



## Strategy For Improving Employee Performance Through Job Characteristics Strengthening Program, Empowerment & Work Motivation (Empirical Study On Chemical Industry Employees In Bogor Regency)

Riza Aditriawan Anggorodi<sup>1</sup>, Hari Gursida<sup>2</sup>, Widodo Sunaryo<sup>3</sup>  
<sup>1,2,3</sup> Faculty of Pascasarjana, Universitas Pakuan, Bogor, Indonesia

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### ABSTRACT

This study aims to analyze the influence of job characteristics and empowerment on employee performance, with work motivation as an intervening variable, among employees in the chemical industry in Bogor Regency. The method used is a mixed methods approach, namely quantitative through questionnaires and qualitative through interviews with employees at PT. RDA Reindo Dinamika, PT. Mulia Agung, and PT. Kimia Utama with a total sample of 232 respondents. The data analysis techniques used were path analysis and the Delphi technique. The results of the quantitative approach show that job characteristics and work motivation have a positive and significant impact on employee performance. Empowerment does not show a significant direct effect on performance, but it has a positive impact on work motivation. Work motivation acts as a mediator in the relationship between job characteristics and empowerment on employee performance. The qualitative approach reinforces the quantitative results, where employees express that aspects such as skill variety, autonomy, feedback, and job meaning can enhance work enthusiasm and quality. Empowerment that is not accompanied by effective communication and consistent management support tends to have less direct impact on performance improvement. Work motivation emerges as an important factor that strengthens the positive influence of the work environment on performance. Improvement of job characteristics and empowerment, when supported by high work motivation, can be an effective strategy in enhancing employee performance.

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### Corresponding Author:

Riza Aditriawan Anggorodi  
Faculty of Pascasarjana, Universitas Pakuan,  
Bogor, Indonesia  
Email: [rizaanggorodi@yahoo.com](mailto:rizaanggorodi@yahoo.com)

## **1. INTRODUCTION**

Every organization has goals it wants to achieve, both short-term and long-term. To achieve this, human resources (HR) become a key factor that must be managed effectively, especially in the midst of globalization that demands high performance and efficiency. Optimal human resources will determine the sustainability and growth of the organization in the future [11]. Measuring employee performance is an important aspect of HR management, as it helps organizations evaluate target achievements and identify areas for improvement. Performance reflects the abilities, skills, quality, quantity, and efficiency of employees' working time.

In the field of the chemical industry, employee performance directly impacts product quality and operational efficiency. Sub-sectors such as petrochemicals, agrochemicals, pharmaceuticals, and polymers demand high technical skills and precision in the production process. Therefore, performance management becomes crucial to ensure that the output meets quality and efficiency standards. This industry also makes a significant contribution to the global economy, making employee work effectiveness a key factor in competitiveness. The main challenges include skill development, productivity improvement, and workload management, all of which require managerial support. Effective management plays a role in creating a positive work environment through guidance, motivation, and feedback, thereby driving sustainable performance improvement.

The researcher conducted a preliminary survey as an initial overview of employee performance in the chemical industry. The survey involved 35 employees of PT. RDA Reindo Dinamika in Bogor Regency. The survey results indicate that the majority of employees face obstacles in various aspects of performance. As many as 66.67% of employees experience problems with work quality, particularly in the utilization of work materials and the application of skills. Work quantity issues are experienced by 45.90% of employees who are unable to meet work volume and have low daily productivity. Furthermore, 60.71% of respondents have not yet demonstrated optimal work efficiency, as indicated by the imprudent use of facilities and the absence of budget estimation. Work effectiveness is the biggest issue, with 73.33% of employees working outside their area of expertise and failing to meet output targets. In terms of innovation, 51.67% do not show creativity in their work, including completing tasks early and providing product information. Responsiveness is also a concern, with 60% of employees not setting work goals accurately. Lastly, 57.14% of employees are considered less creative, as evidenced by the lack of skill development and non-compliance with the company's work system.

These findings indicate that the majority of employees in the chemical industry company still face issues across various performance indicators, with an average problem rate above 50%. This shows that employee performance targets have not been optimally achieved. These conditions indicate the presence of factors that significantly affect performance, thus requiring more effective HR management. Good human resource management is very important so that employees can perform their tasks productively and make maximum contributions to the company. Therefore, a structured management system is needed to improve human resource performance in the chemical industry sector.

