



## Improving Employee Performance At Traditional Jamu Centers In Madura In The Era of Industrial Revolution 4.0

Alvin Arifin<sup>1</sup>, Rachmad Hidayat<sup>2</sup>, Ernani Hadiyati<sup>3</sup>, Endang Suswati<sup>4</sup>

<sup>1</sup> Department Management, University of Bahaudin Mudhary Madura, Sumenep, Indonesia

<sup>2</sup> Department Industrial Engineering, University of Trunojoyo Madura, Bangkalan, Indonesia

<sup>4</sup> Doctoral Program of Management Science, University of Gajayana, Malang, Indonesia

### Article Info

#### Article history:

Received October 13, 2024

Revised October 13, 2024

Accepted October 19, 2024

#### Kata Kunci:

Gaya Kepemimpinan,  
Pemberdayaan,  
Kepuasan Kerja,  
Kinerja

#### Keywords:

Leadership Style,  
Empowerment,  
Job Satisfaction,  
Performance

### ABSTRAK

Penelitian ini bertujuan untuk menyelidiki pengaruh gaya kepemimpinan dan pemberdayaan terhadap kepuasan kerja dan kinerja di sentra jamu tradisional Madura. Studi ini menggunakan kuesioner untuk mengumpulkan data dari 69 pekerja. Hasil penelitian menunjukkan bahwa gaya kepemimpinan berpengaruh positif dan signifikan terhadap kinerja, dengan T-Statistik (3.755) > T-Tabel (1.96). Namun, berdasarkan T-Statistik (0.843) < T-Tabel (1.96), gaya kepemimpinan tidak memiliki dampak signifikan terhadap kepuasan kerja. Sementara itu, T-Statistik (11.138) > T-Tabel (1.96) menunjukkan bahwa pemberdayaan memiliki pengaruh positif dan signifikan terhadap kinerja. Namun, T-Statistik (1.167) < T-Tabel (1.96) menunjukkan bahwa pemberdayaan tidak berdampak signifikan pada komitmen. Selain itu, T-Statistik (3.459) > T-Tabel (1.96) mengindikasikan adanya hubungan positif dan signifikan antara kepuasan kerja dan kinerja. Kepuasan kerja berperan sebagai faktor mediasi utama dalam pengaruh pemberdayaan terhadap kinerja, tetapi tidak menjadi faktor mediasi dalam pengaruh gaya kepemimpinan terhadap kinerja. Sentra jamu tradisional di Madura dapat memanfaatkan hasil penelitian ini dengan memilih gaya kepemimpinan yang tepat dan memberikan wewenang lebih kepada karyawannya.

### ABSTRACT

This research aimed to investigate the effects of leadership style and empowerment on job satisfaction and performance in Madura's traditional jamu centres. The study employed a questionnaire to collect data from 69 workers. The findings, with T-Statistics (3.755) > T-Table (1.96), demonstrated that leadership style had a favourable and substantial impact on performance. However, according to T-Statistics (0.843) < T-Table (1.96), leadership style did not significantly impact satisfaction. T-Statistics (11.138) exceeded T-Table (1.96), suggesting a significant and positive influence of empowerment on performance. T-Statistics (1.167) revealed that empowerment had no discernible impact on commitment. < T-Table 1.96. T-Statistics (3.459) > T-Table (1.96) indicates a positive and significant relationship between job satisfaction and performance. Job satisfaction was a major mediating factor in the effect of empowerment on performance, but it was not a mediating factor in the impact of leadership style on performance. Madura's traditional jamu centres could benefit from this research by selecting a leadership style and giving their staff more authority.

This is an open access article under the [CC BY](https://creativecommons.org/licenses/by/4.0/) license.



***Corresponding Author:***

Alvin Arifin  
Department Management, University of Bahaudin Mudhary Madura  
Sumenep, Indonesia  
Email: [alvinarifin@unibamadura.ac.id](mailto:alvinarifin@unibamadura.ac.id)

---

## **1. INTRODUCTION**

In the business world, leadership style is both one of the most important and least understood topics. Across all domains, efficient organizational and social functioning is contingent upon the presence of leadership. The Fourth Industrial Revolution demands that people develop their management and personal skills in order to become better human resources. It will be robots that replace human beings without benefit.

AlFlayyeh and Alghamdi [1] assert that leadership style is a crucial facet of organizational management due to its direct influence on worker productivity and performance. Influence-producing processes and their outcomes are inherent to leadership [2]. An effective management style may reveal how accountable a manager is to his staff [3]. The capacity to positively influence others or those in their immediate vicinity to work together toward predetermined objectives is referred to as a leadership style [4].

The ideal degree of employee participation in fostering the company's commercial performance is correlated with employee empowerment [5]. Empowering employees improves an organization's capacity to identify, nurture, and make use of their abilities. As a result, empowerment is seen as a technique for raising worker productivity [6]. Making workers autonomous and capable of leading themselves is the goal of employee empowerment [7]. According to Rani et al., [8], enhancing employee engagement, enhancing individual productivity, and enhancing organisational success are all possible outcomes of empowerment.

According to Gazi et al., [9], ensuring maximum employee satisfaction is the main goal of modern management and all organisations in order to favourably effect high work performance. Employees' attitudes and beliefs are influenced by their employment satisfaction, which may affect their behavior and connections to the organization [10]. Any industry's total productivity depends on job happiness, which is important to both employers and workers. This is due to several research' findings that indicate contented workers significantly improve businesses [11]. Maintaining job happiness is crucial for enhancing productivity at work [12].

Workplace variables may impact employee performance, which is a prevalent issue [13]. When workers perform well enough to provide good results, it may be considered that they work well [14]. Performance is defined as an achievement that workers can exhibit or an accomplishment that an individual or organization can achieve, based on certain criteria and measurement methods Jatmika and Andarwati [15]. An organization's foundation is mostly dependent on its workforce, so it is essential that it look into the elements that lead to excellent performance [16].

Optimising employee performance is crucial in the context of the fourth industrial revolution, as it enables small, middle, and large firms (MSMEs) to remain competitive with their rivals. Micro, small, and medium businesses (MSMEs) are a crucial component of Indonesian culture, and Madura is renowned as a prominent herbal medicine manufacturer in Indonesia. Jamu is a kind of indigenous medicine that originated in Indonesia. The majority of

these medications are composed of herbal remedies produced from organic sources, including roots, bark, flowers, seeds, leaves, and fruit.

