
The Effect of Employee Empowerment on Performance through Job Satisfaction (Study of Employees of the Customs Supervision and Service Office of Intermediate Type C Kendari)

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Abstract

This study aims to analyze the impact of empowerment on employee performance, job satisfaction on employee performance, and empowerment on performance through job satisfaction. The study uses the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method with a sample size of 57 employees from the Customs and Excise Supervision and Service Office Type Madya Pabean C Kendari. The results show that empowerment has a positive effect on employee performance, although its impact is smaller compared to the relationship between job satisfaction and performance. Empowerment provides employees with the opportunity to work more independently and responsibly, which in turn can improve their performance. Additionally, empowerment has a positive and significant effect on job satisfaction, indicating that job autonomy, recognition of contributions, and opportunities for growth can enhance job satisfaction. Furthermore, job satisfaction has a positive and significant impact on employee performance, with higher job satisfaction levels leading to better performance. Empowerment also positively influences employee performance through increased job satisfaction, meaning that successful empowerment that improves job satisfaction will contribute to enhanced employee performance.

Keywords : Empowerment, Job Satisfaction, Performance, Civil Servant



INTRODUCTION

Human resources (HR) have a very important role in determining the achievement of an organization's goals. The operational success and productivity of an organization, both in the public and private sectors, is highly dependent on the performance of its employees (Supriyadi and Zaharuddin, 2023). Therefore, organizations must focus on effective HR management to ensure that each employee can make the maximum contribution. Employee empowerment is one of the reliable strategies to achieve these goals, where employees are given greater authority and responsibility to support performance improvement.

Employee empowerment is not only limited to giving authority in carrying out duties, but also includes full support from the organization in the form of providing adequate resources (Chaerudin et al., 2020). With complete resources, employees can carry out their duties more efficiently and effectively. In addition, the opportunity to

participate in training and career development is also an important element in employee empowerment. This allows employees to continuously improve their abilities and skills, which will ultimately have a positive impact on the overall performance of the organization.

The performance of employees who are empowered appropriately can also create added value for the organization. Employees who feel they have an important role in the organization tend to be more proactive and motivated to achieve better results (Ramadhani et al., 2023). They not only carry out tasks according to instructions, but also strive to find innovative solutions to overcome the challenges faced in their daily work.

Employee empowerment is often considered one of the key strategies in improving individual performance in an organization. In theory, empowerment gives employees greater autonomy in decision-making, allows them to innovate, and gives them a greater sense of responsibility for the results of their work (Hasrim et al., 2024). Thus, empowerment is expected to increase employees' motivation, sense of belonging, and engagement with their work, which in turn can drive improved performance. Some studies show that when employees feel valued and have control over their work, they tend to be more motivated and perform better. Therefore, empowerment is considered a very important tool for creating a productive and effective work environment.

Employee empowerment has been proven to have a positive and significant influence on employee performance. In some studies, empowerment is defined as an effort to give employees more authority in decision-making, which in turn encourages them to be more innovative and responsible in their work. For example, Lamato's (2023) research shows that employee empowerment directly affects employee performance, which is in line with the findings of Marwan et al.'s (2020) research which also shows that empowerment plays a positive role in improving employee performance.

Saifudin and Kusumawati (2020), employee empowerment does not show a significant influence on employee performance. Andhika and Nugroho (2022) also found that empowerment does not have a direct effect on employee performance. The insignificance of empowerment to performance in both studies suggests the need for further studies on the effectiveness of empowerment in different contexts and other factors that may affect its success in improving employee performance.

In addition to empowerment, job satisfaction is also a very important factor in determining individual performance. Job satisfaction is closely related to how an employee feels valued and recognized by the organization (Wibowo and Tjahjono, 2023). Employees who are satisfied with their jobs tend to have higher levels of motivation and are able to work more effectively. Therefore, it is important for organizations to create a conducive work environment, where employees feel valued and rewarded according to their contributions.

A supportive work environment can encourage higher job satisfaction, which in turn will have an impact on improving employee performance. Organizations that pay attention to employee well-being, both physically and psychologically, tend to have more loyal and motivated employees. Employees who feel comfortable at work will find it

easier to focus on their tasks and strive to deliver the best results. Thus, job satisfaction can be one of the important indicators in measuring the effectiveness of employee empowerment in the organization.

A study from Andhika and Nugroho (2022) states that job satisfaction can be used as a mediating variable in empowering employee performance. These findings suggest that empowerment may not be powerful enough to directly improve performance, but it plays an important role in increasing job satisfaction which in turn affects performance.

Job satisfaction also plays a mediating variable in the influence of empowerment on employee performance. For example, research by Marwan et al. (2020) and Iryani et al. (2022) shows that employee empowerment not only has a direct effect on employee performance, but also through increased job satisfaction. Successful empowerment can create an environment that supports job satisfaction, which in turn will improve employee performance. This underscores the importance of the job satisfaction factor in strengthening the impact of empowerment on performance.

