

# Job Design and Work Effectiveness : Determinants of Employee Performance

Tania Clarisa Karmelia <sup>1\*</sup>, Iful Novianto <sup>2</sup>, Ardiansyah Hendra Lukmana <sup>3</sup>

<sup>1</sup> Universitas Wijaya Putra, Indonesia 1; e-mail : [taniaclarisa4@gmail.com](mailto:taniaclarisa4@gmail.com)

<sup>2</sup> Universitas Wijaya Putra, Indonesia 2; e-mail : [ifulnovianto@uwp.ac.id](mailto:ifulnovianto@uwp.ac.id)

<sup>3</sup> Universitas Wijaya Putra, Indonesia 3; e-mail : [ardiansyahhendra@uwp.ac.id](mailto:ardiansyahhendra@uwp.ac.id)

\* Corresponding Author : Tania Clarisa Karmelia

**Abstract:** The purpose of this study was to analyze the simultaneous effect of Job Design and Work Effectiveness on Employee Performance in Medical Record Staff at Bhakti Dharma Husada Hospital, Surabaya. This research approach uses a quantitative approach. The collection of research data was carried out using a questionnaire instrument. The formula used in this normality test is the Kolmogorov-Smirnov formula. The results of the Simultaneous Test (F Test) that have been carried out can be seen that simultaneously it has a positive and significant effect. Based on the data obtained and the results of statistical data tests that have been carried out, it can be concluded: Job Design and work effectiveness simultaneously have a significant effect on employee performance at Bhakti Dharma Husada Hospital.

**Keywords:** Employee Performance; Job Design; Work Effectiveness

## 1. Introduction

In any organization, whether private or public, performance is a very important aspect because it affects the achievement of the organization's goals. Good performance will positively influence the achievement of the organization's goals, and conversely, poor performance will negatively impact the accomplishment of those goals. The performance of an organization is considered good if the established goals can be achieved effectively. The performance of the organization is influenced by the performance of its divisions to achieve the organization's vision and mission. The diversity of human resources within the organization has varying performance levels, which can affect the overall performance of the organization.

The development of human resources is fundamentally about enhancing performance that reflects the abilities of organization members in their work, meaning that the performance of each organization certainly has previously desired goals. In essence, every institution has a desire to achieve more effective and efficient performance (Syam, 2020). Therefore, employee human resources play an important role in the sustainability of an institution. Quality performance will have employees with a very high work ethic and commitment. Thus, individual work support greatly contributes to the situation of an institution that can achieve effective performance. One way is by providing adequate work facilities that meet standards. With the provision of adequate work facilities, if the human resources are not qualified, then the achievement of an institution's goals may be less than optimal or could lead to failure in reaching its targets.

Received: March, 01 2024

Revised: March, 15 2024

Accepted: March, 29 2024

Published: March, 31 2024

Curr. Ver.: March, 31 2024



Copyright: © 2025 by the authors.

Submitted for possible open

access publication under the

terms and conditions of the

Creative Commons Attribution

(CC BY SA) license

([https://creativecommons.org/li](https://creativecommons.org/licenses/by-sa/4.0/)

[censes/by-sa/4.0/](https://creativecommons.org/licenses/by-sa/4.0/))

According to (Soedarmanto 2009), cooperation refers more to the efforts to complete tasks in order to achieve goals between individuals or work units where each has tasks that are performed synergistically, while working together refers more to working between work units that are done at the same time, which may not necessarily involve synergistic task execution. To achieve optimal results, good communication is needed among individuals within an organization. According to (Huetal:2009), teamwork represents a set of values that encourage its members to listen to each other, provide constructive feedback, support, and appreciate the desires and successes of team members. In addition to managing work facilities, human resources for employees also need to be organized. Therefore, HRM must design work to meet the needs of employees.

