

The Effect of Job Design on Work Motivation and Employee Behavior

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Abstract

There are two aims of this research: first, to see the extent to which motivation and work behavior are influenced by job design, and second, to formulate policy proposals related to ideal job design to influence work motivation and behavior. The expected benefits in this research, theoretically, the benefits of this research will contribute to dimensions that are related to work behavior, motivation, and job design. Practically, this research can illustrate case studies that occur in the ward environment and is useful for studying human resource management in local governments. The method of research is through a quantitative approach and apply Partial Least Square as a method to analyze data found by distributing questionnaire through respondents. The respondents involved in this survey were employees from Sumbawa's apparatus-selected unit. The results did not support all hypotheses. However, this research shows a challenge in exploring factors affecting work motivation and employee behavior.

Keywords

job; design; work; motivation; employee; behavior



I. Introduction

Employees in the organization are determined by the work environment, non-work environment and employee internal factors. One aspect of the work environment is job design (Gibson, et al., 1997). Conceptually, job design can be understood as "the process of determining the tasks to be carried out, the methods used to carry out the tasks and how the work relates to other jobs in the organization" (Simamora, 2015). Based on this statement, job design is something that is not only technically related to work, but is also related to the activities that occur in each job so that in the process it can build social relationships with colleagues both within units or between units, even with other organizations. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

Ali et al (2018) stated that aspects related to job design are not limited to meeting the requirements of the organization, but also considering the employee's personality. It is emphasized that, because job design not only pays attention to the realization of organizational goals, it also considers the fulfillment of employee desires. In addition, it is seen from the definition of job design from Ali et al (2018), as "a way to regulate the content, methods and work relationships to achieve organizational goals, including the goals and satisfaction of job executors". All aspects of job design must be optimal, so that all employee potential can be optimized, so that organizational goals can be realized efficiently and effectively.

Job design is not a rigid one but must be flexible following changes in internal and external conditions of the organization, this means that the dimensions of job design (job content, job functions and relationships) are not fixed, but can or must be changed if there are changes, especially if there are employee reactions and output gaps (Simamora, 2015). There is a change in the resources managed by the work unit that requires greater output, it must be ensured that the work design is adjusted.

Setting the right job design will have broad implications, including providing opportunities for employees to innovate (Holman, et al., 2011). The freedom to innovate is the highest level of employee needs, in the form of actualization. This context also becomes the basis for employees to meet their growth needs within the organization. The management of job design dimensions is indicated to have a positive effect on motivation. The more precise the job design arrangement increases the willingness of employees to use their full potential in realizing their goals. The potential of employees is not only what already exists, but there is a willingness to improve again through learning within the organization to improve better realize organizational goals. Apart from job design, another thing is about motivation, which will be explained in the following paragraphs.

The motivational factor in relation to the management of job design is not as a dependent variable, but as an intermediate factor (Shoukat, et al., 2017). The factor that is used as the dependent variable is behavior (behavior). This context can be justified, because the unit of behavior to realize organizational goals is the meaning of performance. Gibson, et al. (2015: 125) states that behavior is a result, a goal, can be observed and measured directly or indirectly. This can also be strengthened through Article 4 PP No. 46 of 2011 concerning the Assessment of Civil Servants' Work Performance, that performance has two dimensions, namely employee work targets and employee behavior.

Rastogi and Garg (2016) argue that job design does not stand alone, but can affect motivation, which in turn will affect productivity, customer satisfaction and reduce work accidents. Research by Rastogi et al (2016) confirms that motivation appears as an intermediate variable on job design. There is still a treatment gap from experts related to the existence of employee motivation for managing job design. Job design has a direct effect on motivation and behavior, or motivation appears as an intermediate variable. Alternative model formation with a different classification of variables based on theories from experts still needs to be done, so that the knowledge base is wider.

Gong et al., (2019) positioned the motivation variable as an intermediate variable from job management in realizing employee self-development. It was found that job management has a positive effect on motivation, then it has a positive effect on employee self-development. Karim and Majid (2018) also strengthen the results of previous research, that job design has a positive effect on motivation, then it has a positive effect on knowledge sharing behavior with colleagues.

Previous researchers used the job design variable as a single variable. This becomes the basis for researchers to conduct further research by developing job design variables in latent variables in the form of job content, job functions and relationships (Simamora, 2015), where in the study found the potential for further development of the model to be built, in the form of possible motivational variables as an intermediate between job design and behavioral variables or the possibility of a direct influence.

