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# Analysis of Employee Job Satisfaction Based on the Roles of Job Enlargement, Cognitive Crafting, and Motivation

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## ABSTRACT

This study employs a mixed-method approach with an explanatory sequential design (QUAN→qual) to analyze the influence of job enlargement, cognitive crafting, and motivation on team member job satisfaction at the Regional Office of the Directorate General of Treasury of Aceh Province, in the context of implementing TREFA (Treasurer, Regional Chief Economist, and Financial Advisor) and shadow organization. The quantitative phase was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) on 47 employees divided into two clusters: 21 officials and 26 staff members. The qualitative phase was carried out through in-depth interviews with 11 key informants. The findings reveal a significant hierarchical disparity. Job enlargement positively affected officials (T-statistic = 2.871) but not staff members (T-statistic = 0.701). Cognitive crafting did not show a significant effect, although employees applied gamification and goal framing strategies. Motivation demonstrated a positive and significant effect at all levels (T-statistic = 3.158), with the highest path coefficient. The combined analysis identified three main phenomena: the Hierarchy-Differentiated Job Design Effect, the Cognitive Crafting Paradox, and Universal Public Service Motivation. The three variables had a significant influence with a coefficient of determination of 53.1%, although their contributions varied. This study contributes to developing Contextual Job Design Theory for the public sector and the Bounded Cognitive Crafting Model. It provides recommendations for implementing TREFA that are more aligned with the hierarchical characteristics of employees in the public sector.

**Keywords:** Job Enlargement, Cognitive Crafting, Motivation, Job Satisfaction, Public Bureaucracy.

**JEL Code:** J28, M54, H83, M12.

## I. Introduction

As part of the Ministry of Finance, the Regional Office of the Directorate General of Treasury (DJPb) of Aceh Province is strategically responsible for managing state finances within the Aceh region. The optimal performance of DJPb Aceh employees is crucial to support the effectiveness and efficiency of state financial management. Therefore, it is important to understand the factors influencing employee job satisfaction within this institution. As a job design strategy, job enlargement refers to the horizontal expansion of job responsibilities by adding task variety at the same level of complexity (Hackman & Oldham, 1976). Unlike job

enrichment, which emphasizes vertical expansion, job enlargement aims to reduce boredom and enhance skill variety through task diversification. A meta-analysis by Humphrey et al. (2007) revealed that job enlargement is positively associated with job satisfaction ( $p = 0.37$ ) and intrinsic motivation ( $p = 0.42$ ).

A study by Hardiyanti and Yudi (2023) found that job crafting, including task expansion (job enlargement), positively correlates with job satisfaction. This indicates that employees who actively shape and adjust their jobs—including broadening their responsibilities—tend to experience greater job satisfaction. Similarly, research by Nagarajan et al. (2023) showed that job enlargement has a positive relationship with task performance and job satisfaction. Beyond job enlargement, cognitive crafting is important in shaping employee job satisfaction. Cognitive crafting refers to how individuals actively alter their perceptions and the meaning they attach to their work (Wrzesniewski & Dutton, 2001). A previous study by Zito et al. (2019) suggested that job autonomy is related to job crafting and influences job satisfaction. The selection of cognitive crafting as an independent variable in the context of DJPb Aceh Province is strategically relevant to the ongoing bureaucratic transformation. Implementing TREFA and the shadow organization not only reshaped the structure and formal duties of employees but also required a shift in how employees perceived their work. In highly structured environments such as the Ministry of Finance, employees' ability to reframe the meaning of their work (cognitive crafting) becomes essential when facing changes in roles and responsibilities.

Job satisfaction can also be influenced by motivation. Paendong et al. (2020) demonstrated that work motivation positively and significantly affects job satisfaction. According to their findings, appropriate motivation provided by an organization encourages employees to enjoy their work, thereby increasing their sense of satisfaction. Motivation, a driving force that shapes and directs behavior, is critical in how employees respond to organizational change. In the context of DJPb Aceh Province, employee motivation manifests in unique and noteworthy ways. Intrinsic motivation is particularly evident among Budget Implementation Supervision Division II staff, who also serve as the Chief Regional Economist (RCE) Team. Despite challenges such as complex analyses and tight deadlines, these employees are firmly committed to producing high-quality regional economic studies. This was reflected in the statement of a senior analyst during the quarterly coordination meeting in January 2025: "It is a source of pride for us when our economic studies are used as references in provincial development coordination meetings. This proves that DJPb is the state's cashier and a strategic partner in regional economic development."

Extrinsic motivation is evident in employees' enthusiasm for participating in competency development programs related to the implementation of TREFA. For example, the "Financial Advisor Capacity Strengthening" workshop in November 2024 was attended by 32 employees, exceeding the initial quota of 25 participants. This demonstrates the employees' strong desire to enhance their capacity and meet the demands of new roles within the framework of organizational transformation. Motivation driven by the need for affiliation is also reflected in the high level of employee participation in cross-department communities of practice established to support the implementation of the shadow organization. These communities serve as platforms for knowledge sharing and foster a sense of togetherness and collective identity amid organizational changes. One staff member from the Budget and Treasury Division (PAPK) expressed, "Through this community, I feel I am not alone facing the challenges of new tasks. We can share experiences and practical solutions that are not always available through formal channels."

