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The Mediating Role Employee Performance in the Effects of Work Design and Job Analysis on Work Motivation: A Literature Review

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Abstract: In the contemporary organizational landscape, employee motivation is a critical driver of competitive advantage and productivity. While traditional human resource management approaches often rely on financial incentives, this literature review emphasizes that sustainable motivation is deeply rooted in structural organizational factors, specifically work design and job analysis. This study systematically synthesizes scholarly literature from 2021 to 2026 to examine the mediating role of employee performance in the relationship between these structural factors and work motivation. Utilizing a qualitative content analysis of 15 selected academic articles, the review illustrates that adaptive work design characterized by autonomy, task variety, and feedback and precise job analysis providing role clarity significantly enhance employee performance. Furthermore, the findings reveal that employee performance acts as a partial mediator; successful performance experiences foster a sense of competence, professional recognition, and self-efficacy, which in turn strengthen intrinsic motivation. The study concludes that organizational interventions must prioritize structural improvements to achieve sustainable motivational outcomes. This framework provides a strategic roadmap for organizations to align work environments with psychological needs, ultimately driving long-term employee commitment and organizational success.

Keywords: Work Design, Job Analysis, Employee Performance, Work Motivation, Literature Review.

INTRODUCTION

In the contemporary organizational environment, maintaining employee motivation constitutes one of the most significant challenges in human resource management (HRM). Strong work motivation (Kanfer & Chen, 2022) is positively associated with productivity, employee commitment, and organizational loyalty (Parker et al., 2023). However, motivation does not emerge independently; it is influenced by how the organization structures and

manages the working environment (Grant & Parker, 2023). Two fundamental elements shaping this environment are work design and job analysis.

In an era characterized by technological disruption and substantial changes in market dynamics, human resources are no longer regarded merely as operational assets. Instead, they function as the principal drivers of sustainable organizational competitive advantage (Budhwar et al., 2023). The success of both public- and private-sector organizations is strongly influenced by the productivity and commitment demonstrated by their employees. Within organizational behavior literature, work motivation represents one of the most critical psychological factors determining such productivity (Cerasoli et al., 2022).

Work motivation is not a static condition inherently possessed by employees. It is a dynamic psychological state that continually changes according to how management structures the working environment (Kanfer & Chen, 2022). Declining motivation in contemporary workplaces is frequently reflected in phenomena such as quiet quitting in which employees perform only the minimum duties required and increasing employee-turnover rates (Hauff et al., 2024). These phenomena indicate employees' fundamental dissatisfaction with how their work is organized and managed.

Many organizations attempt to improve motivation immediately through financial incentives or team-building programs. However, these initiatives frequently fail because they do not address the underlying problem the structure and essential characteristics of the work itself (Humphrey et al., 2021). Work design and job analysis constitute two principal foundations for developing an effective and motivating work structure.

Work design concerns how tasks, responsibilities, duties, and workplace interactions are arranged and integrated within a particular position (Parker et al., 2022). Inadequately designed work may expose employees to monotonous routines, burnout, or excessive workloads (Morgeson et al., 2023). For example, highly rigid work design within customer-service or banking organizations may provide employees with no decision-making autonomy. Employees may be required to follow inflexible scripts and procedures, causing them to feel like mechanical performers rather than responsible professionals (Spreitzer et al., 2021).

Such conditions may substantially reduce motivation because employees lose their sense of ownership over work processes and outcomes (Ryan & Deci, 2023). Conversely, work design that provides appropriate autonomy, task variety, meaningful responsibilities, and clear feedback can help employees feel challenged, appreciated, and capable of controlling their work (Hackman & Oldham, 2024). These characteristics directly stimulate intrinsic motivation and improve employee performance.

Job analysis, meanwhile, functions as an administrative and managerial compass that clarifies the responsibilities, qualifications, competencies, and limits of authority associated with a position (Armstrong & Taylor, 2023). In the absence of evidence-based job analysis, organizations may encounter role ambiguity and role conflict (Al-Fathi et al., 2023).

These problems frequently arise in start-up companies or organizations undergoing digital transformation. For example, an employee recruited as a digital marketer may simultaneously be assigned responsibilities as a graphic designer, copywriter, and customer-service representative because of an unclear job description (Cascio & Boudreau, 2022). Such overlapping responsibilities generate operational confusion and psychological frustration. Employees become uncertain about their principal priorities, which may subsequently reduce motivation and performance (Bakker & Demerouti, 2023).