In this study, the researcher sees job design as something that is not static, or in other words there is a process of change, especially if it is associated with large resource changes in public organizations. In this study, the researchers saw that this condition occurred in the village government, including the sub-district in Sumbawa District.

In terms of legislation, the Government through Law no. 32 of 2014 mentioned related to the Village Government as a sub-district government apparatus. Village government is a government that is in direct contact with the community. In addition, due to an increase in the number of resources managed by the sub-district government, including for financing various required development activities, according to the researcher, it should also be followed by an increase in employee capacity, adjustment of job design and other aspects within the organization's internal, so that an increase in human resources is needed. This results in better goal realization. Conceptually, in the background section, the researcher has explained that job design is not something static, it should be adjusted in line with changes in the resources being managed. In the problems raised in this study, the design of work in each unit in the sub-district government in Sumbawa Regency has not been adjusted, even though this is expected to increase the motivation and behavior of its employees. The description of the theory and empirical conditions as well as the gaps in the two descriptions became the basis for researchers to conduct a study entitled "The Effect of Job Design on Motivation and Work Behavior of Implementing Apparatus in Sumbawa District".

II. Review of Literature

2.1 Employee Motivation

Motivation according to Yukl et al (2000) is "the process by which behavior is energized and directed". In motivation, there is an element of direction from what is achieved and the existence of energy as a driving force for individuals to achieve these goals. In this research, the driving factor is the optimal management of job design. The term motivation according to Toha (2005) can also be termed a need, desire, drive or impulse. This motivation is an element that determines a person's behavior. Affirmed by Indriyo and Sudita (2000) by stating that motivation is "the factors that exist within a person that moves direct his behavior to meet certain goals". The motivation depends on four elements, namely needs, drives, goals and rewards.

In conditions of very high intensity needs, then the effort to fulfill these needs is very strong or in other words the motivation that is formed is very high. Thus, motivation can be strengthened, decreased and even frustrated. Individuals will have high motivation, if the effort to fulfill their needs is very high and will decrease if there has been fulfillment of needs. On the other hand, the individual will be frustrated if his needs cannot be satisfied repeatedly or are very difficult to fulfill. Toha (2005) states that motivation will decrease and strengthen if there is achievement of satisfaction, obstruction of achievement of satisfaction, differences in cognition, frustration. Individuals whose needs have been met, the intensity of the effort to fulfill these needs will decrease and the effort to work in order to achieve the fulfillment of these needs will be lower.

The emergence of motivation and the occurrence of strengthening or decreasing motivation have been described. For more details about employee motivation, it can be shown theories about motivation. Indriyo and Sudita (2000) identified motivation theory into two major groups, namely satisfaction theory and process theory. Satisfaction theory consists of 1) Hierarchy of Needs Theory; 2) ERG theory; 3) Two Factor Theory and 4) The Need for Achievement Theory. Process theory consists of 1) Expectancy Theory; 2) Justice Theory; 3) Reinforcement Theory and 4) Goal Setting Theory.

2.2 Work Behavior

Behavior is a real action taken by someone, which is the final component that is preceded by aspects of cognition, affect and then behavior (Robbins, 2003). Furthermore, it is explained that the cognitive component is a segment of opinion or belief in an attitude, while the affective component shows the emotional or feeling segment of an attitude and the behavioral component shows the intention to behave in a certain way towards someone or something.

Individual behavior in the organization shows "all activities carried out by a person, such as talking to the leader (manager), listening to a coworker, documenting reports, entering a memo and various other activities that are certainly related to the implementation of the work" (Gibson, et al., 1997). Organizations need to direct all the behavior of their employees to be in accordance with the achievement of goals that have been set by the organization.

Work behavior needs to be explained in terms of practices carried out by the government. Work behavior is defined as "behavior, attitude or action taken by civil servants or not doing something that should be done in accordance with the provisions of the legislation" (paragraph 6 article 1 PP No. 46 of 2011). The indicators to measure the work behavior of civil servants are "service orientation, integrity, commitment, discipline, cooperation and leadership" (article 12 PP No. 46 of 2011). The guidelines provided by this legislation will be combined with the concepts proposed by Gibson, et. al., (1997) that indicators of work behavior in the form of problem solving, thought processes, communication (talking, listening), observation and movement.

