



THE ROLE OF JOB SATISFACTION IN MEDIATING THE EMPOWERMENT OF STATE CIVIL APPARATUS ON THE PERFORMANCE OF STATE CIVIL APPARATUS IN OFFICE IMMIGRATION CLASS I TPI KENDARI

Muh. Hidayatul Firdaus¹, Bakhtiar Abbas², Nofal Supriadin³

Author Details

¹ Magister of Management Program of STIE Enam Enam Kendari, Indonesia.

² Magister of Management Program of STIE Enam Enam Kendari, Indonesia.

³ Magister of Management Program of STIE Enam Enam Kendari, Indonesia.

ABSTRACT

This study aims to determine the role of job satisfaction in mediating the effect of empowering the state civil apparatus on the performance of the state civil apparatus. The sample in this study was 61 employees at the TPI Kendari Class I Immigration Office. This study uses PLS analysis as an analytical tool. The results of the study found that empowerment has a positive effect on job satisfaction, empowerment of the state civil apparatus has a positive effect on the performance of the state civil servants, job satisfaction has a positive effect on the performance of the state civil servants and empowerment of the state civil servants has a positive effect on the performance of the state civil servants through job satisfaction.

Keywords: *State Civil Apparatus Empowerment, Job Satisfaction, State Civil Apparatus Performance*

INTRODUCTION

Organizations have many ways to improve employee performance. Wrong Human resources in an organization must have the ability and high performance to be able to carry out their management functions. To maximize the function of human resources, a human resource management process is needed that is not only concerned with the efficiency and effectiveness of employee work. The ability of employees is one of the main elements in the organization that contributes to the organization. Performance can be called work performance which is one of the determining factors for organizational success. The use of various methods is necessary to get good performance. In addition to having large capital, organizations must also have quality human resources or what is currently called performance management to win the existing competition.

Wibowo (2012) believes that performance is a process carried out by a person to achieve his work results. Performance is also shown in the results of the quality of work, the amount of work done by employees in completing their duties, and the tasks and responsibilities given to show their performance. Organizations

also provide employees with a sense of responsibility and autonomy, so that they can focus their best abilities on carrying out their duties and drive the achievement of overall organizational goals.

Organizations have many ways to improve employee performance. One of them is employee job satisfaction which must be considered. Performance effectiveness can be measured by employee job satisfaction. Job satisfaction will create work motivation which is the goal of everyone's work and improve employee performance. Organizations must understand what causes employee satisfaction and dissatisfaction with their work because employees who are satisfied with their work will work more effectively and be loyal to the organization. Research conducted by Tobing (2009) which linked job satisfaction with employee performance shows that job satisfaction has a significant effect on employee performance. Hasibuan (2009) emphasizes that one's feelings of happiness and love for one's work are reflected in the job satisfaction of each employee.

A common cause of high employee turnover is personal dissatisfaction with work. Some researchers have found that increased job satisfaction can reduce employee turnover. A low layoff rate will increase productivity and efficiency because a low layoff rate is considered an indicator of employee job satisfaction. Employees are one of the most important components of an organization because of its efforts to survive, develop, compete and create profits.

Based on the Pre-Research that the authors conducted, the problem that emerged in the research object was that some state civil servants were dissatisfied with the implementation of the management of the state civil apparatus because there was no appreciation for competent state civil servants and there was no refreshment at work so that the state civil servants felt they were not satisfied and bored. Therefore, many state civil servants are dissatisfied with their work because they think that their workload is quite heavy, and not worth the compensation or benefits they receive. In addition, many state civil servants feel that they are not placed according to their expertise.

Melian Sugiarto's research results (2020) concluded that job satisfaction has a significant and positive impact on performance. Efendy Rasjid's research results (2017) concluded that empowerment and job satisfaction has a significant effect on employee performance. The results of Saifudin's research (2021) state that empowerment does not affect performance. Based on the existence of the research gap above, the authors raised the variable of job satisfaction as a mediating variable.

LITERATURE REVIEW

Empowerment Theory

Empowerment (empowerment) etymologically comes from the word power which means the ability to do something or the ability to act. Getting the prefix ber - being 'empowered' means having strength, ability, power, and the sense (ways and so on) to overcome something (Suwatno and Priansa, 2011). Meanwhile, Khan (2007) describes empowerment as an ongoing interpersonal relationship to build trust between employees and management. Employee empowerment (employee empowerment) according to Mulyadi (2007) is a trend of human capital management in future organizations, whereas according to Pradiansyah (2002), empowerment is trust (trust).

