

tion of the PLS model in this study begins with testing the linearity assumption and then measures of fit on the measurement model. In this study, there are two basic evaluations in PLS analysis, namely: First, the evaluation of the measurement model (outer model) to determine the validity and reliability of indicators measuring latent variables; The criteria for testing the validity and reliability of this research instrument refer to discriminant validity, convergent validity, and composite reliability. Second, assessing the inner model or structural model to see the relationship between the constructs, the significance value, and the R-square of the research model.

Linearity Assumption Test

In conducting the PLS evaluation, the linearity assumption test was first tested, namely the relationship between the latent constructs tested had a linear relationship. The purpose of linearity testing in this study is to see whether the model used is a linear model or the construct relationship that is estimated to be linear. Therefore, the first step in the PLS analysis is to carry out testing this assumption. Testing the linearity assumption in this study, using the Curve of Fit method using SPSS software, the results are presented in the Appendix. The results of linearity testing of the relationship between variables are presented in the following table:

Table 1. Linearity Assumption Test Results

Relationship Between Variables	Linearity Test			
	R ²	F	Sig.	Results
Job Empowerment (X1) Job Satisfaction (Y1)	0.485	62.206	0.000	linear
Work Empowerment (X1) Employee Performance (Y2)	0.177	14.206	0.000	linear
Job Involvement (X2) Job Satisfaction (Y1)	0.356	36.553	0.000	linear
Work Involvement (X2) Employee Performance (Y2)	0.125	9.462	0.003	linear
Job Satisfaction (Y1) Employee Performance (Y2)	0.203	16,806	0.000	linear

Source: Appendix

Table 1 shows that the relationship between work empowerment (X1) on job satisfaction (Y1), the relationship between work empowerment path analysis (X1) on employee performance (Y2), the relationship between job involvement (X2) on job satisfaction (Y1), the relationship between work engagement (X2) on employee performance (Y2) and The relationship between job satisfaction (Y1) and employee performance (Y2) has a significant level of less than 5% ($p < = 0.05$), so it can be said to be linear. The results of testing the linearity assumption can be concluded that all the relationships between the variables contained in the structural model are linear so the linearity assumption in the PLS analysis is fulfilled. Thus, it can prove that the data used in this study meets the requirements of linearity and further analysis can be carried out.

Evaluation of the Measurement Model (Outer Model)

Measurement model testing (*measurement model*) in this research aims to assess indicator variables (observed variables) that reflect a construct or latent variable that cannot be measured directly. The analysis of the indicators used is tested to give meaning to the symbols given to the latent variables. The empirical analysis aims to validate the model and construct reliability that reflects the parameters of latent variables or constructs built on theory and empirical studies. This study uses four latent variables, namely work empowerment, job involvement, job satisfaction, and employee performance with variable indicators that are reflective.

Discriminant Validity

Discriminant validity testing in research uses the value of cross-loading and the square root of average (AVE) to check (testing) whether the research instrument is valid in explaining or reflecting latent variables. More details on discriminant validity testing can be described as follows:

- a. *Discriminant validity* by using the value of cross-loading. If the cross-loading value of each indicator of the relevant variable is greater than the cross-loading of other variables, then the indicator is said to be valid. The results of the calculation of discriminant validity using the cross-loading value in the analysis of this research data are presented in the following table:

Table 2. Cross-Loading Calculation Results

Symbol	Work Empowerment (X1)	Work Engagement (X2)	Job satisfaction (Y1)	Employee Performance (Y2)
X11	0.792	0.306	0.491	0.344
X12	0.754	0.472	0.552	0.331
X13	0.793	0.483	0.580	0.397
X21	0.664	0.843	0.484	0.376
X22	0.851	0.865	0.647	0.455
X23	0.779	0.904	0.822	0.456
Y11	0.591	0.201	0.519	0.266
Y12	0.627	0.320	0.786	0.393
Y13	0.752	0.525	0.842	0.388
Y14	0.834	0.709	0.764	0.563
Y21	0.335	0.259	0.303	0.767
Y22	0.497	0.234	0.402	0.852
Y23	0.665	0.466	0.592	0.857
Y24	0.257	0.127	0.235	0.515

Source: Appendix

The computational results are in Table 2. The results of the cross-loading calculation are presented, which shows that the value of the cross-loading indicator of the variables of work empowerment, job involvement, job satisfaction, and employee performance is > 0.40 and is declared to meet the criteria of discriminant validity.

