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THE INFLUENCE OF WORK DISCIPLINE AND JOB CHARACTERISTICS ON EMPLOYEE PERFORMANCE THROUGH MOTIVATION AS AN INTERVENING VARIABLE

Abstract. The purpose of writing this article is to examine the factors that influence and how to produce the desired employee performance in accordance with company goals, which always want the productivity of each employee to increase. Work motivation is everything that gives rise to a spirit or drive of work. Therefore, work motivation as a driver of work enthusiasm, because people who have high motivation will try their best and will form an increase in work productivity. The theoretical and practical aspects of achieving goals according to the vision and mission that have been set by the organisation are highly dependent on the individual / human. The relationship between work discipline and job characteristics on employee performance can be improved through training, training, technical guidance, comparative studies and experience with other regions. This research was conducted at the Labuhan Batu Regency Regional Revenue Agency which has the status of Civil Servants totalling 57 people. The inductive analysis map according to Dyike Adella Ramdhani developed and presented in the identification shows that job characteristics and individual characteristics have a positive and significant effect on employee performance through work motivation as a mediating variable. Work motivation has a partial mediating effect on employee performance. The direction of influence of this variable is also positive, which means that the higher the level of compatibility of job characteristics and individual characteristics of employees, the higher the employee performance. The scientific and practical tools of the process approach in the management of work discipline and job characteristics have been systematised. The article states that good performance is basically a performance that meets organizational standards in supporting the achievement of organizational goals, a good organization should be an organization that tries to improve the ability of its employee resources, improving employee

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performance will have an impact on progress for the company, so the most serious efforts in achieving success and realizing goals in the survival of the company.

Keywords: *Work Discipline, Job Characteristics, Performance, Motivation.*

JEL Classification: A13; B30; H89.

Introduction. One of the important components of management is human resources (HR), because humans are the main and important assets as the driving force and regulator of a company or organization. To achieve the goals according to the vision and mission that have been set by the organization is very dependent on the individual / human. Every organization or company will always try to improve employee performance, because performance improvement is an important program in an organization or company because performance greatly affects the success of an organization or company (Ramadhan et al., 2022).

The Labuhanbatu Regency Regional Revenue Agency carries out government support functions in the field of regional revenue. The Regional Revenue Agency of Labuhanbatu Regency is a local government agency that continues to strive to improve the quality of apparatus resources through training, training, technical guidance and comparative studies or experiences with other regions in Indonesia so that it is hoped that it will be able to increase understanding and ultimately will be able to provide socialization to the community in order to increase public awareness in the field of taxation and levies both related to corporate / business entity and individual taxes which are technically operational have been regulated in the Labuhanbatu Regent regulations.

In an effort to achieve the goals it has, it will require the support of human resources who are responsible, dedicated and have high integrity and professionalism from each personnel, besides that it is also supported by the existence of human resource management to manage all human resources in the agency.

Based on the background of the problem above, the problems studied at the Labuhanbatu Regency Regional Revenue Agency can be identified as follows:

1. The performance of employees at the Labuhanbatu Regency Regional Revenue Agency is still not optimal.

2. Employees at the Labuhanbatu Regency Regional Revenue Agency are still not disciplined in carrying out their work.

3. Many employees at the Labuhanbatu Regency Regional Revenue Agency still do not understand the characteristics of their work.

4. Employees of the Labuhanbatu Regency Regional Revenue Agency are still not motivated to carry out their work.

The process of activities at work will ultimately produce the desired employee performance in accordance with company goals. Both from the production or service sector companies will need the results of their employee performance which is used to measure how much success the company has. High work motivation employees will work hard to carry out their work, but if work motivation is low, on the contrary, it makes them not eager to work and give up easily. Job characteristics aim to arrange work assignments that meet organizational, technological and behavioral needs.

The purpose of writing this article is to examine the factors that influence and how to produce the desired employee performance in accordance with company goals, which always want the productivity of each employee to increase. The object of research is the functioning of the enterprise/entity, and the subject of research is personnel management.

Literature Review. The success of a company or organization is largely determined by the performance of its employees, if the level of employee performance owned by a company or organization is getting better, the better the performance of the company or organization.

According to Fahmi (2017) "Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined provisions or agreements". According to Cashmere (2016) "Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. According to Afandi (2016), "Work discipline is an order or regulation made by the management of an organization, ratified by the board of commissioners or owners of capital, agreed upon by the trade union and known by the Manpower Office so that people who are members of the organization are subject

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to the existing rules with pleasure, so that it is created and formed through a process of a series of behaviors that show the values of obedience, compliance, order, and order."

