The Influence of Role Clarity, Psychological Empowerment, and Job Satisfaction on Employee Performance at the Madiun Regional Mayor's Office General Section

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ABSTRACT: *This study aims to determine the effect of role clarity, Psychological Empowerment, and job satisfaction, set on employee performance at the general section of the mayor's office in the Madiun area. This research is included in quantitative research where the data is in the form of numbers. And the population of this study were all employees in the general section of the Madiun mayor's office and received responses from 100 respondents from a total of 120 employees, this is according to a predetermined sample, namely a minimum of 100 respondents. After the data was collected, it was analyzed using SmartPLS 3.0 software. This research is a quantitative research descriptive study, namely research conducted to provide a more detailed description of a symptom or phenomenon that occurs, with the type of correlation research, namely to determine the relationship between variables in the study, namely the independent variable and the dependent variable. The results that can be expressed in this study are role clarity has a significant positive effect on employee performance, psychological empowerment has a significant effect on employee performance , job satisfaction has a significant positive effect on employee performance.*

I.   INTRODUCTION

Human resources are a very important element in determining the success of an organization, because humans are creatures who have certain thoughts, feelings, needs and expectations. This really requires special attention, because these factors will affect work performance, dedication, and loyalty as well as love of work and organization, so that organizations must be able to create conditions that can encourage or enable employees to develop and improve their abilities and skills independently. optimal . Efforts that can be taken include motivating employees through the application of compensation according to their abilities so that job satisfaction is achieved, employees who feel satisfied will be more loyal and their performance will increase.(Wakerkwa, 2018)

Organizational effectiveness is basically the effectiveness of individual members in carrying out tasks according to their respective positions and roles in the organization, because role perception is seen as important in an individual's understanding of achieving higher performance. Therefore, in order to achieve higher performance, each member needs to know and understand *the job description* / main tasks and their functions so that there is clarity of role for themselves, because this is very influential in carrying out their duties as employees, according to Yulk (2002) individual understanding of responsibilities job responsibilities

and knowledge of what to do and the skills required to perform the role.

Empowerment provides an opportunity to use their abilities when working by using their knowledge, experience and motivation to produce good performance (Simarmata & Nicholas, 2009). Empowerment also increases work motivation and productivity, because empowerment really helps increase participation more effectively and makes everything work well (Simarmata & Nicholas, 2009). Psychological empowerment is empowerment as a motivational construct, in the psychological literature, power and control are used as a (Pamungkas, 2018)belief state, which is motivational or contains hope and is informal within each individual (Debora, 2006).

High job satisfaction indicates that an organization has managed well the needs of employees through effective management. Meanwhile, Luthans (2006) states that job satisfaction is dependent on how an individual's perception of someone in carrying out their duties at work so that it is subjective for individuals who feel it. There are differences in the results of previous studies, according to the authors, performance is still interesting to be re-examined. The object of this study is the Madiun Mayor's Office, the Public Section of the Regional Secretariat of the City of Madiun, which has a workforce of 120 people, located in the city of Madiun, East Java. the influence of role clarity, Psychological Empowerment and Job Satisfaction affect employee performance.

II. MATERIALS AND METHODS

2.1. Role Clarity

Sawyer (1992) defines role clarity with two aspects, namely: Goal Clarity and Process Clarity. Goal Clarity is how much the results, goals and objectives of a job are clearly stated. While Process Clarity is how much the individual knows about how to carry out his work. Clarity of purpose (Goal Clarity) refers to the final goal where the purpose of the work is explained carefully and well defined, while the clarity of the process (Process Clarity) is an individual's belief in the results of his performance. Role clarity refers to an individual's perception of expectations and behavior related to his role (Binnewies et al. 2008; Kahn et al., 1964 in Hall, 2008). Role clarity according to Yulk (2002) is an individual's understanding of his job responsibilities and knowledge of what must be done and the skills needed to carry out that role. Role clarity is characterized by the ability to communicate work plans, expected roles from workers and instructions for carrying out tasks. Sawyer (1992) defines role clarity with two aspects, namely: *Goal Clarity* and *Process Clarity* .

