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Original Research Article

The Influence of Work Motivation, Work Discipline and Job Characteristics on Employee Performance

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Abstract: The objective of this study is to examine the impact of work motivation, work discipline, and job characteristics on the performance of employees at PT. Kerry Express Indonesia can operate either concurrently or partially. This study aims to examine the predominant factors, such as work motivation, work discipline, and job features, that influence the employee performance of PT Kerry Express Indonesia. The location of this research was PT. Kerry Express Indonesia with address Jalan Harapan II No. 5 RT.2/ RW. 5 Setu, Cipayung District. East Jakarta City. The type of research used is explanatory research. The research population is employees of PT. Kerry Express Indonesia has 60 employees. Census research was used for all PT employees, considering the small population. Kerry Express Indonesia will be the research respondent. The analysis method uses multiple linear regression and hypothesis testing. The research results show that work motivation, discipline, and work environment affect the performance of PT employees. Kerry Express Indonesia, either simultaneously or partially. Furthermore, this research identified that job characteristics have a dominant influence on the performance of PT employees. Kerry Express Indonesia. Work motivation is needed at PT. Kerry Express Indonesia, every employee must have high work motivation.
Keywords: Motivation, Work Discipline, Job Characteristics, Performance.

1. INTRODUCTION

Employee work motivation can be categorized into two types: internal motivation, which originates from within an individual, and external motivation, which is influenced by external factors that aim to inspire someone to achieve specific goals. According to Benowitz (2001:43). The Director of PT. Kerry Express Indonesia states that work motivation is the driving force behind individuals' actions. One effective method to enhance employee work motivation is through training. This can be achieved by organizing training sessions to enhance job performance. Additionally, offering rewards, such as bonuses, to employees who demonstrate exceptional performance can also boost motivation.

Employing strategies to optimize employee performance and organizing special activities to foster camaraderie between employees and company directors are also effective ways to increase work motivation. Work discipline refers to an individual's consciousness and readiness to comply with all corporate policies and relevant societal standards. In his study, Nawawi (2011) categorizes work discipline into three distinct forms: preventive, corrective, and progressive. Employees who possess a clear understanding and grasp of work

discipline and job characteristics will facilitate the process of enhancing motivation in the workplace. This will have an impact on the performance of the members.

Both work discipline and job c have an impact on member performance. According to Stoner (1986:87), performance is influenced by three factors: variations in work discipline, variations in job characteristics, and features of the work context. The performance of individuals can be influenced by various job features, including skill diversity, work identity, task relevance, autonomy, and feedback (Robbins & Coulter, 2010, pp. 119-120). Job characteristics refer to the task qualities of a job, how these features are integrated to create various tasks, and their impact on motivation, job satisfaction, and employee performance (Robbins, 1996). Thus, job characteristics are a person's assessment of what is done at work to support increased performance, which consists of the form of work, authority, and conditions inherent in each job, ultimately positively impacting higher employee performance.

Director of PT. Kerry Express Indonesia explains that people with a high level of variety, task identity, and task significance will find their work very

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meaningful. Having a high level of autonomy will generate a great sense of Responsibility. If there is adequate feedback, employees will develop a valuable understanding of their roles and functions as best as possible, and a sense of significance, Responsibility, and understanding of the results of their work will influence their performance.

According to Kreitner and Kinicki (2011:205) in Kasih (2013:3), "Motivation can certainly influence performance, although it is not the only factor that shapes performance." Employees who understand and comprehend work discipline and job characteristics will make it easier to increase motivation at work. This will affect member performance. Performance refers to the outcome of an employee's job, measured in terms of both the quality and quantity of tasks completed, in accordance with the obligations assigned to them (Mangkunegara, 2009, p. 67). Hence, the presence of competent human resources is vital in order to attain optimal employee performance aligned with organizational requirements. Optimal employee performance is crucial for achieving the targeted goals of PT. Kerry Express Indonesia, which is driven by a focused vision and mission.

The objective of this study is to examine the impact of work motivation, work discipline, and job characteristics on the performance of employees at PT Kerry Express Indonesia, both collectively and individually. This study aims to examine the primary factors that influence the performance of PT personnel, specifically focusing on work motivation, work discipline, and job features. Kerry Express Indonesia is a courier service company. This research provides practical contributions and serves as valuable input for practitioners and PT Kerry Express Indonesia. It enables them to understand the impact of employees' attitudes towards variables such as Work Motivation, Work Discipline, and Job Characteristics on performance. Additionally, it can serve as a reference for implementing strategic measures to enhance employee performance at PT Kerry Express Indonesia. Kerry Express Indonesia is a courier company.