Motivation derived from the need for achievement can be seen in employees' competitive spirit to develop service innovations. The Innovation Team of DJPb Aceh Province successfully developed the "Cash Withdrawal Plan" dashboard, which facilitates monitoring and evaluating cash planning for work units (satker). This innovation gained recognition at the central office level and became a model that other regional DJPb offices adopted. Such success has further fueled employees' motivation to continue innovating. Positive manifestations of the need for power are also visible among structural officials who enthusiastically accept additional responsibilities as champions in implementing TREFA. They carry out their formal duties as echelon officials and actively influence and inspire other employees to engage in organizational transformation. One

division head even voluntarily mentored young employees with potential, helping them develop leadership capacities and gain exposure in strategic forums.

Nevertheless, employees' motivation levels vary, particularly between officials and staff members. A preliminary survey conducted in January 2025 involving 15 employees showed a relatively high average motivation score (4.42 on a 5-point scale), though with variations worth exploring further. These differences may be related to diverse perceptions of job enlargement and varying levels of cognitive crafting capabilities among employees. Wijaya and Kartini (2022) stated that motivated employees are often more enthusiastic and effective. Furthermore, job satisfaction and employee absenteeism are both correlated with work motivation. Employees with strong work motivation tend to report higher job satisfaction and lower absenteeism. Ang et al. (2024) also examined how motivation influences job satisfaction, considering various factors contributing to employee workplace experience. Their study highlights that motivation plays a critical role in shaping overall levels of employee satisfaction. The Regional Office of the Directorate General of Treasury (DJPb) of Aceh Province, as an echelon II unit and a vertical agency of the Ministry of Finance with strategic duties and functions in managing state finances in the Aceh region, is oriented toward delivering high-quality public services.

Employee performance is therefore crucial to ensuring service quality to partners and stakeholders. As part of the Directorate General of Treasury, the main tasks of the Regional Office include coordination, guidance, supervision, assistance, technical support, monitoring, evaluation, analysis, studies, reporting, and accountability in the field of treasury management. Since 2023, to strengthen the role of the Directorate General of Treasury's vertical agencies in supporting regional economic growth and development, efforts have been made to enhance the functions of the DJPb Regional Offices through the implementation of job enlargement within the framework of forming a shadow organization, as stipulated in the Decree of the Director General of Treasury Number KEP-2/PB/2023. Job enlargement increases employee responsibilities, while the shadow organization provides an experimental space to develop new capabilities without disrupting the existing formal structure. Implementing job enlargement and the shadow organization is expected to encourage employees to be more creative, develop their skills, and contribute more to organizational goals.

In this context, job enlargement can be observed in several additional tasks assigned to employees at the DJPb Aceh Regional Office, which go beyond administrative work and include fiscal analysis and the development of more strategic service innovations. Field data collected by the researchers indicate that the implementation of job enlargement has taken place across various divisions, such as the Budget Implementation Supervision Division, the Accounting and Financial Reporting Division, and the Supervision Division for the Treasury Service Offices (KPPN). These efforts aim to expand employee responsibilities and create opportunities for them to grow in greater capacities. To understand the impact of this transformation, a preliminary survey was conducted in January 2025 involving 15 DJPb Aceh Regional Office employees. The results showed average scores as follows: job enlargement (4.29), cognitive crafting (4.33), motivation (4.42), and job satisfaction (4.20). Alongside the implementation of job enlargement, employees are also expected to engage in cognitive crafting, namely, how they reinterpret and reframe their work to provide greater meaning and purpose. Thus, job enlargement and cognitive crafting are important in improving employee job satisfaction and overall organizational performance. Based on the abovementioned issues, this study seeks to examine in greater depth "The Influence of Job Enlargement, Cognitive Crafting, and Motivation on Employee Job Satisfaction at the Regional Office of the Directorate General of Treasury of Aceh Province." Accordingly, the research addresses the following questions:

- a. Does job enlargement affect employee job satisfaction at the DJPb Aceh Regional Office?
- b. Does cognitive crafting affect employee job satisfaction at the DJPb Aceh Regional Office?
- c. Does motivation affect employee job satisfaction at the DJPb Aceh Regional Office?
- d. Do job enlargement, cognitive crafting, and motivation collectively affect employee job satisfaction at the DJPb Aceh Regional Office?

## II. Literature Review and Hypothesis Development

This study reviews several theories and previous research as the foundation of the researcher's analytical perspective, as outlined below:

### 2.1. Job Enlargement

Job enlargement refers to expanding a job horizontally to increase the number and variety of tasks an employee performs, thereby reducing boredom and enhancing motivation. Unlike job enrichment, which focuses on strengthening the vertical aspects of a job (e.g., autonomy and challenges), job enlargement emphasizes increasing the volume and diversity of tasks assigned to employees (Carpini & Parker, 2022; Utama et al., 2021). This approach seeks to strengthen the motivational value of work by providing more varied experiences within one's job. According to Kavya T. A. (2023), job enlargement focuses on adding tasks without changing the employee's position or job level. According to Gupta, indicators of job enlargement include the broadening of job scope through an increase in the number of activities performed to meet employees' growing demands. More specific indicators include:

- a. Task Structuring
- b. Job Arrangement
- c. Job Meaningfulness (Nasution, 2023)

Setiawan & Nurlina (2024) added indicators such as greater job variety, broader use of knowledge and skills, and deeper involvement in work tasks.

