

The Effect of Empowerment and Motivation on Job Satisfaction and Employee Performance

Study on Employees of the Public Administration and Planning Bureau of the State Islamic University Maulana Malik Ibrahim Malang

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Abstract. This study aims to analyze and explain the effect of empowerment and motivation on employee satisfaction and performance. This research is included in the type of quantitative research. The sampling technique is to use the census method where samples taken from all employees to be used as research samples are 57 employees. The place of this research was conducted at the Public Administration Bureau of Planning and Finance, Islamic State University of Maulana Malik Ibrahim Malang. The data collection method uses a questionnaire. Data analysis uses path analysis using SmartPLS software. The results of the study indicate that empowerment has direct and indirect effects on performance positively and significantly. Motivation has direct and indirect effects on positive and significant performance. Satisfaction mediates the indirect effect between empowerment and motivation on performance significantly. Empowerment and Motivation have a positive and significant direct effect on performance. Satisfaction has a direct positive and significant effect on performance.

Keywords. Empowerment, Motivation, Satisfaction, Performance

1. Introduction

Performance is a measure of success or failure of management in managing an organization or company. Good organizational performance shows good management of human resources. While bad organizational performance shows that bad human resource management. Whereas individual or individual performance is also a reflection of organizational performance. The better the performance of individuals, the more it will have an impact on organizational performance. If individual performance is bad, it will also have an impact on bad organizational performance [1]. Management is an organizational process for managing and moving employees to produce the best performance. Performance is the result of achieving the tasks, jobs, and responsibilities given by the organization or company. It is the task of management in managing every human resource in the organization to achieve good performance [2]. Improving the performance of individuals or organizations can not be separated from several factors that affect the performance itself. Some factors that affect performance include Motivation, empowerment, satisfaction, organizational climate, leadership, organizational culture, work environment, compensation, ability, attitude, opportunity and so on [3].

Job satisfaction is a psychological feeling experienced by someone at work. This depends on what is expected by someone in carrying out the work. Job satisfaction is very closely related and affects employee performance. If job satisfaction has been able to have an impact on job performance. But another thing that can cause job satisfaction is satisfaction with the work done. Many employees are dissatisfied with their work because of the mismatch of capabilities and expectations for the job [4].

Job satisfaction has a positive and significant effect on performance, this is in accordance with the research of Indermun and SaheedBayat [5], Singh and Jain [6], Hira and Waqas [7], Cong and Van [8], Funminola et al., [9], Javed et al., [10], Perera et al., [11], Sarwar and Abugre [12], Khan et al., [13], Vrinda and Jacob [14], Awan and Asghar [15], Dizgah et al., [16], Judge et al., [17], Christen et al., [18], Kavita et al., [19], Yvonne et al., [20]. Job satisfaction must synergize with the company. The higher the attention and appreciation of the company to its employees, the easier it will be for the company to manage the work satisfaction of its employees [21]. This is inseparable from how management manages the work satisfaction of each employee so they can do their jobs well. If employees are satisfied with the work done, it will have a positive impact on performance.

Motivation is a stimulus made by the company in order to increase employee passion for working. This is supported by a number of experts including those who state that motivation is a way of encouraging the passion of subordinates to want to give all the abilities and skills to realize what the company needs [22]. Motivation and job satisfaction have a positive and significant effect on performance [8], [23], [24], [25], [26]. Motivation has a positive and significant effect on performance mediated by job satisfaction [27].

Empowerment is the process of giving greater autonomy and decision making to humans who work in an organizational environment [1]. Empowerment here explains the ongoing interpersonal relationships to build trust between employees and management [28]. Empowerment is also one of the company's ways to improve employee performance. Empowerment and motivation have a positive influence on an employee's performance [29], [30], [31], [32], [33], [21], [34],[35].

Empowerment has a positive and significant effect on performance [35], [34], [33], [21], [36]. Empowerment and job satisfaction have a positive and significant effect on employee performance [37]–[39]. Empowerment has a positive and significant effect on employee performance mediated by job satisfaction [40], [41].

