THE EFFECT OF JOB DESCRIPTION CLARITY AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE WITH WORK DISCIPLINE AS AN INTERVENING VARIABLE AT MNC FINANCE AREA ACEH

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Abstract

This study aims to analyze the influence of job description clarity and work motivation on employee performance, with work discipline as an intervening variable at PT MNC Finance Aceh Area. The background of this study is based on the post-pandemic phenomenon that causes unclear division of tasks and responsibilities between divisions, low work motivation, and inconsistency in employee discipline, which impacts target achievement and work effectiveness. This study uses a path analysis method with a census approach, involving 60 employee respondents at PT MNC Finance Aceh Area. The results show that job description clarity has a positive effect on employee performance, although the direct effect is not significant. However, the indirect effect through work discipline makes a strong contribution to improving performance. Work motivation also has a positive but relatively weak effect on performance, and a positive effect on work discipline with a smaller effect than job description. Work discipline is proven to have a positive and significant effect on employee performance, and acts as a partial intervening variable that strengthens the relationship between job description clarity and work motivation on performance. Overall, the research results confirm that improving employee performance at PT MNC Finance Area Aceh can be achieved through clear job descriptions, increasing motivation, and consistent work discipline development.

Keywords: Job Description, Work Motivation, Work Discipline, Employee Performance, Path Analysis

1. INTRODUCTION

Employee performance is the work results achieved by individuals in carrying out tasks according to established responsibilities and standards, encompassing aspects of quantity, quality, timeliness, and efficient use of resources (Sedarmayanti, 2022). Employee performance plays a strategic role in determining organizational success, as a decline in individual performance can directly impact the company's overall performance. Optimal performance is not achieved instantly, but rather through a continuous learning process supported by fair, consistent, and employee-focused leadership. Effective human resource management is key to organizational success, given that achieving company goals is determined not only by facilities and infrastructure, but also by the clarity of employee roles and work behavior (Sutrisno, 2016). One important aspect of HR management is the job description, which serves as a written guideline regarding the duties, authority, responsibilities, and work standards of a position. Clear job descriptions have been shown to positively impact employee performance (Giyarto, 2015) and serve as the basis for creating accountability and work effectiveness (Dessler, 2013). PT. MNC Finance Aceh Area implemented job description changes following the Covid-19 pandemic to adapt to organizational demands and business competition. These changes included the separation of work functions between divisions to increase focus and task specialization. Although overall, there was an increase in the achievement of performance targets

in 2023, pre-survey results indicated that some employees still experienced difficulties in understanding the division of tasks, a mismatch between competencies and work, and limited adaptation to the new work system. These conditions have the potential to cause fluctuations in employee performance. Besides job descriptions, work motivation is an important factor influencing employee performance. Motivation is understood as the internal and external forces that drive individuals to work effectively to achieve organizational goals (Samsudin, 2006). Work motivation is influenced by internal factors such as education and experience, as well as external factors such as leadership, the work environment, and the compensation system (Handoko, 2015). Pre-survey results indicate that although changes in job descriptions provide new challenges and meaning to work, the mismatch between compensation and workload remains a factor that reduces employee motivation.

Work discipline also plays a crucial role in supporting employee performance, reflecting an individual's awareness and willingness to comply with organizational regulations and procedures (Sutrisno, 2016). Pre-survey results indicate that while employee attendance is relatively good, consistency in adhering to work procedures and punctuality in completing tasks still need improvement. This indicates that work discipline has the potential to be an intervening variable in the relationship between job descriptions, work motivation, and employee performance. Based on the description, this study aims to analyze the influence of job descriptions and work motivation on employee performance with work discipline as an intervening variable at PT. MNC Finance Aceh Area. This study is expected to provide empirical contributions to the development of human resource management, particularly in designing clear job descriptions, increasing motivation, and strengthening work discipline to improve employee performance sustainably.

2. LITERATURE REVIEW

2.1 Employee Performance

Employee performance is the level of individual work results achieved, both in quality and quantity, in accordance with assigned responsibilities (Mangkunegara, 2000; Hasan, 2012). Performance is also understood as the work process and employee contribution to achieving organizational goals (Moeheriono, 2012; Wibowo, 2007). Factors influencing performance include individual, psychological, and organizational factors (Mangkunegara, 2013), with the main dimensions being work quality, work quantity, timeliness, cooperation, and responsibility (Mangkunegara, 2017).