Behavior in organizations has the possibility of task-oriented behavior, group maintenance and personal orientation (Yukl and Wexley, 2000). Behavior that leads to tasks shows the direction of behavior of employees in the organization, either individually or in groups that are owned in carrying out the work for which they are responsible. This behavior will provide support to the achievement of organizational goals.

Behaviors that lead to group maintenance show behaviors that lead to efforts to maintain groups in the organization. In this behavior, good relations are maintained between employees in the same group and individual relationships with groups. If an approach is taken within the organization, this context will have a positive impact on the organization, because of the formation of good relations between employers and employees with the organization.

Another behavior is behavior based on personal, it is closely related to the background of the employee. Employees with certain goals will have certain behaviors, including in realizing their personal goals. If the achievement of personal goals is in line with organizational goals, then this behavior can be directed. For example, behavior that is formed with the aim of getting a good career development in the organization will direct behavior towards getting a promotion or the like, of course through the same approach.

Organizations need to strengthen a form of behavior or make efforts to eliminate the behavior. Behavior formation methods that can be used are 1) positive reinforcement method, 2) negative reinforcement method, 3) punishment method and 4) extermination method (Robbins, 2003). Positive reinforcement method shows how to strengthen employee behavior by giving pleasure to employees. What directs employee behavior in the organization is strengthened in intensity, because it is liked by employees. In contrast to the negative reinforcement method, it shows the strengthening of behavior by eliminating the factors that cause employee behavior.

2.3 Job Design

Job design is defined as a combination of job content and work completion methods directed at completing related work (Bellias and Sklikas, 2013). This definition is relevant to Dessler's (2004) statement, job design as "a written statement of what the worker must do, how the person does it, and what the working conditions are". There are workload conditions, work completion methods and organizational environmental arrangements that provide support in completing work.

In the management of job design, something that appears as feedback (Simamora, 2015) is task achievement (productivity, effectiveness and efficiency) and employee reactions (absenteeism, employee satisfaction and turnover). If the achievement of tasks and employee reactions are in line with expectations, then the job design that has been designed is classified as appropriate.

Job design is an important factor in management, especially operations management because in addition to being related to productivity, it also involves workers who will carry out company activities (Sulipan, 2000). As for Gibson et. al., (1997) identified that the benefits of job design arrangements are in the form of behavior and outcomes (achievement, personal development, relationships with other parties and satisfaction). Job design is not only useful in completing the work, but also the work team and the social aspects of employees.

The benefits of job design can also be seen from the aspects that are considered in the initial work design efforts, namely 1) the organization consists of social and technological components and 2) the emphasis on open systems. This context is according to the sociotechnical model (Simamora, 2015), so it can be used as a basis for explaining the benefits of job design. It is certain to be useful for efficiency and effectiveness in carrying out tasks, but on the other hand there will be a harmonious relationship between employees in the same sub-system or even with other sub-systems, including external parties.

2.4 The Influence of Job Design (Job Content, Job Functions and Job Relationships) on Work Motivation

Previous researchers treated job design more as a single variable, without using dimensions (latent variables). The weakness of this treatment is that the specification of the effect of job design on work motivation is not visible, so the job design management policy is not specific. Simamora (2015), Shoukat, et al., (2017), Rastogi and Garg (2016), Karim and Majid (2018) found that job design has a significant and positive effect on work motivation. These findings form the basis for formulating the following hypothesis:

Ha1: Job load affects employee work motivation

Ha2: Job function affects employee motivation

Ha3: Job relationship affects employee motivation

2.5 The Influence of Job Design (Job Content, Job Functions and Job Relationships) on Work Behavior

One of the dimensions of work behavior in measuring the performance of civil servants is using work behavior (PP No. 46 of 2011). This can be used as a basis, if job design has a significant effect on employee performance, then it first affects work behavior. The main reference that is used as the basis for the influence of job design on work behavior using the Gibson, et al., (1997:124) model. In this model, the job design is still used as an independent variable, not using its dimensions. The main model is the basis for researchers to formulate the following hypotheses:

- Ha4: Job load affects employee work behavior
 Ha5: Job function affects employee work behavior
 Ha6: Employment relationships affect employee work behavior