### 2.2. Cognitive Crafting

Cognitive crafting is part of the job crafting process that allows employees to reshape their perceptions or ways of thinking about their work to provide greater meaning and satisfaction. According to the JD-R (Job Demands–Resources) theory, cognitive crafting motivates employees and mitigates the negative impact of high job demands (Nissinen et al., 2024). Cognitive crafting enables individuals to adjust how they view their jobs, to reduce boredom or stress, and enhance work engagement. Cognitive crafting is typically divided into several dimensions, such as:

- a. Increasing Structural Job Resources
- b. Increasing Social Job Resources
- c. Increasing Challenging Job Demands  
Decreasing Hindering Job Demands (Tims et al., 2012; Ghadi, 2021)

Such cognitive changes allow employees to view their work more positively, increasing job satisfaction (Geldenhuis et al., 2021).

### 2.3. Motivation

Motivation refers to internal or external drivers influencing individuals to achieve specific goals. In the workplace context, motivation determines the engagement and effort employees invest in achieving organizational objectives. According to Robbins & Judge (2018), motivation encompasses cognitive and affective aspects that shape how individuals evaluate different dimensions of their jobs. Motivation can be classified into two main types:

- a. Intrinsic Motivation – Internal drive to perform work that provides a sense of accomplishment and inner satisfaction.
- b. Extrinsic Motivation – External drive through rewards or recognition to achieve work-related goals (Maryani et al., 2021).

#### 2.4. Job Satisfaction

Job satisfaction is the degree of happiness or dissatisfaction experienced by employees toward their work. It is influenced by various factors such as the nature of the job, working conditions, relationships with supervisors and colleagues, and compensation (İpsirli, 2023). The more aspects of a job that align with an individual's preferences, the higher the level of job satisfaction (Komariyah et al., 2023). Factors influencing job satisfaction include job autonomy, relationships with coworkers and supervisors, compensation, workload, and opportunities for growth and development (Sidhu, 2024). The conceptual and operational definitions of variables in this study are presented in Table 1.

**Table 1. Conceptual and Operational Definitions of Variables**

Variable	Concept	Indicators
Job Enlargement (X1)	Job enlargement refers to adding variety or the number of tasks in an employee's job, but at the same level of responsibility.	1. Task Structuring 2. Job Arrangement 3. Job Meaningfulness
Cognitive Crafting (X2)	Cognitive crafting is the process by which employees change the way they view or interpret their work.	1. Enhancement of structural job resources 2. Enhancement of social job resources 3. Increasingly challenging job demands 4. Reducing hindering job demands
Motivation (X3)	Work motivation is the internal or external drive that encourages an individual to perform their job enthusiastically, consistently, and efficiently.	1. Need for Achievement 2. Need for Affiliation 3. Need for Power
Job Satisfaction (Y)	Job satisfaction is the pleasant or unpleasant emotional state experienced by employees toward their work.	1. Satisfaction with salary 2. Satisfaction with the job itself 3. Satisfaction with supervisor's attitude 4. Satisfaction with coworkers 5. Satisfaction with promotion opportunities

Based on this relationship, the hypotheses proposed in this study are as follows:

- a. Job Enlargement Affects Employee Job Satisfaction at the Regional Office of DJPb, Aceh Province

Job enlargement provides employees with opportunities to develop their skills and knowledge, which can enhance their sense of achievement and job satisfaction. With greater responsibilities, employees feel more valued and have more control over their work, leading to increased satisfaction. Job enlargement

also reduces boredom and boosts work motivation, increasing job satisfaction. Research by Hardiyanti & Yudi (2023) found that job crafting (which also involves task expansion) positively relates to job satisfaction. Similarly, Nagarajan et al. (2023) showed that job structuring (similar to job enlargement) positively affects task performance and job satisfaction.

b. Cognitive Crafting Affects Employee Job Satisfaction at the Regional Office of DJPb, Aceh Province

Cognitive crafting is a process in which individuals alter their perceptions of tasks and the meaning of their work. Employees engaging in positive cognitive crafting are more likely to view their work as meaningful, relevant, and aligned with their values. This fosters job satisfaction as employees feel more motivated, engaged, and in control of their work. Prior studies have shown that job crafting in general (including cognitive crafting) has a positive relationship with job satisfaction. For instance, Nagarajan et al. (2023) found that job crafting positively influences job satisfaction, while Izegbuwa et al. (2024) concluded that job crafting significantly impacts the job satisfaction of healthcare workers.

c. Motivation Affects Employee Job Satisfaction at the Regional Office of DJPb, Aceh Province

Motivation has a positive and significant effect on job satisfaction. Motivated employees are more satisfied with their jobs, work harder, and are more productive. This hypothesis is supported by Ang et al. (2024), who examined the effect of motivation on job satisfaction across various factors, including compensation, work environment, career interest, training and development, and work relationships.

d. Job Enlargement, Cognitive Crafting, and Motivation Jointly Affect Employee Job Satisfaction at the Regional Office of DJPb, Aceh Province

Referring to Izegbuwa et al. (2024), who found that job design significantly affects job satisfaction, and Nagarajan et al. (2023), who demonstrated a positive relationship between job design and satisfaction, it is evident that job-related changes can improve outcomes. Khan et al. (2024) further showed that task crafting (including cognitive crafting) significantly enhances affective job satisfaction, while Ang et al. (2024) emphasized the critical role of motivation in shaping job satisfaction. This central hypothesis argues that job enlargement, cognitive crafting, and motivation collectively positively and significantly affect employee job satisfaction at the Regional Office of DJPb, Aceh Province. Combining broader and more challenging work, positive perceptions of tasks, and higher motivation is expected to create optimal job satisfaction.