2.2. Psychological Empowerment

Psychological empowerment is a belief in employees in their abilities. to do. a job (Meyerson & Kline, 2008). Thomas and Velthouse in Pieterse et at., (2010), define psychological empowerment as a psychological state that is within the individual, which reflects an active orientation towards his role in work. Then according to (Spreitzer in Pieterse et at., 2010), psychological empowerment is a conception of motivation that starts from workers' perceptions of opportunities to act on initiatives or as activity regulators, having the ability to do tasks well, being able to have influence in the work environment, and meaning the work he does. Meanwhile (Menon 1999), defines psychological empowerment as a cognitive state characterized by feelings of control, competence, and internalization of goals. From these opinions we can conclude that psychological empowerment is a psychological state, which is primarily from the side of motivation, originating from within the individual himself, for his orientation and role in a task or job. Which is supported by a feeling of having control, feeling that the work he is doing is important, has competence, has influence in the work environment, and is able to internalize organizational goals. Psychological empowerment is a cognitive construct that refers to the intrinsic motivation of each individual (Thomas and Velthouse, in Rahman et at., 2007.)

2.3. Job satisfaction

Job satisfaction is an effectiveness or emotional response to various aspects of work (Kreitner and Kinicki, 2003). This definition cannot be interpreted as a single concept. A person can be relatively satisfied with one aspect of his job and dissatisfied with one or more other aspects. Satisfaction is a reflection of a person's

feelings towards his work. Robbin (2006) defines job satisfaction as an individual's general attitude towards his work, the difference between the amount of rewards a worker receives and the amount they believe they should receive. Job satisfaction is determined by several factors, namely mentally challenging work, supportive working conditions, supportive co-workers, and personality suitability for work.

2.4. Employee Performance

According to Maryoto (2000), employee performance is the result of work over a certain period compared to various possibilities, for example standards, targets/goals or criteria that have been mutually agreed upon. Meanwhile, Gomes (2001), states performance as a record of the production results of a particular job or activity in a certain period of time. Meanwhile, the Study Team for the Development of Performance Accountability Systems for Government Agencies, the Financial and Development Supervisory Agency (BPKP) (2000). According to (Sutrisno, 2012) performance is the work that has been achieved by a person from his work behavior in carrying out work activities. (Bangun, 2012) said performance is the result of work achieved by employees based on job requirements. Meanwhile, according to (Silalahi, 2013), performance is the level of achievement of individual work (employees) after trying or working hard or the end result of an activity.

The Influence of Role Clarity on Employee Performance

Banker *et al,* (2004) explained that the integration or unification of value chain measurements can help an individual to understand cross-functional relationships within the company. The performance measurement system is expected to be able to provide the information needed by managers, increase managers' understanding of their work roles and increase the clarity of employee roles. This can form the first hypothesis or H1 as:

H$_1$: It is suspected that role clarity has a positive influence on employee performance

The Influence of Psychological Empowerment on Employee Performance

Gist and Mitchell (1992) stated that the perception of competence (*Competence*) is strengthened by the provision of information that can increase an individual's understanding of a task, the complexity of the task and the task environment. Performance information is fundamentally useful as a tool to strengthen competence (Ilgen *et al,* 1979 in Hall, 2004; Lawler, 1992; Spreitzer, 1995). Thomas *et al,* (1993) stated that managers who use performance information will have greater control over problems in the company. This gives managers the feeling as if they have great influence over the companies they work for.

Previous research has shown a positive relationship between performance information and overall psychological empowerment (Spreitzer, 1997; Randolph, 1995). Researcher Spreitzer (1997) found empirical evidence that access to performance information is positively related to psychological empowerment. This research is supported by Randolph (1995) who states that the provision of strategic performance information can help develop employee empowerment. In summary, the performance measurement system is expected to have a positive influence on psychological empowerment which will form the second hypothesis or H2 :

H$_2$: It is suspected that Psychological Empowerment has a positive influence on Employee Performance.