Empowerment is truly meaningful employee engagement. Empowerment or empowerment is the authority to make decisions in a certain area of operations without having to obtain approval from other people (Luthans, 1998). Meanwhile, Straub (1989), defines empowerment as giving autonomy, authority, and trust, and encouraging individuals within an organization to develop regulations to complete work. Empowerment is giving responsibility and authority to workers to make decisions regarding all product development and decision-making. Empowerment also means sharing information and knowledge among employees which is used to understand and support organizational performance.

Job Satisfaction Theory

Job satisfaction is a form of one's feelings towards his job, work situation, and relationship with co-workers. Thus job satisfaction is important for employees to have, where they can interact with their work

environment so that work can be carried out properly and under company goals. According to Handoko (2000), "Job satisfaction is a pleasant or unpleasant emotional state of how employees perceive their work. Job satisfaction reflects a person's feelings towards his work.

Employee job satisfaction is influenced by responses to intrinsic value and extrinsic rewards. What is meant by intrinsic reward value is the emergence of a feeling in employees because of the work done. Included in extrinsic rewards are feelings of liking for their work, a sense of responsibility, challenge, and recognition. Extrinsic reward is a situation that occurs outside of work, for example for working well according to what is expected by the company, employees get wages, salaries, and bonuses.

Locke (2009) provides a comprehensive definition of job satisfaction which includes reactions and cognitive, affective, and evaluative and states that job satisfaction is a happy emotional state or positive emotion that comes from evaluating one's work or work experience. Job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important.

Employee Performance Theory

Employee performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him (Mangkunegara, 2009). The success rate of performance includes both quantitative and qualitative aspects.

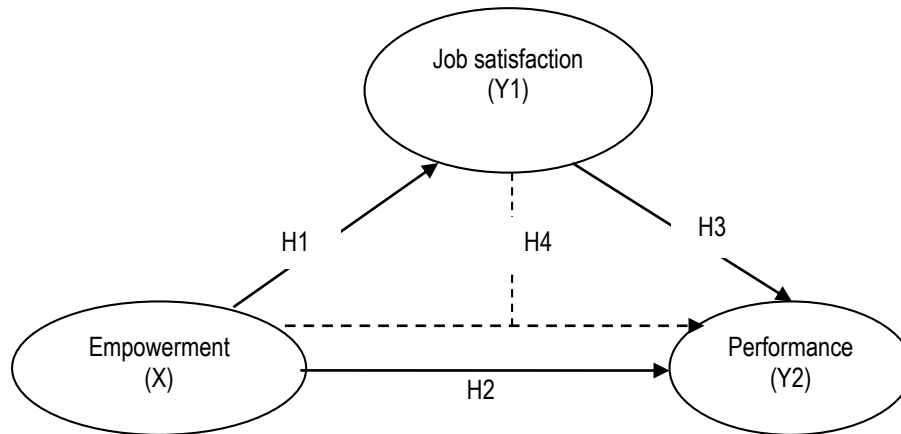
Performance, according to Siswanto (2006) is the achievement achieved by a person in carrying out the tasks and work assigned to him. Work performance or achievement is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or criteria that have been determined in advance and mutually agreed upon (Rivai, 2005).

Performance is a set of results achieved and refers to the act of achieving and executing the requested work (Stolovic and Keeps, 1992). Performance refers to an employee's achievement of a given task (Cascio, 1992). Performance is a function of motivation and the ability to complete a task or job. A person must have a certain degree of willingness and level of willingness, a person's willingness and skills are not effective enough to carry out something without a clear understanding of what is being done.

Conceptual Framework

The conceptual framework that underlies this research is the role of job satisfaction in mediating the effect of empowering the state civil apparatus on the performance of the state civil apparatus. Job satisfaction is one of the main keys that can influence organizational success and therefore it is important to assess the perceptions of state civil servants regarding their work. One that can affect the performance of the state civil apparatus is job satisfaction. Job satisfaction can determine the high or low level of performance of state civil servants. In addition, empowerment and also job satisfaction can be the determining factors for whether or not the performance of the state civil apparatus is good. This is in line with the results of Efendy Rasjid's research (2017) which concluded that empowerment and job satisfaction has a significant effect on the performance of the state civil apparatus. Based on the theory described above, a conceptual model or theoretical framework that can be developed in this study is presented in the following diagram:

Figure 1. Conceptual Framework



Hypothesis

The hypothesis in this study is as follows

1. Empowerment of state civil servants has a positive and significant effect on job satisfaction at the Immigration Office Class I TPI Kendari.
2. Empowerment of state civil servants has a positive and significant effect on the performance of state civil servants at the TPI Kendari Class I Immigration Office.
3. Job satisfaction has a positive and significant effect on the performance of state civil servants at the Immigration Office Class I TPI Kendari.
4. Job satisfaction mediates the effect of empowering state civil servants on the performance of state civil servants at the Immigration Office Class I TPI Kendari.

