

Analysis of the Influence of Empowering Leadership and Organizational Culture through Work Satisfaction on Performance in the Office of the Regent of Enrekang

Mutmainnah¹, Andi Jam'an¹, Muhammad Rusydi¹

¹Postgraduate Program, Master of Management, Muhammadiyah University of Makassar, Indonesia

Abstract. *The research aims to determine and analyze the influence of Empowering Leadership on job satisfaction, organizational culture on job satisfaction, Empowering Leadership on performance, organizational culture on on performance, job satisfaction on performance, empowering leadership through Job satisfaction on performance, and organizational culture through job satisfaction on performance on at the Enrekang Regent's Office. This study uses primary data and data collection through questionnaires and interviews. The data analysis method used is quantitative analysis, using SEM PLS (Partial Least Squares Structural Equation Modeling). The population in this study were all employees of the Enrekang Regent's Office as many as 115. The results of this study showed that empowering leadership has a positive and significant effect on job satisfaction, organizational culture has a positive but not significant effect on job satisfaction, empowering leadership has a negative and insignificant effect on performance, organizational culture has a positive significant effect on job satisfaction, job satisfaction has a positive and significant effect on performance, empowering leadership has a positive and significant effect on performance, empowering leadership has a positive and significant effect on performance through job satisfaction, and organizational culture has a positive but insignificant effect on performance through job satisfaction.*

Keywords: *Empowering, Leadership, Organizational, Culture, Satisfaction, Performance*

Received: May 15, 2025

Revised: July 24, 2025

Accepted: August 15, 2025

INTRODUCTION

Employee performance (job performance) has an impact on an organization's success (Rahman et al., 2020). Performance, also known as work achievement, is the outcome of an individual's efforts in fulfilling their assigned responsibilities. According to Wijayanti & Nuraini (2018), motivation and ability aspects are what affect performance. To reach the established organizational goals, any business or organization will work to enhance employee performance (Putra, 2015). In order to gain contented and gratifying resources for the organization, human resource management (HRM) aims to manage employees to become components of HR with their potential (Muhtarom, 2015).

Finding job happiness is one of the main objectives of employment for many people, particularly those who are capable and well-educated (Setyawan & Tobing, 2022; Elysa & Ariyanti, 2022). If the work can inspire great incentive to produce better work, job satisfaction conditions will be met (Baskoro et al., 2013). Field observations were made in order to uncover the phenomenon of employee performance. The author discovered that certain staff members at the

Enrekang Regent's Office still have a tendency to be content with simply carrying out their responsibilities as directed by their immediate supervisors, lacking the initiative to perform additional tasks.

This pattern suggests a comparatively low level of output. It was also discovered during the observation that some staff continue to work throughout working hours on projects unrelated to the Enrekang Regent's Office's responsibilities. This behavior may make it more difficult to finish tasks by the deadline (Wulan & Abdullah, 2014). There are still employees at the Enrekang Regent's Office who are less submissive to their direct superiors and less cooperative with one another, according to conversations with multiple staff members.

When executing tasks that call for coordination channels, these professionals consistently disregard the compactness and unity with their colleagues. Performance assessment theory will be used to measure and analyze employee perceptions of high performance in accordance with Kesumah's (2024) research. The applied theory for performance variables is explained by Farchan (2016), who claims that performance evaluation is a means of gauging a person's value to their company.

The employee dimensions in this measurement include: 1) Quality, which indicates the degree of work process or work accomplished from a job; 2) Quantity, which is the quantity of products produced, expressed in currency, production units, or completed activity cycles; 3) Timelines, or how quickly a task is finished within a given amount of time; 4) Cost-Effectiveness, which is the degree to which a given task can be completed with the greatest amount of resources currently available; 5) Supervision, which is the degree to which an employee can finish their work without supervision; and 6) Interpersonal Impact, which is the degree to which employees can establish a comfortable work environment, feel confident, perform well, and collaborate with colleagues.

