



The Influence of Job Design on Work Quality among ASN Employees in Pangkajene and Islands Regency

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ABSTRACT

Job design plays an important role in shaping how employees perform their tasks and may influence the quality of work delivered in public organizations. However, the relationship between job design and the quality of work among government employees in local public service institutions requires further empirical examination. This study aimed to examine the influence of job design on the work quality of State Civil Apparatus (ASN) employees at the Investment and One-Stop Integrated Services Agency in Pangkajene and Islands Regency, Indonesia. The study employed a descriptive quantitative research design. Primary data were collected through questionnaires administered to 72 ASN employees at the agency. The data were analyzed using research instrument testing, inferential statistical analysis, simple linear regression analysis, and the t-test. The findings demonstrated that job design had a positive and statistically significant influence on the work quality of ASN employees. This result indicates that improvements in job design are associated with better work quality among employees in the public service institution. The study contributes empirical evidence on the importance of job design in supporting employee work quality within local government organizations. Practically, the findings suggest that public institutions should strengthen job design practices by ensuring appropriate task structures, responsibilities, and work arrangements to support higher-quality employee performance and service delivery.

1. Introduction

Human resources constitute a fundamental organizational resource because organizational objectives cannot be achieved effectively without employees who possess appropriate knowledge, skills, abilities, and responsibilities. In both private and public organizations, the quality of human resources determines how organizational resources are transformed into effective work processes and outcomes. Hasibuan (2016) defines human resource management as the art and science of managing relationships and the roles of employees so that they can contribute effectively and efficiently to achieving organizational objectives, including those of employees, government institutions, and society. In the public sector, this issue is particularly important because the quality of employees is closely connected to the quality, efficiency, and responsiveness of public services. Recent research

similarly demonstrates that employee characteristics and job-related factors are important determinants of performance in government organizations (Octaviani, 2021), while studies of local government employees indicate that organizational and motivational conditions can shape work-related outcomes (Kristanti & Yudiantmaja, 2022).

Organizations therefore need to pay attention to employees and the conditions under which work is performed. An appropriate alignment between employees' capabilities, organizational requirements, and job responsibilities can encourage employees to perform their duties effectively. Conversely, an imbalance between job demands and employee capabilities may reduce motivation, satisfaction, discipline, and ultimately the quality of work. The effective operation of an organization depends on several interconnected resources, including natural resources, capital, labor, and expertise. Among these

resources, human resources occupy a central position because employees actively operate, coordinate, and utilize other organizational resources. Even sophisticated organizational technologies cannot independently achieve organizational objectives without competent employees who are able to use them appropriately. In public organizations, this principle is increasingly significant because government employees are directly involved in implementing administrative functions and delivering services to citizens.

Human cooperation is also essential because many organizational objectives cannot be achieved individually. Organizations are established partly because collective action enables individuals to achieve objectives that would be difficult to accomplish independently. Siagian (2016) argues that achieving organizational objectives requires systematic mechanisms of work, which should be translated into an appropriate work design as part of human resource management. Thus, job design is not merely an administrative arrangement of tasks but a managerial mechanism that connects employees, responsibilities, organizational structures, and expected outcomes.

The increasing strategic importance of human resources requires organizations to manage work systematically to obtain higher levels of effectiveness and work quality. Job design is particularly relevant because it determines how tasks are structured, how responsibilities are distributed, and how employees interact with their work. Appropriate job design can make work more meaningful, clarify responsibilities, facilitate the use of employee capabilities, and support better work outcomes. From a human resource management perspective, job design also contributes to employees' experiences of their work and may influence their satisfaction and quality of working life. Recent evidence supports the importance of work and job design for public-sector employees, showing that work-design conditions can be associated with important employee outcomes such as job satisfaction and emotional exhaustion (Wursthorn et al., 2024).

Matutina (2014) explains that human resource quality encompasses knowledge, skills, and abilities. Knowledge refers to employees' intellectual capacity and breadth of understanding; skills refer to technical and operational capabilities; while

abilities encompass competencies reflected in loyalty, discipline, cooperation, and responsibility. These dimensions are particularly relevant to job design because a job should be structured in accordance with the capabilities required to perform its tasks. Handoko (2016) emphasizes that job design should consider environmental, organizational, and behavioral requirements. A well-designed job is expected to support productivity and employee satisfaction, whereas inappropriate job design can contribute to low productivity and various negative work behaviors. Accordingly, job design represents an important mechanism for aligning organizational requirements with employee capabilities.

Job design can also function as a motivational and managerial instrument. Sulipan (2015) explains that job design is related not only to productivity but also to the employees who perform organizational activities. A properly designed work system can encourage employees to work productively, reduce boredom, increase job satisfaction, and help organizations respond to work-related stress. More broadly, job design involves determining the tasks employees perform, the methods used to complete those tasks, and the relationship between one job and other jobs within the organization. Empirical research in public-sector organizations has found that job design dimensions such as skill variety, task identity, task significance, autonomy, and feedback can influence organizational performance-related outcomes (Ele et al., 2022).

Work quality is another important dimension of organizational effectiveness. Rialmi and Morsen (2020) describe quality of work as an outcome produced by employees in the process of achieving organizational objectives, involving the quality and quantity of work performed within a particular period. Although their study focused on communication and employee performance, the conceptualization highlights the importance of employee work outcomes in evaluating the contribution of human resources. Gibson (2016) further identifies job design as an important factor associated with effective work quality. In technical terms, job design concerns the managerial process of determining individual tasks and authority, including task breadth, task depth, and task relationships. Recent research also demonstrates

that work quality is an important concern in public-sector settings, where the nature of public ownership and organizational context may influence the quality of employees' work (Henderson et al., 2024).

