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## THE MEDIATING ROLE OF MOTIVATION ON THE RELATIONSHIP OF JOB CHARACTERISTICS AND JOB TRAINING ON EMPLOYEE PERFORMANCE



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### Abstract

This study aimed to investigate the contribution of job characteristics and job training to employee performance through the mediating role of work motivation. Data were collected through questionnaires with saturated sampling techniques. Data were analyzed using multiple regression analysis and the Sobel test, through the IBM SPSS software version 23. The results showed that job characteristics and job training partially had a positive and significant effect on motivation. Furthermore, job characteristics, job training, and motivation partially had a positive and significant impact on employee performance. This study concludes that motivation has been proven to play a role as a mediating in the influence of both job characteristics and job training on employee performance.

**Keywords:** Job Characteristics, Job Training, Work Motivation, Employee Performance

## INTRODUCTION

Human resources (HR) is a crucial factor in determining organizational development, serving as the driving force, thinker, and planner for achieving organizational goals (Salindeho et al., 2021). This is because HR is the driving force behind other resources and holds a strategic position that contributes to achieving organizational performance with competitive advantage (Wright, 2015). Furthermore, HR plays a crucial role in developing employees, thereby producing quality and quantity of work (Sumarsono, 2018). Therefore, HR management is an art that can organize and motivate people to achieve organizational goals (Mangkunegara, 2018).

Hence, optimal performance is a management priority; not all organizations can achieve it. One example is the Demak Regency Health Office. Data on the realization of the Government Agency Performance Accountability System for regional government agencies in 2023 showed a score of 83.86, falling short of the performance target of 84.33. The 2023 performance achievement percentage of 99.44% still fell short of the final target of 98.05% set in the 2026 Strategic Plan.

Regarding employee performance, Hariandja (2015) stated that performance is determined by many factors, namely individual competence, job training, work ability, organizational support, motivation, and management support. Motivation is a driving force that arises from within a person to carry out certain actions, creating work enthusiasm, willingness to cooperate, work effectively, and integrate with all power and effort (Mathis and Jackson, 2016; Gitosudarmo, 2015; Hasibuan, 2017). The results of research conducted by Hidayat (2021), Nasrul et al. (2021), and Rahmawati and Sultoni (2024) show that motivation has a positive and significant effect on employee performance. Different results were shown by research conducted by Fibrianti et al. (2021), which stated that motivation does not have a significant effect on employee performance.

In addition to motivation, increasingly competitive conditions require well-designed job characteristics. Job characteristics are a group of positions that have similar tasks, job elements, and responsibilities covered by the job description. (Simamora, 2015; Porter, 2015; Stoner and Freeman, 2015). Job characteristics are a factor in attracting and retaining employees and increasing motivation to produce quality services or products (Simamora, 2015). Research conducted by Siregar and Akbar (2023), Ahmadi et al. (2023), and Triananda et al. (2021) shows that job characteristics have a positive influence on work motivation. Conversely, a study by Mufarrohah et al. (2024) stated that job characteristics haven't significant influence toward work motivation. Studies by Aminin and Rijanti (2022), Dewi (2022), and Fibrianti et al. (2021) show that job characteristics have significant influence toward performance. Different finding were found in by Andrian et al. (2022), which stated that job characteristics does not influence on performance.

The third variable that contributes positively to employee performance is training, because it can increase individual self-awareness, individual skills in a field of expertise, and individual motivation to carry out their tasks or work satisfactorily (Marwansyah, 2016; Mangkunegara, 2018; Sutrisno, 2016; Dessler, 2015). The results of studies by Khoirurrahman et al. (2022), Mutiya (2022), and Herlina (2022) stated that job training has a significant influence on motivation. In contrast to the research of Nurhayat and Wahyuni (2021), training does not affect motivation. Salju (2023), Atawirudi et al. (2020), and Putri

(2022) stated that work training has a positive influence on performance. In contrast, a study by Masnun et al. (2022) stated job training does not impact on performance.

Based on the gap that description, this study aims to examine the effect of job characteristics and training on motivation. Furthermore, this study aims to describe the job characteristics, job training, and work motivation on human resource performance. The study results contribute theoretically to the understanding of the role of job characteristics, job training, and motivation in explaining employee performance. The study findings provide managerial contributions to human resource management in government organizations.