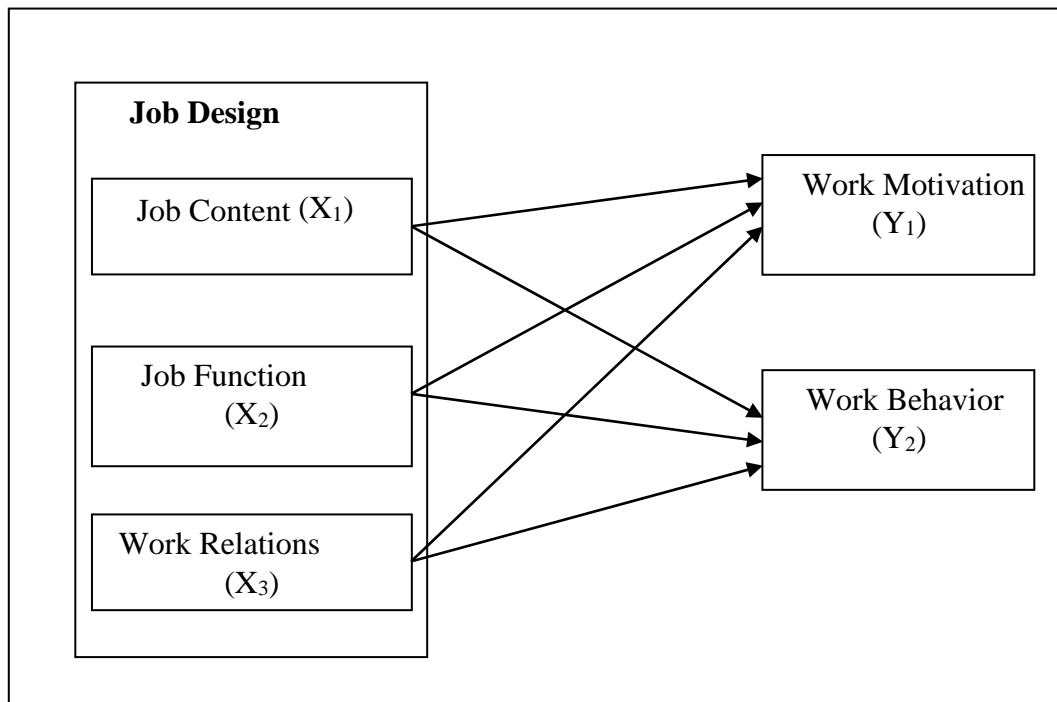


Figure 1. Research Model

The influence of job design on work motivation refers to many sources, including Simamora (2015), Shoukat, et al., (2017), Rastogi and Garg (2016) and many other experts. The influence of job design on work behavior focuses on the model proposed by Gibson, et al., (1997).

III. Research Method

In this study an equation was formed from the dimensions of job design on the motivation and work behavior of implementing officers in Sumbawa District. For this reason, the type of research used is associative research. Sugiyono (2005) states associative research as research that connects one or more independent variables to the dependent variable.

In this study, PLS is used, because it is estimated that it is based on non-parameters. In this study there are two dependent variables and three explanatory variables (independent variables), so it is included as a complex equation (structural equation). Related to this, it will determine the analytical tool used, namely an analytical tool that can build structural equations. The alternative is parameteric-based (SEM) and non-parametric-based (PLS) which do not require a certain distribution of data (Ghozali, 2008).

The population in this study is the implementing apparatus in Sumbawa District. There is one sub-district and eight kelurahan, where each kelurahan as the implementer is seven (7) people, so the total population is 63 people. All members of this population were used as respondents in this study, so no sampling was carried out.

In this study, primary data is used which is data collected by the researcher himself. The data obtained in the form of respondent's assessment of the indicators of each

dimension of job design, work motivation and work behavior of implementing officers in Sumbawa District.

The data collection technique of this research is a questionnaire which is a data collection technique by which researchers directly distribute a questionnaire (list of questions) to be filled out by respondents, in the form of a questionnaire for the dimensions of work design, work motivation and work behavior.

Indicators or items for work design dimensions as well as work motivation and work behavior variables are measured by a five-tap Likert scale scoring, adopting Ghozali (2013), as follows, Strongly agree (score 5), Agree (score 4), Fairly agree (score 3) , Disagree (score 2), Disagree (score 1). Various items to measure each variable in this study using statements. Respondents (implementing officers in Sumbawa sub-district) gave answers with approval. The measurement results above are used as the basis for providing criteria. The guidelines for providing the criteria above become the basis for providing a description of the condition dimensions of job design, work motivation and work behavior. This information is important to know the empirical conditions related to the management of job design, conditions of work motivation and employee work behavior.

