

Analysis of Factors Affecting the Work Performance of Bangkalan Pratama KPP Employees (Work Performance Factors: Job Design, Compensation System, and Work Motivation)

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ABSTRACT

This study examines the influence between job design, compensation system, and work motivation on employee performance at work. The sample in this study were 77 employees at the Bangkalan Primary Tax Service Office. In writing this thesis, the author uses primary data collection techniques, which are obtained by distributing Likert scale questionnaires. This study uses multiple linear regression analysis using the statistical application SPSS (Statistical Package for the Social Sciences) version 22. The results showed that partially the job design variables, the compensation system, and work motivation had a significant effect on employee performance, at the Bangkalan Primary Tax Service Office simultaneously the job design variables, the compensation system, and work motivation. Simultaneously, job design variables, compensation system, and work motivation affect employee work performance, at the Bangkalan Primary Tax Service Office.

Keywords: job design, compensation system, work motivation, work performance

1. INTRODUCTION

Employee performance plays a crucial role in supporting the achievement of organizational goals in public institutions, including the Tax Office (KPP) Pratama Bangkalan. High-performing employees can enhance service effectiveness and accelerate the realization of tax revenue targets. Job performance is one of the primary indicators for assessing organizational success, especially in public service-oriented institutions.

According to Mangkunegara (2015), job performance refers to the quality and quantity of work achieved by an employee based on their assigned responsibilities. This performance is influenced by various factors, both individual and organizational, such as job design, compensation systems, and work motivation.

An effective job design can improve efficiency and job satisfaction by creating a clear structure aligned with employee competencies (Rivai, 2014). Hasibuan (2016) emphasized that well-structured job design guides employees in achieving organizational goals.

Additionally, a fair compensation system reflects organizational appreciation for employee contributions. Compensation, both financial and non-financial, plays a role in fostering motivation and job loyalty (Simamora, 2011; Handoko, 2014).

Work motivation is also a significant factor influencing job performance. Robbins and Judge (2015) define motivation as a process that explains an individual's intensity, direction, and persistence toward achieving goals. Siagian (2016) added that highly motivated employees tend to demonstrate enthusiasm, loyalty, and initiative in completing their tasks.

Previous studies by Rahmawati (2002), Sembiring (2011), and Saad (2022) indicated that job design significantly affects job performance. Likewise, Seta et al. (2021) found that compensation systems have a positive impact on employee performance. Heriyanti et al. (2022) also confirmed the significant role of motivation in enhancing job performance. However, contrasting results were reported by Elsiningtyas and Nuvriasari (2023), who found no significant effect of job design on performance, and by Khafidz (2020), who reported that motivation did not influence performance.

These conflicting findings present a research gap worth exploring. Therefore, this study aims to analyze the influence of job design, compensation systems, and work motivation on employee performance at KPP Pratama Bangkalan. The results are expected to provide both theoretical contributions to public sector human resource management and practical insights for performance improvement strategies,

2. LITERATURE REVIEW

Job Design

Job design is a systematic process that organizes tasks, responsibilities, and work relationships within a position to achieve organizational goals effectively and efficiently (Mangkunegara, 2015). It not only defines what employees do but also how they perform their tasks and how these tasks contribute to both organizational success and employee satisfaction. According to Mathis and Jackson (2006), well-designed jobs enable employees to work effectively, stay motivated, and reach optimal performance by engaging them emotionally and intellectually. Theoretical frameworks, such as the model by Hackman and Oldham (1976), emphasize that jobs should fulfill psychological needs, including task variety, identity, significance, autonomy, and feedback, to boost intrinsic motivation and job satisfaction.

In practical terms, job design helps reduce work-related boredom and stress by allowing employees control over how they execute their tasks and providing clear, constructive feedback. This sense of control and feedback fosters stronger responsibility and commitment to work. Moreover, effective job design considers technical, social, and organizational factors, such as aligning tasks with employees' abilities, fostering cooperative relationships, and supporting the overall organizational structure (Dessler, 2013). The main components of job design include task variety, which prevents monotony; task identity, which gives employees a sense of ownership; task significance, which highlights the job's positive impact; autonomy, which grants freedom in decision-making; and feedback, which informs employees about their performance (Hackman & Oldham, 1976; Robbins & Judge, 2015; Mathis & Jackson, 2006).