Job design is the process of defining how work will be done and the tasks that will be required for a job. The information obtained from job design includes the type of work, job situations, and work structure. Job design has two objectives. First, to improve productivity, operational efficiency, and the quality of products or services. The second objective is to meet individual needs in terms of interest, work challenges, and achievement targets. With job design, the workflow of each job in every division of the organization will be clearly organized. The purpose of job design is to arrange and adjust the positions of employees who have the competencies deemed suitable for their work in meeting high-quality human resource standards.

In addition to work design factors, there are also work effectiveness factors that can influence performance in an institution. According to (Nuzleha et al:2019), every institution will always strive as much as possible to carry out its main duties in achieving the established goals; therefore, it is appropriate for institutions to always strive for and maintain high employee work effectiveness. Effectiveness is the completion of work on time, meaning that the execution of a task is marked as good or bad, depending largely on how the task is carried out and how much cost is incurred for it (Maysita, 2016). In general, effectiveness is always associated with efficiency in achieving the institution's goals.

## 2. Literature Review

### Job Design

Job design is an important factor in management, especially operations management, because it relates to productivity and is also associated with the workforce that will carry out operations within an organization. Job design is a tool to motivate and provide challenges to employees (Wahyuni and Hamidi, 2020). Effective and efficient job design will generate the expected work motivation, enabling the organization to achieve its goals. According to (Bohlander:2015), job design is the result of job analysis that enhances work through considerations of technology and people in order to improve the efficiency of the organization and employee job satisfaction. The purpose of job design is to organize job

assignments that meet the needs of the organization, technology, and behavior. Job design is an approach to reduce job dissatisfaction while enhancing the potential of a job. Job design consists of the details of tasks and how tasks or activities are carried out, which includes who performs the task, how the task is performed, where the task is performed, and how the task is executed.

According to Bohlander (2013), there are 3 techniques in job design, namely: 1. Job enlargement is the process of adding a greater variety of tasks to a job. 2. Job Rotation is the process where employees rotate in and out of different jobs. 3. Job Enrichment is a technique that seeks to make the job more meaningful or satisfying by adding more meaningful tasks to the employee's job.

#### Work Effectiveness

Effectiveness is a measure of an Institution/Organization in achieving a better work process in completing tasks. Work effectiveness is an activity measured by the level of alignment between desired goals and expectations with good results. According to Saksono (2009), effectiveness is how much the degree of adherence of the output achieved corresponds to the expected output from the amount of input in a company or an individual. Hidayat (2011) states that effectiveness is a measure of a company that indicates how many targets, such as quantity, quality, and time, have been achieved, which in turn will increase its effectiveness.

Based on the effectiveness according to several economists mentioned above, it can be concluded that essentially the meaning of effectiveness is a condition that shows how far a target has been achieved by management in terms of quality, quantity, and time, where the target has been predetermined. The more targets that are achieved, the more effective the activities will be. The word effectiveness can also be interpreted as a specific effort or a level of success that can be achieved by an individual or a company.

#### Employee Performance

Performance is the result achieved from what a person has done in carrying out work or tasks. Performance is the work achievement or performance, which is the output over a certain period compared to various possibilities. The definition of employee performance is the willingness of an individual or group of individuals to engage in certain activities and to refine something with their responsibilities. Employee performance is the quality and quantity of work achieved by an employee in carrying out their tasks according to the responsibilities assigned to them. According to Rivai (2010), the concept of performance is the actual behavior displayed by each person as work achievement produced by employees in accordance with their roles within the company. Meanwhile, according to Ilyas (2011), the definition of performance is the presentation, work results of individuals, both in quality and in team work, and the results of work are not limited to personnel within the organization.

Based on the experts' opinions above, it can be concluded that the meaning of performance is the result achieved by a person in carrying out tasks or responsibilities according to the applicable measures or standards of each organization.

