

The Role of Job Satisfaction Mediate the Effect of Empowerment on Employee Performance

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Abstract: Performance is behavior that is displayed as a work achievement in accordance with their role in the company. Companies need to pay attention to factors that can affect employee performance to achieve company's goals. The purpose of this study was to determine the effect of empowerment and job satisfaction on employee performance. The study was conducted on PT. Charoen Pokphand Bali with 50 employees as samples using the saturated sample method. Data was collected by interviews and questionnaires. Path analysis and multiple test were used. Based on the results, empowerment and job satisfaction have positive and significant effect on employee performance.. Empowerment can indirectly affect employee performance through job satisfaction as mediating variable. The implication of this research is that companies need to give encouragement to individuals so that they are enthusiastic in working so that they are satisfied working in the company and increasing their contribution to organizational success.

Keywords: empowerment, job satisfaction, and employee performance.

I. INTRODUCTION

In the current era of globalization, many companies are competing fiercely to improve the company's progress in the international and national business world. According to Ardiansyah (2016) business competition is getting tougher, therefore companies are required to carry out all their operational activities effectively and efficiently in order to be able to maintain their existence. The company is a business entity that is very closely related to human resources. The only company resources that have competitive value are human resources, where the human resource factor is one of the important aspects that exists in the company as executing every operational activity carried out by the company to bring the company to achieve its desired goals. Human resources are the most important thing in a company, because human resources are the drivers in a company that can provide efficiency in managing a company (Kumara & Utama, 2016). The company as a business organization is expected to be able to manage well the resources of the company (Novriyadi & Riana, 2015)

Every company must have a target or goal to be achieved within a certain period. Companies are required to always improve the performance of their employees. Performance can be judged by what an employee does in his work. Olcer & Florescu (2015) stated that performance is a real behavior that is displayed by everyone as a work achievement produced by employees in accordance with their role in the company. Improving employee performance is the most serious management challenge (Rahayu & Sudibia, 2014)

One company that pays attention to the quality of its human resources is the Charoen Pokphand Group (CP Group). Based on the results of interviews and data provided by the Head Office Staff PT. Charoen Pokphand Bali, there are currently 50 employees working and there are indications of problems related to employee performance. The phenomenon that occurs in this company is not achieving sales targets that have been set in 2018, as well as internal problems that occur in its employees. Can be seen from the sales target of animal feed which shows a decrease as in table 1 below:

**TABLE 1: ANIMAL FEED SALES ACHIEVEMENT DATA PT. CHAROEN POKPHAND BALI 2018
 QUARTER PERIOD**

Quarter Period	Target (Unit)	Realization (Unit)
I	1.700	1.683
II	1.700	1.666
III	1.700	1.665
IV	1.700	1.648

Source: PT. Charoen Pokphand Bali (2018)

The achievement of company targets cannot be realized properly. Not achieving these targets provides an understanding that employees as the spearhead of the company have not tried their best. From the perspective of HR Management it can also be understood that the level of performance of employees in this company is still low which causes a decrease in the level of company performance.

Based on observations from the results of interviews conducted low employee performance, caused by employees who are less able to complete work on time and have not implemented an optimal employee empowerment program and employee placement there are still not in accordance with their educational background. This problem arises when employees are directly assigned to work. Ironically, employees who are given a new position may not necessarily have work experience that is in accordance with the abilities and work requirements requested.

Problems can be seen in terms of, such as an employee with educational background coming from animal husbandry alumni who are placed as Personnel & General Affairs staff not placed in their proper section, work placements based on job assignments by leaders or due to wanting to work in positions that are easy to make some employees wrong position in carrying out the task. Placement of position like this is considered inappropriate, because it is not in place the intention is not in his expertise, causing ineffective employee performance. This is in accordance with the opinion of Ardiansyah (2016), which is the wrong placement can cause anxiety, decreased enthusiasm and enthusiasm for work, decreased productivity, and employee responsibilities.

In addition, the company also gives full authority and trust to each employee in carrying out their respective duties, but there are still some employee responsibilities that are not carried out properly so that it will have an impact on the efficiency of company performance. In terms of appreciation and wages given by the company to employees, it is good enough to provide bonuses for employees who are considered to have an achievement and salary / wages received by employees in accordance with applicable Regional Minimum Wages. In this company, the optimal (effective and efficient) employee empowerment program is not yet a cause of low employee performance. Arifin et al. (2014) states one of the factors that can affect performance is employee empowerment. According to Mokhtariana & Mohammadib (2011) empowerment is a way to benefit from all human resource capacities so that organizations have the best employees through better education in their responsibilities. Employee empowerment in addition to influencing performance improvement, can also cause employees to have the desire to end their work duties (Rudiyanto et al., 2016).