Several factors influence job design, such as leadership style and communication openness. Democratic leadership, characterized by participative decision-making, delegation, appreciation of input, and encouragement of innovation, positively impacts job design and employee engagement (Yukl, 2013; Robbins & Judge, 2017; Hersey & Blanchard, 1982; Goleman, 2000; Bass & Bass, 2008). Research supports that well-designed jobs improve employee productivity and creativity. For instance, Wulandari (2020) found that task variety and autonomy significantly enhance productivity, while Armstrong and Taylor (2020) highlighted the motivating effect of challenging jobs combined with clear feedback. Job design indicators typically focus on the degree of task variety, identity, significance, autonomy, and feedback, as well as role clarity, workload balance, and opportunities for development, all of which contribute to employee performance and satisfaction (Hackman & Oldham, 1976).

Compensation System

A compensation system is a mechanism implemented by organizations to reward employees for their contributions, performance, and services (Milkovich, Newman, & Gerhart, 2013). It goes beyond just salaries or wages, encompassing financial and non-financial rewards aimed at motivating employees, enhancing job satisfaction, and retaining quality human resources. According to Mangkunegara (2015), compensation policies and practices must align rewards—both material and non-material—with employees' contributions. Hasibuan (2017) highlights that compensation includes basic salary, allowances, incentives, bonuses, as well as non-financial recognition and career development opportunities. Siagian (2014) further emphasizes that compensation systems should be fair, adhering to distributive and procedural justice principles, ensuring employees perceive their rewards as equitable and transparent.

Theoretically, compensation acts as an organizational control tool to guide employee behavior toward organizational goals (Mathis & Jackson, 2006). Strategically, compensation is an investment that integrates organizational needs with employee expectations to foster motivation, loyalty, and sustained performance. Functionally, compensation attracts and retains quality employees by offering competitive packages, motivates workers through fair and transparent rewards, and regulates employee behavior in line with organizational objectives (Milkovich et al., 2013; Robbins & Judge, 2015; Mathis & Jackson, 2006).

Several factors influence compensation system design, including the organization's financial capability, labor market conditions, government regulations, organizational strategies and culture, employee education and competence, and macroeconomic conditions (Milkovich et al., 2013; Dessler, 2013; Robbins & Judge, 2015; Armstrong & Taylor, 2020; Hasibuan, 2017; Mangkunegara, 2015; Siagian, 2014). For example, organizations with strong financial resources and operating in competitive labor markets tend to offer more attractive compensation. Compliance with labor laws and alignment with corporate strategy are crucial to avoid legal risks and promote organizational goals.

Effectiveness of compensation systems can be evaluated through indicators such as fairness, adequacy, competitiveness, pay-for-performance linkage, consistency, transparency, flexibility, and adaptability to changing business environments and employee needs (Milkovich et al., 2013; Hasibuan, 2017; Adams, 1963; Dessler, 2013; Armstrong & Taylor, 2020; Mangkunegara, 2015; Siagian, 2014; Robbins & Judge, 2015). Ensuring these elements creates a system that motivates employees, enhances loyalty, and drives organizational success

Work Motivation

Work motivation is a crucial psychological aspect that acts as the main driver for individuals to carry out their tasks and responsibilities optimally in order to achieve organizational goals. The term "motivation" comes from the Latin word *movere*, which means "to move." In the organizational context, motivation is understood as internal and external forces that encourage employees to work with enthusiasm, commitment, and deliver their best performance.

According to Robbins and Judge (2015:202), motivation is a process that explains the intensity, direction, and persistence of effort toward achieving work goals. It determines how much effort is exerted, where it is directed, and how long it is maintained.

