



Application of Job Design Strategy for Businesses MSMEs Facing the New Normal Era

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Abstract

The process of determining an organization's purpose to achieve its goals using three approaches is known as job design, particularly job enlargement, job rotation, and job enrichment. This study aims to prove and see how job design can be used as a strategy in the new normal era of business to improve the quality of human resources. This study adopted mixed-method research with quantitative and qualitative approaches. Data was carried out through literature studies (reputable journals), questionnaires, and in-depth interviews through Zoom, Google Meet, and WhatsApp applications. Data processing is done by collecting data with purposive sampling of 164 respondents. The data is managed using SEM AMOS & Nvivo plus 12 applications. Furthermore, on task significance, skill variety, autonomy, feedback, and task identity, study the potential motivation index based on the Motivating Potential Score (MPS). Finally, an assessment was carried out with the Job Diagnostic Survey (JDS) to produce a potential motivation score, namely low, moderate, or high motivation. The findings of this study suggest that job design can be used as a business strategy in the face of the new normal era for improving the quality of human capital since there is a high motivation strengthening by job rotation, job enlargement, and job enrichment. It is strengthened by achieving job design on motivation that increases productivity, commitment, and satisfaction and reduces turnover intention, insecurity, and work stress.

Keywords—Job Design; Motivating Potential Score (MPS); Job Diagnostic Survey (JDS); MSME Business; New Normal

Abstrak

Proses penentuan tujuan organisasi untuk mencapai tujuannya menggunakan tiga pendekatan yang dikenal sebagai *job design*, khususnya *job enlargement*, *job rotation*, dan *job enrichment*. Penelitian ini bertujuan untuk membuktikan dan melihat bagaimana *job design* dapat dijadikan sebagai strategi bisnis di era new normal untuk meningkatkan kualitas sumber daya manusia. Penelitian ini mengadopsi penelitian mix method dengan pendekatan kuantitatif dan kualitatif. Data dilakukan melalui studi literatur, kuesioner, dan wawancara mendalam melalui aplikasi Zoom, Google Meet, dan WhatsApp. Pengolahan data dilakukan dengan pengumpulan data dengan teknik purposive sampling sebanyak 164 responden. Data dikelola menggunakan aplikasi SEM AMOS & Nvivo plus 12. Selanjutnya, pada signifikansi tugas, variasi keterampilan, otonomi, umpan balik, dan identitas tugas, ditinjau dengan indeks motivasi potensial berdasarkan Motivating Potential Score (MPS) dan dilakukan penilaian dengan Job Diagnostic Survey (JDS) untuk menghasilkan skor motivasi potensial yaitu motivasi rendah, sedang, atau tinggi. Temuan penelitian ini menunjukkan bahwa desain pekerjaan dapat digunakan sebagai strategi bisnis dalam menghadapi era new normal untuk meningkatkan kualitas sumber daya manusia karena adanya penguatan motivasi yang tinggi melalui *job enlargement*, *job rotation*, dan *job enrichment*. Hal ini diperkuat dengan pencapaian *job design* pada motivasi yang meningkatkan produktivitas, komitmen, dan kepuasan dan mengurangi keinginan berpindah, rasa tidak aman, dan stres kerja.

Kata kunci— Job Design; Motivating Potential Score (MPS); Job Diagnostic Survey (JDS); Bisnis UMKM, Kebiasaan Baru

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I. INTRODUCTION

The competition between organizations is very tight; Productivity and quality problems become one of the sustainability of the organization's sustainability which is supported by employees' ability. This year, the coronavirus (Covid-19) pandemic has significantly impacted people's lives, including the economy. This condition not only disrupts the economy but also disrupts the movement of the Indonesian economy; Based on data in the first quarter of 2020, it was 2.97% (year-on-year), compared to the achievement in the first quarter of 2019 of 5.7% (Badan Pusat Statistik, 2020b). Indeed, this is closely related to the movement of MSME businesses with social activity policies that impact business decline and result in millions of layoffs.

In addition to this new normal era, there is a change in the economic order that is increasingly echoing (Aramia, 2020). Due to the fluctuating system, employees become discouraged by declining competitiveness; employees being laid off, the desire to move, the decrease in income due to reduced working hours, most of the online sales processes, and the consequences of the organizational system must be activated immediately. This is similar to the organizational dimension in job design which acts as a locomotive in growing employee awareness and skills (Hendrawan et al., 2018).

Lucia Mullen et al. (2020) illustrate that a poll of 2,100 workers globally conducted by Quartz and Qualtrics recently found that research comes from an evidence gap, 48% said their job design has remained the same since the pandemic started, 37% said their job design is improving, and 15% said their job design has deteriorated with feelings of insecurity at work. Singh et al. (2020) said that motivation is one of the most valuable assets that can reduce risk during the Covid-19 period apart from job design. Adhikari (2021) says that working remotely, such as WFH, can risk job stress, desire to move, and insecurity in the workplace. Referring to the evidence gap through Gallup data, motivation can influence productivity, commitment, and satisfaction (Brooks et al., 2020).

This study aims to prove job design strategies in increasing the motivation of human resources in the digital era through job rotation, job expansion, job enrichment, and motivation potential score (MPS). Then, it is followed by measuring the application of the variables of job rotation, job expansion, and job enrichment as seen through the MPS and measured through the Job Diagnostic Survey (JDS). Thus, this study hopes to solve job design strategies to increase productivity, commitment, and satisfaction and reduce the risk of work stress, intention to move, and insecurity during the pandemic.

II. LITERATURE REVIEW

A. *Job Design*

Job design is the dominant factor in managing operations in a company or other formal institution (Grant, 2007; Dul et al., 2012). The function of job design is to increase the staff's productivity, especially in carrying out the company's operational activities. In other words, job design is a tool or media used to motivate each staff and provide challenges to them to work optimally without feeling pressured (Wood et al., 2012). Job design means that businesses must devise a unique strategy to allow employees to work more productively than ever before, minimizing boredom and leading to job satisfaction (Wen et al., 2018). This design also aims to counteract feelings of stress and distress in employees. In this case, every staff can work productively and happily in carrying out all the company's operational activities charged to him. The output is the company's goal to achieve will be well achieved (Dobre, 2013).

Each organization or corporation has its method of designing work for all employees based on their roles. Since the job design in an organization and the communication process are inextricably linked, they must be considered when determining the job design of communication between superiors and subordinates (Kusuma, 2012). The nature of designing a job design is figuring out how to arrange all current work in a structured manner. The job design aids in describing what work needs to be done, how it should be done, how much work needs to be done, and how the provisions should be carried out for the work to be completed (Freeney & Fellenz, 2013). The three methods used in work design are job rotation, job enlargement, and job enrichment. An organization does not have to use all three job design approaches at the same time. It is based on the current state of the organization (Belias & Sklikas, 2013).

Job Rotation is a job design program that increases the motivation and responsibility of workers by exchanging job positions so that it is expected that workers can improve their work skills and experience. Job enlargement is a form of job design that involves the content of the work while maintaining the same degree of difficulty, with the expectation that employees can increase their capacity and responsibility. Finally, job Enrichment is a method of job design by enriching the work and improving the planning and execution of work (Belias & Sklikas, 2013).

