

Optimizing Employee Performance: The Impact of Job Characteristics and Work Discipline at PT. Pratamaeka Bigco Indonesia

Optimalisasi Kinerja Karyawan: Pengaruh Karakteristik Pekerjaan dan Disiplin Kerja di PT. Pratamaeka Bigco Indonesia

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ABSTRACT

This study aims to determine the effect of job characteristics and work discipline on employee performance at PT Pratamaeka Bigco Indonesia. The population of this study amounted to 210 while the number of samples with the slovin formula obtained 138 respondents. Data was obtained by distributing questionnaires to selected respondents. This research uses a quantitative approach verified by multiple regression analysis. The results showed that there was a significant influence both partially and simultaneously job characteristics and work discipline on employee performance. Company management needs to consider job designs that accommodate task diversity, provide clear task identities, emphasize task significance, provide autonomy and provide feedback to employees. In addition, companies also need to encourage a work culture that emphasizes adherence to applicable rules and norms and provides adequate supervision of the implementation of these rules.

Keywords: Job Characteristics, Work Discipline, Employee Performance

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh karakteristik pekerjaan dan disiplin kerja terhadap kinerja karyawan pada PT Pratamaeka Bigco Indonesia. Populasi penelitian ini berjumlah 210 sedangkan jumlah sampel dengan rumus slovin diperoleh 138 responden. Data diperoleh dengan menyebarkan kuesioner kepada responden terpilih. Penelitian ini menggunakan pendekatan kuantitatif yang diverifikasi dengan analisis regresi berganda. Hasil penelitian menunjukkan bahwa terdapat pengaruh yang signifikan baik secara parsial maupun simultan karakteristik pekerjaan dan disiplin kerja terhadap kinerja karyawan. Manajemen perusahaan perlu mempertimbangkan desain pekerjaan yang mengakomodasi keragaman tugas, memberikan identitas tugas yang jelas, menekankan signifikansi tugas, memberikan otonomi dan memberikan umpan balik kepada karyawan. Selain itu, perusahaan juga perlu mendorong budaya kerja yang menekankan ketaatan pada aturan dan norma yang berlaku serta memberikan pengawasan yang memadai terhadap pelaksanaan aturan tersebut.

Kata Kunci: Karakteristik Pekerjaan, Disiplin Kerja, Kinerja Karyawan

1. Introduction

The company is an open system, meaning that the company cannot be separated from its environment, both internal and external. Humans as one of the main aspects in it are of course required to develop and change. In order to keep up with these changes and developments, humans are required to improve their quality and abilities. Thus it can be said that today's changes and developments demand quality organizational or corporate resources from day to day. Because only with quality human resources and adequate abilities, companies or organizations can keep up with the changes and developments that are happening. The company's goals or targets cannot be

realized without the active role of employees even though the tools the company has are so sophisticated, Hasibuan (2016). The quality of employees as human resources will determine the quality of the company. In accordance with the statement of Sedarmayanti (2017) that Human Resources get an important role in realizing competitive organizations in the era of globalization that is and will continue to take place.

Employee performance is needed to achieve the goals set by the company. Because performance plays an important role in how the company achieves its goals, it will affect because it is related to the *output of goods* produced by the company. (Mathis & Jackson in Prastayani & Muslimah, 2021). To achieve good company performance, company development and HR development must develop together in a balanced manner. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties with responsibility. Performance refers to the level of task achievement that makes an employee's job.

Performance is used for some or all of the actions or activities of an organization in a period with reference to a number of standards such as past or projected costs on the basis of efficiency, responsibility or management accountability and the like (Priatna, 2016). This means that performance needs good management so that what is expected by the company can be achieved. Performance management is a process that can encourage the development and improvement of performance towards a better and higher quality, through continuous communication between leaders and employees in line with what is expected by the organization (Jalaludin, 2021). According to Dhermawan, performance is the result of the job function of a person or group in an organization which is influenced by various factors to achieve organizational goals in a certain period (Rahmanto et al., 2021). According to Cashmere (2016) that many factors affect the performance of individual workers including work ability, knowledge, leadership, motivation, job characteristics, work discipline, leadership style, organizational culture and work environment.