RESEARCH METHODS

Research Design

Based on the objectives to be achieved in this study, the research design is explanatory. According to Solimun (2002), an explanatory study generally aims to explain the position of the variables to be studied and the relationship or influence between the independent variables and the dependent variable.

Population and Sample

The population in this study states civil apparatus at the Immigration Office Class I TPI Kendari which totaled 61 people. Sampling using a census technique, namely making the entire population as a sample. So that the sample in this study was 61 people.

Data Collection Technique

Data collection techniques in this study are:

1. The questionnaire was carried out by submitting a list of statements to respondents, in this case, the state civil apparatus at the Immigration Office Class I TPI Kendari.
2. Documentation, namely recording existing documents at the TPI Kendari Class I Immigration Office related to research such as the number of state civil apparatus data and a brief history.

Partial Least Square Analysis (PLS)

Partial Least Square (PLS) analysis in this study was carried out using the Smart PLS version 3.2 application program. Analysis of the direct relationship (direct effect) between the constructs of the model can be compared to evaluate the relationship of each construct to the direct effect which is none other than the

coefficients of all coefficient lines with one-pointed arrows with a probability value/p-value <0.05 (Ferdinand, 2005). The process of calculating path analysis in this study was carried out using the Smart PLS version 3.2 application program.

RESULTS AND DISCUSSION

Convergent Validity Test

The first stage in evaluating the outer model can be started by looking at the results of the convergent validity test through factor loading. Individual reflexive measures with the construct being measured can be said to be high if the correlation is more than 0.60. The results of data processing using SmartPLS can be seen in the following table:

Table 1. Initial Outer Loading (Measurement Model)

Indicator	Performance	Job satisfaction	Empowerment	Information
Cost	0.847			Valid
Discipline	0.864			Valid
Integrity	0.832			Valid
Leadership	0.877			Valid
Cooperation	0.868			Valid
Commitment	0.721			Valid
Quality	0.782			Valid
Quantity	0.917			Valid
Time	0.819			Valid
Orientation	0.811			Valid
Profession		0.835		Valid
Promotion		0.850		Valid
Work colleague		0.743		Valid
Wages		0.933		Valid
Supervisors		0.751		Valid
Meaning			0.759	Valid
Competence			0.831	Valid
impact			0.781	Valid
Self Determination			0.858	Valid

Source: Data processed with SmartPLS

Based on the table it can be seen that all loading factors have values above 0.60 so that the constructs for all variables are no longer eliminated from the model. Thus, all constructs have been said to be valid and fulfill validity with a loading factor above 0.60.

Composite Reality

Specific Composite Reliability values that are acceptable in exploratory research range from 0.60 to 0.70 (Hair, 2014). The construct is said to have high reliability if the value is 0.70. The Composite Reliability value table is as follows:

Table 2. Cronbach Alpha and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Job satisfaction	0.881	0.914
Performance	0.951	0.958
Empowerment	0.822	0.883

Source: Data processed with SmartPLS

Based on the table above, it can be concluded that all reliable constructs, both composite reliability and Cronbach's alpha, have values above 0.70. Thus, all variables in this research model have internal consistency reliability.

Based on some previous data, it can be concluded that this research has good convergent validity, good discriminant validity, and good internal consistency reliability. The following is a table showing a summary of the validity and reliability.

Table 3. Summary of Measurement Models Results

Variable	Indicator	Loading Factor	Composite Reliability	AVE
Performance	Cost	0.847	0.958	0.698
	Discipline	0.864		
	Integrity	0.832		
	Leadership	0.877		
	Cooperation	0.868		
	Commitment	0.721		
	Quality	0.782		
	Quantity	0.917		
	Time	0.819		
	Orientation	0.811		
Job satisfaction	Profession	0.835	0.914	0.681
	Promotion	0.850		
	Work colleague	0.743		
	Wages	0.933		
	Supervisors	0.751		
Empowerment	Meaning	0.759	0.883	0.653
	Competence	0.831		
	impact	0.781		
	Self Determination	0.858		

Source: Data processed with SmartPLS

Structural Model Testing (Inner Model)

Testing of the Structural Model (Inner Model) was carried out to see the relationship between the construct, significance value, and R-square and the research model. This model was evaluated using the R-square for the dependent construct T test and the significance of the structural path parameter coefficients.