Accurate job analysis enables organizations to establish role clarity. Employees can understand precisely how their contributions will be measured, the boundaries of their responsibilities, the competencies they must possess, and the requirements for future career advancement (Aguinis, 2023). Although work design and job analysis are theoretically expected to generate direct improvements in motivation, previous empirical studies have demonstrated inconsistent findings (Ohemeng et al., 2023). Appropriate work design does not

automatically motivate employees when the internal organizational environment, managerial support, or employees' actual capabilities are inadequate (Nielsen et al., 2023). These inconsistencies indicate the presence of an intervening mechanism that may explain the relationships more comprehensively.

This study therefore positions employee performance as a mediating variable. The theoretical logic proposes that adaptive work design and accurate job analysis first enable employees to work more effectively and accomplish their performance targets. Successful performance subsequently produces a sense of competence, professional recognition, and psychological satisfaction, which strengthens work motivation (Bandura, 2022).

The proposed mediation framework is grounded primarily in Bandura's Self-Efficacy Theory and Hackman and Oldham's Job Characteristics Theory (as revisited in contemporary literature). Adaptive work design and precise job analysis minimize workplace obstacles, provide clear responsibilities, and enable employees to achieve optimal performance. Successful performance experiences then strengthen employees' beliefs in their capabilities and motivate them to maintain or improve their achievements (Stajkovic et al., 2024).

Accordingly, this literature review aims to integrate, synthesize, and systematically map relevant scholarly studies published during the 2021–2026 period. Its principal objective is to examine the extent to which employee performance mediates the effects of work design and job analysis on work motivation.

METHODS

This study employed a descriptive qualitative method using a literature-review approach (Sari et al., 2025). Secondary data were obtained from scholarly articles and academic literature identified through Google Scholar, the Garuda portal, and the Indonesian Science and Technology Index (SINTA).

The literature search employed several principal keywords, including work design, job analysis, employee performance, and work motivation. These keywords were used individually and in various combinations to identify studies relevant to the proposed conceptual framework. The literature-selection process consisted of identification, screening, eligibility assessment, and final inclusion. The following inclusion criteria were applied:

- 1) The article was published during the 2021–2026 period;
- 2) The article examined at least two of the principal variables: work design, job analysis, employee performance, or work motivation;
- 3) The article was published in a nationally accredited journal or a reputable international journal;
- 4) The article presented a clear theoretical or empirical relationship among the variables examined; and
- 5) The article contained sufficient methodological and substantive information to support the literature synthesis.

Articles published outside the predetermined period, articles that did not directly address the research variables, and publications containing insufficient scholarly information were excluded from the analysis.

Following the screening and eligibility-assessment process, 15 principal articles were selected. The selected articles were analyzed using content analysis to identify their theoretical foundations, research contexts, methodological approaches, principal findings, and the direction of the relationships among the variables.

The extracted findings were subsequently classified and compared to identify patterns of agreement, differences, and theoretical gaps. An integrative synthesis was then conducted to explain how work design and job analysis influence work motivation, both directly and indirectly through employee performance.

The analysis specifically examined the following relationships:

- 1) The effect of work design on employee performance;
- 2) The effect of job analysis on employee performance;
- 3) The effect of work design on work motivation;
- 4) The effect of job analysis on work motivation;
- 5) The effect of employee performance on work motivation;
- 6) The mediating role of employee performance in the relationship between work design and motivation; and
- 7) The mediating role of employee performance in the relationship between job analysis and work motivation.

This analytical procedure enabled the study to construct an integrated conceptual framework that positions employee performance as a mediating mechanism between structural job-related factors and employees' psychological motivation.

RESULTS AND DISCUSSION

The conceptual framework developed in this literature review explains the direct and indirect relationships among work design, job analysis, employee performance, and work motivation.

Work design (X1) and job analysis (X2) are positioned as independent variables. Employee performance (Z) functions as the mediating variable, while work motivation (Y) is positioned as the dependent variable.

The Effects of Work Design on Employee Performance and Work Motivation

The reviewed literature indicates that work design including work autonomy, task variety, task significance, and performance feedback has a positive effect on employee performance (Hoang & Le, 2024). When work is designed with an appropriate degree of autonomy, employees develop a stronger sense of responsibility for their work processes and outcomes (Parent-Rochelleau & Parker, 2022).

Appropriate autonomy enables employees to apply their knowledge, professional judgment, and creativity when completing responsibilities. These conditions can reduce unnecessary operational barriers, improve working efficiency, and strengthen employee performance (Rieth et al., 2024).

