The Effect of Employee Empowerment and Policy Implementation on The Quality of Public Services with Job Satisfaction as An Intervening Variable at The Indonesian Quarantine Agency

Edi Sugiono [1], Akhmad Alfaraby [2*]

[1,2*] Faculty of Economics and Business, Universitas Nasional, South Jakarta City, Special Capital Region of Jakarta, Indonesia

Email: edisugiono33@yahoo.com [1], akhmadalfaraby80@gmail.com [2*]

Abstract

The success of an organization in achieving its objectives and addressing both external and internal challenges largely depends on the quality of its human resources (HR). Employee development through empowerment is key to improving organizational performance. HR empowerment involves granting authority, developing competencies, and assigning responsibilities, while also creating an organizational culture that fosters employee self-confidence. However, the implementation of empowerment policies often faces challenges, particularly in the context of complex bureaucratic structures. This study aims to analyze the relationship between HR empowerment, policy implementation, and the quality of public service at the Indonesian Quarantine Agency (Barantin). The research method used is a survey with an explanatory approach, and data analysis is conducted using SmartPLS software. The results show that employee empowerment does not significantly affect the quality of public service, likely due to suboptimal implementation and a rigid bureaucratic structure. In contrast, policy implementation has a positive impact on the quality of public service, as clear and effective policies can enhance service efficiency and accountability. Furthermore, employee empowerment has a positive effect on job satisfaction, which in turn contributes to improving the quality of public service. The study also finds that job satisfaction acts as a mediator between employee empowerment and the quality of public service, as well as between policy implementation and the quality of public service. Therefore, strategies to improve public service quality at Barantin need to integrate efforts to empower employees and implement effective policies, focusing on enhancing employee job satisfaction. Thus, this study contributes to the development of a more adaptive and responsive policy implementation model to meet community needs, thereby improving the overall quality of public service.

Keywords:
Employee Empowerment; Policy Implementation; Public Service Quality; Job Satisfaction; Indonesian Quarantine Agency.

1. INTRODUCTION

The success of an organization in achieving its goals and facing challenges, both external and internal, heavily depends on human resources (HR). To enable HR to contribute optimally, development through empowerment is necessary. Empowerment aims to uncover individual potential in terms of competence, authority, and responsibility to improve organizational performance. The implementation of HR empowerment involves granting authority, developing competencies, leveraging opportunities, assigning responsibilities, and creating an organizational culture that supports the confidence and skills of individuals to bring about change. In line with this, Clutterbuck (2018) states that empowerment is a psychological energy that motivates individuals within the organization. Most importantly, empowerment allows for

improving service quality by maximizing employees' skills and knowledge in delivering services to the public.

Policy implementation is a broad concept, encompassing not only its use as an administrative tool but also as a complex phenomenon involving the processes or outcomes of the policy. Situmorang (2019) emphasizes that policy implementation is a crucial stage in public policy that significantly affects the success in addressing public issues. Public policies are formulated to tackle societal problems and are established by various parties, especially the government, with the aim of meeting the needs and interests of the public. The implementation of public policy serves as a means to achieve the desired goals, and its effectiveness can be measured through the impacts generated after the policy is enacted (Andayaningsih Hernaman, 2018).

Policy implementation is a planned activity, carried out earnestly based on specific norms, with the aim of achieving the desired results (Winarno, 2022). It involves various aspects, including community participation, and the influence of political, economic, and social forces. The more complex the issues faced, the more in-depth the analysis needed to ensure the policy's success. Therefore, policy analysis must be conducted to assess the impact and ensure that the policy does not conflict with the interests of the public.

Public service is the primary duty of government officials as outlined in the Preamble of the 1945 Constitution. It encompasses aspects of protection, welfare, education, and world peace. According to Kepmenpan No. 81/93, public service is any form of service provided by the government to meet the needs of the community. Public service also covers the fulfillment of both individual and group needs in society, in the form of public goods like roads and clean water, as well as public services like animal and plant quarantine. In order to improve the quality of public service, government agencies such as Barantin utilize information technology to streamline, expedite, and ensure transparency of services. One of the key initiatives is the implementation of the integrated e-PNBP system with the Ministry of Finance's system. This system aims to ensure all stakeholders understand the PNBP withdrawal process and to digitize quarantine services. The implementation of this system is part of Barantin's efforts to become a modern and more efficient organization.

Although HR empowerment aims to enhance the competence and responsibility of employees, there are still many challenges in its implementation. Often, empowerment policies do not fully align with the specific needs of the organization or the community served. In the context of public service, poorly designed policies can reduce public satisfaction. Therefore, implementing more targeted policies, such as through service digitization, is crucial to improving the efficiency and effectiveness of services. This study offers new insights into the relationship between HR empowerment, policy implementation, and the quality of public service at Barantin. By examining the application of the e-PNBP digitization system, this research aims to analyze to what extent digitization can enhance transparency and overcome bureaucratic barriers in providing better services to the public.

According to Narayan in Lumbantobing (2021), empowerment is the process of expanding the assets and capabilities of individuals or groups who are less empowered (poor) to influence, control, and manage the responsibilities of institutions that affect their lives. The success of empowerment is highly dependent on intention and will. Will allows a person to determine or decide what they will do, but it cannot bring those actions to fruition. Will is based on rational (cognitive) thinking, while actions are rooted in thoughts more based on intention (conative). Empowerment involves organizational members, the government, and society as key components.