The company wants the employee's performance to be good, so the company needs to increase the contribution of its employees to the company, the company needs to implement an empowerment program. According to Pusparini (2018) empowerment aims to bring up the existing potential in employees and maximize it so that employees are more independent and improve their performance. Research conducted by Arifin et al. (2014), Ishak et al. (2016) and Pusparini (2018) are in line with the theory that employee empowerment can affect an employee's performance level with positive and significant results. Employees who are satisfied with their work tend to stay in position, whereas individuals who feel less satisfied with their work will opt out. The problem that is often faced by organizational leaders is how to improve employee performance by developing employee empowerment programs so that job satisfaction is created for employees to take more responsibility in carrying out their duties properly (Belias & Koustelios, 2014).

Tseng & Chun-chieh's research (2013) shows that leadership behavior and empowerment have a positive impact on job satisfaction, with empowerment demonstrating a stronger impact than leadership behavior. Empowerment is a managerial strategy through information to employees that is building trust and appreciation. Empowerment will be able to reflect employee satisfaction, where empowerment is said to be positively related to employee job satisfaction according to research by Hamidizaden et al. (2012) and Pusparini (2018). Empowerment is considered able to foster and enhance the creativity of employees. Creative employees contribute greatly by always looking for new ways that are easy and

appropriate for the creation of an organization's product innovation. If the needs are met by the company job satisfaction will arise. Job satisfaction is no less important, according to Munir et al. (2018) job satisfaction is the fulfillment of all the needs of workers in carrying out their duties at a certain time. According to Mihiravi & Perera (2016) job satisfaction is an affective reaction of employees compared to the desired results and actual results.

Many studies suggest that salary and supervision factors are the main factors of job satisfaction, while individual differences have been ignored. This can be seen in the research of Ardiansyah (2016) and Yee (2018) which concluded that job satisfaction has a positive and significant effect on employee performance. This problem is seen as the need for research that places job satisfaction as a mediator variable in the relationship between empowerment and employee performance. Research conducted by Munir et al. (2018) supports the statement.

II. CONCEPTUAL MODEL AND HYPOTESIS DEVELOPMENT

The Effect of Empowerment on Employee Performance

Employees with internal and organizational factors that support empowerment will provide results for both the individual and the organization as a whole (Chasanah, 2008). Nursyamsi (2012) examined the influence of leadership, empowerment, and work pressure on organizational commitment and its impact on performance with a sample of 100 lecturers. His research shows that there is a positive and significant direct effect between leadership and empowerment on organizational commitment and lecturer performance, while the work pressure variable has a negative and significant effect on organizational commitment and lecturer performance. The empowerment variable has the most dominant contribution and directly influences performance.

Strengthened by research by Taktaz et al., (2012) and Iqbal et al., (2013) revealed in his research that optimal empowerment is a factor that is very instrumental in achieving good employee performance. Similarly, research Bagherzadeh et al., (2014) and Degago (2014) in their research also states that psychological empowerment has a positive and significant relationship to employee performance. In this case employees who have high psychological empowerment will also produce high performance in their organizations. Supporting previous research, Setyawan (2017), Ceisa Pusparini (2018) and Munir et al. (2018) also stated that the influence of empowerment on employee performance was positive and significant was received. The implication is that if the development of team skills and training of employees to supervise themselves increases, it will result in an increase in employee performance. Based on some of the studies above, it is quite relevant to draw temporary conclusions as follows.

H₁: Empowerment has a positive and significant effect on employee performance.

The Effect of Empowerment on Job Satisfaction

Empowerment is a management technique used by companies to increase organizational effectiveness. According to Debora (in Rahayu and Sudibia, 2014) working in empowered conditions has a positive impact on employees, namely increasing feelings of self-confidence and job satisfaction, higher motivation, and low physical or mental fatigue. Structurally empowered work situations will be more likely to have management practices that can increase workers' feelings about trust in the organization and job satisfaction. Structurally empowered work situations will be more likely to have management practices that can improve workers' feelings about trust in the organization and job satisfaction (Chasanah, 2008).

