

Impact of Employee Well-Being on Employee Performance: The Role of Empowerment as an Intervening Variable

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Abstract

This study aims to analyze the impact of employee well-being on employee performance, with empowerment serving as an intervening variable, in bag stores in Makassar City. The population for this research consists of 14 bag stores, with a sample of 51 respondents selected using a saturated sampling technique. Data were collected through questionnaires and analyzed using Structural Equation Modeling (SEM) with the assistance of SmartPLS 4.0. The analysis results indicate a positive and significant impact of employee well-being on employee empowerment, as well as empowerment positively contributing to employee performance. Additionally, employee well-being has a direct and significant effect on employee performance. Empowerment acts as a mediator in the relationship between employee well-being and employee performance, emphasizing the importance of creating a supportive work environment to enhance performance. These findings provide insights for store owners regarding human resource management to achieve optimal performance.

Keywords: Employee_Well-Being; Employee_Performance; Employee_Empowerment

1. Introduction

In an increasingly competitive business world, employee performance has become a key factor in the success of an organization. Employees who are physically and mentally healthy have a greater potential to make optimal contributions. Employee well-being not only affects individual productivity but also impacts the overall workplace atmosphere. Therefore, the aspect of employee well-being is crucial, especially in the context of the ever-evolving retail industry.

Makassar, as one of Indonesia's trade centers, is home to many bag stores competing to offer quality products. However, in the effort to maintain competitiveness in an increasingly tight market, a significant issue arises many bag stores still neglect the well-being of their employees. Employees often face high work pressure, a lack of support from management, and insufficient facilities that promote mental and physical health. This situation not only negatively impacts individual performance but can also create an unhealthy work environment, ultimately harming the reputation and success of the business [1]

Research shows that good well-being can enhance work motivation, reduce absenteeism, and lower employee turnover [2]. Employees who feel well tend to provide better service, which, in turn, increases customer satisfaction. Employees who feel they contribute to the environment will feel more motivated and engaged in their tasks, thereby enhancing their performance [3]. However, without adequate attention to this well-being, bag stores in Makassar may experience a decline in performance, threatening their business sustainability.

In facing these challenges, employee empowerment emerges as a strategy to address well-being issues. By granting autonomy and responsibility to employees, they can feel more engaged and have control over their work (Sabilillah Azzawy, 2023). Empowerment is not just about granting authority, it also involves including employees in decision-making, providing training, and supporting skill development. When satisfied employees feel safe and supported by the environment, they are more enthusiastic about their job [4], [5]. This can create a greater sense of ownership over their tasks and responsibilities.

The importance of employee empowerment in enhancing well-being and performance cannot be overlooked. Empowered employees tend to be more innovative, proactive, and committed. They are more motivated to achieve organizational goals, which ultimately has a positive impact on overall performance [6]. Focusing on bag stores in Makassar, this research aims to explore the impact of employee well-being on performance, with empowerment as an intervening variable.

Through this research, it is hoped that practical insights can be provided for owners and managers in managing their human resources. The findings of this study are expected to encourage best practices in enhancing employee well-being and empowerment, leading to optimal performance and long-term success in the retail industry. Thus, store owners will not only improve working conditions but also enhance their business competitiveness and reputation in the market.

2. Methodology

This study employs a quantitative approach to explore the impact of employee well-being on performance, with empowerment as an intervening variable. The population for this research consists of 14 bag stores operating in Makassar City, with a total of 51 employees working across these stores. The technique used is saturated sampling, where all employees from 12 stores willing to participate will be involved as respondents. This method is appropriate when the population is relatively small and the researcher wants to ensure that all perspectives from that population are represented in the study.