The novelty of this study is that job satisfaction mediates the effect of empowerment and motivation on performance, where the empowerment variable used with the Human Resources Empowerment study approach is compared with many previous studies that use the empowerment approach in psychology (Psychological Empowerment).

2. Preliminaries

A. Performance

The theory of Performance (job performance) in this case is a psychological theory about the process of one's work behavior so as to produce something that is the goal of his work [1]. Performance theory here explains the process of how an employee shows the company the results of each job. Here are some performance theories from several experts.

1.1 Path-Goal Theory

This theory was put forward by Locke from the basis of Lewin's theory. Ott argues that human behavior is based on achieving a goal. The so-called path-goal theory states that performance is a function of facilitating the process and inhibiting process [1].

It can be concluded from this theory that the path-goal theory is a process to achieve the goal (goal). This depends on the company is moving its employees to achieve the desired results by the company. And the work process of employees in carrying out the tasks of the company in achieving company goals.

1.2 Attribution Theory or Expectancy Theory

As'ad and Ott say that this theory was first put forward by Heider. The attribution theory approach to performance was formulated $P = MXA$, where P = Performance, M = Motivation, A = Ability became a very popular concept by other experts such as Maier, Lawler, Porter, and Vroom [1].

According to Mathis and Jackson [42], in general, there are several elements of employee performance dimensions including:

- 1.1.1 Quantity of results, with indicators:
 - 1.1.1.1 The volume of work produced above-normal conditions
 - 1.1.1.2 Work targets can be met with full calculation
 - 1.1.1.3 Work standards are determined by the company
- 1.1.2 Quality of results, with indicators:
 - 1.1.1.1 Neatness
 - 1.1.1.2 Accuracy
 - 1.1.1.3 Speed of employees/ employees in completing their tasks
- 1.1.3 Timeliness of results, indicators are:
 - 1.1.1.1 The work is completed completely
 - 1.1.1.2 All work is completed on time
 - 1.1.1.3 High awareness to complete all tasks
- 1.1.4 The ability to work together, the indicators are:
 - 1.1.1.1 Tolerance
 - 1.1.1.2 Ability to handle relationships at work
 - 1.1.1.3 Trustworthy coworkers
 - 1.1.1.4 Can work well together

B. *Empowerment*

Etymological empowerment comes from the word power which means the ability to do something or the ability to act. To get the prefix to be 'empowered' means to be empowered, capable, powerful, to have reason (ways and so on) to overcome something [3]. While Khan [28] explains empowerment is an ongoing interpersonal relationship to build trust between employees and management, by providing 6 dimensions of empowerment, namely:

- 1.1 Desire, with indicators including:
 - 1.1.1 Opportunity
 - 1.1.2 Involvement of workers
 - 1.1.3 Worker's perspective
 - 1.1.4 Self Control
- 1.2 Trust, with its indicators:
 - 1.1.1 Participation
 - 1.1.2 Sufficient time
 - 1.1.3 Sufficient training
 - 1.1.4 Respect employees
 - 1.1.5 Availability of access to information, namely providing sufficient information access.
- 1.3 Confident, confident indicators include:
 - 1.1.1 Delegate important tasks to employees;
 - 1.1.2 Explores ideas and suggestions from employees;
 - 1.1.3 Expanding tasks and building networks between departments;
 - 1.1.4 Provides a schedule of job instructions and encourages good completion.
- 1.4 Credibility, credibility indicators include:
 - 1.1.1 View employees as strategic partners;
 - 1.1.2 Increasing targets in all parts of the work;
 - 1.1.3 Introducing individual initiatives to make changes through participation;
 - 1.1.4 Help resolve differences in setting goals and priorities.
- 1.5 Accountability, indicators in Accountability include:
 - 1.1 Using training pathways in evaluating employee performance;
 - 1.2 Give clear assignments and clear measures;
 - 1.3 Involving employees in setting standards and measures;
 - 1.4 Provide assistance to employees in resolving workloads;
 - 1.5 Provide a period and time for providing feedback.
- 1.6 Communication, indicators of communication include:
 - 1.1.1 Establish an open door communication policy;

- 1.1.2 Providing time to get information and discuss problems openly;
- 1.1.3 Create opportunities for crosstraining.