In the public sector, particularly the Enrekang Regent's Office, it is also critical to empower leadership. According to Armiyanti et al. (2023), empowering leadership involves giving staff members a variety of authority and supporting their professional growth. The analysis of respondents' reactions to the empowering leadership that their individual direct superiors are expected to provide is the main goal of this study. According to Nurhidayah (2022), empowering leadership enhances individual abilities and worker engagement in the workplace by giving them opportunities and feedback and helping them advance their task mastery and skill sets. According to Subarino et al. (2011), the literature examines empowering leadership from two distinct angles.

First, research on the actions of leaders, such as giving followers more authority, empowering them, and giving them different powers. But the second viewpoint concentrates on how this leadership style affects workers in terms of trust, motivation, etc. (Nurjaman et al., 2020). The aforementioned empowering leadership phenomena aligns with the leadership empowering behavior hypothesis (Zuhriyah, 2023). Making work more meaningful, encouraging participation in decision-making, demonstrating confidence in superior performance, and granting freedom from bureaucratic constraints are the four actions that comprise empowering leadership, according to Wahyuningtyas (2024), who explains this based on the empowering leadership approach.

METHODS

Quantitative research, which displays study findings as numerical values, is the methodology employed. According to Atmadja (2013), the quantitative approach is a technique that places greater emphasis on the objective measurement of social processes. Every social phenomenon is broken down into a number of issue components, variables, and indicators so that measurements can be made. By using these numerical symbols to measure each variable, quantitative mathematical computation methods can be used to arrive at a conclusion that is generally applicable within a parameter. A population is a category for generalization made up of

items or people with specific attributes and traits chosen by researchers to be examined before conclusions are made (Suriani & Jailani, 2023). The 162 participants in this study were all staff members of the Enrekang Regency Regent's Office.

Data Analysis

The three primary phases of the data analysis method used in this work are structural equation modeling (SEM) analysis, instrument testing, and descriptive analysis. Using statistics like the mean, which is based on the Likert scale, descriptive analysis is used to characterize the features of research variables (Daya et al., 2024). Validity and reliability tests are used to test instruments. Reliability is assessed using Cronbach Alpha, where an instrument is considered reliable if its value is more than 0.60. Validity is assessed by comparing item scores with total scores. A theoretical model is developed, a path diagram is created, the model is converted into a structural equation and measurement model, the model identification is assessed, and the model is tested using a variety of goodness-of-fit indices, including Chi-Square, RMSEA, GFI, AGFI, CMIN/DF, and TLI. SEM analysis is used to validate the theoretical model based on empirical data. In order to determine the most suitable structural model, the last step involves interpreting and modifying the model.

RESULTS AND DISCUSSION

Questionnaires were distributed directly to respondents in order to collect the data for this study. A total of 115 questionnaires were distributed during the 2025 survey session. Out of the entire number of surveys that were sent out, 115 were returned and were ready for processing.

Table 1. Number of Questionnaires that Can be Processed

No	Information	Total
1	Questionnaires distributed	115
2	Questionnaires returned	115
3	Questionnaires that can be processed	115

The gender of respondents in this study is grouped into 2 parts, namely male and female groups. For more details, the characteristics of respondents based on gender will be presented as follows:

Table 2. Respondents' Gender

No	Gender	Frequency (F)	Presentation (%)
1	Male	62	53,9%
2	Female	53	46,1%
Total		115	100%

The gender-based characteristics of the respondents are displayed in the above table. Therefore, 62 respondents, or 53.9% of the 115 respondents that made up the study's sample, were men. This indicates that there are more men than women working at the Enrekang Regency Regent's Office on average. Three indicators supporting, inspiring, and providing feedback are used to measure the Empowering Leadership variable. Two statement items are created from each of the three indicators. The following table shows how respondents felt about empowering leadership:

Table 3. Empowering Leadership Variables

Indicator	Respondent Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X1.1.1	3	2,61	4	3,74	11	9,57	27	23,48	70	60,87	4,37
X1.1.2	5	4,34	6	5,21	11	9,57	33	28,70	60	52,17	4,19

