



**THE EFFECT OF WORKLOAD AND JOB CHARACTERISTICS ON
EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A
MEDIATION VARIABLE AT THE POLICE ACADEMY**

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Abstract

This study aims to analyze the influence of workload and job characteristics on employee performance, with job satisfaction as a mediating variable at the Police Academy. Increasing organizational demands require employees to perform optimally, making workload management and job characteristic design crucial factors in improving employee satisfaction and performance. This study employed a quantitative approach with a survey method. The population was all Police Academy employees, with purposive sampling used. Data were collected through questionnaires that had been tested for validity and reliability and then analyzed using path analysis with the aid of SPSS software. The results showed that workload and job characteristics significantly influenced employee job satisfaction and performance. Furthermore, job satisfaction was shown to significantly mediate the effect of workload and job characteristics on employee performance. These findings indicate that proportional workload management and appropriate job characteristic design can enhance job satisfaction, ultimately impacting employee performance at the Police Academy.

Keywords: Workload, Job Characteristics, Job Satisfaction, Employee Performance, Mediation



INTRODUCTION

(Nawawi, 2006) states that human resources are viewed as both an asset and a vital asset in business organizations, as they contain potential that can be developed into tangible contributions to achieving organizational goals. Therefore, the role of human resources is crucial in carrying out missions and formulating and implementing organizational strategies. In line with this, Dessler emphasizes that human resources are the most strategic asset in a company, requiring planned and long-term management. (Dessler, 2009) argues that organizations need not only human resources, but high-performing human resources aligned with the organization's vision.

(Armstrong, 2020) states that performance is a work achievement that is closely related to organizational goals and describes the level of individual effectiveness in utilizing competencies, skills, and resources to achieve work goals. In addition, according to (Bakker & Demerouti, 2021) work performance is an expression of productive behavior that is influenced by the demands and available job resources, both physical and psychological. In addition, according to (Colquitt, LePine & Wesson, 2021) performance is the total value of employee behavior that contributes, both directly and indirectly, to the achievement of organizational goals.

(Dessler, 2013) explains that employee performance is influenced by various important factors that play a role in determining an individual's level of effectiveness and efficiency in carrying out tasks within an organization. These factors include the quality and quantity of work output, timeliness of task completion, level of responsibility, attendance, and the ability to work collaboratively. Proper management and understanding of these factors by management can form the basis for efforts to improve employee performance overall.

Robbins (2015) explains that one of the factors that influences individual performance is workload. Robbins (2001) states that a workload that exceeds or is unbalanced with an employee's capabilities has the potential to cause physical and psychological fatigue, increase work stress levels, and impact productivity. Tarwaka (2004) states that excessively high workloads tend to decrease job satisfaction levels and ultimately impact individual performance. Conversely, a workload that is at an appropriate level can encourage employee motivation to achieve more optimal work results. Excessive workload is also often considered a major factor triggering work stress, which not only affects the psychological condition of employees, but also reduces job satisfaction and the resulting



performance. (Sutalaksana, 2003) Workload is not solely determined by the number of tasks to be completed, but also by how employees interpret the demands of the job. Workload.

Research by (Sutanto, 2019), (Rahmawati and Yuliana, 2020) and (Prasetyo and Lestari, 2021) indicates that workload affects employee performance. Furthermore, research by (Dewi, A.P., 2018), (Putra, I.M.A, 2020), and (Wulandari S., 2019) indicates that workload does not affect employee performance.

(Wrzesniewski & Dutton, 2021) state that one of the factors influencing performance is job characteristics. (Robbins, 2003) states that job characteristics also have a significant influence on work performance. Furthermore, (Mangkunegara, A.P., 2013) states that jobs with "rich" or interesting characteristics will increase intrinsic motivation and job satisfaction. Employees are more emotionally engaged if they feel their work is important, challenging, and provides freedom in completing tasks. (Parker, Bindl, & Strauss, 2022) state that job characteristics are work attributes that directly influence employee behavior and psychology, including autonomy, task complexity, and social interaction.