Despite this growing body of research, an important empirical gap remains. Existing studies have examined job design in relation to organizational performance, employee performance, motivation, job satisfaction, and other work outcomes, but relatively limited attention has been given to the direct relationship between job design and work quality among State Civil Apparatus (ASN) employees in local investment and one-stop public service institutions in Indonesia. Previous research has also tended to examine broader public organizations or different dimensions of employee performance rather than focusing specifically on the work-quality implications of job design within a local investment and integrated public-service agency. This contextual gap is important because employees in investment and one-stop integrated services operate in an environment characterized by administrative procedures, service standards, task coordination, and direct interaction with citizens and business actors. Evidence from public-service organizations in Indonesia further indicates that human resource management practices, including job design, are relevant to employee-related outcomes (Abd Alla et al., 2024).

This issue is particularly evident at the Investment and One-Stop Integrated Services Agency of Pangkajene and Islands Regency. Based on the researchers' preliminary observations, work quality among some ASN employees was not yet optimal, partly because job design practices within the institution were considered insufficiently aligned with employees' capabilities and responsibilities. Some employees were observed to delegate their assigned tasks to other employees, which was associated with differences in individual skills and capabilities. Preliminary interviews with the secretary of the general and personnel subdivision also indicated that employee work quality had not reached the expected level, with employee educational backgrounds identified as one of the factors requiring attention. These conditions indicate a measurable organizational problem concerning the alignment between job design and the quality of work performed by ASN employees.

Therefore, the research problem addressed in this study is whether job design influences the work quality of ASN employees at the Investment and One-Stop Integrated Services Agency of Pangkajene and Islands Regency. The objective of this study is to examine and determine the influence of job design on the work quality of ASN employees within the institution. The study is expected to contribute theoretically by providing empirical evidence regarding the applicability of job design principles to work-quality outcomes in a local public-sector context. Practically, the findings are expected to provide a basis for government institutions to improve task allocation, job responsibilities, employee capabilities, and work structures in order to enhance work quality and public service delivery. The novelty of this study lies in its specific examination of the direct influence of job design on ASN work quality within a local investment and one-stop integrated public service institution in Indonesia, thereby extending existing discussions of job design beyond general organizational performance toward the specific quality of work delivered by government employees.

2. Literature Review

2.1 Conceptual and Theoretical Foundations

Human resource management provides the organizational foundation for managing employees so that organizational objectives can be achieved effectively and efficiently. Slamet (2012) conceptualizes human resource management as a process involving planning, organizing, and controlling human resources, while Hasibuan (2016) emphasizes the management of employee relationships and roles to achieve organizational objectives. Similar perspectives are provided by Kusdyah (2015), Rachmawati (2016), Marwansyah (2014), Sutrisno (2016), and Kasmir (2016), who emphasize planning, recruitment, development, compensation, integration, maintenance, and utilization of human resources. From a strategic perspective, human resources are central to organizational effectiveness because organizational growth and achievement depend substantially on the quality of employees (Riniwati, 2016). At the broader societal level, human resource quality also represents an important foundation for development (Triton, 2010).

The strategic role of human resource management includes determining employee quantity and quality, ensuring the availability of personnel, avoiding overlapping responsibilities, facilitating coordination, and providing a basis for employee evaluation (Rivai, 2015). Sedarmayanti (2017) further emphasizes that human resources are an organization's most valuable asset and that human resource policies, procedures, organizational culture, and managerial behavior should be aligned to support organizational effectiveness. These principles are particularly relevant to public organizations, where employees are responsible for implementing administrative functions and delivering services to citizens.

Within this framework, job design represents an important human resource management mechanism. Sulipan (2015) describes job design as an instrument that can influence productivity, employee motivation, job satisfaction, and work-related stress. Mardiyanti (2019) defines job design as the organizational function of determining individual work activities and arranging assignments according to organizational, technological, and behavioral requirements. Job design therefore encompasses the tasks assigned to an employee, the methods used to perform those tasks, and the relationships between one job and other jobs within an organization. Its effectiveness depends on individual characteristics, technology, organizational structure, budgetary considerations, management, employees, stakeholders, and labor relations, as discussed in the job-design framework attributed to Schermerhorn.

Job design can be implemented through several strategies, including job simplification, job enlargement, job rotation, and job enrichment (Sari, 2018). These strategies influence the scope, variety, responsibility, and depth of work. The broader job-design framework also distinguishes organizational, environmental, and behavioral elements. Organizational elements include mechanistic approaches, workflow, and work practices; environmental elements include the availability and qualifications of employees; while behavioral elements include autonomy, task variety, task identity, and feedback (Sapta Rini Widyawati, 2018). These dimensions are consistent with contemporary work-design perspectives emphasizing the importance of autonomy, role clarity, task variety,

and meaningful work characteristics in shaping employee outcomes. Recent evidence from the public sector demonstrates that job characteristics such as role clarity, job autonomy, and task variety are associated with employee performance and organizational citizenship behavior (2026).

In the present study, job design is operationalized through task significance, capability and skill development, and task variety, following Sunarto (2020). Task significance reflects the extent to which employees perceive their work as important; capability and skill development concerns whether work arrangements provide opportunities to develop employee competencies; and task variety reflects the diversity of tasks assigned to employees. These dimensions are particularly relevant for ASN employees because public-service work requires employees to perform different administrative and service-related responsibilities while maintaining appropriate standards of accountability.

The second central construct is work quality. Siagian (2016) associates work quality with systematic organizational efforts that provide employees with opportunities to contribute to how work is performed and to the achievement of organizational objectives. Mangkunegara (2011) defines work quality in terms of how well employees perform the work they are expected to complete, while Hasibuan (2016) links employee assessment to both behavior and work outcomes. Flippo (2016) further associates work quality with the effectiveness and efficiency of work performed by human resources in achieving organizational objectives. Work quality is therefore not limited to the quantity of output but also encompasses the employee's knowledge, skills, abilities, responsibility, and capacity to complete work according to organizational expectations.