Hasibuan (2017:143) defines work motivation as the driving force that creates enthusiasm for individuals to cooperate productively and effectively to achieve company goals. Motivation is an essential part of human resource management because it determines employees' daily work behavior.

Mangkunegara (2015:93) further explains motivation as a condition that influences someone to carry out work activities with enthusiasm and dedication to achieve job satisfaction and fulfill organizational goals. He emphasizes that motivation does not only stem from economic needs like salary but also psychological drives such as achievement, recognition, and self-actualization.

Rivai (2014) states that work motivation is both internal and external encouragement characterized by desire and enthusiasm to perform work more effectively and productively. Motivation functions as a driving and directing force of individual behavior within an organization.

In summary, motivation is the force originating from within and outside the individual that drives, directs, and sustains work behavior toward organizational goal achievement. High motivation creates a productive work climate, fosters employee loyalty, and ultimately improves overall organizational performance.

Motivation also plays a significant role in human resource research due to its direct and indirect relationship with job satisfaction, organizational commitment, job performance, and employee loyalty (Luthans, 2011). Therefore, strategic motivation management is key to the success of public and private organizational development.

Types of Work Motivation

Motivation is classified into two main types:

1. Intrinsic motivation — a drive that comes from within the individual without external rewards or pressure. Employees work because they feel satisfaction, challenge, or find meaning in their tasks. According to Deci and Ryan (2000), intrinsic motivation is vital for creating engagement and sustainable high performance.
2. Extrinsic motivation — derived from external factors such as salary, benefits, promotion, or recognition. Siagian (2014) notes that financial and non-financial incentives can trigger work enthusiasm, especially in target-driven organizations.

Factors Influencing Work Motivation

Several factors affect motivation:

1. Personal goals aligned with organizational goals (Mangkunegara, 2015).
2. Supportive and conducive work environment (Mangkunegara, 2015).
3. Supportive and participative leadership style.
4. Fair and transparent reward systems (Hasibuan, 2017).
5. Career development opportunities including training and promotion.

Indicators of Work Motivation

Empirically, motivation can be measured through indicators such as:

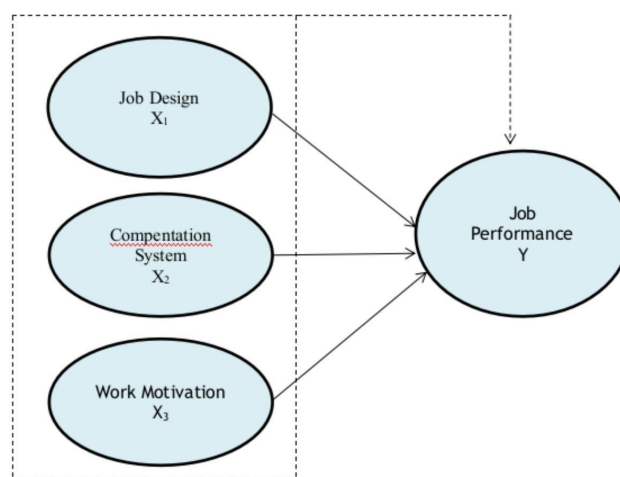
1. Enthusiasm in completing tasks
2. Persistence despite challenges
3. Initiative in taking greater responsibility
4. Commitment to work and organization
5. Enthusiasm for innovation and growth (Sutrisno, 2016; Mangkunegara, 2015).

Job performance

Job performance is a fundamental aspect of human resource management and serves as the main indicator of an individual's contribution to achieving organizational goals. In public organizations such as tax offices, job performance is crucial because it directly affects the quality of public services, administrative compliance, and overall institutional effectiveness. It refers to the results an employee attains in completing tasks according to organizational standards, including both the quantity and quality of work, punctuality, discipline, and work attitude. Scholars emphasize that job performance is not only about the amount of work done but also how well the work meets expected standards, reflecting the employee's competence, motivation, and dedication. Performance assessment usually involves multiple dimensions such as work quantity, quality, timeliness, attendance, and ability to cooperate with colleagues, along with additional factors like initiative, responsibility, discipline, and work ethics. Job performance is influenced by internal factors like skills, motivation, attitude, and health, as well as external factors including job design, compensation, work environment, leadership, and organizational culture. The interplay of these factors determines overall effectiveness, with good human resource management acting as a key mediator. In public sector institutions, high job performance is essential for meeting service targets and ensuring accountability, reflecting professionalism and integrity. Therefore, organizations need to actively create conditions that support and enhance employee performance through effective job design, fair compensation, and motivation.