Research by (Hackman & Oldham, 1976), (Putri, N. R. 2018), and (Wicaksono, A. & Rahmawati, E. 2021) states that job characteristics influence employee performance. Furthermore, research by (Herzberg, F. 1959), (Yuliana, S. 2019), and (Prasetyo, D. 2021) indicates that job characteristics have no effect on employee performance.

(Luthans, 2011) states that job satisfaction does not arise in isolation but is influenced by a number of factors, one of which is an individual's competence in carrying out their work. An adequate level of competence enables employees to meet job demands more effectively. In line with Luthans's view, competence is an internal factor that plays a role in shaping job satisfaction, as this ability fosters self-confidence and an individual's readiness to face various work challenges. (Robbins, 2003) states that job satisfaction reflects an individual's overall attitude toward their work. Employees who experience job satisfaction generally demonstrate higher levels of commitment and loyalty to the organization and are able to produce more optimal performance. Conversely, low job satisfaction can trigger various negative impacts, such as increased turnover and absenteeism, as well as decreased motivation to work. (Locke & Latham, 2020) state that job satisfaction is a person's positive or negative feelings toward their job resulting from their evaluation of their work experiences against their personal expectations, values, and needs. Furthermore, (Spector, 2021) states that job satisfaction is an individual's emotional reaction that arises in response to aspects



of their job, including tasks, working conditions, social relationships, and rewards received.

Research by (Putri, Zain, and Marhamah, 2025), (Ramban et al. 2021), and (Alex, 2025) found that job satisfaction influences employee performance. Furthermore, different results from (Sari, N. L. 2018), (Firmansyah, R. , 2017), and (Utami, W., 2019) indicated that job satisfaction did not influence employee performance. (Jaya et al., 2020) demonstrated that job satisfaction is a mediating variable in the influence of competence on performance, while (Utomo et al. 2024) demonstrated that job satisfaction is a mediating variable in the influence of workload on performance.

LITERATURE REVIEW

Workload Variables

(Mathis & Jackson, 2002) state that workload is the level of activity or tasks assigned to an individual that require physical and mental capacity to complete. They explain that workload consists of several main interrelated dimensions are as follows:

1. Mental Workload
2. Physical Workload
3. Emotional Workload

Job Characteristics Variables

(Hackman and Oldham, 1976) stated that job characteristics are the main attributes of a job that shape employees' psychological experiences at work. They identified five core characteristics that make a motivating job, as follows:

1. Skill Variety
2. Task Identity
3. Task Significance
4. Autonomy
5. Feedback

Job Satisfaction

According to Robbins and Judge (2013), job satisfaction is a person's general attitude toward their job, indicating the extent to which they like or dislike their work. This is related to various factors such as the type of job, salary, promotion opportunities, coworkers, and relationship with their superiors. as follows:

1. The Work Itself
2. Pay



3. Promotion
4. Supervision
5. Coworkers

Performance Variables

Performance is the observable result of a specific task involving various activities relevant to organizational goals. (Bernardin & Russel, 1993). as follows:

1. Quality
2. Quantity
3. Timeliness
4. Cost-effectiveness
5. Need for Supervision
6. Interpersonal Impact

RESEARCH METHOD**Population**

Population refers not only to the number or quantity of individuals studied, but also to the overall nature, traits, and characteristics inherent in that individual or object. In this study, the population was all 771 employees working at the Semarang City Police Academy. The criteria used in determining the sample in this study were:

- 1). Have served for more than 5 years
- 2). Minimum education of a Bachelor's degree
- 3). Member of the Indonesian National Police

Sample

A sample is a portion of the population and its characteristics. (Kerlinger, 2006) states that the sampling technique used in research is saturated sampling, which uses criteria. With the saturated sample used for research in accordance with these criteria, 102 individuals were obtained who met the requirements.