The determinants of work quality include employee ability, motivation, organizational support, the nature of the work, and employee-organization relationships. Aristi (2021) specifically identifies competence, motivation, and time discipline as important factors influencing employee work capability. Kaharuddin (2020) similarly distinguishes ability and motivation as important determinants of performance, emphasizing the importance of placing employees in positions that correspond to their knowledge and skills. The

indicators of ASN work quality in the original framework include self-potential, optimal work results, work processes, enthusiasm, and responsibility (Hasibuan, 2016).

2.2 Review of Empirical Studies

Previous empirical studies provide evidence that job design and job characteristics are associated with employee-related outcomes. The study by Marhaeni and Darmasetiawan (2015) found that job design positively influenced quality of work life and job satisfaction, while quality of work life also positively affected job satisfaction. Kusuma (2015) demonstrated that appropriate job design could improve employee engagement through greater autonomy, task significance, and feedback. Rahmawati (2015) found that task scope, task depth, and task relationships significantly influenced employee achievement, with these dimensions jointly explaining a substantial proportion of variation in work outcomes.

Other studies have also supported the relationship between job design and employee outcomes. Gufron et al. (2018) found positive direct effects of work design on employee productivity and job satisfaction, while Mangaratua (2017) reported that work design and competence significantly influenced work quality. Khasanah and Hilman (2018) further demonstrated that job design, together with transformational leadership and proactive personality, contributed to innovative work behavior. The study by Gunawan (2015) emphasized the importance of aligning job descriptions and job specifications with the characteristics and requirements of individual positions.

More directly relevant to the present study, Saharjum (2022) examined the influence of job design on employee work quality at the Office of Trade, Industry, Cooperatives, and Small and Medium Enterprises of Soppeng Regency. The study found a positive and significant effect of job design on employee work quality. This finding provides important empirical support for the proposed relationship in the present study.

Recent empirical evidence further strengthens this relationship. Sapitri and Mahayasa (2022), for example, examined job characteristics and employee performance in the Denpasar City Regional Financial Management Agency and found

that job characteristics were relevant to employee performance in a government setting. Ismail et al. (2022) similarly examined position characteristics and teamwork among ASN employees at the Public Works and Public Housing Office of Bogor Regency, demonstrating the relevance of job-related characteristics to employee performance in a local-government context.

Wulandari et al. (2023) examined job design, competence, and rewards in relation to job satisfaction and employee performance at PDAM Delta Tirta Sidoarjo Regency, further demonstrating the relevance of job design within an Indonesian public-service organization. Similarly, Dihan and Saputra (2023) found a positive relationship between job design and employee performance in an Indonesian organizational context. These findings are complemented by evidence from the public sector in Oman, where job descriptions were examined as an important determinant of employee performance, highlighting the continuing relevance of clearly structured work responsibilities in public organizations.

The recent literature also indicates that the effects of job design may operate through employee psychological and motivational mechanisms. Puspardini's study of employees in a public-service institution found that job characteristics had a significant direct relationship with employee performance and that meaningful work partially mediated relationships between job characteristics and performance. This suggests that job design can influence not only the structural organization of tasks but also how employees experience and perform their work.

2.3 Identification of the Research Gap

The reviewed literature establishes a consistent theoretical expectation that appropriate job design can improve employee outcomes. Nevertheless, three gaps remain. First, much of the existing literature examines broad employee performance, job satisfaction, engagement, or productivity rather than specifically measuring work quality as the primary outcome. Second, although several studies have examined government employees, comparatively limited evidence focuses on ASN employees working in local investment and one-stop integrated public-service institutions. Third, existing Indonesian studies have been

conducted in different organizational contexts, including financial management, public works, health, water utilities, and other government institutions, leaving the specific context of investment and integrated licensing services relatively underexplored.

The gap is therefore not the absence of evidence that job design matters, but the limited contextual evidence concerning whether job design directly influences the quality of work among ASN employees responsible for investment and integrated public services at the local-government level. This distinction provides the empirical justification for the present study.

2.4 Development of the Conceptual Framework

The conceptual framework of this study is based on the proposition that job design determines how employees understand, organize, and execute their work. Appropriate task allocation, task significance, opportunities for capability and skill development, and task variety can create work conditions that support more effective employee behavior and better work outcomes. Conversely, poorly structured work may create overlapping responsibilities, inappropriate task allocation, limited skill utilization, and inefficient work processes.

The present study therefore positions Job Design (X) as the independent variable and Work Quality of ASN Employees (Y) as the dependent variable. Job design is represented by task significance, capability and skill development, and task variety, while work quality is reflected through self-potential, optimal work results, work processes, enthusiasm, and responsibility. This conceptual relationship is consistent with the original research framework, which explicitly proposes that better job design leads to higher and more optimal ASN work quality.

The conceptual relationship can therefore be expressed as:

Job Design (X) → Work Quality of ASN Employees (Y)

The proposed relationship is tested empirically using simple linear regression, consistent with the analytical framework specified in the original study.

2.5 Hypothesis Development

Job design provides a structural mechanism through which organizations determine employees' tasks, responsibilities, work methods, and relationships with other organizational roles. When work is appropriately designed, employees are more likely to understand the significance of their tasks, utilize and develop their capabilities, and respond effectively to task variety. These conditions can improve the effectiveness and efficiency of work and ultimately contribute to higher work quality.

Empirical evidence supports this theoretical relationship. Earlier studies found positive relationships between job design and employee engagement, productivity, job satisfaction, achievement, and work quality (Marhaeni & Darmasetiawan, 2015; Rahmawati, 2015; Gufron et al., 2018; Mangaratua, 2017). More recent evidence also indicates that job characteristics are associated with employee performance in government organizations (Sapitri & Mahayasa, 2022; Ismail et al., 2022), while studies conducted in Indonesian organizational settings have reported positive effects of job design on employee performance (Wulandari et al., 2023; Dihan & Saputra, 2023).