C. *Motivation*

In this study, the researchers used Alderfer's Existence, Relatedness and Growth (ERG) Theory by Clayton Alderfer which according to the researchers is very suitable for this research. This theory is a refinement of the theory of needs proposed by A.H. Maslow ERG Theory is considered by experts to be closer to the actual situation based on empirical facts. Alderfer [43] argues that there are three main groups of needs dimensions, namely:

- 1.1 The need for Existence Needs relates to basic needs including Masological Physiological Needs and Safety Needs. So the indicators are as follows:
 - 1.1.1 Guarantee of survival (physiological needs)
 - 1.1.2 Guaranteed safety and work safety (safety needs)
- 1.2 The need for Affection (Relatedness Needs), emphasizes the importance of relationships between individuals (interpersonal relationships) and also social (social relationships). This need is also related to Love Needs and Esteem Needs from Maslow. So the indicator is as follows:
 - 1.1.1 Interpersonal relationship or relationship between workers
 - 1.1.2 Social relationships
- 1.3 The Need for Progress (Growth Needs), is an intrinsic desire in a person to advance or improve his personal abilities. The indicators are:
 - 1.1.1 Self-actualization
 - 1.1.2 Awards

D. *Satisfaction*

Jex [4] defines job satisfaction as a level of positive affection of an employee for work and work situations. For Jex, job satisfaction is only related to workers' attitudes towards their work. This attitude occurs in cognitive and behavioral aspects. The cognitive aspect of job satisfaction is workers' beliefs about work and work situations: That workers believe that their work is interesting, stimulating, boring or demanding. Burt suggested that there are three dimensions that can be used as a measure of job satisfaction [44], namely:

- 1.1 Relationships between employees, the indicators include:
 - 1.1.1 The relationship between managers and employees
 - 1.1.2 Physical factors and working conditions
 - 1.1.3 Social relations between employees
 - 1.1.4 Suggestions from coworkers
 - 1.1.5 Emotions and work situations
- 1.2 Individual, which is measured by indicators:
 - 1.1.1 The attitude of people towards their work
 - 1.1.2 Age of people at work
 - 1.1.3 Gender
- 1.3 External (external), which relates to indicators:
 - 1.1.1 The state of the employee's family
 - 1.1.2 Recreation
 - 1.1.3 Education (training, upgrading and so on)

3. **Method**

This study aims to analyze the influence of empowerment and motivation that affect satisfaction and performance, to analyze the problems, types, and approaches used in this study are quantitative. Quantitative research is research based on quantitative data where quantitative data is data in the form of numbers or numbers [45].

This research is located at the State Islamic University of Maulana Malik Ibrahim, precisely in the General Administration of Planning and Finance (AUPK) which has several units. The General

Administration and Planning Section of the Islamic State University of Maulana Malik Ibrahim Malang fits the Human Resource Management research that is very helpful in collecting data in this study. Finally, complete content and organizational editing before formatting. Please take note of the following items when proofreading spelling and grammar:

A. Population and Samples

The number of employees in the General Administration and Planning Section of the Maulana Malik Ibrahim State Islamic University of Malang amounted to 57 people, thus census research will be carried out, namely research using all populations in the institution.

B. Data Analysis

This research was conducted because researchers wanted to know the effect of empowerment, motivation on employee satisfaction and performance. This research is quantitative research. Respondents' perceptions are quantitative data that will be measured on a scale so that the results are in the form of numbers. Furthermore, the numbers or scores are processed by statistical methods.

