



RESEARCH ARTICLE

# Analysis of the Influence of Employee Empowerment, Motivation, and Job Satisfaction on the Performance of Members of the Narcotics Division, Central Java Regional Police

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## Abstract

This study aims to examine and analyze the effect of employee empowerment on the performance of members of the Narcotics Division, Central Java Regional Police. It also seeks to explore the impact of motivation and job satisfaction on the performance of the same members, as well as the combined effect of employee empowerment, motivation, and job satisfaction on their performance. The research method used is a quantitative approach, with data collected through questionnaires. The questionnaire is a data collection tool in which a list of questions/statements is distributed to respondents in order to obtain their responses. The analysis results show that employee empowerment does not significantly affect the performance of members of the Narcotics Division, Central Java Regional Police. Motivation has a significant effect on the performance of the members, and job satisfaction also significantly influences their performance. Together, the variables of empowerment, motivation, and job satisfaction significantly affect the performance of members of the Narcotics Division, Central Java Regional Police.

## Keywords

Employee Empowerment; Motivation; Job Satisfaction.

## 1 | INTRODUCTION

Good motivation is expected to maintain the rhythm of employee performance to ensure it remains at an optimal level. Motivation refers to the driving force that encourages individuals to take action, or the internal energy that causes people to act (Manullang, 2010). Essentially, humans are easily motivated because when their needs are fulfilled, individuals tend to have a high motivation to complete the tasks assigned to them (Buchari, 2009). In the context of government apparatus development, human resources in public organizations play a significant role in determining the success of national development, both physical and non-physical. This is based on the reality that government officials are the backbone of the country. Therefore, the goals of national development, which aim to create a just and prosperous society based on Pancasila and the 1945 Constitution, are largely determined by the performance of government officials, particularly the police.

To improve the performance of its apparatus, the government has implemented performance-based membership management programs. Performance in government agencies reflects the level of achievement of the agency's goals, which are derived from the agency's vision, mission, and strategic plans, indicating the success or failure of activities in accordance with established programs and policies. Since the promotion of bureaucratic reform in departments/agencies, the government has continuously reformed itself to support the performance-based human resources management program. The government recognizes that restructuring performance-based membership management is essential, especially given the challenges and competition of globalization. Therefore, government officials must possess characteristics such as high skills and expertise, broad knowledge, talents, potential, personality, work motives, as well as strong moral values and work ethics.

From the author's observations, while serving in the Narcotics Division (Ditresnarkoba) of the Central Java Regional Police, it has been noted that the public often views the performance of the police force as unprofessional and not performance-oriented (output-driven). As a result, many bureaucratic observers encourage the government to prioritize human resource management in the police force, based on performance. The emerging issue regarding performance is how the police force, in terms of its human resources, can accommodate government activities, public services, and development. Recently, the government has placed great emphasis on improving the police's ability to carry out their duties, ensuring optimal public service as part of their role as public servants. These efforts are executed through both structural and functional education and training. However, education and training alone are insufficient; ongoing development and motivation are necessary to enhance police performance and, ultimately, improve their achievements.

To achieve organizational goals, police officers must have high work motivation, both intrinsic and extrinsic, influenced by the institution itself. When motivation is high, police performance will improve accordingly. Likewise, organizational empowerment, which becomes the police's guiding principle, should be implemented in their work life, thus enhancing their performance and contributing to more efficient and effective achievement of organizational goals. The success of national development is highly dependent on the performance of government apparatus. As such, government officials play a vital role as the driving force behind all government functions, in alignment with the reform demands for clean governance (Tjokroamidjoyo, in Suharto, 2002:7).