The entire PLS process below refers to Ghozali (2011), as follows:

3.1 Designing a Structural Model (Inner Model)

The structural model or inner model provides an overview of the association between exogenous variables and endogenous variables. In this study, the exogenous variable is job design, with latent variables in the form of work load (X1), job function (X2) and job relationship (X3). The endogenous variables are work motivation (Y1) and work behavior (Y2). Each variable has been described latent variables and indicators in the research instrument matrix. The theoretical concepts in building the association between job design and work motivation and work behavior have been described. This inner model will provide predictive information on the shape of the influence of exogenous variables (explanatory variables) on endogenous variables.

3.2 Designing the Measurement Model (Outer Model)

The outer model is basically a measurement analysis, related to the validity of each manifest variable which is compiled to explain each variable. In this study, the indicators of each variable are reflective. It is measured using discriminant validity which is assessed based on cross loading measurements with constructs. Other measurements use a comparison between the value of the square root of average variance extracted (AVE) of each construct with the correlation between the construct and other constructs in the model. It is required to have a higher square root of average variance extracted (AVE) value compared to the correlation value between the construct and other constructs in the model. It is also possible to use a single AVE value, which can be declared to meet the discriminant validity criteria if the AVE value is greater than 0.50 (Ghozali, 2011).

3.2 Reconstructing the Path Diagram

A conceptual framework has been defined as the basis for constructing a path diagram, either depicting the inner model or outer model. The path diagram in this study provides an overview of the associations between variables and measurements for each variable.

IV. Result and Discussion

In this section the researcher will describe the results of data collection through questionnaires distributed to respondents. As explained at the beginning of the research population, the target population in this study is the implementing apparatus in Sumbawa District. In the initial questionnaire distribution plan, the researchers targeted 63 people who were included in the population. In the data collection process, researchers experienced a number of challenges, because since the beginning of distributing the questionnaire on November 15, 2021, the respondents targeted for filling out were very minimal, and until June 2, 2022 the data collected were 44 respondents, which is explained in more detail. complete in the following table.

Table 1. Time and number of respondents

Time	Number of Respondents Filled Out (person)
November 2021	11
December 2021	15
February 2022	3
March 2022	3
April 2022	10
June 2022	2

Based on the table above, the number of respondents is 44 people which is then used as data that will be further processed to answer research questions that have been prepared previously in the introduction section. Before discussing the data processing, the researcher will display the profiles of the respondents who filled out the distributed questionnaires, as shown in the following table.

Table 2. Respondent's Profile

Criteria		Quantity
Age	25 – 30 Years	3
	31 – 35	2
	36 – 40	12
	41 – 45	10
	46 – 50	11
	51 – 55	3
	>55	1
Gender	Male	24
	Female	20
Education Background	Diploma	15
	Bachelor	28
	Post graduate	1

Based on the table above, the results of this study will reflect the characteristics of the respondents, the majority of whom are male, but the numbers do not differ much from one age group to another, and the majority pass Strata 1. After understanding the profile of the respondents in this study, the next step is to What the researcher does is to process the data to find out whether or not the hypothesis proposed in chapter two above is proven.

Before testing the hypothesis, the researcher tested the quality of the data for each variable, as follows:

Table 3. Construct Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Design	0,909	0,911	0,932	0,733
Job Function	0,870	0,876	0,920	0,793
Work Relations	0,880	0,888	0,913	0,679
Work Motivation	0,912	0,926	0,935	0,744
Job Content	0,721	0,757	0,826	0,548
Work Behavior	0,965	0,974	0,971	0,810

Based on table 3., it is explained about construct validity and reliability. A number of items cannot be included because they do not meet the criteria of Cronbach's Alpha (minimum 0.7), rho_A (above 0.7), Composite reliability (above 0.6) and the recommended Average Variance Extracted (minimum 0.5), namely one item on the workload, two items on the job function, where the items that can be continued for further testing are shown in the following table.