Table 1. Employee Performance Data For Period 2021 – 2023

No.	Company	Output Production (Liters)			Employees Total			Employee Productivity (Hours)		
		2021	2022	2023	2021	2022	2023	2021	2022	2023
1	PT. RDA Reindo Dinamika	183.000	193.200	194.000	180	185	190	1.017	1.044	1.021
2	PT. Mulia Agung	175.000	189.000	191.000	170	171	181	1.029	1.105	1.055
3	PT. Kimia Utama	177.100	190.000	190.500	171	171	180	1.036	1.111	1.058

Source : company internal data, 2023

The researchers also analyzed secondary data from three chemical industry companies in Bogor Regency, namely PT. RDA Reindo Dinamika, PT. Mulia Agung, and PT. Kimia Utama. The data shows a fluctuating trend in employee productivity during the period from 2021 to 2023. Based on Table 1, it can be seen that the productivity of employees in the three companies has not reached a stable target each year. Although there has been a limited increase in the number of employees, reflecting growth in production activities, employee productivity shows an inconsistent trend. For example, PT. RDA Reindo Dinamika experienced an increase in productivity from 1,017 hours in 2021 to 1,044 hours in 2022, but it decreased in 2023 to 1,021 hours. Meanwhile, PT. Mulia Agung and PT. Kimia Utama showed a relatively increasing trend in productivity, although not significantly. These fluctuations indicate that an increase in the number of employees and production volume does not automatically enhance employee productivity. Thus, it can be concluded that there are other variables that also affect employee performance, so further studies are needed on the factors that play a role in improving productivity in the chemical industry sector.

One of the important factors that influence employee performance is work motivation. Motivation is an internal or external drive that influences a person's attitude and behavior in achieving work goals. When work motivation is high, employees tend to show commitment, perseverance, and enthusiasm in completing tasks, which directly impacts performance improvement. On the contrary, low motivation can result in decreased productivity, absenteeism, and job dissatisfaction [10].

Work motivation is one of the important factors that influence employee performance in an organization. Employees with high motivation tend to show stronger work commitment, better time efficiency, and higher quality of work results. Research by Widita and Ristyanawati (2025) proves that work motivation has a positive and significant impact on employee performance at PT. Mustika Jaya Lestari. Through multiple linear regression analysis, this study shows that providing the right motivation can directly and sustainably improve performance. These findings are reinforced by the study results of Subekti and Suhartini (2023), which explain that motivation plays an important role in driving employee productivity and creating a conducive and competitive work atmosphere. When employees feel valued, empowered, and have clear work goals, they are driven to achieve more optimal work results [12]. Therefore, this research is important to empirically examine the impact of job characteristics and empowerment on employee performance, with work motivation as an intervening variable, particularly among employees in the chemical industry in Bogor Regency.

## 2. METHOD

This research uses a quantitative approach with survey methods complemented by qualitative analysis. The approach used is an explanatory survey, which is a survey aimed at testing hypotheses and analyzing the relationships and influences between variables statistically (Sugiyono, 2022). The research object refers to the variables that are the main focus of a study, which represent certain characteristics or attributes to be analyzed systematically. In this study, the research objects consist of:

job characteristics ( $X_1$ ) and empowerment ( $X_2$ ) as independent variables, work motivation ( $Y$ ) as an intervening variable, and employee performance ( $Z$ ) as a dependent variable.

The population in this study includes all non-managerial operational employees at chemical industry companies located in Bogor Regency. According to Sugiyono (2022), the population is a generalization area consisting of subjects or objects that possess certain qualities and characteristics determined by the researcher to be studied and then concluded. The selection of this population is based on the direct relevance between the tasks and responsibilities of operational employees and the variables studied in the research, such as job characteristics, empowerment, work motivation, and employee performance.

