

Empowerment And Job Satisfaction On Personnel Performance: Organizational Commitment As Moderator

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Abstract

This explanatory quantitative research aims to test the model of the empirical causality relationship between empowerment, job satisfaction, organizational commitment, and personnel performance within the Directorate of Criminal Investigation of the Southeast Sulawesi Police. Using Structural Equation Modeling - Partial Least Squares (SEM-PLS) analysis of data collected through a structured questionnaire, this study reveals that empowerment plays a central role because it is proven to be able to improve operational performance directly as well as being the main driver of drastic improvements in personnel job satisfaction. Furthermore, high job satisfaction was identified as having a strong positive impact in spurring the achievement of investigation performance in the field. Another crucial finding suggests that although organizational commitment independently does not exert a significant direct influence on performance improvement, it serves effectively as an important moderator that reinforces the positive relationship between empowerment and personnel performance. Thus, this study concludes that optimizing the operational performance of the police cannot rely solely on loyalty, but requires a delegation of authority strategy supported by job satisfaction and strengthened by organizational commitment as a catalyst.

Keywords: Performance, Empowerment, Job Satisfaction, Organizational Commitment

Abstrak

Penelitian kuantitatif eksploratif ini bertujuan untuk menguji model hubungan kausalitas empiris antara pemberdayaan, kepuasan kerja, komitmen organisasi, dan kinerja personel di Direktorat Investigasi Kriminal Kepolisian Sulawesi Tenggara. Dengan menggunakan analisis Structural Equation Modeling - Partial Least Squares (SEM-PLS) dari data yang dikumpulkan melalui kuesioner terstruktur, penelitian ini mengungkapkan bahwa pemberdayaan memainkan peran sentral karena terbukti mampu meningkatkan kinerja operasional secara langsung serta menjadi pendorong utama peningkatan drastis dalam kepuasan kerja personel. Lebih lanjut, kepuasan kerja yang tinggi diidentifikasi memiliki dampak positif yang kuat dalam mendorong pencapaian kinerja investigasi di lapangan. Temuan penting lainnya menunjukkan bahwa meskipun komitmen organisasi secara independen tidak memberikan pengaruh langsung yang signifikan terhadap peningkatan kinerja, namun berfungsi secara efektif sebagai moderator penting yang memperkuat hubungan positif antara pemberdayaan dan kinerja personel. Dengan demikian, penelitian ini menyimpulkan bahwa optimalisasi kinerja operasional kepolisian tidak dapat hanya bergantung pada loyalitas, tetapi membutuhkan strategi delegasi wewenang yang didukung oleh kepuasan kerja dan diperkuat oleh komitmen organisasi sebagai katalis.

Kata kunci: Kinerja, Pemberdayaan, Kepuasan Kerja, Komitmen Organisasi

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INTRODUCTION

Public sector organizations such as the police face great challenges in improving the performance of personnel in order to be able to provide fast, responsive, and integrity services. One of the approaches that is getting more and more attention in the human resource management literature is employee empowerment. This concept not only increases individual responsibility but also contributes to the overall outcome of the organization (Abualoush et al., 2018; Zhu, 2023). Empowerment provides

freedom in decision-making which ultimately increases work efficiency and effectiveness (Abualoush et al., 2018). In addition, Hashemzadeh et al. (2020) show that creativity and innovation-based training strengthens the impact of empowerment on improving individual efficiency.

Empowerment also plays an important role in creating a positive and participatory work climate. Zhu (2023) stated that empowerment is able to increase creativity and teamwork which has a direct impact on organizational efficiency. Liden et al. (2000) emphasized the importance of psychological empowerment in strengthening interpersonal relationships, which in turn affects commitment and work performance. Raub and Robert (2012) show that empowered employees are more likely to engage in constructive voice behavior and have a positive impact on the organizational climate. Afram et al. (2022) also emphasized that structural empowerment increases employee engagement, which in turn encourages productivity. These findings show that empowerment is not just an organizational policy, but also a main strategy in improving personnel performance, including in hierarchical institutions such as the Southeast Sulawesi Police Directorate of Criminal Investigation.