B. Job Rotation

The practice of transferring workers from one work specialization to another is known as job rotation (Ortega, 2001; Oparanma & Nwaeké, 2015). Employees would be able to pursue their interests and gain experience in different fields of employment within the organization if job rotation is implemented correctly (Md Lazim et al., 2013; Chen et al., 2015). Job rotation is one of the management techniques or management approaches to test the skills and competencies of employees so that the company can put the employee in the proper job position (Brunold & Durst, 2012). Also, job rotation can increase knowledge, flexibility, and employee engagement. It can minimize boredom and provide new opportunities to do different tasks (Baro, 2012; Kartika, 2018). Provide experience and expertise to a broader range of work types in employees (Swift & Hwang, 2013).

Employees who rotate are likely to have more human resource modal because they can receive a broader education and experience as a means of employee learning (Mariz-Perez et al., 2012). As a form of employer learning, the company will learn more about human resources if the company can observe the performance of employees on different types of tasks. To find the best position/ task, the company needs to move employees to different positions to observe how they perform in each position (Hasibuan & Malayu, 2011). Some workers can get frustrated and exhausted if they perform the same task repeatedly, so job rotation can be used as a motivator for them to keep their work spirit up (Scott, 2012).

C. Job Enlargement

Job Enlargement, on the work in question, added tasks that require the same expertise (Berdicchia et al., 2016). The process of merging two or more separate tasks in a workflow segment into a single job is known as job enlargement (Robbins and Judge, 2012). This entails broadening the scope of work by incorporating responsibilities while maintaining the same level of accountability. Increase the scope of employment by expanding the number of duties, jobs, and general obligations on the same level and within the exact boundaries (Robbins, 2015).

Job enlargement is applied to the monotony of the job by creating interest in a job to avoid the feeling of complaining, boredom, and monotonousness. If job enlargement is carefully planned, it can help reduce boredom and better satisfy employees; increasing work flexibility can also be leveled with a flexible number of individual tasks in certain aspects (Sutrisno Edi, 2012). Furthermore, the application for this job enlargement does not require any skills training (Joseph & Sharon, 2016). Employees are not required to learn new skills to do their jobs. However, time management and human resources may be needed. This kind of work will motivate those who do it (Lely & Dwiarko, 2020).

D. Job Enrichment

According to Herzberg's motivation theory, it is crucial to change the work atmosphere to provide opportunities for achievement to inspire employees, appreciation, accountability, development, and growth (Alshmemri et al., 2017). Task enrichment combines many tasks from a vertical cross-section of the company into one job to provide workers with more responsibility and control and a more profound enhancement of coursework by incorporating management elements (Robbins and Judge, 2012). This concept is used to help employees establish a clear sense of responsibility by encouraging them to manage their working hours, correct their errors, and determine the best way to complete different tasks (Wibowo, 2016).

Many people consider that job enrichment has much familiarity with job enlargement, but the difference is in the concept of how to achieve it (Chung & Ross, 1977; Sushil, 2014b). The effect of job enrichment on productivity is determined by increased or reduced efficiency, and the extent of the decrease in efficiency coincides with the work speed of the workers (Sushil, 2014a). The effectiveness of job enrichment is determined by the characteristics of the workers whose jobs are redesigned. Enriched work can intrinsically motivate workers who need success and independence (Boxall et al., 2015).

The job enrichment term refers to several processes that differ from rotating, enlarging, and total (aggregating) tasks. To make the job more meaningful, fun, and fulfilling and gain more autonomy in planning and controlling its work (Belias & Sklikas, 2013). It will also play a role in giving workers opportunities to achieve awards, recognition, improvement, and development (Robbins and Judge, 2012). So that workers are more motivated to work more vigorously.

E. Motivating Potential Score (MPS)

MPS is a predictive index that shows the motivating potential of a job. People who work in high core dimensions (high MPS) are generally more motivated, more satisfied, and more productive (Bahrami et al., 2016). The concept described in this book focuses more on the theory of motivation, associated with the value of individual job satisfaction. This means that understanding is associated with psychology. Bahrami et al. (2016) state that experience meaningfulness is the extent to which the individual considers the work to be meaningful, valuable, and worthwhile, experience responsibility is the extent to which the individual feels accountable for the work output, knowledge of the result is the extent to which individuals know and understand how well they are performing.

Based on the concept of experience, it will produce a high-achieving work system by knowing external standards, achieving the best, improving the previous experience, improving group continuity, the existence of available resources, and the dimensions of organizational culture. Furthermore, the characteristics of forming job satisfaction are divided into five (5) criteria as follows: (1) skill variety means that every job or assignment must have skills and abilities, (2) task identity is the type or type of work that is by the talents and compatibility with the competencies required owned, (3) task significance, namely the influence of work carried out with groups in the organization and other social environments, (4) autonomy means work provides individual freedom, and decisions to move/quit work, (5) feedback is information feedback about performance to that individual.

F. Motivation

Motive is defined as the impetus or energy is the motion of the soul and body to act. The theory developed by Saputra (2020) is that motivation also improves the quality of human resources so that the motive is a driving force that moves people to behave and their actions have a specific purpose. High motivation will influence one's work productivity (Dobre, 2013). Giving goals to motivation will create high commitment and reduce work stress. In addition, motivation will also influence one's job satisfaction. Meanwhile, another opinion says that the desire contained in an individual to survive will reduce turnover intention. The impulse that exists in humans that causes them to do something will also reduce insecurity (Raziq & Maulabakhsh, 2015).

III. RESEARCH METHODOLOGY

A. Data and Research Methods

This study adopted mixed-method research with quantitative and qualitative approaches. This method is used to handle different levels in one system. Findings from each level are combined to formulate a comprehensive interpretation. Data was carried out through literature studies (reputable journals), questionnaires, and in-depth interviews through Zoom, Google Meet, and WhatsApp applications. Data for this study were collected from employees at D.I. Yogyakarta. The choice of the place was because it could focus on the review and one of the areas affected by the pandemic period with a high increase in the positive number of COVID-19 (Badan Pusat Statistik, 2020a). Respondents in this study were employees engaged in the MSME business sector. Determination of respondents based on the purposive sampling technique with certain criteria to determine samples that have certain criteria so that the samples taken are following the research objectives (Creswell, 2019). This study adopts Belias & Sklikas (2013), which examines how organizations apply Job Design as a strategy to deal with changes in the new normal era with MSME criteria, namely (but not limited to):

- Focus on reviewing employees who have worked for at least two years
- Permanent employees
- Employees affected by the pandemic, and
- Have job specifications.

In the quantitative strategy approach, this study uses structural equation modeling in the AMOS 24 application through a series of exploratory and confirmatory factors analyzed to determine the relationship between variables based on (Ghozali, 2014). In the qualitative approach, the data is managed using Nvivo plus 12, then concluded. Nvivo is used to analyze data to produce more professional results (Hilal & Alabri, 2013). The review results will show the interconnected and mutually supportive relationship by generating the same

view through analysis. The results of the review will produce an average percentage that shows the role of each variable contribution.

Collecting data through questionnaires and interviews with a purposive sampling technique (Nurdiani, 2014). Then determine the number of samples according to the sample size that will be used as the actual data source, taking into account the characteristics of the population and their distribution to obtain a representative sample (Sholikhah, 2016). Respondents filled out the questionnaire and were interviewed from 170 questionnaires, and four respondents did not fill out the questionnaire completely. Therefore, the sample consists of 164 respondents who represent the research sample.