The process of assessing the research model with PLS begins by looking at the R-square for each

dependent latent variable. The following table is the result of R-square estimation using SmartPLS.

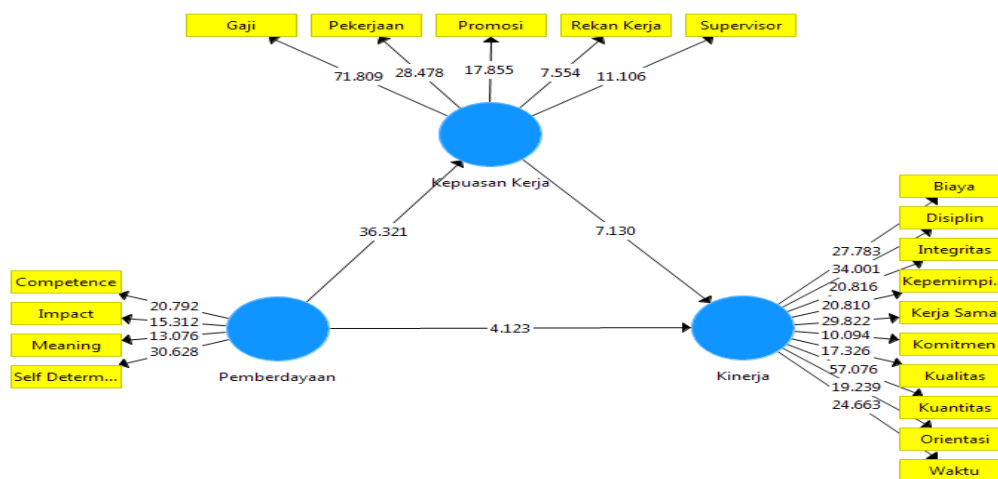
Table 4. R-Square Value

Variable	R Square	R Square Adjusted
Job satisfaction	0.767	0.763
Performance	0.923	0.920

Source: Data processed by SmartPLS

Table 4 above shows the R-Square value for the State Civil Apparatus Performance variable obtained a value of 0.923. These results indicate that 92.5% of the State Civil Apparatus Performance variable can be influenced by the State Civil Apparatus Empowerment and Job Satisfaction variables, while 7.5% is influenced by other variables outside those studied. Meanwhile, the R-Square value for the Job Satisfaction variable obtained a value of 0.767. These results indicate that 76.7% of job satisfaction variables can be influenced by The Empowerment of State Civil Apparatuses, while 23.3% are influenced by other variables outside those studied.

Figure 2. Structural Model



Source: Data processed by SmartPLS

Hypothesis Test

The basis used in hypothesis testing is the value contained in the output path coefficients. The following is the estimated output table for testing the structural model.

Table 5. Hypothesis Test Results

Hypothesis	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Job Satisfaction -> Performance	0.632	7.130	0.000	
Empowerment -> Job Satisfaction	0.876	36,321	0.000	
Empowerment -> Performance	0.357	4.123	0.000	
Empowerment -> Job Satisfaction -> Performance	0.554	7,384	0.000	Indirect Effects

Source: Data processed by SmartPLS

In PLS, statistical testing of each hypothesized relationship is carried out using a simulation. In this

case, a bootstrap calculation will be carried out on the sample. Testing with bootstrapping is intended to minimize the problem of abnormal research data, while the results of testing the hypothesis with bootstrapping from the PLS analysis are as follows:

1. Testing the H1 Hypothesis (Empowerment of State Civil Apparatus has a positive effect on Job Satisfaction)

Hypothesis one which states that Empowerment of State Civil Servants has a positive effect on Job Satisfaction is proven. This is due to the results of testing the first hypothesis which shows that State Civil Apparatus Empowerment with Job Satisfaction shows a path coefficient value of 0.876 and a t-statistic of 36.321 which value is greater than 1.96. a p-value of 0.000. The p-value (0.000) < $\alpha = 5\%$ (0.05). This means that the Empowerment of State Civil Servants has a positive effect on Job Satisfaction. Thus the first hypothesis is accepted.