One factor that influences performance is job satisfaction. Job satisfaction refers to a positive attitude that reflects employees' healthy adjustment to their work conditions, including wages, social conditions, physical conditions, and psychological factors (Anoraga, 2006). Job satisfaction is strategic because failure to meet job satisfaction can result in suboptimal work output, poor quality, unmet targets, and, ultimately, reduced satisfaction. When this occurs, the organization faces serious problems that could lead to regression. The success of achieving organizational goals is greatly influenced by the role and performance of its members. The importance of the role of members in achieving organizational goals is implicitly discussed by Bernard and Simon in their Balance Theory Model, which states that an organization functions as a coordinated system, driving the activities of two or more individuals. To enhance organizational activity, all members must be motivated to participate (Liliweri, 1997). Therefore, the organization must empower its members to build resilience and ensure its continuity.

For this reason, the Central Java Regional Police are required to acquire and utilize available resources in their efforts to achieve their goals. Based on the aforementioned observations, the author intends to investigate the extent to which empowerment, motivation, and job satisfaction influence the performance of members of the Narcotics Division, Central Java Regional Police. Job satisfaction is influenced by the work environment (Robbins & Judge, 2015). This is supported by Leblebici (2012), who found that non-physical work environments significantly affect job satisfaction. Positive treatment from supervisors, fair treatment, and good communication are key factors in enhancing job satisfaction. This statement explains that a supportive non-physical work environment can improve job satisfaction. The research gap from previous studies is as follows.

Table 1. Research Gap

No	Research Title	Research Results	Research Gap
1	Factors Affecting Employee Job Satisfaction at the Transportation and Informatics Department of East Kutai Regency (Rismayana, 2014)	Supervision affects job satisfaction, while Norbaiti (2013) found that supervision does not affect job satisfaction	Difference in the effect of supervision on job satisfaction
2	The Impact of Supervision, Leadership, and Training on Performance and Job Satisfaction of Employees at the Department of Industry and Trade of South Kalimantan Province (Norbaiti, 2013)	Supervision does not affect job satisfaction	Supervision affects performance
3	Mohammad Iman Tindow et al., Work Discipline, Motivation, and Compensation and Their Impact on Employee Performance at PT. Bank Sulut Calaca, Journal of EMBA Vol.2 No.2 June 2014, pp. 1594-1606 (Manado: Faculty of Economics and Business, Department of Management, Samratulangi University Manado, 2014)	There is a positive and significant effect of work motivation on performance	Difference in findings: In Mohammad Iman Tindow et al. (2014), there is a positive and significant effect of work motivation on performance, while in Cicilia Lihawa (2016), there is no effect of work motivation on employee performance
4	Cicilia Lihawa, The Impact of Work Motivation on Doctor's Performance in Medical Record Completion Moderated by Individual Characteristics (Study at Islamic Hospital Unisma Malang), Journal of Management Application Volume 14 Number 2 June 2016, pp. 300-3008 (Malang: Master of Management Department, Faculty of Medicine, Brawijaya University Malang, 2016)	There is no effect of work motivation on employee performance	

The policy of improving performance for members of the Central Java Regional Police is expected to enhance work motivation and empowerment in carrying out their duties and responsibilities to provide protection and service to the public. However, the reality is that there are still police officers who do not demonstrate high levels of work motivation and empowerment. This can be observed from the continued complaints from the public regarding the behavior of police officers, such as: being less responsive in responding to public service requests, delaying the provision of services to the public, intentionally prolonging service completion time for unclear reasons, lack of transparency in terms of service completion time and costs, requesting rewards from the public for services rendered, engaging in illegal levies, and actions that indicate misconduct. Therefore, the author is interested in conducting research titled "Analysis of the Influence of Employee Empowerment, Motivation, and Job Satisfaction on the Performance of Members of the Narcotics Division, Central Java Regional Police."

## 2 | BACKGROUND THEORY

### Performance

Performance is a combination of behavior and achievement based on expected outcomes and the task requirements assigned to each individual in the organization (Jerry, 2012). Performance can be defined as the quality and quantity of work that an employee achieves in carrying out tasks according to the responsibilities assigned to them. It represents the results of a worker's tasks over a certain period, compared to predetermined standards, targets, or criteria. Therefore, performance refers to the outcomes achieved by individuals or groups in an organization, based on their respective authority and responsibilities in pursuing the organization's objectives.