## **REVIEW OF LITERATURE**

### **Employee Performance**

Employee performance is defined as the quality and quantity of work results achieved by a person in carrying out the tasks assigned to him based on his skills, experience, sincerity, and the time specified (Gibson, 2017; Mathis and Jackson, 2016; Mangkunegara, 2017; Hasibuan, 2017). Performance is a combination of work achievements and competencies he possesses (Dessler, 2018). Employee performance is influenced by several main factors, namely ability, motivation, work environment, leadership, compensation, rewards, work discipline, relationships with colleagues, organizational structure, organizational culture, and organizational support (Mangkunegara, 2017; Hariandja, 2015). Organizational support factors include training, work standards, equipment, and technology (Robbins, 2016).

### **Work Motivation**

Work motivation is a condition that drives the desire of individuals to undertake specific activities to achieve their goals (Sunnyoto, 2015; Uno, 2016; Wibowo, 2017). Motivation is the result of a person's interaction with certain situations they face, so it can differ at different times (Sutrisno, 2016). Some theories that explain work motivation include Maslow's theory (Robbins and Judge, 2016), the two-factor motivation theory (Herzberg, 2013), and the needs theory (McClelland, 2017). According to Herzberg (2013), work motivation is influenced by extrinsic factors consisting of salary, status, job security, supervision, administration, and policies; and intrinsic factors, consisting of achievement, recognition, responsibility, form of work, and growth.

### **Job Characteristics**

Job characteristics are defined as a job model or design that shows the elements of the job, tasks, and responsibilities, and job descriptions to an employee (Simamora, 2015; Spencer, 2017; Robbins, 2016; Porter, 2015; Elbadiansyah, 2019). Job characteristics are determined by an employee's abilities and essentially consist of two important components, i.e., intellectual and physical or personal abilities (Rivai, 2018).

### **Job Training**

Job training is a several process of enhance the employee behavior in achieving the effectiveness in work, achieve organizational goals through developing habits, including knowledge, skills, action, and attitudes (Rivai, 2018; Sastrohadiwirio, 2015; Mangkunegara, 2015). Training is demonstrated by the employee's knowledge and skills to carry out work so that they have relevant current skills to enhance employees achievement of certain abilities (James, 2015). Training is a process of basic skills that employees need

to carry out work in order to contribute to the effectiveness and efficiency of the organization (Dessler, 2015).

#### **The Effect of Job Characteristics on Motivation**

Job characteristics encompass the elements of the job, tasks, and responsibilities covered by the job description (Simamora, 2015). Job characteristics positively contribute to work motivation, resulting in an employee's desire to perform an action (Mathis and Jackson, 2016). Good job characteristics will increase employee motivation to contribute their best to the agency or company. Research conducted by Siregar and Akbar (2023), Ahmadi et al. (2023), and Triananda et al. (2021) indicates that job characteristics have a positive and significant effect on motivation.

H1: Job characteristics have a positive effect on employee work motivation.

#### **The Effect of Job Training on Motivation**

Training is a crucial factor in the systematic process of changing employee behavior to achieve organizational goals (Rivai, 2018). Training relates to employee' skills and abilities in carrying out their current jobs. Training is current-oriented and helps employees achieve specific skills and abilities to successfully perform their jobs. Training fosters employee motivation as a driving factor for behavior. Employees feel satisfied and confident after seeing improved skills, which boosts their self-confidence (Gitosudarmo, 2015). Research by Khoirurrahman et al. (2022), Mutiya (2022), and Herlina (2022) indicates that training has a positive and significant effect on motivation.

H2: Job training has a positive effect on employee work motivation.

#### **The Effect of Job Characteristics on Employee Performance**

Good job characteristics contribute to employee performance, namely work outcomes related to organizational goals, such as quality, efficiency, and other work effectiveness criteria (Robbins, 2016; Gibson, 2017). Research by Aminin and Rijanti (2022), Dewi (2022), and Fibrianti et al. (2021) indicates that job characteristics have a positive and significant effect on performance.

H3: Job characteristics have a positive effect on employee performance.