2. Testing the H2 Hypothesis (State Civil Apparatus Empowerment has a positive effect on State Civil Apparatus Performance)

The second hypothesis which states that Empowerment of State Civil Apparatus has a positive effect on State Civil Apparatus Performance is proven. This is due to the results of testing the second hypothesis which shows that State Civil Apparatus Empowerment with State Civil Apparatus Performance shows a path coefficient value of 0.357 and a t-statistic of 4.123 which value is greater than 1.96. a p-value of 0.000. The p-value (0.000) < $\alpha = 5\%$ (0.05). This means that the Empowerment of the State Civil Apparatus has a positive effect on its Performance of the State Civil Apparatus. Thus the second hypothesis is accepted.

3. Testing the H3 Hypothesis (Job Satisfaction has a positive effect on the Performance of State Civil Apparatuses)

The third hypothesis which states that job satisfaction has a positive effect on the performance of state civil servants is proven. This is due to the results of testing the three hypotheses which show that Job Satisfaction with State Civil Apparatus Performance shows a path coefficient value of 0.632 and a t-statistic of 7.130 which value is greater than 1.96, a p-value of 0.000. The p-value (0.000) < $\alpha = 5\%$ (0.05). This means that Job Satisfaction has a positive effect on the performance of the State Civil Apparatus. Thus the third hypothesis is accepted.

4. Testing the H4 Hypothesis (Job Satisfaction mediates the effect of State Civil Apparatus Empowerment on State Civil Apparatus Performance)

The fourth hypothesis which states that Job Satisfaction mediates the effect of State Civil Apparatus Empowerment on State Civil Apparatus Performance is proven. This is due to the results of testing the fourth hypothesis which shows that State Civil Apparatus Empowerment, Job Satisfaction with State Civil Apparatus Performance shows a path coefficient value of 0.554 and a t-statistic of 7,384 which value is greater than 1.96, a p-value of 0.000. The p-value (0.000) < $\alpha = 5\%$ (0.05). This means that the Empowerment of State Civil Apparatus has a positive effect on Job Satisfaction and has an impact on State Civil Apparatus Performance. Thus the fourth hypothesis is accepted.

DISCUSSION

The Influence of State Civil Apparatus Empowerment on Job Satisfaction

Empowerment can be done by providing opportunities for state civil servants to identify the problems that are happening. In this case, the TPI Kendari Class I Immigration Office has been able to do well. Because if empowerment is not carried out there will be many state civil servants who feel they are not allowed to identify and resolve the problems that occur. This will lead to low job satisfaction among state civil servants. Referring to the results of the respondent's data, the variable of empowering state civil servants empirically turns out to have a significant effect on job satisfaction. The path coefficient values found between the two variables are statistically significant. The direct contribution of the state civil apparatus empowerment variable to job satisfaction is positive.

Based on the results of the research, this study shows that the Empowerment of State Civil Apparatuses has a positive effect on job satisfaction. Thus, job satisfaction in this study is caused by the Empowerment of State Civil Apparatuses. This can be interpreted as an increase in the empowerment of state civil servants carried out by the Immigration Office Class I TPI Kendari, so there is an increase in job satisfaction felt by state civil servants. This finding is in line with previous research by Aldisa Arifuddin (2018), Tessa Josephine Sompie (2019), and M. Asnawi (2020) which shows that empowerment has a significant effect on job satisfaction.

The Influence of State Civil Apparatus Empowerment on State Civil Apparatus Performance

Empowerment can be created with appreciation and the development of a healthy work environment. A good work environment will support better job execution so that the performance of each state's civil apparatus will increase. Empowerment can be created by evaluating performance in completion and responsibility for the authority given. Referring to the results of the respondent's data, the Empowerment variable for State Civil Apparatus empirically has a positive effect on the performance of civil servants. The path coefficient values found between the two variables are statistically significant. The direct contribution of the State Civil Apparatus Empowerment variable to the performance of civil servants is positive so the Empowerment of the State Civil Apparatus is a predictor for the performance of civil servants. This can be interpreted that if there is an increase in the empowerment of state civil servants, performance will increase.

Based on the results of the research, this study shows that it is the Empowerment of State Civil Apparatuses that influences behavior. Thus, the performance of civil servants in this study is due to the Empowerment of State Civil Apparatuses. This finding is in line with research conducted by Putu Desyana Rahayu (2014), Efendy Rasjid (2017), Dita Cucu Kartika (2018), and Andi Firdania (2020) which shows that empowerment affects performance.