Employee empowerment has been proven to have a direct influence on improving performance in various sectors, including the public sector. Abualoush et al. (2018) stated that empowerment provides flexibility in decision-making so as to increase work effectiveness and efficiency. Hashemzadeh et al. (2020) show that creativity-based training strengthens employees' ability to utilize empowerment optimally. Zhu (2023) confirms that empowerment contributes to increased creativity, teamwork, and overall organizational efficiency. Liden et al. (2000) highlight the psychological dimension of empowerment that strengthens the relationship between superiors and subordinates and increases work commitment. Raub and Robert (2012) added that empowerment improves voice behavior which creates a more open and productive organizational climate. Afram et al. (2022) stated that structural empowerment encourages participation in decision-making, while Ekowati et al. (2021) emphasized the role of information technology as a reinforcement of the impact of empowerment on performance. Ibrahim et al. (2016) emphasized that empowerment creates positive feedback between high performance, job satisfaction, and loyalty to the organization.

Job satisfaction is also an important variable that acts as a mediator between empowerment and performance. Orgambidez-Ramos et al. (2024) show that structural empowerment promotes the formation of positive psychological conditions that increase job satisfaction. Cicolini et al. (2013) found that perceptions of empowerment are directly correlated with job satisfaction and organizational commitment. Laschinger et al. (2009) stated that psychological empowerment is able to reduce burnout rates and increase job satisfaction in high-pressure environments such as hospitals. Fernández and Moldogaziev (2013) show that empowerment practices that increase self-determination have a significant impact on job satisfaction. Seibert et al. (2011) through meta-analysis found that empowerment was positively associated with job satisfaction and organizational commitment. Arini and Juanamasta (2020) emphasized that there is a positive relationship between workplace empowerment and job satisfaction in the health service sector. Ahrari et al. (2021) in their meta-

analytical path analysis showed that decision-making and self-efficacy as the main components of empowerment are significant predictors of job satisfaction. These findings corroborate that creating an empowering work environment will improve psychological well-being and personnel performance in a sustainable manner.

Research on employee empowerment, job satisfaction, and performance has been widely conducted in the private sector and non-military public service institutions, but few have examined the relationship between these three variables in an integrated manner in the context of law enforcement organizations such as the police. Most previous studies have tended to examine the direct influence of empowerment on performance without paying attention to the mediating or moderation variables that play a role in strengthening the relationship. Seibert et al. (2011) and Fernández & Moldogaziev (2013) show the importance of context in explaining the relationship between empowerment and organizational outcomes, but not much has examined how this dynamic applies to command-and-hierarchical institutions. In addition, the structural and psychological dimensions of empowerment have not been fully studied simultaneously in the context of the performance of law enforcement officials who have high operational pressure such as in the Ditreksimum environment.

Common solutions that have been developed to improve personnel performance in the public sector have focused more on incentive systems, technical training, or organizational structural reforms. However, this approach has not fully touched on the internal and psychological aspects of the individual such as job satisfaction or perception of empowerment. Ibrahim et al. (2016) emphasized that increasing job satisfaction through empowerment is an important strategy in creating a positive cycle between loyalty and performance. Fragkos et al. (2020) and Kariuki & Kiambati (2017) show that organizational commitment is also an important variable that can moderate the relationship between empowerment and performance, but the role of moderation has not been explored empirically. Therefore, there are still conceptual and empirical gaps in understanding how empowerment impacts personnel performance through job satisfaction pathways and is moderated by organizational commitment, especially in militaristic structured organizations such as the regional police.

This research is designed to answer these conceptual gaps by building an integrative model that links empowerment to personnel performance through job satisfaction as a mediator and organizational commitment as a moderator. This model combines structural and psychological perspectives of empowerment, as stated by Laschinger et al. (2009) and Seibert et al. (2011), as well as emphasizing the importance of the role of the individual in responding to organizational interventions. This research will measure how personnel's perception of autonomy, competence, and participation in decision-making impacts job satisfaction and ultimately on their operational performance. Orgambídez-Ramos et al. (2024) show that empowerment can create positive psychological conditions, while Arini & Juanamasta (2020) affirm that job satisfaction plays an important role in strengthening quality work outcomes.