- b. *Discriminant validity* by using the square root of average variance extracted (\sqrt{AVE}). If the value of the square root of average variance extracted (\sqrt{AVE}) for each variable is greater than the AVE value and the correlation between the latent variable and other latent variables, then the instrument variable is said to be a valid discriminant. The results of the calculation of the square root of the average variance extracted (\sqrt{AVE}) value as shown in the following table:

Table 3. Value of AVE, \sqrt{AVE} , and Correlation between Latent Variables

Research variable	AVE	AVE . root	Correlations of the latent variables			
			PK (X1)	KK (X2)	K(Y1)	KP (Y2)
PK(X1)	0.608	0.779	1,000			
KK (X2)	0.759	0.871	0.607	1,000		
K (Y1)	0.545	0.738	0.704	0.608	1,000	
KP (Y2)	0.578	0.760	0.460	0.395	0.475	1,000
Description: PK = Work Empowerment (X1); KK = Work Engagement (X2); K = Satisfaction (Y1); KP = Employee Performance (Y2) .						

Source: Appendix

The test results are in Table 3. which shows that the value of the square root of average variance extracted (\sqrt{AVE}) of all variables designed in this study is greater when compared to the correlation between latent variables and other latent variables so that the instrument of each variable is said to have met discriminant validity and the overall AVE root value of the variable is above 0.70 (tolerance limit). This means that the latent variable constructs of work empowerment, job involvement, job satisfaction, and employee performance have good discriminant validity. Thus the research instrument used to measure all latent variables or constructs in this study met the criteria for discriminant validity.

Composite Reliability

Composite reliability tests the value of reliability between the indicators of the constructs that form it. The results of composite reliability are said to be good if the value is above 0.70. The results of testing the composite reliability of the measurement model can be presented in the following table:

Table 4. Instrument Reliability Test Results

Research variable	Composite Reliability	Results
Work Empowerment (X1)	0.823	Reliable
Work Engagement (X2)	0.904	Reliable
Job Satisfaction (Y1)	0.823	Reliable
Employee Performance (Y2)	0.841	Reliable

Source: Appendix

Based on the results of the evaluation of discriminant validity, convergent validity, and composite reliability for indicators, it can be concluded that the indicators as a measure of the latent variable are valid and reliable gauges, respectively. Thus, the goodness of fit model can then be checked by evaluating the inner model.

Evaluation of Goodness of Fit Model

The structural model is evaluated by taking into account the Q² predictive relevance model which measures how well the observed values are generated by the model. Q² is based on the coefficient of determination of all dependent variables. The magnitude of Q² has a value with a range of 0 < Q² < 1, the closer the value to 1 means the better the model. The coefficient of determination (R²) of the two endogenous variables can be presented in the following table:

Table 5. The Goodness of Fit Model Test Results

Structural Model	Endogenous Variables	R-square
1.	Job Satisfaction (Y1)	0.747
2.	Employee Performance (Y2)	0.663

Source: Appendix

Based on the value of the coefficient of determination (R²), it can be seen that Q² is calculated as follows:

$$\begin{aligned}
 Q^2 &= 1 - \{(1 - R_1^2) (1 - R_2^2) \dots (1 - R_n^2)\} \\
 &= 1 - \{(1 - 0.747^2) (1 - 0.663^2)\} \\
 &= 1 - \{(1 - 0.554) (1 - 0.440)\} \\
 &= 1 - \{(0.445) (0.560)\} \\
 &= 1 - 0.248 \\
 &= 0.752
 \end{aligned}$$

Based on the results of these calculations obtained predictive-relevance value of Q² = 0.752 or 75.2%. This means that the accuracy or accuracy of this research model can explain the diversity of the variables of work empowerment and job involvement on job satisfaction and employee performance by 75.2%. The remaining 24.8%

Hypothesis Testing and Direct Effect Path Coefficient

Testing the hypothesis and the path coefficient of direct influence between research variables. The test results are in Figure 1 obtained from 5 influences All of the directly tested have a significant effect, namely: work empowerment has a significant effect on job satisfaction, work involvement has a significant effect on job satisfaction, and job satisfaction has a significant effect on employee performance. The results of the test analysis of the direct influence between variables can be seen from the path coefficient values, and critical points (t-statistics) which are presented in the path diagram The following figure:

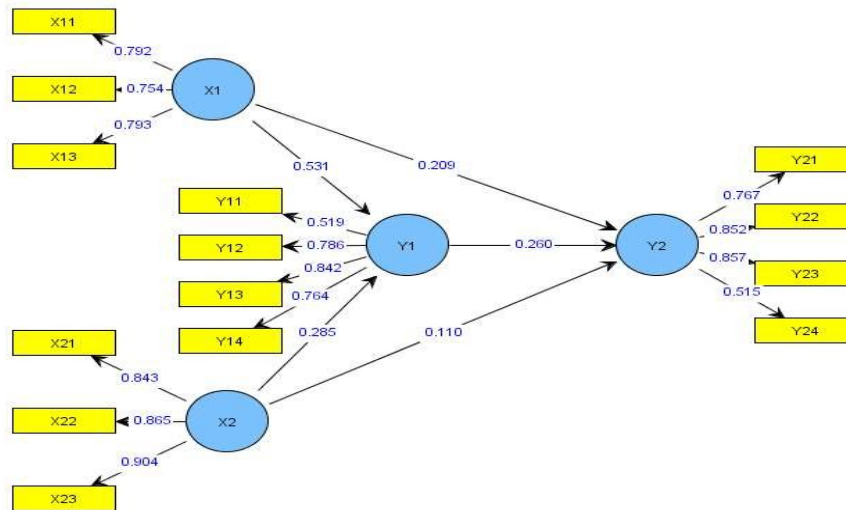


Figure 1. Structural Test Results

The results of testing the direct influence between variables in Figure 1. in full can be presented

Table 6. Direct Effect Path Coefficient and Hypothesis Testing

Hypothesis	Relationship Between Variables	Path Coefficient	t-Statistics	t-critical	Results
H1	Empowerment (X1) Job Satisfaction (Y1)	0.531	5,106	1.96	Sig
H2	Empowerment (X1) Employee Performance (Y2)	0.209	1,751	1.96	Not Sig
H3	Engagement (X2) Job Satisfaction (Y1)	0.285	3,077	1.96	Sig
H4	Engagement (X2) Employee Performance (Y2)	0.110	0,675	1.96	Not Sig
H5	Job Satisfaction (Y1) Employee Performance (Y2)	0.260	1,977	1.96	Sig

Source: Appendix

The results of the analysis are in Table 6. The hypothesis testing and direct influence path coefficients are obtained which aims to answer whether the proposed hypothesis can be accepted or rejected.

Discussion of Research Results

The Effect of Job Empowerment on Job Satisfaction

The results showed that work empowerment directly had a significant effect on job satisfaction at the Kendari Navigation District Office. This means that the better the work empowerment, the better job satisfaction at the Kendari Navigation District Office. This is quite reasonable because work empowerment is included in a good assessment if it is observed from the indicators of desire, self-confidence, and communication.

The results of this study support the opinion expressed by Akbar et al. (2011), Yasothai et al. (2015), that work empowerment affects job satisfaction. Therefore, it is necessary to have the appropriate competence in the person who carries out the work. Thus, work empowerment becomes very important. This opinion shows that there is a relationship between work empowerment and human resource competence. While competence it self is the ability to work or work/performance.

The Effect of Work Empowerment on Performance

The results showed that empowerment directly had no significant effect on employee performance at the Kendari Navigation District Office. This means that the work empowerment that has been done cannot significantly improve employee performance. The implications of these conditions do not significantly affect performance, especially in the ability of employees to lead themselves in work, and give authority and self-honesty in carrying out their main duties and functions as employees. This is because there are still inappropriate employee placements in the positions held so that empowerment does not run as expected. Also, there are still many employees who have scientific disciplines that are not by the positions they carry. Therefore, the policies that need to be carried out in improving work empowerment in terms of competence are working according to the specified time, increasing abilities in fields that are by the work, and responding positively to ideas that arise from colleagues.

The results of this study do not support the opinion expressed by Yasothai et al. (2015), Samiun et al. (2017), and Hermawan & Chandra (2014), that empowerment is creating reliable human resources in facing the challenges of modern technology, feeling comfortable at work, dignified and fair in an organization so that performance is good.

The Effect of Job Engagement on Job Satisfaction

The results of the study indicate that work involvement directly has a significant effect on job satisfaction at the Navigation District Office Kendari. This means that the better job involvement, the more job satisfaction increases. This is because work involvement is getting better in its implementation if it is observed from work indicators, actively participates, and considers performance.

