Analysis of the Influence of Job Characteristics on Employee Performance with Motivation as an Intervening Variable among Employees at Cafe Sawah Pujon Kidul

Humam Fadhil Harisandi[1], Siti Nurhasanah[2], Fika Fitriasari[3]
[1,2,3]Management, University Muhammadiyah Malang, Indonesia
Corresponding E-mail: humamfadhil2206@gmail.com

Abstract

The purpose of this research is to examine the job characteristics, motivation, and performance of employees. This research was conducted on employees of the Pujon Kidul rice field café with a total of 68 respondents. With the technique of using the total sampling technique. Using a quantitative approach. The data analysis technique uses path analysis and the SPSS 25 program. In this study, it shows that job characteristics have a good range of scales. Motivation has a high scale range and employee performance has a high scale range. The results of this study indicate that job characteristics have a significant influence on employee performance. Characteristics have a significant effect on work motivation. Motivation has a significant effect on employee performance and job characteristics have a significant effect on employee performance through work motivation.

Keywords: job characteristics, work motivation, employee performance

Abstrak

Tujuan penelitian ini adalah untuk mengetahui karakteristik pekerjaan, motivasi, dan kinerja karyawan. Penelitian ini dilakukan pada karyawan kafe sawah Pujon Kidul yang berjumlah 68 responden. Dengan teknik menggunakan teknik total sampling. Menggunakan pendekatan kuantitatif. Teknik analisis data menggunakan analisis jalur dan program SPSS 25. Dalam penelitian ini menunjukkan bahwa karakteristik pekerjaan mempunyai rentang skala yang baik. Motivasi memiliki rentang skala yang tinggi dan kinerja karyawan memiliki rentang skala yang tinggi. Hasil penelitian ini menunjukkan bahwa karakteristik pekerjaan mempunyai pengaruh yang signifikan terhadap kinerja karyawan. Karakteristik berpengaruh signifikan terhadap motivasi kerja. Motivasi berpengaruh signifikan terhadap kinerja pegawai dan karakteristik pekerjaan berpengaruh signifikan terhadap kinerja pegawai melalui motivasi melalui motivasi kerja.

Kata Kunci: karakteristik pekerjaan, motivasi kerja, kinerja pegawai

INTRODUCTION

Business competition in the business world requires companies to be able to create human resources who can think critically and are skilled in facing competition. One of the factors that measure the quality of human resources is employee performance. Mangkunegara (2009) states that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. One important factor that can improve employee performance is work motivation. Robbins & Mary (2002) stated that work motivation is an encouragement to carry out work that has a positive impact on the company so that the desired goals are achieved with satisfactory results. Human resource management must also be able to know the characteristics of each employee's

work to provide work motivation and employee performance. Job characteristics can improve employee performance in an organization or company. According to Robbins and Coulter (2010), job characteristics are attributes of an employee's duties and include the amount of responsibility, variety of tasks, and extent to which the job itself provides satisfaction. Job characteristics are an important determinant of a person's suitability for the field of work he is engaged in. Cafe Sawah Pujon is one of the tourist attractions owned by a Village-owned enterprise (BUMDES) in Pujon Kidul village, Malang Regency. The following is attendance and lateness data from January to October 2022.

Table 1. Attendance & Tardiness Data January – October 2022

Month	Amount Employee	Sick	Permission	Alpha	Late
January	68	2	7	-	16
February	68	3	9	-	13
March	68	3	6	-	7
April	68	1	3	3	4
May	68	-	8	2	7
June	68	4	7	-	13
July	68	2	4	-	15
August	68	2	6	-	10
September	68	1	3	4	20
October	68	2	9	-	38

Source: Attendance & Tardiness Data January – October 2022 Pujon Sawah Cafe

Based on Table 1, there are inconsistencies in attendance data and employee performance delays. Due to these delays, employees cannot complete work according to the time and targets set by the company, they can not enter the office without clear reasons, they cheat in terms of attendance, and there is an imbalance in the variety of existing jobs with the abilities and expertise possessed by employees. The existence of the above phenomena makes the writer interested in researching to find out more about the interrelationships between phenomena with the title " Analysis of the Effect of Job Characteristics on Performance Employees with Motivation as an Intervening Variable in Cafe Sawah Pujon Kidul Employees". The research aims to determine the effect of job characteristics on employee performance with motivation as an intervening variable.