Pamungkas [17], representing the Directorate of Beverage Industry, Tobacco Products, and Refreshing Ingredients of the Ministry of Industry of the Republic of Indonesia, said that the worldwide sales of herbal products reach an annual value of 60 million US dollars, equal to IDR 870 trillion. Presently, the local market has a sales value potential of IDR 20 trillion, while the exports for herbal medicines are estimated at IDR 16 trillion. To maintain competitiveness in the global market, Indonesia must prioritise the improvement of herbal medicine production. Indonesia is confronted with the task of promoting and developing its natural medicine and herbal medicine business. If this development is successfully enhanced, it will result in significant economic expansion and facilitate the success of small and medium-sized industrial players.

The investigation was carried out at the Jamu Center in Madura, which has extensive research scope. Madura Island is a constituent of the East Java Province in Indonesia and is renowned for its indigenous medicinal practice known as Jamu Madura. The Madurese people have a long-standing tradition of regularly utilizing herbal medicine for health benefits, a practice that has been passed down through generations since the time when Madura was a kingdom. The significance of this research lies in the influence of the herbal medicine sector on commercial competition. It is crucial for organizations to prioritize the evaluation of their human resources' performance. The herbal medicine business, which has experienced a surge in popularity due to the COVID-19 pandemic, is a potential avenue for enhancing societal well-being. This research is to evaluate the effects of empowerment and leadership style on worker performance among workers in Madura, Indonesia's leading producer of traditional herbal medicines, with a focus on job satisfaction as a mediator.

## 2. METHOD

### 2.1. Research Framework

Empowerment and leadership style affect performance via job satisfaction. Studies in this subject show how influences affect the current situation. The descriptive research model, which describes specific variables as well as the connections between them, is consistent with this research paradigm. Finding the traits of variables connected to circumstances and occurrences is the aim. The framework of the research elucidates the connections between the variables that require detailed description. The following is the research's framework.

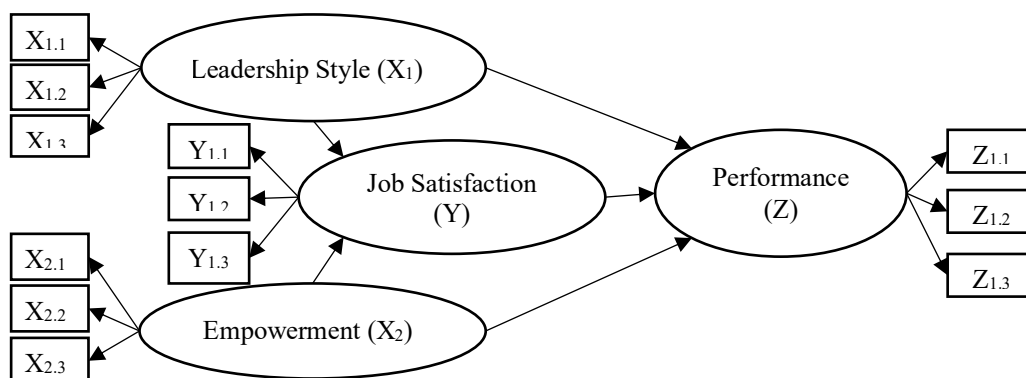


Figure 1. Research Framework

Three different kinds of variables make up this model: dependent, mediating, and independent variables. The independent variable that was selected was leadership style. Selecting empowerment as the second independent variable was done. The dependent variable that was selected was performance. A mediating variable in the meanwhile is the work satisfaction variable.

## 2.2. Hypothesis

The hypotheses that resulted from this investigation are as follows:

- a. A leader's style has a big influence on how well their team members perform. This is predicated on research conducted. This is based on studies by Agarwal [37], Rahmat et al., [38], and Yikwa et al., [39] The findings of this study might provide the basis for developing a hypothesis.

Hypothesis 1: The performance of employees is greatly impacted by a leader's style.

- b. The style of leadership has a big influence on job satisfaction. The study done Ilham [40] and Khajeh [41] served as the foundation for this. A hypothesis may be developed based on the research's findings.

Hypothesis 2: Job satisfaction is significantly impacted by a leader's style.

- c. Empowerment has a substantial effect on job satisfaction. This assertion is predicated on research conducted by Ameer et al., [42], and Ukil [43]. A hypothesis might be formed in light of the study's results.

Hypothesis 3: Job satisfaction is significantly impacted by empowerment.

- d. Empowerment has a substantial effect on employee performance. This is predicated on research conducted by Ekowati et al., [6], Ravisha and Pakkerappa [44]. Based on the findings of this study, a hypothesis may be developed. Hypothesis 4: Employee performance is significantly impacted by empowerment.

- e. Job satisfaction has a major effect on employee performance. This is based on studies by Mubarak et al., [45], Shaju and Subhashini [46], Vrinda and Jacob [47]. Based on the findings of this study, a hypothesis may be developed.

Hypothesis 5: Employee performance is significantly impacted by job satisfaction.

- f. The effect of leadership style on worker performance is moderated by job satisfaction. The information provided is derived from the studies conducted by Jameel and Ahmad [48], Priarso et al., [49], Sumarno and Ariadi [50]. Based on the findings of this study, it is possible to develop a hypothesis.

Hypothesis 6: Job satisfaction acts as a mediating factor in the link between leadership style and worker performance.

- g. Job satisfaction acts as a mediator between empowerment and employee performance. This information is derived from a study done by Ölçer and Florescu [51], Putra and Rahyuda [52], Sun [53]. Based on the findings of this study, it is possible to develop a hypothesis.

Hypothesis 7: Job satisfaction acts as a mediating factor in the link between empowerment and worker performance.

### 2.3. Types and Sources of Data

This study's data are primary data, meaning they came straight from the original source. Cross-sectional data is the sort of data used in this investigation. Questionnaires are one of the data collecting tools.

### 2.4. Population and Sample

There were 69 workers at the Madura Traditional Jamu Center that made up the study's population. Sugiyono [54] states that the whole population must be used as a sample if the sample size is limited. Saturated sampling, or taking a sample from the whole population, is the method of sampling that is used.