The Influence of Job Satisfaction on Employee Performance

The results of the study (Nur Warkerwa, 2010) show that job satisfaction has a significant positive effect on employee performance on employees. This means that increasing job satisfaction will have an impact on increasing employee performance.

H$_3$: It is suspected that job satisfaction has a positive influence on employee performance.

III.   RESEARCH METHODS

The type of research used in research using quantitative methods. The quantitative method is a type of research whose specifications are systematic, planned and clearly structured from the start to the creation of the research design. The sampling technique used is *purposive sampling* in which this technique is used to

determine research samples with certain considerations or criteria that have the aim that the data obtained is representative data. The population in this study were employees at the general section of the Madiun mayor's office

The number of samples in this study were 120 respondents. This study uses primary data in its preparation. Data obtained through the answers of respondents using a closed questionnaire type. The data collection method used in this study was direct distribution of questionnaires. The questionnaire was made using a Likert scale format with the scale that is often used in preparing questionnaires is the interval scale.

The PLS-SEM analysis method is used as a tool for predicting and exploring complex models with less stringent data requirements (Bougie & Sekaran, 2017). The data analysis technique in this study uses Partial Least Square (PLS) with the help of SmartPLS Software. The advantage of using partial least squares is that the number of samples needed in the analysis is relatively small, SmartPLS is able to test SEM models with various scale forms such as ratios, Likert and others (Approach, 2016). The PLS-SEM analysis consists of two, namely the Outer model and Inner model (Ghozali and Latan, 2014).

IV.   RESULTS AND DISCUSSION

Data analysis in this study uses *Partial Least Square* (PLS) where there are two stages of evaluation, namely the measurement model (*outer model*) and structural capital (*inner model*). The data processing is done using smartPLS 3.0 *software . Outer model testing is used to determine the specification of the relationship between latent variables and their indicators, this test includes validity and reliability.*

1. *Outer Model* Evaluation
   a) *Convergent Validity*

Table 1. Outer Loading Value Validity Test Results

Variabel	*Outer Loading*	Interpretasi
X1.1	0,703	Valid
X1.2	0,841	Valid
X1.3	0,710	Valid
X1.4	0,768	Valid
X1.5	0,792	Valid
X2.1	0,934	Valid
X2.2	0,921	Valid
X2.4	0,702	Valid
X3.1	0,727	Valid
X3.2	0,754	Valid
X3.3	0,792	Valid
X3.4	0,803	Valid
X3.5	0,744	Valid
X3.6	0,687	Valid
X3.7	0,754	Valid
Y.1	0,622	Valid
Y.2	0,720	Valid
Y.3	0,759	Valid
Y.4	0,746	Valid
Y.5	0,866	Valid
Y.6	0,776	Valid
Y.7	0,823	Valid

Based on the table above, it is known that many of the research variable indicators each have an outer loading value of > 0.7. However, according to Chin, (1998) a measurement scale of a loading value of 0.5 to 0.6 is

considered sufficient to meet the requirements of convergent validity. The data above shows that there are no variable indicators whose outer loading value is below 0.5, so that all indicators are declared feasible or valid for research use and can be used for further analysis.

b). Descriminant Validity
Apart from looking at the outer loading value, *convergent validity can also be assessed by looking at the AVE (Average Variance Extracted)* value > 0.5 so that it can be said that convergent validity is valid (Fornell and Larcker, 1981). The following is the AVE value of each of the research variables:

Table 2. *Average Variance Extracted Value*

Variable	AVE (Average Variance Extracted)	Information
Role Clarity	0.584	Valid
Psychological Empowerment	0.737	Valid
Job satisfaction	0.566	Valid
Employee Performance	0.581	Valid