The phenomenon that occurs in government organizations, especially at the Customs Supervision and Service Office of Intermediate Type C Customs C, reflects broader challenges in many public agencies in terms of employee empowerment, job satisfaction, and employee performance. These offices, which play an important role in supervision and services in the customs and excise sector, face various dynamics in improving the effectiveness of their employees.

As stipulated in the Regulation of the Minister of Finance of the Republic of Indonesia Number 188/PMK.01/2016, the Customs Supervision and Service Office of Intermediate Type C Customs Kendari has very complex and diverse tasks, ranging from the implementation of patrols, prevention of violations, to the management of licensing and technical services to customs and excise service users. However, in its implementation, employee empowerment in the field often faces a gap between expectations and reality. The granting of more authority and responsibility to employees is not always balanced with sufficient support, both in terms of human resources and existing facilities. This is a fairly complex problem in an effort to improve employee performance optimally.

In many government organizations, not only at the Kendari Customs Supervision and Service Office, employee empowerment is indeed a fundamental thing. The granting of greater authority is expected to increase the sense of responsibility and commitment of employees to their work. However, empowerment that is not followed by increased support such as training, adequate resources, and procedural certainty, tends to add to the burden on employees. Most employees feel an imbalance between the responsibilities given and the facilities and support they receive, which in turn can lower their job satisfaction levels.

Job satisfaction, as a variable directly related to employee motivation, also plays an important role in determining how well employees can perform their duties. Employees who feel valued, supported, and given room to grow tend to be more satisfied with their work. High job satisfaction, especially in aspects related to rewards, respect for

the autonomy given, and a sense of security and comfort at work, will encourage employees to contribute even better in carrying out their duties. On the other dissatisfaction that is often triggered by unclear tasks, conflicts with colleagues or superiors, and insufficient facilities, can be detrimental to organizational performance.

Optimal employee performance is highly dependent on how empowerment is implemented across the organization. In this case, the performance of employees at the Customs Supervision and Service Office of Intermediate Type C Customs is influenced by external factors that are directly related to empowerment as well as internal factors in the form of job satisfaction created. Therefore, even if employees have been given more authority to make decisions or handle certain tasks, if they do not feel supported or appreciated, then the performance may not be as optimal as desired. Therefore, in this study, government organizations need to focus on strategies that not only empower employees, but also pay attention to aspects of job satisfaction through improving working conditions and providing sufficient resources. Thus, employee empowerment can run well and in turn improve employee performance in achieving organizational goals. The researcher is interested in conducting a study entitled "The Effect of Employee Empowerment on Performance through Job Satisfaction (Study of Employees of the Customs Supervision and Service Office of Intermediate Type C Kendari)."

Based on the formulation that has been designed, the purpose of this study is to find out and analyze the effect of empowerment on employee performance at the Customs Supervision and Service Office of Intermediate Type C Kendari, as well as the effect of empowerment on job satisfaction in the same agency. In addition, this study also aims to examine the influence of job satisfaction on employee performance and the relationship between empowerment and performance mediated by job satisfaction. By conducting this research, it is hoped that theoretical and practical benefits can be obtained. From the theoretical side, this research is expected to enrich knowledge about the influence of employee empowerment on performance mediated by job satisfaction, as well as contribute to the development of human resource management science, especially in the context of the public sector. The findings from this study can be a reference for future research and provide a deeper understanding of the interaction between empowerment and job satisfaction. From a practical perspective, this research is expected to contribute ideas to the leadership of the Customs Supervision and Service Office of Intermediate Type C Customs in formulating more effective employee empowerment policies, as well as providing guidance to policy makers in government agencies in designing empowerment programs that pay attention to job satisfaction. In addition, the results of this research can be used as a reference for government agencies that want to improve the effectiveness of human resource management through a holistic empowerment approach.

RESEARCH METHODS

This study is a type of explanatory research that aims to explain the relationship between the variables studied and test the influence of independent variables on dependent variables through mediation variables. The focus of this study is to examine

the influence of employee empowerment on performance through job satisfaction as a mediating variable, to find out how much influence employee empowerment has on performance improvement, both directly and indirectly. The approach used is quantitative, which allows the measurement of variables in the form of numbers and statistical analysis of the data. The collected data will be analyzed using descriptive and inferential statistical methods with the help of SmartPLS software for structural model analysis and hypothesis testing. This study was conducted on employees of the Customs Supervision and Service Office of Intermediate Type C Customs C, with samples taken randomly from the population of employees working in the agency. The research location was chosen based on its relevance to the research objectives. The time of the research lasted for one month, and the sample was taken using the census method, where the entire population of Civil Servants of the Customs Supervision and Service Office of Intermediate Type C Kendari which amounted to 57 employees became respondents. Primary data was obtained through questionnaires filled out by respondents, while secondary data was taken from documented reports. The data collection technique uses a questionnaire designed to explore employees' perceptions of empowerment and its impact on performance, considering job satisfaction as an intervening variable. The Likert scale was applied to measure respondents' attitudes, and analysis was conducted to test the validity and reliability of the questionnaire. Hypothesis testing was carried out using path analysis techniques to test the role of job satisfaction as a mediator between empowerment and employee performance. The operational definition of variables includes employee empowerment, job satisfaction, and employee performance, each measured through relevant indicators, so this study is expected to provide in-depth insights into the dynamics of employee empowerment in the public sector.