Data will be collected through a questionnaire designed to measure the variables of employee well-being, empowerment, and performance, with respondents asked to provide assessments based on a Likert scale. The collected data will then be analyzed using Smart PLS (Partial Least Squares) with the Structural Equation Modeling (SEM) method. Data analysis in this study was conducted using Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) approach. (1) Evaluation of the measurement model (outer model) was performed to ensure the validity and reliability of the constructs being studied. Convergent validity was assessed through loading factors, where values greater than 0.7 indicate that the indicators used adequately represent the construct. (2) reliability was measured using Composite Reliability and Cronbach's Alpha, with values above 0.6 considered sufficient to demonstrate the internal consistency of the indicators. (3) discriminant validity was tested by comparing the cross-loading values and the square root of the Average Variance Extracted (AVE) with the correlations between variables, ensuring that different constructs do not overlap. (4) After evaluating the measurement model, the structural

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model (inner model) analysis was conducted to assess the relationships between variables. (5) The R-Square (R^2) value was used to measure how well the independent variables explain the dependent variable, with higher values indicating a better model fit. Furthermore, the Q-Square (Predictive Relevance) was calculated to assess the model's ability to predict observed values, where a high Q^2 value indicates good predictability. (6) Analyze the relationships between latent variables, path coefficients were calculated, representing the strength and direction of these relationships. Hypothesis testing was conducted using the bootstrapping method to generate t-statistics and p-values.

The results of the data analysis will be interpreted to provide insights into the relationships between the studied variables, as well as to offer practical recommendations for owners and managers of bag stores in Makassar on how to enhance employee well-being and empowerment, along with their impacts on performance. With this approach, it is hoped that the research can make a significant contribution to the development of best practices in human resource management within the retail industry.

3. Result and Discussion

3.1 Result

Characteristics Of Respondents

The characteristics of respondents are an important aspect as they provide deeper context to the results obtained. The respondents in this study consist of employees from several bag stores in Makassar, selected based on specific criteria to ensure the relevance of the research data, as shown below:

Table 1. Characteristics of Respondents

	Characteristic	Number	Percentage
Gender	Male	18	35.3%
	Female	33	64.7%
	Total	51	100%
Last Education	High School (SMA)	27	52.9%
	Diploma (D3)	14	27.5%
	Bachelor (S1)	10	19.6%
	Total	51	100%
Age	18-21 Years	13	25.5%
	22-25 Years	26	51.0%
	26-29 Years	12	23.5%
	Total	51	100%

Source: Processed primary data (2025)

The characteristics of respondents in this study include 51 employees from 12 bag stores in Makassar. The majority of the respondents are female, with 33 individuals (64.7%) compared to 18 males (35.3%). The last education level of the employees indicates that more than half, specifically 27 respondents (52.9%), are high school graduates, followed by 14 respondents (27.5%) with a diploma, and 10 respondents (19.6%) holding a bachelor's degree. In terms of age, the majority of employees, 26 individuals (51.0%), are between 22 and 25 years old, while 13

respondents (25.5%) are aged 18 to 21, and 12 respondents (23.5%) are between 26 and 29 years old. This profile shows that employees in bag stores in Makassar are predominantly young females with varying educational backgrounds, providing insights into the dynamics of the workforce in the retail bag sector and the potential for human resource development.

Evaluation of the Measurement Model (Outer Model)

Convergent Validity

Convergent validity is a type of validity that ensures that the indicators being measured truly represent the same construct. To meet the standards of convergent validity, valid indicators should show strong relationships with one another. At the indicator level, convergent validity is measured through the loading factor, which should be greater than 0.7 [7]. This indicates that each indicator makes a significant contribution to the construct it represents. At the latent variable level, convergent validity is assessed using Composite Reliability and Cronbach's Alpha, with a standard set above 0.6 [8]. Composite Reliability measures the internal consistency of the indicators forming the construct, while Cronbach's Alpha assesses the extent to which these indicators are related.

Table 2. Convergent Validity

Variable	Indicator	Loading	Cronbach's Alpha	Composite Reliability
Employee Well-Being	Economic Well-Being	0.843	0.790	0.834
	Work Engagement	0.813		
	Emotional Support	0.883		
Employee Empowerment	Employee Freedom	0.768	0.803	0.809
	Access to Information	0.860		
	Development	0.878		
Employee Performance	Work Quality	0.775	0.697	0.706
	Timeliness	0.844		
	Innovation	0.742		

Source: Processed data from SmartPLS 4.0, 2025

Overall, all variables employee well-being, employee empowerment, and employee performance indicate that the indicators used are valid and reliable in measuring the constructs under study. This reflects well the conditions and experiences faced by employees, ensuring that the research results can be trusted.