The Effect of Job Satisfaction on the Performance of the State Civil Apparatus

Job satisfaction can be increased by giving salaries according to workload. Giving higher salaries to state civil servants who work optimally will increase job satisfaction. This will have a positive effect on improving the performance of the state civil apparatus. Job satisfaction can be created with a work environment that can provide stable working situations and conditions, this factor determines job satisfaction. Referring to the results of the respondent's data, the Job Satisfaction variable empirically turns out to have a positive effect on the performance of the State Civil Apparatus. The path coefficient values found between the two variables are statistically significant. The direct contribution of the Job Satisfaction variable to the performance of the State Civil Apparatus is positive,

Based on the results of the research, this study shows that Job Satisfaction affects the Performance of State Civil Apparatuses. Thus, the performance of the State Civil Apparatus in this study is caused by Job Satisfaction. This finding is in line with research conducted by Melian Sugiarto (2020) which shows that job satisfaction affects performance.

The Influence of State Civil Apparatus Empowerment on State Civil Apparatus Performance Through Job Satisfaction

The empowerment carried out can encourage state civil servants to be more confident and active because they feel empowered and can foster creativity to complete tasks or solve problems according to their responsibilities, so that if the state civil apparatus already feels empowered they will have satisfaction at work. The empowerment carried out can make the state civil apparatus feel that they can influence their institutions so that they will try to be maximal in completing the assigned tasks. Referring to the results of the respondent's data, the Empowerment variable for State Civil apparatuses empirically has a positive effect on Job Satisfaction and also the Performance of State Civil Apparatuses. The path coefficient values found between the two variables are statistically significant.

Based on the results of the research, this study shows that the Empowerment of State Civil Apparatuses affects the Performance of State Civil Apparatuses through Job Satisfaction. Thus, the

performance of the State Civil Apparatus in this study is caused by the Empowerment of the State Civil Apparatus and also Job Satisfaction. This is in line with research conducted by Putu Desyana Rahayu (2014) and Aldisa Arifuddin (2018), which shows that Job Satisfaction mediates the effect of Empowerment on Performance.

Research Limitations

Based on the researcher's direct experience in this research process, some limitations are experienced and can be some factors that can be given more attention to future researchers in further perfecting their research because this research itself certainly has deficiencies that need to be continuously improved in research. Some of the limitations in the study, among others:

1. The number of respondents who were only 58 people, of course, is still insufficient to describe the real situation.
2. The research object is only focused on two of the many variables that can affect the performance of the State Civil Apparatus.
3. In the data collection process, the information provided by respondents through questionnaires sometimes did not show the actual opinions of respondents, this happened because sometimes different thoughts, assumptions, and understandings were different for each respondent, as well as other factors such as the honesty factor in filling out the respondents' opinions in the questionnaire.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the analysis and discussion in this study, it can be concluded that:

1. This study found that the Empowerment variable has a positive effect on Job Satisfaction. This means that the better the employee empowerment carried out by the organization, the more job satisfaction will increase.
2. This study found that the empowerment variable of the state civil apparatus has a positive effect on its performance of the state civil apparatus. This means that the higher the empowerment of the state civil apparatus, the better the performance of the state civil apparatus.
3. This study found that job satisfaction has a positive effect on the performance of state civil servants. This means that the higher the job satisfaction, the better the performance of the state civil apparatus.
4. This study found that the empowerment of state civil servants has a positive effect on the performance of state civil servants through job satisfaction. This means that the better the empowerment of the state civil apparatus, the higher the job satisfaction, and this will have an impact on the better the performance of the state civil apparatus in the organization.

Suggestion

Based on the conclusions obtained, the following suggestions can be submitted:

1. Leaders at the TPI Kendari Class I Immigration Office can continue to empower all state civil servants so that job satisfaction can be achieved and performance can continue to increase.
2. For further research, several factors are thought to influence performance but have not been included by researchers, therefore it is suggested that future researchers add other variables that may affect improving the performance of civil servants to enrich the repertoire of research on management science.