B. Construction Measurement

The study used primary data collected through questionnaires conducted by researchers. The questionnaire was designed to measure construction using a rating of 1 – 5 in respondents' answers (Sekaran & Bougie, 2013). The score is likely to move from 1 as the lowest score to 5 as the highest score to measure four variables: job rotation, job enlargement, job enrichment, loyalty, and productivity. A score of 1 represents the least agreed answer, and a score of 5 represents the most agreed answer. A 30-item assessment scale is used to measure this construct (Table 1). Most items are pulled from available literature studies with some modifications that fit the context of the research. Scales are used to measure the construction of research taken from the available literature.

Table 1. Construction Measurement

Constructs	Definitions	Indicator/item MPS	Author
<i>Job Rotation</i>	A job design program by increasing the motivation and responsibility of workers by exchanging job positions so that it is expected that workers can improve their work skills and experience. Belias & Sklikas (2013)	Skill Variety Task Identity Task Significance Autonomy Feedback	Belias & Sklikas (2013); Bahrami et al., (2016); Hackman & Oldham (1974), Lauche (2005), Ali, et al., (2014)
<i>Job Enlargement</i>	A form of job design that involves the content of the work while maintaining the same degree of difficulty, with the expectation that employees can increase their capacity and responsibility Belias & Sklikas (2013)	Skill Variety Task Identity Task Significance Autonomy Feedback	Belias & Sklikas (2013); Bahrami et al., (2016); Hackman & Oldham (1974), Lauche (2005), Ali, et al., (2014)
<i>Job Enrichment</i>	a method of job design by enriching the work and improving the planning and execution of their work Belias & Sklikas (2013)	Skill Variety Task Identity Task Significance Autonomy Feedback	Belias & Sklikas (2013); Bahrami et al., (2016); Hackman & Oldham (1974), Lauche (2005), Ali, et al., (2014)
<i>MPS</i>	MPS is a predictive index that shows the motivating potential of a job. For example, people who work in high core dimensions (high MPS) are generally more motivated, more satisfied, and more productive. Bahrami et al. (2016)	Skill Variety Task Identity Task Significance Autonomy Feedback	Belias & Sklikas (2013); Bahrami et al., (2016); Hackman & Oldham (1974), Lauche (2005), Ali, et al., (2014)
Motivation	An institutionalized incentive system seeks to improve customer consumption behavior	Skill Variety Task Identity	Hermawan & Rustiana, 2019);

over time beyond the direct influence of price changes or core offerings. Herma wan & Rustiana (2019)	Task Significance Autonomy Feedback	Belias & Sklikas (2013); Bahrami et al., (2016); Hackman & Oldham (1974), Lauche (2005), Ali, et al., (2014)
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Source: Author analysis (2021)

Structural Equation Modeling (SEM) with AMOS Program was used to test the model and hypothesis in this research. First, the analysis was conducted using a measurement model to test the dimensionality. Then, the indicators formed the constructs to assess the parameters resulting from the goodness of fit. Next, the measurement model used convergent validity to test whether they were valid to test what needs to be tested. Moreover, the indicator significance had to be tested to assess whether the indicators provided similar dimensions to form latent variables. The next analysis was SEM, which applied a similar step that tested the parameters resulting from the goodness of fit and the research hypothesis on the causality relationship developed in the model (Ghozali, 2014).

The maximum likelihood estimation (MLE) technique was applied in the research. A total of 164 samples were used, as this quantity had fulfilled the need of samples recommended in applying MLE and the average variance extracted (AVE) criteria of which the minimum number of samplings was 150 under requirements: the value of standardized loading estimated was less than 0.7, and the commonality score was 0.5. This study will look at the influence of aspects of job design through job rotation, job enlargement, and job enrichment on MPS elements affecting motivation.

C. Hypotheses

The hypothesis produced in this study refers to previous research, namely in a study by Herma wan & Rustiana (2019); Belias & Sklikas (2013); Bahrami et al. (2016); Hackman & Oldham (1974), Lauche (2005), Ali, et al., (2014). Therefore, the hypothesis of this study is formulated as follows, as shown in figure 1.

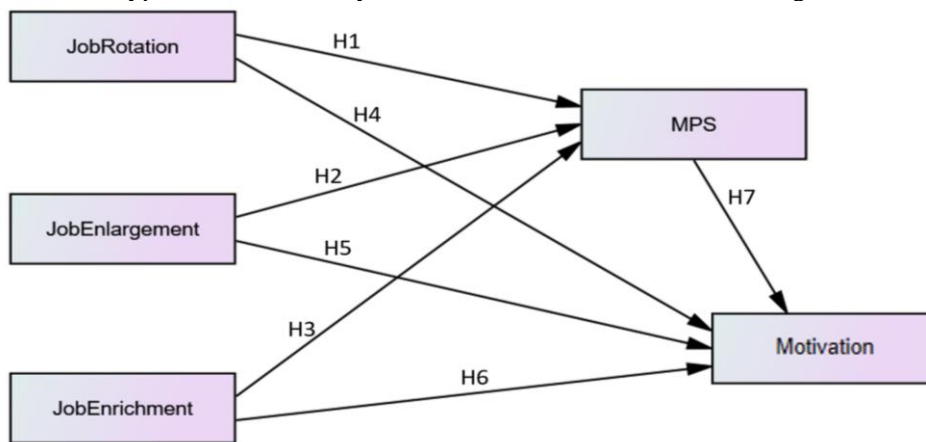


Figure 1. Conceptual Framework

- H1: Job rotation has a positive effect on MPS
- H2: Job enlargement has a positive effect on MPS
- H3: Job enrichment has a positive effect on MPS
- H4: Job rotation has a positive effect on motivation
- H5: Job enlargement has a positive effect on motivation
- H6: Job enrichment has a positive effect on motivation
- H7: MPS has a positive effect on motivation

D. Construction Measurement MPS Conceptuality

Implementing the Job design strategy, a scope includes processes and systems in the organization. In this study, the review is carried out through several questions asked. First, it starts with who will do the task to address the work's subject matter, starting from the lowest position to the head of a company or a specific formal institution. Then, how these tasks will be carried out in operational practices that include implementing them, whether seen from the implementation schedule, the equipment used, and the technical procedures for each staff.

Furthermore, the job design strategy in this study also poses a question of where the task will be carried out to refer to the location where the assigned task will be carried out. The task fulfills the requirements and authority for conducive work. It is no less critical regarding the expectations to be achieved from tasks that are identical to the vision and mission of the organization with the output to be achieved. Job design in a company serves to regulate the distribution of assignments to accomplish the needs the company wants to achieve. In practice, job design is closely related to identifying the duties of each staff, and the relationship between the assigned tasks and the responsibilities is shown.

Table 2. Application of Job Design Strategies

Job Design Method	Job Design Scope	Guidelines in Job Design
• Job Rotation	Who will do the assignment?	Identification and features of the job
• Job Enlargement	How is the task carried out?	Task method, the relationship of duties and responsibilities
• Job Enrichment	Where is the task carried out?	Requirements (expertise) and authority to carry out tasks in a job
	What hope do you want to achieve?	Task knowledge with job summaries and descriptions

Source: Saputra, (2020) (modified)

In this report, an attempt is made to boost morale and efficiency at work. This study's work characteristics strategy is focused on a model developed by Hackman and Oldham in the 1970s, who wanted to diagnose and analyze jobs in preparation for a redesign program focused on previous approaches that increased employee satisfaction and engagement (Hackman & Oldham, 1974; Lauche, 2005; Ali et al., 2014).