### III. Research Method

This study employs a mixed-methods approach with an explanatory sequential design (QUAN → qual) according to Creswell & Plano Clark (2018). This design was chosen because the research begins with a quantitative approach to test hypotheses regarding relationships between variables, followed by a qualitative approach to explain unexpected quantitative findings that require deeper exploration. The quantitative approach is the primary method (QUAN) to examine the effect of job enlargement, cognitive crafting, and motivation on employee job satisfaction at the Regional Office of DJPb, Aceh Province. The qualitative approach is a complementary method (qual) conducted after the quantitative analysis to explore and explain findings requiring a more in-depth understanding. The population of this study consists of all 47 employees of the Regional Office of DJPb, Aceh Province, including structural officials, functional officials, and operational staff. The sampling technique used was a saturated sampling method, a non-probability sampling technique in which all population members are included as the sample. Thus, the sample consisted of all 47 employees of the Regional Office of DJPb, Aceh Province. The research instrument used was a questionnaire with a Likert scale to measure respondents' attitudes based on their level of agreement or disagreement with statements



related to job enlargement, cognitive crafting, motivation, and job satisfaction. The questionnaire consisted of four main sections: Job Enlargement (X1) with 16 items, Cognitive Crafting (X2) with 20 items, Motivation (X3) with 17 items, and Job Satisfaction (Y) with 23 items.

The validity and reliability of the instrument were tested to ensure the accuracy and consistency of the measurement tool. Data collection was conducted by distributing the questionnaires to all employees in the sample, followed by data processing steps including checking, recapitulation, editing, coding, processing, and cleaning. Once the data were collected, they were presented in tables and narratives for analysis. Quantitative data analysis was conducted using SmartPLS version 4.0 for Partial Least Squares Structural Equation Modeling (PLS-SEM). The analysis model was divided into the Measurement Model (Outer Model) and the Structural Model (Inner Model). In the measurement model, construct validity was tested using convergent validity, discriminant validity, and composite reliability. The structural model tested the relationships between latent variables by examining the path coefficients. Hypothesis testing was conducted by comparing the T-statistic value to the T-table value of 1.96 at a significance level of  $p = 0.05$ . The hypotheses tested were causal with a one-tailed direction. The first hypothesis stated that Job Enlargement affects Job Satisfaction, the second that Cognitive Crafting affects Job Satisfaction, the third that Motivation affects Job Satisfaction, and the fourth that Job Enlargement, Cognitive Crafting, and Motivation jointly affect Job Satisfaction.

Following the quantitative analysis, the study's second phase employed a qualitative approach to explore findings that required in-depth explanation. Interview informants were selected using purposive sampling with criteria including representation from official and operational clusters, relevant experience, sufficient tenure, and articulation skills. Interview guidelines were developed based on quantitative findings to explore personal experiences with task expansion in the context of TREFA, understanding of cognitive crafting, and the dynamics of motivation and job satisfaction. Qualitative data were collected through in-depth interviews and analyzed using thematic analysis according to Braun & Clarke (2006). The stages of analysis included familiarization with the data, initial coding, theme development, theme review, and theme naming. To enhance the rigor of the analysis, NVivo 12 software was used for word frequency analysis, matrix coding queries, concept mapping, and text search queries. The results from quantitative and qualitative analyses were integrated using a joint display approach, which compares quantitative and qualitative findings to identify the research findings' convergence, divergence, and expansion. In this way, the study is expected to provide a more comprehensive understanding of the influence of job enlargement, cognitive crafting, and motivation on employee job satisfaction at the Regional Office of DJPb, Aceh Province.

## IV. Results and Discussion

### 4.1. General Description of the Regional Office of DJPb, Aceh Province

The Regional Office of DJPb, Aceh Province, is one of the Echelon II units under the Directorate General of Treasury, located in Banda Aceh, the capital city of Aceh Province. The office was established in 1990 under the initial name of Regional Office I of the Directorate General of Budget, Banda Aceh. Before establishing this Regional Office, the Aceh region was managed under Regional Office I of the Directorate General of Budget, Medan. In 2004, following the reorganization of the Ministry of Finance, the office's name was changed to the Regional Office of DJPb, Aceh Province, based on the Minister of Finance Decree No. 302/KMK.01/2004. The office is on floors 2 and 3 of Building A in the State Finance Complex, Banda Aceh. The Regional Office of DJPb, Aceh Province, reports directly to the Director General of Treasury. This office supervises seven State Treasury Service Offices (KPPN) spread across the province, namely KPPN Banda Aceh, KPPN Langsa, KPPN Meulaboh, KPPN Tapaktuan, KPPN Lhokseumawe, KPPN Kutacane, and KPPN Takengon. These offices are crucial in managing the budget and implementing state financial operations in Aceh.

Although it does not have a separate vision and mission, the Regional Office of DJPb, Aceh Province, follows the vision and mission of the Directorate General of Treasury, which aims to be a world-class state

- a. Approval services for DIPA K/L revisions in the region;
- b. Provision of advance funds (UP) exceeding the limits stipulated in the State Budget Implementation Regulations;
- c. Approval services for additional advance funds (TUP) when previous TUPs have not been fully accounted for and/or deposited;
- d. Registration number assignment services for direct grants;
- e. Requests to determine Non-Tax State Revenue (PNBP) collection procedures.

