

THE INFLUENCE OF JOB CHARACTERISTICS ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS AN INTERVENING VARIABLE AT PT. PERKEBUNAN NUSANTARA VI

Ana Tasya Putri Mariska¹, Sumarni², Rohman Willian³

^{1,2,3}Universitas Jambi

anatomyamariska92@gmail.com

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ABSTRACT

This research aims to determine the influence of job characteristics on employee performance with work motivation as an intervening variable at PT. Perkebunan Nusantara VI. This type of research is quantitative research. The population in this study were all employees of PT. Perkebunan Nusantara VI, totaling 197 people with a sample of 67 people. Data was collected using a questionnaire. The data analysis method for this research is descriptive statistical analysis using the Structural Equation Model (SEM) technique, with Partial Least Square (PLS) as a tool for processing it using the SmartPLS program. The results of this study indicate that job characteristics have a positive and significant influence on employee performance, job characteristics have a positive and significant influence on work motivation, work motivation has a positive and significant influence on employee performance, job characteristics have a positive and significant influence on employee performance through work motivation.

Keywords : Employee Performance, Job Characteristics, Work Motivation

INTRODUCTION

Employees are the main factor in running a company and are the main movers so that plans, systems and goals to be achieved by a company can be established. Employees who can do more than their official duties are very much needed for successful companies, where it is hoped that they will be willing to provide performance that exceeds expectations. If the company's performance is good, then each employee can fulfill all responsibilities for the company effectively and efficiently, so that the company can resolve any problems that occur well. The foundation on which a company is based is performance, because company goals cannot be realized without performance.

Astuti et al. (2010) said that a number of things are done in the workplace to support increased performance, including the type of work, authority, and conditions attached to each job which ultimately have a positive impact on employee performance can be assessed individually using job characteristics. Matilu & K'Obonyo (2018) argue that employee performance is a factor that can be influenced by job characteristics. Then, employee performance can be influenced by other factors such as employee motivation (Azizah, 2017). Work motivation is very important in employee performance in each individual activity, the level of discipline and dedication shown by employees at work plays a very vital contribution in advancing a company. Based on the description above, the influence of job characteristics on employee performance with motivation as an intervening variable aims to:

- 1) To find out the description of job characteristics, employee performance and motivation at PT. Perkebunan Nusantara VI
- 2) To find out the extent of employee performance at PT. Perkebunan Nusantara VI can be influenced by Job Characteristics
- 3) To find out the extent of motivation at PT. Perkebunan Nusantara VI can be influenced by characteristics
- 4) To find out the extent of the performance of PT employees. Perkebunan Nusantara VI can be influenced by motivation
- 5) To find out the extent to which employee performance can be influenced by Job Characteristics through motivation as an intervening variable at PT. Perkebunan Nusantara VI

LITERATURE REVIEW

Employee Performance

Performance is a description of the level of achievement of implementing program activities in realizing the company's goals, objectives, vision and mission (Moecheriono, 2012). According to Sinambella (2017), employee performance is described as an employee's ability to perform special skills. Employee performance is very important because it determines how capable an employee is in carrying out the tasks assigned to him. Based on the theories explained above, a conclusion can be drawn that performance is an individual's ability to carry out special skills so as to produce the desired achievements. Robbins (2017) said that measuring employee performance is obtained from five dimensions, namely 1: 1) Quality : Employee perceptions of the quality of work produced, as well as task perfection based on employee skills and abilities, can be used to determine the quality of employee work. Work quality is achieved through high levels of alignment and readiness, thereby enabling the organization to progress and develop. Work quality can be measured when employees have high consistency in completing their work according to company standards. 2) Quantity (quantity) : Quantity is the amount produced and expressed in units of activity completed. Quantity is a measure of the number of work units or activity cycles completed by employees, from which employee performance can be calculated. For example, employees can complete their work quickly and in line with the deadline set by the company. 3) Punctuality (pompntnees) : Timeliness is measured based on the amount of work that can be completed or the amount of production that can be achieved at the beginning of the specified time, and is considered from the perspective of coordinating with output results and maximizing the time available for other activities. Employee performance can also be measured by the employee's punctuality in completing the work assigned to him, so that it does not interfere with other work that is the employee's responsibility. 4) Effectiveness ; Effectiveness is measured based on efforts to maximize the level of use of organizational resources (energy, money, technology, raw materials) with the aim that the results of each unit in using existing resources can be increased. 5) Independence (independent) ; Independence is defined as an individual's ability to carry out job functions without assistance, guidance from superiors, or lack of self-confidence.