X1.1											4,28
X1.2.1	5	4,34	7	6,09	9	7,83	26	22,61	68	59,13	4,26
X1.2.2	3	2,61	7	6,09	9	7,83	30	26,09	66	57,40	4,30
X1.2											4,27
X1.3.1	3	2,61	8	6,96	15	13,04	25	21,74	64	55,65	4,20
X1.3.2	3	2,61	6	5,21	12	10,43	21	18,26	73	63,48	4,35
X1.3											4,28
X1											4,28

Source: Primary data processed (2025)

The aforementioned table indicates that respondents assigned the Empowering Leadership attribute a very good or important value, as indicated by the average value of 4.28. This indicates that the participants comprehend the concept of Empowering Leadership as it is mentioned in this research. With an average value of 4.28, the indicators that have the greatest average of the Empowering Leadership variable are those that offer support (X1.1) and feedback (X1.3). The indicator that offers inspiration (X1.2) has an average value of 4.27. This demonstrates that empowering leadership is thought to be able to display the highest index value.

Direct Effect

Hypothesis 1

The impact of Empowering Leadership (X1) on Job Satisfaction (Y1) has a coefficient value of 0.581, a standard error value of 0.103, a t-statistic value of 5.636, and a p-value of 0.000. Accept H1 since the p-value is $0.000 < 0.05$ and the t-statistic value is $5.636 > 1.96$. According to these findings, job satisfaction (Y1) is positively and significantly impacted by empowering leadership (X1).

Hypothesis 2

The impact of Empowering Leadership (X1) on Performance (Y2) has a coefficient value of -0.006, a standard error value of 0.127, a t-statistic value of 0.044, and a p-value of 0.965. Reject H2 since the p-value is $0.965 > 0.05$ and the t-statistic value is $0.044 < 1.96$. According to these findings, performance (Y2) is negatively and negligibly impacted by Empowering Leadership (X1).

Hypothesis 3

The impact of Organizational Culture (X2) on Job Satisfaction (Y1) has a coefficient value of 0.143, a standard error of 0.113, a t-statistic of 1.264, and a p-value of 0.207. H3 is rejected since the p-value of $0.207 > 0.05$ and the t-statistic value of $1.264 < 1.96$. According to these findings, job satisfaction (Y1) is positively but marginally impacted by organizational culture (X2).

Hypothesis 4

The impact of Organizational Culture (X2) on Performance (Y2) has a coefficient value of 0.352, a standard error of 0.099, a t-statistic of 3.563, and a p-value of 0.000. Accept H4 since the t-statistic value is $3.563 > 1.96$ and the p-value is $0.000 < 0.05$. According to this finding, performance (Y2) is positively and significantly impacted by organizational culture (X2).

Hypothesis 5

Job satisfaction (Y1) influences performance (Y2) with a coefficient value of 0.586, standard error of 0.163, t-statistic of 3.592, and p-values of 0.000. Accept H5 since the p-value is $0.000 < 0.05$ and the t-statistic value is $3.592 > 1.96$. According to this finding, performance (Y2) is positively and significantly impacted by Empowering Leadership (X1).

Table 4. Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y1 -> Y2	0,341	0,328	0,106	3,222	0,001
X2 -> Y1 -> Y2	0,084	0,079	0,072	1,160	0,246

Source: Primary data processed (2025)

Hypothesis 6

The standard error value is 0.106, the t-statistic value is 3.222, the p-value is 0.001, and the coefficient value of the relationship between Empowering Leadership (X1) and Job Satisfaction (Y1) on Performance (Y2) is 0.341. Accept H6 since the p-value is 0.001 < 0.05 and the t-statistic value is 3.222 > 1.96. According to these findings, job satisfaction (Y1) has a favorable and significant impact on performance (Y2) when Empowering Leadership (X1) is implemented.