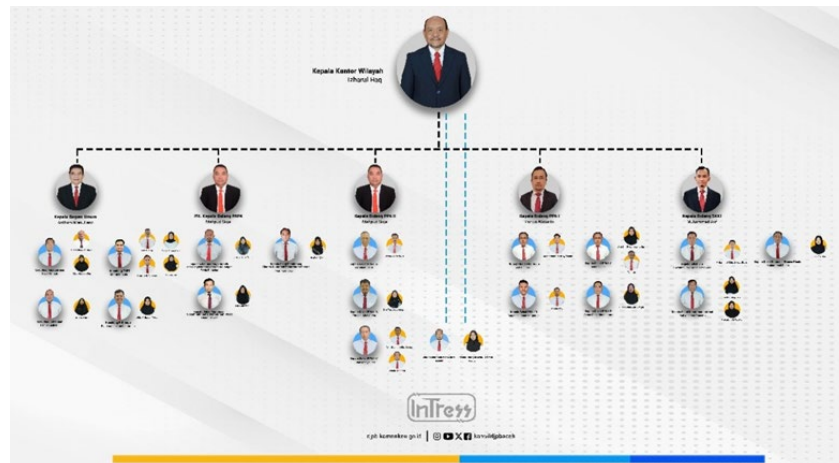


Based on its organizational structure, the Regional Office of DJPb, Aceh Province, reports directly to the Director General of Treasury. This regional office supervises seven State Treasury Service Offices (KPPN) spread across the entire province of Aceh, namely:

- KPPN Banda Aceh, located on the 1st floor of Building A, State Finance Complex Banda Aceh, Jalan Tgk Chik Ditiro No. 1, Banda Aceh, Aceh Province.
- KPPN Langsa, located at Jalan Jenderal Ahmad Yani No. 2, Langsa.
- KPPN Meulaboh, located at Jalan Sisingamangaraja No. 3, Drien Rampak, Johan Pahlawan, West Aceh Regency.
- KPPN Tapaktuan, located at Jalan T. Cut Ali, Lhok Bengkuang, Tapak Tuan District, South Aceh Regency.
- KPPN Lhokseumawe, located at Jalan Merdeka No. 47, Banda Sakti, Lhokseumawe City.
- KPPN Kutacane, located at Jalan Blangkejeran Km 3, Kutacane.
- KPPN Takengon, located at Jalan Rumah Sakit Umum No. 96, Takengon.



This office covers the entire Aceh Province, which spans 57,960 km<sup>2</sup>, consisting of 23 regencies/cities and 6,517 villages. Additionally, there are 780 work units (Satker) and 7 Public Service Agency (BLU) work units under its management. The Regional Office of DJPb, Aceh Province, is crucial in ensuring efficient and accountable management of state finances within its jurisdiction.



**Figure 2. Organizational Structure of the Regional Office of DJPb, Aceh Province**

The Regional Office of DJPb, Aceh Province's organizational structure is arranged with a clear hierarchy, with each work unit having duties and functions supporting state finance operations. By the Regulation of the Minister of Finance No. 262/PMK.01/2016, the tasks of the Regional Office of DJPb, Aceh Province, include coordination, guidance, supervision, assistance, technical guidance, technical support, monitoring, evaluation, analysis, review, as well as the preparation of reports and accountability in the treasury sector. With a well-organized structure and a commitment to high service standards, the Regional Office of DJPb, Aceh Province, strives to support transparent, efficient, and accountable management of state finances in all its operations.

#### 4.2. Research Results

This study involved 47 respondents, including structural officials (Eselon III and IV), functional officials, and staff members within the Regional Office of the Directorate General of Treasury, Aceh Province. The purpose of describing the respondents is to provide a general overview of their demographic characteristics, which may influence their perceptions and responses to the research variables, namely Job Enlargement (X1), Cognitive Crafting (X2), Work Motivation (X3), and Job Satisfaction (Y). Based on gender, respondents were predominantly male, accounting for 68% (32 individuals), while females accounted for 32% (15 individuals). Regarding work units, most respondents came from the General Section (30%), followed by PPA I Division (21%), PPA II Division (19%), SKKI Division (17%), and PAPK Division (13%). Respondents' highest educational qualifications were evenly distributed among Diploma, Bachelor's/Divisional (DIV), and Master's degrees (each 30%). The remaining respondents were high school graduates (6%) and Doctoral graduates (4%). Regarding job positions, 51% were staff members, 36% were Eselon IV officials, 9% were Eselon III officials, and 4% were functional officials.

##### 4.2.1. Validity and Reliability Test

The measurement model underwent convergent validity testing using indicators such as the loading factor, Average Variance Extracted (AVE), and Composite Reliability. The test results indicate that all construct variables met the statistical criteria, with a loading factor > 0.7, AVE > 0.5, and Cronbach's Alpha and

Composite Reliability values above 0.7. This indicates that the measurement instruments used in this study have good internal consistency and validity in measuring latent constructs.

**Table 2. Average Variance Extracted (AVE)**

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Cognitive Crafting (X2)	0.955	0.973	0.959	0.608
Job Enlargement (X1)	0.939	0.949	0.948	0.649
Job Satisfaction (Y)	0.958	0.961	0.963	0.688
Work Motivation (X3)	0.909	0.914	0.933	0.738

All AVE values were as follows: Job Enlargement (X1) = 0.649 > 0.5, Cognitive Crafting (X2) = 0.608 > 0.5, Work Motivation (X3) = 0.738 > 0.5, and Job Satisfaction (Y) = 0.688 > 0.5. The AVE results in the table show that the latent variables Job Enlargement (X1), Cognitive Crafting (X2), Work Motivation (X3), and Job Satisfaction (Y) have absorbed more than 50% of the variance of their respective indicators.