Accordingly, the present study proposes the following hypothesis:

H1: Job design has a positive and significant influence on the work quality of ASN employees at the Investment and One-Stop Integrated Services Agency in Pangkajene and Islands Regency.

This hypothesis is consistent with the original research hypothesis, which explicitly proposes that job design has a positive and significant effect on ASN work quality in the agency under investigation.

3. Research Methods

3.1 Research Design

This study employed a quantitative research approach to examine the influence of job design on the work quality of State Civil Apparatus (ASN) employees at the Investment and One-Stop Integrated Services Agency in Pangkajene and Islands Regency. Quantitative research was selected because the study involved numerical data and statistical analysis to examine the relationship between the independent and dependent variables. Data obtained from respondents' questionnaire responses were converted into numerical scores and subsequently processed and analyzed statistically to

generate empirical information regarding the relationship between job design and ASN work quality. The study specifically examined whether job design influenced the work quality of ASN employees at the Investment and One-Stop Integrated Services Agency in Pangkajene and Islands Regency.

3.2 Research Context and Setting

The research was conducted at the Investment and One-Stop Integrated Services Agency in Pangkajene and Islands Regency, South Sulawesi, Indonesia. The institution was selected as the research setting because it is a local government agency responsible for investment and integrated public services, in which the quality of ASN employees' work is an important component of effective service delivery. The research and data collection were conducted over a two-month period, from July to August 2023, at the agency located at Jl. Sultan Hasanuddin No. 40, Tumampua Village, Pangkajene District, Pangkajene and Islands Regency.

3.3 Population and Sample / Research Participants

The population consisted of all ASN employees working at the Investment and One-Stop Integrated Services Agency in Pangkajene and

Islands Regency. According to Sugiyono (2013), a population is a generalization area consisting of objects or subjects possessing particular qualities and characteristics determined by the researcher for study and subsequent conclusion. The population in this study was finite and relatively homogeneous, consisting of 72 ASN employees.

The study used a population-based sampling approach in which all members of the population were included as research participants. Therefore, the sample consisted of all 72 ASN employees of the Investment and One-Stop Integrated Services Agency in Pangkajene and Islands Regency. Accordingly, no sampling reduction was applied because the entire accessible population was examined.

3.4 Data Sources and Data Collection

The study primarily used primary data collected directly from the research participants through questionnaires. The questionnaire was developed based on relevant management theories and findings from previous studies. Respondents were asked to provide responses to statements concerning the variables examined in the study.

A five-point Likert scale was used to measure respondents' responses. The scale consisted of five response categories:

Table 1. A five-point Likert scale

Score	Response
1	Strongly Disagree
2	Disagree
3	Less Agree
4	Agree
5	Strongly Agree

Source: Authors

The Likert scale was selected because it facilitates respondents in expressing their perceptions regarding the statements presented in the questionnaire (Priyanto, 2010). The five-point format produces ordinal scores ranging from 1 to 5, with lower scores representing more negative responses and higher scores representing more positive responses. The resulting data were subsequently analyzed using statistical procedures (Ghozali, 2018).

In addition to questionnaires, documentation was used to obtain supporting information.

Documentation involved collecting relevant reports, organizational documents, and other materials related to the research object. According to Sugiyono (2017), documentation is a data-collection method involving archives, documents, images, reports, and other information that can support the research. Relevant literature was also reviewed as the theoretical foundation of the study.

3.5 Measurement of Variables and Research Instruments

Two variables were examined in this study: Job Design (X) as the independent variable and Work Quality (Y) as the dependent variable.

a. Job Design (X)

Job design refers to the organizational function of determining an individual's work activities within a particular position and arranging work assignments according to organizational, technological, and behavioral requirements. Job design was measured using three indicators adapted from Sunarto (2020):

- 1) Task significance;
- 2) Capability and skill development; and
- 3) Task variety.

These indicators represent the extent to which employees perceive their tasks as meaningful, have opportunities to develop their capabilities and skills, and perform varied work activities.

b. Work Quality (Y)

Work quality refers to the quality of human resources' work productivity within the Investment and One-Stop Integrated Services Agency in Pangkajene and Islands Regency. Work quality was measured using five indicators based on Hasibuan (2016):

- 1) Self-potential;
- 2) Optimal work results;
- 3) Work processes;
- 4) Enthusiasm; and
- 5) Responsibility.

All indicators were measured using the five-point Likert scale described above, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.6 Data Analysis Techniques

The data were analyzed using descriptive statistics, research instrument testing, simple linear regression analysis, and hypothesis testing. The statistical analysis was conducted to determine whether job design significantly influenced the work quality of ASN employees.

a. Descriptive and Inferential Statistical Analysis

Descriptive statistical analysis was used to describe the characteristics of the collected data. Inferential statistical analysis was subsequently

employed to examine the relationship between job design and work quality and to test the research hypothesis.

b. Normality Test

The normality test was conducted to determine whether the data or regression model met the assumption of normal distribution. A good regression model is expected to have normally distributed or approximately normally distributed data. Normality was assessed using the histogram and normal probability plot. In the histogram, normally distributed data are expected to form an approximately bell-shaped distribution. In the normal probability plot, normality is indicated when the observed points are distributed around and follow the direction of the diagonal line (Ghozali, 2018).

c. Coefficient of Determination (R^2)

The coefficient of determination (R^2) was used to assess the extent to which the independent variable explained variation in the dependent variable. A small R^2 value indicates that the independent variable has limited explanatory ability, whereas a value approaching one indicates that the independent variable explains a substantial proportion of the variation in the dependent variable (Ghozali, 2018).

d. Simple Linear Regression Analysis

Simple linear regression analysis was employed because the study examined the influence of one independent variable, job design, on one dependent variable, work quality. The regression model was expressed as:

$$Y = \alpha + \beta X$$

where:

Y = Work Quality of ASN Employees;

α = Constant, representing the value of Y when $X = 0$;

β = Regression coefficient, representing the expected increase or decrease in Y associated with a change in X ; and

X = Job Design.

e. Partial Statistical Test (t-Test)

The partial t-test was used to determine whether job design had a statistically significant influence on ASN work quality. The decision criterion followed Ghozali (2016): if the p -value is

less than 0.05, the alternative hypothesis (H_a) is accepted; conversely, if the p -value is greater than 0.05, the alternative hypothesis is rejected.