### Empowerment

Empowerment comes from the word "daya," which receives the prefix "ber-" to become "berdaya," meaning possessing or having power. Power refers to strength, and "berdaya" means having strength. Empowerment means making something powerful or having strength. The term "empowerment" refers to a concept that emerged as part of the

development of Western society and culture. To understand the concept of empowerment clearly and accurately, it requires understanding the contextual background that gave rise to it. As Bennis and Mische (1995) stated, "The concept of empowerment can be understood as an effort to eliminate bureaucratic boundaries that divide people and make them use their skills, experiences, energy, and ambitions as effectively as possible."

In the context of development, empowerment is not a new term but has been frequently used since the realization that human factors play a vital role in development. According to Carlzon and Macauley, as quoted by Wasistiono (2000), empowerment is defined as: "freeing someone from rigid control and giving them the freedom to be responsible for their ideas, decisions, and actions." Meanwhile, Carver and Clatter Back (1995) define empowerment as: "the effort to provide courage and opportunity for individuals to take personal responsibility to improve and contribute to organizational goals." Empowerment, as translated from "empowerment," is understood by other scholars as: "shaping clients to acquire the power to make decisions and determine actions related to themselves, including reducing the effects of personal and social barriers to taking action. This is done through enhancing capabilities and self-confidence to use the power they have, such as transferring power from the environment."

Shardlow (1998) explains: "Empowerment discusses how individuals, groups, or communities strive to control their own lives and work towards shaping their future as they desire." Empowerment can be understood as an effort to give or enhance someone's ability, whether individually, collectively, or for society. The use of this concept is not limited to politics but also extends to social, economic, and cultural spheres. According to Pranaka and Moeljarto (1996), empowerment is a concept born from the development of Western thought, particularly in Europe. To understand the concept of empowerment properly, one must consider the contextual background from which it emerged.

Empowerment is widely accepted and used, but with different understandings and perceptions. It is seen as a teaching and learning process, a planned and systematic effort carried out continuously for both individuals and collectives to develop the potential and capabilities within themselves or their groups. Empowerment essentially refers to fostering a desire in individuals and providing opportunities for subordinates to realize themselves, enhance their potential and capabilities, and gain psychological experiences that make them feel empowered. The Indonesian Law No. 9 of 1995 on Small Businesses defines empowerment as: "an effort made by the government, the business world, and society in the form of creating a conducive business climate, guidance, and development, so that small businesses can grow and strengthen themselves to become robust and independent."

The concept of community empowerment according to Pranaka and Priyono (1996) can be carried out in three phases: initial phase, participatory phase, and emancipatory phase. In the initial phase, all empowerment processes originate from the government, by the government, and are intended for the community. In this phase, the community is passive, carrying out what the government plans and remaining dependent on the government. In the participatory phase, empowerment processes come from the government together with the community, by the government together with the community, and are for the community. In this phase, the community is actively involved in development activities to achieve independence. Finally, in the emancipatory phase, the empowerment process originates from the community, by the community, and for the community, with support from the government. In this phase, the community has found its own strength, allowing it to bring about renewal in its self-realization.

Community empowerment should be grounded in values of equality, where the community must also be given the opportunity to participate in decision-making processes, starting from identification, planning, implementation, monitoring, and evaluation stages, so that the community can sustain activities and be accountable for what has been jointly decided. Development focused on the community should provide each member of society with the opportunity to participate in the development process, enjoy equal opportunities, and benefit from the results of development. The prerequisite for participation from all community members is not only equal opportunities and access but also the empowerment of the community to actively engage in development. Thus, it is crucial to begin development with community empowerment efforts that are comprehensive, forward-looking, and sustainable.