The study begins by determining the main job characteristics that increase morale and motivation in the workplace. The method is derived from a thorough examination of critical aspects of organizational behavior and the impact of work design on success, motivation, and job satisfaction (Kanten, 2014). In this study, job design strategies focus on what motivates work and what increases productivity which is appropriate and relevant to deal with new habits. Hackman & Oldham (1974), Lauche (2005), and Ali et al. (2014) have identified five core dimensions that affect employee motivation and characteristic fulfillment tests. The following is the explanation in table 2:

Table 3. The Five Core Dimensions for Measuring MPS Conceptuality

Job Characteristics	Conceptualization
Skill Variety	The extent to which workers can use a range of skills and abilities to complete various job tasks.
Task Identity	The extent to which a task necessitates completing a complete or recognizable piece of work, such as working from start to finish.
Task Significance	The extent to which the work has a significant effect on the business.
Autonomy	Employees' degree of flexibility in arranging work, deciding processes, and working methods.
Feedback	The degree to which an employee's performance offers precise details about his or her success when performing a job.
MPS	It is based on the five core dimensions, calculating a job's overall ability to promote intrinsic motivation.

Source: Hackman & Oldham (1974), Lauche (2005), Ali, et al., (2014)

Skill variety, task identity, task significance, autonomy, and feedback are the dimensions. The Motivating Potential Score (MPS) for work is a composite of these five core dimensions (Yaverbaum & Culpan, 2011). This dimension is used to test the types of activities performed to assess the difference in skills for each employee. Besides, this study focuses on the task identity and the significance of each job performed. Furthermore, as a core dimension of work motivation, this study finds employee autonomy very effective (Asghari et al., 2014). Finally, this study points to the importance of effectiveness in providing feedback to employees about their work, enhancing ability and performance to increase productivity and work motivation.

This research examines the impact of job design requirements on design outcomes which control over the design process, clarity of design details, input on the performance, and organizational support are all used to evaluate the study's criteria based on research by Hackman & Oldham (1974), Lauche (2005), Ali, et al., (2014), then the authors developed a high or low measurement of the Motivating Potential Score (MPS) index. This study also used the Job Diagnostic Survey (JDS) to assess employees' perceptions of work. Then, the study was conducted measurably, with questions ranging from 1 to 7 on a scale of 1 to 7. It is possible to measure each employee's MPS by completing this questionnaire. JDS is a straightforward method for detecting and identifying flaws in employee productivity and efficiency. The MPS, which measures a job's overall ability to improve motivation and efficiency in terms of the measurements significantly, is used in this survey of skill variety, task identity, task significance, autonomy, and feedback.

Table 4. Job design criteria and their effect on design outcomes

Criteria for job design and their influence on design outcomes	Motivating Potential Score (MPS) (1 – 7)		Job Design Achievement Objectives on the impact of Motivation	
	Low	High	Enhancement	Decline
Control over the design process	Learned, helpless, slow process	Experienced meaningfulness, task identity, ownership	<ul style="list-style-type: none"> • Productivity • Commitment • Satisfaction 	<ul style="list-style-type: none"> • Work Stress • Turnover Intention • Insecurity
Clarity of the design-relevant information	Frustration, guesswork, wrong products	Informed decisions, appropriate mental model		
Feedback on the result	Feeling ignored, missed opportunities for intervention	Improved products, good attitude, learning directly		
Organizational support	Frustration, exhaustion, and a long design phase	Appropriate services and recognition of the value		

Source: Hackman & Oldham, 1974; Lauche, 2005; Ali et al., (2014)

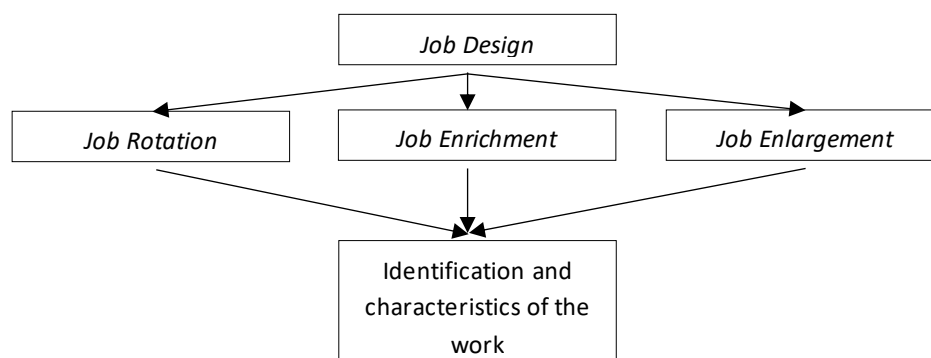
A job will record the dimension with the lowest score of 1 = (1x1x1) and the highest score of 343 = using this formula (7x7x7). The MPS and its characteristics are additive, which means that the maximum score is registered when all characteristics are maximized. The sum of the three items in each core characteristic determines the score for that core characteristic. A person's potential motivation score can be divided into three categories based on the MPS rating, as shown in table 4:

Table 5. Score of MPS

Motivational Potential Score	Score
Low Motivation	0 – 119
Moderate Motivation	120 – 199
High Motivation	200 – 343

Source: Hackman & Oldham, 1974; Lauche, 2005; Ali et al., (2014)

Furthermore, the job design concept is structured to measure motivation in the scheme so that the review is more systematic, and the achievement targets are easier to obtain. Based on applying job design strategies with five core dimensions for measuring MPS conceptuality through job design criteria and their effect on design outcomes (figure 2). The basic concept of job design strategy is prepared based on the implementation that has been done for this to become part of the methodology.