- 1.1 Descriptive Analysis, descriptive data displays a general description of respondents' answers to questions or statements contained in the questionnaire. Based on the results of responses from 57 respondents about the research variables, the researcher will describe in detail the respondents' answers which are grouped in descriptive analysis. The results of the description of each item are grouped into five assessment categories according to the Likert scale, namely:

TABLE 1. LIKERT SCALE

Statement	Score
Strongly Agree (SA)	5
Agree (A)	4
Neutral (N)	3
Disagree (D)	2
Strongly Disagree (SD)	1

^a Likert Scale [46]

- 1.2 Inferential Statistics, the measurement of this method is to simplify the process of data analysis. The method used by the author is to use path analysis using SmartPLS. The use of the SmartPLS program is due to a small sample. Some of the stages of the process carried out in analyzing data are as follows [46]:

1.1.1 Path Chart Construction

Construction path diagrams are important in the study. The path diagram construction in this study with the model developed as follows:

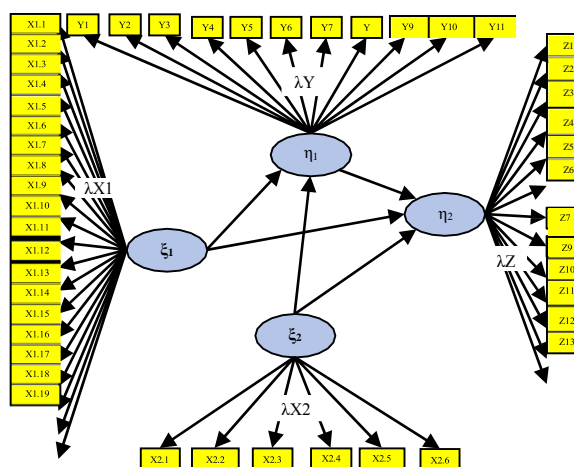


Figure 1. Path Diagram Construction

1.1.2 Convert Path Chart to Equation

The structural model equation is as follows:

$$\eta_1 = \gamma_{1.1}\xi_1 + \gamma_{1.2}\xi_2 + \zeta_1 \quad (1)$$

$$\eta_2 = \beta_{21}\eta_1 + \gamma_{2.1}\xi_1 + \gamma_{2.2}\xi_2 + \zeta_2 \quad (2)$$

1.1.3 Goodness Of Fit - Outer Model

The goodness of fit - outer model there are three analyzes in this research.

1.1.1.1 Convergent validity

Convergent validity is to verify the degree of convergent validity where a measuring instrument for a program is operationalized in another program because theoretically there should be similarity or similar (conference). The limit value for Outer loading is more than 0.50. Following are the results of convergent validity:

1.1.1.2 Discriminant validity

The results of discriminant validity analysis are good if each loading value of each indicator of a latent variable has the greatest loading value with another loading value of other latent variables

1.1.1.3 Composite Reliability, Average Variance Extracted (AVE), and Cronbach's Alpha

The construct is said to have a high reliability if Composite Reliability is above 0.70, AVE is above 0.50 and Cronbach alpha is greater than 0.6.

1.1.4 Goodness of Fit Inner Model

1.1.1.1 Coefficient of Determination (R-Square)

Testing the inner model or structural model is done to see the relationship between construct, significance value, and R-square

1.1.1.2 Total Coefficient of Determination (Q Square)

The goodness of the Fit Inner Model is measured using Q-Square predictive relevance to show the structural model that is formed capable of representing existing data.

Q-Square formula:

$$Q^2 = 1 - (1 - R^2_{12}) \times (1 - R^2_{22}) \quad (3)$$

Where R^2_{12} is the result of R-square satisfaction and R^2_{22} is the R-square performance variable.

1.3 Causality test is done to analyze the strength of influence between constructs, both direct and indirect influences. The interpretation of the causality test is as follows:

1.1.1 Test statistics: t-test; p-value = 0.05 (alpha 5%); significant

- If the t-statistic value is smaller than the t-table value (t-statistic < 1.96), then the effect is not significant.
- If the t-statistic value is greater or equal to t-table (t-statistic \geq 1.96), then the effect is significant.
- If there are negative estimation results, it shows that the variable has a negative influence.

1.1.2 Using Sobel Test For the influence of indirect variables, namely:

- The effect of empowerment on performance through satisfaction.
- The influence of motivation on performance through satisfaction.