Conversion of Path Diagram to Measurement Model Equations (Outer Model)

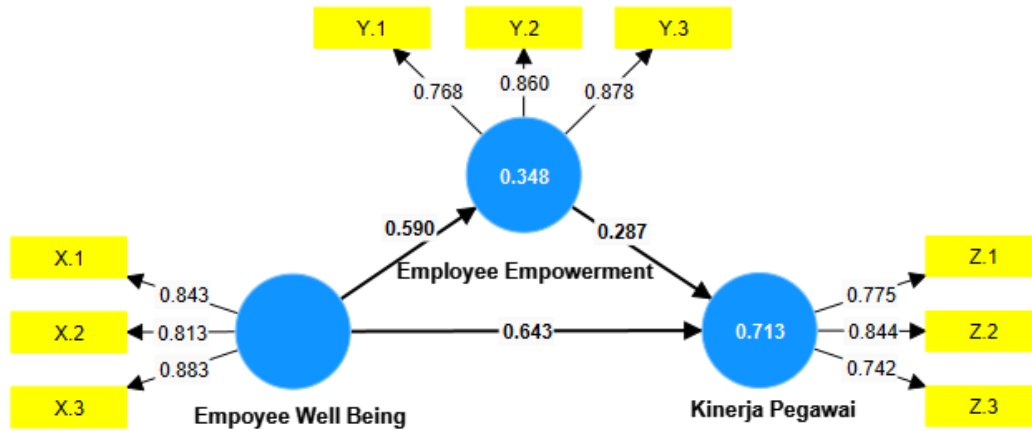


Figure 2. Path Diagram of Factor Loadings
 Source: Processed data from SmartPLS 4.0, 2025

The equations in this model consist of the measurement model (outer model) equations outlined as follows:

- (1) Employee Well-Being Variable. The most influential indicator for this variable is indicator X.2. The equation for this variable is : $X=0.843X1.1+0.790X1.2+0.883X1.3$
- (2) Employee Empowerment Variable. The most influential indicator for this variable is indicator Y.2. The equation for this variable is: $Y=0.768Y1+0.860Y2+0.878Y3$
- (3) Employee Performance Variable. The most influential indicator for this variable is indicator Z.1. The equation for this variable is: $Z=0.775Z1+0.844Z2+0.742Z3$

Each of the above equations illustrates the contribution of each indicator to the larger variable, with the coefficient values indicating the degree of influence of each indicator within the measured construct.

Discriminant Validity

Discriminant validity is an important concept in quantitative research that ensures the measured constructs are distinct from one another. This is crucial to guarantee that each construct does not overlap with others, allowing the research results to be reliable. To test for discriminant validity, we need to compare the cross-loading values and the square root of the Average Variance Extracted (AVE) for each latent variable with the correlations among the variables. Discriminant validity is achieved if the square root of the AVE for a variable is greater than its correlation with other variables [9].

Table 3. Cross Loading Indicator Values and AVE

	Employee Well Being	Employee Empowerment	Employee Performance	AVE
Economic Well-Being	0.843	0.452	0.707	0.700
Work Engagement	0.813	0.455	0.643	
Emotional Support	0.883	0.584	0.712	

Employee Freedom	0.424	0.768	0.346	
Access to Information	0.443	0.860	0.570	0.718
Development	0.587	0.878	0.687	
Work Quality	0.633	0.776	0.775	
Timeliness	0.687	0.457	0.844	0.700
Innovation	0.596	0.271	0.742	

Source: Processed data from SmartPLS 4.0, 2025

Based on the analysis of cross-loading values, each indicator demonstrates good capability in measuring its latent variable, with values higher than those of indicators from other latent variables. The AVE values for each variable also support this discriminant validity, with all values above 0.700, indicating that the measured constructs can be clearly distinguished. Therefore, the discriminant validity for each indicator can be considered fulfilled, providing confidence in the results of this research.