#### 4.2.2. Coefficient of Determination (R-Square)

The results of the structural model analysis (inner model) indicate that the R-Square value for Job Satisfaction (Y) is 0.720 (72%) for officials, 0.623 (62.3%) for staff, and 0.531 (53.1%) for all respondents. According to Chin (1998), an  $R^2$  value of 0.50–0.75 is considered moderate, while a value >0.75 is considered strong. Therefore, it can be concluded that the model has moderate to strong explanatory power in measuring the variation in Job Satisfaction caused by Job Enlargement, Cognitive Crafting, and Work Motivation.

**Table 3. R-Square Values**

Variable	R Square	Adjusted R Square
Job Satisfaction (Y)	0.720	0.678

Vigorous, moderate, and weak models are indicated by adjusted R-Square values of 0.75, 0.50, and 0.25, respectively. From the coefficient of determination analysis, it can be concluded that with an adjusted R-Square value of 0.678 (67.8%), the combined effect of Job Enlargement (X1), Cognitive Crafting (X2), and Work Motivation (X3) on Job Satisfaction (Y) has an R-Square value of 0.720 (72%). Consequently, the impact of Job Enlargement (X1), Cognitive Crafting (X2), and Work Motivation (X3) on Job Satisfaction (Y) is moderate, as indicated by the R-Square and adjusted R-Square values >0.50 and <0.75.

#### 4.2.3. Path Coefficient

Interesting findings emerge from the differences in influence among job clusters. For the officials cluster, Job Enlargement has a positive and significant effect on Job Satisfaction, with a path coefficient of 1.008 and a t-statistic of 2.871 (>1.96). Conversely, for the staff cluster and the overall respondents, the effect of Job Enlargement on Job Satisfaction is insignificant. This indicates that the perception of task enlargement only positively affects groups with greater autonomy and decision-making power.

**Table 4. Path Coefficients**

Variable	Cognitive Crafting (X2)	Job Enlargement (X1)	Job Satisfaction (Y)	Work Motivation (X3)
Cognitive Crafting (X2)			-0.663	
Job Enlargement (X1)			1.008	
Job Satisfaction (Y)				
Work Motivation (X3)			0.586	

Regression equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = a + 1.008X_1 - 0.663X_2 + 0.586X_3 + e$$

- Job Enlargement (X1) has a direct effect of 1.008 on Job Satisfaction (Y), meaning that a one-unit increase in Job Enlargement (X1) can result in a 100% increase in Job Satisfaction (Y), which is beneficial.
- Cognitive Crafting (X2) directly affects -0.663 on Job Satisfaction (Y). Therefore, a one-unit increase in Cognitive Crafting (X2) may lead to a 66.3% decrease in Job Satisfaction (Y), indicating a negative consequence.
- Job Satisfaction (Y) can increase by 58.6% if Work Motivation (X3) increases by one unit, as indicated by the direct effect of Work Motivation (X3) on Job Satisfaction (Y) of 0.586, which is beneficial.

The Cognitive Crafting variable shows negative coefficients across all clusters, with values of -0.663 (officials), -0.589 (staff), and -0.537 (overall), and is not statistically significant ( $t < 1.96$ ). This reflects the Cognitive Crafting Paradox, where individual efforts to create meaning in their work fail to increase satisfaction significantly and may lead to frustration due to structural constraints. The Work Motivation variable consistently shows positive and significant effects across all clusters: 0.586 ( $t = 1.986$ ) for officials, 0.974 ( $t = 2.903$ ) for staff, and 0.713 ( $t = 3.158$ ) overall. These findings confirm the importance of motivation as a key determinant of job satisfaction in a bureaucratic environment.

#### 4.2.4. F-Test (ANOVA)

The F-test results reinforce the finding that, simultaneously, the three independent variables have a significant effect on Job Satisfaction, with a significance value of  $p < 0.05$ . The highest F-value was obtained for the officials group (18.094), followed by the overall respondents (20.586) and staff (7.824). This indicates that, overall, the model is relevant for explaining the phenomenon of job satisfaction at Kanwil DJPb Aceh Province.

**Table 5. F-Test**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	554.063	3	184.688	20.586	0.000
	Residual	385.767	43	8.971		
	Total	939.830	46			

- Dependent Variable: Job Satisfaction (Y)
- Predictors: (Constant), Work Motivation (X3), Cognitive Crafting (X2), Job Enlargement (X1)

Since  $F\text{-calculated} = 20.586 > 3.437 = F\text{-table}$  and  $\text{Sig.} = 0.000 < 0.05$ ,  $H_0$  is not rejected. In other words, Job Enlargement, Cognitive Crafting, and Work Motivation significantly affect Job Satisfaction.

#### 4.2.5. Qualitative Findings

Qualitative analysis explored why differences in influence exist among job clusters and why Cognitive Crafting does not produce a significant impact. The method involved in-depth interviews with 11 informants (6 officials and five staff), using manual coding, thematic analysis, and visual modeling with NVivo 12.

a. Word Cloud and Dominant Narratives

The word cloud from interview transcripts showed that the word "task" appeared 842 times, "work" 400 times, and "cognitive crafting" 312 times. Although the frequency is high, the narratives were not always followed by positive effects, aligning with quantitative findings that show a negative or non-significant influence of Cognitive Crafting. This pattern reinforces the finding of a gap between intention and actual outcome.

b. Main Themes

The thematic analysis revealed three major themes:

1. Differences in Perceptions of Job Enlargement

- Officials perceive task enlargement as an opportunity for self-development and strategic capacity enhancement.
- Staff perceive it as an additional administrative burden without clear rewards or incentives.

2. Barriers in Cognitive Crafting

Three main obstacles were identified: rigid bureaucratic structures, high routine workloads, and an organizational culture emphasizing compliance over innovation.

