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## Analysis of The Influence of Leadership Empowerment on Performance Through Psychological Empowerment and Satisfaction on Functional Officer in The Office Regent of Simalungun

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### Abstrak

Berdasarkan rumusan masalah diatas maka tujuan penelitian ini adalah untuk: Menganalisis pengaruh Pemberdayaan Kepemimpinan Terhadap Kinerja melalui Pemberdayaan Psikologis dan Kepuasan Pejabat Fungsional di Lingkungan Kantor Bupati Simalungun. Dalam metode penelitian yang digunakan adalah penelitian empiris yang akan menguji hipotesis yang dibangun dari teori dan penelitian sebelumnya. Penelitian yang digunakan dalam penelitian ini adalah penelitian positivisme (kuantitatif), populasi dan sampel diambil dari pejabat fungsional di lingkungan Kantor Bupati Simalungun sehingga dapat diperoleh kesimpulan yang bersifat umum. . Sedangkan jenis penelitian ini adalah penelitian konfirmatori yang menggambarkan hubungan antar variabel melalui pengujian hipotesis. Pemberdayaan Kepemimpinan berpengaruh signifikan terhadap Pemberdayaan Psikologis dengan arah hubungan positif. Berdasarkan hasil penelitian menunjukkan bahwa variabel pemberdayaan kepemimpinan dapat memberikan kontribusi terhadap pemberdayaan psikologis. Pemberdayaan Kepemimpinan berpengaruh signifikan terhadap kepuasan dengan arah hubungan positif. Berdasarkan hasil penelitian menunjukkan bahwa variabel pemberdayaan kepemimpinan dapat memberikan kontribusi terhadap peningkatan kepuasan karyawan. Pemberdayaan psikologis tidak berpengaruh signifikan terhadap kepuasan dengan arah hubungan positif. Berdasarkan hasil penelitian menunjukkan bahwa variabel pemberdayaan psikologis secara teoritis positif, namun pada kenyataannya pemberdayaan psikologis tidak memberikan kontribusi terhadap kepuasan. Pemberdayaan psikologis berpengaruh signifikan terhadap kinerja dengan hubungan positif. Berdasarkan hasil penelitian menunjukkan bahwa variabel pemberdayaan psikologis dapat memberikan kontribusi terhadap peningkatan kinerja pegawai. Kepuasan berpengaruh signifikan terhadap kinerja dengan hubungan positif. Berdasarkan hasil penelitian menunjukkan bahwa variabel kepuasan dapat memberikan

kontribusi terhadap peningkatan kinerja karyawan. Pemberdayaan psikologis tidak memediasi pengaruh pemberdayaan kepemimpinan terhadap kepuasan. Pemberdayaan Kepemimpinan tidak memediasi pengaruh Kepuasan terhadap Kinerja. Pemberdayaan psikologis tidak memediasi pengaruh kepuasan terhadap kinerja.

Kata Kunci: Pemberdayaan Kepemimpinan, Kinerja, Pemberdayaan Psikologis dan Kepuasan

#### Abstract

Based on the problem formulation above, the aim of this research is to: To analyze the influence of Leadership Empowerment on Performance through Psychological Empowerment and Satisfaction of Functional Officials in the Simalungun Regent's Office. In the research method used is empirical research which will test hypotheses built from theory and previous research. The research used in this research is positivism (quantitative), the population and samples were taken from functional officials in the Simalungun Regent's Office so that general conclusions can be obtained. . Meanwhile, this type of research is confirmatory research which describes the relationship between variables through hypothesis testing. Leadership Empowerment has a significant effect on Psychological Empowerment with a positive relationship direction. Based on the research results, it shows that the leadership empowerment variable can contribute to psychological empowerment. Leadership Empowerment has a significant effect on satisfaction with a positive relationship direction. Based on the research results, it shows that the leadership empowerment variable can contribute to increasing employee satisfaction. Psychological empowerment does not have a significant effect on satisfaction with a positive relationship direction. Based on the research results, it shows that the psychological empowerment variable is theoretically positive, but in reality psychological empowerment does not contribute to satisfaction. Psychological empowerment has a significant effect on performance with a positive relationship. Based on the research results, it shows that the psychological empowerment variable can contribute to improving employee performance. Satisfaction has a significant effect on performance with a positive relationship. Based on the research results, it shows that the satisfaction variable can contribute to improving employee performance. Psychological empowerment does not mediate the effect of empowering leadership on satisfaction. Leadership Empowerment does not mediate the effect of Satisfaction on Performance. Psychological empowerment does not mediate the effect of satisfaction on performance.