RESULTS AND DISCUSSION

A. Partial Least Squares (PLS) Research Results

1. Measurement Model

1) Loading Enablement Variable Factors

The variable indicators of employee empowerment consist of meaning, competence, self-determination, and impact. The loading factor value for each employee empowerment indicator can be seen in the following table:

Table 5.8 Evaluation of Empowerment Measurement Models

Indicator	Value Loading Factor
Meaning	0,844
Competence	0,819
Self-determination	0,767
Impact	0,843

Source: primary data (processed), 2025

Based on the results of the loading factor above, it can be explained that each indicator of the empowerment variable has a significant contribution to the variable. The meaning indicator with a loading factor value of 0.844 shows that the meaning of work

felt by employees has a very strong influence on the empowerment variable. The competency indicator with a loading factor value of 0.819 also showed a great influence, which indicated that employees' confidence in their ability to complete tasks also played an important role in employee empowerment.

The self-determination indicator with a loading factor value of 0.767 showed a fairly good contribution to employee empowerment, although it was slightly lower than the previous two indicators. This shows that freedom and control in determining how to work play an important role, although not as strong in meaning and competence. Finally, the impact indicator with a loading factor value of 0.843 has a very strong contribution to empowerment, which indicates that the influence felt by employees on the results and decisions of the Office plays a very important role in employee empowerment.

All indicators have a fairly high loading factor value, which shows that the empowerment variable at the Customs Intermediate Type C Kendari Customs Supervision and Service Office has a good level of empowerment, with the meaning and impact of work being the most influential factor.

Evaluation of the measurement model (outer model) is an important step in the analysis of Structural Equation Modeling (SEM) which aims to ensure that the indicators used can accurately measure latent constructs. Some of the indicators used in this evaluation include loading factor, Composite Reliability (CR), and Average Variance Extracted (AVE). The loading factor shows how much each indicator contributes to the latent construct, with a good value preferably more than 0.7. Composite Reliability measures the reliability of latent constructs, where a good CR value should be more than 0.7. Meanwhile, AVE measures the convergent validity of latent constructs, where the suggested AVE value is more than 0.5. The evaluation of these three indicators helps to ensure that the measurement model used is valid, reliable, and representative in describing the relationship between latent constructs and their indicators.

2) Loading Variable Factors of Job Satisfaction

Indicators of job satisfaction variables consist of: the job itself, supervision, pay, co-workers, and promotion. The loading factor values for each job satisfaction indicator can be seen in the following table:

Table 5.9 Evaluation of the Job Satisfaction Measurement Model

Indicator	Value Loading Factor
The work itself	0,860
Supervision	0,850
Payment	0,881
Co workers	0,845
Promotion	0,854

Source: primary data (processed), 2025

Based on the results of the loading factors above, it can be explained that each indicator of the job satisfaction variable has a significant contribution to the variable. The job indicator itself with a loading factor value of 0.860 shows that employee satisfaction with the work done has a very strong influence on overall job satisfaction. The

supervision indicator with a loading factor value of 0.850 also shows a large contribution, which indicates that support and direction from superiors have a significant influence on employee job satisfaction.

The payment indicator with a loading factor value of 0.881 shows a very strong contribution, which indicates that satisfaction with salaries and incentives received has a great influence on the level of employee job satisfaction. The co-worker indicator with a loading factor value of 0.845 shows that a good working relationship with co-workers also plays an important role in employee job satisfaction. Finally, the promotion indicator with a loading factor value of 0.854 shows a significant contribution, which indicates that opportunities for promotion play a big role in increasing employee job satisfaction.

All indicators have a high loading factor value, which shows that the job satisfaction variable at the Customs Intermediate Type C Customs Supervision and Service Office is significantly influenced by various aspects of the job, from the job itself to promotional opportunities.