#### **The Effect of Training on Employee Performance**

Mangkunegara (2018) states that training is a educational or training process by organized procedures in employees learn knowledge and technical skills for a special purpose. Mathis & Jackson (2016) stated the performance is essentially what an employee does, and training can help employees master specific skills or correct deficiencies in their work performance. Thus it is helping them perform and complete existing tasks. Salju (2023), Atawirudi et al. (2020), and Putri (2022) state that training has a positive and significant effect on employee performance. The hypothesis is proposed:

H4: Job training has a positive effect on employee performance.

#### **The Effect of Motivation on Employee Performance**

High work motivation is believed to encourage employees to perform their duties well, thereby helping to achieve maximum results for the company (Hasibuan, 2017; Mathis and Jackson, 2016). Research conducted by Hidayat (2021), Nasrul et al. (2021), and Rahmawati and Sultoni (2024) indicates that motivation has a positive and significant effect on employee performance.

H5: Motivation has a positive effect on employee performance.

### The Effect of Job Characteristics on Employee Performance through Motivation

Employee performance, in terms of the quality and quantity of work, is achieved as a result of work motivation, namely the employee's drive to achieve organizational goals (Simamora, 2015; Hasibuan, 2017; Sunyoto, 2015). Research conducted by Triananda et al. (2021) and Nelson et al. (2020) found that job characteristics have a positive and significant effect on performance through motivation. Similarly, a study by Ahmadi et al. (2023) found that job characteristics have a positive and significant effect on performance through motivation.

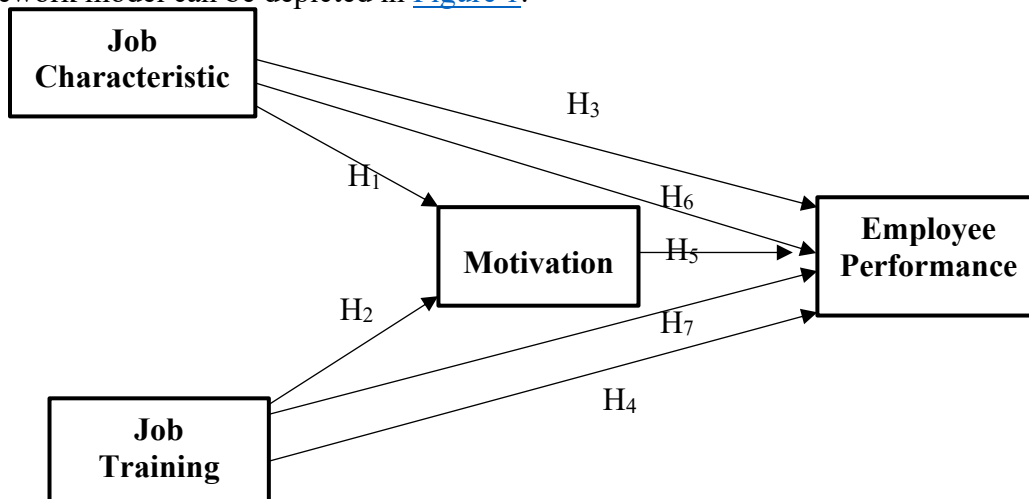
H6: Job characteristics have a positive and significant effect on employee performance through motivation.

### The Effect of Training on Employee Performance through Motivation

Employees' ability to carry out and complete each task is determined, in part, by training. This is because training is an effort to improve individual and group capabilities to contribute to organizational effectiveness and efficiency (Dessler, 2018). On the other hand, motivation is a psychological condition that provides energy both internally and externally to a job, influencing considerations of direction, intensity, and persistence (Wibowo, 2017). A studies by Gunawan et al. (2022) and Mutiya et al. (2022) indicates the training has a significant contribution toward performance through motivation. Furthermore, Novizar and Saryadi (2020) in their research found that training has a positive and significant effect on performance through motivation.

H7: Training has a positive and significant effect on employee performance through motivation.

Based on the literature review and the relationship between variables, the research framework model can be depicted in [Figure 1](#).



**Figure 1.**  
**Research Framework**

## RESEARCH METOD

### Research Design and Sample

This research was explanatory research, explaining the relationships between variables and testing the research hypotheses formulated (Effendi & Tukiran, 2018). Furthermore, the research sample consisted of employees of the Health Office in Demak Regency, Central Java, Indonesia, selected using a saturated sampling method, resulting in a sample size of 51 employees.