## Motivation

Motivation is a key element that drives an individual to work (Arep and Tanjung, 2010). Motivation is the provision of driving energy that creates enthusiasm in individuals so that they can collaborate, work effectively, and integrate their efforts to achieve satisfaction (Hasibuan, 2009). Motivation is the energy that drives humans to take action or an internal force within humans that causes them to act (Manullang, 2010). Humans are naturally easy to motivate because when their needs are met, individuals have high motivation to complete the tasks assigned to them (Buchari, 2009). The difficulty lies in the fact that human needs are sometimes never fully met, and therefore, organizations should wisely balance the interests of employees with the organization's goals.

Theoretically, motivation forms because humans have basic needs such as physiological needs, safety, social, ego, and self-actualization (Dessler, 2009). These needs form a hierarchy, and each need becomes active once the lower-level needs are satisfied. Physiological needs are basic, such as the need for food, drink, and shelter. Safety needs arise after basic needs are met, such as the need for security. Social needs include the need for affiliation, giving and receiving affection, and friendship. Ego needs involve needs related to self-esteem and reputation. Self-actualization needs are the highest

level, such as the need to become a person with abilities.

Maslow's theory divides these needs into lower needs (physiological, safety, and social) and higher needs (such as ego and self-actualization). The best way to motivate someone is by fulfilling their higher-level needs. Motivating someone can be done by structuring work so that they achieve a sense of accomplishment from the work itself. Ultimately, this individual will be motivated to meet higher needs, such as success and recognition. Fulfillment of higher needs occurs through the satisfaction of lower needs. Characteristics of employees with high motivation include: working according to standards, enjoying their work, feeling valued, working hard, requiring little supervision, being enthusiastic, not complaining often, not easily discouraged, complying with orders from superiors, and taking fewer breaks during work (Manullang, 2010).

### **Job Satisfaction**

Job satisfaction is a function of the alignment between what is expected and what is obtained, or between needs and rewards (Panggabean, 2004). According to Rivai (2004), job satisfaction is an evaluation that reflects a person's attitude, whether they are happy or dissatisfied with their work. Another definition of job satisfaction is the level of a person's feelings toward their job, considering and assessing all aspects within their work, leading to feelings of happiness or dissatisfaction toward the work situation and colleagues (Slamet, 2007). Human needs are inherently diverse, both in type and level, and humans have needs that tend to be unlimited. This means that needs continuously increase over time, and humans constantly strive to satisfy these needs. Human needs refer to everything that they want to possess, achieve, and enjoy. As such, humans are driven to engage in activities known as work (Rivai, 2004).

Job satisfaction is essentially individual in nature. Each individual has a different level of satisfaction based on their value system. The higher the evaluation of an activity that aligns with individual desires, the higher the satisfaction with that activity. In the workplace, satisfaction can refer to the compensation provided by employers, including wages or rewards and other work-related facilities, such as official housing and vehicles. A primary cause of job dissatisfaction is the discrepancy between what is received and what is perceived by other members. Job satisfaction can either increase or decrease depending on whether the rewards align with the expectations, needs, and desires of members. If better performance results in fair and balanced rewards, job satisfaction will increase.

## **3 | METHOD**

This study uses a quantitative approach, with data gathered through surveys or questionnaires. These tools involve distributing a series of questions to respondents, with the goal of obtaining their responses. The data collected are primary, meaning they come directly from the source (Umar, 2013). Respondents' feedback is gathered through questionnaires focused on employee empowerment, motivation, job satisfaction, and performance. The questionnaires are designed to assess respondents' views and experiences regarding these factors, ensuring the collection of data in a consistent and structured manner. Each question is tailored to provide relevant insights into the research objectives, allowing for systematic comparison and analysis of the responses. Statistical methods will be applied to analyze the data and determine the relationships between employee empowerment, motivation, job satisfaction, and performance. By employing quantitative analysis, the research aims to objectively assess how these factors influence the performance of police officers in the Narcotics Division of the Central Java Regional Police. By relying on primary data collected through surveys, the study ensures that the analysis reflects real, firsthand insights into the key factors affecting performance. This approach will provide a clear understanding of how different variables interact and offer valuable information for improving employee performance and organizational outcomes.