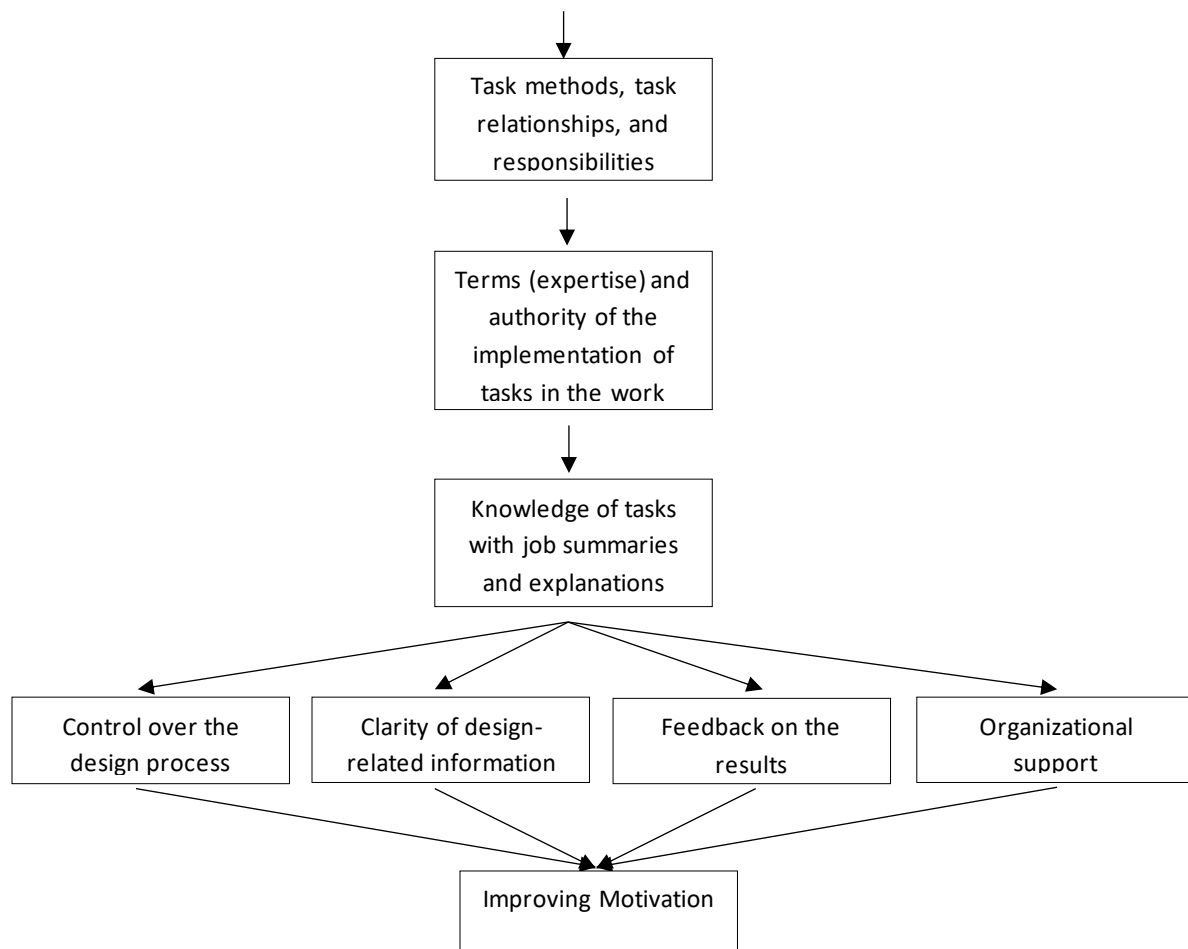


Figure 2. Job Design Strategy Concept

Source: Hackman & Oldham, 1974; Lauche, 2005; Ali et al., (2014), *modified* (2021)

IV. RESULT AND DISCUSSION

A. Results

The hypothesis testing in this research was conducted with SEM with the AMOS program. The analysis result of the SEM in the full model can be seen in figure 3. On the other hand, it explained the result of the hypothesis test in developing SEM. The full model confirmatory test result showed a good result that was the fulfillment of goodness-of-fit criteria. The structural model was used to describe the causality models of the research with the tiered relationship.

The result showed that the goodness-of-fit criteria fulfilled χ^2 to 267,641 with a probability value of 0.053. Thus, both assumptions have been fulfilled. The highest GFI score was 0.913, the AGFI score was 0.956, the CFI score was 0.922, the TLI score was 0.853, the NFI score was 0.838, the IFI score was 0.873, the RMSEA score was 0.032, and the RMR score was 0.031. These scores indicated that they had fulfilled the required cut-off. This indicated that the research model was accepted and had met the required criteria (standard). Test result analysis of goodness of fit among job design through job rotation, job enlargement, and job enrichment on MPS elements affecting motivation is presented in Table 6.

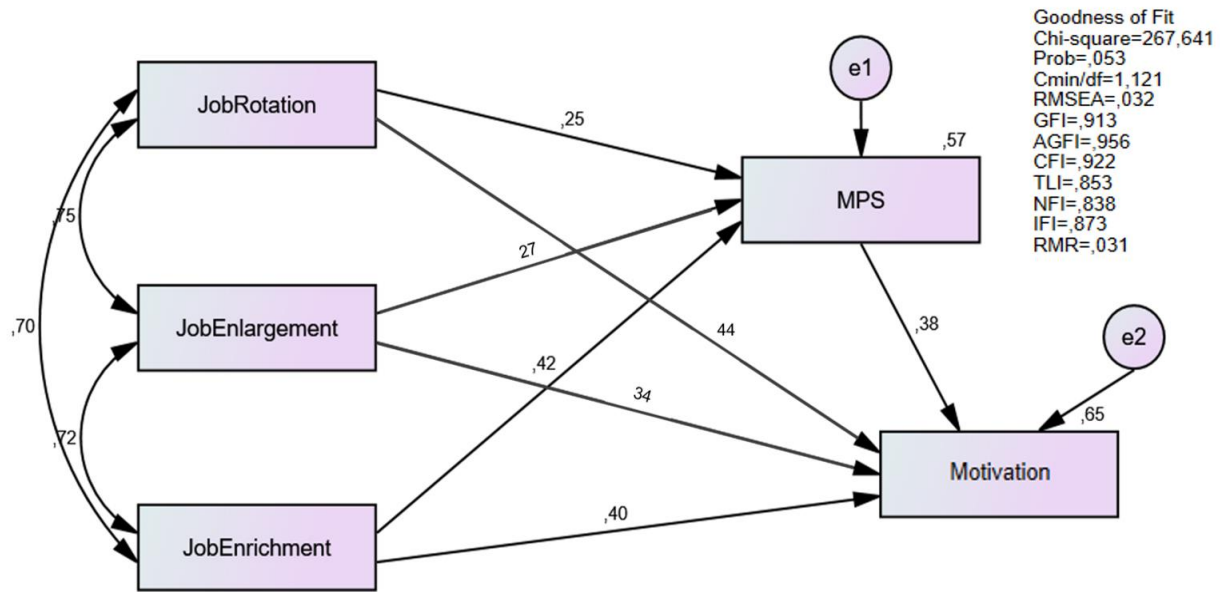


Figure 3. Full Model of the Relationship
Source: SEM AMOS analysis (2021)

Table 6. The Goodness of Fit Index

The Goodness of Fit Index	Cut Off Value	Research Model	type
X2 Chi-Square	Small expected	267,641	Good Fit
Significant Probability	≥ 0.05	,053	Good Fit
CMIN/DF	≤ 2.00	1,121	Good Fit
GFI	≥ 0.90	0,913	Good Fit
AGFI	≥ 0.90	0,956	Good Fit
CFI	≥ 0.90	0,922	Good Fit
TLI	≥ 0.90	0,853	Marginal Fit
NFI	≥ 0.90	0,838	Marginal Fit
IFI	≤ 0.90	0,873	Marginal Fit
RMSEA	≤ 0.08	0,032	Good Fit
RMR	≤ 0.05	0,031	Good Fit

The results of this study are also seen in Table 7, which forms seven hypotheses. The hypothesis developed in this study is the relationship between Job rotation, job enlargement, and Job enrichment with MPS and motivation. Furthermore, the relationship between MPS and motivation. Table 7 illustrates the relationship among job design through job rotation, job enlargement, and job enrichment on MPS elements affecting motivation. The t-value and probability indicate the positive relationship and significance of each construct. Therefore, the discussion of each variable is described as follows:

Table 7. Hypotheses

			t-value	P	Result
MPS	<---	Job Rotation	3,696	,007	Significant
MPS	<---	Job Enlargement	2,773	,036	Significant
MPS	<---	Job Enrichment	4,819	***	Significant
Motivation	<---	Job Rotation	4,847	***	Significant
Motivation	<---	Job Enlargement	4,506	***	Significant
Motivation	<---	Job Enrichment	4,728	***	Significant
Motivation	<---	MPS	4,874	***	Significant