Based on Table 2, each variable in this study shows an AVE *(Average Variance Extrancted) value* , namely . >0.5. This shows that each variable in this study can be said to *be valid* with discriminant validity.

a) *Composite Reliability*
Composite reliability is the part that is used to test the value of the reliability of indicators on a variable. A variable can be declared to meet *composite reliability* if it has a *composite reliability value* > 0.7. Below is the *composite reliability value* of each variable in this study:

Table 3. *Composite Reliability*

Variable	Composite Reliability
Role Clarity	0.875
Psychological Empowerment	0892
Job satisfaction	0.901
Employee Performance	0.906

b) *Cronbank Alpha*
Cronbachs Alpha is a test where this test is a statistical technique used to measure internal consistency in instrument reliability tests or psychometric data. The construct is said to be reliable if the Cronbach alpha value is more than 0.60. below is the value of Cronbachs Alpha in this study.

Table 4. *Cronbanch Alpha*

Variable	Cronbanch Alpha
Role Clarity	0.830
Psychological Empowerment	0.843
Job satisfaction	0.872
Employee Performance	0.877

Based on table 4 shows that the *Cronbach alpha value* of all variables in this study the value is above > 0.6, which means that the Cronbach alpha value meets the requirements so that all constructs can be said to be reliable.

2. Evaluation of *the Inner Model*

1. *Coefficient Determination* **Test (R^2)**

The value of R^2 or R-Square indicates the determination of the exogenous variables on the endogenous variables. The greater the value of R2, the better the level of determination. R2 values of 0.75, 0.50, and 0.25 can be concluded that the model is strong, moderate, and weak (Ghozali, 2015). The following is the value of the coefficient of determination in this study.

Table 5. *R-Square Value*

	R-Square	*R Square Adjusted*
Employee Performance	0.816	0.501

2. **Model Goodness Test *(Goodness of Fit)***

The next test is the Q-Square test. The value of Q Square in testing the structural model is done by looking at the value of Q2 (Predictive relevance). The Q2 value can be used to measure how well the observed values produced by the model are also the parameters. The value of Q2 > 0 indicates that the model has predictive relevance, while the value of Q2 <0 indicates that the model lacks predictive relevance. The following is the result of calculating the Q-Square value:

$$Q\text{-Square} = 1 - [(1 - R^2 1)$$
$$= 1 - [(1 - 0.816)$$
$$= 1 - (0.184)$$
$$= 1 - 0.184$$
$$= 0.816$$

Based on the research results above, the Q-Square value is 0.816. This value explains that the diversity of the research data can be explained by the research model of 81.6 % , while the remaining 18.4% is explained by other factors that are outside this research model. Thus, from the results of these calculations, this research model can be stated to have good goodness of fit.

3. **Effect Size Test (f²)**

The f square value of 0.02 is small, 0.15 is medium, and 0.35 is large. Values less than 0.02 can be ignored or considered as having no effect. The results of the f square value can be seen in the following table:

Table 6. Results of F square analysis (f²)

	Employee Performance
Role Clarity(X1)	0.904
Psychological Empowerment (X2)	1.020
Job Satisfaction (X3)	1.004

Source: Primary Analysis Data, 2023

Based on table 4.10 it can be concluded:

1. The Role Clarity variable has an f² value of 0.904, which means that the Role Clarity variable has a large influence on employee performance.
2. Empowerment variable has an f² value of 1.020, which means that the Psychological Empowerment variable has a large influence on employee performance.
3. The Job Satisfaction variable has an f² value of 1.004, which means that the job satisfaction variable has a large influence on employee performance.

4. **Hypothesis testing**

Table 7. *Direct Effect*

hypothesis	Influence	Original Sample	T-Statistics	p-values	Results
H1	Clarity of Role -> Employee Performance	0.690	9,707	0.000	Accepted
H2	Psychological Empowerment -> Employee Performance	0.223	2,883	0.004	Accepted
H 3	Job Satisfaction -> Employee Performance	0.704	13,311	0.000	Accepted

1. The first hypothesis tests whether Role Clarity has a positive and significant effect on Employee Performance. The table above shows a t-statistic value of 9.707 with an influence of 0.690 and a p-value of 0.000. With a t-statistic value of 9.707> 1.96 and a p-value of 0.000 < 0.05, it can be concluded that hypothesis one is accepted where there is a positive and significant influence between Role Clarity on Employee Performance.