According to Dewi and Harjoyo (2019), "Discipline comes from English discipline which means followers or adherents, teaching, training and so on". According to Singodimedjo in Sutrisno (2019), "Discipline is an attitude of a person's willingness and willingness to obey and obey the norms that apply around him and employee discipline greatly affects agency goals". According to Elbadiansyah (2019), "job characteristics are a description that provides information from work related to the tasks and responsibilities of carrying out the duties and obligations of a job that employees are charged with". According to Robbins (2009), "job characteristics are 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."

According to Stoner and Freeman in Sumarsono (2014), "Job characteristics are the nature of employee tasks which include the types of tasks, responsibilities, and the level of satisfaction obtained from the characteristics of the job itself." According to Jatmiko (2011), "Job characteristics are indicative of how much decision-making is made by employees on the job and how many tasks must be completed by employees'. Motivation is a drive that makes a person act or behave which refers to the cause of the emergence of a behavior that encourages a person to do or not do something. Motivation can also be interpreted as the will to achieve a higher status for each individual.

According to Sinungan (2016) "Motivation is a psychological state and human mental attitude that provides energy, encourages activity or movement and leads or channels behavior towards achieving needs that provide satisfaction or reduce imbalance".

According to Pratiwi (2019), work motivation is a set of energetic forces that come from inside and outside the individual, to initiate work-related behavior in both form, direction, intensity, and duration.

According to Sutrisno (2016) "Motivation is a result of a person's interaction with certain situations he faces. For this reason, there are differences in the strength of motivation shown by a person in facing the same situation. In fact, a person will show a certain drive in dealing with different situations and at different times."

Research Methodology. Analytical frameworks. The approach in this research is to use an associative approach, an associative approach is an approach to find out that there is a relationship or influence between the two variables (independent variable and dependent variable). In this research the

Table 1. Operational Definition of Research Variables

| Variable	Definition	Indicator	Scale
Performance (Y)	Performance is the result of a series of work activities carried out over a certain period of time which can be measured both in quality and quantity with the aim of assessing the suitability of work towards the goals to be achieved in the organization.	Quantity Quality Punctuality	Likert
Work discipline (X1)	Work discipline is an employee's obedient and willing attitude to comply with applicable regulations and norms	Goals and abilities Leadership example Remuneration Justice Supervision Legal sanctions Firmness Human relations	Likert
Work characteristic (X2)	Job characteristics are traits and tasks that show how a job is described in detail for each worker, such as clarity of tasks, authority, responsibility, procedures and feedback.	Skill variety Identify tasks Task significance Autonomy Feedback	Likert
Motivation (Z)	Motivation is an impulse that exists within a person which causes that person to carry out activities to achieve their respective goals.	Physical needs Need for security Social needs The need for appreciation The need for self-realization	Likert
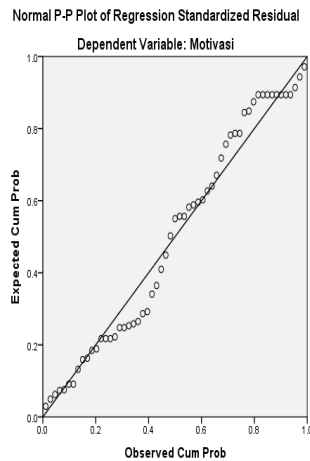
Fig. 1. Normal p-P Plot of regression Standardized Residual
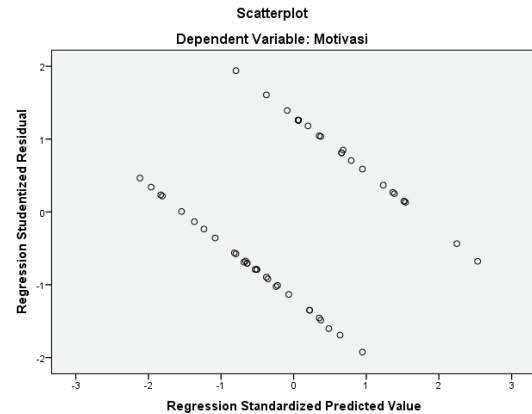

Fig. 2. Scatterplot

independent variable X1 is Work Discipline, X2 is Job Characteristics, Z is Motivation and the dependent variable Y is Performance. According to Morissan (2014: 109) population can be defined as a collection of subjects, variables, concepts or phenomena. We can research each member of the population to find out the characteristics of the population concerned. According to Sugiyono (2018) Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn.» The population in this study were all Civil Servants (PNS) at the Labuhanbatu Regency Regional Revenue Agency, who were recorded in October 2023, totaling 57 people.