LITERATUR REVIEW

According to Hasibuan (2017), employee performance is a work result that is achieved by someone in carrying out the tasks assigned to him based on skills, experience sincerity, and time. Performance is also the level of achievement of results on the implementation of certain tasks to realize the achievement of results to achieve organizational goals (Simanjuntak, 2005). The factors that affect employee performance according to Kasmir (2016) include workability, knowledge, leadership, motivation, work discipline, organizational culture, and work environment.

Apart from these factors, there are also indicators such as quality, quantity, timeliness, effectiveness, cooperation, and initiative (Mangkunegara, 2009). Job characteristics according to Robbins (2009) are a detail in the work that describes the dimensions of the diversity of skills and responsibilities in completing work. Meanwhile, Mangkuprawira (2003) also argues that the notion of job characteristics is the identification of the various dimensions contained in a job design that simultaneously improve organizational efficiency and employee satisfaction. Indicators of job characteristics include autonomy, job variety, task identity, and feedback.

Motivation according to Veithzal (2011) is a condition that influences arousing, directing, and maintaining behavior related to the work environment. Meanwhile, according to Sadili (2006), motivation is a condition or energy that drives employees who are directed or directed to achieve the company's organizational goals. Motivational factors are divided into two, namely internal factors contained in the employee itself, namely personal maturity, level of education, personal desires and expectations, needs, fatigue and boredom, and job satisfaction, then external factors, namely factors that

come from outside the employee's self. includes a pleasant work environment, adequate compensation, good supervision, awards for achievement, status, and responsibility, and applicable regulations (Saydam, 2005).

This study has a framework indicated as follows: The work carried out by employees will be occupied with concentration and responsibility accompanied by feelings of pleasure so that the results obtained are more satisfying (Tohardi, 2008). If employees have characteristics that match their jobs, their performance will automatically increase. This is supported by the research of Hardiyanti., et al (2018) that job characteristics have a positive effect on employee performance.

H1: Job characteristics have a positive and significant effect on the performance of Cafe Sawah Pujon Kidul employees. Job characteristics or job characteristics are attributes of an employee's duties which include the amount of responsibility, variety of tasks, and the extent to which the work itself provides satisfaction (Robbins & Coulter, 2010). This is supported by research conducted by Oktafiah (2017) that job characteristics have a positive effect on work motivation.

H2: Job characteristics have a positive and significant effect on the performance of Cafe Sawah Pujon Kidul employees. Motivation is a condition or energy that drives employees who are directed or directed to achieve the company's organizational goals (Mangkunegara, 2009). It is also compatible with research conducted by Ridho (2020), that motivation has a positive and significant effect on performance.

H3: Work motivation has a positive and significant effect on the performance of Cafe Sawah Pujon Kidul employees. Stoner (1986) explains that three factors influence work motivation, which includes differences in individual characteristics, differences in job characteristics, and, characteristics of work situations. It is proven from the research results of Ananda Selvia Sella (2017) that job characteristics have a positive and significant effect on employee performance through work motivation

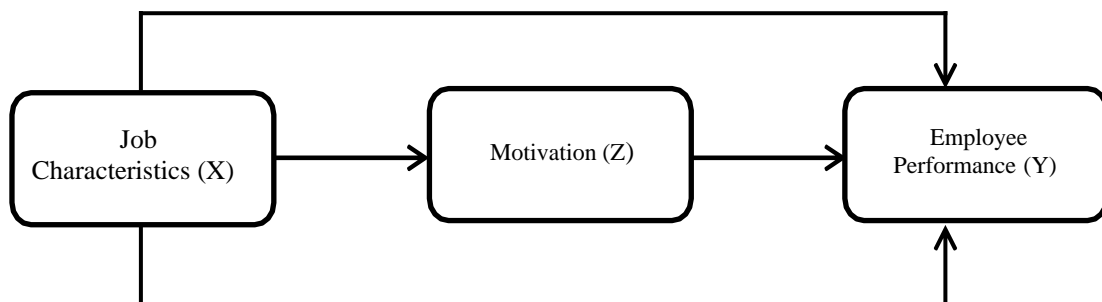**H4**: Job characteristics have a positive and significant effect on employee performance through employee motivation.