### 2.5. Path Diagram Construction

This research utilized the path diagram construction method.

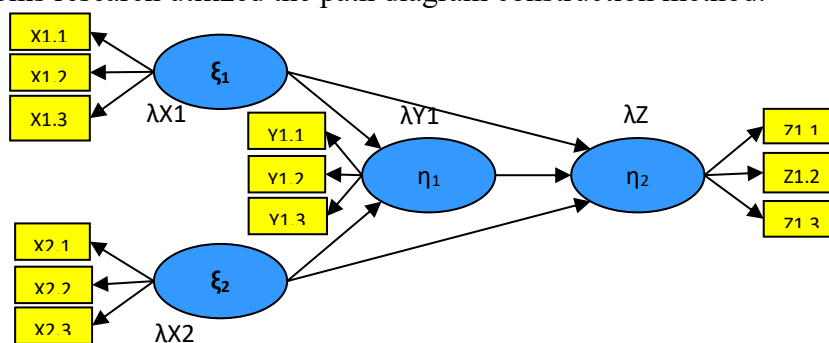


Figure 2. Path Diagram Design

The equation below represents the measurement model for the variables Leadership Style (X1), Empowerment (X2), Job Satisfaction (Y), and Performance (Z).

Table 1. The Equation of Variable Measurement Model

Variables	Indicators of Loading	Measurement Model Equation
Leadership Style (X <sub>1</sub> )	$\lambda X_{1.1}$	$X_{1.1} = \lambda X_{1.1} X_{1.1} + \delta_1$
	$\lambda X_{1.2}$	$X_{1.2} = \lambda X_{1.2} X_{1.2} + \delta_2$
	$\lambda X_{1.3}$	$X_{1.3} = \lambda X_{1.3} X_{1.3} + \delta_3$
Empowerment (X <sub>2</sub> )	$\lambda X_{2.1}$	$X_{2.1} = \lambda X_{2.1} X_{2.1} + \delta_1$
	$\lambda X_{2.2}$	$X_{2.2} = \lambda X_{2.2} X_{2.2} + \delta_2$
	$\lambda X_{2.3}$	$X_{2.3} = \lambda X_{2.3} X_{2.3} + \delta_3$
Job Satisfaction (Y)	$\lambda Y_{1.1}$	$Y_{1.1} = \lambda Y_{1.1} Y_{1.1} + \epsilon_1$
	$\lambda Y_{1.2}$	$Y_{1.2} = \lambda Y_{1.2} Y_{1.2} + \epsilon_2$
	$\lambda Y_{1.3}$	$Y_{1.3} = \lambda Y_{1.3} Y_{1.3} + \epsilon_3$
Performance (Z)	$\lambda Z_{1.1}$	$Z_{1.1} = \lambda Z_{1.1} Z_{1.1} + \epsilon_1$
	$\lambda Z_{1.2}$	$Z_{1.2} = \lambda Z_{1.2} Z_{1.2} + \epsilon_2$
	$\lambda Z_{1.3}$	$Z_{1.3} = \lambda Z_{1.3} Z_{1.3} + \epsilon_3$

## 2.6 LITERATUR REVIEW

### 2.6.1 Leadership Style

The capacity to persuade a group of people to pursue an agenda item or predetermined course of action is known as a leadership style [18]. According to Amegayibor [19] leadership style is a relational notion that incorporates both the influencer and the person they are influencing. A leadership style is a set of behaviors intended to accomplish certain objectives

by fusing individual and organizational aims. A pattern of conduct intended to combine individual and organizational aims in order to accomplish certain objectives is referred to as a leadership style [20].

White and Lippitt [21], assert that there are several varieties of leadership philosophies. The three types of leadership styles are:

- a. Autocratic, in which the leader makes all the decisions;
- b. Democratic, in which decisions are made with the group's support and encouragement; and
- c. Laissez-faire, in which the group or an individual has complete autonomy over decision-making with little to no involvement from the leader.

### **2.6.2 Empowerment**

Empowerment is the process that enables employees to resolve issues within their own purview and authority, make choices, and take command of their own employment, as per Longkutoy et al., [22]. Delegating work and using one's ability to make decisions are the first steps in the practical and fruitful process of empowering oneself and one's staff to do their best [23]. Effective employee empowerment may foster a sense of responsibility and commitment among staff members for all choices made [24]. Employees who feel empowered have the inner motivation to complete tasks and the independence to work [25]. According to Wen et al., [26] there are three signs of empowerment:

- a. Initiative, or the capacity to come up with fresh concepts and methods for accomplishing tasks;
- b. Trust, or the conviction that someone is trustworthy;
- c. Responsibility, or acting with a serious attitude or demeanor.

### **2.6.3 Job Satisfaction**

Job satisfaction is the feeling of contentment or approval from work, according to Helmi and Abunar [27]. According to Imran et al., [28], feeling satisfied with the status of their job is also a propensity shared by emotional workers. According to Carvalho et al., [29], work satisfaction refers to an employee's judgement of how effectively their position fulfills significant and constructive requirements. According to Egenius et al., [30], enhancing workers' work experiences is necessary to achieve job satisfaction. The following are job satisfaction indicators [31].

- a. Working circumstances, or the environment one is in at work;
- b. Employee relationships, namely the social exchanges that take place at work;
- c. Remuneration, or the appropriateness of the benefits derived from one's labor.

### **2.6.4 Performance**

Performance, often known as actual performance, refers to an individual's actual accomplishments or work performance [32]. However, in practice, performance refers to the process of doing the work as well as the final product of the labor [33]. The way workers do the tasks given to them and fulfill their obligations is known as employee performance [34]. This comprises an individual's ability to produce work that is creative, innovative, or of a specific caliber in relation to their duties over a certain amount of time [35]. The following are performance indicators [36].

- a. The outcomes of work, or everything that workers create, are important;
- b. Work process, or how workers go about finishing their job;
- c. Workplace attitude, or the worker's perspective on their job.