Keywords: Leadership Empowerment, Performance, Psychological Empowerment and Satisfaction

#### INTRODUCTION

Human Resources or what is often abbreviated as HR is the most important element for an organization in realizing the vision, mission and goals of the organization. In government agencies, human resources are the main or leading priority for developing or

implementing programs that have been determined based on short-term and long-term needs. The important role of human resources in building a constitutional system and improving the welfare of the people requires the expertise of each human resource to be able to manage it.

Considering how important HR is, especially for employees who have functional positions, management is needed who has the expertise to be able to coordinate. HR management can be said to be able to manage it in a systematic, planned and patterned manner so that the ongoing process to achieve the agency's current and future desired goals can be achieved optimally based on the work program that has been determined.

Human resource management is a record for carrying out an improvement process through bureaucratic reform by determining HR work programs as an important aspect of improvement, for this reason it needs to be structured systematically. Efforts to increase the professionalism of human resources, especially in government agencies, are supported by a system that is competency-based, transparent, and provides commensurate salaries and forms of welfare guarantees. Review of realizing HR programs as improving the HR cycle starting from planning, recruitment, placement, development and rewards, especially improving employee performance.

Since the Indonesian state was founded, its human resources have realized that work is a human right of every Indonesian citizen. This is a guideline for human resources in obtaining protection based on Article 27 paragraph (2) of the 1945 Constitution which states: Every citizen has the right to work and a living that is worthy of humanity. However, this article is not in line with expectations, especially human resources in Indonesia.

Human resources in the Simalungun Regency environment, especially those in functional positions, are still constrained in carrying out their duties, problems that occur in the internal environment can be an indicator of problems that have not been resolved properly, so there is a need for an improvement process for each internal environment. Human resource capabilities are the main priority in improving work abilities, this is a task that must be carried out as quickly as possible, there is empowerment starting from psychological empowerment and direction from leadership as an illustration of being able to evaluate existing human resources.

Basically, each employee has a different level of satisfaction from one another. Either based on employee status or something else. In paying attention to employee welfare which has an impact on employee satisfaction, agencies can create their own policies to regulate

this matter. With this research, companies will benefit by obtaining research results that provide answers to company problems regarding employee satisfaction levels.

The potential of human resources in an operating system is essentially one type of capital that plays an important role in achieving agency goals. Agencies and employees are two things that need each other. If employees succeed in bringing progress to the agency, then the benefits obtained will be obtained by both parties. For employees, success is self-actualization as well as an opportunity to fulfill their life needs, while for agencies, success is a means of growth and development for the agency.

Globalization has caused the practice of human resource management to experience difficulties, especially in certain customary issues, because gradually the values that are owned can be lost, then the result is that human resources to improve the performance of agencies and community services are of poor quality. One concept that needs improvement is employee empowerment, referring to employees who do not have agency in work activities. If standard procedures are followed, empowered employees generally demonstrate greater trust in leadership, higher work engagement, and employee empowerment.

Government agencies currently have fairly good capital because the process of selecting human resources to be assigned to their respective posts has been tested because the selection of human resources to join the agency is quite transparent, meaning that based on the results obtained from the assessment the resources These human resources have the right to become part of the agency. The government has special authority to determine human resources capable of supporting all aspects in the field.

Performance problems are experienced by almost all large organizations and those classified as developing. In this regard, so that employees are always consistent with their performance, the company always pays attention to the environment in which employees carry out their duties, for example co-workers, leaders, work atmosphere and others that can influence a person's ability to carry out their duties. The level of empowerment and satisfaction at the Simalungun Regency Regent's Office in improving performance can influence the ability to improve career.