2. LITERATURE REVIEW
2.1 Performance
According to Bangun (2012: 231), "Performance is the result of work achieved by a person based on job requirements." In the words of Robbins (2010: 188), "Performance is the final result of an activity." According to the aforementioned authorities, a member's performance is the end product of their efforts when completing their obligations. Mangkunegara (2009:68) states that elements pertaining to skill and motivation are the ones that impact performance. Quantity, quality, and timeliness are the ways or indications of member performance that are outlined by Dharma (2003:355).

2.2 Work Motivation
Work motivation, as defined by Wibowo (2014: p.121), is the inclination or drive to take action. Individuals might be driven by several factors. According to Hamzah Uno (2012: 72), work motivation is an internal force that affects the way a person chooses, puts effort into, and continues to engage in voluntary work. Gomes (2003:180-181) states that employee job motivation is influenced by individual variables and organizational factors. Mangkunegara (2009; 98) states that indices of work motivation consist of existence, relatedness, and growth demands.

2.3 Work Discipline
When it comes to work, discipline means knowing and being willing to follow all company rules and social norms. There are two kinds of discipline (Supriadi *et al*., 2024); (Harjono *et al*., 2024); (Saputra *et al*., 2024). The first meaning has to do with shaping or learning behavior by giving prizes or punishments. The second meaning is even more limited: this discipline only refers to harsh punishments for bad behavior (Sutrisno, 2010). Many things affect how disciplined people are in an organization (Hasibuan, 2009), such as their goals and skills, how they are led, their pay, their sense of justice, their certainty, their firmness, and their relationships with others. Mangkunegara and Octorent (2015) say that behaviors like being on time for work and leaving work, following the rules, and taking responsibility for chores can show how disciplined someone is at work.

2.4 Job Characteristics
Stoner (1986: 87), "Job characteristics are attributes of a member's duties and include the amount of responsibility, variety of tasks, and the extent to which the work provides satisfaction." Robbins (2010:119) says, "The job characteristics model identifies five core job dimensions, how they affect employee motivation, productivity, and satisfaction, and how they relate to each other." Diverse skills, knowing what the job is, how important it is, having control over it, and getting feedback are the five dimensions. According to the above views of experts, job characteristics include a range of skills, a clear understanding of the job, the importance of the job, freedom, and feedback. Five aspects of a job affect how well an employee does their job: a variety of skills, knowing what the task is, how important it is, getting comments on the job, and having the freedom to do it on your own.

3. METHODS
3.1 Research Design
A quantitative approach, namely explanatory research, serves as the foundation for the study design. In this study, the field of Human Resources Management (HRM) serves as the primary objective. Work motivation, work discipline, and job features are all factors that simultaneously and partially have a substantial impact on the performance of PT employees. The purpose of this study is to determine the impact of

these factors on worker performance. There is Kerry Express Indonesia.

3.2 Research Location

The present study was carried out at PT. Kerry Express Indonesia, located at Jalan Harapan II No. 5 RT.2/RW. 5 Setu in the Cipayung District of East Jakarta City. The selection of this research site is predicated on the expertise of human resources researchers who ensure that PT Kerry Express Indonesia's employees are content. The organization is accountable to the Director for its programs and policies and upholds a high standard of discipline and performance.

3.3 Research Population and Sample

The population under consideration in this study consists of all sixty personnel employed by PT Kerry Express Indonesia. A census research was undertaken due to the limited population size. Specifically, the survey included a total of sixty employees from PT Kerry Express Indonesia. This

investigation is thus a study conducted by a census methodology.

3.3 Data Analysis Techniques

The data were analyzed using methods associated with descriptive analysis. The data can be statistically assessed using statistical models in the SPSS version 25 software application. This study used multiple regression analysis and hypothesis testing to determine the influence of motivation, work discipline, and job characteristics on employee performance at PT. Kerry Express Indonesia.

4. RESULTS AND DISCUSSION
4.1 Research Results
4.1.1 Characteristics of Research Respondents
Gender

The results of the classification tabulation according to the gender of PT Kerry Express Indonesia employees are presented in the table below.