### 3. RESULT AND DISCUSSION

#### 3.1. Examination of Data

This research uses a model that is based on research principles for the creation of route diagrams. The smartPLS programme was used in the creation of the route diagram for this study. The models that were used in this study are listed below:

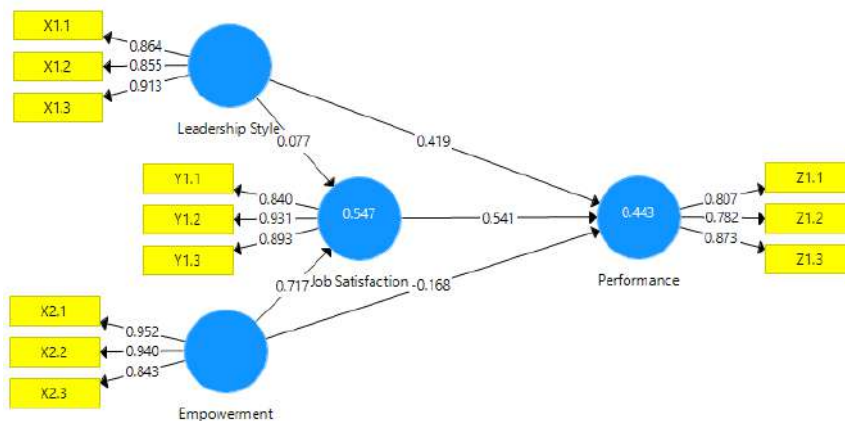


Figure 3. Path Diagram Result

The equation below presents the results of the measurement model for the variables Leadership Style (X1), Empowerment (X2), Job Satisfaction (Y), and Performance (Z).

Table 2. The Output of a Variable Measurement Model Equation

Variables	Indicators of Loading	Measurement Model Equation
Leadership Style (X <sub>1</sub> )	$\lambda X_{1.1}$	$X_{1.1} = \lambda 0.864 X_{1.1} + \delta_1$
	$\lambda X_{1.2}$	$X_{1.2} = \lambda 0.855 X_{1.2} + \delta_2$
	$\lambda X_{1.3}$	$X_{1.3} = \lambda 0.913 X_{1.3} + \delta_3$
Empowerment (X <sub>2</sub> )	$\lambda X_{2.1}$	$X_{2.1} = \lambda 0.952 X_{2.1} + \delta_4$
	$\lambda X_{2.2}$	$X_{2.2} = \lambda 0.940 X_{2.2} + \delta_5$
	$\lambda X_{2.3}$	$X_{2.3} = \lambda 0.843 X_{2.3} + \delta_6$
Job Satisfaction (Y)	$\lambda Y_{1.1}$	$Y_{1.1} = \lambda 0.840 Y_{1.1} + \epsilon_1$
	$\lambda Y_{1.2}$	$Y_{1.2} = \lambda 0.931 Y_{1.2} + \epsilon_2$
	$\lambda Y_{1.3}$	$Y_{1.3} = \lambda 0.893 Y_{1.3} + \epsilon_3$
Performance (Z)	$\lambda Z_{1.1}$	$Z_{1.1} = \lambda 0.807 Z_{1.1} + \epsilon_4$
	$\lambda Z_{1.2}$	$Z_{1.2} = \lambda 0.782 Z_{1.2} + \epsilon_5$
	$\lambda Z_{1.3}$	$Z_{1.3} = \lambda 0.873 Z_{1.3} + \epsilon_6$

#### 3.2. Goodness of Fit Outer Model

Utilising data analysis methods with SmartPLS, three criteria are used to evaluate the outer model: composite reliability, discriminant validity, and convergence validity. We evaluate the measurement model's convergence validity using reflexive indicators based on the correlation between item scores or component scores obtained using SmartPLS software. When the correlation between a reflexive measure and the issue it is assessing is more than 0.70, the measure is deemed strong.

When an indicator's value is more than 0.70, Ghozali [55] states that it has strong dependability. To retain a loading factor of 0.50 to 0.60 is possible for models that are currently in the development stage. Indicators with an outside loading value of less than 0.50 are excluded from analysis in accordance with these criteria.

### 3.2.1. Convergent validity

Convergent validity evaluates the applicability of a measuring instrument from one programme to another based on the anticipation of parallels (convergence). The outer loading threshold surpasses 0.50. Convergent validity results are below:

Table 3. Convergent Validity

Variables	Indicators	Outer Loading
Leadership Style (X <sub>1</sub> )	X <sub>1.1</sub>	0,861
	X <sub>1.2</sub>	0,857
	X <sub>1.3</sub>	0,909
Empowerment (X <sub>2</sub> )	X <sub>2.1</sub>	0,930
	X <sub>2.2</sub>	0,936
	X <sub>2.3</sub>	0,831
Job Satisfaction (Y)	Y <sub>1.1</sub>	0,832
	Y <sub>1.2</sub>	0,930
	Y <sub>1.3</sub>	0,892
Performance (Z)	Z <sub>1.1</sub>	0,810
	Z <sub>1.2</sub>	0,784
	Z <sub>1.3</sub>	0,855

The analysis's results are shown in Table 3. Convergent validity of the external model's relationship between constructs and variables is shown by the loading factor values exceeding 0.50 for all indicators.

### 3.2.2. Construct Reliability

Goodness of fit may be assessed using each concept's reliability values and average variance extracted (AVE). An average variance extracted (AVE) of more than 0.50, a Cronbach's alpha of more than 0.6, and a composite reliability of more than 0.70 are considered indicators of good reliability. Table 5 displays the extracted average variance, cronbach alpha, and composite reliability. Leadership style, empowerment, job satisfaction, and performance indicators are related.

Table 4. The Construct's Reliability

Variables	Cronbach's Alpha	Composite Reliability	AVE
Leadership Style (X <sub>1</sub> )	0.851	0.909	0.770
Empowerment (X <sub>2</sub> )	0.899	0.937	0.834
Job Satisfaction (Y)	0.868	0.918	0.790
Performance (Z)	0.758	0.861	0.675

It is feasible to conclude that any variable structure satisfies the reliable requirement using the data in table 5. According to the suggested criteria, this is shown by a Cronbach Alpha of more than 0.60, an average variance extracted (AVE) of more than 0.50, and a composite reliability value of more than 0.70.