Indradevi's research (2012) that examines the impact of psychological empowerment on job satisfaction and employee performance in software companies in India. Researchers also found positive results between psychological empowerment and employee job satisfaction. Strengthened also by the research of Al Swidi et al. (2012) stated in his study that employee psychology empowerment was found to have a positive effect on employee job satisfaction.

Armanu et al. (2012) conducted a study of all urban planning and development supervisors of the city of Mataram totaling 199 people tested the effect of psychological empowerment and affective commitment on job satisfaction and employee performance. The results showed that psychological empowerment had a positive and significant effect on job satisfaction. The higher psychological empowerment possessed by the Mataram City Planning Department employees, the higher the satisfaction possessed by each employee, psychological empowerment and positive and significant affective commitment to job satisfaction and employee performance. Whereas the research of Lin et al. (2013) shows that leadership behavior and empowerment have a positive impact on job satisfaction, with empowerment demonstrating a stronger impact than leadership behavior. Abadi and Mehrdad (2013) conducted a study of the relationship between

empowerment and its dimensions with employee job satisfaction at Melli Bank in Guilan Province. The results of this study indicate that empowerment includes access to information, self-determination, ability or authority, and the reward system has a positive effect on job satisfaction. In other words, if empowerment increases employee job satisfaction increases at Melli Bank. Timbowo et al. (2016), Ceisa Pusparini (2018) and Munir et al. (2018) also showed that employee empowerment variables had a positive and significant effect on employee job satisfaction. Based on some of the studies above, it is quite relevant to draw temporary conclusions as follows.

H₂: Empowerment has a positive and significant effect on employee job satisfaction.

The Effect of Job Satisfaction on Employee Performance

Soegihartono (2012) in his research stated that job satisfaction has a positive effect on performance. To improve employee performance, the company does not forget to provide employees with job satisfaction factors. In this study employees were dissatisfied because not all subordinates had the opportunity, or were given an opportunity by the leadership to be able to become a leader in their team. Not all subordinates have the ability to make decisions, because there are fears of an error that affects the performance of the company there is a policy that is not applied in practice, which is felt by some subordinates, resulting in decreased performance.

Changes in the level of job satisfaction are also proven to affect the level of employee performance. Armanu et al., (2012) stated in his research the influence given by job satisfaction on employee performance was positive and significant. This means that if the level of job satisfaction felt by employees is high, the resulting employee performance will increase. Conversely, if employees feel low job satisfaction, the resulting employee performance will be low or reduced.

Amelia (2013) in her research showed positive and significant results from the variable job satisfaction on the performance of employees of Bank Mandiri Padang. This identifies that the higher the level of satisfaction obtained by employees, the higher the level of performance produced. This is reinforced by research conducted by Indrawati (2013) that job satisfaction has a positive and significant effect on employee performance, and research conducted by Chadek (2014) states that job satisfaction has a positive and significant relationship to employee performance in the UD sales force. Surya Raditya Negara.

Ardiansyah (2016) states that job satisfaction can improve the performance of PT Setia Kawan Makmur Sejahtera Tulungagung paper factory employees because more and more aspects of work are in accordance with individual desires, the higher the level of job satisfaction is felt and can trigger employees to work more optimally. Supporting previous research Munir et al., (2018) and Lai Chee Yee (2018) also stated that there was a positive relationship between job satisfaction and performance. Based on some of the studies above, it is quite relevant to draw temporary conclusions as follows.

H₃: Job satisfaction has a positive and significant effect on employee performance.

The Role of Job Satisfaction Mediate the Effect of Empowerment on Employee Performance

Matriadi et al. (2014) in his research stated that empowerment, self-efficacy, and organizational culture positively and significantly affect employee performance and job satisfaction, and job satisfaction fully mediates three exogenous and endogenous variables. Rahayu and Sudibia (2014) in their research stated that job satisfaction has a relationship in mediating the effect of empowerment on employee performance. Empowerment encourages employees to be more active and able to foster employee creativity so that if employees feel empowered they will have satisfaction at work. If employees already have a sense of satisfaction at work, it will create productive human resources so as to improve the performance of these employees. Supported by research conducted by Munir et al. (2018) based on the results of his research entitled the effect of employee empowerment on employee performance with job satisfaction and organizational commitment as an intervening variable in the population and civil registration department of Lhokseumawe City and North Aceh Regency, it is known that job satisfaction variables mediate positively and significantly the effect of employee empowerment on the performance of the Lhokseumawe City Civil Registry Service Employees and North Aceh District. This mediation is called full mediation (fully mediation). This shows that the job satisfaction mediating variable is one of the predictor variables that needs to be considered by the Head of Service to improve employee performance. This result has strengthened several previous studies relating to Job Satisfaction that fully mediates the effect of employee empowerment variables on employee performance. Based on the above research, it is quite relevant to draw temporary conclusions as follows.