Organizational commitment will be tested as a variable that moderates the relationship between empowerment and personnel performance. Hemmati et al. (2018) highlight that organizational commitment arises when employees feel valued and trusted, which indirectly reinforces the influence of empowerment on work output. Yoon et al. (2022) show that employee attachment to the organization is a bridge that strengthens the impact of empowerment on performance. Therefore, this study offers a conceptual contribution by improving the understanding of the relationship between variables through mediation and moderation approaches, as well as practical contributions by providing an empowerment-based managerial strategy that is in accordance with the characteristics of the command organization. This model is expected to be applied in the development of human resources policies within the Southeast Sulawesi Police Directorate of Criminal Investigation to increase work effectiveness.

The Directorate of Criminal Investigation of the Southeast Sulawesi Police is a directorate that has great responsibility in the enforcement of general criminal law in the Southeast Sulawesi Province area. The unit is made up of personnel with a strong technical background and is tasked with handling cases with a high level of complexity and pressure. A work environment that demands precision, speed, and accuracy in decision-making makes the empowerment factor very relevant to be researched. In a hierarchical and bureaucratic structure such as in the police, an understanding of how empowerment is implemented and received by personnel will provide important insights for the development of a more adaptive and participatory work system. In addition, the high workload faced by Directorate of Criminal Investigation personnel makes the aspect of job satisfaction a crucial factor in maintaining long-term motivation and operational performance.

This research is focused on the local context of the Southeast Sulawesi Police Directorate of Criminal Investigation because this unit is at the forefront of dealing with crime that has a direct impact on the community's sense of security. Stressful work dynamics, erratic working hours, and high public expectations demand a more humane and empowering HR management strategy. Although this organization is commando, there is room for innovation in human resource management through an empowerment approach. Testing the research model in this context will provide a relevant and actual empirical picture of how empowerment practices, job satisfaction, and organizational commitment can be optimized to improve the performance of police personnel on an ongoing basis.

This study aims to analyze the influence of empowerment on the performance of Southeast Sulawesi Police Directorate of Criminal Investigation personnel, both directly and through job satisfaction as a mediating variable, and assess the role of organizational commitment as a moderation variable in this relationship. Another goal is to understand more deeply how the structural and psychological dimensions of empowerment can be applied effectively in hierarchical organizations. This research also wants to provide a strong empirical foundation in the development of human resource management policies in police institutions, focusing on increasing personnel participation, engagement, and job satisfaction as the key to improving performance.

The theoretical contribution of this research lies in the integration of mediation and moderation models that have not been widely researched in the context of law enforcement organizations. These findings are expected to enrich the literature related to employee empowerment and organizational behavior, especially in the command-based public sector. From a practical perspective, the results of this research are expected to be used by regional police leaders in developing personnel management strategies that are more adaptive, participatory, and based on strengthening individual capacity. This approach is also expected to be able to increase loyalty, professionalism, and overall member performance in responding to the demands of the ever-evolving task.

METHODS

This study applies a quantitative approach with an explanatory design that aims to test the causality relationship between variables in an empirical conceptual model which includes empowerment, job satisfaction, personnel performance, and organizational commitment. The research location was focused on the Directorate of General Criminal Investigation or the Directorate of Criminal Investigation of the Southeast Sulawesi Police by involving the full participation of 60 active personnel as respondents who provided data through a structured questionnaire instrument. The measurement of respondents' perceptions was carried out using a five-point Likert scale with a range of values ranging from 1 for strongly disagree to 5 for strongly agree adopted from theoretical indicator indicators that have been tested for validity in previous literature and adjusted to the context of police duties. For the purpose of data analysis, this study relies on the Structural Equation Modeling method based on Partial Least Squares or SEM PLS which is processed using SmartPLS software because this method is considered the most appropriate to handle complex models with limited sample sizes and data that does not have to be distributed normally. The analysis process is carried out through a series of systematic stages ranging from the evaluation of the measurement model or outer model to ensure the validity and reliability of the instrument to the testing of the structural model or inner model to prove the significance of the influence of empowerment on performance and the crucial role of organizational commitment as a moderator variable that strengthens the relationship.