Method of analysis

Descriptive analysis was used to describe the characteristics of respondents and the distribution of answers. The instrument was tested with Validity and Reliability Tests. Multiple Linear Regression Analysis was used to examine the influence of independent variables on the dependent variable. Model tests included the coefficient of determination and the F-test. The t-test used multiple linear regression with SPSS Version 24, and the mediation test was conducted using the Sobel Test to determine the indirect influence through the job satisfaction variable.

RESULTS AND DISCUSSION



Below is explained about:

1. Instrument Test:

a . Validity Test

Table 1
Validity Test Results

No.	Variables	KMO Value	Condition	Note	Indicator	Loading Factor Value	Condition	Note
1.	Workload	0.713	>0.5	Enough	X1.2	0.770	>0.4	Valid
					X1.3	0.793		Valid
					X1.4	0.821		Valid
					X1.5	0.775		Valid
					X1.6	0.646		Valid
2.	Job Characteristics	0.728	>0.5		X2.3	0.856	>0.4	Valid
					X2.4	0.848		Valid
					X2.5	0.787		Valid
					X2.6	0.749		Valid
					X2.8	0.630		Valid
					X2.9	0.793		Valid
					X2.10	0.815		Valid
3.	Job satisfaction	0.843	>0.5		Y1.1	0.889	>0.4	Valid
					Y1.2	0.853		Valid
					Y1.3	0.591		Valid
					Y1.4	0.747		Valid
					Y1.5	0.796		Valid
					Y1.6	0.689		Valid
					Y1.7	0.853		Valid
					Y1.8	0.860		Valid
					Y1.9	0.957		Valid
					Y1.10	0.922		Valid
4.	Employee Performance	0.782	>0.5		Y2.1	0.974	>0.4	Valid
					Y2.2	0.672		Valid



No.	Variables	KMO Value	Condition	Note	Indicator	Loading Factor Value	Condition	Note
					Y2.3	0.901		Valid
					Y2.4	0.677		Valid
					Y2.5	0.876		Valid
					Y2.6	0.908		Valid
					Y2.7	0.875		Valid
					Y2.8	0.796		Valid
					Y2.9	0.931		Valid
					Y2.10	0.907		Valid
					Y2.11	0.923		Valid
					Y2.12	0.911		Valid

Source: Primary Data, Processed Data 2025

Based on the test results using factor analysis, it is known that all variables studied, namely: Workload, Job Characteristics, Job satisfaction, and performance, have a KMO value > 0.5, so they have met the sample adequacy. All items from the variables studied have a Loading factor > 0.4, so they are valid except for indicators X1.1, X2.1, X2.2, and X2.7.

b . Reliability Test

Below are the results of the reliability test.

Table 2
Reliability Test Results

No	Variables	Cronbach's Alpha	Mark	Information
1.	Workload	0,814	>0.7	Reliable
2.	Job Characteristics	0.861		Reliable
3.	Job satisfaction	0,814		Reliable
4.	Employee Performance	0,861		Reliable

Source: Primary Data, Processed Data 2025

Based on Table 2, it is known that all variables have a Cronbach's Alpha value >0.7. This means that all items are declared reliable.

2. Regression Test



Below are the results of the Regression Test

Table 3. Results of Regression Analysis

No	Equality	Model Testing			Hypothesis Testing		Note
		Adjusted R ²	F	Sig.	Beta	Sig.	
1.	$Y1 = a_1 + \beta_1.X_1 + \beta_2.X_2 + e_1$	0.809	214,272	0.000	-	-	Fit Model
	$X1 \rightarrow Y1$	-	-	-	-0,107	0,021	Hypothesis rejected
	$X2 \rightarrow Y1$	-	-	-	0,863	0.000	Hypothesis accepted
2.	$Y2 = a_2 + \beta_3.X_1 + \beta_4.X_2 + \beta_5.Y_1 + e_2$	0,891	277,083	0.000	-	-	Fit Model -
	$X1 \rightarrow Y2$	-	-	-	-0,077	0,033	Hypothesis rejected
	$X2 \rightarrow Y2$	-	-	-	0,347	0.000	Hypothesis rejected
	$Y1 \rightarrow Y2$	-	-	-	0,592	0.000	Hypothesis accepted

Source: Primary Data, Processed Data 2025

Based on Table 3, the following mathematical equation can be drawn up.