Every employee must first understand what their job is, in this case, employees must be familiar with their work, because each type of job has a different character and level of difficulty, of course, understanding the job will be easier if the employee already has a lot of previous experience. According to Elbadiansyah (2019: 41) job characteristics are a description that provides information from work related to a job assigned by employees. Job characteristics according to Robbins (2009: 268) state that a detail in the job which is described in the dimensions of the diversity of skills and responsibilities in completing the job. Job characteristics between employees have different characteristics in assessing work and how to complete the diversity of tasks that have been assigned. If employees are familiar with their respective tasks, their performance will also increase because employees already know what to do.

The phenomenon of job characteristics refers to the attributes that distinguish one task from another including the varying levels of skills required, the level of responsibility assumed and the nature of the job itself. This phenomenon is crucial in human resource management as it affects how tasks are distributed within the organization as well as how employees respond to them. However, problems arise when job characteristics do not match employees' skills or interests. This can result in lack of motivation, confusion or even decreased performance. Managers must therefore understand job characteristics and ensure that task distribution matches employees' skills, interests and motivation levels to ensure optimal performance.

In a company, work discipline is very necessary because with work discipline employees can carry out their duties properly. The role of work discipline is very influential on the back and forth of a company. Discipline is a very important management activity because the existence of work discipline that is carried out properly will produce employees who are obedient, responsible,

respectful of time, effective and efficient. Discipline will also have a very good impact on the formation of employee morale which affects employee performance, because they will be educated in their character and work morale to always be in the work standards that have become company provisions. (Rosyadah, 2022). According to I.S. Levine that a disciplined employee is if the employee comes regularly and on time, if they dress then they dress properly and according to their work, if they use materials and equipment, then use them carefully, and if they produce the amount and way of work determined by the office or company, then they can do and finish it on time. (Fitriano, 2017).

PT Pratamaeka Bigco Indonesia is a company that has been operating in Indonesia since 2013 located in Cikarang-Bekasi. The company produces *pipe & joint system* (knock down rack system) and its components. The company continues to strive to be a professional company to meet the needs of the manufacturing industry in Indonesia. As a company that is still growing, of course there are still many problems that must be faced, such as not optimizing employee performance both in terms of productivity and complaints from customers. The following are products that are rejected by consumers because the quality is not up to standard.

Table 1. Defective Products Rejected by Consumers

Product Name	Product Riject		
	2020	2021	2022
Kitchen shelves	12	20	21
Lorry push	8	15	16
Shelving for manufacturing	10	17	17
Seating	13	19	20
Lorry for manufacturing	9	10	13
Metal Join HJ-4	19	25	25
Total	71	106	112

Source: Adm PT Pratamaeka Bigco Indonesia, 2024

Based on information from table 1 that every year the products rejected by consumers because the quality is below the predetermined standards are increasing. The spike in the number of defective products in 2021 reached 33% and in the following year, namely 2022, it also increased by 5.3%. This problem shows that employee performance is still not optimal. This condition is very worrying because it will reduce consumer confidence which in turn can move to other products.

Pre-research was also conducted on 30 employees to find out the empirical conditions of the performance of PT Pratamaeka Bigco Indonesia employees with the results can be seen in the following table.

Table 2 . Pre-research Results of Employee Performance PT Pratamaeka Bigco Indonesia

No.	Factor	Total	Percentage
1	Skills	5	17%
2	Work Spirit	9	30%
3	Work Discipline	4	10%
4	Ability	5	17%
5	Job Characteristics	3	10%
6	Behavior	4	13%
Total		30	100%

Source: Pre-research data, 2024

Based on the table above, the low performance of employees at PT Pratamaeka Bigco Indonesia is caused by several factors, only the work enthusiasm factor has the highest number of answers, namely 9 people or 30%. Respondent employee skills answered with a total of 5 people or 17%, respondents who answered work discipline amounted to 4 people or 10%, respondents who answered about employee abilities amounted to 5 people or 17%, respondents who answered about characteristics amounted to 3 people or 10% and respondents who answered about employee behavior amounted to 4 people or 13%. These results indicate that the low performance of employees is due to job characteristics, the level of employee discipline and employee behavior. In this study using work discipline variables and job characteristics are included in the factors causing low performance.