According to Sugiyono, (2018) The sample is part of the number and characteristics of the population. Because the population is small, the sampling technique in this research is a saturated sample, which means the sample size uses the entire population. In this research, the number of samples used was 57 people.

Main results.

Normality test

The normality test of the data used in this research was carried out using a normality plot test by looking at the P-Plot graph. The basis for decision making is that if the data spreads around the diagonal and follows the direction of the diagonal line, then the path model meets the assumption of normality (fig. 1).

Based on the normal plot graph above, it can be concluded that the data is spread around the diagonal line and follows the direction of the diagonal line. This shows that the residual data is normally distributed

Multicollinearity Test

Multicollinearity is a condition where there is a significant correlation between the independent variables. If there are symptoms of relatively perfect multicollinearity, then the interpretation via least squares becomes indefinite and the variance and standard deviation become undefined. This causes increasing deviations regarding the accuracy of the independent variable in explaining the dependent variable.

The results of the multicollinearity test show that the VIF and tolerance values are as follows (table 2): The Work Discipline variable (X1) has a VIF value of 1.005 and a tolerance of 0.995. The Job Characteristics variable (X2) has a VIF value of 1.005 and a tolerance of 9.995. From these provisions, if the VIF value < 10 and tolerance > 0.10 then there are no symptoms of multicollinearity and the values obtained from the calculations are in accordance with the VIF and tolerance value provisions, then it can be concluded that multicollinearity does not occur so that the model meets the requirements classic assumptions in regression analysis.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the path model there is inequality of variance from the residuals of one observation to another. If the variance from the residual from one observation to another is constant, it is called homoscedasticity, whereas if it is different.

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Table 2. Multicollinearity Test

Model B	Unstandardized Coefficients		Standardized Coefficients	t	Sig. Tolerance	Collinearity Statistics	
	Std. Error	Beta				VIF	
1 (Constant)	19.296	1.070		18.035	.000		
Work Discipline	.088	.025	.379	3.512	.001	.995	1.005
Work Characteristics	.136	.032	.455	4.215	.000	.995	1.005

a. Dependent Variable: Motivasi

The scatterplot graph in the image above (fig. 2) shows that the points are spread randomly and are spread both above and below the number 0 on the Y axis and do not form a certain regular pattern. This can be concluded that heteroscedasticity does not occur in the regression model. So it can be concluded overall that the regression model meets the requirements of the classical assumption test.

Sub Model Hypothesis Testing I

The hypothesis states that Work Discipline (X1) and Job Characteristics (X2) have a positive and significant effect on Motivation (Z). The following is Table 3 of the t-test calculation results for each variable.

In this table, the t statistical test is obtained, as follows:

1. Work Discipline Variable (X1) with a calculated t-value (3.512) > t-table (2.005) with a significance probability level (Sig) of 0.001 (< 0.05). This shows that Work Discipline has a significant effect on the Motivation variable.

2. Job Characteristics Variable (X2) with a calculated t-value (4.215) > t-table (2.005) with a significance probability level (Sig) of 0.000 (< 0.05). This shows that job characteristics have a significant effect on the motivation variable.

Thus, the path analysis equation can be prepared as follows:

Z = 19.296 + 0.088 X1 + 0.136 X2

The analysis equation model means:

1. The constant value is 19.296, which means that if the independent variables, namely Work Discipline (X1) and Job Characteristics (X2) are equal to zero, then Motivation (Z) is 19.296.

2. The regression coefficient value X1 = 0.088 shows that if Work Discipline increases by 100%, it will increase Motivation by 8.8%.

3. The regression coefficient value X2 = 0.136 shows that if job characteristics increase by 100%, motivation will increase by 13.6%.

Discussion

The Influence of Work Discipline on Motivation

The Work Discipline variable has a positive and significant effect on Motivation at the Labuhanbatu Regional Revenue Agency. The Work Discipline variable has a regression coefficient value of 0.088 and has a unidirectional influence, which means that if Work Discipline increases by 100%, it will increase the motivation of Labuhanbatu Regional Revenue Agency employees by 8.8%.

Based on the results of testing the first hypothesis, it is known that Work Discipline has a significant influence on the Motivation of the Labuhanbatu Regional Revenue Agency.

The Influence of Job Characteristics on Motivation

The Job Characteristics variable has a positive and significant effect on Motivation at the Labuhanbatu Regional Revenue Agency.

Table 3. Coefficients[a]

Model B	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Std. Error	Beta			
1 (Constant)	19.296	1.070		18.035	.000
Work Discipline	.088	.025	.379	3.512	.001
Work Characteristics	.136	.032	.455	4.215	.000

a. Dependent Variable: Abs_Res1

The Job Characteristics variable has a regression coefficient value of 0.136 and has a unidirectional influence, which means that if Job Characteristics increases by 100%, it will increase the motivation of Labuhanbatu Regional Revenue Agency employees by 13.6%.