Job Characteristics

Hackman & Oldham (1976) were the first to develop job characteristics through job characteristics (Job Characteristic Model/JCM), which explained how work structure

influences employee behavior and attitudes towards working conditions through specific core dimensions of skills, task identification, task significance, autonomy, and feedback. Rahman (2020) job characteristics are the nature of tasks that contain the diversity of tasks and the amount of responsibility given to employees along with feedback. Based on the theories outlined above, a conclusion can be drawn that job characteristics are factors that show the characteristics of a type of job or factors that differentiate one job from other jobs. Hackman (1980) said that job characteristics have five indicators, namely: 1) Skill Variety (Variety of skills) The extent to which a job requires a number of activities so that the worker can use a number of skills and talents. In other words, the number of skills required by individual employees to complete work requires the use of personal abilities and talents. This contains a variety of activities and responsibilities that are not monotonous. 2) Task Identity (Task Identity) Task identity is the work of all work units completed from start to finish and the results are visible. For example, a company changes its customer service processes so that when a customer calls with a problem, a customer service employee will handle many or all aspects of the problem, from maintenance issues to repairs. As a result, more than 40% of customer problems are resolved by one person while the customer is still on the phone. Previously, less than 1% of customer issues were resolved immediately because customer service representatives had to complete the work and pass it on to operations, who would then resolve the issue in a separate step with a different person. Customer Care Advocates can identify who is closer to resolving customer problems in the current system. 3) Task Significance (Task significance) The extent to which the job can have a significant impact on other people's lives or work, in other words, how important the job is. 4) Autonomy (Authority and responsibility) The degree or state in which a job allows employees to freely design and program their own work activities. Autonomous work encourages employees to use their abilities and wisdom to design strategies in carrying out their duties. 5) Feed back (Feedback) The degree to which employees can get direct results from work completion activities and clear information about how well the work has been completed. Apart from information about whether an employee's work is good or bad, giving rewards is also included in the feedback received by employees.

Work Motivation

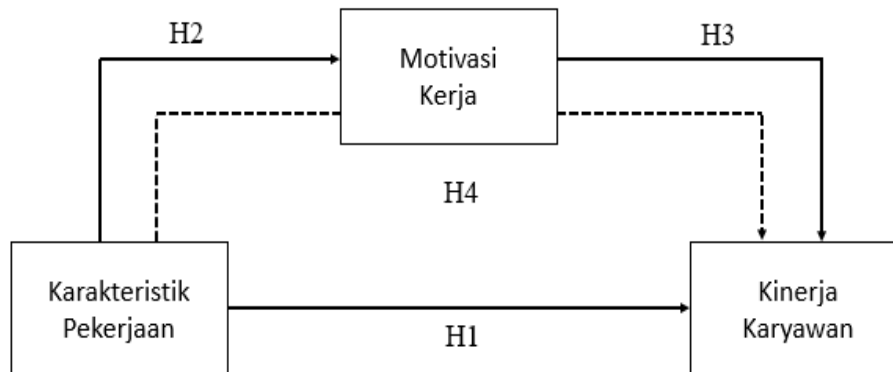
Motivation was first studied by Abraham Maslow (1943) who explained the theory of motivation with the term Maslow's Need Hierarchy Theory/A Theory of Human Motivation. Maslow said that individuals behave because there is an urge to achieve special needs. Setyo Widodo & Yandi (2022) said that motivation is a process or action that can inspire employees to achieve goals. Based on the theories that have been put forward above, a conclusion can be drawn that motivation is encouragement that comes from the individual so that it can provide inspiration to achieve the desired goals. Simamora (2018) said that there are 5 dimensions of motivation, namely:

- ✓ Skills : An individual's ability to use their intellect, thoughts and creative ideas to do something with the intention that a value can be produced from the results of their work.
- ✓ Work improvement : A process or method to improve work ability, work appearance and individual work performance which can be carried out using a number of special methods or strategies used by the company.