Phenomena affiliated with job characteristics variables at PT Pratamaeka Bigco Indonesia include various aspects that affect employees' work experience and results. The following are the results of the pre-research questionnaire asked to 30 employees:

Table 3. Pre-research Results Job Characteristics of PT Pratamaeka Bigco Indonesia

No.	Factor	Total	Percentage
1	Task variable	11	37%
2	Level of autonomy	4	13%
3	Feedback	10	33%
4	Relationship between people	5	17%
Total		30	100%

Source: Pre-research data, 2024

Based on table 3 that the task variable is the biggest factor for employees when carrying out their work at 37% which task variability refers to how much variety of tasks there are in the job, while the level of autonomy with 13% reflects the extent to which employees have control over their work. Feedback was chosen by 10% of employees which is the ability of employees to receive information about their performance while the remaining 17% of people relations describes social interactions in the workplace. However, problems related to job characteristics also arise including a mismatch between employee skills and assigned tasks, lack of clear feedback and lack of social support in the work environment. These problems can result in decreased employee motivation, job satisfaction and performance, as well as increased levels of stress and turnover in the workplace. According to research by Daniel Napitupulu (2019), job characteristics have a significant influence on employee performance. This can be interpreted that job characteristics can have a positive influence on employee performance. According to Prisky Amalia Merike, Cendera Kasih Bambang and Swasto Sunuharyo Kusdi Rahardjo (2019) stated The results showed that based on the results of multiple linear regression analysis, it was proven that the variable employee job characteristics (X2) partially had a significant effect on employee performance (Y) and simultaneously employee biographical characteristics (X1) and employee job characteristics (X2) had a significant effect on employee performance (Y).

The following is empirical data on the attendance of employees in the workplace totaling 50 people referring to disciplinary values.

Table 3. Employee Attendance Recapitulation Year 2023

No.	Description	Quantity (times)	Description
1.	Absent	36	-
2.	Too late	157	Running late, getting stuck in traffic and dropping the kids off at school
3.	Leaving the task	60	Family matters, go home fast
4.	License	125	Family needs, illness
5.	Pain	106	-

Source: HRD PT Pratamaeka Bigco Indonesia, 2024

Based on the table above, it shows that there are still employees who have not shown awareness of work discipline, this shows that one of the low performance of the employees concerned can also be related to one form of employee job dissatisfaction itself.

Encouragement from the company that every day enforces a disciplined attitude for employees triggers them to be more active and enthusiastic and becomes a major influence on their performance. Work discipline starts from ourselves which instinctively arises when doing things related to being ready and able to minimize a problem. (Putra, 2018). The loss of a disciplined attitude will reduce the efficiency and effectiveness of tasks in the company. Work discipline is needed so that employees can be responsible for the work given to them. For companies with work discipline, it will ensure smoothness in carrying out tasks so as to get good work results, while for employees with high work discipline, employees will get a pleasant work atmosphere, on time according to plan so as to prevent waste of time that is used improperly which in turn will be able to improve employee performance. This is reinforced by the results of research conducted by (Fiernaningsih & Herijanto, 2019; Indahsari & Damayanti, 2020; Osman, 2021) that work discipline affects employee performance.

Based on the explanation above, the authors are interested in conducting this research with the aim of knowing the effect of job characteristics and work discipline on employee performance at PT Pratamaeka Bigco Indonesia.

Literature Review

1. Job Characteristics

claims Astutik et al. (2020). said that the success and sustainability of the company is greatly influenced by job characteristics. In an environment where competition is increasingly fierce, well-designed job encouragement can retain and grow staff and inspire the production and improvement of the quality of goods and services. So, to achieve the success and sustainability of the company, job characteristics play an important role in influencing employee performance in providing work results consistent with the individual workers themselves. Employees realize that their jobs require a variety of activities, allowing them to apply a wide range of skills and talents. They also know their work procedures and responsibilities in accordance with company policies; And they believe that their work has a significant impact on their lives.

Warapsari (2019) outlines several indicators of job characteristics, namely:

- 1) *Skill variety*, the length of a work requires a variety of different tasks to utilize various abilities and talents.
- 2) *Task Identity*, the length of the work task requires that each task be completed in a controlled and comprehensive manner.

- 3) *Task Significance*, the extent to which a job task significantly affects the lives or careers of others.
- 4) *Autonomy*, The length of the task gives people a lot of latitude, autonomy, and discretion in doing the work and choosing the method of completion.
- 5) *Feedback from Job*, the length of a task an employee can obtain clear and concise information about how well he or she is performing their job-related tasks by carrying them out.