3. Consistency and Internal Motivation Factors

All respondents demonstrated intrinsic motivation derived from public service values and peer solidarity as primary sources of motivation. Personal coping strategies also played a role in maintaining work enthusiasm despite systemic limitations.

Quantitative and qualitative findings complement and reinforce each other. Job Enlargement is effective only for officials because they control space and access to structural incentives. On the other hand, staff do not view task enlargement as an opportunity but rather as an additional burden, confirmed by informants' narratives highlighting the "imbalance between tasks and recognition." The Cognitive Crafting Paradox is a critical phenomenon. Even though employees actively construct meaning in their work, structural barriers such as bureaucratic hierarchy and administrative workload hinder the success of these initiatives. As a result, cognitive crafting, which should increase job satisfaction, leads to psychological fatigue and demotivation. Conversely, Work Motivation consistently shows a positive and significant effect across all clusters. This indicates that interventions targeting motivational factors—training, social support, and strengthening public service values—will be key to sustainably improving job satisfaction.

4.3. Discussion

4.3.1. The Effect of Job Enlargement on Employee Job Satisfaction at Kanwil DJPb Aceh Province

In public organizations, particularly complex government bureaucracies like Kanwil DJPb Aceh Province, job enlargement is part of an administrative modernization strategy to promote productivity and efficiency. This concept refers to the horizontal expansion of task scope, which is expected to increase work engagement, cross-functional learning, and employee job satisfaction. Theoretically, job enlargement aligns with the Job Characteristics Model (Hackman & Oldham, 1976), which emphasizes the importance of skill variety, task identity, and task significance in enhancing experienced meaningfulness, impacting job satisfaction. However, the context of implementation heavily influences its effectiveness. In bureaucratic environments with hierarchical structures and uneven reward systems, the effect of job enlargement on job

satisfaction is not uniform. Quantitative data analysis using SmartPLS shows that job enlargement positively and significantly affects job satisfaction for structural officials, with a T-statistic = 2.871 and a path coefficient = 1.008. Conversely, the effect is insignificant for staff (T-statistic = 0.701). This indicates that the effectiveness of job enlargement depends largely on job position and the degree of autonomy available to employees. Qualitative analysis reinforces this finding. Officials associate task enlargement with opportunities for self-development and professional actualization, as reflected in the experiences of Heads of PPA I and PPA II. They perceive additional tasks, such as acting as Regional Chief Economist or developing innovative dashboards, as strategic challenges that enhance their work value. In contrast, staff view additional tasks merely as administrative burdens added without adequate compensation or recognition.

The effectiveness of this scheme is thus not uniform across job levels. For structural officials, job enlargement positively impacts job satisfaction, as evidenced by the path coefficient of 1.008 and the T-statistic of 2.871. They perceive additional tasks as competency expansion and self-actualization in a strategic context. However, this approach does not produce a similar effect for staff, indicating that perceptions of job enlargement are heavily influenced by hierarchical position and available autonomy. Hackman and Oldham's Job Characteristics Model (1976) states that job satisfaction is achieved through a combination of task characteristics, including skill variety, task identity, and task significance, collectively creating positive psychological states. However, this study reveals boundary conditions that hinder the translation of job characteristics into psychological outcomes in a rigid bureaucratic environment. These findings highlight the need to modify the JCM to accommodate the structural realities of Indonesian public bureaucracy. In summary, job enlargement is effective in hierarchical public organizations only when combined with fair reward systems and decision-making autonomy. Otherwise, it is perceived as an additional burden without meaningful impact. Job enlargement positively influences job satisfaction only when it includes execution autonomy, competency development opportunities, and equitable reward systems. Without these elements, task expansion may be perceived as a counterproductive burden on employee satisfaction.

#### 4.3.2. The Effect of Cognitive Crafting on Employee Job Satisfaction at Kanwil DJPb Aceh Province

Cognitive crafting is a mental strategy allowing individuals to reconstruct their perception of work to create personal meaning and utility. This strategy positions employees as active agents in constructing work meaning, even within fixed and sometimes monotonous job frameworks. This concept aligns with Wrzesniewski & Dutton's (2001) job crafting framework and is derived from the principles of Self-Determination Theory (Deci & Ryan, 1985). This study's quantitative results indicate that cognitive crafting does not significantly affect job satisfaction for either officials or staff. T-statistics across all clusters fall below the significance threshold of 1.96, indicating no strong linear relationship between this variable and employee job satisfaction statistically. However, qualitative findings show that employees actively employ cognitive crafting strategies such as goal framing, reward pairing, learning lens, and impact visualization to create meaning in their work, even when performing administrative or repetitive tasks. Some employees even interpret their work as contributing to regional development, national financial integrity, and social justice. Interviews indicate that employees actively engage in cognitive reframing of their work. Examples of strategies include:

- a. Gamification and Impact Visualization (SJM): Linking administrative tasks with personal challenges and potential social impact.
- b. Goal Framing and Reward Pairing (EI): Connecting tasks to greater meaning or personal rewards.
- c. Systemic Thinking and Mentoring Moments (IK): Viewing tasks as part of a larger system and an opportunity to train junior staff.

A paradox arises when these high individual efforts fail to produce measurable increases in job satisfaction. This leads to the conclusion that cognitive crafting faces structural barriers in public bureaucracy,

particularly in environments like DJPb, which are characterized by high administrative burdens and rigid work structures. The lack of psychological space and organizational flexibility limits the effectiveness of this strategy. The theoretical implication is that cognitive crafting is insufficiently effective in organizations with high structural rigidity unless supported by an organizational culture that allows autonomous interpretation of meaning. In the context of Kanwil DJPb Aceh, cognitive crafting functions as a survival strategy rather than a tool to enhance job satisfaction.