4. RESULT

The research results are grouped into descriptive data and statistically inferential. Descriptive data displays a general description of the respondents' answers to questions or statements contained in the questionnaire, with the classification of values:

Table 2. Variable rating categories

Interval	Variable Rating Categories			
	Empowerment	Motivation	Satisfaction	Performance
4,21 – 5,00	Very good	Very good	Very Satisfied	Very good
3,41 – 4,20	Good	Good	Satisfied	Good
2,61 – 3,40	Pretty Good	Pretty Good	Quite Satisfied	Pretty Good
1,81 – 2,60	Not Good	Not Good	Dissatisfied	Not Good
1,00 – 1,80	Very Bad	Very Bad	Very Dissatisfied	Very Bad

b. Respondent's Answer Category

The path diagram construction in this research was created using smartPLS software. The models in this research are as follows:

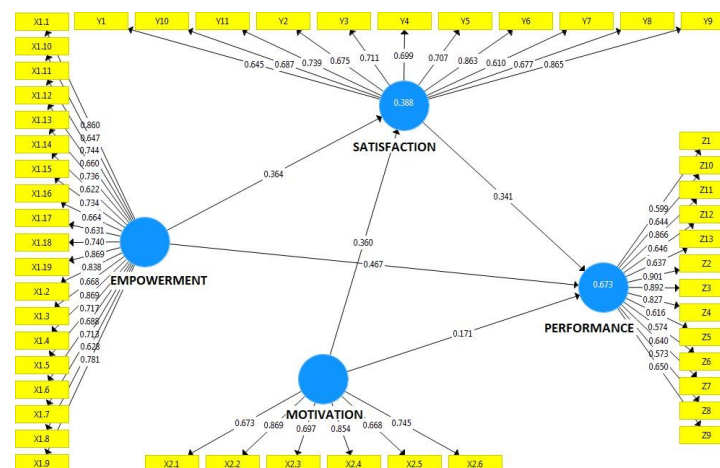


Figure 2. Path Diagram Construction using SmartPLS

A. Goodness Of Fit Outer Model

There are three criteria in using data analysis techniques with SmartPLS to assess the outer model, namely Convergent Validity, Discriminant Validity, and Composite Reliability.

- 1.1 Convergent Validity is to test the degree of convergent validity where a measuring instrument for a program is operationalized in another program because theoretically there should be a similarity/ similar (conference). The limit value for Outer loading is more than 0.50. Following are the results of convergent validity:

Table 3. Outer loading

Construct/ Latent Variables	Item (Indicator)	Outer Loading	Information
Empowerment	X1.1	0.860	Valid
	X1.2	0.838	Valid
	X1.3	0.668	Valid
	X1.4	0.869	Valid
	X1.5	0.717	Valid
	X1.6	0.688	Valid
	X1.7	0.713	Valid
	X1.8	0.628	Valid
	X1.9	0.781	Valid
	X1.10	0.647	Valid
	X1.11	0.744	Valid
	X1.12	0.660	Valid
	X1.13	0.736	Valid
	X1.14	0.622	Valid
	X1.15	0.734	Valid
	X1.16	0.664	Valid
	X1.17	0.631	Valid
	X1.18	0.740	Valid
	X1.19	0.869	Valid
Motivation	X2.1	0.673	Valid
	X2.2	0.869	Valid
	X2.3	0.697	Valid
	X2.4	0.854	Valid
	X2.5	0.668	Valid
	X2.6	0.745	Valid
Satisfaction	Y1	0.645	Valid
	Y2	0.675	Valid
	Y3	0.711	Valid
	Y4	0.699	Valid
	Y5	0.707	Valid
	Y6	0.863	Valid
	Y7	0.610	Valid
	Y8	0.677	Valid
	Y9	0.865	Valid
	Y10	0.687	Valid
	Y11	0.739	Valid
Performance	Z1	0.599	Valid
	Z2	0.901	Valid
	Z3	0.892	Valid
	Z4	0.827	Valid
	Z5	0.616	Valid
	Z6	0.574	Valid
	Z7	0.640	Valid
	Z8	0.573	Valid
	Z9	0.650	Valid
	Z10	0.644	Valid
	Z11	0.866	Valid
	Z12	0.646	Valid
	Z13	0.637	Valid

c. Primary data processed (2017)

The results of processing using SmartPLS can be seen in Table 4. Outer model values or correlations between constructs and variables meet convergent validity because all indicators have a loading factor value above 0.50.