2. Work Discipline

According to Saripuddin (2021) work discipline is a standard upheld by human resources who strive to influence their own work and other teams to achieve the desired goals within the company. According to Jufrizen (2018), work discipline is a state in which an individual is aware of and ready to comply with all organizational or company standards as well as relevant social norms.

From the definitions presented above, it can be concluded that work discipline refers to the policies and procedures that businesses, organizations, or other companies use to control and increase awareness of how to perform an activity in a way that is in accordance with business expectations and goals. Employee performance will improve if workers or employees follow the guidelines more closely.

According to Agustini (2020) there are several indicators of job characteristics, namely:

- 1) Attendance rate, This is the number of employees who show up for work each day, indicating that the company has a low absentee rate.
- 2) Work procedures, which are rules or regulations that must be followed by every member of the organization or business.
- 3) Obedience to superiors, that is, doing as ordered by the manager to get quality results.
- 4) Work consciousness, that is the mindset of someone who is willing to perform their work duties effectively.

3. Employee Performance

According to Jufrizen (2016), an organization determines the success or failure of individuals or groups in carrying out work in real terms. Performance is not an independent factor in its function. Instead it is influenced by various factors including individual, organizational and external factors. Employee performance according to Siagian in Hakim and Khair (2020: 109) is a result of work achieved during a certain time. Sedarmayanti in Burhannudin, et al (2019: 192) states that employee performance is the achievement of a person or group in an organization in completing their duties and responsibilities in order to achieve organizational goals legally, without breaking the law, and morally and ethically. According to Arianty (2016) performance has a significant meaning for employees. The existence of performance research means that employees or employees get attention from superiors. In addition, it will increase employee morale because employees who celebrate their achievements can be promoted, developed, and rewarded, while employees who do not perform can be transferred or even fired.

According to Aljabar, (2019) employee performance indicators include:

1. Quality of work: . The quality of work is estimated by the representative's view of the nature of the work created and the imperfection of the task on the abilities and capacities of the worker.
2. Quantity of Work: Discusses quantities created, communicated in words, for example, number of units, number of action cycles completed by representatives, and number of exercises delivered.
3. Responsibility: The attitude towards behavior to do something sincerely and the mentality to bear all dangers and activities.

4. Teamwork: A mindset that emphasizes teamwork over examination of individual backgrounds to produce desired work outcomes.
5. Incentives: Employees receive incentives or additional services in the form of cash, merchandise and other items to perform better at work.

FRAME OF MIND

The Effect of Job Characteristics on Employee Performance

The influence of job characteristics on employee performance has been the subject of extensive research in the field of human resource management. Hackman and Oldham's (1976) Job Characteristics Model theory has provided a strong understanding of the relationship between job characteristics and employee performance. This theory emphasizes that the five main characteristics of a job, namely task variety, task identity, task significance, autonomy, and feedback, are positively related to intrinsic motivation and employee performance. Job characteristics are defined as the nature of tasks that include the amount of responsibility and the kinds of tasks that employees carry out (Porter; 2015). Previous research results have also confirmed that job characteristics have a positive and significant effect on employee performance (Safitri, Mahayasa; 2022), Setyawan and Bagis. (2021).

The Effect of Work Discipline on Employee Performance

The effect of work discipline on employee performance can be understood through various theories and previous research in the field of human resource management. According to Agustini (2019: 89) Work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee constancy in achieving company / organization goals. High work discipline including compliance with organizational rules and procedures can result in better performance because employees tend to comply with established norms and standards. Empirical research supports the positive relationship between work discipline and employee performance as shown by Prasetyo and Marlina (2019), Tyas and Sunuharyo (2018). Factors such as rule clarity, managerial supervision and organizational culture that reinforce work discipline values have also been shown to influence the extent to which employees comply with organizational rules and procedures and their performance (Landy & Conte, 2013; Robbins & Judge, 2017).

