
**THE INFLUENCE OF JOB DESCRIPTION AND WORK DISCIPLINE ON
EMPLOYEE PERFORMANCE AT PUBLIC FUEL STATION CV BERKAH
AROFAH IN MALANG**



Hammad Akram¹
Universitas Airlangga, Surabaya, Indonesia
hammad.akram-2022@feb.unair.ac.id

Praptini Yulianti²
Universitas Airlangga, Surabaya, Indonesia
praptini-y@feb.unair.ac.id

Abstract

This research aims to determine and analyze the influence of job description and work discipline variables on employee performance at Public Fuel Station (SPBU) CV. Berkah Arofah Malang. The analysis used in this study is descriptive and quantitative, with primary data obtained directly through a questionnaire distributed to all respondents, taken from the employees of CV Berkah Arofah. The population in the study is 31 respondents; the data collection technique uses a saturated sample that uses the entire population within the study as a sample. In this research, the validity and reliability of data were tested to ensure data accuracy and consistency. The measurement scale in this study uses a Likert scale 1-5. Data analysis was carried out using SPSS Statistics 18 for Windows. The findings suggest that while job descriptions do not significantly influence employee performance, work discipline has a strong positive effect. The study concludes that adherence to work discipline is crucial for enhancing employee performance within the organization.

Keywords: Employee Performance, Job Description, Work Discipline, and Public Fuel Station

INTRODUCTION

Public Fuel Stations (SPBU) are vital facilities within the energy distribution chain, particularly for petroleum fuels, playing a significant role in supporting the country's mobility and economic activities (Ministry of Energy and Mineral Resources, 2018). The number of SPBU has continued to grow, reaching nearly 7,000 units across Indonesia (Ministry of Energy and Mineral Resources, 2018). SPBU not only supply fuel for motor vehicles but also serve as points for additional services such as driver rest stops, the sale of lubricants, drinking water, and other services (Risdiyanta, 2014).

In their operations, SPBU require efficient management and competent labor to maintain optimal and satisfactory services, ensuring that the primary goal of SPBU, customer satisfaction, is achieved (Pertamina, 2014). Employee performance at Public Fuel Stations SPBU determines the quality of service, which in turn affects customer satisfaction levels (Andayani, 2016; Sahdiyah et al., 2022). Employees at SPBU hold various positions, ranging from fuel pump operators, cashiers, and cleaning staff, to finance personnel and station managers (Pertamina, 2023).

Incidents such as fires or accidents at SPBU still occur frequently; between 2016 and 2018, there were 120 recorded incidents, attributed to various factors, one of which is the human aspect (Ministry of Energy and Mineral Resources, 2018). According to Dewi (2012), there is a phenomenon of insufficient direct supervision by SPBU leadership, where leaders are not always present at the station, creating opportunities for employees to engage in misconduct and indiscipline, which may hinder the company's operational activities. Some actions by SPBU employees that can cause losses to both the company and consumers include employees being unfriendly to customers, absent from the fuel pump when customers need fuel, shortages in cash deposits during shift changes, and employee absent without notice during working hours (Hidayat et al., 2018).

In line with this, Mukson (2020) noted poor habits among SPBU employees, such as procrastination, tardiness, leaving work early, failing to serve customers politely, and improper attire. Based on the aforementioned descriptions, this study will examine job description and work discipline as factors influencing employee performance at SPBU, with a case study at SPBU CV Berkah Arofah in Malang.

REVIEW OF LITERATURE

A job description is an important document that outlines the responsibilities, duties, qualifications, and competencies required for a position within an organization (Schneider and Konz, 1989). Job descriptions help provide clear boundaries regarding employee roles and responsibilities in the workplace, playing a crucial role in communication between the organization and its employees concerning the organization's expectations of them (Morgeson and Humphrey, 2006).

According to Armstrong (2020), an effective job description assists management in human resource planning, including recruitment, training, and employee development processes. Siddique (2004) in his research showed that employees who understand their roles and responsibilities tend to perform better than those who lack a clear understanding of what is expected of them. In line with this, Bakker and Demerouti (2017) mentioned that clear job

descriptions can minimize role ambiguity and uncertainty, contributing to increased employee motivation and performance.

Work discipline is one of the essential aspects of human resource management that plays a role in improving employee performance and productivity (Nurlaely et al., 2022). According to Otley (199), work discipline encompasses employee adherence to the rules, policies, and work standards established by the organization. Good work discipline has a significant impact on enhancing employee performance. Simons and Roberson (2003) state that consistently enforced discipline can increase individual responsibility, reduce absenteeism, and enhance job satisfaction.

Structured discipline also minimizes errors in the workplace, positively affecting employee productivity. This is in line with research by Fay and Sonnentag (2010), which shows that high work discipline is directly related to better performance and achieving organizational targets. Effective work discipline has been linked to improved organizational outcomes, as it fosters a positive work climate and reduces the likelihood of disruptive behavior among employees (Bugdol, 2018).

RESEARCH METHOD

This study employs a quantitative approach. Data collection was conducted using a questionnaire containing questions related to job description, work discipline, and performance from a population of 31 employees at CV Berkah Arofah Gas Station. The measurement scale used in this study is a Likert scale ranging from 1 to 5 (Joshi et al., 2015). Data were analyzed using multiple linear regression analysis. According to Zikmund et al. (2019), multiple linear regression analysis is a statistical technique used to model the relationship between one dependent variable and two or more independent variables. In this study, the dependent variables are Job Description (X_1) and Work Discipline (X_2), while the independent variable is Employee Performance (Y).