- 1.2 Discriminant validity is carried out to ensure that each concept of each latent variable is different from the other variables. The model has good discriminant validity if each loading value of each indicator of a latent variable has the greatest loading value with another loading value of another latent variable. The discriminant validity test results are obtained as follows:

Table 4. Cross loading

Variable	Item	X1	X2	Y	Z
Empowerment	X1.1	0.860	0.442	0.488	0.614
	X1.2	0.838	0.336	0.446	0.592
	X1.3	0.668	0.312	0.447	0.649
	X1.4	0.869	0.362	0.450	0.613
	X1.5	0.717	0.328	0.348	0.556
	X1.6	0.688	0.433	0.427	0.566
	X1.7	0.713	0.517	0.362	0.535
	X1.8	0.628	0.421	0.371	0.536
	X1.9	0.781	0.258	0.272	0.532
	X1.10	0.647	0.343	0.425	0.400
	X1.11	0.744	0.305	0.425	0.488
	X1.12	0.660	0.211	0.371	0.470
	X1.13	0.736	0.363	0.439	0.526
	X1.14	0.622	0.235	0.253	0.411
	X1.15	0.734	0.343	0.327	0.452
	X1.16	0.664	0.289	0.195	0.420
	X1.17	0.631	0.367	0.382	0.526
	X1.18	0.740	0.295	0.358	0.466
	X1.19	0.869	0.421	0.501	0.650
Motivation	X2.1	0.416	0.673	0.384	0.321
	X2.2	0.316	0.869	0.408	0.424
	X2.3	0.252	0.697	0.392	0.417
	X2.4	0.352	0.854	0.458	0.458
	X2.5	0.389	0.668	0.340	0.487
	X2.6	0.447	0.745	0.428	0.471
Satisfaction	Y1	0.442	0.448	0.645	0.430
	Y2	0.323	0.420	0.675	0.443
	Y3	0.373	0.369	0.711	0.499
	Y4	0.172	0.383	0.699	0.302
	Y5	0.362	0.464	0.707	0.402
	Y6	0.476	0.459	0.863	0.618
	Y7	0.353	0.340	0.610	0.509
	Y8	0.387	0.242	0.677	0.576
	Y9	0.453	0.425	0.865	0.569
	Y10	0.401	0.403	0.687	0.480
	Y11	0.412	0.272	0.739	0.479
Performance	Z1	0.447	0.290	0.596	0.599
	Z2	0.643	0.464	0.553	0.901
	Z3	0.658	0.495	0.539	0.892
	Z4	0.646	0.402	0.456	0.827
	Z5	0.493	0.379	0.405	0.616
	Z6	0.493	0.353	0.432	0.574
	Z7	0.413	0.309	0.281	0.640
	Z8	0.462	0.472	0.391	0.573
	Z9	0.447	0.367	0.556	0.650
	Z10	0.541	0.448	0.546	0.644
	Z11	0.602	0.419	0.553	0.866
	Z12	0.442	0.473	0.430	0.646
	Z13	0.292	0.402	0.456	0.637

^d Primary data processed (2017)

- 1.3 Goodness of fit criteria can also be seen from the reliability value of a construct and the value

of the Average Variance Extracted (AVE) of each construct. The construct is said to have a high reliability if the value is 0.70, AVE is above 0.50 and Cronbach alpha is greater than 0.6. Table 6 presents the Composite Reliability and AVE values for all variables.

Table 5. Ave, composite reliability, cronbach's alpha

Construct	AVE	Composite Reliability	Cronbach's Alpha
Empowerment	0.535	0.956	0.951
Motivation	0.570	0.887	0.845
Satisfaction	0.519	0.921	0.905
Performance	0.501	0.927	0.912

^e. Primary data processed (2017)

Based on the table it can be concluded that all constructs meet the reliable criteria. This is indicated by the value of composite reliability above 0.70; AVE above 0.50 and Cronbach Alpha above 0.60 as recommended criteria.