### 3. Method

This type of research is explanatory research with a quantitative approach. Data collection for this research is conducted using a questionnaire instrument. This research is classified as causal research. Causal research is aimed at finding relationships or cause-and-effect influences of independent variables on dependent variables. The data obtained will be analyzed using statistical tests to uncover facts about each of the studied variables. The population and sample in this research are all medical record staff at the RSUD Bhakti Dharma Husada Surabaya, totaling 40 people. In this study, a random sampling system was used, where only the first element from the sample is selected randomly, while the subsequent elements are chosen automatically according to a specific pattern. Technical analysis of data using SPSS

### 4. Results

#### 4.1 Validity Test

**Table 1.** Validity Test Table

Item-Total Statistics			
Butir Pertanyaan	Corrected Item-Total Correlation	R Tabel	Keterangan
X1.1	.554	0.2368	Valid
X1.2	.346	0.2368	Valid
X1.3	.516	0.2368	Valid
X2.1	.377	0.2368	Valid
X2.2	.554	0.2368	Valid
X2.3	.424	0.2368	Valid
X2.4	.421	0.2368	Valid
X2.5	.432	0.2368	Valid
Y1	.584	0.2368	Valid
Y2	.697	0.2368	Valid
Y3	.645	0.2368	Valid
Y4	.741	0.2368	Valid
Y5	.645	0.2368	Valid
Y6	.616	0.2368	Valid

Source: Data processed, 2023

The table above presents the results of the questionnaire items from 40 respondents, which show that all research variables are stated to be valid or meet the validity criteria (calculated  $R > \text{table } R$ ). The variables of job design (X1), work effectiveness (X2), and

employee performance (Y) are concluded to be suitable for use because they have a calculated R value  $> 0.2368$ , allowing the questionnaire items to be used for further analysis.

#### 4.2 Reliability Test

**Table 2.** Reliability Test Table

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.871	.876	14

Source: Data processed in SPSS

In the table above, it can be seen that the Cronbach's Alpha value is 0.871. Since the Cronbach's Alpha value of  $0.871 > 0.60$ , it can be said that all questionnaire items are reliable or consistent.

#### 4.3 Classical Assumption Test

##### 4.3.1 Normality Test

**Table 3.** Results of Normality Test Table

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		40
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.51066365
Most Extreme Differences	Absolute	.095
	Positive	.095
	Negative	-.082
Test Statistic		.095
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Data processed in SPSS

Based on the table above, it shows a Sig. (2-tailed) value of 0.200 with an alpha value of 5% (0.05). It can be stated that for the normality test using the one-sample Kolmogorov Smirnov Test, the distribution is normal with a total of 40 respondents. It has already been shown to be normally distributed with the proof that the alpha value is greater than 0.05 ( $0.200 > 0.05$ ).

### 4.3.2 Multicollinearity Test

**Table 4.** Results of Multicollinearity Test Table

Coefficients <sup>a</sup>							
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance
1	(Constant)	3.511	3.641		.964	.341	
	Job_Design	.550	.238	.315	2.315	.026	.688
	Efektivitas_Kerja	.733	.198	.503	3.697	.001	.688
a. Dependent Variable: Kinerja_Karyawan							

Source: Data processed in SPSS

It can be seen that the tolerance value of the job design variable is 0.688 or tolerance > 0.1, and the VIF value is 1.454 or VIF < 10. Both tolerance and VIF values indicate that the independent variables are free from multicollinearity.

### 4.4 Multiple Linear Regression Analysis

**Table 5.** Results of Multiple Linear Regression Analysis Table

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.511	3.641		.964	.341
	Job_Design	.550	.238	.315	2.315	.026
	Efektivitas_Kerja	.733	.198	.503	3.697	.001
a. Dependent Variable: Kinerja_Karyawan						

Source: Data processed in SPSS

Based on the table above, the resulting regression equation is:

$$Y = 3.511 + 0.550 (X_1) + 0.733 (X_2)$$

Based on this equation, it can be elaborated as follows:

- The constant value obtained is 3.511, which indicates that if the variables X<sub>1</sub> (Job Design) and X<sub>2</sub> (Work Effectiveness) are held constant, the Employee Performance is 3.511.