Model I: $Y1 = a_1 + (-0,107X_1) + 0,863.X_2 + e_1$

Model II: $Y2 = a_2 + (-0,077.X_3) + 0,347.X_4 + 0,592 + Y_1 + e_2$

The model is explained as follows:

1. The relationship between workload and job satisfaction is known to have a negative beta coefficient of -0,107 with a significance level of 0,021 < 0.05. This means that if the workload increases, job satisfaction will decrease.
2. The relationship between Job Characteristics and job satisfaction is known to have a positive beta coefficient of 0,863 with a significance of 0.000 < 0.05. A positive beta value means that the more job characteristics are, the higher their job satisfaction will be.
3. The relationship between workload and employee performance has a negative beta coefficient of -0,077 and a significance value of 0,033 < 0.05. This means that if the workload increases, performance will decrease.



4. The relationship between Job Characteristics and employee performance has a positive beta coefficient of 0,347 and a significance value of $0.00 < 0.05$. This indicates that job characteristics do significantly influence employee performance.
5. The relationship between job satisfaction and employee performance has a positive beta coefficient of 0,592 and a significance value of $0.000 < 0.05$. A positive beta value means that more satisfied employees will improve their performance.

3. Model Testing

Coefficient of Determination

The following are the results of the coefficient of determination test.

- a. Coefficient of Determination of Workload and Job Characteristics on Job Satisfaction
Table 3 shows that the Adjusted R² value is 0.809. This means that the workload and job characteristics variables explain 80.9% of the job satisfaction variable, with the remaining 19.1% (100%-19.1%) explained by variables outside the study.
- b. Coefficient of Determination of Workload, Job Characteristics, and Job Satisfaction on Employee Performance
Table 3 shows that the Adjusted R² value is 0.891. This means that the workload, job characteristics, and job satisfaction variables explain 89.1% of the employee performance variable, with the remaining 10.9% (100%-89.1%) explained by variables outside the study.

F test

The F-test aims to test the regression coefficients simultaneously on the dependent variable. The basis for decision-making with a significance value less than 0.05 or a calculated f value $> f$ table indicates a simultaneous influence. The following are the results of the F-test.

- a. F-Test Results of workload and Job Characteristics on Job Satisfaction
Based on Table 3, it is known that the F value is 214,272 and the significance value is $0.000 < 0.05$. This means that the variables of workload and Job Characteristics together have an influence on job satisfaction.
- b. F-Test Results of workload, Job Characteristics, and Job Satisfaction on Employee Performance
Based on Table 3, it is known that the F value is 277,083 and the significance value is $0.000 < 0.05$. This means that the variables of workload, Job



Characteristics, and job satisfaction have a joint influence on employee performance.

4. Hypothesis Testing

Based on Table 3, the following findings were obtained:

1. Hypothesis 1: Workload has a negative and not significant on job satisfaction.

Based on Table 3, the relationship between workload and job satisfaction is known that the beta coefficient has a negative value of $-0,107$ with a significance of $0.021 < 0.05$, meaning that workload has a negative and significant effect on job satisfaction. **Thus, hypothesis 1 is accepted.**

2. Hypothesis 2: Job Characteristics has a positive and significant effect on job satisfaction.

Based on Table 3, the relationship between Job Characteristics and job satisfaction is known to have a positive beta coefficient of $0,863$ with a significance level of $0.000 < 0.05$, meaning that Job Characteristics has a positive and significant effect on job satisfaction. **Thus, Hypothesis 2 is accepted.**

3. Hypothesis 3: Workload has a negative and not significant effect on employee performance.

Based on Table 3, the relationship between Workload and employee performance has a negative beta coefficient value of $-0,077$ and a significance value of $0.033 < 0.05$. meaning that workload has a negative and significant effect on employee performance. **Thus, hypothesis 3 is accepted.**