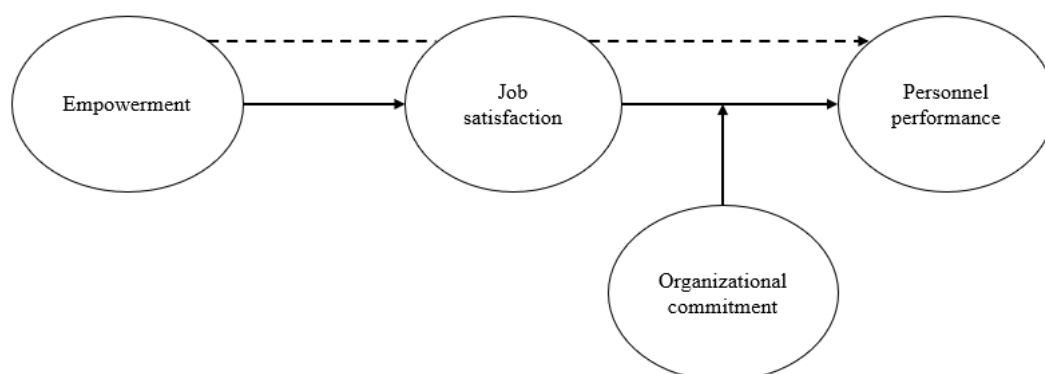


Figure 1. Conceptual Framework

RESULTS AND DISCUSSION

Results

The demographic profile of the 60 respondents from the General Criminal Investigation Directorate or Ditreskrim Polda Sulawesi is presented in detail to provide a comprehensive overview of the study subjects. Regarding gender distribution, the sample is predominantly male, comprising 54 personnel or 90.00%, while female personnel account for the remaining 6 individuals or 10.00%, which reflects the operational nature of criminal investigation fieldwork. In terms of age structure, the data indicates a mature workforce where 15.00% are between 25 and 35 years old, the majority representing, 55.00% fall into the 36 to 45 years age bracket, and 30.00% are senior personnel aged between 46 and 55 years old, suggesting that most respondents possess significant life experience. The educational background of the respondents varies with the largest proportion holding a Bachelor degree or S1 at 70.00% followed by those with high school education at 20.00% and a smaller segment of 10.00% possessing a Master degree or S2 which demonstrates a high level of academic qualification among the investigators. Furthermore, regarding tenure or length of service, 20.00% have served for less than 10 years, 50.00% have between 10 and 20 years of service, and 30.00% have been dedicated to the force for more than 20 years, indicating a highly experienced sample group.

Table 1. Measurement items and Constructs

Variables	Items	Loading	Cronbach's alpha	Composite reliability	Average variance extracted
Organizational commitment	M_1	0,944	0,944	0,962	0,856
	M_2	0,941			
	M_3	0,882			
	M_4	0,932			
Empowerment	X_1	0,948	0,950	0,951	0,870
	X_3	0,929			
	X_4	0,925			
	X_4	0,927			
Personal performance	Y_1	0,938	0,957	0,957	0,885
	Y_2	0,920			
	Y_3	0,951			
	Y_4	0,953			
Job satisfaction	Z_1	0,933	0,958	0,960	0,890
	Z_2	0,968			
	Z_3	0,907			
	Z_4	0,963			

Based on the results of the evaluation of the measurement model presented comprehensively in Table 1, it can be seen that the research instruments applied to the personnel of the South Sulawesi Regional Police Directorate of Criminal Investigation show very special psychometric qualities and meet all strict standards of validity and reliability. The convergent validity indicator reviewed through the loading factor value shows that each statement item that measures the variables Organizational Commitment, Empowerment, Personnel Performance and Job Satisfaction has a very high and

significant value, which moves in the range of 0.882 to 0.968, which is far beyond the minimum threshold of 0.70, thus proving that the indicator indicator is able to reflect its latent construct very accurately in the context of police duties. The validity of this construction is further strengthened by the acquisition of Average Variance Extracted or AVE values in all variables that are consistently recorded above 0.80 with the lowest value in Organizational Commitment of 0.856 and the highest in Job Satisfaction of 0.890 which indicates that each variable is able to explain more than 85 percent of the variance of its forming indicators. On the other hand, reliability testing also showed a very solid level of internal consistency where the Cronbach Alpha and Composite Reliability values for the four variables were in the superior range between 0.944 to 0.962, which means that it was very far above the recommended limit so that it can be concluded that this measuring tool has a high level of stability and reliability to photograph the dynamics of performance and personnel empowerment in the criminal investigation environment.