Conceptual Framework

The analysis model in this study is as shown in Figure 1 below:



Information :



- : Simultaneous Effect Line
- : Partial Effect Line

Figure 1 Conceptual Framework

Source: Processed by the author (2025)

Hypothesis

The hypothesis is a temporary answer to the formulation of research problems, it is said to be a temporary answer because the answer is still presumptive of the existing problem, and still has to be proven. So what can be done is to answer first while still presumptive. A hypothesis will be accepted if the data collected supports the statement. The following is a research hypothesis based on the above framework:

1. The effect of job design on employee work performance
H1 : Job design partially affects employee work performance at the Bangkalan Primary Service Office.
2. The effect of the compensation system on employee work performance
H2 : The compensation system partially affects employee work performance at the Bangkalan Primary Service Office.
3. The influence of work motivation on employee work performance
H3 : Work motivation partially affects employee performance at the Bangkalan Primary Service Office.
4. Simultaneous influence
H4: job design, compensation system, and work motivation simultaneously affect employee performance at the Bangkalan Primary Service Office.

3. RESEARCH METHOD

Type of Research

This research is a causal associative research, in accordance with the research methodology applied. The purpose of causal associative research according to Sugiono (2013: 16) is to identify causative problems between two or more variables. This study only discusses the effect of job design, compensation system, and work motivation on employee performance. job design, compensation system, and work motivation as independent variables and employee performance as the dependent variable.

Population and Research Sample

Population is a generalization area consisting of objects / subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions (Sugiyono, 2009: 80). It can also be said that the population is the entire subject or object that is the focus of research and has certain characteristics that are the basis for collecting research data. The number of employees of the Bangkalan Primary Tax Service Office is 77 people. The population in this study were all 77 employees of the Bangkalan Primary Tax Service Office. This research was conducted on the entire population. Thus, the method used in this research is a census.

Data Analysis

The purpose of data analysis is to obtain relevant information contained in the data and use the results to solve a problem (Ghozali, 2016: 3). Data analysis in this study was processed using Statistical Package For Social Sciences (SPSS) software version SPSS 22 for Windows. Data analysis in this study includes validity and reliability tests, classical assumption tests, regression tests, coefficient of determination tests, and hypothesis testing.

Place and Time of Research

This research was conducted at the Bangkalan Primary Tax Service Office, which is located on Jl. Soekarno Hatta No.1, RW.08, Kemayoran, Kec. Bangkalan, Bangkalan Regency, East Java. The research was conducted from April to May 2025.

4. RESULTS AND ANALYSIS

Normality Test

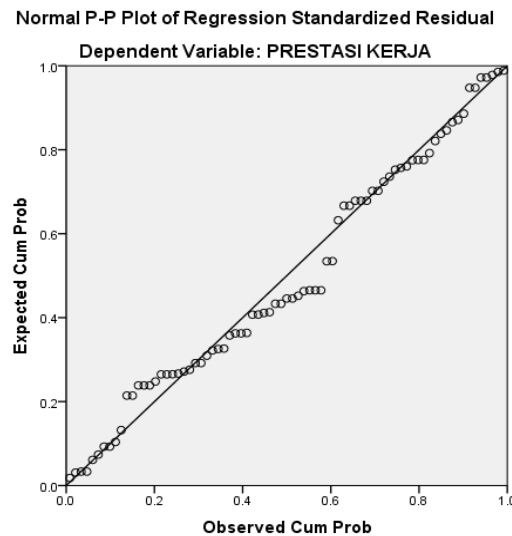


Figure 2
Normality Test Chart

Source: Data Processing Results, 2025

Based on the test results in Figure 2, it can be seen that the distribution of existing data has followed the diagonal line between 0 and the intersection of the X and Y axes. So it can be concluded that the data used in this study is declared normal and has met the requirements in the normality test.