Table 1: Respondent Gender

No	Gender	Number of Respondents	Percentage %
1	Man	50	83.3
2	Woman	10	16.7
		60	100%

Source: data processed 2023

The data that is shown in Table 1 reveals that the number of male respondents was fifty people, which accounts for 83.3% of the total, while the number of female respondents was ten people, which accounts for

16.7% of the total. On account of this, the proportion of male respondents was significantly higher.

Age: Tabulation results according to age for PT Kerry Express Indonesia employees are presented in the table below.

Table 2: Respondents by Age

No	Age (Years)	Number of Respondents	Presentations%
1	< 30 Years	7	11.7
2	31-40 Years	10	16.7
3	41-50 Years	20	33.3
4	>50 Years	23	38.3
		60	100%

Source: data processed 2023

Table 2 shows that the number of respondents aged > 50 dominates with 23 people (38.3%). In general, this shows that employees of PT Kerry Express Indonesia. Most are of an age with a high level of experience and knowledge.

Education: The tabulated results of PT Kerry Express Indonesia employee education are presented in the table below.

Table 3: Respondents Based on Education

No	Education	Number of Respondents	Presentation %
1	Senior High School	19	31.7%
2	Diploma	15	25%
3	Bachelor	21	35%
4	Post Graduate	5	8.3%
		60	100%

It is clear from the data shown in Table 3 that the majority of respondents have a bachelor's degree, which accounts for 21 individuals, which is equivalent to 35 percent of the total. In general, this demonstrates that employees of PT Kerry Express Indonesia who have completed their undergraduate degrees demonstrate a rather high level of comprehension when it comes to addressing issues that arise at work.

Years of Work

The findings of the tabulation are presented in the following table, which is organized according to the duration of service of personnel working for PT Kerry Express Indonesia.

Table 4: Respondents Based on Years of Work

No	Age (Years)	Number of Respondents	Presentations%
1	<5 years	15	25%
2	6 – 10 years	8	13.3%
3	11 – 20 years	27	45%
4	>20 years	10	16.7%
		60	100%

Source: data processed in 2023

Based on Table 4 above, it can be seen that the number of respondents with a working period of more than 20 years dominates at 27 people or (45%). In general, this shows that the work period of PT Kerry Express Indonesia employees shows a good understanding of problems.

4.1.2 Evaluation of Validity and Reliability of Research Instruments
Validity Test Results

The results of the validity test on 36 statement items measuring variables, motivation, work discipline, job characteristics, and employee performance are as follows.

Table 5: Validity Test Results

Variabel	Item	Koefisien Korelasi	r.Tabel	Sig.	Keterangan
Motivasi (X1)	X1.1	570**	0.250	.000	Valid
	X1.2	.808**	0.250	.000	Valid
	X1.3	.738**	0.250	.000	Valid
	X1.4	.845**	0.250	.000	Valid
	X1.5	.614**	0.250	.000	Valid
	X1.6	.728**	0.250	.000	Valid
	X1.7	.769**	0.250	.000	Valid
	X1.8	.589**	0.250	.000	Valid
	X1.9	.635**	0.250	.000	Valid
Disiplin Kerja (X2)	X2.1	.732**	0.250	.000	Valid
	X2.2	.692**	0.250	.000	Valid
	X2.3	.720**	0.250	.000	Valid
	X2.4	.629**	0.250	.000	Valid
	X2.5	.745**	0.250	.000	Valid
	X2.6	.583**	0.250	.000	Valid
	X2.7	.750**	0.250	.000	Valid
	X2.8	.691**	0.250	.000	Valid
Karakteristik Pekerjaan (X3)	X3.1	.632**	0.250	.000	Valid
	X3.2	.660**	0.250	.000	Valid
	X3.3	.835**	0.250	.000	Valid
	X3.4	.809**	0.250	.000	Valid
	X3.5	.706**	0.250	.000	Valid
	X3.6	.749**	0.250	.000	Valid
	X3.7	.510**	0.250	.000	Valid
	X3.8	.851**	0.250	.000	Valid
	X3.9	.818**	0.250	.000	Valid
	X3.10	.695**	0.250	.000	Valid
Kinerja (Y)	Y1.1	.622**	0.250	.000	Valid
	Y1.2	.741**	0.250	.000	Valid
	Y1.3	.865**	0.250	.000	Valid

Variabel	Item	Koefisien Korelasi	r.Tabel	Sig.	Keterangan
	Y1.4	.794**	0.250	.000	Valid
	Y1.5	.719**	0.250	.000	Valid
	Y1.6	.753**	0.250	.000	Valid
	Y1.7	.487**	0.250	.000	Valid
	Y1.8	.741**	0.250	.000	Valid
	Y1.9	.865**	0.250	.000	Valid

Source: data processed 2023

Table 5 indicates that the calculated r value for the 36 statement items obtained a value below the specified r table figure (0.250) or the probability value (Sig. 2-tailed) for the 36 questionnaire items produced a probability value below 0.05. The comparison shows that the respondents understood the 36 questionnaire items proposed by the researcher. Thus, all questionnaire items in this study were declared valid.