Figure 1. Research Framework

RESEARCH METHODS

Types of research This type of research is based on quantitative. Descriptive Population and Sampling Techniques. The population in this study were Cafe Sawah Pujon Kidul employees with a total of 68 employees. The samples taken by the researchers were 68 respondents from Cafe Sawah Pujon Kidul employees. Measured using 8 statements, employee performance variables using 12 statements, motivation using 6 statements with a Likert scale with alternative answers; 1 = Strongly Disagree (STS), 2 = Disagree (TS), 3 = Neutral (N), 4 = Agree (S), 5 = Strongly Agree (SS). The analysis technique in this research uses path analysis with analysis tools using SPSS.

RESULT AND DISCUSSION

The population in this study were Cafe Sawah Pujon Kidul employees with a total of 68 employees. The samples taken by the researchers were 68 respondents from Cafe Sawah Pujon Kidul employees.

Table 2. Characteristics of Respondents

Information	Characteristics	Amount	Presentase (%)
Age	<20 Years	21	30,9
	21 – 30	31	45,6
	31 - 40	16	23,5
Gender	Man	35	51,5
	Women	33	48,5
Education	SD	14	20,6
	SMP	26	38,2
	SMA	26	38,2
	Other	2	2,9
Position	Cashier	8	11,8
	Chef	9	13,2
	Waiters	30	44,1
	Warehouse	15	22,1
	Other	6	8,8

Source: Data processed (2023)

Table 2 above shows the data on the characteristics of the respondents who filled out the questionnaire in this study. The results were that the majority of respondents were male, varied in age, most had junior high and high school education levels, and most held positions as waiters.

Table3. Validity Test Results

Variable	Items	Correlations	Limit Value	Conclusion
Job Characteristics	X1	0,520	0,238	Valid
	X2	0,692	0,238	Valid
	X3	0,877	0,238	Valid
	X4	0,722	0,238	Valid
	X5	0,696	0,238	Valid
	X6	0,668	0,238	Valid
	X7	0,503	0,238	Valid
	X8	0,638	0,238	Valid
Motivation	Z1	0,590	0,238	Valid
	Z2	0,759	0,238	Valid
	Z3	0,642	0,238	Valid
	Z4	0,613	0,238	Valid
	Z5	0,757	0,238	Valid
	Z6	0,788	0,238	Valid
Employee Performance	Y1	0,592	0,238	Valid
	Y2	0,698	0,238	Valid
	Y3	0,648	0,238	Valid
	Y4	0,611	0,238	Valid
	Y5	0,578	0,238	Valid
	Y6	0,659	0,238	Valid
	Y7	0,715	0,238	Valid
	Y8	0,543	0,238	Valid
	Y9	0,564	0,238	Valid
	Y10	0,671	0,238	Valid
	Y11	0,700	0,238	Valid
	Y12	0,519	0,238	Valid

Source: Data processed (2023)

The results of the validity test for each indicator in this study include the variables of job characteristics, employee performance, and motivation having an r count greater than r table 0.238. This statement can be said to be valid and feasible to use as data analysis.

Table 4. Reliability Test Results

Variable	Item	Alpha Cronbach	Information
Job Characteristics (X)	0,810	0.6	Reliabel
Employee Performance (Y)	0,855	0.6	Reliabel
Motivation(Z)	0,775	0.6	Reliabel

Source: Data processed (2023)

Based on Table 4, it can be stated that all statement items representing variables in data collection have a Cronbach Alpha value greater than 0.6 so that they can be declared reliable and consistent and can be used for data collection.