Multicollinearity Test

Tabel 1
Multicollinearity Test Result
Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 Job Design (DP)	0.945	1.058
Compensation System (K)	0.943	1.060
Work Motivation (MK)	0.974	1.026

a. Predictors: (Constant), JOB DESIGN, COMPENSATION SYSTEM, WORK MOTIVATION

b. Dependent Variable: EMPLOYEE WORK PERFORMANCE

Based on table 1, it can be seen that the VIF value of each independent variable (job design, compensation system, and work motivation) used in this study is < 10 , while the tolerance value of each variable is > 0.10 . So it can be stated that all independent variables used in this study have met the provisions or requirements in the multicollinearity test, so it is said to be free from multicollinearity.

Heteroscedasticity Test

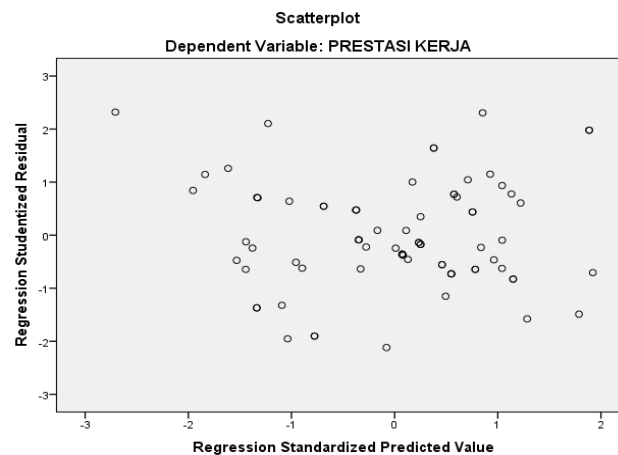


Figure 3
Heteroscedasticity Test Chart
 Source: Data Processing Results, 2025

Based on Figure 3, it can be seen that the points in the image are randomly scattered and do not form a certain pattern. So it can be concluded in this regression model, no heteroscedasticity occurs.

Multiple Linear Regression Analysis

Tabel 2
Multiple Linear Regression Analysis Result
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.360	2.173		3.387	.001
1 Job Design (DP)	.452	.042	.611	10.704	.000
Compensation System (K)	.194	.036	.307	5.380	.000
Work Motivation (MK)	.420	.052	.457	8.124	.000

a. Dependent Variable: JOB PERFORMANCE

Source: Data Processing Results, 2025

From the multiple linear regression equation, it can be concluded:

1. Constant Value
 The constant value (α) is 7.360, meaning that if all independent variables (DP, K, MK = 0), then Work Performance (PK) is 7.360
2. Job Design
 The coefficient value of the job design variable is 0.452. The positive sign explains that the job design variable has a unidirectional (positive) relationship with the work performance variable (PK). So it can be interpreted that every increase in job design, then Work Performance (PK) will increase. Assuming other independent variables are constants.
3. Compensation System
 The coefficient value of the compensation system variable is 0.194. The positive sign explains that the compensation system variable has a unidirectional (positive) relationship with the work performance variable (PK). So it can be interpreted that

every increase in the compensation system, then work performance (PK) will increase. Assuming other independent variables are constants.

4. Work Motivation

The coefficient value of the work motivation variable is 0.420. The positive sign explains that the work motivation variable has a unidirectional (positive) relationship with the work performance variable (PK). So it can be interpreted that every increase in work motivation, then work performance (PK) will increase. Assuming the other independent variables are cost.