Table 2. Discriminant validity table

	1	2	3	4
Organizational commitment	0,925			
Empowerment	0,395	0,933		
Personal performance	0,278	0,724	0,941	
Job satisfaction	0,398	0,807	0,804	0,943

The discriminant validity test presented in detail in the table aims to verify that each latent construct in the research model really has a clear and unique distinction compared to other constructs according to the Fornell Larcker principle. Based on the results of the analysis, it can be seen that a very consistent and satisfactory data pattern is seen where the square root value of the Average Variance Extracted or AVE printed on the diagonal line has a magnitude that is consistently higher than the correlation value between variables that are at the bottom or off diagonal. As empirical evidence, the root value of AVE for the Job Satisfaction variable was recorded at 0.943 which proved to be far beyond the highest correlation value with other variables, namely Empowerment of 0.807, Personnel Performance of 0.804 and Organizational Commitment of 0.398. A similar superiority pattern was also found in the Empowerment variable with a root value of AVE of 0.933 which was more dominant than the correlation with Personnel Performance of 0.724 and Organizational Commitment of 0.395. This finding confirms that the instrument used on the personnel of the South Sulawesi Regional Police Directorate of Criminal Investigation has met the very good discriminant validity standards so that it can be concluded that each variable really measures a specific phenomenon and that there are no multicollinearity problems that can distort the results of the analysis in this structural model.

Table 3. R-Square

	R-square
Personal performance	0,690
Job satisfaction	0,651

The evaluation of the predictive power of the structural model shown through the value of the determination coefficient or R Square in the table above provides empirical evidence that the model built has a very strong explanatory ability in explaining the variability of endogenous variables within the Directorate of Criminal Investigation of the South Sulawesi Police. The R Square value for the Personnel Performance variable was recorded at 0.690 which indicates that 69.0 percent of the variation in the performance of the reserve personnel was able to be effectively explained by the combination of independent and mediated variables in the model, while the remaining 31.0 percent was influenced by other factors outside the scope of this study. Furthermore, the R Square value for the Job Satisfaction variable was obtained as 0.651 which is included in the moderate to strong category where the number means that 65.1 percent of the formation of job satisfaction can be explained by the construction of the relationship between the proposed variables. Overall, the high elevation of these two values confirms that the structural model of the study has high predictive relevance and is very feasible to be used to analyze the determinants of personnel performance and job satisfaction in the criminal investigation unit.

Table 4. Results of Hypothesis Test

	Original sample	P values
Organizational commitment -> Personnel performance	0,012	0,782
Empowerment -> Personal performance	0,220	0,036
Empowerment -> Job satisfaction	0,807	0,000
Job satisfaction -> Personal performance	0,570	0,000
Organizational commitment x Empowerment -> Personnel performance	0,149	0,002

This study examines the hypothesis of the influence of various factors on Personnel Performance in the context of operational tasks at the South Sulawesi Regional Police Directorate. Statistical results show that Organizational Commitment has a insignificant influence on Personnel Performance with a value of $\beta = 0.012$ and p value = 0.782. This shows that the high organizational commitment of personnel does not have a meaningful direct impact on improving their operational performance, so this hypothesis is rejected. Furthermore, the statistical results showed that Empowerment had a significant and positive influence on Personnel Performance with a value of $\beta = 0.220$ and p value = 0.036. This shows that increasing the empowerment of personnel in investigative tasks significantly increases their performance achievements in the field, so this hypothesis is accepted. For the relationship between Empowerment and Job Satisfaction, the results of the study showed a very significant and positive influence with a value of $\beta = 0.807$ and p value = 0.000. This suggests that granting greater authority to personnel drastically increases their job satisfaction, so this hypothesis is accepted with great convincingity.