4. Hypothesis 4: Job Characteristics has a positive and significant effect on employee performance.

Based on Table 3, the relationship between Job Characteristics and employee performance has a positive beta coefficient value of $0,347$ and a significance value of $0.000 < 0.05$. This means that Job Characteristics has no effect on employee performance. **Thus, Hypothesis 4 is accepted.**

5. Hypothesis 5: Job satisfaction has a positive and significant effect on employee performance.

Based on Table 3, the relationship between job satisfaction and employee performance has a positive beta coefficient value of $0,592$ and a significance value of $0.000 < 0.05$, meaning that job satisfaction has a positive and significant effect on employee performance. **Thus, hypothesis 5 is accepted.**



5. Mediation Test

Table 4. Mediation Test Results

No	Y1 Mediation	Beta	Std. Error	P-Value	Z	Information
1.	X1→Y1	-0.107	0.024	0.000	0.00010364	Mediating
2.	Y1→Y2	0.592	0.075			
3.	X2→Y1	0.863	0.054	0.000	0.00000000	Mediating
4.	Y1→Y2	0.592	0.075			

Source: Primary Data, Processed Data 2025

Based on Table 4, it is known that the relationship between competency variables and employee performance through job satisfaction has a Z-value of 0.00010364 > 0.05 Z-table and a p-value of 0.000. This indicates that job satisfaction does significantly mediate the effect of workload on employee performance in Semarang Academy Kepolisian employees. Furthermore, the relationship between job characteristics variables and employee performance through job satisfaction has a Z-value of 0.000 < 0.05 Z -table and a p-value of 0.000. This indicates that job satisfaction significantly mediates the effect of job characteristics on employee performance in Semarang Academy Kepolisian employees.

The Effect of Workload on Job Satisfaction

Based on the results of the hypothesis test, it is proven that the higher the workload, the lower the job satisfaction. This negative influence is supported by the respondents' responses to the workload indicator with the highest mean value of 2.99, namely X1.1, which states that respondents' unwillingness to work on jobs simultaneously indicates that there is a workload that is felt to be quite high, which has a negative impact on job satisfaction. This condition indicates that employees feel that the tasks that must be handled simultaneously exceed their capacity or work ability. In addition, several jobs simultaneously tend to reduce job satisfaction, because it can cause stress, fatigue, and discomfort at work. As a result, employees feel less satisfied with the conditions and arrangements of their work.

According to Mathis & Jackson (2002), workload is the level of activity or tasks assigned to an individual that require physical and mental capacity to



complete. Stephen P. Robbins (2024) defines job satisfaction as a positive feeling toward work that results from an evaluation of the characteristics of the job. Based on Table 4.14, it is known that workload has a negative effect on employee job satisfaction. Sonnentag and Frese (2013) state that workload is the total amount of physical and mental demands that must be met during working hours, which can impact a person's level of fatigue and stress. This definition emphasizes that workload is not only about quantity, but also the quality and complexity of tasks. Based on respondents' responses to the workload variable, respondents rated their job satisfaction as quite high. This means that workload has a negative effect on job satisfaction among employees at the Semarang Police Academy. The results of this study align with previous research by Fitriani (2019), Santoso, R. & Dewi, L. (2022), and Puspitasari (2020), which concluded that workload negatively impacts job satisfaction.

The Influence of Job Characteristics on Job Satisfaction

Based on the results of the hypothesis test, it is proven that the higher the job characteristics, the higher the job satisfaction will be. This positive influence is supported by respondents' responses to the job characteristics indicator with the highest mean value of 6.55, namely X2.3, which states that respondents show good ability in completing work with clear and measurable results. This indicates that respondents understand their job duties and responsibilities, have clarity in work targets, and are able to produce output in accordance with organizational expectations, thus impacting job satisfaction which will also increase.