References

- [1] AA Anwar Prabu Mangkunegara, 2009. Human resource management. Rosdakarya youth. Bandung.
- [2] AB Bonache J. Mauriche. A best evidence synthesis on the link between budgetary participation and managerial performance.
- [3] Agus Dwiyanto. 1999. "Performance Assessment of Public Service Organizations". Public Sector Organization Performance Seminar Paper Policy and Preparation. Department of Public Administration FISIPOL UGM Yogyakarta.
- [4] Agus, Sartono. 2011. Financial Management Theory and Applications. Yogyakarta: BPFE.
- [5] Anwar King Mangkunegara. 2001. Corporate human resource management, Bandung: Rosdakarya Youth.
- [6] Ashford, SJ, Lee, C. & Bobko, P. (1989). Content, causes, and consequences of job insecurity: A theory-based measure and substantive test. *Academy of Management Journal*, 32, 803- 829.
- [7] Bandura, A. (1989). Human Agency in Social Cognitive Theory. *Annual Review of Psychology*, 44(9), 1175–1184.
- [8] Bowen, JT and Chen, SL (2001), "The relationship between customer loyalty and customer satisfaction", *International Journal of Contemporary Hospitality Management*, Vol. 13 No. 5, pp. 213-7.
- [9] Brief, Arthur P and Walter R. Nord. 1990. Meanings Of Occupational Work: A collection of Essays. Massachusetts: Lexington Books.
- [10] Clutterbuck, David and Susan Kernaghan (2003). The Power of Empowerment. Empowerment Power Explores and Enhances Your Employees' Potential. Jakarta: PT. Gramedia.
- [11] Diana, Sulianti KL Tobing., 2009. The Effect of Organizational Commitment and Job Satisfaction on Employee Performance at PT. Nusantara III Plantation in North Sumatra. *Journal of Management and Entrepreneurship*. Vol.11.No.1.March 2009. Hal.31-37.
- [12] Dupre, KE, & Day, AL (2007). The effect of supportive management and job quality on the turnover intentions and health of military personnel. *Human Resource Management*, 46(2), 185–201.
- [13] Ellickson, MC (2002). Determinants of job satisfaction of municipal employees. *Public Personnel Management*. 31(3), 343-358.
- [14] Gaspersz, V. (2002). Total Quality Management. Jakarta: PT. Main Library Gramedia.
- [15] Gist, ME 1987. Self-efficacy: implications for organizational behavior and human resource management. " *Academy of management review*, 12: 472-485.
- [16] Ghozali, 2014. Application of Multivariate analysis with the SPSS Program. UNDIP Publishing Agency, Semarang.
- [17] Grolnick, WS & Ryan, RM 1989. American Psychological Association, Parent style With Children's Self Regulation and Competence in School, Copyright 1989 by APA.
- [18] Hackman JR and Oldham GR 1976."Motivation Through the Design of Work: a Test of Theory Organizational Behav. & Human Perf. ".*Journal of Applied Psychology*. Vol.16:250-279.
- [19] Hackman JR & Oldham GR (1980). Work redesigns. Addison-Wesley. USA.
- [20] Hair, Jr. et.al. (2010). *Multivariate Data Analysis (7th ed)*. United States: Pearson
- [21] Handoko, T. Hani. 2000. *Personnel Management and Human Resources*, 2nd Edition. Yogyakarta: BPFE.
- [22] Hasibuan, Malayu SP 2009. *Management: Basic, Understanding, and Problems Revised Edition*. Jakarta: Earth Script.