Active participation is also well-perceived by respondents in its implementation. This means that employees realize that actively participating in other work units with higher positions is very important, feel that they get satisfaction through participating in better positions, and assume that participating will have positive implications for career advancement.

However, the work assessed by respondents was not optimal in its implementation. This means that employees have not fully gotten the opportunity to develop themselves because of work performance, have not been fully promoted to higher positions because of their priority, and have not been fully promoted to higher positions because the current position is not by the achievements of the employee.

The results of this study also support previous research, namely those conducted by Warring-Angin et al. (2020), Qodariah et al. (2019), that work involvement affects job satisfaction. Based on the description of the discussion, it can be seen that the observed work involvement of the job indicators, active participation, and perceived performance can increase employee job satisfaction which is implemented in job indicators, active participation, and considered performance. However, work involvement in terms of placement has not been optimal so that it affects the resolution of conflicts is also not optimal. In this regard, the policy to optimize the intensity of promotion is to provide opportunities for promotion employees because of their work performance,

The Effect of Work Engagement on Performance

The results of the study indicate that direct work involvement has no significant effect on employee performance at the Kendari Navigation District Office. This means that better work involvement is not followed by a significant increase in performance. Job involvement is observed from job indicators, active participation, and considers performance. This means that employees are allowed to participate in developing a career which is important for employees to improve organizational performance.

The intensity of the mutation is also well perceived by the respondents in its implementation. This means that employees are aware that being transferred to another work unit with a higher position is very important, feel that they get career satisfaction through a transfer to a better position, and assume that a mutation will have positive implications for career advancement.

The implication of the condition of involvement on employee performance is that there is no significant improvement in performance if it is observed from the indicators. This is because the career development models perceived by employees are not in line with the desired expectations, such as Port Technical Training or Marine Transportation Technical Training. The results of this study do not strengthen the opinion expressed by Mangkunegara, (2014) Wibowo, (2012) that work involvement affects employee performance. However, the results of this study are not in line with research which conducted by Qodariah et al. (2019), concluded that work involvement has a direct effect on performance.

The Effect of Job Satisfaction on Performance

The results showed that job satisfaction directly had a significant effect on employee performance at the Kendari Navigation District Office. This means that better job satisfaction will improve employee performance. This is quite reasonable because job satisfaction has been good in its implementation if it is observed from the indicators of the work itself, payments, promotions, and working conditions. The indicators of the work itself are implemented through employee attitudes, namely loyal employees in carrying out their duties, loyal to the leadership, and loyal in coordinating with co-workers. Meanwhile, the promotion indicators are reflected in the policy of changing positions, which is carried out properly, placing employees in new positions based on ability and changing positions can spur increased performance.

The implication of good job satisfaction is an improvement in employee performance which is implemented through improving work performance, expertise, individual behavior, and leadership. Improved work performance in this case is the work that is obtained by the quality expected by the leadership, by organizational goals and the results of my work provide benefits to the organization. In terms of expertise, employees can work together well in carrying out assigned tasks, can communicate well in carrying out assigned tasks, and have the initiative in carrying out assigned tasks. Furthermore, in terms of individual behavior, employees are honest in carrying out their duties.

The results of this study also strengthen previous research conducted by Sari & Susilo (2018), Abdulrahman Ahmed Bako (2014), and Alamdard Hussain Khan, et.al (2012) that job satisfaction affects performance. However, working conditions are not optimal it affects employees in leading themselves to work, giving authority, and being honest in

carrying out their duties. Therefore, the policy that must be carried out to optimize achieving good job satisfaction is to resolve problems that have occurred, choose the best way to solve these problems, and avoid disputes between co-workers.

The Role of Job Satisfaction in Mediating the Effect of Job Empowerment on Performance

Based on the results of the study, job satisfaction did not mediate the effect of work empowerment on employee performance at the Navigation District Office. This is because job satisfaction in terms of working conditions has not been good in its implementation. It means that there are still problems that have not been resolved, there is no best way to solve problems and there are still disputes between some employees and their colleagues in the same work unit. Therefore, this condition weakens the position of job satisfaction in strengthening the influence of empowerment on employee performance. Besides that, their ability to carry out their main tasks and functions is also low because they have never attended training related to their job descriptions and have not given a positive response to ideas put forward by colleagues in the same work unit. Furthermore, in terms of performance, especially in the aspect of the ability to lead oneself in work (initiative), it is still not optimal, including giving authority and honesty in work.