### **3.3. Goodness of Fit Inner Model**

Determine how endogenous variable constructions, significant values, and R-square of dependent variables—performance and satisfaction—relate to exogenous variable constructs, leadership style and empowerment. This is done by evaluating an inner model, or structural model. The structural model evaluation also included structural route parameter coefficient relevance. The t-test dependent construct was assessed using modified R-square. The R-square test found this:

Table 5. R-Square

	R Square	R Square Adjusted
Job Satisfaction	0,547	0,534
Performance	0,443	0,417

The data are shown in Table 6, where the corrected R-square value for the satisfaction variable is 0.534 and the performance variable is 0.417. The information presented here indicates that whereas other factors affected 46.6% of job satisfaction variable, empowerment and leadership style variables influenced 53.4% of the variable. Consequently, leadership style, empowerment, and work satisfaction variables each have an impact on 41.7% of performance variables, whereas other factors have an influence on 58.3% of performance variables alone.

### 3.4. Causality Test

A causality test was conducted to assess the magnitude of the impact between components, including both direct and indirect effects. The direct influence refers to the coefficient of each line with a one-ended arrow. Indirect effects refer to the effects that manifest via an intermediary variable. The study indicates that there is both a direct and an indirect impact between factors. The analysis findings are considered significant if the T-Statistics value is more than the critical T-Table value of 1.96, and if the P-values are less than 0.05.

Table 6. Direct Effect

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Leadership Style -> Performance	0,418	0,433	0,104	4,020	0,000
Leadership Style -> Job Satisfaction	0,079	0,085	0,096	0,821	0,412
Empowerment -> Job Satisfaction	0,713	0,719	0,065	10,994	0,000
Empowerment -> Performance	-0,174	-0,163	0,141	1,233	0,218
Job Satisfaction -> Performance	0,544	0,527	0,150	3,618	0,000

#### 3.4.1. Leadership Style's Impact on Worker Performance

Research on the direct effect indicates that performance is favourably and considerably impacted by leadership style. The analysis's findings indicate that, with a P-Value (0.000) less than 0.05, T-Statistics (3.755) beats T-Table (1.96). The results are consistent with research published by Rahmat et al., [37], Yikwa et al., [39], and Agarwal [38]. In contrast to previous research results, such as the study carried out by Claudia et al., [56], it has been shown that leadership style does not significantly affect outcomes. Furthermore, Basit et al., [57] discovered that performance is negatively impacted by a leader's style.

#### 3.4.2. Leadership Style's Impact On Job Satisfaction

Furthermore, the evidence indicates that contentment is not impacted by a leader's style. There is a difference in T-statistics (0.843) compared to T-table (1.96), and P-value (0.400) above 0.05. The results align with the research Al Jenaibi [58] and Bagis et al., [59], which suggest that there is no significant influence of leadership style on job satisfaction. The present results are inconsistent with the research conducted by Ilham [40] and Khajeh [41], which suggests that job satisfaction is significantly impacted by leadership style.

### 3.4.3. Empowerment's Impact On Job Satisfaction

Job satisfaction benefits greatly and favourably from empowerment. The study's findings, which demonstrate that the T-statistic (11.138) exceeds the T table value (1.96) and the P-value (0.000) is less than 0.05, make these determinations evident. The findings align with the study conducted by Ameer et al., [42] and Ukil [43], which suggest that empowerment has a positive and significant influence on work satisfaction. In contrast to Sulistiono et al., [5] findings, their results demonstrate that there is no clear correlation between empowerment and work satisfaction.

### 3.4.4. Empowerment's Impact On Workers' Performance

According to the analysis's conclusions, performance is not statistically significantly impacted by empowerment. This is shown by the P-value (0.244), which is more than the 0.05 threshold, and the T-statistic (1.167), which is smaller than the crucial T-value. The results are in line with the research that Lestari and Yuniarto [60] did. According to Lubis et al., [61], performance was not significantly affected. The results of this investigation disagree with those of the study conducted by Ekowati et al., [6]. According to Ravisha and Pakkerappa [44], empowerment significantly and favourably affects performance.

### 3.4.5. Job Satisfaction's Impact On Workers' Performance

Based on the data, performance is positively impacted by job satisfaction. The T-statistics (3.459) surpassing the T table value (1.96) and the P-value (0.001) falling below 0.05 demonstrate this. The findings align with the studies conducted by Mubarok et al., [45], Shaju and Subhashini [46], Vrinda and Jacob [47], which concluded that work satisfaction had a significant impact on performance. Contrary to the findings of Aristotelin [62], and Zuliani et al., [63], which indicate that work happiness does not have a noteworthy impact on performance, the present results do not align with their study.

Table 7. Indirect Effect

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Leadership Style -> Performance	0,042	0,038	0,050	0,829	0,407
Empowerment -> Performance	0,388	0,387	0,119	3,271	0,001

### 3.4.6. The Relationship Between A Leader's Style And Worker Performance As Mediated By Job Satisfaction

There is no statistically significant relationship between job satisfaction and leadership style performance, according to the examination of indirect effects, or mediation. The analytical findings, which have a P-value of 0.407 over the significance threshold (0.05) and a T-statistics of 0.829 below the T-table value (1.96) amply demonstrate these conclusions. According to these findings, there is little evidence that work satisfaction significantly mediates the link between performance and leadership style. Research by Iriani et al., [64], Lestari et al., [65], Siswanto et al., [66] is consistent with these findings. The research by Jameel and Ahmad [48], Priarso et al., [49], Sumarno and Ariadi [50] suggests that job satisfaction mediates the association between performance and leadership style. The results of our study contradict their conclusions.

#### 4.4.7. The Degree To Which Job Happiness Mediates The Relationship Between Worker Empowerment And Performance

Furthermore, work satisfaction is positively and significantly impacted by empowerment, and this improves mediation effectiveness. T-statistics (3.272) are higher than T-table (1.96), and P-value (0.001) is less than 0.05, according the study's results. The results suggest that a major moderating factor in the relationship between leadership style and performance is work satisfaction. Ölçer and Florescu [51], Putra and Rahyuda [52], Sun [53] have all reached similar conclusions.

#### 4. INTRODUCTION

The findings of the research are detailed below.