Note: *Significant at $p \leq 0.05$; if t-value ≥ 1.96

- H1: Job rotation has a positive effect on MPS. Table VII shows a model of structural pathways that explain the relationship between Job rotation and MPS. A review of the match measures shows that they far exceed the cut-off value. Structural track findings show a significant and positive relationship between relational Job rotation to MPS ($t = 3,696 > 1.96$) which has a score significance of $0.007 < 0.05$. Therefore, H1 is accepted.
- H2: Job enlargement has a significant effect on MPS. Table VII shows a model of the structural pathway between Job enlargement and MPS. The findings of structural pathways show a relationship between Job enlargement to MPS ($t = 2,773 > 1.96$) with a significant score of $0.036 < 0.05$. Therefore, H2 is accepted.
- H3: Job enrichment positively affects MPS. Table VII shows a model of the structural pathways between Job enrichment and MPS. The findings of structural pathways show a relationship between Job enrichment to MPS ($t = 4,819 > 1.96$) with a significant value of $0.000 < 0.000$. Therefore, H3 is accepted.
- H4: Job rotation has a positive effect on motivation. Table VII shows the model of the structural path between Job rotation on motivation. The structural track findings suggest a significant relationship between Job rotation and motivation ($t = 4,847 > 1.96$), to which a significant score of $0.000 < 0.05$. Therefore, H4 is accepted.
- H5: Job enlargement has a positive effect on motivation. Table VII shows a model of the structural pathway between Job enlargement on motivation. Structural track findings suggest that there is a significant association between Job enlargement to motivation ($t = 4,506 > 1.96$) with a significance value of $0.000 < 0.05$. Therefore, H5 is accepted.
- H6: Job enrichment has a positive effect on motivation. Table VII shows a model of the structural pathways between Job enrichment and motivation. The structural pathway findings suggest a significant association between Job enrichment and motivation ($t = 4,728 > 1.96$) with a significance value of $0.005 < 0.05$. Therefore, H6 is accepted.
- H7: MPS has a positive effect on motivation. This hypothesis is to test the influence of mediation. This study explains that MPS can mediate the influence of motivation. Table VII shows the model of the structural path between MPS on motivation. Structural track findings show that there is a significant relationship between MPS to motivation ($t = 4,874 > 1.96$) with a significance value of $0.000 < 0.05$. Therefore, H7 is accepted.

After proving the effect, the next step is to measure the impact of motivation generated through the application of job rotation, job enlargement, and job enrichment through MPS which is reviewed with JDS in increasing motivation by having an impact on increasing productivity, commitment, and satisfaction and reducing work stress. Turnover intention and insecurity.

The job Rotation, job enlargement, and job enrichment approaches are used in this analysis to create a job design strategy. First, the analysis is conducted using the Job Design approach (table 2), and the motivation potential score is calculated using the conceptuality of the five core dimensions. Then, as a strategy for coping with the new normal era, job design requirements and their effect on design outcomes were decided to improve workplace morale and productivity.

Table 3 – 5 will describe the review conducted within the organization to measure the high, medium, or low level of motivation generated by applying the job design method. First, measurements are carried out using the MPS element, then measured using the Job Diagnostic Survey (JDS). Finally, the data obtained is inputted using the Nvivo 12 application, which will show the average value of each review.

Figure 4 will explain the application of the job design strategy through job rotation. In which the results of the acquisition of reviews get a score. The following formula is used to calculate the review's results:

$$\begin{aligned} \text{MPS} &= (\text{Task Identity} + \text{Skill Variety} + \text{Task Significance}) \times \text{Feedback} \times \text{Autonomy} \\ &= (7 + 6 + 7) \times 6 \times 7 \\ &= 281,4 (\text{High motivation}) \end{aligned}$$

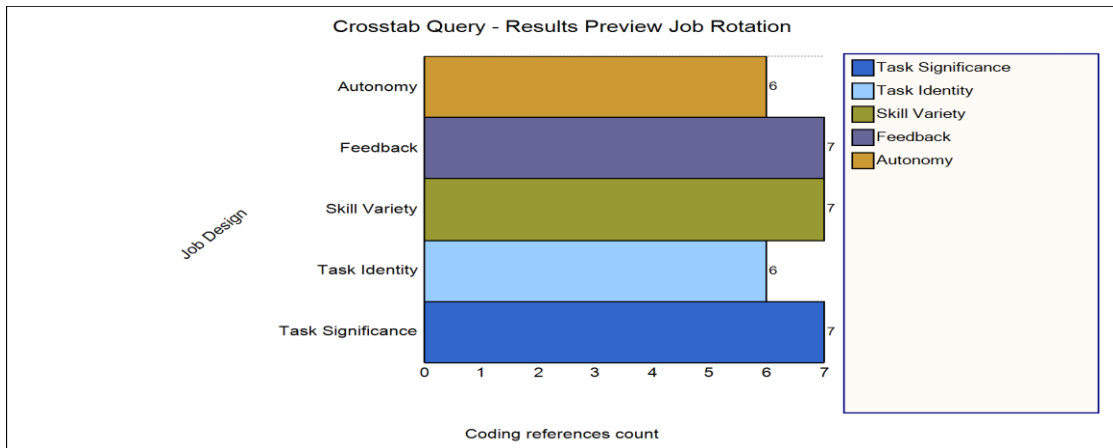


Figure 4. Application of job rotation

Source: Nvivo analysis (2021)

Figure 5 will explain the application of the job design strategy through job enlargement. In which the results of the acquisition of reviews get a score. The results of the review are measured using the following formula:

$$MPS = \frac{(\text{Task Identity} + \text{Skill Variety} + \text{Task Significance}) \times \text{Feedback} \times \text{Autonomy}}{3}$$

$$= \frac{(6 + 7 + 5) \times 7 \times 6}{3}$$

$$= 252 \text{ (High motivation)}$$

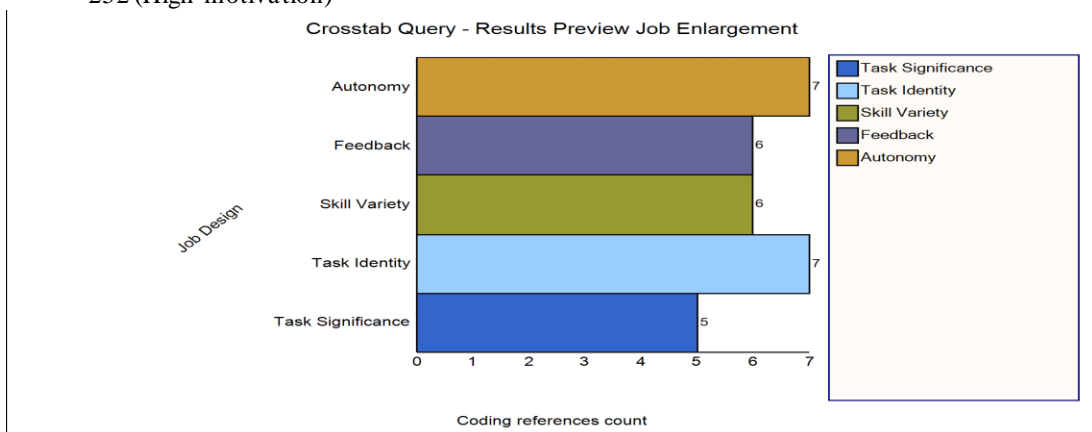


Figure 5. Application of job enlargement

Source: Nvivo analysis (2021)