- ✓ Work relationships : In order to run well, work must be supported by harmonious working relationships, especially the formation of close, familial relationships and mutual support between co-workers, as well as between employees and superiors. Humans as social creatures will always need relationships with other people, both at work and outside of work.
- ✓ Recognition : Every human being has a need to feel appreciated, to receive support, and to have their achievements recognized, all of which are powerful motivators that even exceed the satisfaction derived from receiving compensation. An individual's morale can increase when recognition is given to him.
- ✓ Success : Success is the achievement of a desire to be achieved or the ability to persist and overcome other failures without losing enthusiasm. Every person dreams of success in every task they carry out. Achieving success or achievement in completing a task will motivate the individual to complete the next task. In this regard, achievement at work will foster a positive attitude, namely always wanting to do challenging and intensive work.

Framework

The influence of job characteristics on employee performance and motivation as an intervening variable is very important to study in this research, because apart from looking at the influence of job characteristics, researchers can also find out employee performance and work motivation of employees at PT. Perkebunan Nusantara VI.



Based on this explanation, the hypothesis that the author takes is:

- ✓ H1: It is suspected that employee performance is positively and significantly influenced by job characteristics.
- ✓ H2: It is suspected that work motivation is significantly influenced by characteristics work.
- ✓ H3: It is suspected that employee performance is positively and significantly influenced by work motivation.
- ✓ H4: It is suspected that employee performance is positively and significantly influenced by job characteristics through work motivation as an intervening variable.

RESEARCH METHODS

The method used in this research is quantitative research with a descriptive approach. The location of this research is at the head office of PT. Perkebunan Nusantara VI which is located at Jalan Lingkar Barat, RT.20 Paal X, Kenali Asam, Kota Baru, Jambi. The population of this study was all central employees, totaling 197 people. The sample used was a random sample using the Slovin formula so that a total sample of 67 employees was obtained. Data collection techniques by distributing questionnaires and recording documents. Questionnaires are used by giving a number of statements to respondents. Meanwhile, documentation is carried out by recording and studying available documents.

RESULTS AND DISCUSSION

The results obtained by researchers are employee performance variables which consist of 5 dimensions, namely punctuality, independence, quantity, quality and effectiveness, which are already in the capable category. The job characteristics variable consists of 5 dimensions, namely feedback. Autonomy, task identity, task significance, and skill variety are in the very good category. The employee motivation variable which consists of 5 dimensions, namely work relationships, skills, work improvement, recognition and success, is already in the highly motivated category. Based on the convergent validity test, the outer loading I value or correlation between constructs and variables shows that all values are above 0.50 in accordance with previous research revealed by I. Ghazali & Latan (2015) so that no constructs are eliminated from the model and latent variables with their constructs which is quite highly correlated. Based on the results of the reliability test, the composite reliability and Cronbach alpha values for job characteristics were 0.823, employee performance was 0.913, and work motivation was 0.881, which indicates good reliability, with a value for each variable above 0.70. These findings indicate that the consistency and stability of the instruments used in the research are very high. Therefore, all constructs or variables in this research can be considered good and the statements used to measure each variable have high reliability.