Task variety is also important because repetitive and monotonous work may produce boredom, emotional fatigue, and declining concentration (Koohsari et al., 2022). . Conversely, varied and meaningful responsibilities can maintain employee engagement and encourage the development of broader competencies (Decius et al., 2023).

Clear performance feedback enables employees to evaluate their progress, recognize weaknesses, and improve their working methods (Rahmanita et al., 2024). Employees who understand the relationship between their activities and organizational outcomes are more likely to experience a sense of purpose and professional accomplishment.

Work design therefore affects motivation through both direct and indirect mechanisms. Directly, autonomy, task variety, and meaningful work strengthen employees' intrinsic interest in their responsibilities. Indirectly, effective work design enables employees to achieve stronger performance, which subsequently increases their confidence and motivation (Hoang & Le, 2024).

The Effects of Job Analysis on Employee Performance and Work Motivation

Job analysis produces two principal organizational documents: job descriptions and job specifications. A job description defines the responsibilities, duties, authority, and expected outcomes associated with a position (Khoiroh et al., 2024). A job specification identifies the knowledge, competencies, qualifications, and personal attributes required to perform the position effectively.

The literature indicates that role ambiguity constitutes one of the most significant factors reducing employee motivation (Rusdiana, 2024). When employees do not understand their principal responsibilities, performance standards, or limits of authority, they may experience confusion, stress, and role conflict (Prasetyo & Suhana, 2025).

Accurate job analysis provides employees with clear information regarding what the organization expects from them and how their performance will be evaluated (Fitria et al., 2024). This clarity minimizes overlapping responsibilities, improves task prioritization, and accelerates the completion of work (Shafariah, 2022).

Job analysis also enables organizations to achieve better alignment between employee competencies and job requirements (Ningsih et al., 2025). Employees who possess the appropriate qualifications and understand their responsibilities are more likely to complete their work effectively and achieve established performance targets.

Role clarity additionally strengthens employee confidence. When employees understand the scope of their work and possess the competencies required to perform it, they develop stronger beliefs in their ability to succeed (Nitte et al., 2025). Job analysis therefore improves motivation both directly, through reduced uncertainty, and indirectly, through stronger employee performance (Wahdati et al., 2022).

The Mediating Role of Employee Performance

The principal finding of this literature review is that employee performance functions as a partial mediator in the relationships between work design, job analysis, and work motivation (Ohemeng et al., 2023). This mediation mechanism can be explained through Self-Efficacy Theory.

When adaptive work design and accurate job analysis are implemented, employees can perform their responsibilities more effectively. Appropriate work structures, clear role boundaries, and realistic performance expectations minimize work obstacles and enable employees to achieve stronger performance (Morgeson & Humphrey, 2022).

The achievement of performance targets generates a sense of accomplishment, psychological satisfaction, and professional recognition. Employees who observe positive results from their work develop stronger perceptions of competence and self-efficacy (Stajkovic et al., 2024).

These successful performance experiences subsequently increase work motivation. Employees become more willing to maintain their achievements, accept new challenges, and pursue higher future performance (Bandura, 2022). Therefore, performance acts as a psychological bridge connecting improvements in work structures with sustainable motivation.

The mediation is categorized as partial because work design and job analysis may continue to exert direct effects on work motivation. However, these effects become stronger and more sustainable when the organizational improvements first generate tangible employee-performance outcomes (Nielsen et al., 2023).

Conceptual Framework

The conceptual framework developed in this literature review explains the direct and indirect relationships among work design, job analysis, employee performance, and work motivation. Work design (X1) and job analysis (X2) are positioned as independent variables. Employee performance (Z) functions as the mediating variable, while work motivation (Y) is positioned as the dependent variable.

Based on this framework, employee performance acts as a mechanism that transforms structural and administrative improvements into stronger psychological motivation.

Interpretation of the Structural Pathways

1. Direct Effects on the Mediating Variable: Paths a1 and a2

Path a1: Work Design → Employee Performance

This pathway demonstrates how work characteristics, including autonomy, task variety, task significance, and performance feedback, contribute directly to employee effectiveness and efficiency.

Adaptive work design eliminates unnecessary operational barriers and enables employees to apply their competencies appropriately. Therefore, the literature generally indicates a strong and positive relationship between work design and employee performance.

Path a2: Job Analysis → Employee Performance

This pathway explains the effect of role clarity, job descriptions, and job specifications on employees' achievement of performance targets.

When job-analysis results are implemented accurately, overlapping responsibilities and role conflict can be reduced. Employees can establish clearer priorities and complete their responsibilities more efficiently, thereby improving performance.