RELIABILITY TEST RESULTS

Table 6: Reliability Test Results

Variables	*Cronbach's Alpha*	r. Table	Information
Motivation (X1)	0.769	0.6	Reliable
Work Discipline (X2)	0.769	0.6	Reliable
Characteristics Job (X3)	0.773	0.6	Reliable
Performance (Y)	0.775	0.6	Reliable

Source: data processed 2023

According to the Cronbach's Alpha value findings for the four variables studied representing the 36 research questionnaire items, the value was still above the cut-off requirement (0.6). This comparison shows that respondents were consistent in answering the 36 questionnaire items proposed by the researcher. Thus, all questionnaire items in this study were declared reliable.

Multicollinearity Test Results

Table 7: Inflation Factor Variant Values

	Independent Variable	*Collinearity Statistics*	
		Tolerance	**VIF**
1	Motivation (X1)	0.324	3,089
2	Work Discipline (X2)	0.146	6,849
3	Job Characteristics (X3)	0.202	4,954

Source: data processed in 2023

Using the VIF calculation that was presented earlier, it is possible to observe that all of the independent variables, specifically motivation, work discipline, and job qualities, have VIF values that are lower than ten, which means that multicollinearity does not apply.

Autocorrelation Test Results

Table 8: Autocorrelation Test Results Model Summary

| Model	R	R. Square	Adjusted R. Square	Std Error of the Estimate	Durbin Watson
1	0.975a	0.951	0.949	0.81210	1,746

a. Dependent Variable: ry
b. Predictors: (Constant), rx3, rx1, rx2
Source: data processed 2023

Heteroscedasticity Test Results

The scatterplot results provide evidence of the heteroscedasticity test. The regression equation does not contain heteroscedasticity if the scatter plot distribution is spread out.
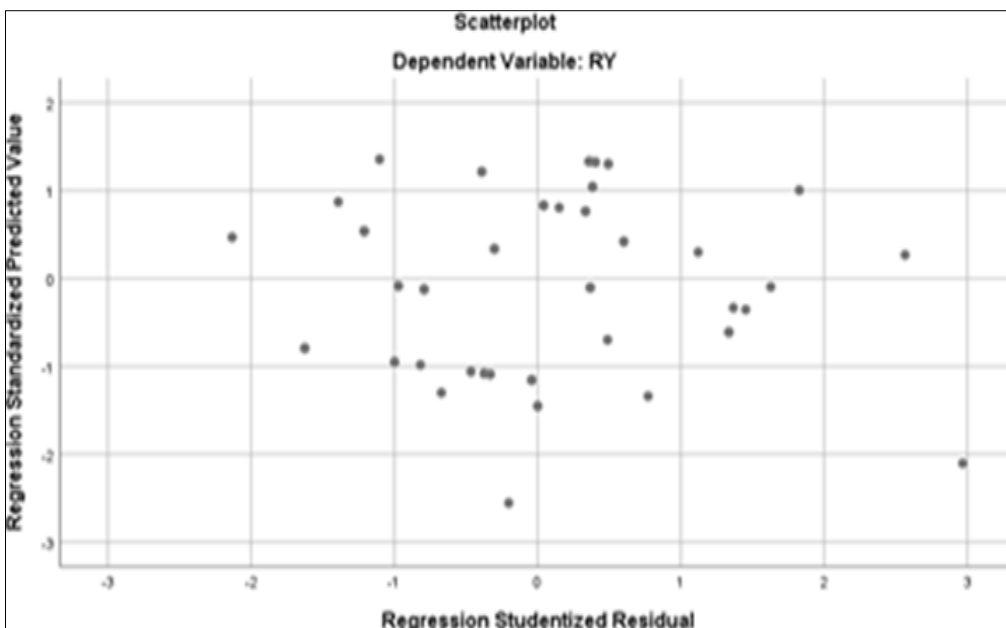
Figure 1: Heteroscedasticity Test Results

The scatterplot that was just presented demonstrates why damaged dots do not form a pattern. According to the statistical study, the irregularity of the pattern that was presented earlier does not exhibit heteroscedasticity. This indicates that the viewpoint of the respondent may be objectively evaluated.