RESULTS AND DISCUSSION

Result of Respondent Characteristic

Table 1.
Respondent Characteristic

Demographics	Category	Frequency	%
Age (years)	20-25	8	26
	26-30	6	20
	31-35	2	6
	>35	15	48
Gender	Female	9	29
	Male	22	71
Education	Junior High School	1	3
	Senior High School	26	84
	D3 / D4 / S1	4	13
Length of service (years)	<1	5	16
	1-5	9	29

6-10	4	13
>10	13	42

From the table above, the data indicate that the average age of respondents is above 35 years, represented by 15 individuals, while the youngest group falls within the range of 15 to 20 years. The respondents are predominantly male, with 22 individuals, followed by 9 female respondents. The majority of respondents have a Senior High School education level, comprising 84% of the total, and the dominant length of service is over 10 years. 1 tahun masa kerja menjadi dominasi dari total responden.

Result of Validity Test

Table 2.
Result of Validity Test

Variabel	Questions	Calculated R	R Table	Significant	Description
Job Description (X ₁)	X ₁ .1	.841	.355	.000	Valid
	X ₁ .2	.729	.355	.000	Valid
	X ₁ .3	.813	.355	.000	Valid
	X ₁ .4	.771	.355	.000	Valid
	X ₁ .5	.850	.355	.000	Valid
	X ₁ .6	.776	.355	.000	Valid
Work Discipline (X ₂)	X ₂ .1	.825	.355	.000	Valid
	X ₂ .2	.872	.355	.000	Valid
	X ₂ .3	.954	.355	.000	Valid
	X ₂ .4	.827	.355	.000	Valid
	X ₂ .5	.793	.355	.000	Valid
Employee Performance (Y)	Y.1	.887	.355	.000	Valid
	Y.2	.817	.355	.000	Valid
	Y.3	.787	.355	.000	Valid
	Y.4	.823	.355	.000	Valid

The results in Table 2 indicate that all items were found to be valid, with a significance value of 0.000.

Result of Reliability Test

For reliability testing, the items are considered reliable if they have a Cronbach's Alpha value greater than 0.60, indicating that the instrument is consistent and accurate for measurement. The reliability test, conducted using SPSS Statistics 18 for Windows, yielded the following results below.

Table 3.
Result of the Reliability Test

Variabel	Cronbach Alpha	R Alpha	Keterangan
Job Description (X ₁)	.866	.6	Reliable
Work Discipline (X ₂)	.905	.6	Reliable
Employee Performance (Y)	.834	.6	Reliable

Result of R Square

The table below shows R value of 0.814 indicates a strong positive correlation, suggesting that as job description and work discipline improve, employee performance tends to increase significantly. The R Square shows of 0.613 means that 61.3% of the variance in employee performance can be explained by variations in job description and work discipline.

Table 4.
Result of R Square
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.814 ^a	.663	.639	1.264

- a. Dependent Variable: Employee Performance
- b. Predictors: (Constant), Work Discipline, Job Description

Result of Multiple Linear Regression Analysis

Table 5.
Multiple Linear Regression Analysis
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.153	2.546		-.453	.654
	Job Description (X ₁)	.110	.103	.143	1.061	.298
	Work Discipline (X ₂)	.700	.130	.724	5.385	.000

The table above shows that Job Description does not have a significant impact on Employee Performance as indicated by a p-value greater than 0.05. In contrast, Work Discipline has a significant and strong influence on Employee Performance, demonstrated by a p-value less than 0.05 and a high coefficient value. This finding suggests that while job descriptions provide a structural framework, it is the adherence to work discipline that substantially drives employee performance within the organization.

Result of the T-test

The table below shows that with a p-value of 0.298 (> 0.05), Job Description does not significantly affect Employee Performance. This suggests that changes in job descriptions alone are not likely to lead to significant changes in performance outcomes. With a p-value of 0.000 (< 0.05), Work Discipline has a significant and strong positive influence on Employee Performance. The high standardized coefficient (Beta = 0.724) further suggests that Work Discipline is the most influential predictor among the two variables in this model.

Table 6.
Result of the T-test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.153	2.546		-.453	.654
	Job Description (X ₁)	.110	.103	.143	1.061	.298
	Work Discipline (X ₂)	.700	.130	.724	5.385	.000

b. Dependent Variable: Employee Performance

Result of F-test

Table 7 below shows that the overall model is statistically significant, indicating that Job Description and Work Discipline together have a significant impact on Employee Performance.

Table 7.
Result F-test
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	Sum of Squares
1	Regression	88.199	2	44.100	27.582	.000 ^b
	Residual	44.768	28	1.599		
	Total	132.968	30			

a. Dependent Variable: Employee Performance

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

CONCLUSION

From this study, the multiple linear regression analysis revealed that the model was statistically significant, with an R value of 0.814, indicating a strong positive correlation between the independent variables (job description and work discipline) and the dependent variable (employee performance). The R Square value of 0.663 suggests that 66.3% of the variance in employee performance can be explained by variations in job description and work discipline. The ANOVA test results showed that the overall model was significant (F = 44.100, p < 0.000), indicating that the combination of job description and work discipline significantly affects employee performance.

However, the t-test results indicated that while work discipline had a significant and strong positive influence on employee performance (p < 0.000, Beta = 0.724), job description did not significantly affect employee performance (p = 0.298). In conclusion, the study found that work discipline is a critical factor in enhancing employee performance at SPBU CV Berkah Arofah, while job description does not significantly contribute to performance outcomes. The findings underscore the importance of maintaining high standards of work discipline to improve individual responsibility, reduce absenteeism, and enhance job satisfaction, ultimately leading to better organizational outcomes.

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