- b. The coefficient of the Job Design variable is 0.550, which means that for every one-unit change in the job design variable, it can affect employee performance by 0.550.
- c. The coefficient of the Work Effectiveness variable is 0.733, which means that for every one-unit change in the work effectiveness variable, it can affect employee performance by 0.733.

## 4.5 Hypothesis Test

### 4.5.1 Parsial Test

Based on the table above, the regression equation and the coefficients of the job design variable as well as work effectiveness can be observed. For the partial test model T Test, it can be interpreted as follows:

- a. The coefficient value of the job design variable is 2.315, which means that the calculated T value > the table T value ( $2.315 > 2.024$ ) and the significant value is 0.026 ( $0.026 < 0.05$ ), thus H1 is accepted and H0 is rejected, meaning that the job design variable has an effect on employee performance.
- b. The coefficient value of the work effectiveness variable is 3.697, which indicates that the calculated T value > the table T value ( $3.697 > 2.024$ ) and the significant value is 0.001 ( $0.001 < 0.05$ ), meaning that the work effectiveness variable has an effect on employee performance.

## 5. Discussion

### 5.1 The Influence of Job Design on Employee Performance

Based on the research results on the performance of employees at RSUD BDH, there is a positive influence of Job Design on employee performance. The Job Design variable has a significance value of 0.026. The significance value of  $0.026 < \alpha$  (0.05) where the coefficient ( $\beta$ ) is 0.550, indicates that the Job Design variable (X1) positively and directly influences employee performance (Y). Proper implementation of Job Design will be able to advance and develop the organization because employees will carry out tasks according to the regulations and established standards. This compliance will result in good employee performance for the institution. Employee performance affects the extent of contribution to the company, which includes innovation and results orientation in every job activity.

This research is in line with the research conducted by Nurul Fidiyah et al., which states that there is a significant influence between job design and employee performance through a study conducted on employees of PT Nonya Meneer Sermarang. However, this research contrasts with the research conducted by Agus Maulana, who stated that there is no influence between job design and employee performance, as well as with the research conducted by Muh Nur et al., which stated that there is a positive but not significant relationship between job design and employee performance at Perum Bulog Regional Division of Sultra.

## 5.2 The Influence of Work Effectiveness on Employee Performance

Based on the research results on the Employee Performance of RSUD BDH, there is a positive influence between Work Effectiveness and Employee Performance. The Work Effectiveness variable has a significance value (Sig) of 0.001. The significance value of  $0.001 < \alpha (0.05)$  where the coefficient ( $\beta$ ) is 0.733, indicates that the Work Effectiveness variable has a positive and direct impact on Employee Performance.

Based on statistical processing, it was found that work effectiveness has a significant effect. The work procedures established by the employees are well-structured, which impacts the achievement of maximum targets. The better the level of work effectiveness demonstrated by employees, the more it will improve their own performance.

Based on the results of the research questionnaire, it can be seen that the responses regarding work effectiveness have a very good average. From this research, it can be concluded that one of the measures that can be used as a benchmark for measuring performance is work effectiveness. This research is in line with the study conducted by Nelson (2020) which states that there is a positive relationship between job effectiveness and employee performance at the Social Insurance Agency office in Bandar Lampung. The research conducted by Welinus Halawa also shows that there is an influence of effectiveness on employee performance through the study at the South Solok PDAM Branch. Therefore, this research can be said to be consistent with existing theories.

## 5.3 The influence of Job Design and Work Effectiveness simultaneously on employee performance.

The results of the Simultaneous Test (F Test) which has been conducted with independent variables namely Job Design and Work Effectiveness toward the Dependent Variable which is Employee Performance show that they have a positive and significant effect together. The significant value from the statistical calculation is 0.000 ( $0.000 < 0.05$ ) and for the calculated F value is 20.780 while the table F value is 3.24 ( $20.780 > 3.24$ ). Thus, it can be stated that Job Design and Work Effectiveness together have an effect on Employee Performance, meaning that the Hypothesis H0 is rejected while H1 is accepted.