Based on the R-Square test, it can be seen that the R-Square of the employee performance variable is 0.798. The R-Square value of 0.798 means that the variability of the employee performance construct which can be explained by work motivation and job characteristics variables is 79.8% while the remaining 20.2% is explained by variables outside the variables examined in this research. Furthermore, the R-Square value of the work motivation variable is 0.535, meaning that this work motivation construct can be explained by employee performance variables at 53.5% while the remaining 46.5% is explained by other variables outside the variables examined in this research. In hypothesis testing (bootstrapping) we will analyze whether the independent variable has a significant influence on the dependent variable. Hypothesis testing is carried out by looking at path coefficients which show parameter coefficients and t statistical significance values. Parameter significance will provide information about the relationship between research variables. The limit for rejecting and accepting the proposed hypothesis is a probability of 0.05.

Table 1.
Bootstrapping Hypothesis Test

	Original Sample	Sample Mean	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P-Values
Job characteristics (X) -> employee performance (Y)	0,405	0,420	0,123	3,299	0,001
Job characteristics (X) -> work motivation (Z)	0,540	0,591	0,113	4,764	0,000
Work motivation (Z) -> employee performance (Y)	0,070	0,084	0,130	4,538	0,000

Source: Data Processing Using PLS, 2023

Table 2.
Test the Specific Indirect Effect Hypothesis

	Original Sample	Sample Mean	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P-Values
Job characteristics (X) -> work motivation (Z) -> employee performance (Y)	0,038	0,050	0,085	5,446	0,001

Source: Data Processing Using PLS, 2023

Job characteristics have a positive and significant influence on employee performance

From the results of the hypothesis test, it is known that the path coefficient is positive at 0.405, which means it has a positive influence. The P-Value value which forms the influence of job characteristics on employee performance is 0.001 plus a T-Statistics value of 3.299, thus this result is in accordance with the rule of thumb, namely P-Values > 0.05 and T-Statistics > 1.96. So it can be stated that job characteristics have a positive and significant influence on employee performance which is acceptable.

Job characteristics have a positive and significant influence on work motivation

From the results of the hypothesis test, it is known that the path coefficient is positive at 0.540, which means it has a positive influence. The P-Value value which forms the influence of job characteristics on work motivation is 0.000 plus a T-Statistics value of 4.764, thus this result is in accordance with the rule of thumb, namely P-Values > 0.05 and T-Statistics > 1.96. So it can be stated that job characteristics have a positive and significant influence on work motivation, which is acceptable.

Work motivation has a positive and significant influence on employee performance

From the results of the hypothesis test, it is known that the path coefficient is positive at 0.570, which means it has a positive influence. The P-Value value which

forms the influence of work motivation on employee performance is 0.000 plus a T-Statistics value of 4.538, thus this result is in accordance with the rule of thumb, namely P-Values > 0.05 and T-Statistics > 1.96. So it can be stated that the hypothesis that work motivation has a positive and significant influence on employee performance is acceptable.

Job characteristics have a positive and significant influence on employee performance through work motivation

From the results of the hypothesis test, it is known that the path coefficient is positive at 0.438, which means it has a positive influence. The P-Value value which forms the influence of job characteristics on employee loyalty is 0.001 plus a T-Statistics value of 5.446, thus this result is in accordance with the rule of thumb, namely P-Values > 0.05 and T-Statistics > 1.96. So it can be stated that the hypothesis that job characteristics have a positive and significant influence on employee performance through work motivation is acceptable.

CONCLUSION

Based on the research results, it can be concluded that the description of transformational leadership at PT. Perkebunan Nusantara VI is in the capable category. Employee performance indicators that have been tested on 67 respondents at PT. Perkebunan Nusantara VI shows that the level of employee performance at PT. Perkebunan Nusantara VI is already high, this is proven by the achievement of performance which continues to increase every year. The description of job characteristics shows that employees are very good at understanding the work given by company leaders and employee work motivation during work is classified as highly motivated. The results of the discussion can be concluded as follows: job characteristics have a positive and significant influence on employee performance, job characteristics have a positive and significant influence on work motivation, work motivation has a positive and significant influence on employee performance, job characteristics have a positive and significant influence on performance employees through work motivation.

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