H₄: Employee job satisfaction mediates the effect of empowerment on employee performance.

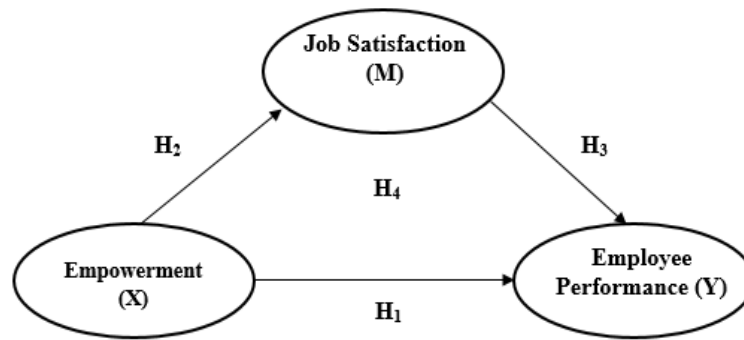


Figure 1: Conceptual Model

III. RESEARCH METHODOLOGY

This research uses a quantitative approach and based on the level of research explanation, in the form of associative research with the type of causality. The population used in this study were all employees who worked at PT. Charoen Pokphand Bali, amounting to 50 people. The sampling method in this study uses saturated samples Quantitative data in this study is the number of all employees at PT. Charoen Pokphand Bali and the results of the questionnaire in the form of respondents' answers measured by Likert scale. Data collection methods in this study used interview and survey methods. The data analysis technique used in this study is path analysis.

IV. RESEARCH FINDING AND DISCUSSION

The characteristics of the respondents in this study were profiles of 50 respondents who participated in filling out the questionnaire. The profile of the respondents contained in the questionnaire consisted of four aspects, namely: gender, age, education, and tenure. The description of the characteristics of respondents can be seen in Table 2:

TABLE 2: CHARACTERISTICS OF RESPONDENT

Characteristic	Classification	Respondent	(%)
Gender	Male	29	58,0
	Female	21	42,0
	Total	50	100
Age	21 - 25 Years	9	18,0
	26 - 30 Years	9	18,0
	31 - 35 Years	12	24,0
	36 - 40 Years	15	30,0
	40 - 60 Years	5	10,0
	Total	50	100
Education	High School	13	26,0
	Diploma	8	16,0
	Bachelor	26	52,0
	Magister	3	6,0
	Total	50	100
Tenure	1 - 3 Years	7	14,0
	4 - 6 Years	31	62,0
	> 6 Years	12	24,0
	Total	50	100

Source: Primary data processed, 2019

Based on the results of the analysis of the characteristics of respondents according to gender, respondents with male sex are more dominant, 29 people or 58.0%. While respondents with female sex were 21 people or 42.0%. So it can be concluded the majority of respondents PT. Charoen Pokphand Bali is a man. At the Charoen Pokphand Bali company, employees who are required in the company are preferred over those who are male because they must be prepared to work inside the city or outside the city.

Characteristics of respondents according to their most recent education, S1 is the most dominating among other education ie 26 people or 52.0%. Whereas the fewest respondents were respondents with the last education graduated from S2, namely 3 people or 6.0%. This is because with an undergraduate level of education, an employee responds more quickly to a problem and is quick in decision making.

Characteristics of respondents according to age (years) can be seen respondents with ages from 36 - 40 years the most dominating among other ages namely 15 people or 30.0%. Whereas the respondents who were 40-60 years old were at least 5 people or 10.0%. It can be concluded that the majority of respondents PT. Charoen Pokphand Bali is a productive aged respondent. This is because the work they do requires employees with more skills in order to achieve the specified targets.