Evaluation of the Structural Model (Inner Model)

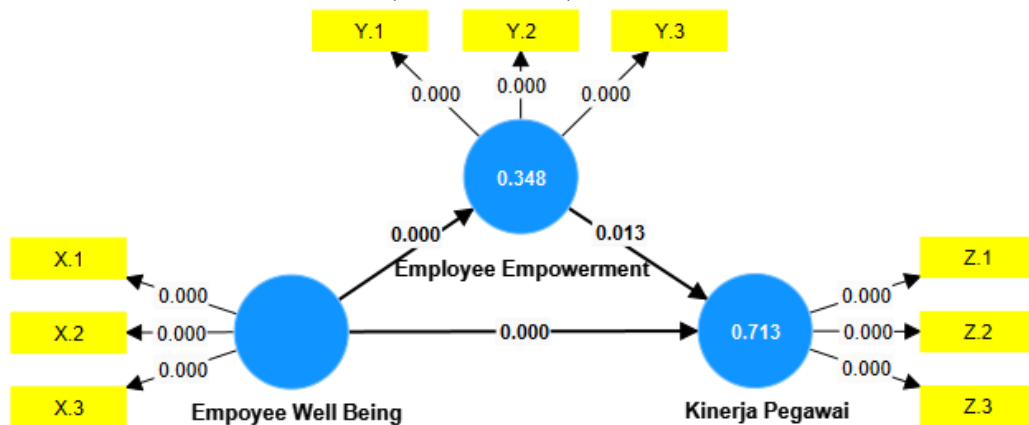


Figure 3. Inner Models

Source: Processed data from SmartPLS 4.0, 2025

R-Square

After conducting the outer model test, the next step is to test the inner model to evaluate the effects among variables. This testing is performed by analyzing the R-Square values, which indicate how well the independent variables explain the dependent variable. The higher the R-Square value, the better the resulting model.

Additionally, the Q-Square value is also important to measure, as it indicates the model's ability to predict observed values. A high Q-Square value suggests that the model has good predictability. The combination of R-Square and Q-Square serves as important indicators for assessing the quality of the model in Partial Least Squares (PLS) analysis, as explained by [10]. Thus, the inner model testing provides further insights into the relationships among variables in this study.

Table 4. R-Square Values

Endogenous Variable	R Square	Adjusted R Square
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Employee Empowerment	0.348	0.335
Employee Performance	0.713	0.701

Source: Processed data from SmartPLS 4.0, 2025

The R-Square values in the table indicate that the research model has good predictive capability, with an R^2 of 0.348 for Employee Empowerment and 0.713 for Employee Performance. This suggests that the independent variables significantly influence the dependent variables, making this model a strong foundation for analysis and decision-making.

Furthermore, the adjusted R-Squared values are 0.335 for Employee Empowerment and 0.701 for Employee Performance, indicating that the model remains robust even when considering the number of variables used. Thus, this model can be relied upon to predict observation values in a broader context, affirming its effectiveness and relevance in this research.

The Q-Square values for this research model are calculated based on the R-Square values of the dependent variables. The overall average Q-Square for both variables is approximately 0.531. This value indicates that the model has good predictive capability, making it reliable for predicting observation values in a broader context. This reinforces the model's effectiveness in providing relevant insights for analysis and decision-making.

Path Analysis

The structural model evaluation is conducted by analyzing the relationships between latent variables through path coefficients, which illustrate the strength and direction of relationships within the model. To assess the significance of these path coefficients, hypothesis testing is performed. The analysis process uses SmartPLS 4.0, employing the bootstrapping method to generate t-statistics, which helps minimize deviations in the research results.

The obtained t-statistics are then used to evaluate the significance level of the test results. A result is considered significant if the t-statistics exceed 1.97, as explained by [7]. Additionally, a hypothesis will be accepted if the p-value is less than 0.05, indicating that the alternative hypothesis is accepted.