The effect of job characteristics and work discipline on employee performance

According to Budi Setiyawan and Waridin in Ratna Handayanti (2016: 128) that employee performance is the result or performance of employee work which is assessed in terms of quality and quantity based on work standards determined by the organization. Job characteristics are the basis for organizational productivity and employee performance which play an important role in organizational survival. In conditions of increasing competition, a well-designed job will be able to attract and retain labor and motivate increased employee performance. According to Robbins and Judge (2015: 124) job characteristics are an approach to designing jobs that shows how jobs are described in five core dimensions, namely skill diversity, task identity, task meaning, autonomy and feedback. Discipline is the most important operational function of human resource management because the better employee discipline, the better performance can be achieved. Without good discipline, it is difficult for organizations to achieve optimal results. Discipline is the main factor needed as a warning tool against employees who do not want to change their nature and behavior. So that an employee is said to have good discipline if the employee has a sense of responsibility for the tasks assigned to him. Hasibuan (2018: 193) defines that discipline is a person's awareness and

willingness to obey all organizational rules and social norms that apply. Job characteristics and employee discipline can be a driving force for the creation of good employee performance so that these 2 variables are needed by a business organization. Previous research has proven that job characteristics partially have a positive and significant effect on employee performance, work discipline partially has a positive and significant effect on employee performance, and job characteristics and work discipline simultaneously have a positive and significant effect on employee performance. Ahmad, Fikri and Rahayu (2019).

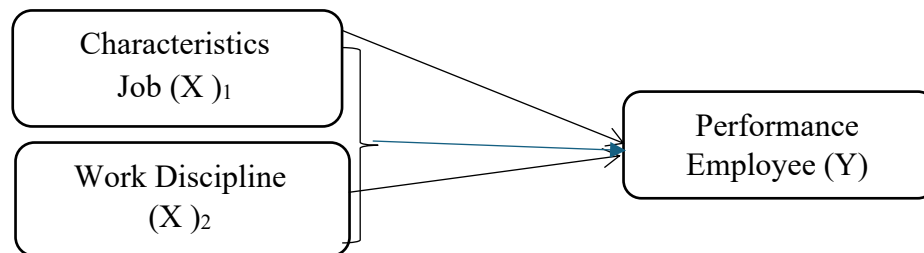


Figure 1. Framework of Thought

Hypothesis

Based on the description and literature review, the research hypothesis is formulated as follows:

H₁ : There is a partial influence of job characteristics (X₁) on employee performance (Y).

H₂ : There is a partial influence of work discipline (X₂) on Employee Performance (Y)

H₃ : There is a simultaneous influence of Job Characteristics (X₁) and Work Discipline (X₂) on employee performance (Y).

2. Methods

As shown by Rusiadi (2017: 12), associative or quantitative research is research that tries to ascertain the strength of the relationship and the pattern or type of influence between two or more variables. A theory will be developed through this research to help explain, predict and control symptoms or problems. On the other hand, quantitative associative research involves collecting quantitative or qualitative data through studies. This research was conducted at PT Pratamaeka Bigco Indonesia. The population in this study was 210 using the slovin formula, so the sample size was 138 respondents. The sampling technique is *simple random sampling*. Primary data or information collected from respondents in the form of responses to questions prepared using a questionnaire, and secondary data, or information collected from various reference materials, reports, and other sources related to the author's research, are sources used as references in this study. By using a questionnaire given to a sample of respondents, the purpose of this research is to collect primary data. Examining relevant literature and company papers helped extract secondary data. In the process of analyzing the data assisted using SPSS version 25 software, multiple linear regression analysis was the data analysis method used in this study. The programming approach of data analysis was used to ascertain the extent to which work discipline and job features affect employee performance

3. Results and Discussion

Validity and Reliability Test

Based on the results of processing the validity statistical test data, it can be seen that none of the statement items are ruled out, all X1, X2 and Y variable statement items totaling 15 statement items each are valid because the value of $r_{count} > r_{table}$.

While the results of the reliability analysis in this study are:

Table 4. Reliability Test Results

Variables	Cronbach's Alpha	Description
Job Characteristics	0,883	Reliable
Work Discipline	0,900	Reliable
Employee Performance	0,886	Reliable

Source: Results of researcher processing, 2024

Based on table 4 of the reliability statistical test results, all variables have an alpha coefficient $r > 0.60$, thus the statement items are reliable because the Cronbach alpha value is above 0.6.

Normality Test

Table 5. Normality Test

One-Sample Kolmogorov-Smirnov Test				
		Karakteristik_Pekerjaan	Disiplin_Kerja	Kinerja_Karyawan
N		138	138	138
Normal Parameters ^{a,b}	Mean	61,3116	59,8261	56,6087
	Std. Deviation	7,22405	7,5512	8,90373
Most Extreme Differences	Positive	0,087	0,062	0,091
	Negative	-0,05	-0,111	-0,054
Kolmogorov-Smirnov Z		1,016	1,3	1,065
Asymp. Sig. (2-tailed)		0,253	0,068	0,206
a. Test distribution is Normal.				
b. Calculated from data.				