TABLE 3: THE RESULT OF PATH ANALYSIS STRUCTURE 1

Variable	Unstandardized Coefficients		Standardized Coefficients Beta	t statistic	Sig. t
	B	Std. Error			
(Constant)	11.022	2.477		4.450	.000
Empowerment (X)	1.302	.139	.804	9.371	.000
R Square	0,647				
F Statistic	87,818				
Sig. F	0,000				

Source: Primary data processed, 2019

Based on the results of analysis of substructural path 1 as presented in Table 3, the structural equation can be made as follows:

$$M = \alpha + \beta_1 X + e_1$$

$$M = 11,022 + 0,804 X + 0,139 \dots \dots \dots (1)$$

The value of the regression coefficient is positive market orientation variable with a significance value of t test less than 0.05. This shows that the empowerment variable has a significant positive effect on the variable job satisfaction. The magnitude of the effect of independent variables on the dependent variable shown by the total determination value (R Square) of 0.647 means that 64.7% of job satisfaction variations are influenced by empowerment variations, while the remaining 35.3% is explained by other factors not included in the model.

TABLE 4: THE RESULT OF PATH ANALYSIS STRUCTURE 2

Variable	Unstandardized Coefficients		Standardized Coefficients Beta	t statistic	Sig. t
	B	Std. Error			
(Constant)	2.983	1.601		1.863	.069
Empowerment (X)	.493	.127	.403	3.878	.000
Job Satisfaction (M)	.416	.079	.550	5.296	.000
R Square	0,821				
F Statistic	107,696				
Sig. F	0,000				

Source: Primary data processed, 2019

Based on the results of analysis of substructure 2 pathways as presented in Table 4, the structural equation can be made as follows:

$$Y = \alpha + \beta_2 X + \beta_3 M + e_2$$

$$Y = 2,983 + 0,403 X + 0,550 M + 0,079 \dots \dots \dots (2)$$

The regression coefficient value of each independent variable is positive with a significance value of t test less than 0.05. This shows that all independent variables have a significant positive effect on the dependent variable. The magnitude of the effect of independent variables on the dependent variable shown by the total determination value (R Square) of 0.821 means that 82.1% of the variation in employee performance is influenced by variations in empowerment and job satisfaction, while the remaining 17.9% is explained by other factors not included in the model.

Based on the calculation of the effect of error (Pei), the result of the effect of error (Pe1) is 0.594 and the effect of error (Pe2) is 0.423. The total determination value of 0.937 means that 93.7% of the variation in employee performance is influenced by variations in empowerment and job satisfaction, while the remaining 6.3% is explained by other factors not included in the model.

TABLE 5: DIRECT EFFECTS, INDIRECT EFFECTS, AND TOTAL EFFECTS

Variable Effects	Direct Effects	Indirect Effect through Job Satisfaction	Total Effects
The effect of Empowerment on Job Satisfaction	0,804	-	0,804
The effect of Empowerment on Employee Performance	0,403	0,442	0,845
The effect of Job Satisfaction on Employee Performance	0,550	-	0,550

Source: Primary data processed, 2019

The direct effect of empowerment on job satisfaction is 0.804. The direct effect of the empowerment variable on employee performance amounted to 0.403. The direct effect of job satisfaction variables on employee performance amounted to 0.550. This means that employee performance variables are more influenced by job satisfaction than empowerment. While the indirect effect of the empowerment variable on employee performance through job satisfaction is 0.442. So the effect of total empowerment variables on employee performance through job satisfaction is 0.845. So it can be concluded that the greater the total effect of empowerment on employee performance through job satisfaction, than the direct effect of empowerment on employee performance without going through the variable job satisfaction.

The Effect of Empowerment on Employee Performance

Based on the results of data analysis shows that the analysis of the effect of empowerment on employee performance obtained a significance value of 0,000 with a beta coefficient of 0.403 positive value. Significance value of 0,000 <0.05 indicates that H0 is rejected and H1 is accepted. These results indicate that empowerment has a positive effect on employee performance at PT Charoen Pokphand Bali. The higher the level of empowerment, the level of employee performance will also increase. Employees with internal and organizational factors that support empowerment will provide results for both the individual and the organization as a whole (Chasanah, 2008). This study supports some of the results of previous studies conducted by Bagherzadeh et al., (2014) and Degago (2014) in their research also states that psychological empowerment has a positive and significant relationship to employee performance. In this case employees who have high psychological empowerment will also produce high performance in their organizations. Setyawan (2017), Ceisa Pusparini (2018) and Munir et al., (2018) in their research also stated that the effect of empowerment on employee performance was positive and significant received. The implication is that if the development of team skills and training of employees to supervise themselves increases, it will result in an increase in employee performance.