Humphrey, Nahrgang, and Morgeson (2021) state that job characteristics encompass core aspects of task structure that influence an individual's psychological well-being and work behavior. They expand on the classic Job Characteristics Model (JCM) by integrating social elements and the digital work context as factors inseparable from today's work reality. According to Luthans (2011), job satisfaction is a pleasant or positive emotional state resulting from the assessment of one's work or work experience. Table 4.14 shows that job characteristics significantly influence employee job satisfaction. Based on respondents' responses to the job characteristics variable, respondents assessed job characteristics as having a significant influence. This means that job characteristics have a positive and significant influence on employee job satisfaction at the Semarang Police Academy. The results of this study align with previous research by Widodo (2019), Handayani and Sutanto (2020), and Kim, J., & Lee, H. (2024), which concluded that job characteristics have a positive and significant effect on job satisfaction.



The Effect of Workload on Performance

Based on the results of the hypothesis test, it is proven that the higher the workload, the lower the employee's performance. This negative influence is supported by respondents' responses to the workload indicator with the highest mean value of 2.99, namely X1.1, which states that respondents' unwillingness to work on jobs simultaneously indicates that the perceived workload is relatively high and has the potential to negatively impact employee performance. This condition indicates that the demands of work that must be completed simultaneously can exceed the employee's work capacity, thereby hampering the effectiveness and quality of work results. Especially those that require employees to handle several tasks simultaneously, tend to decrease performance, because it increases the risk of fatigue, work errors, and decreased focus. As a result, employees are less than optimal in achieving the set targets and performance standards.

According to Sonnentag and Frese (2013), workload is the total amount of physical and mental demands that must be met during working hours, which can impact a person's level of fatigue and stress. This definition emphasizes that workload is not only about quantity, but also the quality and complexity of tasks. According to Robbins (2016), performance is the result of a specific job function assessed against predetermined standards. Individual performance is influenced by factors such as ability, motivation, role perception, and work environment conditions. Table 4.14 shows that workload has a negative effect on employee performance. Based on respondents' responses to the workload variable, respondents rated their perceived performance as quite high. This means that workload has a negative and significant effect on employee performance at the Semarang Police Academy. The results of this study align with previous research by Putra, D. & Anggraeni, R. (2020), Sari, L. (2021), and Rahmawati, S. (2018), which concluded that workload has a negative and insignificant effect on performance.

The influence of job characteristics on performance

Based on the results of the hypothesis test, it is proven that the higher the job characteristics, the more it will improve employee performance. This positive influence is supported by respondents' responses to the job characteristics indicator with the highest mean value of 6.55, namely X2.3, which states that clarity of work results as part of job characteristics has a positive effect on employee performance. Respondents who clearly understand the final results of



their work tend to be able to work more focused, effectively, and responsibly, resulting in better performance.

Rudolph et al. (2022) stated that in their meta-analysis of job design in the digital era, they highlighted that digitalization significantly changes job characteristics, such as the increasing need for flexibility, adaptability to technology, and the importance of virtual collaboration. According to Gomes (2003), performance is the level of achievement of an employee's work results in carrying out their duties and responsibilities based on certain indicators such as work quantity, work quality, timeliness, and cooperation. Table 4.14 shows that job characteristics significantly influence employee performance. Based on respondents' responses to the job characteristics variable, respondents assessed job characteristics as having a significant influence. This means that job characteristics have a positive and significant influence on employee performance at the Semarang Police Academy. The results of this study align with previous research by Putri and Nugroho (2019), Wahyuni (2020), and Kurniawan, D. (2021), which concluded that job characteristics have a positive and significant effect on performance.

The Influence of Job Satisfaction on Performance

Based on the results of the hypothesis test, it is proven that higher job satisfaction will further improve employee performance. This positive influence is supported by respondents' responses to the job satisfaction indicator with the highest mean value of 6.58 at Y1.9, which states that the comfort of working together as part of job satisfaction has a positive effect on employee performance. Employees who feel comfortable working in a team tend to have higher job satisfaction, so they are able to work more effectively, cooperatively, and productively in achieving organizational goals.