### Measurement Scale and Data Collection Method

The indicators of job characteristics in this study were adopted from Robbins (2016), measured using the following indicators: requiring a variety of different activities to perform the job, involving the use of several skills, requiring completion of all tasks, identifiable, the job impacts other work units, the job impacts the lives of others, providing independence, individual discretion in scheduling work, determining procedures to be used in carrying it out, direct information on work activities performed, and performance effectiveness. Training indicators in this study included: organization, tasks, individuals, objectives, materials, methods, media, instructor quality, interaction, supervisor support, and a supportive work environment (Noe et al., 2016). Furthermore, work motivation is measured using indicators from Robbins and Judge (2016), consisting of: developing creativity, enthusiasm for high achievement, the need to feel accepted by others, the need to feel included, having the best position, and using abilities to achieve power. Finally, employee performance variables are measured using indicators: neatness, accuracy, performance targets, the amount of output produced, work results, decision making, cooperation, cohesiveness, ideas, and the ability to solve problems without waiting for orders from superiors (Mangkunegara, 2017). Assessment of all items using a five-point Likert scale, from strongly disagree (1) to strongly agree (5).

### Data Analysis Techniques

The collected data were analyzed using descriptive analysis to describe the respondent profiles and the research variables. Furthermore, the instrument's validity was confirmed through a validity test, and data consistency through a reliability testing. A multiple linear regression was used to analysis the data. These include the R-square, the F-model testing, and the partial effect with t-test. The calculation were conducted to measure the extent to which the employee performance is influenced by the factors, including job characteristic and job training. The mediation hypothesis was tested using the Sobel test procedure (Ghozali, 2018). The regression formula used is:

$$\text{Motivation} = \alpha_1 + \beta_1 \text{ job characteristics} + \beta_2 \text{ job training} + e_1 \dots (1)$$

$$\text{Employee performance} = \alpha_2 + \beta_3 \text{ job characteristics} + \beta_4 \text{ job training} + \beta_5 \text{ motivation} + e_2 \dots (2)$$

The description of the regression equation is  $\alpha$  is a constant value,  $\beta$  is the regression coefficient, and  $e$  is the error term. Data analysis were calculated with the SPSS software version 23.

**RESULTS AND DISCUSSION**

**Descriptive Result**

**Table 1.**  
**Respondent Characteristic**

<b>Demographic</b>	<b>Amount Responden</b>	<b>Persentase (%)</b>
<b>Gender</b>		
Male	15	29.4
Female	36	70.6
<b>Age</b>		
20-30 Year	2	3.9
31-40 Year	27	52.9
41-50 Year	16	31.4
51-60 Year	6	11.8
<b>Position Rank Employee</b>		
II	7	13.7
III	41	80.4
IV	3	5.9
<b>Education</b>		
D3	11	21.6
S1/D4	35	68.6
S2	5	9.8
<b>Experience</b>		
1-5 Year	2	3.9
6-10 Year	14	27.5
11-15 Year	18	35.3
> 15 Year	17	33.3

Based on [Table 1](#), it is known that 129.4% of respondents were male, and 70.7% were female. Respondents based on age between 20-30 years were 2 respondents or 3.9%, employees with ages between 31-40 years were 27 respondents or 52.9%, employees with ages between 41-50 years were 16 respondents or 31.4%, and the remaining employees with ages between 50-60 years were 6 respondents or 11.8%. Respondents based on rank were known to be group II, as many as 7 respondents or 13.7%, group III, as many as 41 respondents or 80.4%, and the remaining group IV, as many as 3 respondents or 5.9%. Furthermore, based on education, it is known that employees with D3 education were 11 respondents or 21.6%, employees with S1/D4 education were 35 respondents or 68.6% and the remaining employees with S2 education were 5 respondents or 9.8%. Finally, based on length of service, it is known that there are 2 respondents or 3.9% of employees with a length of service of 1-5 years, 14 respondents or 27.5% of employees with a length of service of 6-10 years, 18 respondents or 35.3% of employees with a length of service of 11-15 years and the remaining 17 respondents or 33.3% of employees with a length of service of 15 years or more.