3.7 Validity, Reliability, and Trustworthiness

The quality of the questionnaire instrument was assessed through validity and reliability testing.

a. Validity Test

The validity test was conducted to determine whether the questionnaire accurately measured the constructs under investigation. According to Ghozali (2018), an instrument is considered valid when its items are capable of measuring the construct they are intended to measure. The validity of each questionnaire item was assessed by comparing the calculated correlation coefficient (r_{count}) with the corresponding r_{table} value. The degree of freedom was determined using $df = n - k$, where n represents the number of observations and k represents the number of independent variables (Ghozali, 2018).

b. Reliability Test

The reliability test was conducted to assess the consistency and stability of respondents' answers to the questionnaire items representing each construct. Reliability focuses on the consistency of measurement, whereas validity focuses on the accuracy of measurement (Ghozali, 2018). A reliable instrument is expected to produce consistent results when measuring the same construct under comparable conditions.

3.8 Ethical Considerations

The original research methodology did not provide specific information concerning formal ethical approval, informed-consent procedures, or institutional ethics-committee review. Therefore, no additional ethical procedures are introduced here that were not documented in the original study. Nevertheless, the questionnaire-based research involved ASN employees as respondents, and the collection and use of respondent information should be conducted in accordance with applicable research-ethics principles, including voluntary participation, confidentiality, and responsible use of research data.

3.9 Research Procedure

The research procedure consisted of several sequential stages. First, the researchers identified the research problem concerning job design and ASN work quality at the Investment and One-Stop Integrated Services Agency in Pangkajene and Islands Regency. Second, relevant theoretical and empirical literature was reviewed to establish the conceptual basis and research variables. Third, the research population was determined, consisting of 72 ASN employees, and the entire population was included as research participants. Fourth, the questionnaire was prepared based on relevant theoretical foundations and previous research findings and was administered using a five-point Likert scale. Fifth, supporting information was collected through documentation and relevant literature. Sixth, the collected questionnaire data were processed and subjected to validity and reliability testing. Seventh, normality testing was conducted before inferential analysis. Finally, simple linear regression, the coefficient of determination (R^2), and the partial t-test were applied to examine the influence of job design on ASN work quality.

3.10 Methodological Limitations

Several methodological limitations should be considered when interpreting the findings. First, the study used a population of 72 ASN employees from a single local government agency, which limits the generalizability of the findings to other government institutions or regions. Second, the study employed a quantitative cross-sectional approach based primarily on questionnaire responses, meaning that the findings reflect respondents' perceptions during the July–August 2023 data-collection period. Third, the analytical model examined only one independent variable, namely job design, although other organizational and individual factors may also influence work quality. Finally, because the original methodology did not report formal ethical approval or detailed informed-consent procedures, these aspects should be clarified in the final manuscript if such procedures were implemented during the research.

4. Results and Discussion

4.1 Research Results

4.1.1 Sample Description and Descriptive Statistics

The questionnaire was distributed over a one-month period in July 2023 at the Investment and One-Stop Integrated Services Office of

Pangkajene and Islands Regency. A total of 72 respondents participated in the study. The respondents were classified according to age, gender, and educational background.

Table 2. Age Distribution of Respondents

Age Group	Frequency	Percent
17–20 years	12	10.2
21–30 years	48	49.2
31–40 years	20	16.9
41–50 years	2	7.6
Total	72	100.0

Source: Processed data from SPSS 21.0.

The respondent distribution indicates that the largest age group was 21–30 years, consisting of 48 respondents. The respondents were generally within the productive-age range of 17–50 years. Age

may be associated with an individual's level of maturity, which can influence behavioral patterns and ways of thinking.

Table 3. Gender Distribution of Respondents

Gender	Frequency	Percent
Male	32	41.5
Female	40	42.4
Total	72	100.0

Source: Processed data from SPSS 21.0.

Female respondents constituted the larger proportion of the sample, with 40 respondents, compared with 32 male respondents. Thus, based on the reported sample, the ASN respondents at the

Investment and One-Stop Integrated Services Office of Pangkajene and Islands Regency were predominantly female.

Table 4. Educational Background of Respondents

Educational Background	Frequency	Percent
Senior High School (SLTA)	7	20.3
Diploma (D3)	20	8.5
Bachelor's Degree (S1)	45	55.1
Total	72	100.0

Source: Processed data from SPSS 21.0.

The reported data indicate that respondents with a bachelor's degree (S1) constituted the largest educational group, followed by respondents with a Diploma (D3) and senior high school (SLTA) education. The original research reports that ASN respondents were dominated by those with a bachelor's degree.

a. Descriptive Results of the Research Variables

The study consists of one independent variable, Job Design (X), and one dependent variable, Work Quality (Y). Job Design represents the independent variable, whereas Work Quality represents the dependent variable.