Empowerment and Satisfaction are values that must be internalized by all employees so that employees realize that they are skilled workers who are needed for progress in Simalungun Regency. Based on the background that has been described, the formulation of this research problem is: Does Leadership Empowerment influence Performance through Psychological Empowerment and Satisfaction of Functional Officials in the Simalungun

Regent's Office? Based on the problem formulation above, the aim of this research is to: To analyze the influence of Leadership Empowerment on Performance through Psychological Empowerment and Satisfaction of Functional Officials in the Simalungun Regent's Office..

## RESEARCH METHOD

In conducting research, the method used is empirical research which will test hypotheses built from theory and previous research. Therefore, the research used in this research is positivism (quantitative). This research is inductive research which aims to generalize the results of empirical findings from samples taken from functional officials in the Simalungun Regent's Office so that general conclusions can be obtained. Meanwhile, this type of research is confirmatory research which describes the relationship between variables through hypothesis testing. The population used in this research came from all functional officials in the Simalungun Regent's Office. The sampling technique in the research was purposive sampling.

### Data Analysis Technique

The data analysis technique uses the Structural Equation Model analysis tool which is useful for predicting the dependent variable, namely the performance of functional officials with a number of independent variables, namely the leadership empowerment variable and the psychological empowerment and satisfaction variables as intervening variables.

Hypothesis testing regarding the relationship between variables is very dependent on the quality of the data used in the test. Therefore, the data must be valid and reliable. Validity shows the extent to which a measuring instrument can measure what it wants to measure. In this research, a questionnaire was used as a measuring tool, therefore the questionnaire must be valid. Meanwhile, reliability is an index that shows the extent to which a measuring instrument is reliable, meaning that if the measuring instrument is used more than once, the results will remain consistent.

### Goodness of Fit Criteria

This stage tests the suitability of the model through reviewing various goodness of fit criteria. The following are several suitability indices and cut-off values to test whether a model can be accepted or rejected as needed, namely:  $\chi^2$ -Chi-square statistics, RMSEA (The Root Mean Error of Approximation), GFI (Fitness Index), AGFI (Fitness Index Adjusted), CMIN/DF, is the Minimum Simple Discrepancy Function divided by the Degrees of Freedom,

TLI (Tucker Lewis Index), CFI (Comparative Fit Index). Indicators based on a model that are acceptable or not must meet the requirements as shown in Table 1:

Table 1. Goodness of Fit Index

Goodness of Fit Index	Cut –of Value	Information
Chi Square	As mall as possible	The obtained SEM model is feasible
Significant Probability	$\geq 0.05$	Sig Prob $\geq 0,5$ shows that the SEM model obtained is feasible
RMSEA	$\leq 0.08$	RMSEA $\leq 0.08$ shows that the SEM model obtained is feasible
GFI	$\geq 0.90$	GFI $\geq 0.90$ shows that the SEM model obtained is feasible
AGFI	$\geq 0.90$	AGFI $\geq 0.90$ shows that the SEM model obtained is feasible
CMIN/DF	$\leq 2.00$	CMIN/DF $\leq 2.00$ shows that the SEM model obtained is feasible
TLI	$\geq 0.90$	TLI $\geq 0.90$ shows that the SEM model obtained is feasible
CFI	$\geq 0.90$	CFI $\geq 0.90$ shows that the SEM model obtained is feasible

Source: Margianto et al (2016)

## RESULT AND DISCUSSION

### Evaluation of Fulfillment of Data Normality Assumptions

Univariate and multivariate normality of the data used in this analysis was tested using AMOS. The results of the analysis can be seen in Table 3 regarding normality assessment. The reference referred to to state the assumption of data normality is the value in the C.R (critical ratio) column as follows:

Table 2. Normality Test Results Assessment of Normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
Y5	1.000	5.000	-.556	-3.299	.754	2.235
Y4	1.000	5.000	-.476	-2.823	.247	.732
Y3	1.000	5.000	-.871	-5.165	1.329	3.941
Y2	1.000	5.000	-.693	-4.107	.558	1.653
Y1	2.000	5.000	-.439	-2.606	-.008	-.024
Z24	1.000	5.000	-.791	-4.693	.563	1.668
Z23	1.000	5.000	-1.067	-6.327	1.447	4.291
Z22	2.000	5.000	-.680	-4.030	-.179	-.531
Z21	1.000	5.000	-.824	-4.887	.323	.959
X15	1.000	5.000	-.882	-5.230	.831	2.465
X14	1.000	5.000	-1.250	-7.413	1.603	4.754
X13	1.000	5.000	-.907	-5.381	.848	2.515
X12	1.000	5.000	-.931	-5.523	.258	.765
X11	1.000	5.000	-1.221	-7.238	1.176	3.486
Z14	1.000	5.000	-.435	-2.581	.085	.251
Z13	1.000	5.000	-1.052	-6.236	.572	1.695
Z12	1.000	5.000	-1.060	-6.289	.557	1.653
Z11	1.000	5.000	-.937	-5.556	.528	1.567
Multivariate					58.515	15.838