Table 5. Path Coefficients, t-Statistics, and Significance Values

Hypothesis	Path	Original Sample	STDEV	T Statistics	P Value
H1	Employee Well Being → Employee Empowerment	0.287	0.116	2.487	0.013
H2	Employee Empowerment → Employee Performance	0.590	0.093	6.332	0.000
H3	Employee Well Being → Employee Performance	0.643	0.087	7.346	0.000
H4	Employee Well Being → Employee Empowerment → Employee Performance	0.170	0.078	2.177	0.030

Source: Processed data from SmartPLS 4.0, 2025

The analysis results indicate that Hypothesis H1 shows that Employee Well Being has a positive and significant effect on Employee Empowerment, with a path coefficient of 0.287, t-statistics of 2.487, and a significance value of 0.013. This suggests that improving employee well-being can enhance their empowerment. Hypothesis H2 indicates that Employee Empowerment significantly and positively influences Employee Performance, with a coefficient of 0.590, t-statistics of 6.332, and a significance value of 0.000. This finding reinforces the importance of empowerment in improving employee performance.

Hypothesis H3 finds that Employee Well Being also positively and significantly affects Employee Performance, with a coefficient of 0.643, t-statistics of 7.346, and a significance value of 0.000. This suggests that employees who feel well tend to perform better. Hypothesis H4 shows that the relationship between Employee Well Being and Employee Performance through Employee Empowerment is also significant, with a coefficient of 0.170, t-statistics of 2.177, and a significance value of 0.030. This emphasizes that employee empowerment acts as a mediator in this relationship. Overall, these results highlight the importance of employee well-being and empowerment in enhancing employee performance.

3.2 Discussion

Positive and Significant Influence of Empowerment on Employee Well Being

The analysis shows that employee well-being positively and significantly affects employee empowerment, with a path coefficient of 0.287, a t-value of 2.487, and a significance value of 0.013. Thus, hypothesis H1 is accepted. The significance value below 0.05 provides sufficient evidence to support that increasing employee well-being contributes to their empowerment. This indicates a positive relationship between the two variables.

The characteristics of the respondents in this study include 51 employees from various bag stores in Makassar, predominantly female (64.7%). This reflects a relatively young population that may be more receptive to empowerment initiatives. High levels of well-being can enhance confidence and motivation to contribute more to their work. When employees feel well, both physically and mentally, they are more likely to take initiatives and engage in decision-making.

This is crucial in the retail environment, where interaction with customers and the ability to respond quickly to market needs significantly impact business success.

By empowering employees through training and managerial support, organizations can create an atmosphere that encourages employees to feel valued and engaged. This empowerment not only increases job satisfaction but also leads to improved productivity and employee loyalty. Overall, the positive relationship between employee well-being and empowerment fosters a more productive work environment in bag stores in Makassar, where employees feel more empowered and committed to achieving organizational goals.

Positive and Significant Influence of Empowerment on Employee Performance

The analysis indicates a positive and significant influence of empowerment on employee performance, leading to the acceptance of hypothesis H2. The results demonstrate that employee empowerment has a significant positive effect on employee performance, with a coefficient of 0.590, a t-value of 6.332, and a significance value of 0.000. This finding underscores the importance of empowerment in enhancing employee performance, particularly relevant to employees in bag stores in Makassar.

The majority of employees in bag stores have diverse educational backgrounds, with 52.9% being high school graduates, 27.5% holding diplomas, and 19.6% having bachelor's degrees. This educational diversity indicates that employees possess potential and a desire to grow. In this context, empowerment grants employees the autonomy to make decisions, enhancing their sense of ownership and responsibility toward their work. When employees feel they have control over their tasks, they tend to be more motivated to achieve good results.

Research by [11], [12] also shows a positive and significant relationship between empowerment and employee performance. Empowerment not only boosts motivation but also enhances employee involvement in work processes. Involving employees in decision-making makes them feel valued and recognized, which in turn increases job satisfaction and loyalty to the organization.

Additionally, empowerment supports the development of skills and competencies. Employees who receive training and opportunities to learn tend to be more confident and capable of facing challenges, positively impacting productivity and work quality. Thus, the positive relationship between empowerment and employee performance creates a mutually beneficial cycle, where empowered employees contribute significantly to organizational success, especially in competitive industries like retail.