Coefficient of Determination (R^2)

Tabel 3
Coefficient of Determination Test Result
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881 ^a	.775	.766	1.977
				.881 ^a

a. Predictors: ((Constant), DP, K, MK)

b. Dependent Variable: PK

Source: Data Processing Results, 2025

Based on table 5.6, it can be seen that the R square value of 0.766 or 76.6% is the amount of contribution of the independent variable to the dependent variable and 23.4% is explained by other variables outside the research model. while the R value of 0.775 or 77.5%, where the correlation of the independent variables (job design, compensation system, and work motivation), has a strong enough relationship to explain the dependent variable (work performance).

Partial test (t-test)

Tabel 4
T Test Result
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1					
	(Constant)	7.360	2.173	3.387	.001
	JOB DESIGN	.452	.042	.611	10.704
	COMPENSATION	.194	.036	.307	5.380
	WORK MOTIVATION	.420	.052	.457	8.124

a. Dependent Variable: JOB PERFORMANCE

Source: Data Processing Results, 2025

Based on table 4, it is explained how much influence the independent variable has on the dependent variable. The results of the hypothesis can be described as follows:

- Testing the job design hypothesis on work performance. The Sig. t-test value for the job design variable is 0.000 or <0.05. It can be concluded that the first hypothesis stating that job design has a partial effect on work performance is accepted.
- Testing the compensation system hypothesis on work performance. The Sig. t-test value for the compensation system variable is 0.000 or <0.05. It can be concluded that

the second hypothesis stating that the compensation system has a partial effect on work performance is accepted.

- c. Testing the work motivation hypothesis on work performance. The Sig. t-test value for the work motivation variable is 0.000 or <0.05 . It can be concluded that the third hypothesis stating that work motivation has a partial effect on work performance is accepted.

Simultaneous test (F test)

Tabel 5
F Test Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	985.456	3	328.485	84.020	.000 ^b
	Residual	285.402	73	3.910		
	Total	1270.857	76			

a. Predictors: ((Constant) DP, K, MK)

b. Dependent Variable: PK

Source: Data Processing Results, 2025

Based on table 5, it can be seen that the F value is 84.020 with a Sig. level of 0.000 <0.05 . So it can be concluded that the fourth hypothesis stating that job design variables, compensation systems, and work motivation simultaneously affect work performance is accepted.

DISCUSSION

The influence of job design on work performance

Based on statistical tests conducted at the Primary Tax Service Office (KPP Pratama) Bangkalan, job design was found to have a significant effect on employee performance, with a significance level of 0.000 ($p < 0.05$). This indicates that the better the job design implemented, the higher the employees' work performance.

This finding aligns with previous theories and research, such as Handoko (2014), who identified job design as one of the key factors influencing work performance, alongside motivation, job satisfaction, stress levels, physical working conditions, and compensation systems. Additionally, Rachmawati (2008) explains that job design is a primary driver of organizational productivity because it integrates tasks, authority, work relationships, compensation, and qualifications to meet the needs of both employees and the organization.

Questionnaire data also showed that respondents agreed that freedom and autonomy in carrying out tasks, skill variety, and feedback on job performance are important aspects of job design that support work achievement. This study's results are consistent with the research conducted by Devi Rahmawati (2002), Sembiring and Cory Lovina (2011), and Muh Haerdiman Saad (2022), all concluding that job design has a positive and significant impact on employee performance.

The influence of compensation systems on work performance.

Based on statistical tests conducted at the Primary Tax Service Office (KPP) Bangkalan, it was found that the compensation system significantly affects work performance, with a significance level of 0.000 ($p < 0.05$). This means that the better the compensation system received by employees, the higher their work performance.

This finding aligns with previous theories and research, including Handoko's (2014) assertion that the compensation system, along with other factors such as motivation, job satisfaction, and job design, influences work performance. Compensation, which includes salary, bonuses, and allowances, serves as motivation and recognition for employees. Employees who feel valued through fair compensation tend to be more motivated and committed to improving performance and achieving organizational goals.

Questionnaire data from respondents at KPP Pratama Bangkalan showed that the majority of employees agreed that compensation aspects such as salary, incentives, allowances, and facilities positively contribute to their work performance.