1) Job Design

Table 5. Respondents' Responses to Job Design

No.	Statement	Strongly Agree (%)	Agree (%)	Less Agree (%)	Disagree (%)	Strongly Disagree (%)
1	The tasks assigned are in accordance with the needs of the institution.	41.8	39.8	16.2	2.2	0.0
2	The institution provides programs for developing the abilities and skills of ASN.	42.8	36.2	18.8	2.2	0.0
3	Each ASN has different responsibilities, jobs, and tasks.	45.0	31.0	20.6	3.4	0.0

Source: Processed data from SPSS 21.0, 2023.

The descriptive results show predominantly positive responses toward Job Design. For the first statement, 41.8% of respondents strongly agreed, 39.8% agreed, 16.2% somewhat agreed, and 2.2% disagreed that assigned tasks were appropriate to institutional needs. For the second statement, 42.8% strongly agreed, 36.2% agreed, 18.8% somewhat agreed, and 2.2% disagreed that the institution provided programs for developing ASN abilities and skills. For the third statement, 45.0% strongly agreed, 31.0% agreed, 20.6% somewhat agreed, and 3.4% disagreed that each ASN had different responsibilities, jobs, and tasks.

The findings indicate that Job Design was reflected through the alignment of assigned tasks with institutional needs, opportunities for competency development, and differentiation of responsibilities among ASN. In the original conceptualization, Job Design is considered an important factor in management because it is associated not only with productivity but also with the workforce responsible for carrying out organizational operations.

2) Work Quality

Table 6. Respondents' Responses to Work Quality

No.	Statement	Strongly Agree (%)	Agree (%)	Less Agree (%)	Disagree (%)	Strongly Disagree (%)
1	I always strive to improve my potential.	45.1	35.0	13.7	6.2	0.0
2	I can complete tasks for which I am responsible with satisfactory results.	37.1	41.2	15.9	5.8	0.0
3	I perform my work according to predetermined procedures.	26.6	49.3	20.6	3.5	0.0
4	I am enthusiastic about completing the work and tasks assigned by the institution.	21.6	50.0	21.3	7.1	0.0
5	I always complete the work for which I am responsible properly within the specified period.	34.4	43.0	17.3	5.3	0.0

Source: Processed data from SPSS 21.0, 2023.

The responses indicate generally positive perceptions of Work Quality. Regarding the effort to improve personal potential, 45.1% strongly agreed and 35.0% agreed. Regarding the ability to complete assigned tasks satisfactorily, 37.1%

strongly agreed and 41.2% agreed. For compliance with predetermined procedures, 26.6% strongly agreed and 49.3% agreed. Regarding enthusiasm in completing assigned work, 21.6% strongly agreed and 50.0% agreed. Finally, 34.4% strongly agreed

and 43.0% agreed that they completed their responsibilities properly within the specified period.

The findings describe Work Quality through employees' efforts to develop their potential, their ability to complete responsibilities satisfactorily, compliance with established procedures, enthusiasm in performing assigned tasks, and timely completion of responsibilities.

4.1.2 Data Quality and Preliminary Analysis

a. Validity Test

The validity test was conducted by comparing the calculated correlation coefficient with the critical *r*-table value. According to Ghazali (2018), validity can be assessed by comparing the calculated correlation value in the correlation matrix with the corresponding *r*-table value based on the degrees of freedom.

Table 7. Validity Test for Job Design

Item	Corrected Item-Total Correlation	<i>r</i> -table	Decision
Job Design 1	0.940	0.202	Valid
Job Design 2	0.940	0.202	Valid
Job Design 3	0.881	0.202	Valid

Source: Processed data from SPSS 21.0, 2023.

All three Job Design indicators produced correlation coefficients greater than the reported *r*-

table value of 0.202. Accordingly, all Job Design items were classified as valid in the original analysis.

Table 8. Validity Test for Work Quality

Item	Corrected Item-Total Correlation	<i>r</i> -table	Decision
Work Quality 1	0.962	0.202	Valid
Work Quality 2	0.926	0.202	Valid
Work Quality 3	0.949	0.202	Valid
Work Quality 4	0.962	0.202	Valid
Work Quality 5	0.855	0.202	Valid

Source: Processed data from SPSS 21.0, 2023.

All five Work Quality indicators produced correlation coefficients greater than the reported *r*-table value of 0.202. Therefore, all Work Quality items were classified as valid in the reported analysis.

b. Reliability Test

Reliability refers to the consistency and stability of scores obtained from a measurement scale. Unlike validity, which emphasizes measurement accuracy, reliability focuses on consistency (Ghozali, 2018).

Table 9. Reliability Test Results

No.	Variable	Cronbach's Alpha	Decision
1	Job Design (X)	0.895	Reliable
2	Work Quality (Y)	0.964	Reliable

Source: Processed data from SPSS 21.0, 2023.

The Cronbach's Alpha coefficients were 0.895 for Job Design and 0.964 for Work Quality. Both coefficients exceeded the reported threshold of 0.60. Therefore, the measurement instruments were considered reliable and suitable for subsequent analysis.

a. Normality Test

Normality was assessed using the Normal P-P Plot of Regression Standardized Residual. In the original analysis, data were considered normally distributed when the points were distributed around and followed the diagonal line. Ghazali (2018) states that when the data are distributed around the

4.1.3 Main Analytical Results

diagonal line and follow its direction, the regression

model satisfies the normality assumption.