The results of this study do not strengthen the results of research conducted by Sari & Susilo (2018), Giovanny and Meily (2013), that job satisfaction can be used as a mediating variable. This difference is due to the different indicators used in observing job satisfaction where Giovanny and Meily use indicators of the speed of service, the accuracy of diagnosis, friendliness of officers, and responsiveness in providing services to the needs of students at Maranatha Christian University.

The Role of Job Satisfaction in Mediating the Effect of Job Engagement on Performance

Based on The results of the study, job satisfaction does not mediate the effect of career development on employee performance at the Kendari Navigation District Office. This is because the indicators of job satisfaction in terms of the work itself have not been maximized in its implementation. It means that there are still problems that occur that have not been resolved, there is no best way to solve problems and there are still disputes between several employees and their colleagues in the same work unit. Therefore, this condition weakens the position of job satisfaction in strengthening the effect of job involvement on employee performance. In addition, on the work involvement side, there are also weaknesses, namely, employees have not fully gotten opportunities in work even though the person concerned has work performance, Furthermore, in terms of performance, especially in the aspect of the ability to lead oneself in work (initiative), it is still not optimal, including in giving authority and honesty in work.

Research Limitations

The author realizes that the implementation of this research cannot be separated from various limitations. These limitations include:

1. The research location is limited to only one work unit, therefore it can be developed in other SKPDs in the Southeast Sulawesi Province.
2. The model analyzed is still limited to the relationship between exogenous variables (job analysis and job involvement) to endogenous (employee performance) and mediated (job satisfaction). Therefore, it can still be developed by adding other variables that can improve performance.
3. The indicators used in the research to observe the variables are still limited to only one theory put forward by one expert opinion. Therefore, it is possible to modify the indicators through exploratory techniques.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

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

1. Work Empowerment has a significant effect on employee job satisfaction inKendari Navigation District Office.
2. Work Empowermentno significant effect on employee performance at the Kendari Navigation District Office.
3. Job involvement has a significant effect on job satisfaction at the Kendari Navigation District Office.
4. Work involvement has no significant effect on employee performance at the Kendari Navigation District Office.

Suggestion

Based on these conclusions, it is recommended several things to be implemented as follows:

1. The need for superiors to pay attention to the intensity of promotions based on work performance and seniority so that employee conflicts can be avoided.
2. The need for employees to pay attention to attending education and technical training so that they can carry out their duties and carry out their authority.
3. The need to develop this research in several SKPDs in the province of Southeast Sulawesi. Besides, it can

still be developed on the satisfaction variable is not used as a moderating variable.