## **4 | RESULTS AND DISCUSSION**

### **4.1 Results**

The respondent characteristics in this study are categorized based on gender, education level, and age group. Regarding gender, the majority of respondents are male, making up 67% (69 respondents), while female respondents account for 33%, or 34 individuals. This gender distribution indicates a stronger male representation among the participants. In terms of education, most respondents hold a diploma (D3), comprising 60.2% (62 individuals) of the sample. A smaller percentage has a bachelor's degree (S1) at 6.8% (7 individuals), and 33% (34 individuals) possess a master's degree (S2). This shows a diverse educational background, with the majority of respondents having a diploma. Regarding age, the largest group falls within the 41-50 years range, representing 41.7% (43 respondents). The second-largest group is between 31-40 years, making up 30.1% (31 respondents). A smaller portion, 17.5% (18 individuals), are

in the 20-30 years range, while 10.7% (11 respondents) are aged between 51-60 years. This age distribution suggests that the majority of respondents are between 30 and 50 years old, reflecting a group with substantial work experience. Overall, these characteristics provide valuable insight into the demographic makeup of the respondents, offering a better understanding of how their profiles may influence the study's findings.

Table 2. Respondent Characteristics Based on Gender

Gender	Frequency	Percentage (%)
Male	69	67.0
Female	34	33.0
Total	103	100.0

Table 3. Respondent Characteristics Based on Education

Education Level	Frequency	Percentage (%)
D3	62	60.2
S1	7	6.8
S2	34	33.0
Total	103	100.0

Table 4. Respondent Characteristics Based on Age

Age Range	Frequency	Percentage (%)
20-30 Years	18	17.5
31-40 Years	31	30.1
41-50 Years	43	41.7
51-60 Years	11	10.7
Total	103	100.0

Table 5. Descriptive Statistics Results

Indicator	N	Minimum	Maximum	Mean	Std. Deviation
Empowerment	103	14.0	28.0	21.9223	3.15511
Motivation	103	35.0	58.0	47.8835	4.87551
Job Satisfaction	103	14.0	25.0	20.1359	2.36415
Performance	103	12.0	20.0	15.6117	2.08746
Valid N	103				

This study employs a quantitative approach, using data collected through surveys or questionnaires. These tools are designed to gather responses from the participants on specific factors such as employee empowerment, motivation, job satisfaction, and performance. The primary data collected is sourced directly from the respondents (Umar, 2013), ensuring that the findings are based on real, firsthand information. To assess the validity of the instruments, the correlation between each individual item in the questionnaire and the overall score is calculated. A high correlation value indicates that the item is valid and accurately measures the intended construct, while items with low correlation values are considered invalid and removed from the analysis. This method ensures that each item in the questionnaire genuinely represents the concepts being studied.

The results of the validity test in this study show that all the items related to employee empowerment, motivation, job satisfaction, and performance are valid. This confirms that the questionnaires used in this study effectively measure the intended variables, ensuring the reliability and relevance of the collected data. Coupled with the validation of the survey items, allows for a systematic and objective analysis of the relationships between the key factors under investigation. By applying statistical techniques to the valid data, this study aims to provide a clear and accurate understanding of how employee empowerment, motivation, job satisfaction, and performance interact. The findings will offer valuable insights for improving the performance of police officers in the Narcotics Division of the Central Java Regional Police, contributing to enhanced organizational outcomes and better decision-making processes.