A sample is a part or representative of the population being studied. A sample is a part of the quantity and characteristics possessed by that population [13]. This study uses purposive sampling technique, which is a sampling method based on specific criteria that have been predetermined. This technique aims to ensure that the samples taken are truly relevant and represent the characteristics of the population being studied [13]. The criteria used in this study are: (1) operational employees in the production division (non-managerial); and (2) having a minimum work experience of two years. These criteria were chosen to ensure that the respondents involved have sufficient work experience and a deep understanding of the work context in the chemical industry environment. Based on these criteria, a total of 548 operational employees in the production division from several chemical industry companies in Bogor Regency met the requirements as the research population. This population serves as the basis for determining the sample size and data collection in the research. Meanwhile, for determining the sample size in this study, the Slovin or Taro Yamane formula [13] is used, as follows :

$$n = \frac{N}{1 + N \cdot e^2}$$

Keterangan :

$n$  = the required sample size

$N$  = population size

$e$  = margin of error (error rate using 5% or 0.05)

Based on the formula above, the sample calculation for this research is as follows:

$$n = \frac{548}{1 + 1,37} = \frac{548}{2,37} = 231,224 \approx 232$$

Based on these calculations, the sample for this study consists of 232 operational employees from the production division (non-managerial) at chemical industry companies in Bogor Regency who meet the criteria of having worked for at least 2 years, with each company represented by a sample proportionally as follows :

Table 2. Proportional Sample Size for Each Company

No	Company Name	Employee Total (Production Div.)	Proportional	Sample
1	PT. RDA Reindo Dinamika	187	$187/548 \times 232 = 79,17$	79
2	PT. Mulia Agung	181	$181/548 \times 232 = 76,63$	77
3	PT. Kimia Utama	180	$180/548 \times 232 = 76,20$	76
<b>Total</b>				<b>232</b>

The data analysis technique in this study uses a quantitative approach that is employed to test hypotheses and analyze the relationships and influences among the research variables, namely job characteristics, empowerment, work motivation, and employee performance. Data obtained through

questionnaires were analyzed using path analysis techniques to determine the direct and indirect effects between variables. Before conducting path analysis, prerequisite tests were first carried out, including instrument validity and reliability tests, data normality test, linearity test of the relationship between variables, as well as multicollinearity and heteroscedasticity tests as prerequisites for regression model validity.

The analysis was conducted with the help of statistical software, namely SPSS version 29, to calculate the path coefficient values, relationship significance, and the magnitude of variable influence. The results of this testing serve as the basis for drawing conclusions regarding the research hypothesis.

Meanwhile, a qualitative approach is undertaken to strengthen and enrich the quantitative findings. This analysis uses the delphi technique, which involves gathering opinions from experts or practitioners through several rounds until a consensus is reached. This approach aims to identify and clarify the factors that influence employee motivation and performance from a practical field perspective. The qualitative data collected is then analyzed thematically and compared with the quantitative findings to see the similarities or differences between the two.

### **3. RESULTS AND DISCUSSION**

#### **3.1. Comparison of Quantitative and Qualitative Analysis**

Table 3. Summary of Average Quantitative and Qualitative Analysis

No.	Variable	Quantitative Analysis		Average Qualitative Analysis
		Score	Category	
1	Employee Performance	4,21	Good	Good
2	Work Motivation	4,25	Good	Good
3	Job Characteristics	4,21	Good	Good
4	Empowerment	4,22	Good	Good

Source: Data processed by the author using SPSS version 29, 2025

Based on Table 5, which contains the research results from PT. RDA Reindo Dinamika, PT. Mulia Agung, and PT. Kimia Utama. Three chemical industry companies in Bogor Regency obtained consistent and positive findings from quantitative and qualitative analyses on the variables of employee performance, work motivation, job characteristics, and empowerment.

Quantitatively, the average scores on the four variables range from 4.21 to 4.25, which fall into the "Good" category. Employee performance has a score of 4.21, indicating task execution according to standards, supported by responsibility and continuously developed skills. Work motivation has a score of 4.25, driven by recognition, rewards, and opportunities for self-development. Job characteristics have a score of 4.21, assessed as aligned with employee competencies, providing balanced challenges, and opportunities for development. Empowerment has a score of 4.22, reflected in employee involvement in decision-making and a significant degree of work autonomy.

Qualitative analysis supports these quantitative findings, indicating that the company has created a work environment that fosters individual and organizational growth. Thus, it can be concluded that the three companies have successfully managed human resources effectively through the optimization of motivation, empowerment, and proper job design.