Table 4. Outer Loading

	Job Design	Job Function	Work Relations	Work Motivation	Job Content	Work Behavior
DP1					0,756	
DP10		0,874				
DP11			0,863			
DP11	0,872					
DP12			0,873			
DP12	0,874					
DP13			0,753			
DP14			0,868			
DP15			0,751			
DP2					0,848	
DP3					0,771	
DP5					0,554	
DP6	0,874					
DP7	0,832					
DP8		0,905				
DP8	0,829					
DP9		0,892				
MOT1				0,898		
MOT2				0,897		
MOT3				0,891		
MOT4				0,702		

MOT5	0,907
PK1	0,913
PK2	0,959
PK3	0,672
PK4	0,957
PK5	0,939
PK6	0,914
PK7	0,925
PK8	0,887

Next is discriminant validity, where the researcher refers to Fornell Larcker as follows.

Table 5. Fornell Larcker (Validitas Diskriminan)

	Job Design	Job Function	Work Relations	Work Motivation	Job Content	Work Behavior
Job Design	0,856					
Job Function	0,852	0,890				
Work Relations	0,966	0,860	0,824			
Work Motivation	0,827	0,668	0,811	0,863		
Job Content	0,813	0,728	0,807	0,672	0,740	
Work Behavior	0,842	0,783	0,828	0,831	0,682	0,900

Fornell Larcker, in this study referred to to see discriminant validity, namely the AVE of each latent variable must be higher than the other latent variables. With the data shown in table 4., the items tested meet discriminant validity.

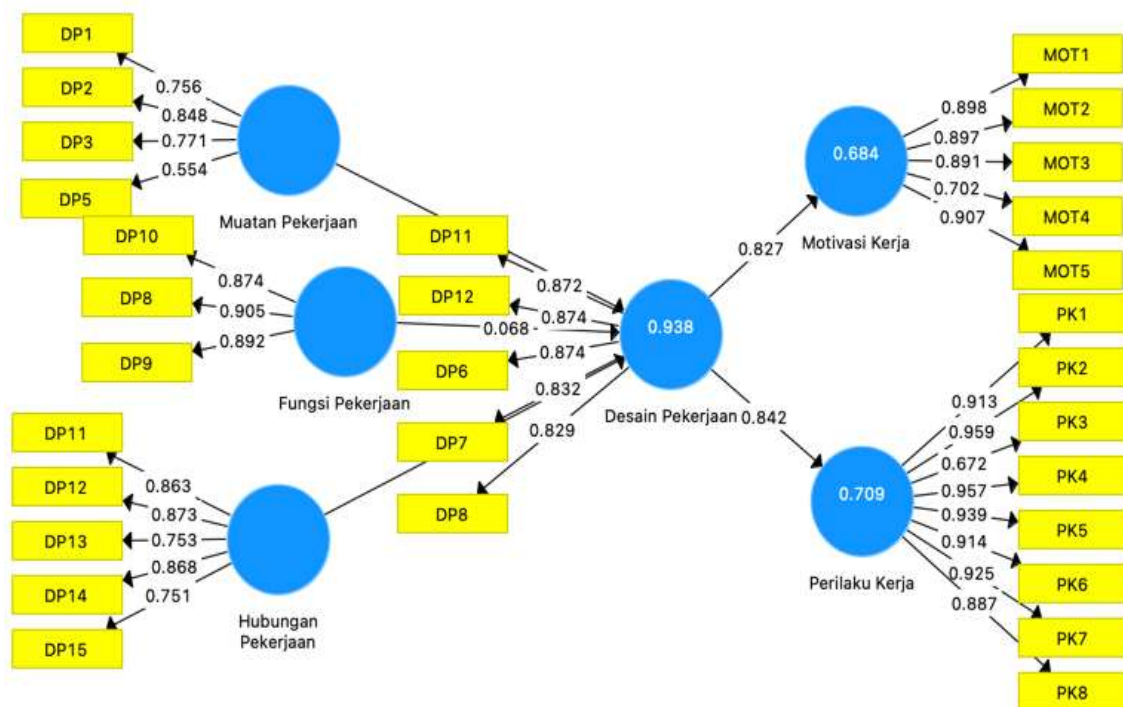


Figure 2. Outer Model (given in Bahasa)

Table 5. R-Square

	R Square	R Square Adjusted
Work Motivation	0,684	0,676
Work Behavior	0,709	0,702

R-Square is used in order to get an idea of the extent to which endogenous variables are considered substantial. Based on the results above, it can be concluded that endogenous variables have a substantial effect on exogenous variables of 0.684 for work motivation and 0.709 for work behavior.