The Effect of Empowerment on Job Satisfaction

Based on the results of the analysis of the effect of empowerment on job satisfaction obtained a significance value of 0,000 with a beta coefficient of 0.804 positive value. Significance value of 0,000 <0.05 indicates that H0 is rejected and H2 is accepted. This result means that empowerment has a positive and significant effect on job satisfaction at PT Charoen Pokphand Bali. This indicates that the higher the value of empowerment, the job satisfaction of employees will increase. Empowerment is a management technique used by companies to increase organizational effectiveness. According to Debora (in Rahayu and Sudibia, 2014) working in empowered conditions has a positive impact on employees, namely increasing feelings of self-confidence and job satisfaction, higher motivation, and low physical or mental fatigue. The results of this study support several previous studies conducted by Lin et al., (2013) which show that leadership behavior and empowerment have a positive impact on job satisfaction, with empowerment showing a stronger impact than leadership behavior. Timbowo et al. (2016) and Ceisa Pusparini (2018) in their research also showed that the variable of employee empowerment had a positive and significant effect on employee job satisfaction.

The Effect of Job Satisfaction on Employee Performance

Based on the results of data analysis obtained that the effect of job satisfaction on employee performance obtained a significance value of 0,000 with a beta coefficient of 0.550 positive value. Significance value of 0,000 <0.05 indicates that H0 is rejected and H3 is accepted. These results mean that job satisfaction has a positive and significant effect on employee performance at PT Charoen Pokphand Bali.

This study supports the results of previous studies conducted by Ardiansyah (2016), stating that job satisfaction can improve the performance of employees of the paper factory PT Setia Kawan Prosperous Prosperous Tulungagung because more and more aspects of the work are in accordance with individual desires, the higher the level of job satisfaction is felt and can trigger employees to work more optimally. Chadek (2014) also shows that job satisfaction has a positive and significant relationship to employee performance in the UD sales force. Surya Raditya Negara. Research conducted by Ardiansyah (2016) and Lai Chee Yee (2018), also states that job satisfaction has a positive and significant relationship to employee performance.

The Role of Job Satisfaction Mediate the Eeffect of Empowerment on Employee Performance

Based on the results of data analysis, the calculated Z value of $10.004 > 1.96$ is obtained. That is, job satisfaction is a variable that mediates the effect of empowerment on employee performance at PT Charoen Pokphand Bali or in other words empowerment has an indirect effect on employee performance through job satisfaction. Previous testing showed a positive and significant effect on the effect of empowerment on employee performance, empowerment on job satisfaction and job satisfaction on employee performance. In addition, the VAF value of 43.1 percent is more than 20 percent, so it can be concluded that job satisfaction partially mediates the effect of empowerment on employee performance.

This study supports the results of several previous studies conducted by Matriadi et al. (2014) which states that empowerment, self-efficacy, and organizational culture positively and significantly affect employee performance and job satisfaction, and job satisfaction fully mediates three exogenous and endogenous variables. According to Rahayu and Sudibia (2014) in their research stated that job satisfaction has a relationship in mediating the effect of empowerment on employee performance. In a study conducted by Munir et al. (2018), it was found that job satisfaction variables mediated positively and significantly the effect of employee empowerment on the performance of Civil Servants in Lhokseumawe City and North Aceh District, this mediation was called full mediation (fully mediation).

V. CONCLUSIONS AND SUGGESTIONS

Based on the results of the research analysis and the results of the discussion in the previous chapter, the conclusion of this study is that Empowerment has a significant effect on employee performance. This shows that, employees who are given the authority and responsibility to make their own decisions without getting instructions from superiors have an effect on improving employee performance. Empowerment has a significant effect on job satisfaction. This shows that job satisfaction felt by employees will be even higher if employees are empowered by the company, employees get their own authority and responsibility to determine a decision.

Job satisfaction has a significant effect on employee performance. This shows that the higher level of job satisfaction felt by employees can trigger employees to work more optimally. Job satisfaction mediates the effect of empowerment on employee performance or in other words empowerment affects indirectly on employee performance through job satisfaction. This shows that empowerment has a positive impact on employee performance if mediated by job satisfaction.

The advice given in this study, based on the results of the analysis and discussion that has been presented is for students, the results of this research are expected to be able to be used as a literature study to conduct related research. In addition, the results of this study can also be used as teaching resources in related subjects. For the University, the results of this study can be used as a reference and teaching resource in certain subjects, and can be used as recommendations in enriching literature studies. For PT. Charoen Pokphand Bali, the results of this study can be used as a reference and basis for improving employee performance. This can be done by optimizing empowerment and optimizing employee job satisfaction.

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