### 3.2. Hypothesis Testing & Discussion

Table 4. Direct and Indirect Influence Hypothesis Testing

	Path	$\beta$	Sign.	Result
H1	Job Characteristics → Employee Performance	0,269	0,002 < 0,05	There is a significant positive direct influence of Job Characteristics on Employee Performance.
H2	Empowerment → Employee Performance	0,051	0,126 > 0,05	There is a non-significant positive direct influence of Empowerment on Employee Performance.
H3	Work Motivation → Employee Performance	0,293	0,002 < 0,05	There is a significant positive direct influence of Work Motivation on Employee Performance.
H4	Job Characteristics → Work Motivation	0,620	0,000 < 0,05	There is a significant positive direct influence of Job Characteristics on Work Motivation.
H5	Empowerment → Work Motivation	0,330	0,000 < 0,05	There is a significant positive direct influence of Empowerment on Work Motivation.
H6	Job Characteristics → Work Motivation → Employee Performance	0,181	1,739 > 1,65	There is a significant positive indirect influence of Job Characteristics on Employee Performance through Work Motivation.
H7	Empowerment → Work Motivation → Employee Performance	0,097	2,486 > 1,65	There is a significant positive indirect influence of Empowerment on Employee Performance through Work Motivation.

Source: Data processed by the author using SPSS version 29, 2025

#### 3.2.1. The Influence of Job Characteristics on Employee Performance

Based on the calculations performed, the path coefficient value obtained is  $\beta_{Z1X1} = 0.269$  with a p-value of 0.002 at a significance level of  $\alpha = 0.05$ . Since the p-value is less than 0.05, the first hypothesis (H1) is accepted. which means that job characteristics significantly have a positive impact on employee performance. In other words, strengthening job characteristics is predicted to improve employee performance at PT. RDA Reindo Dinamika, PT. Mulia Agung, and PT. Kimia Utama. A decline in job characteristics can impact employee performance, while improvements in job quality are predicted to enhance overall employee effectiveness and productivity.

Support from the results of qualitative analysis also clarifies the mechanism of that influence. One important aspect is the variation in skills, which shows that employees are given the freedom to determine their work methods, including time management, methods, and work outcomes. This flexibility enhances employees' sense of responsibility and engagement in their work. However, if task variation is given excessively, it can lead to physical and psychological fatigue, as well as decreased work motivation. In in-depth interviews, several employees stated that having too many types of work to complete simultaneously can reduce their focus and resilience.

Another indicator that plays a role is task identity, which reflects the extent to which an employee can complete a job from start to finish comprehensively. Attention to detail, discipline, and the presence of a checking and feedback process are integral parts in shaping high work quality. A thorough understanding of the tasks assigned is usually obtained through adequate explanations, continuous training, and constantly honed work experience.

Moreover, the significance of the job also plays an important role in motivating employees. When employees understand the impact of their work on customers or other parties involved, they tend to be more enthusiastic and responsible. Good interpersonal relationships with customers also become a factor that supports the creation of work enthusiasm and optimal service. Many employees show high concern to avoid disappointing customers and feel proud when they can deliver the best results.

Work autonomy is another dimension that has been proven to drive performance improvement. When employees have the opportunity to plan and organize their own work methods, they tend to show higher efficiency. The ability to prioritize tasks, create schedules, and work collaboratively becomes part of effective task management and supports increased productivity.

The final dimension is feedback. Employees who receive regular and constructive feedback demonstrate a better understanding of their work and an improvement in the quality of their output. Regular evaluations, team coordination, and openness to the learning process become part of a work culture that supports optimal performance. In this case, the commitment to continuous learning and self-development becomes one of the characteristics of high-performing employees.

This finding is supported by several previous studies. Juliana et al (2022) showed that job characteristics have a direct and strong influence on employee performance. This emphasizes that aspects such as skill variety, task identity, job significance, autonomy, and feedback have a tangible contribution to achieving better performance.

### **3.2.2. The Influence of Empowerment on Employee Performance**

Based on the calculations performed, a path coefficient value of  $\beta_{Z2X2} = 0.051$  was obtained with a p-value of 0.591 at a significance level of  $\alpha = 0.05$ . Since the p-value is greater than 0.05, the second hypothesis (H2) is rejected. This indicates that empowerment does not have a significant effect on employee performance. The strengthening of empowerment at PT. RDA Reindo Dinamika, PT. Mulia Agung, and PT. Kimia Utama is predicted to not significantly improve employee performance.