Based on the statistical processing, it was obtained that Job Design and Work Effectiveness have an impact on performance. With these results, it interprets that the factors of Job Design and Work Effectiveness simultaneously play an important role in improving employee performance. This aligns with the research conducted by Shofiyono (2021) which states that simultaneously job design and Work effectiveness has a significant impact on employee performance.



## 6. Conclusions

Based on the data obtained and the results of the statistical tests that have been conducted, the following conclusions can be drawn, Job Design has a significant effect on employee performance at RSUD Bhakti Dharma Husada. Work Effectiveness has a significant effect on employee performance at RSUD Bhakti Dharma Husada. Job Design and work effectiveness simultaneously have a significant effect on employee performance at RSUD Bhakti Dharma Husada..

For the BDH Regional General Hospital, it is essential to continue striving for improvements in employee performance through enhancements in the application of work design systems and work effectiveness. One way to improve capabilities is by involving employees in educational or training programs that can support individual work skills. The implementation of work design should be improved; it is also possible to update the work design system to enhance employee performance further. On the other hand, the effectiveness of work should maintain its system or can be further improved. Evaluations need to be conducted, both from the company's HR and from the operational HR support activities themselves. The goal of updating work effectiveness and work design as well as evaluations is to achieve better employee performance.

## References

- [1] S. Akbar, "Analisa Faktor-Faktor Yang Mempengaruhi Kinerja," vol. 3, no. 2, pp. 1–17, 2018.
- [2] Bohlander, *Kebijakan Kinerja Karyawan*, Yogyakarta: BPFE, 2014.
- [3] E. Edison, Y. Anwar, dan I. Komariyah, *Manajemen Sumber Daya Manusia*, 2016.
- [4] A. S. Efendi, "Penghargaan Terhadap Kepuasan Kerja Karyawan," *J. Bisnis Kolega*, vol. 4, no. 2, pp. 1–13, 2018.
- [5] D. F. Wahyuni and M. Hamidi, "Corporate Governance Management Towards Companies Including in LQ45 Index," *SEIKO: J. Manajemen & Bisnis*, vol. 3, no. 2, p. 1, 2020.
- [6] I. Ghozali, *Aplikasi Analisis Multivariat Dengan Program IBM SPSS 21*, Semarang: Universitas Diponegoro, 2018.
- [7] I. Ghozali, *Aplikasi Analisis Multivariat Dengan Program IBM SPSS 21*, Semarang: Universitas Diponegoro, 2016.
- [8] R. Handayani, *Metodologi Penelitian Sosial*, Yogyakarta: Trussmedia Grafika, 2020.
- [9] P. D. Hatmoko, "Pengaruh Desain Pekerjaan dan Kualitas Kehidupan Kerja Terhadap Efektivitas Kerja Guru SMP Negeri di Kecamatan Jati Asih Bekasi Selatan," *Eduvest - J. Universal Studies*, vol. 2, no. 1, 2022.
- [10] Hidayat, *Teori Efektivitas Dalam Kinerja Karyawan*, Yogyakarta: Gajah Mada University Press, 2011.
- [11] M. Husin, "Pengaruh Desain Pekerjaan terhadap Kinerja Karyawan pada PT. POS INDONESIA Cabang Utama Pekanbaru," *Skripsi*, pp. 1–123, 2018.
- [12] Ilyas, *Kinerja: Teori dan Pelatihan*, Jakarta: BP FKUM UI, 2011.
- [13] A. Maulana, "Pengaruh Struktur Tugas dan Desain Pekerjaan Terhadap Kinerja Pegawai Pada Sekretariat Daerah Kabupaten Indragiri Hilir di Tembilahan," *J. Analisis Manajemen*, vol. 1, no. 1, pp. 25–36, 2015.
- [14] P. D. Melani, M. M. Warso, and H. A. Tri, "Pengaruh komunikasi organisasi, stres kerja, dan motivasi kerja terhadap efektivitas kerja karyawan dengan kepuasan kerja sebagai variabel intervening pada PT Ungaran Sari Garments," *J. Manajemen*, vol. 2, no. 2, pp. 1–15, 2016.
- [15] Nelson, "Pengaruh Efektivitas Kerja Terhadap Kinerja Jaminan Sosial Bandar Lampung," *J. Ekonomi, Keuangan dan Bisnis*, vol. 5, 2020.
- [16] M. Nur, A. Mahmudin, and Sabilalo, "Pengaruh Budaya Organisasi dan Desain Pekerjaan Terhadap Komitmen Kerja dan Kinerja Karyawan Perum Bulog Divisi Regional Sultra," *SEIKO: J. Manajemen & Bisnis*, vol. 3, no. 2, 2020.
- [17] Y. Nuzleha, Y. Yamin, and Novalia, "Pengaruh Efektivitas Kerja Terhadap Kinerja Pegawai Pada Kantor Badan Penyelenggara Jaminan Sosial Bandar Lampung," *Ekombis Sains: J. Ekon. Keuangan dan Bisnis Univ. Sang Bumi Ruwa Jurai*, vol. 4, no. 1, pp. 17–26, 2019.
- [18] E. Pahlawati, E. Norman, and R. K. Supriyatna, "Dampak Stres Kerja dan Disiplin Kerja terhadap Kinerja Pegawai RSUD Kota Bogor pada Masa Pandemi Covid 19," *Reslaj: Religion Education Social Laa Roiba Journal*, vol. 4, no. 1, pp. 101–119, 2021, doi: 10.47467/reslaj.v4i1.525.
- [19] P. Pujoraharjo and Y. M. Diah, "Pengaruh Kompetensi dan Desain Kerja terhadap Kinerja Karyawan (Studi Kasus di Departemen Gigi dan Mulut RSUP Dr. Mohammad Hoesin Palembang)," *J. Manajemen dan Bisnis Srivijaya*, vol. 13, no. 4, pp. 507–524, 2015.
- [20] Riduwan, *Metode dan Teknik Menyusun Tesis*, Bandung: Alfabeta, 2004.