Hypothesis 7

The standard error value is 0.072, the t-statistic value is 1.160, the p-value is 0.246, and the coefficient value of the relationship between Organizational Culture (X2) and Job Satisfaction (Y1) on Performance (Y2) is 0.084. H7 is rejected since the p-value is 0.246 > 0.05 and the t-statistic value is 1.160 < 1.96. These findings indicate that work satisfaction (Y1), a byproduct of corporate culture (X2), has a favorable but negligible impact on performance (Y2).

Empowering Leadership at the Enrekang Regent's Office has a favorable impact on job satisfaction, according to the findings of the first hypothesis study. This demonstrates that job happiness will increase with superiors' effective application of empowering leadership. The study's findings are consistent with the principle of empowering conduct in leadership. According to Kundu et al. (2019), empowering leadership is a confluence of four actions: making work more meaningful, promoting involvement in decision-making, demonstrating confidence in excellent performance, and granting freedom from administrative restraints.

Employee job satisfaction may be influenced by these favorable factors. According to the hypothesis by Pravitasari & Raharso (2017), which is also consistent with the findings of this study, trust is defined as a leader's faith in the abilities of their staff (i.e., cognition-based trust). When leaders have faith in their subordinates' abilities, the subordinates will be satisfied. This study's findings are also consistent with those of Horoub & Zargar's (2022) study, Empowering leadership and job satisfaction of academic staff in Palestinian universities: Implications of leader-member exchange and trust in leader, which found that performance is positively impacted by empowering leaders.

The empowering leadership variable's descriptive statistical results demonstrate that respondents are aware of and understand what the researcher means when she talks about empowering leadership. In order to apply the empowering leadership variable, superiors must provide an understanding of the work, provide autonomy from bureaucratic constraints, and encourage subordinate participation in order to provide confidence in achieving high performance. The indicators with the highest average values are the meaningfulness of work and providing autonomy from bureaucratic constraints.

It is necessary to follow the facts in the field on the application of conduct that encourages direct superiors to exercise empowering leadership (Dewi, 2019). Socialization regarding the impact of high corporate profits on improving the welfare of subordinates is less successful (Fitria & Yuliana, 2025). Employee ignorance is demonstrated by their lack of knowledge about the factors contributing to the growth. The significance of the tasks and responsibilities performed by subordinates in balancing the individual aspirations of workers and the organization must also be understood by direct superiors. It is thought that in order to improve employee job

satisfaction, an Empowering Leadership plan must be developed based on the study's findings and consideration of relevant facts (Alfathir, 2022).

Empowering Leadership in the Enrekang Regent's Office is not a significant factor in performance, according to the study's findings. The study's findings are consistent with the Social Exchange Theory, which holds that leaders and followers have a reciprocal social relationship. Employees react with loyalty and job satisfaction when leaders demonstrate empowerment and trust. Prior studies that support the findings of this investigation, including Wang & Sun (2019), *The Drawbacks of Encouraging Leadership: Conceptual Underpinnings and Limitations*. This study emphasizes how empowering leadership can backfire in some situations, such as when staff members lack the necessary abilities or feel unprepared to manage the added tasks.

Stress and poor performance may result from this. According to the findings of the descriptive statistical analysis, the Empowering Leadership variable indicates that, in the opinion of the staff at the Enrekang Regent's Office, the empowering leadership style has been implemented at a reasonably high level. Variations among responders are still clearly apparent, though. Employee performance is likewise at a high level, according to the Employee Performance variable. The findings of the SEM analysis indicate that Empowering Leadership has no discernible impact on Performance, despite the fact that both variables fall into the high category descriptively. The truth is that certain workers at the Enrekang Regent's Office still have a tendency to be content with simply carrying out their responsibilities as directed by their immediate supervisors, lacking the initiative to perform additional tasks. This pattern suggests a comparatively low level of output.

CONCLUSION

Job satisfaction in the Enrekang Regent's Office is positively and significantly impacted by empowered leadership. This demonstrates that job satisfaction will increase when leaders apply empowered leadership more effectively. Employee performance in the Enrekang Regent's Office is not significantly impacted by empowered leadership; in fact, there is a negative correlation. This shows that increasing the use of empowering leadership by leaders does not always result in better employee performance; in fact, it tends to lower performance in this situation, though the effect is not statistically significant.