Theoretically, employee empowerment is believed to enhance performance through increased sense of responsibility, self-confidence, and involvement in the work process. However, the results of this study indicate that empowerment, as a single variable, is not strong enough to have a significant impact on employee performance. Although generally the dimensions of empowerment such as delegation of authority, strengthening self-determination, organizational support, impact on work outcomes, and job meaningfulness are considered important, their direct influence on improving employee performance has not been fully confirmed.

The results of the qualitative analysis reveal obstacles in the implementation of empowerment at the operational level. Several factors such as suboptimal communication, limited training, and inconsistent support from leadership have become obstacles to the effectiveness of empowerment. These findings reveal a gap between the structural design of empowerment and its practical realization in the field.

In the quantitative findings, although the empowerment indicators received relatively good evaluations, their effectiveness still varies. For example, in the aspect of delegation of authority and responsibility, it was found that explanations from superiors regarding work tasks had been adequately provided, but opportunities to encourage employee independence in making strategic decisions could still be improved. This is in line with qualitative results that highlight the limited involvement of employees in the decision-making process.

Next, in the dimension of self-determination reinforcement and organizational support, employees show a fairly high level of confidence in their abilities, but there are differing perceptions regarding supervision and guidance from superiors. Some employees feel that the support provided is not consistent or comprehensive, especially in work situations that require quick adjustments or innovation.

One of the important findings in this study is that empowerment does contribute to shaping a positive work environment, but its direct impact on employee performance is relatively limited. Aspects such as the impact on work results and the meaning of work, although having positive value, are not strong enough to significantly influence performance. On the contrary, qualitative analysis indicates that external factors such as intrinsic motivation, fairness in the incentive system, and more focused training play a more decisive role in performance improvement.

These findings are supported by previous research. The research conducted by Andhika and Nugroho (2022) shows that empowerment does not significantly affect employee performance, as evidenced by the statistical significance value that does not meet the criteria. A similar finding was also reported in a study by Al-Azis (2022), which concluded that empowerment does not have a significant direct impact on performance improvement.

### **3.2.3. The Influence of Work Motivation on Employee Performance**

Based on the calculation results showing a path coefficient value of  $\beta_{Z3Y} = 0.293$  with a p-value of 0.002 at a significance level of  $\alpha = 0.05$ , it can be concluded that the p-value being less than 0.05 indicates that the third hypothesis (H3) is accepted. This means that there is a significant positive influence of work motivation on employee performance. Strengthening work motivation in the company is predicted to positively enhance employee performance. This is in line with the findings in various indicators evaluated in this study.

Work motivation is one of the important factors that can significantly drive employee performance improvement. The results of this study indicate that work motivation has a direct and positive impact on employee performance. Both through quantitative and qualitative approaches, the findings consistently illustrate that employees with high motivation tend to show better work performance.

The first indicator analyzed is enjoyment of challenging work, which shows that employees feel motivated to learn from challenges, difficulties, and previous experiences of failure. A positive attitude towards challenges reflects an intrinsic drive to continuously adapt and grow, which in turn enhances overall work motivation. Employees who are open to challenges tend to have a high work ethic and are oriented towards continuous improvement.

The next indicator is the awareness to complete tasks well and accurately. The findings indicate that employees have a strong desire to learn, handle various types of work, and gain the trust of their superiors in decision-making. This attitude reflects a commitment to the quality of work and a desire to fulfill responsibilities optimally. Employees who possess such awareness demonstrate a high level of work motivation, which positively impacts their performance.

Next, on the indicators of self-development and progress, it was found that employees show initiative in improving skills and expanding knowledge to enhance productivity. This orientation towards self-development indicates that employees are not only focused on the demands of their current jobs but also have a long-term vision for their career advancement. The motivation to grow and develop is an important foundation in shaping sustainable and highly competitive performance. The aspect of rewards or incentives for work also plays a crucial role in driving work motivation. Employees show a strong drive to complete their work correctly and optimally because they feel valued for their contributions. The presence of a fair and transparent incentive system boosts work morale and encourages employees to deliver their best results. In this case, rewards function not only as a form of appreciation but also as a trigger for motivation that directly impacts performance improvement.

