value shows a positive influence so that it can be concluded that the better the job enlargement, the better the *Employee Engagement*. So it can be concluded that hypothesis 4 in this study is accepted.

By expanding the scope of work, employees will feel more valued and challenged to develop new skills that are relevant to their work, such as when previously there were 8 employees in the parking division, but in 2023 it was reduced to 1 person, the employee will certainly feel appreciated because they were chosen to be retained and will trigger the development of new skills in completing their work. In addition, *job enlargement* also allows employees to better understand the various operational aspects of apartment management, which increases their sense of ownership and responsibility for their roles. Employees who feel supported and empowered tend to be more motivated and engaged in their work, which has a positive impact on the quality of services provided to apartment residents. The results in this study support the results of previous research conducted by Nasution (2023) and Linggawati et al. (2023) which said that *job enlargement* has a significant effect on *Employee Engagement*.

Hypothesis test 5 tests the influence of *job resources* on *Employee Engagement*. The results of the study showed that *job resources* had a significant and positive effect on *Employee Engagement* because the p-value was 0.000 less than the alpha value of 0.05 as the maximum limit because it used alpha 5%, and the statistical t-value of 6.819 was greater than the t of the table 1.97. A positive coefficient value shows a positive influence so that it can be concluded that the better the *job resource*, the better the *Employee Engagement*. So it can be concluded that hypothesis 5 in this study is accepted. Adequate resources can help employees in carrying out their duties more effectively and efficiently (Nurtjahjono et al., 2020).

These resources include support from superiors and co-workers, relevant training, adequate equipment, and a conducive work environment. When employees feel supported and have access to the necessary resources, they tend to be more motivated and excited in carrying out their daily tasks. In addition, sufficient resources also help reduce stress and work fatigue, which in turn improves employee well-being and satisfaction. Employees who feel supported and empowered tend to be more engaged and committed to their work, which has a positive impact on the quality of services provided to apartment residents. Thus, the provision of adequate job resources contributes to increased employee *engagement*. The results in this study support the results of previous research conducted by Lee & Jo (2023) which said that *job resources* have a significant effect on *Employee Engagement*.

Hypothesis testing 6 tests the effect of the organization's mission fulfillment on *Employee Engagement*. The results of the study show that the fulfillment of the organization's mission has a significant and positive effect on *Employee Engagement* because the p-value is 0.014 less than the alpha value of 0.05 as the maximum limit because it uses alpha 5%, and the statistical t-value of 2.475 is greater than the t table of 1.97. A positive coefficient value indicates a positive influence so that it can be concluded that the better the fulfillment of the organization's mission, the better *Employee Engagement*. So it can be concluded that hypothesis 6 in this study is accepted. Fulfilling a company's mission can help increase employee engagement working in the apartment, especially when it provides clear direction and goals for the entire team. When employees understand and feel connected to the company's mission,



they are more motivated to work with high dedication and achieve shared goals.

A strong corporate mission creates a sense of identity and pride at work, which encourages employees to contribute more and feel more involved in their work. In addition, a clear mission helps create a cohesive and collaborative work culture, where each team member feels they have a critical role in achieving the company's success. Employees who feel engaged and motivated tend to be more productive, provide high-quality service, and be loyal to the company. Thus, fulfilling the company's mission has a positive impact on employee engagement and the overall performance of the company that manages the apartment. The results in this study support the results of previous research conducted by Aseanty (2017) which said that the fulfillment of organizational missions has a significant effect on *Employee Engagement*.

Hypothesis testing 7 tests the influence of *Employee Engagement* on organizational performance. The results of the study showed that *Employee Engagement* had a significant and positive effect on organizational performance because the p-value was 0.033 less than the alpha value of 0.05 as the maximum limit because it used alpha 5%, and the statistical t-value of 2.133 was greater than the t table of 1.97. High employee engagement can help improve organizational performance in employees who work in apartments because actively engaged employees feel more motivated and committed to their work.

Employees who have a high level of engagement tend to be more proactive in carrying out their duties, looking for innovative ways to increase efficiency, and provide better service to apartment residents. They are also more willing to

collaborate with colleagues, creating a harmonious and productive work environment. Additionally, engaged employees have a strong sense of belonging to the organization, which impacts employee loyalty and retention. The results in this study support the results of previous research conducted by Kamran (2023), Poorani & Pradap (2024) and Pitaloka (2021) which said that the fulfillment of an organization's mission has a significant effect on *Employee Engagement*.