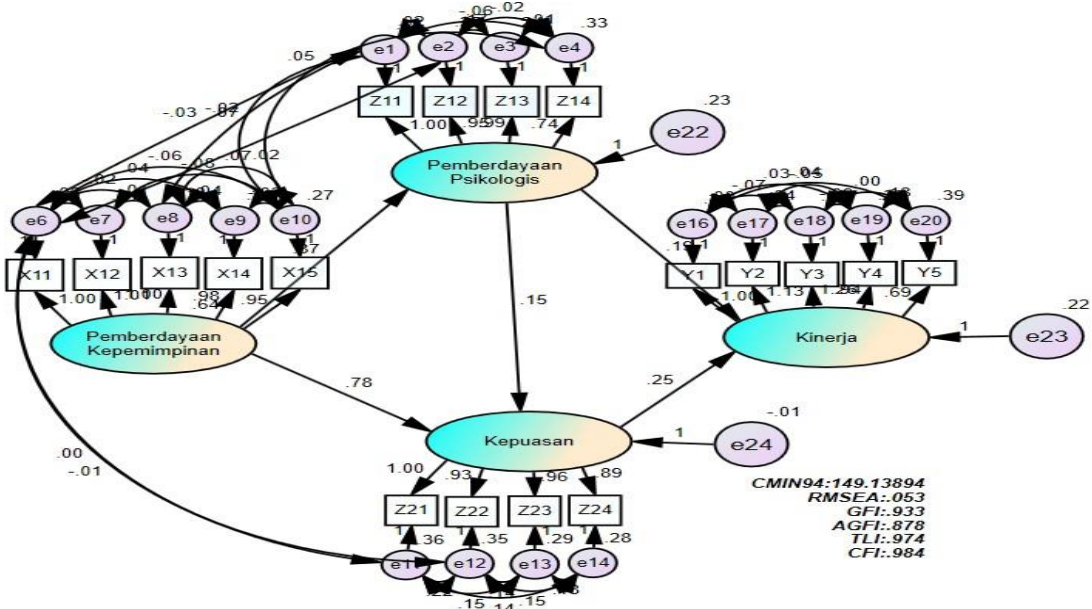
Source: processed data (2023)

Based on Table 2, the normality test results show that the C.R. for multivariate in the range below  $\pm 2.58$ , so it can be concluded that the research data is normally distributed in multivariate.

#### Structural Model Test

Research model suitability testing is used to test the goodness of fit level of the research model. The GFI measure is basically a measure of a model's ability to explain the diversity of data. The GFI value ranges from 0 – 1. Actually, there are no standard criteria regarding the limits of a good GFI value. However, it can be concluded that a good model is a model that has a GFI value close to 1. In practice, many researchers use a minimum limit

of 0.9. The following are the results of the AMOS analysis. The structural model is the relationship between latent variables (variables that cannot be measured directly and require several indicators to measure them) independent and dependent. The results of the structural model test can be seen from Figure 2:



Gambar 3. Model Awal Struktural Equation Model  
Source: processed data (2023)

Outlier Evaluation Evaluation

Outlier detection is carried out to see univariate outliers and multivariate outliers. To see multivariate outliers, this is done by looking at the evenobis distance value. If the evenobis distance value is greater than the chi-square value, it means that a multivariate outlier problem occurs. Based on these provisions, in this study the chi-square value was 149.1 and the largest value at the evenobis distance was 47.559. Therefore, it can be concluded that in this study there are no multivariate outlier problems, because the chi-square value > even obis distance. The absence of multivariate outliers means that the data is suitable for use.