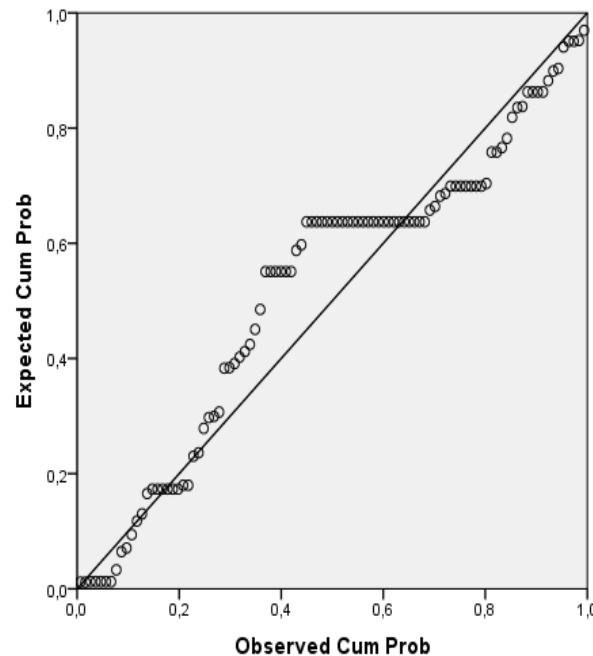


Fig. 1. Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Work Quality

Source: Processed data from SPSS 21.0, 2023.

The normality assessment was based on the visual distribution of residual points around the diagonal line in the Normal P-P Plot. The original analysis used this criterion to evaluate the normality assumption of the regression model.

b. Coefficient of Determination

The coefficient of determination was used to assess the extent to which the independent variable explains variation in the dependent variable. According to Ghazali (2018), a small R-square indicates limited explanatory capability, whereas a value approaching one indicates that the independent variable provides substantial information for predicting the dependent variable.

Table 10. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.494	0.644	0.204	1.542	1.220

Predictors: (Constant), Job Design

Dependent Variable: Work Quality

Source: Processed data from SPSS 21.0, 2023.

The reported R-square value was 0.644. This indicates that, according to the reported model output, Job Design explains 64.4% of the variation in Work Quality among ASN at the Investment and One-Stop Integrated Services Office of Pangkajene and Islands Regency, while the remaining 35.6% is associated with factors outside the model.

4.1.4 Hypothesis Testing Results / Key Findings

a. Simple Linear Regression Analysis

Simple linear regression was employed to examine the effect of Job Design (X) on Work Quality (Y). The reported regression equation is:

$$Y = 2.358 + 0.481X$$

The constant of 2.358 indicates the reported baseline value of Work Quality when Job Design is held constant. The regression coefficient of 0.481 indicates a positive relationship between Job Design and Work Quality. Thus, an increase of one unit in

Job Design is associated with an increase of 0.481 units in the predicted Work Quality score.

b. Partial Significance Test

The partial significance test was conducted to determine whether Job Design had a statistically

significant effect on Work Quality. According to Ghozali (2016), the decision criterion is that the alternative hypothesis is accepted when the p -value is below 0.05, whereas it is rejected when the p -value exceeds 0.05.

Table 11. Partial Regression Test Results

Variable	B	Std. Error	Beta	t	Sig.
Constant	2.358	2.973	—	7.148	0.000
Job Design	0.481	0.064	0.245	5.627	0.003

Dependent Variable: Work Quality

Source: Processed data from SPSS 21.0, 2023.

The regression analysis reports a positive coefficient of 0.481 for Job Design, with a significance value of 0.003. Since the reported significance value is below the 0.05 threshold, the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, Job Design has a positive and statistically significant effect on Work Quality among ASN at the Investment and One-Stop Integrated Services Office of Pangkajene and Islands Regency.

4.1.5 Visual Presentation of Results

The research findings are presented through tables and figures to improve clarity and transparency. Tables 2–4 describe respondent characteristics, while Tables 5–6 present the descriptive results of Job Design and Work Quality. Tables 7–9 report validity and reliability results. Figure 1 presents the normality assessment, while Table 10 presents the coefficient of determination and Table 11 reports the regression and partial significance test results. These visual elements provide a structured presentation of the empirical findings and facilitate comparison across the results.

4.2 Research Discussion

4.2.1 Interpretation of Key Findings

The results demonstrate that Job Design has a positive and statistically significant effect on Work Quality among ASN at the Investment and One-Stop Integrated Services Office of Pangkajene and Islands Regency. The significance value of 0.003 is below the 0.05 threshold, indicating that the proposed hypothesis is supported. The positive regression coefficient of 0.481 further indicates that improvements in Job Design are associated with

improvements in Work Quality. This finding indicates that the way tasks, responsibilities, skills, and work variations are structured is an important factor in determining the quality of work performed by ASN. The result is consistent with the Job Design indicators proposed by Sunarto (2020), namely task significance, ability and skill development, and task variety. Task significance reflects the extent to which employees perceive their work as important; ability and skill development concerns opportunities for employees to develop their competencies; while task variety refers to the diversity of responsibilities assigned to employees. The descriptive findings reinforce this relationship. Most respondents reported positive perceptions regarding the alignment of assigned tasks with institutional needs, opportunities for developing abilities and skills, and differentiation of responsibilities among ASN. Similarly, the majority of respondents reported positive perceptions of their Work Quality, particularly in improving their potential, completing responsibilities, following established procedures, demonstrating enthusiasm, and completing work within the specified period.

4.2.2 Comparison with Previous Studies

The finding is consistent with Marhaeni and Darmasetiawan (2015), whose study found that Job Design positively influenced Quality of Work Life and Job Satisfaction. Although their study examined different dependent variables, the findings provide evidence that appropriate Job Design can generate favorable employee-related outcomes. The present finding is also supported by Khairunnisa et al. (2021), who found that Job Design had a positive and significant effect on employee performance.

Their findings demonstrate that appropriately structured jobs can contribute to improved employee outcomes. Similarly, Salifu et al. (2021) examined Job Design in relation to the performance of administrative staff in higher education and highlighted the importance of job design in optimizing employee efforts. Dihan and Saputra (2023) also reported that Job Design had a positive effect on employee performance, further supporting the argument that the structure and characteristics of work are relevant to employee outcomes. More recently, Wulandari et al. (2023) examined Job Design together with competence and rewards in relation to job satisfaction and employee performance, demonstrating the continuing relevance of Job Design within contemporary human resource management research. Taken together, these studies strengthen the current finding by demonstrating that the positive role of Job Design is not limited to a particular organizational sector. However, the present study contributes additional contextual evidence by focusing specifically on ASN within a public-sector one-stop integrated service institution in Indonesia.