3) Loading Variable Factors of Employee Performance

Variable indicators of employee performance consist of: quantity, quality, time, cost, service orientation, commitment, initiative, cooperation, and leadership. The loading factor value for each employee performance indicator can be seen in the following table:

Table 5.10 Evaluation of Employee Performance Measurement Model

Indicator	Value Loading Factor
Quantity	0,769
Quality	0,877
Time	0,805
Cost	0,844
Service orientation	0,758
Commitment	0,799
Initiatives	0,786
Collaborate	0,750
Leadership	0,773

Source: primary data (processed), 2025

Based on the results of the loading factors above, it can be explained that each indicator of employee performance variables has a significant contribution to these variables. The quantity indicator with a loading factor value of 0.769 shows that the number of work completed by employees has a good influence on employee performance. The quality indicator with a loading factor value of 0.877 shows a very strong contribution, which indicates that the quality of employee work results has a great effect on overall performance.

A time indicator with a loading factor value of 0.805 shows that punctuality in completing tasks has a significant influence on employee performance. The cost indicator with a loading factor value of 0.844 shows a very strong contribution, which indicates that efficiency in using organizational resources plays a big role in improving employee performance. The service orientation indicator with a loading factor value of 0.758 shows

that the ability of employees to provide excellent service has a fairly good influence on performance.

The commitment indicator with a loading factor value of 0.799 shows that employee loyalty and dedication to organizational goals have a significant contribution to employee performance. The initiative indicator with a loading factor value of 0.786 shows that the ideas and proactive actions of employees also play a role in improving performance. The cooperation indicator with a loading factor value of 0.750 shows that the ability of employees to work together in a team plays a role in effective performance. Finally, the leadership indicator with a loading factor value of 0.773 shows that the ability of employees to lead and motivate others also has a significant contribution to employee performance.

Overall, all indicators have a fairly high loading factor value, which shows that the performance of employees at the Customs Intermediate Type C Customs Supervision and Service Office is influenced by various aspects, ranging from the quantity of work to leadership, with quality and efficiency being the most influential factors.

4) Composite Reliability

Composite reliability is a part used to test the reliability value of indicators on a variable. A variable can be declared composite reliability if it has a composite reliability value > 0.70 . The following are the composite reliability values of each variable used in this study:

Tabel 5.11 Cronbach's alpha

	Cronbach's alpha
Empowerment	0,836
Satisfaction Kerja	0,911
Performance Pegawai	0,928

Source: primary data (processed), 2025

Based on Cronbach's alpha values obtained, the variables in this study showed an excellent level of reliability. The enablement variable had a Cronbach's alpha value of 0.836, which indicates good reliability, greater than 0.70. The job satisfaction variable showed a Cronbach's alpha value of 0.911, which indicates a very high and consistent level of reliability. Likewise, the employee performance variable, which has a Cronbach's alpha value of 0.928, indicates that the indicators in the variable are also very reliable. All variables in this study met the composite reliability criteria with a value of more than 0.70, which shows that the data used is reliable and consistent.

Composite reliability is a measure used to test the extent to which the indicators that make up a variable can provide consistent and reliable results. In this study, composite reliability is used to ensure that each variable studied has a fairly good level of reliability. A variable can be declared to meet composite reliability if the composite reliability value is greater than 0.70. Higher values indicate that the indicators in the variables are mutually supportive and have a strong relationship, so that they can be used to draw valid conclusions about the variables being studied.

5) Average Variance Extracted (AVE)

Average Variance Extracted (AVE) is a measure used to assess how well the indicators in a variable can explain that variable. As a general rule, a variable is said to have a good AVE if the AVE value is greater than 0.50, which means that more than 50% of the variance on the indicator can be explained by that variable.

Tabel 5.12 Average Variance Extracted

	Average variance extracted
Empowerment	0,670
Satisfaction Kerja	0,736
Performance Pegawai	0,635

Source: primary data (processed), 2025

Based on the Average Variance Extracted (AVE) value obtained in this study, it can be explained as follows. The Empowerment variable has an AVE value of 0.670, which indicates that the indicators in this variable are able to explain about 67% of the existing variances, so they can be considered to have good convergent validity. The Job Satisfaction variable has an AVE value of 0.736, which means that its indicators explain about 73% of the variances, indicating excellent convergent validity. Meanwhile, the Employee Performance variable has an AVE value of 0.635, which also shows that the indicators are able to explain around 64% of the variance, which still meets the convergent validity criteria quite well.

6) Discriminatory Validity

Discriminant validity is a measure of the extent to which an indicator actually measures its own construct and does not measure other different constructs. A commonly used approach to assess discriminant validity is to use the Heterotrait-Monotrait Ratio of Correlations (HTMT). HTMT is an effective technique to ensure that the constructs in the model have significantly different correlations with each other.

Table 5.13 Discriminative validity (HTMT)

	Job Satisfaction	Employee Performance	Empowerment
Job Satisfaction	0.880		
Employee Performance	0.693		
Empowerment		0.701	

Source: Data Processed, (2025)

The table given shows the HTMT (Heterotrait-Monotrait Ratio) value for three constructs, namely Job Satisfaction, Employee Performance, and Empowerment. Based on the recommendations of Henseler et al. (2015), HTMT values below the threshold of 0.90 indicate good discriminant validity, which means that the constructs can be clearly distinguished. In this table, all HTMT values are below 0.90 (0.880 for Job Satisfaction, 0.693 for Employee Performance, and 0.701 for Enablement), which indicates that the constructs have adequate discriminant validity and that there are no problems in distinguishing them from each other.