2.2 Job Description

A job description is a written description of the duties, responsibilities, authority, and working conditions of a position that serves as a guideline for carrying out work (Hasibuan, 2014; Syelviani, 2017). A clear job description plays an important role in improving employee work effectiveness and performance (Giyarto, 2015). Factors forming a job description include job title, job identification, and essential job functions (Wirawan, 2015), with dimensions of task clarity, work standards, work relationships, and competency suitability (Siagian, 2012).

2.3 Work Motivation

Work motivation is an internal drive that influences employee enthusiasm, behavior, and effort in achieving organizational goals (Hamzah, 2007; Sunarsi, 2018). Motivation is influenced by internal and external factors such as needs, expectations, the work environment, and rewards (Mangkunegara, 2000). Based on the hierarchy of needs, work motivation encompasses physiological, safety, social, esteem, and self-actualization needs (Maslow, 1954).

2.4 Work Discipline

Work discipline is an employee's awareness and willingness to comply with organizational regulations and norms, reflected in punctuality, compliance, and work responsibility (Hasibuan, 2016; Sitorus, 2021). Discipline is influenced by compensation, leadership exemplary behavior, clarity of rules,

and supervision (Sutrisno, 2016). Work discipline is a crucial factor in improving work consistency and employee performance.

2.5 Conceptual Framework

A conceptual framework is a diagram that illustrates the logical flow of research and the relationships between the variables being studied. This framework is structured based on a synthesis of facts, observations, and literature reviews, thus serving as the basis for thinking in answering research questions. According to Sugiyono (2019), a conceptual framework is a conceptual model that explains the relationship between theory and various identified research aspects. A conceptual framework contains the concepts and theories that form the basis of the research and can be presented in the form of a chart or research model to demonstrate the relationships between variables. The framework of thought in this study describes the influence of job descriptions and work motivation on employee performance with work discipline as an intervening variable.
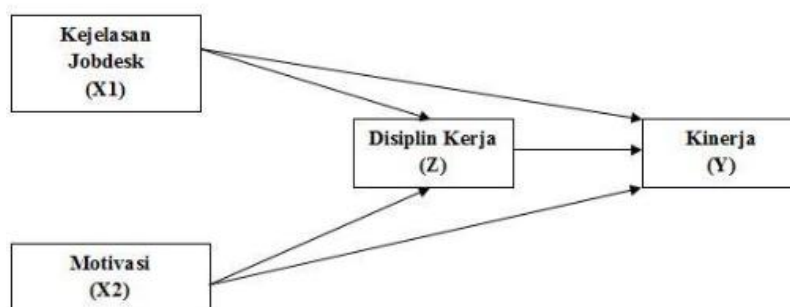

Figure 2.1 Conceptual Framework

3. RESEARCH METHODS

This study uses a descriptive quantitative approach and is an applied research to analyze the influence of job descriptions and work motivation on employee performance with work discipline as an intervening variable (Djatna Supriatna, 2012). The study was conducted at PT. MNC Finance, Lhokseumawe Branch. The data used consisted of primary and secondary data. The study population was all employees of PT. MNC Finance Aceh Area, using a census sampling method, where the entire population was sampled (Sugiyono, 2019). Data collection was conducted using a Likert-scale questionnaire and analyzed using SPSS. Data analysis included descriptive statistics, validity and reliability tests (Cronbach Alpha > 0.70), classical assumption tests, as well as multiple regression analysis and path analysis to test the direct and indirect effects between variables (Ghozali, 2013; Sarwono, 2007). Hypothesis testing was conducted using the t-test, F-test, and coefficient of determination (R^2) with a significance level of 5%.

4. RESULTS AND DISCUSSION

4.1   Description of Research Location

This research was conducted at PT MNC Finance Lhokseumawe Branch located at Jl. Merdeka No. 46C, Simpang Empat Village, Banda Sakti District, Lhokseumawe City, Aceh Province. PT MNC Finance is a business unit of PT MNC Kapital Indonesia Tbk engaged in consumer financing (multifinance), including multipurpose financing with vehicle and property collateral, as well as digital financing services through the Motion Credit application.