2. The second hypothesis tests whether Psychological Empowerment has a positive and significant effect on Employee Performance. The table above shows a t-statistic value of 2.883 with an influence of 0.223 and a p-value of 0.004. With a t-statistic value of 2.883> 1.96 and a p-value of 0.004 < 0.05, it can be concluded that the second hypothesis is accepted where there is a positive and significant influence between Psychological Empowerment on Employee Performance.

3. The third hypothesis tests whether Job Satisfaction has a positive and significant effect on Employee Performance. The table above shows a t-statistic value of 13.311 with an influence of 0.704 and a p-value of 0.000. With a t-statistic value of 13.311 > 1.96 and a p value of 0.000 < 0.05, it can be concluded that the third hypothesis is accepted where there is a positive and significant influence between Job Satisfaction on Employee Performance.

Discussion

a. The Influence of *Role Clarity* on *Employee Performance*

From the results that can be expressed in this study is *the Clarity of Role* has a positive and significant effect on *Employee Performance* . In this case, the statement is further strengthened by proving the t-statistic value of 9.707, so the effect is significant and the p-value is 0.000 <0.05. This proves that the better *the Clarity of Roles* will encourage *Employee Performance* .

These results have similarities with previous research conducted by Sri Sulistyaningsih , (2019) it can be concluded that *Role Clarity* has a positive and significant influence on *Employee Performance.*

Therefore, with the right *Role Clarity can support Employee Performance activities and provide ease of work in improving their performance.*

b. The Influence of *Psychological Empowerment* on *Employee Performance*

From the results that can be expressed in this study, *Psychological Empowerment* has a positive and significant effect on *Employee Performance* . In this case, the statement is further strengthened by the proven t-statistic value of 2.883, so the effect is significant and the p-value is 0.004 < 0.05 . This proves that the better the *Psychological Empowerment* will encourage *Employee Performance* .

These results have similarities with previous research conducted by Yasmin Panca Meivianto (2015) it can be concluded that *Psychological Empowerment* has a positive and significant influence on *Employee Performance* .

Therefore, the existence of good *Psychological Empowerment* can support Employee Performance activities and provide ease of work in improving their performance.

c. The Infuence of *Compensation* on *Employee Retention*

From the results that can be expressed in this study, *Job Satisfaction* has a positive and significant effect

on *Employee Performance.* In this case, the statement is further strengthened by the proven t-statistic value of 13.311, so the effect is significant and the p-value is 0.000 <0.05. This proves that the better *Job Satisfaction* will drive *Employee Performance* .

These results have similarities with previous research that was conducted by (Herry Kurniawan, 2021). It can be concluded that *Job Satisfaction* has a positive and significant influence on *Employee Performance.* Therefore, with high *job satisfaction , it can support employee work activities and provide ease of work in improving their performance.*

V.   CONCLUSION

Based on the results of the analysis tests that have been carried out, it can be concluded as follows:

From the results of this study it can be concluded that role clarity, psychological empowerment, and job satisfaction have a positive and significant effect on employee performance. The questionnaire in this study is closed so that each respondent will only answer the answer criteria that have been provided. This can allow each respondent to answer the questionnaire not in accordance with the actual situation and the respondents in this study were only limited according to predetermined sample criteria. In this study the variables are limited. Suggestions for future researchers, take samples with a larger number of respondents with varying characteristics in order to increase generalization and diversity in research results and aim for better data accuracy in their research and complement other variables besides role clarity, psychological empowerment, job satisfaction *and* expected The results of this study can be used as a reference for research on the same topic.

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