Normality Test Results
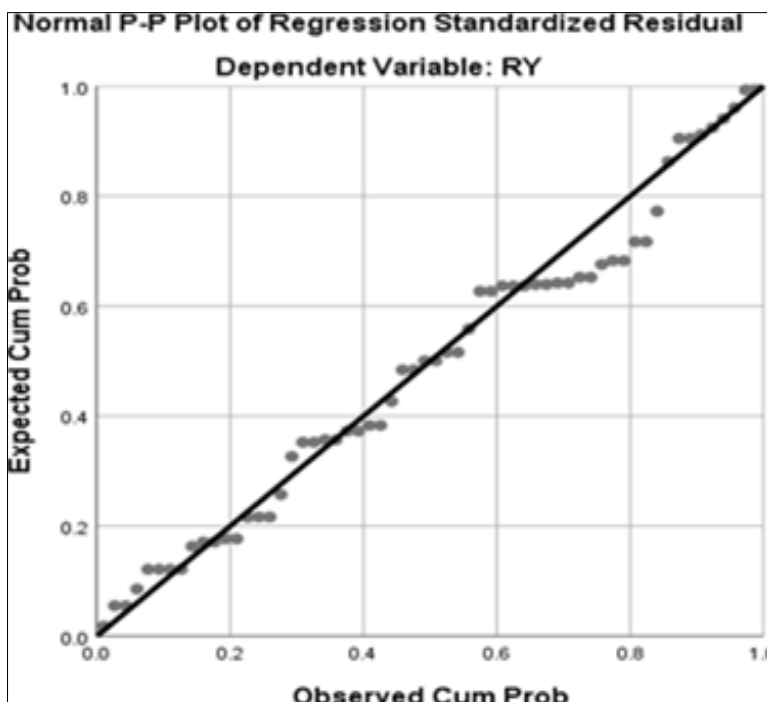
Figure 2: Normality Test

Figure 2 demonstrates that the data points are dispersed and converging towards the diagonal line, indicating a normal distribution of the research data.

Multiple Linear Regression Results

The following table provides an explanation of the findings of a multiple linear regression analysis that was conducted on the performance of employees working for PT Kerry Express Indonesia. The variables that were chosen for this study were motivation, work discipline, and work environment.

Table 9: Recapitulation of Multiple Linear Regression Analysis Results

Variables	Information	Regression Coefficient (®)	count	Sig.
X1	Motivation	0.234	3,729	,000
X2	Work discipline	0.331	4,704	,000
X3	Job Characteristics	0.453	17,190	,000
Constant	2,453			
R2	0.951			
Adjusted R Square	0.949			
F Count	363,306			
Sig. F	0.000b			
N	60			
Dependent variable = Employee Performance (Y)				

Based on Table 9 above, a multiple linear regression equation can be prepared as follows:

Y = 2.453 + 0.234X1 + 0.331 X2 + 0.453 X3 + e

The independent factors (Work Motivation, Work Discipline, and Job characteristics) may still influence the performance of PT Kerry Expres Indonesia personnel, even if their values are set to zero. The reason for this is that the regression constant value is 5. The regression coefficients (²1) for motivation, work discipline, and job attributes are 0.234, 0.331, and 0.453, respectively. PT Kerry Expres Indonesia personnel' success is enhanced by their motivation, work discipline, and job design.

The analysis reveals a strong correlation of 97.5% between the independent factors, namely motivation, work discipline, and job features, and the dependent variable, which is employee performance. This is demonstrated by the R-value, which is a correlation coefficient of 0.975. The selected independent factors and the dependent variable exhibit a robust correlation, as evidenced by the graph. The modified R2 value, which is sometimes referred to as the coefficient of determination, is 0.949. Consequently, motivation, work discipline, and job features account for 94.9% of member performance. The remaining 5.1% is an additional variable that may have been independently examined.