Source: Results of researcher processing, 2024

Based on the table above, the Kolmogorov-Smirnov value for each variable has a significant level above 5% (0.05). Thus it can be concluded that the data in this variable follows a normal distribution.

Results of the t-test

Statistical Product and Service Solution (SPSS) is one of the statistical tools used in this study to analyze data and produce precise and accurate findings. One of the tests carried out is the t test, which is a test to determine the partial effect of variable X with variable Y. Partial tests in this study basically describe the extent to which Job Characteristics (X1) and Work Discipline (X2) as independent variables affect the dependent variable Employee Performance (Y). Table 6 displays the findings of the partial research hypothesis test as follows:

Table 6. Results of Hypothesis Testing Personally (t test)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	13,996	4,953		2,826	,005
1 Job Characteristics	,349	,085	,315	4,080	,000
Discipline_Work	,396	,079	,385	4,986	,000
a. Dependent Variable: Employee Performance					

a. Dependent Variable: Employee Performance

Source: Results of researcher processing, 2024

Based on table 6, it shows that the partial coefficients value of the value of each variable is as follows.

1. Job Characteristics Variable (X_1).

It is known that the tcount value is 4.080 with a significance of 0.000. While the ttable value with alpha (α) = 0.05 and degree of freedom (df) = $n-2 = 138 - 2 = 136$ obtained a value of 1.97756. So that when compared, the tcount value is greater than the ttable value ($4.080 > 1.97756$) and the significance of $0.000 < 0.05$. This means that there is a partial effect of the job characteristics variable on employee performance, or H_0 is rejected and H_a is accepted.

2. Work Discipline Variable (X_2)

Based on the results of the coefficient test of the partial effect of work discipline variables on employee performance, the calculation result of the tcount value is 4.986 with a significance of 0.000. While the ttable value with alpha (α) = 0.05 and degree of freedom (df) = $n-2 = 138 - 2 = 136$ obtained a value of 1.97756. So, when compared, the tcount value is greater than the ttable value ($4.986 > 1.97756$) and the significance of $0.000 < 0.05$. This means that there is a partial effect of work discipline variables on employee performance, or H_0 is rejected and H_a is accepted.

After conducting partial testing (t test), the next step is to conduct simultaneous testing (F test). The purpose of this F test is to evaluate the relationship between the dependent variable, namely employee performance (Y) with variable job characteristics (X_1) and work discipline (X_2). Table 7 displays the results of testing the research hypothesis simultaneously.

Table 7. F Test Results

Model	ANOVA ^a				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4217,304	2	2108,652	37,457	,000 ^b
Residuals	7599,797	135	56,295		
Total	11817,101	137			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Characteristics, Work Discipline

Source: Results of researcher processing, 2024

Based on the data in the table above, it is known that the Fcount value is 37.457 with a significance of 0.000. While the Ftable value with alpha (α) = 0.05 and $F(k: n-2) = F(2: 138-2) = 136$ obtained a value of 3.06. So, when compared, the value of Fcount is greater than Ftable ($37.457 > 3.06$) and the significance is $0.000 < 0.05$. This means that there is a simultaneous influence of job

characteristics and work discipline variables on employee performance, or H_0 is rejected and H_a is accepted.

The test results jointly show that the dependent variable, namely employee performance (Y), is positively and significantly influenced by the job characteristics variable (X1) and the work discipline variable (X2). Then the effect of the coefficient of determination (R^2) is sought, which measures the extent to which the independent variable affects or explains the dependent variable. Table 8 displays the findings of the coefficient of determination test:

Table 8. Determinant Test Results (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,597 ^a	,357	,347	7,50299

a. Predictors: (Constant), Job Characteristics, Work Discipline

b. Dependent Variable: Employee Performance

Source: Results of researcher processing, 2024

Based on table 8. can be obtained R Square value of 0.357. This means that the simultaneous influence of work motivation (X1) and work discipline (X2) on employee performance (Y) is 35.70%. And the remaining 64.30% ($100\% - 35.70\% = 64.30\%$) is influenced by other factors not examined.