PT MNC Finance was established in 1989 and underwent several name changes until it officially became PT MNC Finance in 2010. Along with the development of the financial industry, the company expanded its branch office network in various regions of Indonesia, including Lhokseumawe City, to increase access to financing services for the people of Aceh. In carrying out its operations, the company is guided by its vision of becoming a leading financing partner that prioritizes business quality, and its mission

of providing financing services that reach all levels of society. The company's core values of quality, speed, and integrity form the basis of its human resource management and customer service.

4.2   Respondent Description

The study's respondents numbered 60 people, consisting of 35 male employees (58.33%) and 25 female employees (41.67%). This composition indicates a male predominance, which is generally associated with the characteristics of field work in the financing sector. The majority of respondents were in the 36–46 years age range (29 people (48.33%), followed by 22 people aged 25–35 years (36.67%), and 9 people aged 47–57 years (15%). This shows that most respondents are in the productive age group. Respondents were dominated by the CMO (Credit Marketing Officer) position (25 people (41.67%), followed by ARO and Surveyor Model (20 people (33.33%), and Surveyor (Team Survey) (15 people (25%). The majority of respondents were in operational positions directly related to marketing and credit surveys. Most respondents had a work experience of 4–6 years (35 people (58.33%), followed by a work experience of more than 6 years (15 people (25%), and 1–3 years (10 people (16.67%). This data shows that respondents generally have sufficient work experience.

4.3 Classical Assumption Test

The classical assumption test is a statistical requirement that must be met before conducting multiple linear regression analysis. The purpose of the classical assumption test is to ensure that the regression model used produces unbiased and efficient parameter estimates. In this study, the classical assumption test was conducted for each regression model, namely Model 1 (the effect of X_1 and X_2 on Z) and Model 2 (the effect of X_1, X_2, and Z on Y). The classical assumption tests used include the normality test, multicollinearity test, and heteroscedasticity test.

Table 4.6 Results of the Classical Assumption Test

Testing	Model 1	Model 2	Information
Normality (K–S)	Sig. > 0.05	Sig. > 0.05	Normal
Multicollinearity	VIF < 10	VIF < 10	There isn't any
Heteroscedasticity	Sig. > 0.05	Sig. > 0.05	There isn't any

Source: Processed Primary Data, 2025

Based on the classical assumption test, all models meet all assumptions and are suitable for further testing, namely multiple linear regression.

4.4 Multiple Linear Regression Analysis
Table 4.6 Multiple Linear Regression Test Results

Model	Track	β (Standardized)	Sig.	R²	F test	Information
Model 1	$X_1 — Z$	0.811	<0.05	0.725	Sig. < 0.05	Significant
	$X_2 — Z$	0.145	<0.05			Significant
Model 2	$X_1 — Y$	0.275	<0.05	0.890	Sig. < 0.05	Significant
	$X_2 — Y$	0.095	<0.05			Significant
	$Z \rightarrow Y$	0.669	<0.05			Significant

Source: Processed Primary Data, 2025

Based on Table X, all paths in Model 1 and Model 2 show a positive and significant influence (Sig. < 0.05). Model 1 has an R² value of 0.725, indicating that job description clarity and work motivation can explain 72.5% of the variation in work discipline. Meanwhile, Model 2 has an R² value of 0.890, indicating a very strong model ability in explaining variations in employee performance. Work discipline is proven to

play a role as a partial mediating variable in the relationship between job descriptions, work motivation, and employee performance.

4.5 Path Analysis Results

Path analysis was used in this study to determine the magnitude of the direct and indirect influence between the variables of job description clarity (X_1) and work motivation (X_2) on employee performance (Y) with work discipline (Z) as an intervening variable.

Model 1 :

$$Z = \rho Z\ X_1 X_1 + \rho Z\ X_2 X_2 + e$$

Model 2 :

$$Y = \rho Y\ X_1 X_1 + \rho Y\ X_2 X_2 + \rho Y\ Z\ Z + e$$

Direct Effect Model 1

$X_1 \rightarrow Z = \rho Z_1 X_1{}^2 = 0.811$

$X_2 \rightarrow Z = \rho Z_1 X_2{}^2 = 0.145$

The analysis results show that a clear job description (X_1) has a strong influence on work discipline (Z) with a coefficient of 0.811, indicating that a clear division of tasks and responsibilities encourages increased employee discipline. Conversely, work motivation (X_2) has a relatively small influence on work discipline with a coefficient of 0.145. This finding is in line with Hasibuan (2016) and Suryani (2020) who emphasized that clarity of work roles plays a significant role in shaping employee discipline.