SUGGESTION

The leadership at the Enrekang Regent's Office should continue to develop an empowering leadership style by providing trust, support, and autonomy to employees in carrying out their duties.

REFERENCES

- Alfathir, M. R. (2022). *Pengaruh servant leadership terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel mediasi: Studi kasus di PT. Setia Kawan Makmur Sejahtera Tulungagung* (Doctoral dissertation, Universitas Islam Negeri Maulana Malik Ibrahim).
- Armiyanti, A., Sutrisna, T., Yulianti, L., Lova, N. R., & Komara, E. (2023). Kepemimpinan Transformasional Dalam Meningkatkan Kinerja Layanan Pendidikan. *Jurnal Educatio Fkip Unma*, 9(2), 1061-1070. <https://doi.org/10.31949/educatio.v9i2.5104>
- Atmadja, A. T. (2013). Pergulatan metodologi dan penelitian kualitatif dalam ranah ilmu akuntansi. *Jurnal Akuntansi Profesi*, 3(2). <https://doi.org/10.23887/jap.v3i2.2006>
- Baskoro, B. S., Hidayat, W., & Waluyo, H. D. (2013). Pengaruh Budaya Organisasi, Motivasi, Melalui Kepuasan Kerja Terhadap Kinerja Karyawan Pada Pt. Janur Kuning Kudus. *Jurnal Ilmu Administrasi Bisnis*, 2(3), 182-191. <https://doi.org/10.14710/jiab.2013.3106>
- Dewi, I. K. (2019). Implementasi nilai-nilai profetik dalam kepemimpinan modern pada manajemen kinerja di perguruan tinggi Islam swasta Kota Metro. *Ijtima'iyya: Jurnal*