**Table 2.**  
**Variables Description**

Variables	Σ Indicator	Total Score	Mean
Job Characteristic	11	45.01	4.09
Job Training	15	60.55	4.04
Motivation	6	24.92	4.15
Employee Performance	10	41.10	4.11

The results show in [Table 2](#), the average scores for the job characteristic was 4.09, job training was 4.04, motivation was 4.15, and employee performance was 4.11. This finding indicates that most respondents respond to neutral and agree answers to the research variables, falling into the moderate category.

**Research Instrument Testing**

**Table 3.**  
**Validity dan Reliability Result**

Variabel	KMO	Loading Factor	Decision	Cronbach's Alpha	Description
Job Characteristic	0.748	0.423 – 0.717	Valid	0.738	Reliable
Job Training	0.677	0.409 – 0.789	Valid	0.816	Reliable
Motivation	0.725	0.488 – 0.790	Valid	0.702	Reliable
Employee Performance	0.614	0.420 – 0.697	Valid	0.713	Reliable

Based on [Table 3](#), the Uji Kaiser-Meyer-Olkin (KMO) value for the job characteristics is 0.748, the job training is 0.677, the motivation is 0.725, and the employee performance is 0.614. All KMO values are greater than 0.5, indicating that the sample size meets the minimum requirements. The validity test results show that no factor loading values are smaller than 0.4, so all indicators are declared valid. Furthermore, the results of the reliability test for each variable in this study obtained a Cronbach's Alpha value above 0.7, so it can be concluded that all variables used can produce reliable data (Ghozali, 2014).

**Hypothesis Testing**

**Table 4.**  
**Multiple Regression Analysis Results**

Equation and Relationship	Adjusted R <sup>2</sup>	F-test		t-test		Decision
		F-value	p-value	Beta	p-value	
Equation 1						
Job characteristics on motivation	0.403	17.874	0.000	0.511	0.006	H1 Accepted
Job training on motivation				0.393	0.042	H2 Accepted
Equation 2						
Job characteristics on employee performance	0.656	32.819	0.000	0.273	0.025	H3 Accepted
Job training on employee				0.456	0.000	H4 Accepted

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performance			
Motivation on employee	0.197	0.031	H5 Accepted
performance			

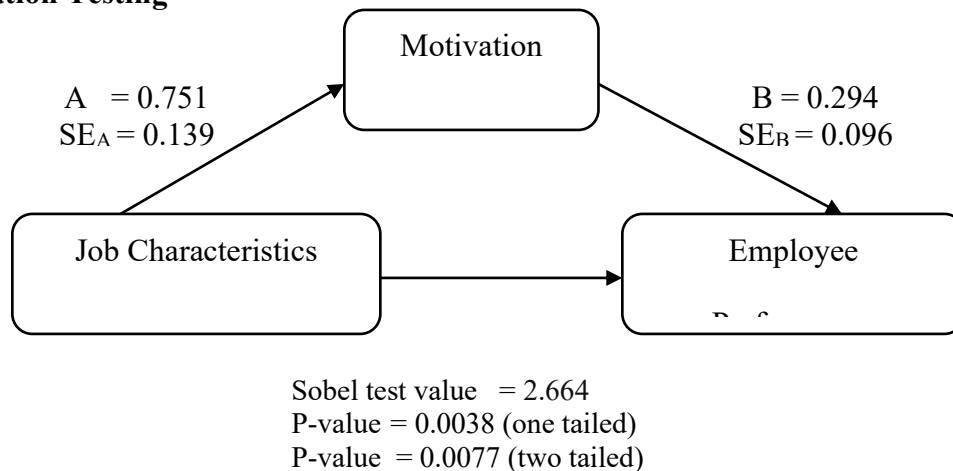
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Based on [Table 4](#), the coefficient of determination using the Adjusted R Square test is used to see how much influence the independent variables in this study and variables outside the regression model that influence motivation. Based on the calculation in equation 1, the adjusted R-squared value of 0.403 means that the independent variables consisting of job characteristics and training contribute 40.3% to the motivation of Demak Regency Health Office employees, so there are independent variables outside this regression model that influence motivation in Demak Regency Health Office employees by 59.7%. Based on the calculation in equation 2, the adjusted R-square value is 0.656, meaning that the independent variables, consisting of job characteristics, training, and motivation, contribute 65.6% to employee performance at the Demak Regency Health Office. Therefore, there are independent variables outside this regression model that influence employee performance at the Demak Regency Health Office by 34.4%.