Table 6. Validity Test

No	Variable & Item	r <sub>table</sub>	r <sub>calculated</sub>	Description
1	X 1.1	0.161	0.703	Valid
2	X 1.2	0.161	0.775	Valid
3	X 1.3	0.161	0.538	Valid

4	X 1.4	0.161	0.729	Valid
5	X 1.5	0.161	0.691	Valid
6	X 1.6	0.161	0.95	Valid
11	X 2.1	0.161	0.672	Valid
12	X 2.2	0.161	0.686	Valid
13	X 2.3	0.161	0.554	Valid
14	X 2.4	0.161	0.505	Valid
15	X 2.5	0.161	0.625	Valid
16	X 2.6	0.161	0.522	Valid
17	X 2.7	0.161	0.581	Valid
18	X 2.8	0.161	0.509	Valid
19	X 2.9	0.161	0.56	Valid
20	X 2.10	0.161	0.671	Valid
21	X 2.11	0.161	0.529	Valid
22	X 2.12	0.161	0.564	Valid
21	X 3.1	0.161	0.64	Valid
22	X 3.2	0.161	0.616	Valid
23	X 3.3	0.161	0.685	Valid
24	X 3.4	0.161	0.705	Valid
25	X 3.5	0.161	0.593	Valid
31	Y 2.1	0.161	0.686	Valid
32	Y 2.2	0.161	0.758	Valid
33	Y 2.3	0.161	0.788	Valid
34	Y 2.4	0.161	0.731	Valid

The validity test results presented in Table 6 show that the calculated values ( $r_{\text{calculated}}$ ) for all variables in this study exceed the table value ( $r_{\text{table}}$ ) of 0.161. This indicates that all the items in the variables tested are valid, meaning they accurately measure the intended constructs. As the  $r_{\text{calculated}}$  values are consistently higher than the threshold, the instruments used in this study are considered reliable for capturing the relevant data, ensuring that the findings are based on valid and accurate measurements. This further supports the integrity of the research.

The reliability test is essential for confirming that the tools used to collect data provide consistent results over time. It measures how dependable the instruments are when repeated under the same conditions. In this research, Cronbach's Alpha was used to evaluate the internal consistency of the variables. A Cronbach's Alpha value higher than 0.60 is generally considered acceptable in social science research. The results showed that all the variables, including employee empowerment, motivation, job satisfaction, and performance, had Cronbach's Alpha values above 0.60. This indicates that the items in each variable are consistent and measure the same concept. Ensuring the reliability of the instruments helps eliminate any errors or inconsistencies in the data collection process. Reliable instruments provide a more accurate representation of the relationships between the variables. As a result, the reliability test supports the credibility of the findings and strengthens the overall conclusions drawn from the research.

Table 7. Reliability

Variable	Cronbach's Alpha	Number of Items	Reliability	Source
Employee Empowerment	0.789	6	Reliable	Primary data processed, 2024
Motivation	0.821	12	Reliable	Primary data processed, 2024
Job Satisfaction	0.715	5	Reliable	Primary data processed, 2024
Performance	0.722	4	Reliable	Primary data processed, 2024

Table 7 displays the reliability test results for the variables in this study. The Cronbach's Alpha values for all variables are above the 0.60 threshold, indicating that the instruments used are reliable. Employee Empowerment has a Cronbach's Alpha of 0.789 with 6 items, Motivation has a value of 0.821 with 12 items, Job Satisfaction is 0.715 with 5 items, and Performance shows 0.722 with 4 items. These results confirm that the measurement tools are consistent and produce dependable outcomes, ensuring the reliability of the data collected. (Primary data processed, 2024).

The R-Square test, or coefficient of determination, measures how well the independent variables explain the variation in the dependent variable. It indicates the proportion of variance in the dependent variable that can be predicted by the independent variables. The value ranges from 0 to 1, with a higher value suggesting that the model explains a larger portion of the variance. In this study, R-Square was used to assess the relationship between employee empowerment, motivation, job satisfaction, and performance. A higher R-Square value means a stronger relationship between these factors and performance, showing that the model fits well with the data.

By calculating R-Square, the study measures how much of the variation in performance is explained by the independent variables. This helps evaluate whether the model accurately reflects the relationships between the factors, reinforcing the reliability of the findings.