2. Effect of the Mediating Variable on the Dependent Variable: Path b

Path b: Employee Performance → Work Motivation

This pathway constitutes a critical component of the conceptual model. It explains the psychological consequences of successful performance.

When employees achieve strong performance because of supportive work design and accurate job analysis, they experience accomplishment, competence, and professional recognition. These successful experiences strengthen intrinsic motivation and encourage employees to maintain or improve their achievements.

3. Direct Effects Without Mediation: Paths c'1 and c'2

Path c'1: Work Design → Work Motivation

Work design may influence work motivation directly. Autonomy, meaningful responsibilities, task variety, and clear feedback can make work more engaging and psychologically rewarding.

Path c'2: Job Analysis → Work Motivation

Job analysis may also influence motivation directly by providing role clarity, reducing uncertainty, and enabling employees to understand the importance of their contributions.

Nevertheless, the literature indicates that these direct effects may be weak or statistically insignificant in certain organizational contexts. Administrative changes to work structures or job descriptions do not automatically motivate employees when the changes fail to facilitate more effective performance.

4. Partial-Mediation Mechanism

The proposed model represents partial mediation because work design and job analysis may influence motivation both directly and indirectly. However, their effects are expected to become stronger and more sustainable when transmitted through employee performance.

The indirect effects can be expressed as follows:

- a. Indirect effect of work design: $a_1 \times b$
- b. Indirect effect of job analysis: $a_2 \times b$

In this framework, employee performance functions as a “transformation mechanism” that converts administrative and structural factors—work design and job analysis—into a psychological outcome: work motivation.

Proposed Research Hypotheses

Based on the literature synthesis and proposed conceptual framework, the following hypotheses are formulated:

H1: Work design has a positive and significant effect on employee performance.

H2: Job analysis has a positive and significant effect on employee performance.

H3: Work design has a positive and significant effect on work motivation.

H4: Job analysis has a positive and significant effect on work motivation.

H5: Employee performance has a positive and significant effect on work motivation.

H6: Employee performance significantly mediates the effect of work design on work motivation.

H7: Employee performance significantly mediates the effect of job analysis on work motivation.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on literature review, work design and job analysis should not be regarded merely as administrative instruments for organizing positions and distributing responsibilities. Instead, they constitute strategic human resource management mechanisms capable of strengthening employee performance and work motivation.

Appropriate work design provides autonomy, task variety, meaningful responsibilities, and performance feedback. Accurate job analysis establishes clear duties, competencies, authority, and performance standards. The integration of these two organizational mechanisms enables employees to perform their responsibilities more efficiently and achieve stronger performance outcomes.

Employee performance serves as a critical mediating variable in these relationships. When employees successfully achieve their performance targets, they experience stronger competence, psychological satisfaction, self-efficacy, and professional recognition. These successful experiences subsequently strengthen their motivation to maintain or improve future achievements.

The review therefore concludes that work design and job analysis affect work motivation both directly and indirectly through employee performance. However, the indirect effects are expected to be stronger and more sustainable because they are supported by employees' tangible experiences of performance success.

Accordingly, organizations seeking to improve employee motivation should initially evaluate and strengthen their work-design and job-analysis systems. Sustainable motivation is more likely to emerge when employees experience that the organizational system genuinely enables them to work effectively and achieve meaningful results.

Limitations

As a literature review, this study is constrained by the scope, quality, and methodological diversity of the primary sources analyzed, which may limit the generalizability of the findings across different cultural and industry contexts. The reliance on secondary data means that the proposed conceptual framework while theoretically grounded in established models such as Self-Determination Theory and Self-Efficacy Theory requires further empirical validation through quantitative or mixed-methods field research to confirm the strength of the mediating pathways.

The analysis focused primarily on the 2021–2026 period, potentially overlooking long-term longitudinal trends or earlier seminal findings that could offer additional nuanced perspectives on the evolving dynamics of work design and job analysis.

Recommendations

Management should prioritize evidence-based restructuring of work environments rather than relying solely on short-term financial incentives. Companies need to invest in redesigning roles to enhance employee autonomy, provide clear performance feedback, and ensure job descriptions are regularly updated to eliminate role ambiguity.

Researchers should conduct empirical studies across diverse sectors and hybrid work environments to test the proposed mediating model. Longitudinal research is specifically recommended to examine how changes in work design and job analysis impact motivation over extended periods. Additionally, investigating potential moderating variables such as organizational culture, leadership style, or digital literacy can provide a deeper understanding of these psychological mechanisms.

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