4.1.3 Hypothesis Test Results I

The objective of the research is to assess hypothesis 1 by employing the F test. This study specifically investigates the influence of motivating factors, work ethic, and job characteristics on the performance of PT Kerry Expres Indonesia employees. The F test results reveal that the computed F value is 363,306, with a significance level (Sig. F) of 0.000. The critical F-value for a significance level (α) of 0.05 and degrees of freedom (DF) of 60 is 0.250. The comparison between Fcount and Ftable shows that Fcount is greater (Fcount (363,306) > Ftable (0.350)—the Sig. F value (0.000) is lower than the researcher's error rate of 0.05 or 5%. Thus, it can be deduced that the variables of motivation, work discipline, and job features significantly influence the employees' performance at PT

Kerry Expres Indonesia. Thus, hypothesis 1 can be confirmed.

4.1.4 Hypothesis Test Results II

The t-test is employed in this study to assess hypothesis II. The objective is to ascertain the importance of the impact of each individual independent variable on the dependent variable. The variable X1 has a t-value of 3,729 and a significance level (Sig.) of 0.000. The variable X2 has a t-value of 4,704 and a significance level (Sig.) of 0.000. The variable X3 has a t-value of 17,190 and a significance level (Sig.) of 0.000. The results of this study suggest that motivation, work discipline, and job features have a statistically significant impact on the performance of employees at PT Kerry Expres Indonesia. Thus, hypothesis II can be proven.

4.1.5 Hypothesis Test Results III

The Unstandardized Coefficients value of the job characteristics variable (X3) is 0.453, which is the highest among the motivation and work discipline variables. Therefore, hypothesis III can be verified.

4.2 DISCUSSION OF RESEARCH RESULTS
4.2.1 Work Motivation

Existence Needs motivation is measured by three questionnaire items: meeting the employee's physical needs, the need for salary, and the need for security. The means analysis results show the highest value by measuring the existing needs and motivation of PT Kerry Express Indonesia employees as indicated by the fulfillment of salary needs. The strongly agreed choice indicates this.

Motivational Relatedness Needs are measured by three questionnaire items: Fulfillment of interpersonal interaction needs, Harmonious relationships with colleagues and H, and harmonious relationships between superiors and subordinates. The result means the analysis results have the highest value by measuring the Relatedness Needs and motivation of PT Kerry Express Indonesia employees, which is indicated by the fulfillment of interpersonal interaction needs. The strongly agreed choice indicates this.

Growth Needs motivation is measured by three questionnaire items: fulfilling the need for interpersonal interaction, harmonious relationships with colleagues, and harmonious relationships between superiors and subordinates. The means analysis results show the highest value by measuring the Growth Needs motivation of PT Kerry Express Indonesia employees, which is shown by developing their abilities to the maximum. The agree option indicates this.

4.2.2 Work Discipline

The assessment of employee work discipline is based on four key indicators: punctuality in coming at work, adherence to designated work hours, compliance with relevant legislation, and responsibility in task execution. There are a total of eight statements in the questionnaire.

Two questionnaire items assess work dicipline: I consistently adhere to the designated schedule and am consistently present at work, with no unexplained absences. The findings of the means analysis indicate that the employees of PT Kerry Express Indonesia exhibit the best level of work discipline and timeliness when arriving at the office. I consistently arrive punctually during working hours and never miss work without a valid justification. The "agree" option signifies or denotes this.

Work dicipline: The measurement of punctuality while leaving work involves two questionnaire items: adherence to the company's designated departure time and the employee's timely return home from work. The findings of the means analysis indicate that Work Discipline has the highest value when measured. The precise departure time for PT Kerry Express Indonesia employees is indicated by their exact return home from work. This choice is shown with a strong agreement.

Work Discipline Compliance with applicable requirements is judged by two questionnaire items: following office rules and wearing a uniform in accordance with corporate policies. The means analysis results show the greatest value when measuring PT Kerry Express Indonesia employees' work discipline, which is demonstrated by compliance with office rules and regulations. The quantity of agreed-upon choices demonstrates this.

Two questionnaire items assess Work Discipline Responsibility in executing out tasks: I always attempt to follow the rules and complete my work on time. The means analysis results demonstrate the greatest score for measuring the work discipline of PT Kerry Express Indonesia personnel, as evidenced by the fact that I always complete my tasks on time. The quantity of agreed-upon choices demonstrates this.