Table 8. Coefficient of Determination with Performance as the Dependent Variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.526	0.677	0.755	0.40143

Predictors: (Constant), Job Satisfaction, Empowerment, Motivation

Source: Primary data processed, 2024

The effect of the independent variables on the dependent variable can be seen from the value of the coefficient of determination (R Square). If the R Square value approaches 1, it indicates that the independent variables explain a larger proportion of the variation in the dependent variable. The calculation of R Square reveals a coefficient of determination value of 0.677. This means that 67.7% of the performance of members of the Narcotics Division, Central Java Regional Police, can be explained by the factors of empowerment, motivation, and job satisfaction, while 32.3% is influenced by other variables.

The F-test evaluates the joint impact of the independent variables on the dependent variable. It checks whether the independent variables, when considered together, significantly explain the variation in the dependent variable. A significant F-test result suggests that the independent variables have a meaningful effect on the dependent variable. This test helps determine whether the entire regression model is statistically significant and whether the selected variables effectively explain the variation in the dependent variable. If the F-test shows a high significance, it indicates that the model provides a reliable representation of the relationships between the variables.

Table 9. Regression Model Analysis ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	123.196	3	41.065	12.654	0.0
Residual	321.27	99	3.245		
Total	444.466	102			

Source: Primary data processed, 2024

The table above shows that the significance value is 0.000, which is less than 0.05. This indicates that the independent variables empowerment, motivation, and job satisfaction together have a significant impact on the performance variable of the members of the Narcotics Division, Central Java Regional Police. Since the significance value is below the 0.05 threshold, we can conclude that these factors collectively influence the performance of the officers, demonstrating the importance of empowerment, motivation, and job satisfaction in enhancing their work outcomes. This result reinforces the effectiveness of these variables in driving performance improvement.

Hypothesis testing in this study was conducted to assess the impact of employee empowerment, motivation, and job satisfaction on the performance of members of the Narcotics Division, Central Java Regional Police. The null hypothesis (H<sub>0</sub>) posits that there is no significant effect of these variables on performance, while the alternative hypothesis (H<sub>a</sub>) suggests they do have a significant impact. The results from the regression analysis indicate that employee empowerment has a significance value of 0.542, which is greater than 0.05, meaning it does not significantly influence performance. In contrast, motivation has a significance value of 0.005, which is less than 0.05, showing a significant positive effect on performance. Job satisfaction also has a significance value of 0.041, which is below 0.05, indicating that it significantly impacts performance. Thus, based on these findings, the null hypothesis is rejected for motivation and job satisfaction, but not for employee empowerment. This confirms that motivation and job satisfaction play a significant role in enhancing performance, while employee empowerment does not have a significant effect.

Table 10. Hypothesis Testing with Performance as the Dependent Variable Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients	Beta	t	Sig.
(Constant)	4.577	1.812		2.526	0.013
1 Empowerment	-0.05	0.082	-0.075	-0.612	0.542
Motivation	0.154	0.054	0.36	2.843	0.005
Job Satisfaction	0.236	0.114	0.268	2.07	0.041

Source: Primary data processed, 2024

- 1) Hypothesis Testing 1  
Hypothesis testing was conducted using the t-test. The t-test essentially measures the impact of the independent variable individually in explaining the variation in the dependent variable, with the significance level set at 5% ( $\text{sig} \leq 0.05$ ). The test for the effect of empowerment on the performance of members of the Narcotics Division, Central Java Regional Police, showed a significance value of 0.542 ( $p > 0.05$ ). Since the significance is greater than 0.05 and the coefficient direction is negative, Hypothesis 1 is rejected. Therefore, empowerment does not have a significant effect on the performance of members of the Narcotics Division, Central Java Regional Police.
- 2) Hypothesis Testing 2  
Hypothesis testing was carried out using the t-test, which measures the influence of independent variables on the dependent variable. The significance level should be less than 5% ( $\text{sig} \leq 0.05$ ). The test for the effect of motivation on the performance of members of the Narcotics Division, Central Java Regional Police, showed a significance value of 0.005 ( $p < 0.05$ ). With a significance smaller than 0.05 and a positive coefficient direction, Hypothesis 2 is accepted. Therefore, motivation has a significant effect on the performance of members of the Narcotics Division, Central Java Regional Police.
- 3) Hypothesis Testing 3  
The hypothesis was tested using the t-test, which measures the individual impact of independent variables on the dependent variable, with a significance level of less than 5% ( $\text{sig} \leq 0.05$ ). The test for the effect of job satisfaction on the performance of members of the Narcotics Division, Central Java Regional Police, showed a significance value of 0.041 ( $p < 0.05$ ). With a significance value smaller than 0.05 and a positive coefficient direction, Hypothesis 3 is accepted. Therefore, job satisfaction significantly affects the performance of members of the Narcotics Division, Central Java Regional Police.