This research is consistent with studies by Seta et al. (2021) and Putra & Bagia (2020), who also found that the compensation system has a significant positive effect on employee work performance.

The Influence of Work Motivation on Job Performance

Based on statistical test results at the Primary Tax Service Office (KPP Pratama Bangkalan), it was found that work motivation significantly influences job performance with a significance level of 0.000 ($p < 0.05$). This indicates that the higher the employee's motivation, the better their job performance.

This study supports the proposed hypothesis and aligns with previous theories and research, such as those explained by Handoko (2014). Work motivation is considered a primary factor affecting job performance, alongside other factors such as job satisfaction, stress level, physical work conditions, compensation system, and job design.

At KPP Pratama Bangkalan, employee motivation is facilitated by allowing employees to actualize themselves, for example through training in public speaking, singing, sports, and writing. Additionally, regular rewards are given to employees who meet their work targets, which further encourages their work enthusiasm.

Questionnaire results show that employees agree that work motivation, which includes needs for achievement, affiliation, competition, and power, plays an important role in improving their performance.

This study is consistent with findings from Heriyanti et al. (2022) and Arif (2021), who also found that work motivation has a positive and significant effect on employee job performance.

Simultaneous influence

Based on the explanation related to the results of the F test to determine the results of the simultaneous influence that has been explained in table 5.8 above, it can be seen that the calculated F value is 84.020 with a Sig. level of 0.000 < 0.05 . So it can be concluded that the fourth hypothesis stating that the variables of job design, compensation system, and work motivation simultaneously influence work performance is accepted. Job planning, compensation system, and high work motivation if practiced simultaneously in work, it turns out that this can influence tax employees to produce good performance. If the employee's performance improves, the employee's work performance will also increase

5. CONCLUSION

Based on the explanation that has been described in the previous chapter, it can be concluded as follows:

1. The results of the first hypothesis test prove that job design has a significant effect on work performance at the Bangkalan Pratama Tax Service Office.
2. The results of the second hypothesis test prove that the compensation system has a significant effect on work performance at the Bangkalan Pratama Tax Service Office.

3. The results of the third hypothesis test prove that work motivation has a significant effect on work performance at the Bangkalan Pratama Tax Service Office.
5. The results of testing the fourth hypothesis prove that job design, compensation system, and work motivation simultaneously have an acceptable influence on work performance.

Suggestion

Based on the conclusions presented above, the researcher would like to offer several suggestions that may be considered as input, especially for the related institution, namely the Primary Tax Service Office (KPP Pratama) Bangkalan, as well as for future researchers who will conduct related studies, as follows:

1. Suggestions for employees of KPP Pratama Bangkalan regarding job design: It is expected to further improve employee performance through job design, as this study proves that job design can influence employee performance. Ways to improve performance through job design include giving employees opportunities to complete tasks independently, implementing employee rotation so that employees can develop skills in various job descriptions within their capability, and other similar measures.
2. For leadership: Leaders should consistently provide direction, assistance, and motivation to their employees in carrying out their duties so that employees feel that their work is important and completed on time. It is also necessary to adjust the employees' abilities with the assigned job design. When the work matches their skills, employees will better understand their tasks and not feel burdened, and even diverse tasks can be completed well.
3. Suggestions regarding the compensation system for employees of KPP Pratama Bangkalan: It is hoped that the institution continues to maintain fair compensation rights for all employees, as compensation is a form of appreciation that motivates employees to work harder and impacts the improvement of their work performance.
4. For management, especially the HR department at KPP Pratama Bangkalan: It is expected that they always pay attention to aspects related to employee work motivation. Motivation provided can help improve employee performance, as this study shows that motivation has a significant effect on performance. For example, giving appreciation to employees who have achieved the best work results.
5. For future researchers:
 - a. It is recommended that future research be conducted at other government agencies besides KPP Pratama Bangkalan or in private companies to compare results with this study, which focuses on a government institution.
 - b. Future researchers are encouraged to add other factors that may improve work performance, such as training, employee placement, and others.

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