The last two indicators, namely company policies and job supervision, show that good institutional support and constructive supervision can enhance self-confidence and work commitment. Employees feel more motivated when company policies provide room for development and when supervision is conducted positively, rather than repressively. Employees who feel supported by their

work environment tend to have high loyalty and work motivation, although they do not always have long-term commitment to the institution.

These results are consistent with previous research. A study conducted by Sukma et al. (2023) states that work motivation has a strong correlation with employee performance. Similarly, findings from Zaeni et al. (2023) show a positive and significant relationship between work motivation and performance, which reinforces the empirical evidence of this study's results.

#### **3.2.4. The Influence of Job Characteristics on Work Motivation**

Based on the calculation results obtained, the path coefficient value between job characteristics and work motivation is  $\beta_{Y1X1} = 0.62$ , with a p-value of 0.000 at a significance level of  $\alpha = 0.05$ . Since the p-value is less than 0.05, the fourth hypothesis (H4) is accepted. This indicates that job characteristics have a positive and significant impact on work motivation. Thus, it can be predicted that the improvement of job characteristics will be able to encourage and enhance employee work motivation at PT. RDA Reindo Dinamika, PT. Mulia Agung, and PT. Kimia Utama.

The first indicator, skill variety, shows that employees feel a sense of freedom in completing their tasks. Autonomy in managing schedules, methods, and work outcomes not only enhances a sense of responsibility but also fosters satisfaction with the work being done. The results of the qualitative analysis reinforce this finding, stating that such flexibility directly contributes to an increase in work motivation. However, there is also an important note from in-depth interviews that if task variation is given excessively, it can lead to fatigue and stress that negatively impact work morale and productivity. Therefore, balance in providing task variation becomes a crucial aspect in designing motivating work.

Next, on the task identity indicator, it was found that employees demonstrate high precision in completing their work. These results are in line with qualitative findings that emphasize the importance of discipline, focus, and feedback in improving work quality. The ability to understand and manage a job comprehensively also creates a sense of ownership and attachment to responsibilities, which becomes a primary driver of motivation.

Indicators of understanding the type of work also contribute positively to work motivation. Employees demonstrate a good understanding of the various tasks they face, which is acquired through training, mentoring, and work experience. Qualitative interviews reveal that continuous learning processes, including discussions with colleagues or supervisors, serve as important means to clarify roles and responsibilities, which ultimately enhance motivation in completing tasks.

On the job significance indicator, employees demonstrate a high awareness of the importance of their work, particularly in relation to customer service. They feel a moral responsibility not to disappoint others, and this is reflected in their efforts to provide the best service. Qualitative findings reinforce this by showing that good communication, empathy, and appropriate solutions for customers are factors that drive the formation of strong work motivation.

The aspect of autonomy also serves as an important driver in enhancing motivation. Employees feel a sense of freedom in planning their work, setting priorities, and evaluating results independently. The ability to manage work flexibly and efficiently creates a greater sense of control and responsibility over work outcomes. Qualitative findings indicate that time management strategies and inter-team collaboration also strengthen overall work motivation.

The final indicator, namely feedback, is the most prominent factor in this study. Employees feel that they receive clear and timely feedback from both supervisors and colleagues, which helps in understanding the direction of their work and improving their competencies. The process of positive feedback provides psychological support and strengthens motivation to continue developing and learning. This also reflects a work culture that supports continuous learning and self-improvement.

These findings are supported by the research of Kiyak and Karkin (2022), which states that job characteristics directly influence work motivation. Jobs designed with attention to core dimensions such

as skill variety, task identity, significance, autonomy, and feedback not only enhance motivation but also reduce employee absenteeism and turnover rates, as well as encourage higher performance achievements.

### **3.2.5. The Influence of Empowerment on Work Motivation**

The calculation results showing a path coefficient value of  $\beta_{Y2X2} = 0.33$  with a p-value of 0.000 at a significance level of  $\alpha = 0.05$  provide significant information regarding the influence of empowerment on work motivation. With a p-value smaller than 0.05, the fifth hypothesis (H5) is accepted, indicating that empowerment has a positive and significant effect on work motivation. This suggests that increasing employee empowerment can directly enhance their motivation to work better, which ultimately contributes to improved performance and productivity in the company.