## 4.2 Discussion

### **The Effect of Empowerment on Performance at the Narcotics Division of Central Java Regional Police**

The results show that the empowerment variable does not significantly affect the performance of the members of the Narcotics Division. Empowerment teaches employees how to make decisions and take responsibility for the outcomes. By empowering employees, organizations ensure they can attract and retain quality employees with the necessary skills, knowledge, and abilities. Empowerment helps employees feel valued and aware of their presence in the company, leading to greater commitment. However, the limited impact of empowerment in this case suggests that the practices are not fully implemented within the Narcotics Division due to time constraints, as officers are burdened with many tasks. As Carlzon and Macauley (as quoted by Watistiono, 2000) state, empowerment means freeing individuals from rigid control and giving them the freedom to take responsibility for their ideas, decisions, and actions. Employees should be equipped with the right knowledge, skills, motivation, and discipline to achieve the organization's objectives and improve performance.

### **The Effect of Motivation on Performance at the Narcotics Division of Central Java Regional Police**

The results indicate that motivation has a significant effect on performance. Motivation is the driving force that encourages individuals to act and perform tasks effectively. According to Lusri and Siagian (2017), the impact of work motivation on employee performance is positive and significant. This shows that higher motivation leads to higher performance. As motivation increases, the performance of employees, especially in completing tasks, improves significantly. This aligns with Rido Sanjaya's (2018) study, which states that motivation significantly affects performance. Motivated employees work with enthusiasm, discipline, and dedication, positively impacting their performance.

### **The Effect of Job Satisfaction on Performance at the Narcotics Division of Central Java Regional Police**

The research results show that job satisfaction significantly influences the performance of Narcotics Division members. Satisfied employees are more productive in their work. According to Affandi (2016), job satisfaction leads to improved performance. Similarly, Wirawan (2013) notes that positive attitudes toward work result in higher motivation and performance, while dissatisfaction leads to lower performance. Job satisfaction refers to the emotional condition resulting from an individual's assessment of their work experience (Setiawan & Ghozali, 2006). According to Robbins & Judge (2008), job satisfaction is the positive feeling about one's job based on an evaluation of its characteristics. Job satisfaction is individual and varies with each person's values. As satisfaction with tasks increases, so does the overall satisfaction level.

## 5 | CONCLUSIONS AND FUTURE WORK

The study found that empowerment does not significantly affect the performance of the Narcotics Division members of the Central Java Regional Police. The significance value of 0.542 ( $p < 0.05$ ) and a negative coefficient led to the rejection of Hypothesis 1, indicating that empowerment does not have a meaningful impact on

performance. For motivation, the significance value of 0.005 ( $p < 0.05$ ) and a positive coefficient led to the acceptance of Hypothesis 2. This shows that motivation has a significant positive effect on performance. Similarly, job satisfaction significantly influences performance, with a significance value of 0.041 ( $p < 0.05$ ), leading to the acceptance of Hypothesis 3. Additionally, the F-test results showed a significance value of 0.000, indicating that empowerment, motivation, and job satisfaction together significantly influence performance. Motivation and job satisfaction play a key role in improving employee performance, while empowerment, although important, needs further attention to have a more substantial impact. Future research should explore the barriers to effective empowerment and identify other factors that could enhance performance further.

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