Table 6. F-Square

	Job Design	Job Function	Work Relations	Work Motivation	Job Content	Work Behavior
Job Design				2,162		2,437
Job Function	0,019					
Work Relations	2,155					
Work Motivation						
Job Content	0,042					
Work Behavior						

Based on the table above, there are two variables that can be categorized as weak influences of exogenous latent variables at the structural level, namely the work function and work load (< 0.02). As for the work relationship, work motivation and work behavior can be categorized as a strong influence of exogenous latent variables at the structural level (> 0.02).

Table 7. Bootstrapping

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
Job Function -> Work Motivation (Ha2)	-0,171	-0,165	0,188	0,914	0,361	
Job Function -> Work Behavior (Ha5)	0,235	0,232	0,181	1,295	0,196	
Work Relations -> Work Motivation (Ha3)	0,280	0,299	0,426	0,658	0,511	
Work Relations -> Work Behavior (Ha6)	0,105	0,130	0,342	0,308	0,758	Hypothesis Not Supported
Job Content -> Work Motivation (Ha1)	0,034	0,046	0,151	0,226	0,821	
Job Content -> Work Behavior (Ha4)	-0,026	-0,020	0,131	0,201	0,841	

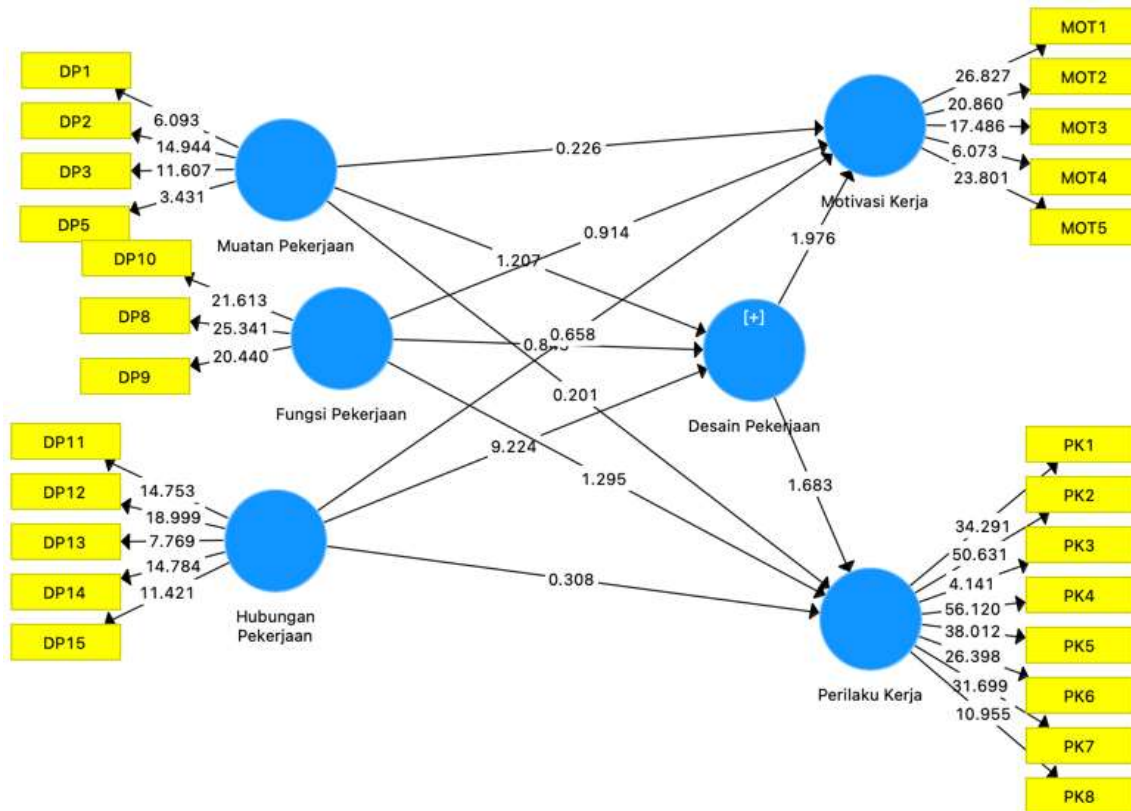


Figure 3. Inner Model (given in Bahasa)

All of the six hypotheses proposed are not supported, in other words, the hypotheses proposed in order to explain the phenomena that occur in the object of research are not proven.