Figure 6 shows how the task design approach is implemented by job enlargement. In which the ratings are based on the outcomes of the review acquisition. The following formula is used to calculate the review's results:

$$MPS = \frac{(\text{Task Significance} + \text{Skill Variety} + \text{Task Identity}) \times \text{Feedback} \times \text{Autonomy}}{3}$$

$$= \frac{(7 + 5 + 5) \times 6 \times 7}{3}$$

$$= 239,4 \text{ (High motivation)}$$

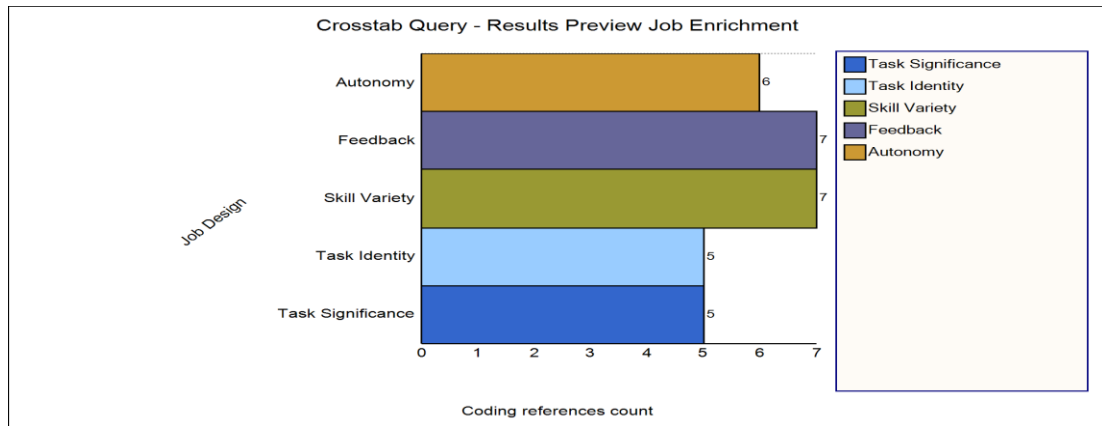


Figure 6. Application of job enrichment

Source: Nvivo analysis (2021)

Figure 7 describes goals in applying job design to increase motivation, increasing productivity, commitment, and satisfaction. The impact of job design can also reduce insecurity, work stress, and turnover intention. In a practical review, by analyzing the overall report, workers' job processes affect the company. The total percentage for all destinations exceeds 68%, with a maximum percentage of 88.1%.

Achieving job design occurs in all reviews, namely the increase and decrease in the impact of motivation. Productivity (88.1%) is a more dominant goal than satisfaction (82.5%) and commitment (77.8%) experienced in work processes and employees on the goals that want to be minimized in the organization, such as turnover intention. It is found that the decline is more dominant in the analysis review by 77.3%. Meanwhile, other goals, namely work stress (74.6%) and insecurity (68.7%), can also be minimized by implementing a job design strategy.

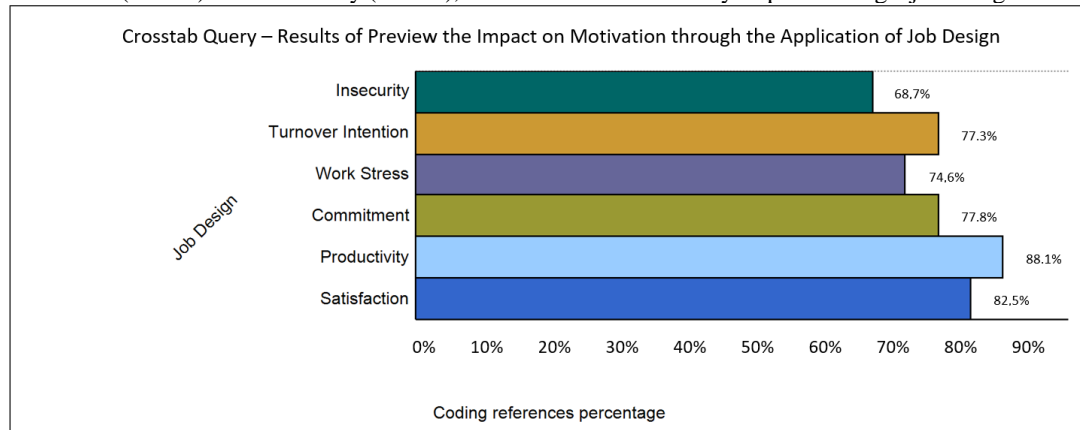


Figure 7. The Impact on Motivation through the Application of Job Design

Source: Nvivo analysis (2021)

B. Robustness Tests

The calculation of Square Multiple Correlation (SMC) shows how much influence the independent variable has in explaining the variance of the dependent variable. The results of the Squared Multiple Correlation Test on the dependent variable of the study are presented in table 7. The estimated value of the MPS variable is 0.571, which means that the contribution given by the job rotation, job enlargement, and job enrichment variables is 57.1%, while other factors influence 42.9%. The estimated value of the motivation variable is 0.653, which means that the contribution given by the job rotation, job enlargement, and job enrichment variables is 65.3%, while other factors influence 34.7%.

Table 7. Squad Multiple Correlation

	Estimate
MPS	,571
Motivation	,653

The correlations among job rotation, job enlargement, and job enrichment on MPS elements affecting motivation outweigh the positive significance. To demonstrate, the value (presented on the diagonal in Table 8) must exceed the corresponding correlation of latent variables on the same row and column. If these conditions are met, then evidence exists that variance is divided among job design through job rotation, job enlargement, and job enrichment on MPS elements affecting motivation.

Table 8 shows the standard line coefficients of relationships between Job rotation, job enlargement, job enrichment, gamification, loyalty, and productivity. The results of this study showed that all values of standardized factor loading > 0.5 , CR > 0.7 , AVE > 0.5 , and DV > 0.7 have met the criteria to continue at a later stage.

Table 8. Scale Item for Measures

Construct	Cr	Ave	DV
Job Rotation	0.559	0.736	0.716
Job Enlargement	0.540	0.684	0.702
Job Enrichment	0.570	0.758	0.732
MPS	0.547	0.714	0.712
Motivation	0.568	0.725	0.728

Notes:

AVE (Average Variance Extracted) > 0.7 (meets criteria)

CR (Construct Reliability) > 0.5 (meets criteria)

DV (Discriminant Validity) > 0.7 (meets the criteria)

V. DISCUSSION

Job design is the method of deciding tasks to be performed. The methods used in carrying out these tasks and the way from work are linked to other positions in the company (Raharjo et al., 2018). Tasks, authorities, and duties are organized into a productive work unit during job design. The content of jobs and their effect on workers are the variables that are prioritized and observed in job design for MSMEs. Job design is needed for human resource management to reduce staff frustration and grievances due to poor job management by broadening or emphasizing job descriptions to improve productivity (Shantz et al., 2013). In addition, employees may be motivated and challenged by job design.