- [21] V. Rivai and Basri, *Performance Appraisal*, Jakarta: PT Puji Grafindo Persada, 2010.
- [22] B. Saksono, *Dalam Menuju SDM*, Jakarta: Budi Aksara, 2009.
- [23] A. A. Shofiyono, "Pengaruh Desain Kerja dan Efektivitas Kerja Terhadap Kinerja Karyawan (Studi PT. Semen Indonesia Persero Tbk)," *J. Entrepreneurship, Management and Industry (JEMI)*, vol. 4, no. 4, 2022.
- [24] Simanjuntak, *Manajemen dan Evaluasi Kinerja*, Jakarta: FEUI, 2011.
- [25] M. R. Steers, *Efektivitas Organisasi*, Jakarta: Erlangga, 2010.
- [26] P. D. Sugiyono, *Metode Penelitian Bisnis*, Bandung: Alfabeta, 2012.
- [27] P. D. Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif dan R&D*, Bandung: Alfabeta, 2016.
- [28] P. D. Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif dan R&D*, 26th ed., Bandung: Alfabeta, 2017.
- [29] S. Syam, "Pengaruh Efektivitas dan Efisiensi Kerja Terhadap Kinerja Pegawai Pada Kantor Kecamatan Banggae Timur," *J. Ilmu Manajemen Profitability*, vol. 4, no. 2, pp. 128–152, 2020.
- [30] S. Tinggi *et al.*, "The Influence of Organizational Culture and Job Design on Work Commitment and Employee Performance at Perum Bulog," 2020.