- Elysa, M., & Ariyanti, F. (2022). Hubungan faktor demografi dan kebahagiaan di tempat kerja dengan kepuasan kerja staf rumah sakit di Provinsi Lampung (Analisis data Risnakes tahun 2017). *Jurnal Untuk Masyarakat Sehat (JUKMAS)*, 6(1), 29-40. <https://doi.org/10.52643/jukmas.v6i1.1986>
- Farchan, F. (2016). Teknikal Manajemen Sumber Daya Manusia Strategik Sebuah Paradigma Pengukuran Kinerja. *Risâlah, Jurnal Pendidikan Dan Studi Islam*, 3(1), 42-62. https://doi.org/10.31943/jurnal_risalah.v3i1.24
- Fitria, R., & Yuliana, L. (2025). Analisis Lingkungan Kerja terhadap Turnover Intentions pada Karyawan PT. Spesial Gold. *MASMAN Master Manajemen*, 3(2), 01-10. <https://doi.org/10.59603/masman.v3i2.808>
- Horoub, I., & Zargar, P. (2022). Empowering leadership and job satisfaction of academic staff in Palestinian universities: Implications of leader- member exchange and trust in leader. *Frontiers in Psychology*, 13(December), 1–13. <https://doi.org/10.3389/fpsyg.2022.1065545>
- Kesumah, P. (2024). Pengaruh Penilaian Kinerja 360° melalui Kepuasan Kerja Terhadap Produktivitas Karyawan di PT PINDAD (Persero) Bandung. *Indonesian Research Journal on Education*, 4(2), 559-566. <https://doi.org/10.31004/irje.v4i2.680>
- Kundu, S. C., Kumar, S., & Gahlawat, N. (2019). *Empowering leadership and job performance: mediating role of psychological empowerment. Management Research Review*, 42(5), 605–624. <https://doi.org/10.1108/MRR-04-2018-0183>
- Muhtarom, A. (2015). Implementasi manajemen sumber daya manusia dalam peningkatan profesionlitas dosen perguruan tinggi agama islam provinsi banten. *Tarbawi: Jurnal Keilmuan Manajemen Pendidikan*, 1(02), 117-130. <https://doi.org/10.32678/tarbawi.v1i02.2009>
- Nurhidayah, N. N. (2022). P Pengaruh Shared Leadership Terhadap Job Crafting Melalui Learning Goal Orientation dan Knowledge Sharing Pada Karyawan RSI Jemursari Surabaya. *Jurnal Ilmu Manajemen*, 971-987. <https://doi.org/10.26740/jim.v10n3.p971-987>
- Nurjaman, K., Mustajam, A., Syaifuddin, S., Lubis, Y., Abadi, Y., & Rino, F. (2020). Meningkatkan Kinerja Perusahaan Dengan Menerapkan Konsep Manajemen Sumber Daya Manusia Strategik Dalam Menyongsong Persaingan Global. *Komitmen: Jurnal Ilmiah Manajemen*, 1(2), 73-82. <https://doi.org/10.15575/jim.v1i2.10403>
- Pravitasari, E., & Raharso, S. (2017). Kepercayaan Sebagai Anteseden Berbagi Pengetahuan. *Jurnal Riset Bisnis Dan Investasi*, 3(2), 84-93. <https://doi.org/10.35313/jrbi.v3i2.936>
- Putra, S. W. (2015). Pengaruh komitmen organisasi, budaya organisasi, gaya kepemimpinan dan lingkungan terhadap kinerja karyawan pada industri kecil. *Jurnal Ekonomi Modernisasi*, 11(1), 62-77. <https://doi.org/10.21067/jem.v11i1.869>
- Rahman, F., Rahmawati, E., & Utomo, S. (2020). Pengaruh Karakteristik Individu, Karakteristik Pekerjaan, Dan Karakteristik Organisasi Terhadap Kinerja Pegawai Kontrak (Studi Pada FISIP ULM Banjarmasin). *Jurnal Bisnis Dan Pembangunan*, 9(1), 69-82. <https://dx.doi.org/10.20527/jbp.v9i1.8695>
- Setyawan, N. F. B., & Tobing, R. A. (2022). Hubungan Antara Kepuasan Kerja Dengan Kebahagiaan Di Tempat Kerja Pada Karyawan Generasi Milenial. *PSIKOSAINS (Jurnal Penelitian Dan Pemikiran Psikologi)*, 17(2), 145-158. <https://doi.org/10.30587/psikosains.v17i2.4593>

- Subarino, S., Ali, A. J., & Ngang, T. K. (2011). Kepemimpinan Integratif: Sebuah Kajian Teori. *Jurnal Manajemen Pendidikan UNY*, 114159.
- Suriani, N., & Jailani, M. S. (2023). Konsep populasi dan sampling serta pemilihan partisipan ditinjau dari penelitian ilmiah pendidikan. *IHSAN: Jurnal Pendidikan Islam*, 1(2), 24-36. <https://doi.org/10.61104/ihsan.v1i2.55>
- Wahyuningtyas, C. A. (2024). *Model Penurunan Intention To Leave Melalui Employee Engagement, Kepemimpinan Dan Faktor Pekerjaan* (Doctoral dissertation, Universitas Islam Sultan Agung Semarang).
- Wang, H., & Sun, J. (2019). The negative effects of empowering leadership: Theoretical mechanisms and boundary conditions. *Advances in Psychological Science*, 27(5), 858.
- Wijayanti, R. A., & Nuraini, N. (2018). Analisis Faktor Motivasi, Opportunity, Ability dan Kinerja Petugas Program Kesehatan Ibu Di Puskesmas. *Jurnal Manajemen Informasi Kesehatan Indonesia*, 6(1), 7-13. <https://doi.org/10.33560/jmiki.v6i1.178>
- Wulan, D. A. N., & Abdullah, S. M. (2014). Prokrastinasi akademik dalam penyelesaian skripsi. *Jurnal sosiohumaniora*, 5(1).
- Zuhriyah, N. A. (2023). Gaya Kepemimpinan Transformasional Dalam Mempengaruhi Kinerja Koperasi. *Manajemen*, 3(2), 09-17. <https://doi.org/10.51903/manajemen.v3i2.903>