As explained in chapter 1, it is motivated by the views of Gibson et al (1997) who wrote that employees in an organization will be determined by job design, which is one aspect of the work environment. Conceptually, it is understood that job design is something related to the process of determining the tasks that will be carried out by someone at work, the methods used by someone to carry out tasks and how work relates to other jobs in the organization, this has been conveyed by Simamora (2015). Based on Gibson et al (1997) and Simamora (2015) researchers understand that job design is something that is not only related to work technically, but also has links to all forms of activities that occur in every job that must be done. The interesting thing is that all forms of activities that occur and are experienced by people who work can encourage the establishment of social relations between one individual and another, and this is not limited to only one unit, but also between units.

Ali et a (2018) stated that aspects related to job design are not limited to meeting organizational requirements, but also considering the employee's personality. It is emphasized that, because job design not only pays attention to the realization of organizational goals, it also considers the fulfillment of employee desires. content, methods and work relationships to achieve organizational goals, including goals and job satisfaction. All aspects of job design must be optimal, so that all employee potential can be optimized, so that organizational goals can be realized efficiently and effectively.

Job design is not a rigid one, but must be flexible following changes in internal and external conditions of the organization. This means that the dimensions of job design (job content, job functions and relationships) are not fixed, but can or must be changed if there

are changes, especially if there are employee reactions and output gaps (Simamora, 2015: 119). There is a change in the resources managed by the work unit that requires greater output, it must be ensured that the work design is adjusted.

The study found that the assumption that the six hypotheses proposed were

1. Work Function -> Work Motivation (Ha2)
2. Job Function -> Work Behavior (Ha5)
3. Work Relationship -> Work Motivation (Ha3)
4. Employment Relationship -> Work Behavior (Ha6)
5. Job Load -> Work Motivation (Ha1)
6. Job Load -> Work Behavior (Ha4)

The six hypotheses proposed are not supported by the P-values obtained during bootstrapping. Based on these results, it can be seen that if the previous researchers treated job design more as a single variable, without using dimensions (latent variables), then in this study work load did not affect employee work motivation, job function did not affect employee motivation and work relations. does not affect employee motivation. In other words, this research is in contrast to previous studies conducted by Simamora (2015), Shoukat, et al., (2017), Rastogi and Garg (2016), Karim and Majid (2018) which found that job design had a significant and positive effect. on work motivation.

Next, work behavior in measuring the performance of civil servants is one of the dimensions using work behavior (PP No. 46 of 2011). This can be used as a basis, if job design has a significant effect on employee performance, then it first affects work behavior. This study shows that the object of research under study, the workload has no effect on work behavior, job functions have no effect on work behavior and work relations have no effect on work behavior.

V. Conclusion

From the results of the analysis and discussion in this study, it can be concluded that Job Design has no effect on Work Motivation. This is evidenced by the results of data analysis for workload with a t-statistic value of 0.226 less than 1.96 and a p value of 0.821 greater than 0.05 so that workload has no significant effect on work motivation. The results of data analysis for the work function with a t-statistic value of 0.914 less than 1.96 and p value 0.361 greater than 0.05 so that the work function has no significant effect on work motivation. c. The results of data analysis for Employment Relationships with a t-statistic value of 0.658 less than 1.96 and p value 0.511 greater than 0.05 so that the work function does not significantly affect the relationship. Job Design (Job Content, Job Function and Job Relationship) has no effect on Work Behavior. This is evidenced by the results of data analysis for the job function with a t-statistic value of 1.295 less than 1.96 and a p value of 0.196 greater than 0.05 so that the work function has no significant effect on work behavior. The results of data analysis for Job Load with a t-statistic value of 0.201 less than 1.96 and a p value of 0.841 greater than 0.05 so that the workload has no significant effect on work behavior. The results of data analysis for Employment Relationships with a t-statistic value of 0.308 less than 1.96 and a p value of 0.758 greater than 0.05 so that the work relationship does not significantly affect work behavior. To further increase work motivation and work behavior, it would be better in further research to examine other variables that have not been studied in this study, such as: 1) the Effect of Job Design on Employee Performance, 2) the Influence of Job Design on Work Culture and 3) the Effect of Job Design on the Work Environment.

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