2. Structural Models and Hypothesis Testing

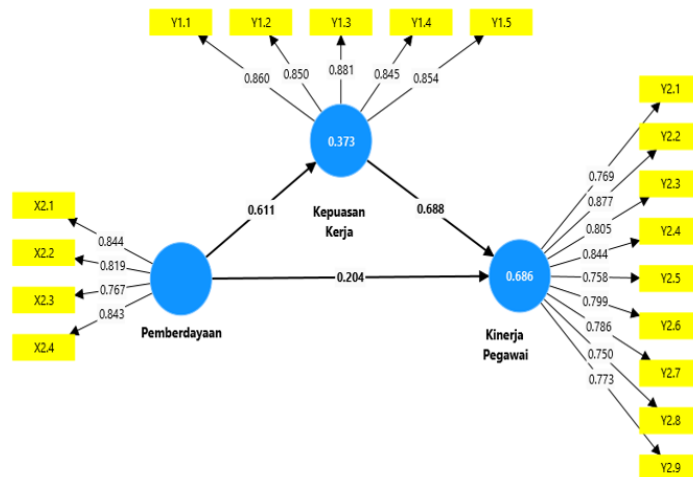


Figure 5.2. Structural Model of Research Results

Before we discuss the hypotheses that exist in the structural models shown, it is important to first understand the basis of the model. This structural model illustrates the relationships between the variables involved in the study. In this model, there are three main constructs that are the focus, namely Empowerment, Job Satisfaction, and Employee Performance. Employee Empowerment and Performance each have an influence on Job Satisfaction, which then also affects Employee Performance. Each of these variables is measured by several indicators connected to different factor values. This structural model allows us to see the relationships between constructs in a more structured and systematic way. Next, we will develop a hypothesis based on this understanding of how each construct interacts with each other, which will be further tested in the analysis.

1) Model Fit Evaluation

R-Square (R^2) measures the extent to which independent variables can explain the variability of dependent variables in the model. A higher R^2 value indicates that the model has a better ability to explain dependent variables. As a general guideline, an R^2 value above 0.10 can be considered to have good quality in explaining the variability of dependent variables.

Q^2_{predict} (predicted R^2) is a measure used in Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis to assess the model's ability to predict invisible values or unobserved data. Q^2_{predict} measures how well the model can predict the value of dependent variables based on the independent variables (predictors) present in the model.

Table 5.14 Model Evaluation

	R-Square	Q^2_{predict}
Job Satisfaction	0,373	0,351
Employee Performance	0,686	0,369

Source: primary data (processed), 2025

Based on the findings of the data analysis, the R-Square value for Job Satisfaction is 0.373. This means that Empowerment as an independent variable can explain about 37.3% of the variability in employee job satisfaction. This R-Square value indicates that

Empowerment makes a significant contribution to job satisfaction, however there is about 62.7% variability in job satisfaction that is influenced by other factors not explained by this model. In other words, while empowerment plays an important role, employee job satisfaction is also influenced by other factors such as supervision, pay, and relationships with colleagues that have not been covered in this analysis.

In addition, the Q^2_{predict} value for Job Satisfaction is 0.351, which indicates that this model has a fairly good predictive relevance. A Q^2_{predict} value greater than 0 indicates that this model can predict dependent variables, in this case job satisfaction, quite accurately. This means that although there are still other factors at play, employee empowerment has sufficient ability to predict the level of employee job satisfaction at the Customs Intermediate Type C Kendari Customs Supervision and Service Office.

These findings illustrate that employee empowerment has a significant influence on employee job satisfaction. However, this influence is not absolute, and there are still various other factors that play a role in shaping the level of employee job satisfaction. Therefore, further research is needed to identify other factors that affect employee job satisfaction more comprehensively.

2) Pengujian Hypothesis

In the previous discussion, it has been stated that in order to be able to answer the problems and hypotheses proposed in this study, namely the influence of exogenous variables on endogenous variables, a test was carried out using SmartPLS to determine the value of the Original Sample (path analysis). A summary of the results of the calculation of the path analysis in this study can be presented through the table below:

Table 5.15 Hypothesis Testing

	Original sample	P values	Ket
Job Satisfaction with Employee Performance	0,688	0,000	Signifikan
Empowerment of Job Satisfaction	0,611	0,000	Signifikan
Empowerment of Employee Performance	0,204	0,047	Signifikan
Empowerment of Employee Performance Through Job Satisfaction	0,420	0,000	Partial Mediation