B. The goodness of Fit Inner Model

Tests on structural models are carried out to test the relationship between latent constructs. There are several tests for structural models, namely:

1.1 Q-Square predictive relevance

Testing the inner model or structural model is done to see the relationship between the construct, the significance value and the R-square of the research model. The structural model is evaluated using R-square for the dependent construct of the t-test as well as the significance of the coefficient of structural path parameters. Following are the results of the R-square test:

Table 6. R-square

	R-square
Satisfaction	0.388
Performance	0.673

^f. Primary data processed (2017)

The table shows the R-square value for the satisfaction variable obtained by 0.388 and for the performance variable obtained by 0.673. This result shows that a 38.8% satisfaction variable is influenced by empowerment and motivation variables, while 61.2% is influenced by other factors. 67.3% Performance is influenced by variables of Based on the cross-loading measurements in the table above, it can be seen that overall the indicators of each latent variable produce a greater loading factor than the cross-loading on other variables. Thus it can be stated that each indicator is able to measure latent variables that correspond to the indicators.

empowerment, motivation, and satisfaction, while 32.7% is influenced by other factors.

1.2 Coefficient of Total Determination (Q Square)

Testing other structural models (inner models) can use the coefficient of total determination (Q²) which shows the structural model that is formed is able to represent existing data. The results of the calculation of the total determination coefficient (Q²) are as follows:

$$Q^2 = 1 - (1 - R_1^2) \times (1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0.388) \times (1 - 0.673)$$

$$Q^2 = 0.8$$

Based on these calculations, a total determination coefficient value of 0.8 means that the structural model formed is able to explain about 80% of the variance of research data. Or it can be said that the accuracy of the PLS model is 8.4%.

C. Causality Test

1.1 Direct Effect

Each variable will have a significant effect if the results of T-Statistics > T-Table (= 1.960) with Probability (P- Values) < 0.05.

Table 7. Direct effect

Influence	T-Statistics	P-Values	Information
Satisfaction -> Performance	3.710	0.000	Significant
Motivation -> Satisfaction	3.510	0.000	Significant
Motivation -> Performance	2.062	0.040	Significant
Empowerment -> Satisfaction	3.237	0.001	Significant
Empowerment -> Performance	4.051	0.000	Significant

^g Primary data processed (2017)

Interpretation of the results of the direct influence between variables is known to have five tests, which are described as follows:

- 1.1.1 Empowerment has a significant effect on job satisfaction.
- 1.1.2 Motivation has a significant effect on job satisfaction.
- 1.1.3 Job satisfaction has a significant effect on work performance
- 1.1.4 Empowerment has a significant effect on employee performance
- 1.1.5 Motivation has a significant effect on employee performance.

1.2 Indirect Effect

Testing for indirect effects using the Sobel test with Sobel Test Calculator on the quantpsy.org site, as well as testing the indirect effect, the variable will have a significant effect if the results of T-Statistics > T-Table (= 1.960), with P- values (P) < 0.05. The following results of the analysis of the indirect effect of variables.

Table 8. Indirect effect

Influence	T Statistics	P Values	Information
Empowerment -> Performance	2.44365	0.0145	Signifikan
Influence	T Statistics	P Values	Information
Motivation -> Performance	2.54288	0.0109	Signifikan

Primary data processed (2017)

Interpretation of the results of indirect effects between variables is known to have two results, which are described as follows:

- 1.1.1 Empowerment has a significant effect on employee performance through job satisfaction.
- 1.1.2 Motivation has a significant effect on employee performance through job satisfaction.

5. Conclusion

Based on the results of research conducted on the effect of empowerment and motivation on satisfaction and performance, the authors can draw some conclusions as follows:

1. Empowerment has a positive and significant effect on performance.
2. Motivation has a positive and significant effect on performance.
3. Empowerment has a positive and significant effect on satisfaction.
4. Motivation has a positive and significant effect on employee satisfaction
5. Satisfaction has a positive and significant effect on performance.
6. Work motivation has a positive and significant effect on employee performance through satisfaction.
7. Empowerment has a positive and significant effect on employee performance through satisfaction.

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