- a. One important and positive effect of a leader's style is on performance.
- b. Job satisfaction and leadership style don't statistically significantly correlate.
- c. Empowerment and work satisfaction have a strong and positive relationship.
- d. There's no appreciable impact of empowerment on output.
- e. Job satisfaction and performance have a strong and positive relationship.
- f. Job happiness does not considerably moderate the relationship between leadership style and performance.
- h. One of the most significant functions of work satisfaction is to moderate the effect of empowerment on output.

#### REFERENCE

- [1] S. AlFlayyeh and A. B. M. Alghamdi, "Leadership Styles and its Impact on Employee Performance: An empirical investigation of Riyadh Private Hospitals," *Journal of Population Therapeutics and Clinical Pharmacology*, vol. 30, no. 15, Jan. 2023, doi: 10.47750/jptcp.2023.30.15.003.
- [2] D. Simegneu and A. Ababa, "The Impact of Leadership Style on Employee Performance: The Case of EPUC," 2020. [Online]. Available: [www.ijeais.org/ijamr](http://www.ijeais.org/ijamr)
- [3] P. Y. Purba, R. Van Houten, N. R. S. Siahaan, M. Y. Nababan, and D. C. Sinaga, "The Influence of Leadership Style, Communication, and Work Discipline on Employee Performance of PT Sinar Gunung Sawit Raya," *International Journal of Social Science and Business*, vol. 6, no. 2, pp. 275–281, Jun. 2022, doi: 10.23887/ijssb.v6i2.46365.
- [4] M. N. Rifa'i, Sukidjo, and R. Efendi, "The Performance of Employees Influenced by Leadership Styles and Compensation," *International Journal of Multicultural and Multireligious Understanding*, vol. 6, no. 6, 2019, doi: 10.18415/ijmmu.v6i6.1243.
- [5] D. Sulistiono, A. Hermawan, and A. Sukmawati, "The Effect of Empowerment and Employee Engagement on Job Satisfaction, Organizational Commitment And Its Impact on Performance of PTPN V," *Jurnal Manajemen dan Agribisnis*, Nov. 2020, doi: 10.17358/jma.16.3.142.
- [6] V. M. Ekowati, S. Sabran, A. S. Supriyanto, V. U. Pratiwi, and M. Masyhuri, "Assessing the impact of empowerment on achieving employee performance mediating role of information communication technology," *Quality–Access to Success journal*, vol. 22, no. 184, pp. 211–216, 2021.
- [7] D. Indragiri, "Systematic Literature Review: Empowerment Leadership on Performance," *Enrichment: Journal of Management*, vol. 12, no. 4, 2022.
- [8] R. M. Rani, N. R. A. Rahman, and N. A. M. Yusak, "The Effect of Psychological Empowerment on Employee Performance," 2021. [Online]. Available: [www.ijicc.net](http://www.ijicc.net)

- [9] M. A. I. Gazi, M. A. Islam, J. Shaturaev, and B. K. Dhar, "Effects of Job Satisfaction on Job Performance of Sugar Industrial Workers: Empirical Evidence from Bangladesh," *Sustainability (Switzerland)*, vol. 14, no. 21, Nov. 2022, doi: 10.3390/su142114156.
- [10] D. N. Romadhani, K. C. Kirana, and E. D. Subiyanto, "Work Culture and Job Satisfaction on Performance With Motivation as Intervening Variable," *Jurnal Riset Bisnis dan Manajemen*, vol. 15, no. 1, pp. 7–14, 2022.
- [11] A. H. Memon, S. H. Khahro, N. A. Memon, Z. A. Memon, and A. Mustafa, "Relationship between Job Satisfaction and Employee Performance in the Construction Industry of Pakistan," *Sustainability (Switzerland)*, vol. 15, no. 11, Jun. 2023, doi: 10.3390/su15118699.
- [12] T. M. S. Mubarak, L. Lindayani, and S. N. Farizah, "The Relationship between Job Satisfaction and Employee Performance," in *Advances in Economics, Business and Management Research*, 2022.
- [13] G. Zhenjing, S. Chupradit, K. Y. Ku, A. A. Nassani, and M. Haffar, "Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model," *Front Public Health*, vol. 10, May 2022, doi: 10.3389/fpubh.2022.890400.
- [14] R. T. Andri, E. Yuswita, and N. Haryati, "Employee performance to support work productivity: a Pls approach in agro-input suppliers company," in *IOP Conference Series: Earth and Environmental Science*, 2021, p. 012054.
- [15] D. Jatmika and M. Andarwati, "The Effect of Motivation on Employee Performance Through Employee Satisfaction of The Tax Office in Surakarta," 2018.
- [16] A. Y. Mesiya, "Factors Affecting Employee Performance: An Investigation on Private School Sector," *International Journal of Experiential Learning & Case Studies*, vol. 4, no. 1, pp. 74–91, 2019, doi: 10.22555/ijelcs.v4i1.2455.g532.
- [17] A. B. Pamungkas, "Peluang Industri Obat Herbal Indonesia Di Pasar Internasional," [agro.kemenperin.go.id](http://agro.kemenperin.go.id). Accessed: Dec. 04, 2023. [Online]. Available: <https://agro.kemenperin.go.id/artikel/6520-peluang-industri-obat-herbal-indonesia-di-pasar-internasional>
- [18] S. P. Robbins and T. A. Judge, *Organizational Behavior*, 16th ed. San Diego State University, San Diego, CA, United States: Pearson Education, 2015.
- [19] G. K. Amegayibor, "Leadership styles and employees' performance: A case of family-owned manufacturing company, Cape Coast," *International Journal of Financial, Accounting, and Management*, vol. 3, no. 2, pp. 149–164, Sep. 2021, doi: 10.35912/ijfam.v3i2.624.
- [20] R. K. Fajar, "Leadership style and personnel performance," *International research journal of management, IT and social sciences*, vol. 9, no. 4, pp. 430–440, 2022, doi: 10.21744/irjmis.v9n4.2097.
- [21] R. White and R. Lippitt, "Autocracy and democracy: An experimental inquiry," 1962.
- [22] H. E. M. Longkutoy, S. L. H. V. J. Lapian, and F. J. Tumewu, "The Role Of Employee Empowerment In Improving Employee Performance at Shanghai 'Jessivar' Kiawa Peanut Factory," *Jurnal EMBA*, vol. 11, no. 1, pp. 117–126, 2023.
- [23] S. Siswanto, F. M. Febriansyah, and A. M. Ridwan, "Does Employee Empowerment as a Mediating Variable the Linking of Transformational Leadership on Employee Performance?," *Jurnal Manajemen Indonesia*, vol. 23, no. 1, p. 61, Apr. 2023, doi: 10.25124/jmi.v23i1.4560.
- [24] A. C. Dwiputri, O. H. Widjaja, H. Cahyadi, and H. Wijaya, "The Effect of Employee Empowerment and Work Environment on Organizational Commitment and Their Impact on Employee Performance," *International Journal of Application on Economics and Business*, vol. 1, no. 1, pp. 260–266, Jul. 2023, doi: 10.24912/ijaeb.v1i1.260-266.