Source: primary data (processed), 2025

Based on the results of the path analysis shown in the table and to answer the research problem, hypothesis testing can be explained as follows:

a. H1: Empowerment of Employee Performance

Meanwhile, direct empowerment of employee performance in the office showed a significant relationship, although it was weaker than the relationship between job satisfaction and employee performance. The original sample value of 0.204 indicates a positive influence, but the influence is smaller. Empowerment plays a role in providing employees with the opportunity to work more independently and responsibly, which in turn can improve their performance. Although the effect of empowerment on employee performance was smaller, a P-value of 0.047 indicated that this relationship remained statistically significant, suggesting that empowerment affected employee performance even with lower strength.

b. H2: Empowerment of Job Satisfaction

In addition, empowerment also has a significant influence on employee job satisfaction in this office. With an original sample value of 0.611, it can be concluded that the empowerment provided by superiors or management contributes positively to employee job satisfaction. Empowerment in the form of work autonomy, recognition of contributions, and opportunities to develop can increase job satisfaction. A very small P-value (0.000) indicates that this relationship is statistically significant, which means that empowerment is an important factor in increasing job satisfaction of employees of the Customs Supervision and Service Office of Intermediate Type C Kendari.

c. H3: Job Satisfaction with Employee Performance

The test results showed that there was a significant and strong relationship between job satisfaction and employee performance at the Customs Supervision and Service Office of Intermediate Type C Customs Kendari. The original sample value of 0.688 indicates a strong positive correlation, which means that the higher the level of employee job satisfaction, the better their performance. A very small P-value (0.000) confirms that this relationship is statistically significant, suggesting that job satisfaction is an important factor influencing employee performance in the office.

d. H4: Empowerment of Employee Performance Through Job Satisfaction

Empowerment affects employee performance through increased job satisfaction as a partial mediation. In this case, empowerment not only has a direct impact on employee performance, but also affects their performance through increased job satisfaction. The original sample value of 0.420 showed that empowerment had a significant influence on job satisfaction, which in turn contributed to improving employee performance. A very small P-value (0.000) indicates that this relationship is statistically significant. This explanation shows that job satisfaction acts as a link between empowerment and employee performance. In other words, empowerment that increases job satisfaction ultimately contributes to improved employee performance, and this relationship is stronger when job satisfaction is included as a mediating factor in the relationship model between empowerment and performance.

1. Empowerment of Employee Performance

This direct empowerment of employee performance in the office showed a significant relationship, although it was weaker than the relationship between job satisfaction and employee performance. Empowerment plays a role in providing employees with the opportunity to work more independently and responsibly, which in turn can improve their performance. Although the effect of empowerment on employee performance is smaller, this relationship is still statistically significant, suggesting that empowerment affects employee performance even with lower strength.

The indicators in the empowerment variable are interrelated and play an important role in improving employee performance. One of the most influential indicators is the meaning of work. Employees who feel their work has meaning and purpose are more

likely to feel empowered. This feeling creates a greater sense of responsibility, which in turn can increase their motivation and performance. The relationship between empowerment and employee performance shows that the extent to which employees feel their work is valuable greatly affects the level of empowerment they feel, which in turn impacts their performance. With this understanding, organizations can be more effective in implementing relevant enablement strategies to improve employee performance

Empowerment at the Customs Supervision and Service Office of Intermediate Type C Customs serves to improve employee performance by providing opportunities for them to work more independently and responsibly. This is in line with the main function of the Customs Office which focuses on increasing efficiency and effectiveness in carrying out tasks, such as facilitating trade and industry, as well as protecting the public from illegal goods. Empowerment gives employees more control in completing tasks, which in turn contributes to their improved performance. This empowerment can increase employee motivation, which is directly related to the goals of the Customs Supervision and Service Office in realizing a conducive business climate and effective supervision of the import and export of goods.

At the Customs Intermediate Type C Kendari Customs Supervision and Service Office, employee empowerment is realized in an opportunity for employees to feel that their work is important and meaningful. Employees here are empowered by being given the freedom to organize and determine how they work, which makes them more independent and feel responsible for the results of their work. This contributes to improved employee performance, as they feel more empowered to make decisions that have a direct impact on the organization and society. With the opportunity to develop skills and knowledge, employees can manage time and resources efficiently in achieving the goals that have been set, in accordance with the vision and mission of the Customs Supervision and Service Office.

These findings are consistent with previous research results that show that employee empowerment affects their performance. Lamato (2023), Marwan et al. (2020), and Iryani et al. (2022) all confirm that employee empowerment has a positive influence on employee performance, both directly and through job satisfaction. The results of this study emphasized that empowerment not only improves job satisfaction, but also has a significant impact on employee performance. The empowerment function at the Customs Intermediate Type C Kendari Customs Supervision and Service Office which provides freedom in decision-making and encourages employees to be responsible for their work in accordance with organizational goals is part of the concept of empowerment that has been proven through various previous studies. With empowerment, employees feel given the opportunity to develop, which is in line with the Customs Office's mission in optimizing state revenue and protecting Indonesians from smuggling and illegal trade

Based on the description of the discussion, it can be seen that empowerment has a positive effect on employee performance, although the effect is smaller than the relationship between job satisfaction and performance. Empowerment provides

employees with the opportunity to work more independently and responsibly, which in turn can improve their performance.