#### 4.3.3. The Effect of Motivation on Employee Job Satisfaction at Kanwil DJPb Aceh Province

Motivation, as an internal drive to contribute and achieve work goals, occupies a central position in all human resource management theories, ranging from Maslow's hierarchy of needs, Vroom's expectancy theory, to Self-Determination Theory (Deci & Ryan, 1985). In the context of public organizations, particularly within DJPb, work motivation is strongly influenced by public service values, contribution to the state, and integrity in financial management. Statistical analysis indicates that motivation consistently positively and significantly affects job satisfaction across all respondent clusters. The path coefficient for the staff group is even the highest (0.974), showing that although staff have limited autonomy and high administrative workloads, they can maintain job satisfaction due to strong intrinsic motivation.

Qualitative analysis reinforces these findings. Informant narratives reveal that motivation in DJPb work arises from external incentives and intrinsic meaning attached to public work. Employees interpret their work as direct contributions to regional development, transparent public financial governance, and community service. Adaptive strategies, such as chunking tasks, mentoring junior staff, and reframing goals, demonstrate personal flexibility in maintaining motivation. Motivation is a universal factor directly impacting job satisfaction at both managerial and technical staff levels. Interview findings further support this conclusion. Employees such as JD and AYA stated that the drive to serve the public, promote social justice, and uphold integrity in public finance is a deep motivational source. Even staff like EI and MOS affirmed that monotonous administrative tasks could be performed willingly when guided by intrinsic motivation. Three key characteristics of motivation in the Kanwil DJPb bureaucratic context are:

- a. Noble Public Service Values as the moral foundation of work.
- b. Adaptive Strategies include goal framing, chunking, mentoring, and reward pairing.
- c. Internal Flexibility, where motivation does not depend on the formal organizational structure or system.

Motivation is a strong leverage variable and serves as a buffer when other variables, such as job enlargement and cognitive crafting, do not function optimally. Intrinsic motivation based on public service values is a transcendent psychological strength that overrides rigid organizational structures. Therefore, it can be concluded that motivation is the primary foundation for achieving employee job satisfaction in bureaucratic organizations.

#### 4.3.4. The Simultaneous Effect of Job Enlargement, Cognitive Crafting, and Motivation on Employee Job Satisfaction at Kanwil DJPb Aceh Province

When analyzed simultaneously, the three study variables—job enlargement, cognitive crafting, and motivation—contribute significantly to job satisfaction. This is demonstrated by an R-Square value of 0.531, indicating that the model explains 53.1% of the variance in job satisfaction. The F-test confirms these results with a significance level  $< 0.05$ , indicating that the model can predict overall employee job satisfaction. However, the contribution of each variable is not equal. Motivation emerges as the most consistent and strongest predictor. Job enlargement has a significant effect but is limited to officials with autonomy and access to the reward system. Although actively practiced by employees, cognitive crafting does not exert a



significant effect due to rigid work structures and an organizational culture emphasizing administrative compliance. These results suggest that HR development strategies in public organizations like DJPb must be designed holistically. Motivation should be nurtured and enhanced by reinforcing public service values and recognizing meaningful work.

Job enlargement must be implemented differentially according to job level, with adequate training support and reward systems. A psychological space must be created for cognitive crafting to allow thinking and personal work interpretation flexibility. In-depth analysis shows a hierarchy of influence: motivation as the primary and universal effect; job enlargement as a contextual strategy effective depending on position; and cognitive crafting as a potentially constrained factor. A holistic approach is necessary because the three variables are not substitutive but mutually reinforcing. An important implication of these findings is the need for a stratified and differentiated job design approach, rather than a one-size-fits-all policy. Institutional policies should consider hierarchical capacity, structural flexibility, and the dynamics of personal motivation when designing interventions to enhance job satisfaction. Thus, achieving job satisfaction cannot rely on a single variable alone but requires synergy between structural job design, personal cognitive strategies, and robust motivational strength. Such an integrative model becomes particularly relevant when the organization undergoes structural transformation, such as implementing TREFA and shadow organizations.

## V. Conclusion

The study results indicate that work motivation is the most consistent and significant factor in enhancing employee job satisfaction at the managerial and staff levels. Motivation driven by public service values, personal meaning attached to tasks, and adaptive strategies employed by employees serve as the primary foundation for establishing stable job satisfaction. Meanwhile, job enlargement only positively and significantly impacts managerial staff with autonomy and access to the reward system. In contrast, it can potentially become an additional burden for operational staff. An interesting finding emerges from the cognitive crafting variable. Although employees actively engage in cognitive crafting, it does not significantly affect job satisfaction. This phenomenon indicates a paradox, where a rigid and procedural bureaucratic structure constrains internal efforts to reframe the meaning of work. These barriers hinder the effectiveness of cognitive strategies, making cognitive crafting function more as a survival mechanism rather than a driver of job satisfaction. Based on these findings, it is recommended that Kanwil DJPb management implement strategies to strengthen work motivation through recognition of public service values and value-based internal development. Job enlargement should be stratified according to job level, accompanied by appropriate training and incentives. To optimize cognitive crafting, the organization needs to create a more psychologically flexible work environment, such as reflection spaces, innovation forums, or coaching sessions, allowing employees to autonomously interpret their tasks and experience positive effects on job satisfaction.

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