The effect of job characteristics on employee performance at PT Pratamaeka Bigco Indonesia.

The results showed that there was a significant partial effect of the job characteristics variable on employee performance. This is based on the tcount value which is greater than the ttable value ($4.080 > 1.97756$) and the significance which is less than the alpha value ($0.000 < 0.05$). Therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. The interpretation of the results of this study shows that job characteristics, which include task diversity, task identity, task significance, autonomy and feedback have a positive and significant influence on employee performance. This means that the better the job characteristics possessed by a position or position, the higher the level of performance that can be achieved by employees who occupy that position. The findings of this study are consistent with other studies, especially those conducted by Safitri and Mahayasa (2022), Setyawan and Bagis. (2021) who found that job characteristic features positively and significantly affect employee performance. This is also in line with the *Job Characteristics* Model theory proposed by Hackman and Oldham in 1976. This theory emphasizes that good job characteristics, such as tasks that are varied, have a clear identity, have perceived significance, provide autonomy and provide feedback can increase employees' intrinsic motivation which in turn will improve their performance.

The influence of work discipline on employee performance of PT Pratamaeka Bigco Indonesia.

Based on the results of the study, it can be concluded that there is a significant partial effect of work discipline variables on employee performance. This is supported by the tcount value which is greater than the ttable value ($4.986 > 1.97756$) and the significance which is less than the alpha value ($0.000 < 0.05$). Thus, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. The interpretation of these results shows that work discipline, which includes the attitude of obedience to the rules and norms in the company, has a positive and significant impact on employee performance. A high level of work discipline, which includes compliance with organizational rules and procedures, can improve employee performance because employees tend

to comply with established norms and standards. This finding is consistent with previous research conducted by Prasetyo and Marlina (2019), Tyas and Sunuharyo (2018) which also showed a positive influence and relationship between work discipline and employee performance. Factors such as rule clarity, managerial supervision and organizational culture that reinforce work discipline values have been shown to influence the extent to which employees comply with organizational rules and procedures and their performance.

The influence of job characteristics and work discipline on employee performance at PT Pratamaeka Bigco Indonesia.

The results showed that together, the variables of job characteristics and work discipline had a positive and significant effect on employee performance. This is supported by the F_{count} value which is greater than the F_{table} value ($37.457 > 3.06$) and a significance that is less than the alpha value ($0.000 < 0.05$). Therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. The interpretation of these results shows that good job characteristics which include skill diversity, task identity, task meaning, autonomy, and feedback, as well as high work discipline which includes awareness and willingness to obey the rules and norms that apply in the organization can improve employee performance. This is in accordance with the concept that motivating job characteristics and a well-organized work environment can increase employee productivity and performance. This finding is in line with previous research from Ahmad, Fikri and Rahayu (2019) which also shows that job characteristics and work discipline simultaneously have a positive and significant effect on employee performance. Thus, it is important for human resource management to pay attention to both job characteristics and work discipline in designing policies and management practices that can improve employee performance. In addition, the coefficient of determination (R^2) of 0.357 indicates that the simultaneous effect of job characteristics and work discipline on employee performance is 35.70%. This means that most of the variation in employee performance can be explained by job characteristics and work discipline. However, there are about 64.30% of other variations in employee performance that are influenced by other factors not examined in this study

4. Conclusions

The results showed that job characteristics, such as task diversity, task identity, task significance, autonomy and feedback have a positive and significant influence on employee performance at PT Pratamaeka Bigco Indonesia. Similarly, work discipline which includes the attitude of obedience to rules and norms in the company also has a positive and significant impact on employee performance. Together, good job characteristics and high work discipline can simultaneously improve employee performance.

The implication of this research is the importance of attention to job characteristics and work discipline in improving employee performance at PT Pratamaeka Bigco Indonesia. Company management needs to consider job design that accommodates task diversity, provides clear task identity, emphasizes task significance, provides autonomy, and provides feedback to employees. In addition, the company also needs to encourage a work culture that emphasizes adherence to applicable rules and norms, and provides adequate supervision of the implementation of these rules. By strengthening motivating job characteristics and creating a disciplined work environment, companies can improve overall employee productivity and performance. This also confirms the

importance of implementing management policies and practices that support the development of good job characteristics and improved work discipline throughout the organization

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