Table 5. Normality Test Results

Number Of Respondents	Nilai *Monte Carlo Sig.*	Information
68	0,200	Normal

Source: Data processed (2023)

Based on the data attached in Table 5, it can be seen that the Monte Carlo sig. greater than 0.2, so it can be concluded that the data used for this study were normally distributed.

Table 6. Multicollinearity Test Results

Independent Variable	Tolerance Value	Nilai VIF	Information
Job Characteristics (X)	0.720	1.389	Non-Multikolinieritas
Motivation (Z)	0.720	1.389	Non-Multikolinieritas

Source: Data processed (2023)

The test results attached in Table 6 show that the two variables do not have symptoms of multicollinearity because both have a tolerance value above 0.10 and a VIF value below 10.

Table 7. Heteroscedasticity Test Results

Variable	Signifikansi	Keterangan
Job Characteristics (X)	0.498	Non heteroscedasticity
Motivation (Z)	0.328	Non heteroscedasricty

Source: Data processed (2023)

Based on Table 7, it can be concluded that both variables have Sig values. above 0.05 so that it can be interpreted that there is no heteroscedasticity in the data.

Table 8. Results of Direct and Indirect Influence Analysis

Influence variable	Causal Influence		Total
	Influence direct (B)	Indirect influence (through mediating variables)	
X against Y	0,869		0,869
X against Z	0.422		0.422
Z against Y	1.155		1.155
X against Y via Z		0,869+ (0.422 x.1,155)	1,356

Source: Data processed (2023)

Based on Table 8, there is an indirect effect of job characteristics on employee performance with motivation as an intervening variable of 1.356. These results indicate that the indirect effect is greater than the direct effect, which is equal to 0.869. This proves that the motivation variable in this study can be intervening. From the results of the equation of motivation (Z) and employee performance (Y) above, the path analysis diagram is generated as follows:
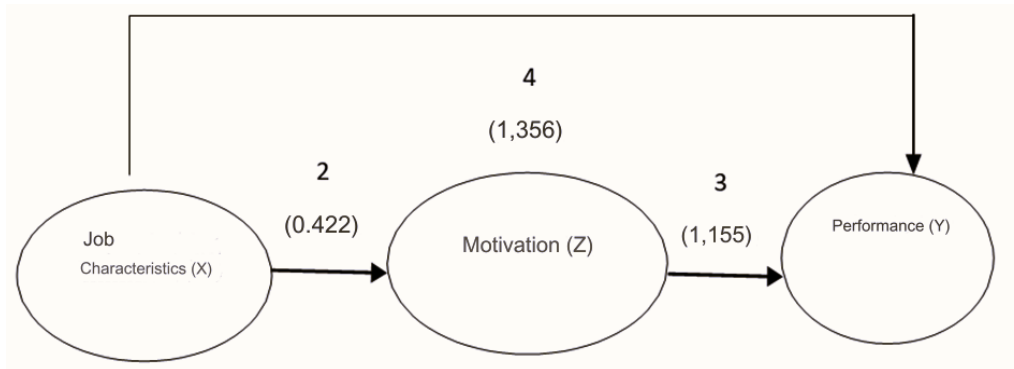

Figure 2. Path Analysis

Table 9. Test Result T

Variabel Relationship	t-count	t-table	Significance	Note
X against Y	7,487	1,997	0,000	Signifikasi
X against Z	5,064	1,997	0,000	Signifikasi
Z against Y	8,387	1,997	0,000	Signifikasi

Source: Data processed (2023)

The influence of job characteristics on employee performance obtains a t count of 7.487 with a significance value of 0.000 which is less than 0.05 (0.00 <0.05) and the t count is greater than the t table (7.487> 1.997) then Ha accepted and H0 rejected and it can be concluded that job characteristics have a significant effect on employee performance. These results are from previous research by Gunastri (2013), Tohardi (2008), and Hardianti (2020).