2. Empowerment of Job Satisfaction

Empowerment also has a significant influence on employee job satisfaction in this office. It can be concluded that the empowerment provided by the boss or management contributes positively to employee job satisfaction. Empowerment in the form of work autonomy, recognition of contributions, and opportunities to develop can increase job satisfaction. This relationship is statistically significant, which means that empowerment is an important factor in increasing job satisfaction of employees of the Customs Supervision and Service Office of Intermediate Type C Kendari.

On the other hand, in the job satisfaction variable, the pay indicator shows a very strong contribution. Employee satisfaction with the salary and incentives received has a major influence on their job satisfaction level. Employees who feel financially valued are more likely to feel satisfied with their work, leading to increased overall job satisfaction. These two indicators, the meaning of work and pay, play a key role in bridging the relationship between employee empowerment and job satisfaction.

Empowerment at the Customs Intermediate Type C Kendari Customs Supervision and Service Office has an important role in influencing employee job satisfaction. By providing freedom at work, recognition of employee contributions, and opportunities for self-development, empowerment helps create a more positive and supportive work environment. This empowerment function contributes directly to the achievement of organizational goals, which are not only related to the effectiveness of the tasks carried out, but also to the well-being of employees. Empowerment makes employees feel valued and have control over their work, which in turn increases their job satisfaction.

At the Customs Intermediate Type C Kendari Customs Supervision and Service Office, employee empowerment is realized through providing opportunities to manage their own work, making recognized contributions, and having space for professional development. Employees feel more valued because they are given more responsibility in their work. In addition, the opportunity to develop, both in skills and knowledge, gives them a higher sense of job satisfaction. By being empowered, employees feel that they are playing an important role in the organization, which directly impacts their increased job satisfaction.

These findings are in line with research conducted by Fitriati (2020), Marwan et al. (2020), and Saifudin and Kusumawati (2020), which found that empowerment has a positive influence on employee job satisfaction. These studies show that empowerment, through the granting of freedom in work and recognition of employee contributions, plays a significant role in increasing job satisfaction. The results of this study reinforce these findings and show that empowerment at the Customs Intermediate Type C Customs Supervision and Service Office in Kendari has a significant impact on employee job satisfaction, which also supports the organization's goal of creating a better and more productive work environment.

Based on the description of the discussion, it can be seen that empowerment has a positive and significant effect on employee job satisfaction. This shows that empowerment provided by superiors or management, such as work autonomy, recognition of contributions, and opportunities for growth, can increase employee job satisfaction.

3. Job Satisfaction with Employee Performance

The test results showed that there was a significant and strong relationship between job satisfaction and employee performance at the Customs Supervision and Service Office of Intermediate Type C Customs Kendari. This indicates a strong positive correlation, which means that the higher the level of employee job satisfaction, the better their performance. This relationship is statistically significant, which shows that job satisfaction is an important factor that affects employee performance in the office.

Analysis of job satisfaction factors shows that pay indicators have a very strong contribution. Satisfaction with the salaries and incentives received by employees plays a big role in increasing their job satisfaction levels. Employees who feel financially rewarded tend to have a sense of satisfaction with their work, which ultimately has a positive effect on their performance. In addition, employee performance variables are also influenced by quality indicators, which show a very strong contribution. The quality of employee work plays a big role in determining overall performance. Employees who produce high-quality work will not only feel more valued, but also more motivated to continuously improve their performance. This relationship between the quality of work results and performance strengthens the relationship between job satisfaction and employee performance, showing that the two support each other and influence each other in achieving optimal performance.

Job satisfaction functions as an important factor that affects employee performance at the Customs Supervision and Service Office of Intermediate Type C Kendari. A high level of job satisfaction encourages employees to work better and more productively, which ultimately increases the effectiveness and efficiency of the tasks they perform. With job satisfaction, employees feel more motivated and committed to providing the best results, which support the achievement of organizational goals, such as optimizing state revenue and monitoring illegal goods. Therefore, job satisfaction has a key role in creating high performance in this office.

Job satisfaction at the Customs Intermediate Type Supervision and Service Office C Kendari has a significant impact on employee performance. Employees who are satisfied with their work tend to show better performance. This job satisfaction comes not only from a supportive work environment, but also from recognition of the results of work and the important role they play in achieving organizational goals. The higher job satisfaction, the greater the commitment of employees to work harder and more efficiently, which ultimately improves the quality and quantity of their performance.