The F-test essentially indicates whether all independent variables included in the model have a joint influence on the dependent variable (Ghozali, 2014). [Table 4](#) shows the F-value of 17.874 and a significance value of  $0.000 < 0.05$ . Therefore, this indicates that job characteristics and training have multiple influences on motivation at the Demak Regency Health Office, and the model is deemed fit. Furthermore, the F-value of 32.819 and a significance value of  $0.000 < 0.05$ . Therefore, this means that job characteristics, training, and motivation have multiple influences on the performance of Demak Regency Health Office employees, and the model is fit.

The t-test essentially shows the extent to which an independent variable individually explains the variation in the dependent variable (Ghozali, 2014). Based on [Table 4](#), job characteristics have a positive effect on motivation with a significance value of  $0.006 < 0.05$ , meaning that the higher the job characteristics, the higher the motivation, and H1 is accepted. The results of the hypothesis 2 test show that training has a positive effect on motivation with a significance value of  $0.042 < 0.05$ , meaning that the higher the training, the higher the motivation, therefore H2 is accepted. Hypothesis 3 testing shows that job characteristics have a positive effect on employee performance with a significance value of  $0.025 < 0.05$ , meaning that the higher the job characteristics, the higher the employee performance, so that H3 is accepted. Training has a positive effect on employee performance with a significance value of  $0.000 < 0.05$ , meaning that the higher the training, the higher the employee performance or vice versa, so that H4 is accepted. Finally, the results of hypothesis 5 testing show that motivation has a positive effect on employee performance with a significance value of  $0.031 < 0.05$ , meaning that the higher the motivation, the higher the employee performance, so that H5 is accepted.

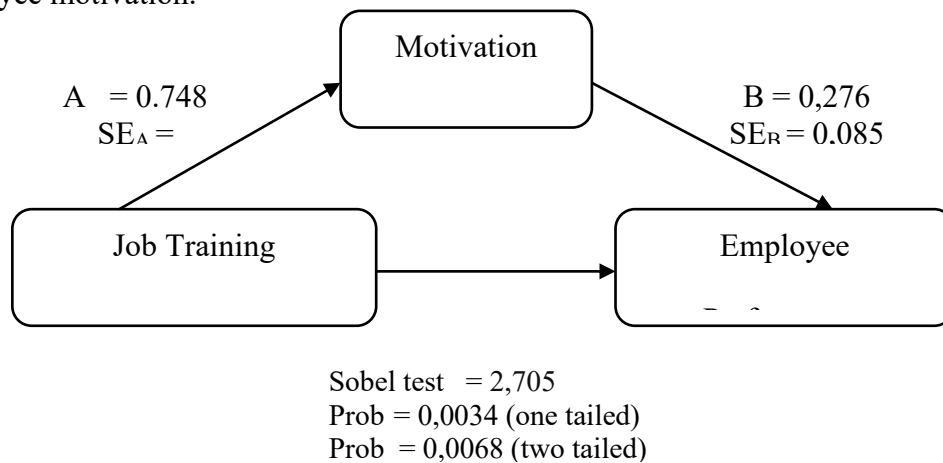
**Mediation Testing**



**Figure 2.**

**The Mediating Role of Motivation on Job Characteristics and Employee Performance**

Testing the mediating role of motivation to bridge the gap between job characteristics and employee performance can be done using the Sobel Test calculation (Ghozali, 2014). The results of the Sobel test in [Figure 2](#) can be explained that the motivation variable is significant as an intervening variable to bridge the gap between job characteristics and employee performance. This can be proven by a significance value of  $0.004 < 0.05$ , so the H6 is accepted. The results indicate the importance of the motivation variable in bridging the gap between job characteristics and employee performance. This also shows that the given job characteristics not only have a direct impact on improving employee performance, but also indirectly through increasing employee motivation. Efforts to manage job characteristics carried out by the organization not only have a direct impact on improving employee performance but also have an indirect impact on increasing employee motivation.