The influence of job characteristics has a significant effect on motivation by obtaining a t count of 5.064 with a significance value of 0.000 which is less than 0.05 (0.00<0.05) and t count is greater than the t table (5.064>1.997) then Haaccepted and H0rejected and it can be concluded that job characteristics have a significant effect on motivation. This result is consistent with previous research by Robbins & Coulter (2010), Ardiansyah et al. (2021), (Oktafiah & Sunuharyo, 2017). The influence of motivation has a significant effect on the performance of cafe employees by obtaining a t count of 8.387 with a significance value of 0.000 less than 0.05 (0.00<0.05) and t count greater than t table (8.387>1.997) then Haaccepted and H0rejected and it can be concluded that job characteristics have a significant effect on motivation. This result is by previous research by Mangkunegara (2009), Rizka (2012), and Ridho (2020).

To test the significance of the indirect effect, it is necessary to calculate the t value of the ab coefficient with the following formula:

t = ab/sab

t = 0,422 x 0,804 / 0,017676004

t = 0,339288 /0,017676004

t = 19.194

From the calculation above, it can be determined that the value of t (19.194) > 1.96 (absolute z value at the level significance 0.05). This means the fourth hypothesis can be accepted. In conclusion, there is a significant indirect effect of the job satisfaction variable on employee performance. Thus hypothesis 4 says that job characteristics have a significant effect on employee performance with motivation as an intervening variable with a value of count bigger than the table accepted and proven true. This is to the research of Robbins & Coulter (2010) and Sella (2018).

The findings indicated that there was an effect of job characteristics on employee motivation at Cafe Sawah Pujon Kidul in the high category. This means that the better the job characteristics at Cafe Sawah Pujon Kidul, the higher the employee performance. Employees who know all the details of the tasks of the job they are responsible for will feel that they can carry out every job or responsibility given. It is also used to find out various kinds of things related to the characteristics of the work so that the employee will be more motivated and have a strong urge to work harder because he has high self-confidence in the work being done so that he can improve the quality of his work. These results also support the results of previous research conducted by Ardiansyah et al. (2021), and Oktafiah & Sunuharyo (2017) which state that there is a significant influence between Job Characteristics on Employee Motivation.

Derived from the findings of the study, it show that there is an influence of work motivation on the performance of Cafe Sawah Pujon Kidul employees in the high category. Employees who have high motivation at work will trigger the power and potential possessed by employees to work better and more productively so that the resulting performance will increase and be of good quality. This is by previous research conducted by Nitasari & Latutuva, (2012) and Ridho (2020) which states that there is a significant influence between work motivation on employee performance.

The research results show that there is an effect of job characteristics on employee performance, job characteristics on motivation, and work motivation on employee performance. This means that if job characteristics have a significant effect on employee performance with work motivation as an intervening variable which can be proven from the value of the indirect effect through work motivation is greater than the direct effect on performance it can be said that job characteristics on employee performance with work motivation as an intervening variable. It can also be concluded that with variable employee motivation, the effect of job characteristics on employee performance is higher and is a positive influence. When the level of suitability of employees who understand the characteristics of the work being undertaken is getting better, it will also have a positive impact on their work motivation. Employees who know all the details of the tasks of the work undertaken feel that they are capable of carrying out each job and the responsibilities given, and know various kinds of things related to the characteristics of their work, will increasingly have high confidence in the work being done and trigger a strong urge to work hard to improve performance.

CONCLUSION

The research conducted to analyze the effect of job characteristics on employee performance at Cafe Sawah Pujon Kidul, with motivation serving as an intervening variable, has led to several key findings. Firstly, job characteristics at the cafe are considered good, correlating with high levels of employee performance and motivation. The study indicates that better job characteristics significantly enhance employee performance and motivation. Furthermore, increased motivation substantially boosts employee performance. Notably, the influence of job characteristics on performance is amplified through employee motivation, suggesting motivation acts as a critical mediator in this relationship. Based on these insights, recommendations for Cafe Sawah Pujon Kidul include addressing areas where employee autonomy and ability to meet company targets are perceived as low. Enhancing employee skills and knowledge through training and development is suggested to overcome these challenges and achieve company goals, ultimately fostering employee welfare and high motivation.