Then Job Satisfaction was found to have a significant and positive influence on Personnel Performance with a value of $\beta = 0.570$ and p value = 0.000. This suggests that the level of job satisfaction felt by personnel has a strong impetus in influencing their efforts to produce better

investigative performance so this hypothesis is also accepted. Regarding the effect of interaction, statistical results showed that the interaction between Organizational Commitment and Empowerment had a significant and positive influence on Personnel Performance with a value of $\beta = 0.149$ and p value = 0.002. This means that organizational commitment functions effectively as a variable that reinforces the positive relationship between empowerment and personnel performance so that this moderation hypothesis is accepted.

Discussion

The results of this study empirically prove that empowerment has a significant influence on the performance of the Southeast Sulawesi Police Directorate of Criminal Investigation personnel. These findings are in line with the research of Abualoush et al (2018) and Zhu (2023) which affirm that empowerment not only improves individual competencies but also has a direct impact on improving work quality and operational effectiveness. In the specific context of dynamic law enforcement organizations, empowerment provides crucial space for personnel to make tactical decisions quickly on the ground and increases their sense of belonging to the institution so that they are more responsive and accountable in handling complex and challenging criminal cases.

Further analysis shows that empowerment also contributes significantly to personnel job satisfaction. These findings support the studies of Laschinger et al (2009) and Orgambidez Ramos et al (2024) which stated that when personnel feel empowered both structurally and psychologically, they tend to feel higher levels of satisfaction due to the presence of a sense of autonomy and meaning in their work. For Directorate of Criminal Investigation personnel who work under high pressure, the sense of being appreciated and trusted through delegation of authority is a fundamental factor in maintaining psychological stability which in turn creates a positive and supportive work climate.

This study also succeeded in confirming the significant influence of job satisfaction on personnel performance. This is in line with the findings of Ahrari et al (2021) and Cicolini et al (2013) which emphasize that individuals with high levels of satisfaction have a strong intrinsic motivation to perform best in various professional contexts. In the Directorate of Criminal Investigation, job satisfaction functions as a driving energy that strengthens the loyalty and enthusiasm of personnel in the face of heavy workloads and tight deadlines so that they are able to maintain focus and thoroughness which ultimately increases the effectiveness of overall case resolution.

The ultimate finding that is very important in this study is the role of organizational commitment as a moderator that strengthens the relationship between empowerment and personnel performance. These results are consistent with the research of Hemmati et al (2018) and Liden et al (2000) which showed that the managerial impact of empowerment will be more optimal if it is supported by a strong commitment of individuals to the organization. In a police institution that demands high discipline, commitment serves as a binder that synergizes positive perceptions of empowerment with the achievement of performance targets, so that the organization's strategy in the future must combine the

provision of autonomy with efforts to strengthen the loyalty of personnel through protective leadership and clarity of institutional direction.

CONCLUSION

In this study, we succeeded in identifying that Empowerment and Job Satisfaction are the main factors that significantly affect Personnel Performance in the context of operational tasks at the Directorate of Criminal Investigation of the South Sulawesi Police. Statistical results show that Organizational Commitment independently does not have a significant effect on performance, indicating that high personnel loyalty does not necessarily have a direct impact on improving work outcomes. However, Enablement is proven to have a crucial role that not only improves performance directly, but also drastically increases personnel job satisfaction. Furthermore, Job Satisfaction was found to have a strong driving force in spurring investigation performance. Another interesting finding is the positive interaction effect, where organizational commitment effectively strengthens the relationship between empowerment and performance, so that empowered and committed personnel will produce much more optimal achievements.

The implications of this study show that leaders in the South Sulawesi Regional Police Directorate should prioritize giving greater authority to personnel and focus on improving their job satisfaction, instead of just demanding loyalty without the support of autonomy. For further research, it is recommended that the scope be expanded by adding leadership variables or organizational culture and using a longitudinal approach to understand the dynamics of long-term performance. In addition, expanding the sample to other functional units can help improve the generalization of these findings. However, this research cannot be separated from its limitations. One limitation is that the use of samples is limited to one specific location so that the results may not be universally generalized to all Police institutions. In addition, the cross-sectional approach used only provides an overview at a single point in time without taking into account the psychological changes of personnel over time.

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