**Figure 3.**

**The Mediating Role of Motivation in Training and Employee Performance**

The Sobel test to test the significance of the intervening variables, as shown in [Figure 3](#), shows that the motivation variable is significant as an intervening variable in bridging the gap between training and employee performance. This is evidenced by the significance value of  $0.003 < 0.05$ , so H7 is accepted. The results of this intervening test demonstrate the importance of the motivation variable in bridging the gap between training and employee performance. This also indicates that the training provided not only has a direct impact on improving employee performance but also indirectly increases employee motivation. The training efforts provided by the organization not only have a direct impact on improving employee performance but also have an indirect impact on increasing employee motivation.

### **The Influence of Job Characteristics on Organizational Commitment**

Based on the results of the first hypothesis test, it can be concluded that job characteristics have a positive and significant effect on motivation, meaning that the higher the job characteristics, the higher the motivation, and vice versa. These results support the research conducted by Siregar et al. (2023) that demonstrated that job characteristics have a positive and significant effect on motivation. Job characteristics are a group of positions that are somewhat similar in terms of their job elements, duties, and responsibilities covered by the same job description (Simamora, 2015). According to Mathis and Jackson (2001:89), motivation is the desire that arises from within an individual to act. Good job characteristics will increase employee motivation to provide the best for the agency or company. A well-organized job will provide employees with the energy to complete it. This aligns with Wibowo's (2017) statement, which states that work motivation is a set of forces that provide energy both internally and externally to a job. This can originate from work-related efforts, considering their direction, intensity, and persistence. The results of this study also align with the research of Ahmadi et al. (2023) that examined the influence of job characteristics and organizational commitment on motivation and their impact on employee performance at the Tanjung Jabung Timur Regency Secretariat.

### **The Influence of Job Training on Motivation**

The second result confirmed that training has a positive and significant effect on motivation, meaning that the higher the training, the higher the motivation, and vice versa. These results support the research conducted by Khoirurrahman et al. (2022) that training has a positive effect on the motivation, competence, and performance of training participants at PT Daya Artha Mulia. This research proves that training has a positive and significant effect on motivation. Rivai (2018) emphasized that training is a systematic process of changing employee behavior to achieve organizational goals. Training can improve employee skills and knowledge. Employees feel satisfied and confident after seeing their skills improve. This increased confidence motivates employees to apply new skills in their roles. This aligns with Terry & Smith (2016) that state the motivation is the basis for achieving success in various aspects of life through increased ability and willingness. The results of this study also align with Herlina et al. (2022), who found that training, competence, and employee placement influence employee work motivation.

### **The Influence of Job Characteristics on Employee Performance**

The third results revealed that job characteristics have a positive and significant effect on employee performance. This means that the higher the job characteristics, the higher the employee performance, and vice versa. These results support the prior study by Aminin and

Rijanti (2022), which demonstrated that job characteristics have a positive effect on employee performance. Job characteristics refer an employee's capacity to perform several tasks within a working, including intellectual capabilities and physical competence (Robbins, 2016). Good job characteristics will support employee performance. This aligns with Gibson (2017), the definition of performance is as the outcome of work related to organizational goals, such as quality, efficiency, and job criteria. These results also align with Fibrianti et al. (2021), who found that job characteristics and work motivation influence job satisfaction and civil servant performance.

#### **The Influence of Job Training on Employee Performance**

Further study finding indicated that training has a positive and significant effect on employee performance, meaning that the higher the training level, the higher the employee's performance, and vice versa. These results support the research conducted by Salju (2023) that found that training and development influence employee performance at PT. POS Indonesia, Palopo Branch. This research demonstrated that training has a positive and significant effect on employee performance. Training can help employees master specific skills or address deficiencies in their work performance, thus enabling them to perform and complete existing tasks. This aligns with Dessler (2018) tahta state the training is an employee's ability to carry out and complete each task that is part of their primary duties and functions. Therefore, employee performance assessment can be viewed as a combination of work achievements and competencies. These results also align with the research by Putri et al. (2022) that found that training and competency influence employee performance at the PT. Indonesia Steel Tube Works Semarang factory.