The strengthening of empowerment referred to in this study includes several key aspects, namely delegation of authority and responsibility, enhancement of self-determination, support from the organization and leadership, impact on work results, and meaning attributed to the job. Each of these aspects is reflected in the consistent quantitative and qualitative analysis results, based on data obtained from employees at PT. RDA Reindo Dinamika, PT. Mulia Agung, and PT. Kimia Utama.

In terms of delegation of authority and responsibility, the company's management has provided clear and structured assignments to employees, and ensured that they understand their tasks and responsibilities well. Employees are given the space to complete their work according to their abilities, indicating that the empowerment practices are progressing positively, although there is still room for improvement.

The strengthening of self-determination is evident through guidance from leaders to employees who need improvement, whether through training or constructive feedback. This approach not only helps improve work skills but also fosters a sense of confidence and a spirit of growth within employees.

Support from the organization and leadership is reflected in regular evaluation practices and the provision of clear guidance to employees. Structured supervision provides certainty in work, while also fostering a sense of responsibility towards achieving common goals. The clarity of work procedures also strengthens the effectiveness of team work.

The impact of work results is an important aspect in building motivation, especially when employees' successes are recognized and appreciated openly. The provision of performance-based incentives and positive communication between superiors and subordinates fosters a sense of pride and satisfaction in the work being done.

Meanwhile, the meaning of work is reflected in how the company organizes thorough planning and scheduling. Employees feel that the work they do is meaningful and makes a real contribution to the achievement of the organization's goals. This feeling directly increases their motivation to work harder and more consistently.

Ansari & Safrizal (2023) in their research found that employee empowerment positively and significantly increases work motivation and innovation capacity, demonstrating how autonomy and involvement trigger high work commitment. states that the delegation of responsibility, authority, and involvement in decision-making creates a sense of trust between management and staff, which directly boosts employee motivation and contribution [5].

### **3.2.6. The Influence of Job Characteristics on Employee Performance Through Work Motivation**

Based on the calculated results, the indirect effect value  $\beta_{X1YZ} = 0.182$  indicates a significant positive influence of job characteristics on employee performance through the mediating variable of work motivation. The Z-value of 1.739, which is greater than the Z-table value at the significance level  $\alpha = 0.05$ , which is 1.65, and the probability value of 0.0402, which is less than 0.05, lead to the acceptance of the sixth hypothesis (H6). This confirms that work motivation is able to mediate the

relationship between job characteristics and employee performance. Path analysis results show that the indirect effect of job characteristics on employee performance through work motivation is weaker compared to the direct effect. These findings affirm that work motivation does not play a significant role as a mediator between job characteristics and employee performance. Although theoretically, work motivation is often considered an important link that can strengthen the relationship between working conditions and work outcomes, the empirical results obtained actually show that the direct influence of job characteristics is more dominant.

Job characteristics in this study include elements such as skill variety, task identity, job significance, autonomy, and feedback. All of these elements have been proven to positively contribute to employee performance. When jobs are designed with consideration of skill variations that match employees' potential, this can encourage higher enthusiasm and work spirit. Conversely, tasks that are too monotonous or not aligned with competencies can lead to boredom and result in decreased motivation and work performance. Therefore, job design that considers the balance between challenges and employee capacity is key to enhancing productivity.

Furthermore, the presence of autonomy in completing tasks, as well as constructive feedback from supervisors, contributes to creating a work environment that supports individual development. In this context, work motivation still plays a role, although it is not strong enough as a mediating variable. When employees feel they have the space to manage the way and time of task completion, and feel supported in the learning and self-development process, their intrinsic motivation will grow. This is reflected in the employees' responses, which show enthusiasm for learning from experiences, a desire for self-improvement, and a passion for continuous development.

The results of the qualitative analysis through interviews support these quantitative findings. Employees conveyed that role clarity, opportunities to learn new things, and organizational support for career development have a positive impact on their job satisfaction and enthusiasm. Some respondents also emphasized the importance of recognition for achievements as a form of acknowledgment that motivates them to continuously improve their performance. The provision of non-material rewards such as recognition of achievements, public praise, or opportunities to lead projects has a significant impact on enhancing work motivation, especially in the context of collectivist cultures like Indonesia. This recognition is considered a validation of employee contributions, which in turn strengthens their sense of belonging to the organization and triggers positive work behavior [9].