Direct Effect Model 2

$X_1 \rightarrow Y = \rho Y_2 X_1{}^2 = 0.275$

$X_2 \rightarrow Y = \rho Y_2 X_2{}^2 = 0.095$

$Z \rightarrow Y = \rho Y_2 Z{}^2 = 0.669$

The results of the second model show that work discipline (Z) has the largest direct influence on employee performance (Y) with a coefficient of 0.669. Job description clarity (X_1) also has a positive influence on performance (0.275), while work motivation (X_2) has a relatively small influence (0.095). These findings align with Rahmawati and Santoso (2021), who emphasized that work discipline is a key factor strengthening the influence of role clarity and motivation on employee performance.

Indirect Influence

$X_1 \rightarrow Y = \rho Y_1 X_1 * \rho Y_2 Y_1 = 0.811 * 0.669 = 0.542$

$X_2 \rightarrow Y = \rho Y_1 X_2 * \rho Y_2 Y_1 = 0.145 * 0.669 = 0.097$

The indirect effect of job description clarity (X_1) on performance (Y) through work discipline (Z) is 0.542, greater than its direct effect (0.275), so that work discipline acts as a partial mediator that strengthens the relationship. Conversely, the indirect effect of work motivation (X_2) through work discipline is 0.097 relatively small and almost the same as its direct effect (0.095), so that the mediating role of work discipline in this relationship is relatively weak, in line with the findings of Supriyadi (2019).

Total Influence

Total Influence = (Direct Influence + Indirect Influence)

$X_1 \rightarrow Z \rightarrow Y = 0.257 + 0.542 = 0.817$

$X_2 \rightarrow Z \rightarrow Y = 0.095 + 0.097 = 0.192$

The indirect effect of job description clarity (X_1) on performance (Y) through work discipline (Z) is 0.542, greater than its direct effect (0.275), so that work discipline acts as a partial mediator that strengthens the relationship. Conversely, the indirect effect of work motivation (X_2) through work discipline is 0.097 relatively small and almost the same as its direct effect (0.095), so that the mediating role of work discipline in this relationship is relatively weak, in line with the findings of Supriyadi (2019).

Calculating the Coefficient of Determination and Error

Model 1 :

$$Z = \rho Z\ X_1 X_1 + \rho Z\ X_2 X_2 + e$$

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.852 [a]	.725	.716	17,659

The R Square value in Model 1 of 0.725 indicates that 72.5% of the variation in the dependent variable can be explained by the independent variables in the model, while the remaining 27.5% is influenced by other factors outside the model. The error value of $\sqrt{(1 - 0.725)} = 0.524$ reflects the contribution of other variables not included in the study.

Model 2 :

$$Y = \rho Y\ X_1 X_1 + \rho Y\ X_2 X_2 + \rho Y\ Z\ Z + e$$

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.943 [a]	.890	.884	11,595

The R Square value in Model 2 of 0.890 indicates that 89% of the variation in the dependent variable can be explained by the independent variables in the model, while the remaining 11% is influenced by other factors outside the model. The error value of $\sqrt{(1 - 0.890)} = 0.331$ reflects the contribution of other variables not included in the study.

Structural Equation Model

Model 1 :

$$Z = 0.811 X_1 + 0.145 X_2 + 0.524$$

Model 2 :

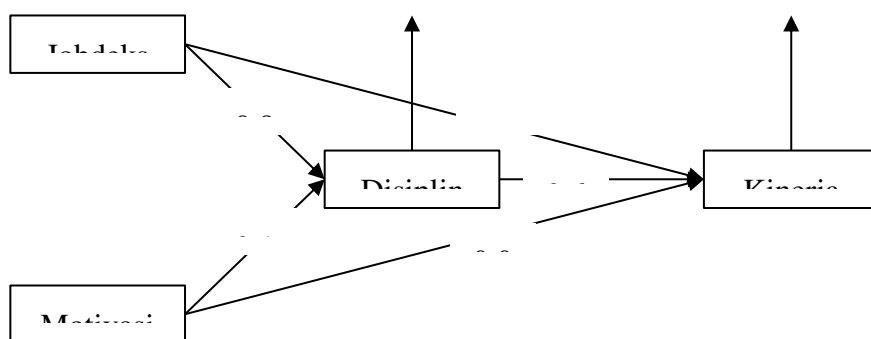$$Y = 0.275 X_1 + 0.095 X_2 + 0.669 Z + 0.331$$