Hypothesis testing 8 tests the effect of *job enlargement* on organizational performance through *Employee Engagement* as mediation. The results of the study showed that *job enlargement* did not have a significant effect on organizational performance through *Employee Engagement* because the p-value was 0.053 greater than the alpha value of 0.05 as the maximum limit because it used alpha 5%, and the statistical t-value of 1.936 was smaller than the t of the table 1.97. This means that there is no effect between *job enlargement* on organizational performance through *Employee Engagement*. So it can be concluded that hypothesis 8 in this study is rejected. Employees who feel supported and empowered tend to be more motivated and engaged in their work, which has a positive impact on the organizational performance provided to apartment residents, in the hope that the services provided can increase satisfaction for residents. In this study, organizational performance is measured by looking at the satisfaction of residents and also the performance of employees.

Hypothesis testing 9 tests the influence of *job resources* on organizational performance through *Employee Engagement* as mediation. The results of the study show that *job resources* have a significant effect on

organizational performance through *Employee Engagement* because the p-value is 0.039 less than the alpha value of 0.05 as the maximum limit because it uses alpha 5%, and the statistical t-value of 2.073 is greater than the t table of 1.97. The results in this study support the results of previous research conducted by Lee & Jo (2023) which showed that the fulfillment of an organization's mission has a significant effect on *Employee Engagement*, and Kamran (2023) which showed that *Employee Engagement* can improve organizational performance.

Hypothesis testing 10 examines the effect of the fulfillment of the organization's mission on organizational performance through *Employee Engagement* as mediation. The results showed that the fulfillment of the organization's mission did not have a significant effect on organizational performance through *Employee Engagement* because the p-value was 0.156 greater than the alpha value of 0.05 as the maximum limit because it used alpha 5%, and the statistical t-value of 1.422 was smaller than the t table of 1.97. Fulfilling a clear organizational mission can make employees cooperate with each other so that they will be more compact in working together which then increases engagement in the employee, and when engagement increases, the organization's performance will also increase. However, this study shows that there is no indirect influence between job fulfilling organizational mission, *employee engagement* and organizational performance.

In theory, the absence of the effect of fulfilling an organization's mission on organizational performance through *Employee Engagement* as a mediation is contrary to Goal-Setting Theory (Locke & Latham, 2002) which states that clear goals, such as the organization's mission,

can improve employee motivation and performance. In addition, according to Strategic Alignment Theory (Venkatraman & Henderson, 2003), the alignment between an organization's mission and employee actions should have a positive impact on performance. So that the results of the study are not significant in line with the results of research by Aseanty (2017) who showed that the fulfillment of organizational missions has a significant effect on *Employee Engagement*, and Kamran (2023) who showed that *Employee Engagement* can improve organizational performance and support the results of research conducted by Safitri *et. al.* , (2024) although the research conducted using variables that are not exactly the same shows that employee performance is not able to affect organizational commitment.

## CONSLUSION AND SUGGESTION

The results of the study show that all hypotheses are accepted, meaning that job enlargement, job resources, the fulfillment of the organization's mission and employee engagement have a significant effect on organizational performance, as well as job enlargement, job resources and the fulfillment of the organization's mission have a significant effect on employee engagement. However, job enlargement and the fulfillment of organizational missions do not affect organizational performance through employee engagement as mediation. Management needs to design the right *job enlargement* program and be able to motivate employees who work especially when assigning new tasks and responsibilities even though they are still at the same level of complexity.

Managers also need to conduct periodic evaluations of the effectiveness of job enlargement to ensure that employees continue to feel challenged

without experiencing excessive workload. It is expected that the management will be able to pay attention to the facilities used by employees in completing their work, because the results of the survey also show that statements related to adequate facilities obtain the lowest average answer score among other statements on *the job resource* variable. Although no renovation was carried out, it should be able to rejuvenate the facilities used.

Management should always be able to communicate the company's goals or missions to employees, because the clear fulfillment of the organization's mission has been proven to increase *employee engagement* and organizational performance. The delivery of goals or missions to employees can be conveyed at certain moments, for example during an evaluation meeting.

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