Positive and Significant Influence of Employee Well-Being on Employee Performance

The analysis indicates a positive and significant influence of employee well-being on employee performance, leading to the acceptance of hypothesis H3. The results show that employee well-being has a significant positive effect on employee performance, with a coefficient of 0.643, a t-value of 7.346, and a significance value of 0.000. This finding suggests that employees who feel well tend to perform better.

The age characteristics of employees in bag stores in Makassar, where the majority are aged 22-25 years (51.0%), indicate that these young employees are highly sensitive to factors affecting

their well-being. Research by [13], [14] supports the existence of a positive and significant relationship between employee well-being and employee performance. Good well-being can enhance motivation and job satisfaction, leading to greater enthusiasm in carrying out tasks. Employees who feel well are more focused and capable of completing tasks with higher quality. Additionally, employees with high well-being are typically more loyal and likely to stay longer with the company, reducing recruitment and training costs and creating stability within the team.

Thus, employee well-being plays a crucial role in enhancing employee performance through various interconnected mechanisms. Good well-being not only boosts motivation and job satisfaction but also creates a conducive environment for employees to develop and contribute maximally to organizational goals.

Positive and Significant Influence of Employee Well-Being on Employee Performance

The analysis indicates a positive and significant influence of employee well-being on employee performance, leading to the acceptance of hypothesis H3. The results show that employee well-being has a significant positive effect on employee performance, with a coefficient of 0.643, a t-value of 7.346, and a significance value of 0.000. This finding suggests that employees who feel well tend to perform better.

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Thus, employee well-being plays a crucial role in enhancing employee performance through various interconnected mechanisms. Good well-being not only boosts motivation and job satisfaction but also creates a conducive environment for employees to develop and contribute maximally to organizational goals.

Positive and Significant Influence of Employee Well-Being on Employee Performance through Empowerment

The analysis indicates a positive and significant influence of employee well-being on employee performance through empowerment, as expressed in hypothesis H4. The results demonstrate that the relationship between employee well-being and employee performance through employee empowerment is significant, with a coefficient of 0.170, a t-value of 2.177, and a significance value of 0.030. This finding confirms that employee empowerment acts as a mediator in this relationship.

The age characteristics of employees in bag stores in Makassar, where the majority are aged 22-25 years (51.0%), create a dynamic and potential rich environment. These young employees, who are often more open to change, can benefit from high well-being. Research by Patriani et al.

(2024) shows that high employee well-being leads employees to feel more prosperous, cooperative, and committed to the organization.

Employees with good psychological well-being typically have lower absenteeism rates and are more efficient in their tasks. With appropriate empowerment, they can take initiatives in their work, which not only enhances individual performance but also contributes significantly to organizational goals. Good well-being encourages employees to feel a greater sense of responsibility, making them more proactive in making decisions that positively impact performance.

Overall, the positive relationship between employee well-being and employee performance through empowerment indicates that creating a supportive work environment for employee well-being not only enhances their motivation and engagement but also strengthens their contributions to organizational success. In this context, empowerment becomes key to optimizing the positive impact of employee well-being on performance.

4. Conclusion

This study found a positive and significant influence between employee well-being and employee empowerment, where employee well-being supports their empowerment. Employee empowerment also positively contributes to employee performance by providing autonomy and responsibility, thereby increasing motivation. Additionally, employee well-being directly affects employee performance, with well employees tending to be more focused, efficient, and loyal. Empowerment serves as a mediator between employee well-being and performance, enhancing employee motivation and engagement.

Based on the analyzed values, there are recommendations for aspects with relatively lower innovation scores. It is essential for companies to foster a culture of innovation. This can be achieved by providing platforms for employees to share ideas and experiment, as well as offering reward programs or incentives for innovative ideas. Furthermore, although the work quality scores are satisfactory, there is still room for improvement. Organizations should focus on training and development oriented toward enhancing employees' technical and managerial skills, enabling them to improve work quality and meet higher standards.

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