Figure 4.1 Path Diagram Image (Path Analysis)

Job description clarity (X_1) has a direct effect on performance (Y) of 0.275 and an indirect effect through work discipline (Z) of 0.542, so that the total effect reaches 0.817. This indicates that work discipline acts as a strong partial mediator in the relationship. Meanwhile, work motivation (X_2) has a direct effect of 0.095 and an indirect effect through work discipline of 0.097, so that the total effect is 0.192, which indicates that the mediating role of work discipline is weak.

4.7 Discussion

The research results show that job description clarity and work motivation do not have a significant direct impact on employee performance. This finding indicates that task understanding and individual work motivation are not sufficient to improve performance without being supported by disciplined work behavior, particularly in financial services organizations that require adherence to operational procedures (Rahman et al., 2023). Conversely, a clear job description has a positive and significant impact on work discipline. Employees who clearly understand their duties, authorities, and work standards tend to demonstrate higher levels of discipline, ultimately supporting work effectiveness (Kurniawan et al., 2022). Meanwhile, work motivation has a relatively weak influence on work discipline, indicating that motivation has not been fully internalized into compliant work behavior (Prasetyo et al., 2022). Work discipline has been shown to have a positive and significant impact on employee performance and is the most dominant factor in the research model. This confirms that discipline in attendance, adherence to rules, and work responsibilities are the main determinants of performance improvement (Firmansyah & Dewi, 2022). Furthermore, work discipline acts as a partial intervening variable, significantly strengthening the effect of job description clarity on performance, but only plays a weak role in mediating the relationship between work motivation and performance (Rahman et al., 2022).

4.8 Managerial Implications

The research results show that job description clarity, work motivation, and work discipline play a crucial role in improving employee performance, with work discipline being the primary connecting factor. Therefore, the management of MNC Finance Aceh Area needs to prioritize the development and updating of clear, structured, and easily understood job descriptions to ensure employees have certainty about their roles and responsibilities. Furthermore, strengthening work motivation systems needs to be directed toward more sustainable mechanisms, such as performance-based reward systems, career development opportunities, and a conducive work environment. However, research findings confirm that work motivation alone is insufficient to improve performance without consistent discipline. Work discipline has been proven to be the most dominant factor in improving employee performance. Therefore, companies need to enforce work rules fairly and consistently, strengthen supervision, and instill a culture of discipline through leadership role models. Integrating clear job descriptions, an appropriate motivation system, and strengthening work discipline is expected to sustainably improve employee performance and support the achievement of organizational goals.

5. CLOSING

5.1 Conclusion

Based on the results of the path analysis of all research variables, several main findings can be concluded as follows:

a. Job description clarity has a positive but not significant effect on employee performance.
b. Work motivation has a positive but not significant effect on employee performance.
c. Clarity of job description has a positive and significant effect on work discipline.
d. Work motivation has a positive but not significant effect on work discipline
e. Work discipline has a positive and significant effect on employee performance
f. Work discipline plays a role as a partial intervening variable in the relationship between job description clarity and work motivation on employee performance.

Overall, the results of this study demonstrate that work discipline is a crucial element connecting clear job descriptions and work motivation to employee performance. Therefore, employee performance improvements in the Aceh Area of MNC Finance can be optimally achieved through the implementation of clear job descriptions, targeted work motivation, and consistent discipline development in the workplace.

5.2 Suggestions

Based on the research results, the management of MNC Finance Aceh Area is advised to clarify the implementation of job descriptions and strengthen the development and supervision of work discipline through an effective evaluation system and internal communication. For future researchers, this study can be developed by adding other variables such as leadership, organizational culture, or job satisfaction, expanding the research object, and using more comprehensive analysis methods such as Structural Equation Modeling (SEM) to obtain more in-depth results.

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