- [25] J. Afram, A. Manresa, and M. Mas-Machuca, "The impact of employee empowerment on organisational performance: The mediating role of employee engagement and organisational citizenship behaviour," *Intangible Capital*, vol. 18, no. 1, pp. 96–119, 2022, doi: 10.3926/ic.1781.
- [26] J. Wen, S. (Sam) Huang, and S. Teo, "Effect of empowering leadership on work engagement via psychological empowerment: Moderation of cultural orientation," *Journal of Hospitality and Tourism Management*, vol. 54, pp. 88–97, 2023, doi: 10.1016/j.jhtm.2022.12.012.
- [27] T. Helmi and M. Abunar, "The Impact of Job Satisfaction on Employee Job Performance," *Journal Of Archaeology Of Egypt/Egyptology*, vol. 18, no. 14, pp. 510–520, 2021.
- [28] M. Imran, F. Ismail, K. Hussain, and F. Zeb, "Job Satisfaction and Organizational Performance: Empirical Evidence from Pakistan's Banking sector," *Proceedings of the International Conference on Industrial Engineering and Operations Management Sao Paulo*, 2021.
- [29] A. da C. Carvalho, I. G. Riana, and A. de C. Soares, "Motivation on Job Satisfaction and Employee Performance," *International Research Journal of Management, IT & Social Sciences*, vol. 7, no. 5, pp. 13–23, 2020, doi: 10.21744/irjmis.v7n5.960.
- [30] S. Egenius, B. Triatmanto, and M. Natsir, "The Effect of Job Satisfaction on Employee Performance Through Loyalty at Credit Union (CU) Corporation of East Kutai District, East Kalimantan," *International Journal of Multicultural and Multireligious Understanding*, vol. 7, no. 10, p. 480, Nov. 2020, doi: 10.18415/ijmmu.v7i10.1891.
- [31] M. Sokolova, V. Zubr, A. Cierniak-Emerych, and S. T. Dziuba, "The level of organizational culture as a constant challenge for company management – an empirical research in the Czech Republic and Poland," *Business Administration and Management*, vol. 22, no. 1, pp. 145–156, 2018, doi: 10.15240/tul/001/2019-1-010.
- [32] Nazwirman, "Analysis of Employee Performance: A Case Study in Port Corporation," *Jurnal Organisasi dan Manajemen*, vol. 15, no. 1, pp. 24–35, Mar. 2019, doi: 10.33830/jom.v15i1.7.2019.
- [33] A. M. Sari, Ribhan, and R. Erlina, "The Effect of the Work Environment on Employee Performance with Motivation as a Mediation Variables," *International Journal of Disaster Recovery and Business Continuity*, vol. 12, no. 1, pp. 372–382, 2021.
- [34] S. N. Z. Omar, C. M. S. Che Cob, S. R. Sakarji, A. K. A. Thani, and A. Abu Bakar, "A Preliminary Study of Factors Influencing on Employee Performance," *International Journal of Academic Research in Business and Social Sciences*, vol. 12, no. 1, Jan. 2022, doi: 10.6007/ijarbss/v12-i1/12234.
- [35] I. Muda, A. Rafiki, and M. R. Harahap, "Factors Influencing Employees' Performance: A Study on the Islamic Banks in Indonesia," 2014. [Online]. Available: [www.ijbssnet.com](http://www.ijbssnet.com)
- [36] T. M. S. Mubarak, L. Lindayani, and S. N. Farizah, "The Relationship between Job Satisfaction and Employee Performance," *Advances in Economics, Business and Management Research*, 2022.
- [37] Rahmat, M. Ramly, S. Mallongi, and R. Kalla, "The Leadership Style Effect on The Job Satisfaction and The Performance," *Asia Pacific Journal of Management and Education (APJME)*, vol. 2, no. 1, 2019.
- [38] S. Agarwal, "Leadership Style and Performance of Employees.," *International Research Journal of Business Studies*, vol. 13, no. 1, 2020.
- [39] Y. Yikwa, C. Y. Wenda, and G. Sugiyarti, "The Influence of Leadership Style and Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable (Study at Prima SR Hotel & Convention Yogyakarta)," *SOSHUMDIK*, vol. 2, no. 3, pp. 106–123, 2023, doi: 10.56444/soshumdik.v2i3.1057.