Table 3. Goodness of Fit Value and Cut Off Value of The Modified Model

Criteria	Model Test Results	Value	Information
Significant Probability	≥ 0.05	0.000	Marjinal
RMSEA	≤ 0.08	0.053	Fit
GFI	≥ 0.90	0.933	Fit
AGFI	≥ 0.90	0.878	Marjinal

CMIN/DF	≤ 2.00	1.587	Fit
TLI	≥ 0.90	0.974	Fit
CFI	≥ 0.90	0.984	Fit

Source: processed data (2023)

Based on Table 3 Goodness of fit values and cut off values, the model built from the Structural Equation model meets the Goodness of fit assumptions and cut off values so that hypothesis testing can be continued. From the model output results in Table 4 for the model suitability test criteria, several criteria are at marginal values. Marginal value is the condition of suitability of the measurement model under the criteria of absolute fit or incremental fit, but can still be continued in further analysis because the criteria are already good fit.

Direct Effect Hypothesis Test:

Hypothesis testing of direct influence The equation of each variable in Structural can be seen in Table 4:

Table 4 Hypothesis Test of Equation Model Structure  
Regression Weights: (Group number 1 - Default model)

		Variabel	Estimate	S.E.	C.R.	P	Label
Psychological empowerment	<---	Leadership_ Empowerment	.873	.076	11.536	***	significant
Satisfaction	<---	Leadership_ Empowerment	.782	.126	6.193	***	significant
Satisfaction	<---	Psychological empowerment	.152	.106	1.430	.153	significant
Performance	<---	Psychological empowerment	.194	.096	2.012	.044	significant
Performance	<---	Satisfaction	.253	.109	2.319	.020	significant

Source: processed data (2023)

In Table 4, the results of direct influence hypothesis testing with the interpretation of each path coefficient or direction of causal relationship, the results of hypothesis testing obtained are as follows:

1. C.R. Value amounting to 11,536 and obtained a significance probability (p) of 0.000 which is smaller than the significance level ( $\alpha$ ) determined at 0.05. The research results show that Leadership Empowerment (X1) has a significant effect on Psychological

Empowerment with a positive relationship direction. Based on the research results, it shows that the leadership empowerment variable can contribute to psychological empowerment.

2. C.R. Value amounting to 6,193 and obtained a significance probability (p) of 0.000 which is smaller than the significance level ( $\alpha$ ) determined at 0.05. The research results show that Leadership Empowerment (X1) has a significant effect on satisfaction with a positive relationship direction. Based on the research results, it shows that the leadership empowerment variable can contribute to increasing employee satisfaction.
3. C.R. Value amounting to 1,430 and obtained a significance probability (p) of 0.153 which is greater than the significance level ( $\alpha$ ) determined at 0.05. The research results show that psychological empowerment (X1) has no significant effect on satisfaction with a positive relationship direction. Based on the research results, it shows that the psychological empowerment variable is theoretically positive, but in reality psychological empowerment does not contribute to satisfaction.
4. C.R. Value of 2.012 and obtained a significance probability (p) of 0.044 which is smaller than the significance level ( $\alpha$ ) determined at 0.05. The research results show that psychological empowerment has a significant effect on performance with a positive relationship. Based on the research results, it shows that the psychological empowerment variable can contribute to improving employee performance.
5. C.R. Value amounting to 2,319 and obtained a significance probability (p) of 0.020, which is smaller than the significance level ( $\alpha$ ) determined at 0.05. The research results show that satisfaction has a significant effect on performance with a positive relationship. Based on the research results, it shows that the satisfaction variable can contribute to improving employee performance.

Indirect Influence Hypothesis Test:

Testing the hypothesis of direct influence. The equation of each variable in Structural can be seen in Table 5:

Table 5. Indirect Effect

Standardized Indirect Effects (Group number 1 - Default model)

Variabel	Leadership_ Empowerment	Psychological empowerment	Satisfaction
Psychological empowerment	.000	.000	.000
Satisfaction	.145	.000	.000
Performance	.551	.056	.000

Source: processed data (2023)

Based on Table 5, the explanation of the indirect influence is as follows:

1. The indirect effect of Leadership Empowerment on Satisfaction through psychological empowerment as an intervening variable, namely  $(0.00 \times 0.145=0)$ . These results indicate that the influence of Leadership Empowerment on Satisfaction (0.145) is greater than the influence of Leadership Empowerment on Satisfaction through psychological empowerment (0). This means that psychological empowerment does not mediate the influence of empowering leadership on satisfaction
2. The indirect effect of Leadership Empowerment on Performance through psychological empowerment as an intervening variable, namely  $(0.145 \times 0.551=0.079)$ . These results indicate that the influence of Leadership Empowerment on Performance (0.551) is greater than the influence of Leadership Empowerment on Performance through Satisfaction (0.079). This means that leadership empowerment does not mediate the influence of satisfaction on performance
3. Indirect influence of psychological empowerment on performance through psychological empowerment as an intervening variable, namely  $(0 \times 0.056=0)$ . These results indicate that the influence of psychological empowerment on performance (0.056) is greater than the influence of psychological empowerment on performance through satisfaction (0). This means that psychological empowerment does not mediate the influence of satisfaction on performance.

Total Effect Hypothesis Test:

Hypothesis testing of the Total Equation effect of each variable in Structural can be seen in Table 6:

Table 6. Total Effects Standardized Total Effects (Group number 1 - Default model)  
Standardized Total Effects (Group number 1 - Default model)

Variabel	Leadership_ Empowerment	Psychological empowerment	Satisfaction
Psychological empowerment	.824	.000	.000
Satisfaction	1.003	.176	.000
Performance	.551	.338	.317

Source: processed data (2023)

Based on Table 6, the explanation of the total influence is as follows:

1. The total effect of leadership empowerment on psychological empowerment is 0.824
2. The results of the total influence of psychological empowerment on satisfaction are 0.824
3. The total effect of leadership empowerment on satisfaction is 1.003. Based on the total influence value, it shows that leadership empowerment has the greatest influence on satisfaction compared to psychological empowerment
4. The total effect of leadership empowerment on satisfaction is 0.551. Based on the total influence value, it shows that leadership empowerment has the greatest influence on performance compared to psychological empowerment and satisfaction
5. The total effect of psychological empowerment on performance is 0.338
6. The results of the total influence of satisfaction on performance are 0.317

## Discussion

### The Effect of Leadership Empowerment on Psychological Empowerment

The research results show that Leadership Empowerment has a significant effect on Psychological Empowerment with a positive relationship direction. Based on the research results, it shows that the leadership empowerment variable can contribute to psychological empowerment.

This form of leadership focuses on delegating authority to employees, allowing them to make decisions without direct supervision. The impact has been researched in the context of customer empowerment behavior, knowledge management system adoption, citizenship behavior, employee creativity, and employee intention to take initiative (Xie et al, 2013).

At the individual level, empirical studies have assessed the benefits of empowering leadership on employee attitudes and behavior (Zhang & Bartol, 2010). Scholars have also

focused on empowering leadership in hospitality management (Boukis, Christos, Daunt, & Papastathopoulos, 2020; Lin, Zhang, Ng, & Zhong, 2020) in Chinese organizations (Lin, Ling, Luo, & Wu, 2019). For example, Boukis et al. (2020) found that an empowering leadership style can reduce the consequences of customer incivility on the role stress, rumination, retaliation, and withdrawal intentions of frontline hotel employees.

Lin et al. (2019) developed an integrated model that includes the antecedents and consequences of empowering leadership from the perspectives of hotel service employees and managers. The authors found that empowering leadership had a positive impact on employees' service-oriented behavior. However, to date, there has been insufficient attention to cultural influences when studying empowering leadership in tourism and hospitality management. Work engagement, characterized by dedication and commitment, refers to a positive state of mind and productive behavior at work (Tsaour et al., 2019).

Work engagement has attracted interest in fields such as health, education, and hospitality because of its direct impact on job performance, employee loyalty, and job satisfaction (e.g., Giallonardo, Wong, & Iwasiw, 2010). Several researchers have identified work engagement as particularly important in hospitality because employee behavior influences customer satisfaction (Tsaour et al., 2019). Factors driving work engagement vary, including leadership and the psychological state of employees (Kundu et al., 2019).

#### The Effect of Leadership Empowerment on Satisfaction

The research results show that Leadership Empowerment has a significant effect on satisfaction with a positive relationship direction. Based on the research results, it shows that the leadership empowerment variable can contribute to increasing employee satisfaction.