These findings are in line with the results of previous research that showed that job satisfaction has a significant effect on employee performance. Research by Fitriati

(2020), Marwan et al. (2020), and Sutrisno et al. (2022) shows that job satisfaction plays a major role in improving employee performance. In these studies, it was found that high job satisfaction directly contributes to improving employee performance. These results are consistent with findings at the Customs Supervision and Service Office of Intermediate Type C Customs C, which confirms that job satisfaction is the main factor that affects employee performance in the office.

Based on the description of the discussion, it can be known that job satisfaction has a positive and significant effect on employee performance. This shows that the higher the level of employee job satisfaction, the better their performance at the Customs Supervision and Service Office of Intermediate Type C Kendari.

4. Empowerment of Employee Performance Through Job Satisfaction

Empowerment also affects employee performance through increased job satisfaction. This shows a significant relationship, which means that empowerment not only has a direct impact on employee performance, but also through its impact on employee job satisfaction. In other words, empowerment that successfully increases job satisfaction will ultimately contribute to improving employee performance. This relationship is statistically significant, which confirms that empowerment through increased job satisfaction has a strong positive impact on employee performance at the Customs Supervision and Service Office of Intermediate Type C Kendari.

Analysis of empowerment factors shows that each indicator has a significant contribution to the success of empowerment. One of the most influential indicators is the meaning of work. The meaning of work felt by employees has a very strong influence on empowerment, which means that the more meaningful the work they do, the higher the feeling of empowerment they feel. This in turn affects their job satisfaction and performance. Meanwhile, in the job satisfaction variable, the pay indicator showed a very strong contribution. Satisfaction with the salary and incentives received by employees greatly affects their job satisfaction levels. Employees who feel financially rewarded are more likely to feel satisfied with their work, which has a direct effect on their performance.

In terms of employee performance, the quality indicator of work results shows a very strong contribution. The quality of work produced by employees is an important factor in determining their level of performance. Employees who are able to produce high-quality work tend to perform better overall. This relationship between empowerment, job satisfaction, and performance shows that empowerment that increases job satisfaction can create more optimal employee performance, with higher work quality.

Empowerment functions not only to improve employee performance directly, but also through increased job satisfaction. The empowerment function at the Customs Supervision and Service Office of Intermediate Type C Customs plays a role in creating higher job satisfaction, which ultimately encourages employees to show better performance. Empowerment gives employees autonomy, recognition of their contributions, and opportunities to grow, which increases their sense of satisfaction and

motivation. With higher job satisfaction, employees become more productive and efficient, which is in line with the Customs Office's goal of improving overall organizational performance.

Empowerment at the Customs Intermediate Type C Customs Supervision and Service Office plays an important role in increasing employee job satisfaction, which further contributes to improving their performance. Employees who feel empowered tend to feel more valued and have control over their work. Empowerment, which includes recognition of contributions and opportunities for growth, plays a role in increasing employee job satisfaction, which in turn encourages them to work better and more efficiently. With a high level of job satisfaction, employees feel more motivated to achieve their set goals, so their performance improves.

These results are consistent with previous research that showed that empowerment has a positive impact not only on employee performance, but also through increased job satisfaction. Research by Lamato (2023), Marwan et al. (2020), and Iryani et al. (2022) confirms that empowerment has a significant influence on employee performance through job satisfaction. With empowerment, employees feel more empowered and more satisfied with their work, which in turn drives better performance. These findings reinforce that effective empowerment can affect employee performance through two pathways, directly and through job satisfaction.

Based on the description of the discussion, it can be known that empowerment also has a positive effect on employee performance through increasing job satisfaction. This shows that empowerment that succeeds in increasing job satisfaction will contribute to improving employee performance at the Customs Supervision and Service Office of Intermediate Type C Kendari.

CONCLUSION

This study aims to examine the Influence of Employee Empowerment on Performance through Job Satisfaction (Employee Study of the Customs Supervision and Service Office of Intermediate Type C Kendari). Based on the results of the analysis and discussion, the conclusions of the study are: Empowerment has a positive effect on employee performance, although the effect is smaller than the relationship between job satisfaction and performance. Empowerment provides employees with the opportunity to work more independently and responsibly, which in turn can improve their performance. Empowerment has a positive and significant effect on employee job satisfaction. This shows that empowerment provided by superiors or management, such as work autonomy, recognition of contributions, and opportunities for growth, can increase employee job satisfaction. Job satisfaction has a positive and significant effect on employee performance. This shows that the higher the level of employee job satisfaction, the better their performance at the Customs Supervision and Service Office of Intermediate Type C Kendari. Empowerment also has a positive effect on employee performance through increasing job satisfaction. This shows that empowerment that succeeds in increasing job

satisfaction will contribute to improving employee performance at the Customs Supervision and Service Office of Intermediate Type C Kendari.

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