- [23] HB Siswanto. 2006. Introduction to Management. Jakarta : Bumi Aksara.
- [24] Hersey, Paul, Blanchard, Kenneth H. 1993. Management for organizational behavior, sixth edition. Singapore: Prentice hall.
- [25] Khan, Sharafat (1997). "The key to being a company leader: Empowerment", Journal For Quality and Participation.
- [26] Decree of the Minister of Justice of the Republic of Indonesia Number: M.01. PK.04.10 of 1989 concerning Duties, Obligations, and Requirements for Community Advisors.
- [27] Kreitner, Robert and Angelo Kinicki, 2001. Organizational Behavior. Fifth Edition. Irwin McGraw-Hill.
- [28] Luthans, Fred. 1998. Organizational Behavior. Eight Edition. New York McGraw- Hill Co.
- [29] Luthans, Fred. 2009. Organizational Behavior. Issue Ten. Yogyakarta: Andy Offset.
- [30] Madubuike, PC, Ezigbo, I.J., Ekpe, IO and Onukwube, SI 2015. Evaluation of the Quality and Level of Adulteration of Palm Oil Obtained from Different Locations in Enugu Metropolis, Nigeria. International Journal of Multidisciplinary Sciences and Engineering, Vol 6 (6), pp. 23-26.
- [31] Mahardiani (2004). Factors Influencing Employee Empowerment at Roemani Hospital Semarang. Thesis
- [32] Marshall, Catherine, Gretchen B Rossman. (1995). Designing Qualitative Research, Second Edition, London: Sage Publications, International Education and Professional Publisher.
- [33] McCormack, AJ 1992. Trends and Issues in Science Curriculum. New York: Krus International Study Center.
- [34] Meilan Sugiarto et al (2020) Structural Model Analysis of Relationships with Training, Empowerment, Job Satisfaction, and Employee Performance. Journal of Business Administration. Vol.9, No.1. PP: 81-92.
- [35] Mink. (1993). Human Resource Management Series (Performance). Jakarta: PT Elexmedia Komputindo.
- [36] Mulyadi, 2007, Balanced Scorecard: Contemporary Management Tool for Multiplying Company Financial Performance, Fifth Edition, Salemba Empat, Jakarta.
- [37] Mulyadi, 2007, Management Planning and Control Systems, Salemba Empat, Jakarta. Government Regulation Number 46 of 2011 concerning Assessment of Civil Servant Performance.
- [38] Oshagbemi T. 2000. Correlates of Pay of Satisfaction in Higher Education. The International Journal of Educational Management 14 p 31-39.
- [39] Pergamit, MR and Veum, J .R., 1999. 'What is promotion? Industrial & Labor Relations Review, 52(4), 21.
- [40] Rahayu, Putu Desyana and Sudibia, Gede Adnyana. 2014. The Role of Job Satisfaction in Mediating Empowerment on Employee Performance at the Bali Summer Hotel. E-Journal of Management. Vol. 3 Number: 2302-8912.
- [41] Rasjid, Efendy & Diana RS Maramis (2017) The Effects of Empowerment and Job Satisfaction in Improving Employee Performance in the Manado State Polytechnic Environment. Proceedings of Sentrinov. Vol.3. PP: 72-83.
- [42] Rivai, Veithzal & Ahmad Fawzi Mohd. Basri. 2005. Performance Appraisal: For the Right System to Assess Employee Performance and Increase Company Competitiveness. Jakarta: PT. King of Grafindo Persada.

- [43] Rivai, Vethzal & Basri (2011). Performance Appraisal: The Right System for Assessing Employee Performance and Increasing Company Competitiveness. Jakarta: PT. King of Grafindo Persada.
- [44] Robbins, Stephen P. 2001. Organizational Behavior: Concepts, Controversy, Applications, Volume 1, Issue 8, Prenhallindo, Jakarta.
- [45] Sadarusman, Eka. 2004. Empowerment: An Effort to Motivate Employees, Economic Focus, Vol.3, No. 2.
- [46] Schuler RS and Jackson SE, 1996, Human Resource Management, Sixth Edition, Volume 2, Erlangga, Jakarta.
- [47] Sedarmayanti. (2000). Organizational Restructuring and Empowerment to Face the Dynamics of Environmental Change. Bandung. Master Forward.
- [48] Siagian. Sondang P. 2003. Theory & practice of leadership. Jakarta: Rineka Cipta.
- [49] Sompie, Tessa Josephina, et al (2019) The Influence of Leadership Style, Employee Empowerment and Organizational Support on Job Satisfaction at PT. Bank Sulutgo Boroko Branch. EMBA Journal. Vol.7, No.3. PP 3899-3908.
- [50] Stolovitch, Harold D., and Keeps, Erica J., 1992, Handbook of Human Performance Technology A Comprehensive Guide for Analysis and Solving Performance Problems in Organizations. San Francisco: Jersey-Bass Publisher Toha, Muharto. (2002). Organizational behavior. Jakarta: Open University Publishing Center.
- [51] Sudarisman, S., (2015), Understanding the Nature and Characteristics of Learning Biology to Respond to the Challenges of the 21st Century and Optimizing Implementation of the 2013 Curriculum, Journal of Florae, 2(1):29-35.
- [52] Suryani, Eni et al. (2018). The Effect of Example Non Example Models on Learning Outcomes in Natural Resource Materials in Elementary Schools.
- [53] Suwatno & Priansa, D. 2011. HR Management in Public and Business organizations. Bandung: Alfabet.
- [54] Thomas, KW, and BA Velthouse. 1990. Cognitive elements of empowerment: An "interpretive" model of intrinsic task motivation. Academy of Management Review 15:666-681.
- [55] Wexley & Yukl, 1977. Organizational Behavior and Personal Psychology. Jakarta : Bina Script
- [56] Wibowo (2012). Work management. Jakarta: the king of Grafindo Persada.