Based on the results of testing the first hypothesis, it is known that job characteristics have a significant influence on the motivation of the Labuhanbatu Regional Revenue Agency.

The Effect of Work Discipline on Performance

The Work Discipline variable has a positive and significant effect on the performance of the Labuhanbatu Regional Revenue Agency. The Work Discipline variable has a regression coefficient value of 0.132 and has a unidirectional influence, which means that if Work Discipline increases by 100%, it will increase the performance of Labuhanbatu Regional Revenue Agency employees by 13.2%.

Based on the results of testing the first hypothesis, it is known that work discipline has a significant influence on the performance of the Labuhanbatu Regional Revenue Agency.

The Influence of Job Characteristics on Performance

The Job Characteristics variable has a positive and significant effect on Performance at the Labuhanbatu Regional Revenue Agency. The Job Characteristics variable has a regression coefficient value of 0.059 and has a unidirectional influence, which means that if the Job Characteristics increase by 100%, it will increase the performance of Labuhanbatu Regional Revenue Agency employees by 5.9%.

Based on the results of testing the first hypothesis, it is known that job characteristics have a significant influence on the performance of the Labuhanbatu Regional Revenue Agency.

Conclusion.

1. Work discipline influences motivation at the Labuhanbatu Regency Regional Revenue Agency

2. Job characteristics influence motivation at the Labuhanbatu Regency Regional Revenue Agency

3. Work discipline influences the performance of the Labuhanbatu Regency Regional Revenue Agency

4. Job characteristics influence the performance of the Labuhanbatu Regency Regional Revenue Agency

5. Motivation influences the performance of the Labuhanbatu Regency Regional Revenue Agency

6. Work discipline influences performance at the Labuhanbatu Regency Regional Revenue Agency through motivation as an intervening variable.

7. Job characteristics influence performance at the Labuhanbatu Regency Regional Revenue Agency through motivation as an intervening variable.

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ВПЛИВ ТРУДОВОЇ ДИСЦИПЛІНИ ТА ХАРАКТЕРИСТИК РОБОЧОГО МІСЦЯ НА ПРОДУКТИВНІСТЬ ПРАЦІВНИКІВ ЧЕРЕЗ МОТИВАЦІЮ ЯК ПРОМІЖНУ ЗМІННУ

Метою написання цієї статті є розгляд факторів, які впливають і як досягти бажаної продуктивності працівників відповідно до цілей компанії, яка завжди прагне, щоб продуктивність кожного працівника зростала. Мотивація праці – це все, що породжує дух або прагнення до роботи. Тому мотивація праці як рушійна сила трудового ентузіазму, адже люди, які мають високу мотивацію, будуть старатися з усіх сил і формуватимуть підвищення продуктивності праці. Теоретичні та практичні аспекти досягнення цілей відповідно до бачення та місії, які були визначені організацією, значною мірою залежать від особистості/людини. Взаємозв'язок між трудовою дисципліною та посадовими характеристиками на продуктивність праці працівників можна покращити за допомогою навчання, тренінгів, технічного керівництва, порівняльних досліджень та досвіду з іншими регіонами. Це дослідження проводилося в Регіональному агентстві доходів регентства Лабухан Бату, яке має статус державного службовця, загальною чисельністю 57 осіб. Карта індуктивного аналізу за Дайке Аделла Рамдані, розроблена та представлена в ідентифікації, показує, що характеристики роботи та індивідуальні характеристики мають позитивний та значний вплив на продуктивність працівників через робочу мотивацію як посередницьку змінну. Мотивація праці має частковий опосередкований вплив на продуктивність працівників. Напрямок впливу цієї змінної також є позитивним, що означає, що чим вищий рівень сумісності характеристик робочого місця та індивідуальних характеристик працівників, тим вища продуктивність праці працівників. Систематизовано науково-практичний інструментарій процесного підходу в управлінні трудовою дисципліною та посадовими характеристиками. У статті зазначено, що хороша продуктивність – це в основному продуктивність, яка відповідає організаційним стандартам у підтримці досягнення організаційних цілей, хороша організація повинна бути організацією, яка намагається поліпшити здатність своїх трудових ресурсів, поліпшення продуктивності працівників вплине на прогрес для компанії, тому найсерйозніші зусилля в досягненні успіху і реалізації цілей у виживанні компанії.

Ключові слова: *трудова дисципліна, посадові обов'язки, продуктивність, мотивація.*
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