4.2.3 Theoretical Contribution

Theoretically, the finding reinforces the proposition that work characteristics and job structure are important determinants of employee outcomes. Job Design provides employees with clearer task responsibilities, opportunities to apply and develop competencies, and variation in work activities. These characteristics can create a more structured work environment in which employees are better able to understand what is expected of them and how their responsibilities contribute to organizational objectives. The finding therefore extends the empirical application of Job Design in the public-sector context. Previous research has frequently examined Job Design in relation to employee performance, job satisfaction, or quality of work life. The present study provides evidence that Job Design is also significantly associated with Work Quality among ASN, thereby broadening the empirical relevance of the concept within public administration.

4.2.4 Practical and Policy Implications

The findings provide several practical implications for the Investment and One-Stop

Integrated Services Office of Pangkajene and Islands Regency. First, task assignments should remain aligned with institutional needs and individual competencies. Second, management should provide continuous opportunities for ASN to develop their abilities and skills through training, mentoring, and competency-development programs. Third, the distribution of responsibilities should be sufficiently varied while remaining consistent with employees' capabilities and institutional requirements. From a policy perspective, public organizations can incorporate Job Design considerations into human resource planning and performance improvement programs. Rather than focusing exclusively on performance evaluation after work has been completed, organizational managers should also ensure that the structure of employees' jobs enables them to perform effectively from the beginning.

4.2.5 Integration with the Research Gap

The study addresses an empirical gap concerning the role of Job Design in determining Work Quality within a public-sector administrative context. Much of the previous empirical literature has examined Job Design in relation to employee performance, job satisfaction, employee engagement, or Quality of Work Life. The present study specifically examines Work Quality among ASN in a local government service institution, thereby providing additional evidence from the Indonesian public-sector context. The significant positive finding demonstrates that Job Design remains relevant even in public organizations whose employees operate within formal administrative structures and standardized service procedures. The study therefore contributes contextual evidence to the broader Job Design literature by demonstrating its relevance to the quality of ASN work.

4.2.6 Acknowledgement of Study Limitations

This study has several limitations that should be considered when interpreting the findings. First, the analysis focuses on Job Design as the primary independent variable, while Work Quality may also be influenced by other organizational and individual factors. Second, the research is limited to ASN at the Investment and One-Stop Integrated Services Office of Pangkajene and Islands Regency, which limits the generalizability of the findings to other

government institutions or organizational settings. Future research should therefore consider additional determinants of Work Quality, such as leadership, organizational culture, employee competence, work environment, motivation, and employee engagement. Studies involving larger samples and multiple government institutions would also provide stronger evidence regarding the generalizability of the relationship between Job Design and Work Quality.

5. Conclusion

5.1 Summary of Key Findings

The findings demonstrate that Job Design has a positive and statistically significant effect on Work Quality among ASN at the Investment and One-Stop Integrated Services Office of Pangkajene and Islands Regency. The significance value of 0.003 is below the 0.05 threshold, confirming the proposed hypothesis. The positive regression coefficient of 0.481 indicates that better Job Design is associated with higher Work Quality. The findings are consistent with the Job Design dimensions identified by Sunarto (2020), namely task significance, ability and skill development, and task variety. Task significance emphasizes employees' perception of the importance of their work; ability and skill development concerns opportunities to improve employee competencies; while task variety refers to the diversity of responsibilities assigned to employees. The finding is also consistent with Marhaeni and Darmasetiawan (2015), who found that Job Design positively influenced Quality of Work Life and Job Satisfaction. These findings collectively indicate that appropriate job structuring can generate positive employee-related outcomes.

5.2 Theoretical Contributions

The study contributes to the Job Design literature by providing empirical evidence from a public-sector organizational context. The findings demonstrate that Job Design is not only relevant to employee performance, job satisfaction, or Quality of Work Life but also has a significant relationship with Work Quality among ASN. The study further reinforces the relevance of task significance, competency development, and task variety as important dimensions of Job Design. By examining these dimensions within a local government service

institution, the study extends the contextual application of Job Design to public-sector human resource management.

5.3 Practical and Policy Implications

The findings imply that government institutions should pay greater attention to how jobs and responsibilities are structured. Managers should ensure that tasks are aligned with institutional requirements and employee competencies, while providing opportunities for ASN to develop their abilities and skills. The organization should also maintain an appropriate level of task variety. Although varied responsibilities can encourage employees to develop broader capabilities and maintain work engagement, excessive task variation should be avoided because it may create inefficiency and work-related stress. Therefore, Job Design policies should balance task significance, competency development, and task variety according to organizational needs and employee capabilities.

5.4 Limitations of the Study

The findings should be interpreted within the context of the Investment and One-Stop Integrated Services Office of Pangkajene and Islands Regency. The study focuses on Job Design as the principal independent variable; consequently, other factors that may influence Work Quality are not incorporated into the research model. The limited organizational context also means that the findings may not be directly generalizable to all government institutions or other types of organizations. In addition, the study relies on the available research data, which limits the researcher's ability to fully control potential errors in the data and calculations.

5.5 Directions for Future Research

Future research should examine additional variables that may explain Work Quality, including leadership, organizational culture, employee competence, work motivation, work environment, and employee engagement. Further studies could also involve larger samples and multiple government institutions to improve the generalizability of the findings. Future researchers are also encouraged to examine Job Design using different organizational contexts and methodological approaches. Comparative studies

between public and private organizations could provide further insight into whether the effect of Job Design on Work Quality differs across institutional environments.

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