References

- [1] Akbar, SW, Yousaf, M., Ul Haq, N., & Hunjra, AI 2011. Impact of Employee Empowerment on Job Satisfaction: An Empirical Analysis of Pakistani Service Industry. *IJCRB: Inter disciplinary Journal of Contemporary Research In Business*, 2(11), pp. 680-685.
- [2] Arikunto. 2014. *Research Procedures A Practical Approach*. Jakarta: Rhineka Cipta.
- [3] Aryaningtyas, AT, & Suharti, L. 2013. Job Involvement as Mediating Effect of Proactive Personality and Perception of Organizational Support on Job Satisfaction. *Journal of Management and Entrepreneurship*. *Journal of Management and Entrepreneurship*, 15(1), pp. 23-32.
- [4] Bernardin, H. John & Russell. 2010. *Human Resource Management*. New York: McGraw-Hill.
- [5] Chughtai, AA & Buckley, F. 2008. Work engagement and it's relationship with state and trait trust: A conceptual analysis. *Journal of Behavioral and Applied Management*, 10 (1), pp. 47-71.
- [6] Davis, K., & Newstorm. 2006. *Behavior in Organizations*. Seventh Edition, Jakarta: Erlangga.
- [7] Fadil, M.2019. The Effect of Employee Empowerment and Self Efficacy on Performance Through Job Satisfaction as an Intervening Variable. Research Repository. <http://repository.umy.ac.id/handle/123456789/24037>
- [8] Fadzilah, A. 2006. Analysis of the Effect of Employee Empowerment and Self of Efficacy on Sales Employee Performance (Case Study at PT. Sinar Sosro Marketing Area Semarang). *Journal of Management & Organizational Studies*, 3(1), pp. 12-27.
- [9] Ghozali, Imam. 2008. *Structural Equation Modeling*. Edition II. Semarang: Diponegoro University.
- [10] Gibson, James L., Donnelly Jr., James H., Ivancevich, John M., Konopaske, Robert. 2012. *Organizational Behavior, Structure, Processes*. Fourteenth Edition (International Edition). New York: McGraw-Hill.
- [11] Handoko, TH 2011. *Personnel Management and Human Resources*. Yogyakarta: BPFE.
- [12] Hermawan, F., & Chandra, E. 2014. Analysis of the Effect of Employee Empowerment on Job Satisfaction at PT SDV Logistic. *Optimum: Journal of Economics and Development*, 4(1), pp. 13-21.
- [13] Husnan, S., & Pudjiastuti, E. 2015. *Fundamentals of Financial Management*. Seventh Edition. Yogyakarta: UPP STIM YKPN.
- [14] Kartiningsih. 2007. Analysis of the influence of organizational culture and work involvement on organizational commitment in improving employee performance. Thesis: 1-96.
- [15] Khan, A. 2007. *Empowerment of Human Resources*. Yogyakarta: Andi Offset.
- [16] Luthans, Fred. 2006. *Organizational Behavior*. Edition Ten. Yogyakarta: Andi.
- [17] Mangkunegara, Anwar Prabu. 2010. *Company Human Resources Management*. Bandung: Rosdakarya Youth.
- [18] Mulyadi & Setyawan, J. 2001. *Management Planning and Control Systems*. Jakarta: Four Salemba.
- [19] Munchinsky, PM 2000. *Psychology Applied to Work*, Sixth Edition. USA: Thomson Learning.
- [20] Paryati., Praningrum., & Susetyo, S. 2018. The Effect of Work Involvement on Employee Performance by Mediation of Organizational Commitment in Several Offices in Bengkulu City. *Management Insight: Scientific Journal of Management*, 13(1), pp. 114-125.
- [21] Prihatini, T., & Wardani, SI 2013. The Effect of Work Involvement and Organizational Commitment on Change Management (Study in Mineral Division of PT Harita Group). *Scientific Journal of Management & Accounting "IMAGE"*, 16(39), 1-7.

- [22] Robbins SP, and Judge. 2007. *Organizational Behavior*. Jakarta: Four Salemba.
- [23] Robbins, P. Stephen. 2003. *Organizational Behavior*. Edition Nine, Volume 2. Indonesian Edition. Jakarta: Gramedia Group Index.
- [24] Robbins, Stephen P. 1996. *Organizational Behavior*. 7th Edition (Volume II). Jakarta: Prehallindo.
- [25] Samiun, B., Sjahrudin, H., & Purnomo, SH 2017. The Effect of Empowerment on Employee Job Satisfaction. *Journal of Organization and Management*, Issue 2 (October, 2017), pp. 47-61.
- [26] Sari, OR, & Susilo, H. 2018. The Effect of Job Satisfaction on Employee Performance With Organizational Citizenship Behavior as an Intervening Variable (Study on Employees of PTPN X - Modjopanggoong Tulungagung Sugar Factory Business Unit). *Journal of Business Administration (JAB)*, 64(1), pp. 28-35.
- [27] Setiawan, SA 2010. *Effect of Age, Education, Income, Work Experience and Gender on Length of Seeking Work for Educated Workers in Magelang City*. Scientific Publications. Diponegoro University.
- [28] Towns, P. 2011. *The Case for a Three Dimensional Employee Empowerment Model*. Scientific Articles. Board Member, Vice President and Partner of Onyx Global
- [29] Wibowo. 2007. *Performance Management*. Second Edition. Jakarta: Raja Grafindo Persada.
- [30] Yasothai, R., Jauhar, J., & Bashawir, AG 2015. A Study on the Impact of Empowerment on Employee Performance: The Mediating Role of Appraisal. *International Journal of Liberal Arts and Social Science*, 3(1), pp. 92-104.
- [31] Yongxing, G., Hongfei, D., Baoguo, X., & Lei, M. 2017. Work engagement and job performance: the moderating role of perceived organizational support. *anales de psicologia*, 33(3), pp. 708-713.