In general, these findings emphasize the importance of strengthening job characteristics as a key factor in enhancing employee performance. Although work motivation does not play an optimal role as an intervening variable, it remains an important element in creating a conducive work environment. Therefore, organizations are advised to design jobs that are not only structurally efficient but also provide psychological value for employees, such as job meaning, space for autonomy, and opportunities for growth. This approach will not only enhance job satisfaction but also promote productivity and organizational effectiveness sustainably. Research by Lee & Shin (2020) emphasizes that a work environment that supports the psychological development of employees through empowerment and responsibility can enhance intrinsic motivation, which ultimately has a positive impact on work performance.

### **3.2.7. The Influence of Empowerment on Employee Performance Through Work Motivation**

Based on the calculations performed, an indirect effect value of  $\beta_{X_2YZ}$  of 0.097 was obtained, with a Z-count value of 2.486. Referring to the Z-table value at a significance level of  $\alpha = 0.05$ , which is 1.65, it can be concluded that the Z-count value of 2.486 is greater than the Z-table value of 1.65, thus the seventh hypothesis (H7) is accepted. These results indicate that empowerment has a positive effect on employee performance through work motivation, which means that strengthening empowerment and

work motivation can enhance employee performance. Furthermore, work motivation serves as a mediator capable of mediating the influence of empowerment on employee performance.

The results of the quantitative and qualitative analysis of the indicators of empowerment and employee performance show consistent and complementary findings. As an illustration, in the aspect of delegation of authority and responsibility, both analytical approaches indicate that the manager has provided clear directions and ensured that employees understand the assigned tasks well. This alignment reinforces the suspicion that properly executed empowerment can support better performance outcomes.

Other indicators such as the strengthening of self-determination, support from superiors, and the impact on work results show positive trends in both quantitative data and qualitative interviews. This indicates that a work environment that supports autonomy, values individual contributions, and demonstrates managerial concern can enhance work motivation, leading to improved performance.

On certain indicators, such as the meaning of work and the efficiency of utilizing work facilities, differences in perception were found between quantitative and qualitative data. However, the direction of the findings remains consistent in showing that empowerment, when accompanied by strong work motivation, can contribute positively to the improvement of employee performance.

Path analysis results show that the influence of empowerment on employee performance becomes more significant when mediated by work motivation. This means that work motivation plays an important role as a bridge connecting the empowerment actions taken by the organization and the work results achieved by the employees. These findings affirm that empowerment does not always have a strong direct impact on performance, but can be very effective when accompanied by an increase in individual work motivation.

This is in line with the research by Chen et al. (2020), which found that the impact of empowerment on employee performance tends to increase significantly when accompanied by high intrinsic motivation. Work motivation acts as a psychological mechanism that translates a sense of ownership, responsibility, and trust from superiors into proactive and high-performance work behavior. Without adequate motivation, empowerment interventions tend to not achieve optimal results because there is no internal drive to act effectively.

#### **4. CONCLUSION**

This study aims to analyze the influence of job characteristics and empowerment on employee performance, with work motivation as an intervening variable among employees in the chemical industry in Bogor Regency. The research results show that job characteristics have a direct positive and significant impact on employee performance, which means that increasing skill variety, task identity, job significance, autonomy, and feedback can drive performance improvement. On the other hand, empowerment does not have a significant direct impact on employee performance, although it does indirectly influence it through work motivation. This means that when work motivation increases as a result of empowerment, employee performance also improves. This indicates that work motivation acts as an effective mediator in the relationship between empowerment and performance. Then, work motivation directly also proved to have a positive and significant impact on employee performance. Aspects such as challenging work, responsibility, self-development, incentives, company policies, and supervision become the main driving factors in enhancing motivation and ultimately impacting performance. Additionally, job characteristics have been proven to have a direct, positive, and significant impact on work motivation, indicating that a supportive and well-designed work environment can enhance employee morale and engagement. Empowerment has a positive and significant impact on work motivation, indicating that when employees feel empowered and supported, they become more motivated.

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