4.2.3 Job Characteristics

Job characteristics two questionnaire items are used to determine skill diversity. Employees must possess a variety of abilities in order to do their work, and PT. Kerry Express Indonesia offers a variety of activities to accomplish this. The means analysis findings show the highest value when evaluating Job Characteristics—the diversity of abilities demonstrated by PT Kerry Express Indonesia personnel. PT Kerry Express Indonesia performs a variety of various activities to complete work. The strongly agreed-upon option demonstrates this.

Job characteristics two questionnaire items are used to assess task identity: employees working on a job that requires thorough completion and employees who can complete the job from start to end successfully. The means analysis results indicate that measuring Job Characteristics yields the highest value. Employees at PT Kerry Express Indonesia demonstrate their job identity by being able to complete tasks from beginning to end with satisfactory results. The strongly agreed choice demonstrates this.

Job characteristics Task significance is determined by two questionnaire items: work accomplished that makes a substantial contribution to PT. Kerry Express Indonesia, and work that is vital and meaningful to society. The means analysis results indicate that measuring Job Characteristics yields the highest value. The importance of PT Kerry Express Indonesia employees' tasks, as seen by their critical job, is relevant to society as a whole. The quantity of agreed-upon choices demonstrates this.

Two questionnaire items are used to assess the characteristics of autonomous work: employees' freedom to manage their own work and employees' freedom to express their thoughts about their work. The means analysis results show the greatest value when measuring the Autonomous Job Characteristics of PT Kerry Express Indonesia employees, which is demonstrated by employees' flexibility to express ideas on their work. The "agree" option reflects this.

Job characteristics Feedback is measured using two questionnaire items made up of employees who have a wealth of information about the current working circumstances, particularly in terms of ensuring that work runs smoothly, and the Director is always aware of how successfully work is accomplished. The means analysis results show the highest value when measuring the Job Characteristics of PT Kerry Express Indonesia employee feedback, as demonstrated by the Director's constant knowledge of how well the work has been completed. The "agree" option reflects this.

4.2.4 Employee Performance

Employee performance is assessed based on their productivity, the level of excellence in their work,

and their ability to meet deadlines. There are a total of nine questionnaire items. Quantity performance is assessed using three questionnaire items: the quantity of work completed according to corporate standards, the quantity of work completed that surpasses company requirements, and the ability to complete work more quickly than others. The results of the means analysis indicate that PT Kerry Express Indonesia employees demonstrate exceptional quantity performance, as seen by their ability to consistently exceed business norms in terms of job completions. This choice is shown with a strong agreement.

Quality performance is assessed using three questionnaire items: adherence to company quality standards, accuracy of completion, and timeliness of completion. The findings of the means analysis reveal that PT Kerry Express Indonesia personnel have achieved the highest level of performance, as evidenced by their successful completion of the company's quality criteria. This choice is shown with a high level of agreement.

Timeliness performance is measured by three questionnaire items: complete work, complete work according to the time target, and complete work exceeding the amount produced by fellow workers in one section. The means analysis results show the highest value by measuring the punctuality performance of PT Kerry Express Indonesia employees as indicated by the completion of completion according to the target time. The strongly agreed choice indicates this.

5. CONCLUSIONS AND RECOMMENDATIONS

Based on the problem's objectives, this research concludes that high work motivation gets a reasonable perception by PT employees. Respondents responded positively to Kerry Express Indonesia. The work discipline of employees adheres to time regulations, and it has been found that accurate working hours can result in working hours. The job characteristics of employees who have various activities in completing work were responded positively by respondents. The performance of PT Kerry Expres Indonesia employees was found to be of work quality and quantity, and they could complete work on time according to applicable rules and regulations. The research results show that motivation, work discipline, and job characteristics significantly affect the performance of PT Kerry Express Indonesia employees. Work motivation, work discipline, and job characteristics, such as responding quickly to instructions, positively impact employee performance by completing work on time. Employee job characteristics are the most dominant measured symptoms that influence employee performance. Thus, increasing the performance of PT Kerry Express Indonesia employees is greatly influenced by quality, quantity, work motivation, work discipline, and job characteristics.

Several suggestions can be given based on the research results, including the fact that work motivation is very much needed when working at PT. Kerry Express Indonesia, For this reason, every employee must have high work motivation at work, and employee responsiveness to superiors' instructions gets the highest response, meaning that PT employees. Kerry Express Indonesia has high work discipline in carrying out superiors' orders, and the author believes that many other variables can influence performance before being examined in this research. One of them is that work culture and employee satisfaction are fascinating to research at PT. Kerry Express Indonesia.

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