As a result, businesses must provide a working system that can quickly and efficiently facilitate company goals and motivate workers to work productively, minimize boredom, and improve job satisfaction. Employees' work stress is often addressed by job design (Kusuma, 2012). Employment design is a method of increasing encouragement in the workplace by incorporating job enlargement, job rotation, and job enlargement for MSMEs. Job rotation is a job design tool for increasing worker morale and responsibility by alternating job roles in the hopes of further improving employees' abilities and work experience (Al-Musadieq et al., 2018). In this study, Job rotation is enacted by shifting employee job positions horizontally regularly without causing pay, rank, or class changes to reduce boredom and increase employee awareness and skills so that the role can be quickly filled when a vacancy arises.

Job rotation exerts control over the design process by broadening the range of abilities available to workers, allowing them to use various skills and talents to perform a variety of tasks (Oparanma & Nwaeke, 2015). Hakenes & Katolnik (2017) also said that job rotation also introduces fresh perspectives periodically to various work units. Therefore, the job rotation system will encourage organizational flexibility by creating human resources and carrying out comparative performance appraisals more objectively because it can benefit from 'on-the-job training in certain situations.

This causes job rotation in job design to play a role in the design, increasing motivation because it provides meaning from experience and clear job identity. This study indicates that using job rotation to execute the job design approach positively affects employee morale in facing the new normal era for improving the quality of human capital for MSMEs. Furthermore, job rotation will balance labor and positions in the organization to guarantee motivation with stable labor conditions (personal stability in entrepreneurship) (Arief et al., 2021). The application of Job Enlargement uses the job design method by expanding the content of the job but still at the same level, so it is hoped that this can increase the abilities and responsibilities of workers (Wrzesniewski et al., 2013). Furthermore, this study explains that Job enlargement can reduce monotony because job interest arises in decisions based on the information and appropriate mental models and reduces frustration from unexpected moments for improving the quality of human capital.

Besides, this study also describes the same findings as in the study by Berdicchia et al. (2016) that job enlargement makes it easy to provide the identity needed to complete an entire or identifiable part of a job as doing something from start to finish. Moreover, job enlargement assumes that the job meaning is seen from the number and tasks performed on the overall job. Thus, job enlargement can eliminate boredom in a position and encourage cooperation between departments. This also leads to increased work flexibility with an additional number of individual tasks but at the same level in certain aspects. Besides, the organization's assistance also teaches the skills necessary to adapt the right tools for the job and instill new skills. However, time management interventions may increase worker motivation to complete assigned tasks (Demerouti, 2014). This study explains that applying a job design strategy through job enlargement provides a role by generating high motivation in facing a new normal era.

Furthermore, Job Enrichment uses job design methods by enriching the job and improving the planning and execution of a given job (Rawat et al., 2015). Employees have the right to plan jobs and decide on work practices and strategies thanks to job enrichment opportunities. Feedback is also provided by looking at how the task is carried out in providing clear information to employees about effectiveness. This study explains that applying a job design strategy through job enrichment provides a role by generating high motivation in facing a new normal era for improving the quality of human capital.

Job Enrichment is almost the same as job enlargement. The only difference is that job enlargement adds quantity, while job enrichment adds work in terms of quality or complexity. Job enrichment does not consider the number of tasks but the quality of the job. In its practical application, job enrichment has more responsibility and decision-making power related to planning, scheduling, and controlling the work given (Ganta, 2014). This is also what causes job enrichment to generate high motivation because it opens opportunities for career development. According to a workplace enrichment study, there is a decline in employee absenteeism, reduced employee turnover, and a significant rise in job satisfaction. Job enrichment will also provide an informed decision by eliminating feelings of neglect and missed opportunities to participate. This will also expand and increase knowledge. However, in some cases, job enrichment may decrease productivity, especially when employees are not adequately trained (Hackman et al., 1975; Zareen & Razzaq, 2013).

In the overall review, the results show that job design generates high motivation and impacts the organization in improving the quality of human capital. The application of job design can be a strategy for facing the new normal era. This study explains that high motivation will result in employee productivity (Elqadri et al., 2015). In practice, high motivation will also be a stimulus to increase commitment because employees will feel that they are part of the organization from what they do. Further explained, job satisfaction in employees will be a recognition of self-actualization by finding meaningful jobs. Job design will motivate workers to give their best performance (Raharjo et al., 2018).

The goal to be achieved in facing the new normal era is to minimize negative tendencies in employees. This study found that the high motivation generated in implementing job design will reduce turnover intention. This is because, in practice, it will reduce the number of absences, work changes, and complaints that occur (Korunka & Kubicek, 2017). In reviewing problems that occur during a pandemic, employees' work stress will also be experienced in the work they are experiencing. However, job design will provide another color in responding to habit changes that teach employees various new skills to help employees develop their abilities. This also provides comfort for HR managers in optimizing employee potential and a mediator to promote employees with the same skill level or difficulty.

VI. CONCLUSION AND RECOMMENDATION

Job design is the dominant factor that must be present in operations management in a company or other formal institution. Job design is also helpful in increasing the motivation and productivity of staff, especially in carrying out company operational activities. In other words, job design is a tool or medium used to inspire and challenge employees to perform at their best without feeling rushed. There are three strategies for task design: job enlargement, job rotation, and job enrichment which have a positive relationship. Depending on the circumstances, an organization does not have to use all three job design approaches simultaneously. Job rotation is a job design method that increases the motivation and responsibility of workers by exchanging job positions so that it is hoped that workers can further improve their abilities and work experience. Employment enlargement is a form of job design that involves the content of a job while keeping the level of responsibility the same to increase employees' abilities and responsibilities. Finally, job enrichment is defined as a method of job design by enriching jobs, improving planning, and executing their work.

This research looks at the Motivating Potential Score as a potential motivation measure on skill variety, task identity, task significance, autonomy, and feedback. Furthermore, an assessment is carried out with the Job Diagnostic Survey (JDS) to produce a potential motivation score, namely low, moderate, or high motivation. According to the results of this report, companies should use the three work design approaches as a tool for coping with the new normal era for improving the quality of human capital. Because in the high category of motivation against work design requirements and their impact on design outcomes, there is an improvement in efficiency that occurs through job rotation (281.4), job enlargement (252), and job enrichment (239.4) through control, clarity, feedback, and support. An overall review of the impact generated for improving the quality of human capital through the job design strategy generates high motivation. This provides a role in increasing productivity, commitment, and satisfaction and reducing turnover intention, insecurity, and work stress to work for more dominant employees in the percentage gain. Furthermore, this study review concludes that the job design strategy can answer and become a strategy for facing the new normal era.

The application of gamification related to entrepreneurial behavior and education opens interesting research avenues due to the lack of specific research among the three variables. The findings in this study indicate that there is a close relationship that has an impact on each variable. This is followed by the supporting variables where entrepreneurship education will significantly influence the relationship with entrepreneurial behavior and the application of gamification where experience, motivation, and attitude variables will dominate in the MSME business recovery strategy, supported by other supporting variables. However, psychological variables and subjective norms are less able to be used as a follow-up in the application of each of the main variables in business.

Managerial processes in businesses in the face of a pandemic can be updated by implementing a job design strategy. In practice, job design will provide concepts that can be applied easily and precisely. This concept needs to be reviewed and requires time for analysis before implementation. This is because everyone has job specifications and generally different skills. However, job design will allow users to develop and explore their abilities in a goal-oriented manner. Studying job design strategies is interesting to be studied more deeply and thoroughly as a future research agenda. Because user competition is getting more and more competitive, that does not just rely on one ability. In addition, job design can also be a reference to improve and increase motivation in businesses, companies, and those related to managerial processes.

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