Empowering leadership and psychological empowerment have been emphasized as important aspects of work engagement. Several studies have highlighted leadership as a key antecedent of work engagement (Tuckey, Bakker, & Dollard, 2012). Researchers have considered specific leadership styles (e.g. transformational, transactional, and laissez-faire) and their relationship to work engagement and work outcomes (Gemedda & Lee, 2020).

Employees, after being given a high degree of autonomy through empowerment, can assume greater responsibilities at work and become more motivated (Vecchio, Justin, & Pearce, 2010). Coaching and supporting personal growth allows leaders to encourage their subordinates' engagement and working conditions as well (Tuckey et al., 2012).

### The Effect of Psychological Empowerment on Satisfaction

The research results show that psychological empowerment (X1) has no significant effect on satisfaction with a positive relationship direction.

Based on the research results, it shows that the psychological empowerment variable is theoretically positive, but in reality psychological empowerment does not contribute to satisfaction. Providing intrinsic psychological motivation will indirectly fuel the enthusiasm of an employee who is still on contract status to be even more enthusiastic in completing their tasks with a feeling of satisfaction with the tasks they have done. Research conducted by Fitriah & Sudibya (2015) states that employee empowerment has a positive and significant effect on job satisfaction. Rahayu & Sudibia (2014) concluded that empowerment has a positive and significant influence on job satisfaction.

### The Effect of Psychological Empowerment on Performance

The research results show that psychological empowerment has a significant effect on performance with a positive relationship. Based on the research results, it shows that the psychological empowerment variable can contribute to improving employee performance.

Hamidiz Aden et.al (2012) in Rahayu & Sudibia (2014) stated that empowerment is positively related to employee job satisfaction. Meanwhile, research conducted by Debora (2006) in Rahayu & Sudibia (2014) concluded that psychological empowerment is a variable that has a significant influence on job satisfaction. Research on psychological empowerment on job satisfaction was conducted by Rahman, et al (2012) and obtained research results that psychological empowerment had a positive and significant relationship with job satisfaction.

### The Effect of Satisfaction on Performance

The research results show that satisfaction has a significant effect on performance with a positive relationship. Based on the research results, it shows that the satisfaction variable can contribute to improving employee performance.

The research results are in line with Vandenable's (2010) research, which found no influence between job satisfaction and public service motivation. The more satisfied you are with the organization, the more work motivation will increase. Job satisfaction is related to several variables. However, experts place different emphasis on different aspects.

Colquitt (2011), emphasizes the relationship between job satisfaction and work performance, while Robbins and Judge (2011), discuss Job Performance with Job Satisfaction, organizational citizenship behavior, customer satisfaction, absenteeism,

turnover and workplace deviation. Meanwhile, other experts say that what influences job satisfaction is enjoying one's work, being proud of one's work, low work stress, high work motivation, high performance, low complaints, low turnover, low absenteeism, and good working relationships (Wirawan , 2013).

## CONCLUSION

The conclusions of this research are prepared briefly and clearly to facilitate understanding of the results of this research as follows:

1. Leadership Empowerment has a significant effect on Psychological Empowerment with a positive relationship direction. Based on the research results, it shows that the leadership empowerment variable can contribute to psychological empowerment.
2. Leadership Empowerment has a significant effect on satisfaction with a positive relationship direction. Based on the research results, it shows that the leadership empowerment variable can contribute to increasing employee satisfaction.
4. Psychological empowerment has no significant effect on satisfaction with a positive relationship direction. Based on the research results, it shows that the psychological empowerment variable is theoretically positive, but in reality psychological empowerment does not contribute to satisfaction.
5. Psychological empowerment has a significant effect on performance with a positive relationship. Based on the research results, it shows that the psychological empowerment variable can contribute to improving employee performance.
6. Satisfaction has a significant effect on performance with a positive relationship. Based on the research results, it shows that the satisfaction variable can contribute to improving employee performance.
7. Psychological empowerment does not mediate the effect of empowering leadership on satisfaction
8. Leadership Empowerment does not mediate the effect of Satisfaction on Performance
9. Psychological empowerment does not mediate the effect of satisfaction on performance.

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