Edwin A. Locke (1976) stated that job satisfaction is a pleasant or positive emotional state resulting from a person's assessment of their job or work experience. In other words, job satisfaction reflects the extent to which individuals like (or dislike) their jobs, based on the match between their expectations and the reality they experience in the workplace. According to Mangkunegara (2015), performance is the result of work, both in quality and quantity, achieved by an employee in carrying out tasks according to their assigned responsibilities. Based on Table 4.14, it is known that job satisfaction has a significant effect on employee performance. Based on respondents' responses to the job satisfaction variable, respondents assessed that job satisfaction has a significant effect. This means that job satisfaction has a positive and significant effect on employee performance at



the Police Academy in Semarang. The results of this study align with previous research by Natalia C.P. Paparang, William A. Areros & Ventje Tatimu (2021), Bustan et al. (2023), and Linda Theresia et al. (2018), which concluded that job characteristics have a positive and significant effect on performance.

Job Satisfaction Mediates Workload on Performance

Based on the results of the hypothesis test, it is proven that job satisfaction significantly mediates the effect of workload on employee performance at the Police Academy in Semarang City. This significant influence is supported by respondents' responses to the job satisfaction indicator with the highest mean value of 6.58, namely Y1.9, which states that the comfort of working together increases employee job satisfaction, thereby reducing the impact of workload and encouraging increased performance. Employees who feel comfortable working in a team tend to be more satisfied with their jobs, even though they face a high workload. In line with these indicators. These findings indicate that the influence of workload on employee performance has a direct nature, which is very necessary for job satisfaction as a mediating variable.. This finding aligns with previous research by Saputra, I. R., Wijdjajani, S., & Saur Utomo, A. (2025), Ritonga, T., Syahsudarmi, S., & Munthe, R. A. (2025), and Mahayasa, I. G. A., Budiyanto, & Kurniawati, E. (2024), which concluded that job satisfaction can significantly mediate the effect of workload on employee performance.

Job Satisfaction Mediates the Effect of Job Characteristics on Performance

Based on the results of the hypothesis test, it is proven that job satisfaction significantly mediates the influence of job characteristics on employee performance at the Police Academy in Semarang City. This positive influence is supported by respondents' responses to the job satisfaction indicator with the highest mean value of 6.58, namely Y1.9, which states that the comfort of working together as part of the job characteristics can increase employee job satisfaction, which in turn has a positive impact on performance. Job characteristics that support teamwork, social interaction, and collaboration create a sense of comfort in working, so that employees feel more satisfied with their work. In line with these indicators. These findings indicate that the influence of job characteristics on employee performance has a direct nature that is very necessary for job satisfaction as a mediating variable. This is consistent with previous research by Azhar, Harahap & Lestari (2023), Aliyah & Hakim (2025), and Fibrianti, Ilmi & Warsilan (2021), which concluded that job satisfaction can significantly mediate the effect of job characteristics on employee performance.



CONCLUSION

Based on the research results and discussion, the following research conclusions can be drawn:

1. Workload has a negative and significant effect on Job Satisfaction.
2. Job Characteristics have a positive and significant effect on Job Satisfaction.
3. Workload has a negative and significant effect on Employee Performance.
4. Job Characteristics have a positive and significant effect on Employee Performance.
5. Job Satisfaction has a positive and significant effect on Employee Performance.
6. Job satisfaction significantly mediates the effect of workload on performance.
7. Job satisfaction significantly mediates the effect of job characteristics on performance.

Research Implications

Based on the research results presented in Chapter IV, the following theoretical and managerial implications can be drawn.

1. Theoretical Implications

This research can contribute to the development of organizational behavior theory, particularly in understanding the factors influencing employee performance at the Semarang Police Academy. Furthermore, it can serve as a reference for future researchers exploring the role of mediating variables between job satisfaction and employee performance.

2. Managerial Implications

To improve job satisfaction, reduce workload. Job satisfaction has been shown to mediate the effect of workload on employee performance. Therefore, to improve job satisfaction, adjust the workload to suit each employee's capacity, thereby significantly increasing job satisfaction. To improve employee performance, the Semarang City Police Academy must improve the workload system by reducing workload capacity, thereby significantly improving performance.

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