REFERENCES
Ananda Selvia Sella. (2017). Pengaruh Karakteristik Individu Dan Karakteristik Pekerjaan Terhadap

Motivasi Kerja Dan Prestasi Kerja Karyawan. *Jurnal Administrasi Bisnis*, *48*(1), 71–79. Http://Administrasibisnis.Studentjournal.Ub.Ac.Id/Index.Php/Jab/Article/View/1871

Ardiansyah, R., Yustina, A. I., & Shaleh, K. (2021). Determinan Motivasi Kerja: Kompensasi Finansial Dan Gaya Kepemimpinan, Serta Pengaruhnya Terhadap Kinerja Karyawan. *Tangible Journal*, *6*(1), 1–15. Https://Doi.Org/10.47221/Tangible.V6i1.154

Gunastri, N. M. (2013). Pengembangan Sumber Daya Manusia Berbasis Kompetensi Ni Made Gunastri (Dosen STIMI "Handayani" Denpasar). *Forum Manajemen*, *11*(2), 77–86.

Hardianti, N. (2020). Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Pegawai Di Kantor Regional VI BKN Medan. In *Universitas Pembangunan Panca Budi Medan*. Https://Journal.Pancabudi.Ac.Id/Index.Php/Jurnalfasosa/Article/View/2881/2641

Nitasari, R. A., & Lataruva, E. (2012). Analisis Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intevening Pada PT. Bank Central Asia Tbk. Cabang Kudus. *Diponegoro Journal Of Management*, *1*(2), 446–454. Http://Ejournal-S1.Undip.Ac.Id/Index.Php/Djom

Oktafiah, R., & Sunuharyo, B. S. (2017). Pengaruh Karakteristik Individu Dan Karakteristik Pekerjaan Terhadap Motivasi Kerja Dan Prestasi Kerja Karyawan (Studi Pada Karyawan PT. Pembangkitan Jawa Bali Unit Pembangkitan Gresik). *Jurnal Administrasi Bisnis*, *48*(1), 71–79. Http://Administrasibisnis.Studentjournal.Ub.Ac.Id/Index.Php/Jab/Article/View/1871

Hasibuan, Malayu. 2017. Manajemen Sumberdaya Manusia. Jakarta: Bumi Aksara.

Kasmir, 2016. Analisis Laporan Keuangan. Jakarta: PT. Rajagrafindo Persada.

Mangkunegara P Anwar, 2009, Manajemen Sumber Daya Manusia Perusahaan, Cetakan Ketujuh, Bandung, PT Redaksi Refika

Mangkuprawira, Sjafri, 2003. Manajemen Sumber Daya Manusia. Jakarta: Ghalia Indonesia.

Nitasari & Lataruva, 2012, Analisis Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intevening Pada Pt. Bank Central Asia Tbk. Cabang Kudus.

Ridho, 2018, Pengaruh Motivasi Dan Komunikasi Terhadap Kinerja Karyawan PT. Riau Media Televisi.

Robbins, P. Stephen Dan Mary Coulter. 2010. Manajemen, Diterjemahkan Oleh Bob Sabran, Wibi Hardani. Erlangga: Jakarta.

Robbins, Stephen P. Coulter, Mary (2002). Manajemen. Cetakan Kelima. Jakarta: Erlangga.

Robbins, Stephen P. & Timothy A. Judge. 2009. Organizational Behavior. 13 Threeedition, USA: Pearson International Edition, Prentice -Hall.

Robbins, Stephen P. & Timothy A. Judge. 2009. Organizational Behavior. 13 Threeedition, USA: Pearson International Edition, Prentice -Hall.

Sadili, Samsudin (2006). Manajemen Sumber Daya Manusia. Bandung: Pustaka Setia.

Simanjuntak. 2005. Manajemen Dan Evaluasi Kinerja. Jakarta: Fakultas Ilmu Ekonomi Universitas Indonesia

Tohardi, 2008, Model Penelitian Kebijakan Kualitatif "Tohardi"