#### **The Influence of Motivation on Employee Performance**

The fitht results demonstrated that motivation has a positive and significant contribution on performance. These results support the research conducted by Nasrul et al. (2021) that found that individual characteristics, work environment, organizational climate, motivation, and compensation influence employee performance. This research demonstrated that motivation has a positive and significant effect on employee performance. High work motivation can encourage employees to carry out their duties well, thereby helping to achieve maximum results for the organization or company. This aligns with Hasibuan (2017) that state the performance is the result of work achieved by an individual in carrying out their assigned tasks, based on their skills, experience, dedication, and time commitment. These results also align with Hidayat (2021) that found that motivation, competence, and work discipline influence performance.

#### **The Influence of Job Characteristics on Employee Performance through Motivation**

The first Sobel test to test the significance of mediating variables, motivation was a significant intervening variable, bridging the gap between job characteristics and employee performance. These test results demonstrate the importance of motivation as an intervening variable between job characteristics and employee performance. Hasibuan (2017) stated that performance is the work results achieved by an individual in carrying out assigned tasks, which are based on skills, experience, dedication, and time. Carrying out work requires elements of work, duties, and responsibilities, which are outlined in a job description. A well-defined job will increase employee motivation to give their best to the agency or company. Employees will find it easier to complete their tasks without having to constantly ask questions, thereby effectively achieving organizational goals. Sunyoto

(2015) stated that work motivation is a state that can encourage individuals to undertake certain activities to achieve their goals. The findings of this study support research conducted by Triananda et al. (2021), who found that job characteristics and workload influence the motivation and performance of BPJS Kesehatan Pekanbaru Branch employees. This study shows that motivation can mediate the influence of job characteristics on employee performance. This research also aligns with the research of Ahmadi et al. (2023), who found that job characteristics and organizational commitment influence motivation and impact employee performance at the Regional Secretariat of East Tanjung Jabung Regency.

### **The Influence of Training on Employee Performance through Motivation**

Finally, the Sobel test in the role motivation in intervening variable, show the bridging the gap between training toward employee performance. These demonstrate the importance of motivation as a mediation factor that enhance training on employee performance. According to Dessler (2018), performance is an employee's ability to carry out and complete each task that is part of their primary duties and functions. Training is an effort to improve individual and group capabilities to contribute to organizational effectiveness and efficiency (Dessler, 2015). If employees possess strong skills acquired through training, this will also increase their work motivation, ultimately improving their performance. Wibowo (2017) stated that work motivation is a set of forces that provide energy both internally and externally to a job. This can originate from work-related efforts, considering their direction, intensity, and persistence. These results support the research conducted by Mutiya et al. (2022) that found that training and leadership influence employee performance, with motivation as an intervening variable at PT Telkom. This research demonstrates that motivation can mediate training on employee performance. These findings also align with research by Apricilia (2025) that found that training and discipline influence employee performance, and it was mediated by motivation.

### **CONCLUSIONS**

The current study concludes that job characteristics and training partially have a positive influence on motivation. Furthermore, this study concludes that job characteristics, job training, and motivation partially have a positive influence toward employee performance. Motivation has been shown to act as a mediating variable in the influence of job characteristics and training on employee performance. Motivation has been shown to mediate the influence of both job characteristics on employee performance and the influence of training on employee performance at the Demak Regency Health Office. Therefore, to improve employee motivation, the Demak Regency Health Office needs to improve employee motivation by enhancing employee creativity. Job characteristics are a dominant variable in increasing employee motivation. Therefore, the Demak Regency Health Office needs to improve job characteristics by encouraging employees to improve their ability to manage their work independently.

The limitation of this research, based on the Adjusted R Square value of job characteristics and training variables, is only able to explain 40.3% of the motivation variable in Demak District Health Office employees; the remaining 59.7% is explained by other variables outside the model. Therefore, for future research agendas, it is better to include other variables such as organizational commitment, job satisfaction, etc. in

increasing motivation, while the ability of job characteristics, training, and motivation variables to explain performance variables is seen from the Adjusted R Square value of 65.6%, so in further research, it is expected that other variables that can affect employee performance can be expanded.

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