- [40] R. Ilham, "The impact of organizational culture and leadership style on job satisfaction and employee performance," *Journal of Advanced Management Science*, vol. 6, no. 1, pp. 50–53, 2018.
- [41] E. H. Al Khajeh, "Leadership Styles on Organizational Performance," *Journal of Human Resources Management Research*, vol. 2018, pp. 1–10, 2018, [Online]. Available: <http://www.ukessays.com/dissertation/proposal/management/the-impact-of-leadership-styles.php>
- [42] M. H. Ameer, S. Bhatti, and S. Baig, "Impact of employee empowerment on job satisfaction," *Developing country studies*, vol. 4, no. 9, pp. 114–125, 2014.
- [43] M. I. Ukil, "The impact of employee empowerment on employee satisfaction and service quality: Empirical evidence from financial enterprises in Bangladesh," *Verslas: teorija ir praktika*, vol. 17, no. 2, pp. 178–189, 2016.
- [44] B. Ravisha and P. Pakkerappa, "Impact of Employee Empowerment on Performance Management.," *Amity Business Review*, vol. 18, no. 2, 2017.
- [45] M. Shaju and D. Subhashini, "A study on the impact of job satisfaction on job performance of employees working in automobile industry," *Journal of management research*, vol. 17, no. 2, pp. 74–83, 2017.
- [46] N. N. Vrinda and N. A. Jacob, "the Impact of Job Satisfaction on Job Performance," *International Journal in Commerce, IT & Social Sciences*, vol. 2, no. 2, pp. 27–37, 2015, [Online]. Available: <http://www.ijmr.net.in>
- [47] T. M. S. Mubarak, L. Lindayani, and S. N. Farizah, "The Relationship between Job Satisfaction and Employee Performance," *Advances in Economics, Business and Management Research*, vol. 220, 2022.
- [48] A. S. Jameel and A. R. Ahmad, "The mediating role of job satisfaction between leadership style and performance of academic staff," *International Journal of Psychosocial Rehabilitation*, vol. 24, no. 04, pp. 2399–2414, 2020.
- [49] M. T. Priarso, P. Diatmono, and S. Mariam, "The effect of transformational leadership style, work motivation, and work environment on employee performance that in mediation by job satisfaction variables in Pt. Gynura Consulindo," *Business and Entrepreneurial Review*, vol. 18, no. 2, pp. 165–176, 2018.
- [50] A. P. Sumarno and G. Ariadi, "The Attributes of Leadership Styles Influence on Employee Performance mediated by Job Satisfaction: Evidence on Textile and Shoe Industry in Salatiga City," *Jurnal Manajemen Perhotelan dan Pariwisata*, vol. 6, no. 2, p. 2023, 2023.
- [51] X. Sun, "Psychological empowerment on job performance—mediating effect of job satisfaction," *Psychology*, vol. 7, no. 04, p. 584, 2016.
- [52] F. Ölçer and M. Florescu, "Mediating effect of job satisfaction in the relationship between psychological empowerment and job performance," *Theoretical and Applied Economics*, vol. 22, no. 3, pp. 111–136, 2015.
- [53] P. E. D. Putra and G. A. Rahyuda, "The Role Of Job Satisfaction In Mediating Relationship Between Psychological Empowerment And Lecturer Performance," *European Journal of Business, Economics and Accountancy*, vol. 7, no. 3, 2019, [Online]. Available: [www.idpublications.org](http://www.idpublications.org)
- [54] Sugiyono, *Metode Penelitian Kombinasi (Mix Methods)*. Bandung: Alfabeta., 2015.
- [55] I. Ghozali, *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 26*, 10th ed. Semarang: Badan Penerbit Universitas Diponegoro, 2021.
- [56] R. Claudia, E. Tampubolon, and T. Sunaryo, "The Relationship Between Leadership Style And Organizational Communication On Employee Performance," *Fundamental Management Journal*, no. 6, 2021.

- [57] A. Basit, V. Sebastian, and Z. Hassan, "Impact of leadership style on employee performance (A Case study on a private organization in Malaysia)," *International Journal of Accounting & Business Management*, vol. 5, no. 2, pp. 112–130, 2017.
- [58] B. Al Jenaibi, "The Impact of Leadership Style on Employee Job Satisfaction," *Leadership and Policy Quarterly*, vol. 3, pp. 207–226, Sep. 2014.
- [59] F. Bagis, A. Darmawan, A. Hidayah, and M. M. Ikhsani, "The Influence of Leadership Style and Organizational Culture by Mediating Job Satisfaction on Organizational Commitment Case Study in Employees Of Islamic Education Institution," *Jurnal Ilmiah Ekonomi Islam*, vol. 6, no. 3, p. 616, Nov. 2020, doi: 10.29040/jiei.v6i3.1450.
- [60] L. Lestari and A. Yuniarto, "The Effect Of Empowerment On Employee Performance With Organizational Commitment As Mediating Variable And Organizational Culture As Moderation Variable," *Conference in Business, Accounting, and Management*, vol. 2, no. 1, 2015.
- [61] F. R. A. Lubis, Syaifuddin, Sofiyan, Y. Lubis, and Nasib, "Impact of Improving Organizational Climate, Employee Empowerment on Employee Engagement and Performance," *Journal of System and Management Sciences*, vol. 13, no. 2, pp. 273–284, 2023, doi: 10.33168/JSMS.2023.0219.
- [62] R. Aristotelin, "The Effect of Job Satisfaction on Employee Performance Through Employee Involvement as Mediator Variables at Snack Food Distributors in Surabaya, Sidoarjo, and Gresik," *International Journal of Review Management Business and Entrepreneurship (RMBE)*, vol. 2, no. 1, pp. 43–51, Jun. 2022, doi: 10.37715/rmbe.v2i1.3015.
- [63] S. Zuliani, M. Huda, and A. I. Hawabi, "The Effect of Job Satisfaction on Employee Performance Through Organizational Commitment at PT. Pertamina," in *Conference of Psychology and Flourishing Humanity (PFH 2022)*, 2023, pp. 253–264. doi: 10.2991/978-2-38476-032-9\_26.
- [64] M. A. A. Lestari, I. B. U. Putra, and G. A. Sugiati, "Effect of Job Satisfaction in Leadership Mediation and Work Environment on Employee Performance PT. BPR Bank Daerah Bangli (Perseroda) (Local Bank in Bangli Regency)," *Jurnal Ekonomi & Bisnis JAGADITHA*, vol. 9, no. 1, pp. 82–89, Mar. 2022, doi: 10.22225/jj.9.1.2022.82-89.
- [65] S. Siswanto, M. Masyhuri, I. Maksum, and I. Murdiansyah, "The role of job satisfaction as a mediating variable on leadership styles to employee performance," *Jurnal Ekonomi Modernisasi*, vol. 16, pp. 54–65, Aug. 2020, doi: 10.21067/jem.v16i1.4796.
- [66] N. I. Iriani, T. Sasongko, M. Rifai, P. Indrihastuti, and D. A. Yanti, "Journal of Business and Management Studies Leadership Style, Compensation and Competence Influence on Employee Performance through Job Satisfaction," *Journal of Business and Management Studies*, vol. 5, no. 1, 2022, doi: 10.32996/jbms.