The empowerment approach in this public service paradigm is a transformative process involving various parties to strengthen each other and increase global competitiveness in a mutually beneficial way. The main goal is to improve quality, skills, and work motivation, ultimately opening opportunities for active participation in comprehensive development. In this context, the empowerment of government apparatus refers to Law No. 43 of 1999 concerning Civil Service Principles.

Agung Kurniawan in Lumbantobing (2021) states that the empowerment of the professionalism of civil servants is related to three main functions of the government: public service, development, and protection. The most important aspect is how the government manages these functions effectively, efficiently, and accountably for public service. Napitupulu (2017) emphasizes the importance of empowering government apparatus as part of public accountability involving four main elements: resources (empowerment), knowledge, choices, and goals. These four elements are important in public accountability.

Policy implementation refers to the steps taken to achieve the policy's goals. Mazmanian and Sabatier in Warjio Afandi (2020) refer to it as the effort to carry out decisions. Peter deLeon and Linda deLeon (2001) divided the approach to public policy implementation into three generations. In the 1970s, policy implementation was understood as the issue between policy and execution, related to studies on public sector decision-making. In the 1980s, the "top-down" approach began to develop, focusing on the role of bureaucracy in implementing politically determined policies. In the 1990s, thinking shifted toward the behavior of implementing actors, which became more decisive in policy success. The contingency approach in policy implementation emphasizes the importance of policy adaptability in its implementation. Public policy implementation can be done directly through programs or by formulating derivative policies or offshoots of public policies (Younistalb. Ed, 2020).

There are two main approaches to understanding policy implementation: the top-down approach, which initially dominated policy implementation studies, and the bottom-up approach, which emerged later. Both approaches share the same foundation in developing analysis on policy implementation, focusing on the actions of implementers (administrators and bureaucrats). George C. Edward in Agustino (2022) explains that in the top-down approach, policy implementation focuses on four key variables: communication, resources, disposition, and bureaucracy structure.

Public service refers to any activity conducted by government agencies, whether at the central or regional levels, or by State-Owned Enterprises (BUMN) and Regional-Owned Enterprises (BUMD), in the form of goods and services. These activities aim to meet the needs of the public or to enforce laws and regulations. Public sector components such as the government and BUMN/BUMD provide services in health, education, security, order, social assistance, and broadcasting (Williamson, 2023).

According to Sinambela and Poltak (2020), public service is the provision of services to meet the needs of individuals or communities that have an interest in the organization, in accordance with the established rules and procedures. Public service focuses on fulfilling public needs by the state and state-owned enterprises, with the goal of creating public welfare.

Waykof in Purnama (2018) defines service quality as the level of perfection expected, as well as the control to ensure that perfection in meeting consumer desires. According to Parasuraman in Purnama, service quality is the comparison between the service experience perceived by the consumer and the service they expect. If the service experienced meets or exceeds consumer expectations, it is considered quality and satisfactory. Tjiptono also emphasizes that the success of services in an organization is measured by how much the service can provide satisfaction to consumers, with the main indicator being the absence of complaints from the public or consumers. The concept of service quality can also be viewed from consumer behavior, which is the way consumers search, buy, use, and evaluate products or services that are expected to meet their needs. A consumer's decision to use a product or service is influenced by various factors, including their perception of service quality. This shows a close relationship between consumer satisfaction and service quality.

A good public service system will result in quality service. An effective system ensures standardized procedures and provides internal control mechanisms, so deviations from procedures can be easily detected. Services provided should meet customer needs, which means the organization must be able to respond by providing the right service systems and strategies. The quality of service provided by bureaucratic apparatus is influenced by many factors, including the competence of the apparatus, the quality of equipment used in the service process, and the bureaucratic culture. Bureaucratic apparatus competence consists of several elements such as education level, work experience, and training received. The quality and quantity of equipment used also affect the efficiency and speed of service. The use of modern technology, such as computers, can change working methods and procedures compared to manual methods.

Job satisfaction measures can vary, so the important aspect is how much these measures reflect an individual's feelings toward the job, both in terms of affective (emotional) and cognitive (related to rational evaluation) aspects (Locke, 2019). Affective job satisfaction reflects a person's emotional feelings toward their job, showing how satisfied or happy they are with their job overall. Cognitive job satisfaction focuses more on rational evaluation of various aspects of the job. Cognitive job satisfaction can be unidimensional, covering only evaluations of aspects such as rewards or working relationships, but it can also be multidimensional, involving various job aspects. In this case, cognitive job satisfaction does not assess how much a person enjoys or is happy with their job but focuses on how they evaluate job aspects in relation to their own set goals and their comparison with other jobs.

Job satisfaction can be measured using a general approach (single global rating) or by summing the scores of various job aspects (Khalilzadeh, Chiappa, & Borujeni, 2018). Measurement methods include facial scales, the Minnesota Satisfaction Questionnaire (MSQ), and the Job Descriptive Index (JDI). Most job satisfaction measurements are self-reported and use a scale with many items. In general, job satisfaction is measured based on "reaction at the workplace," which is a psychometric instrument for organizational research. In addition, JDI (Khalilzadeh et al., 2018) is one of the cognitive job satisfaction tools that measures satisfaction in five aspects: salary, promotion opportunities, relationships with coworkers, supervision, and the job itself. Most JDI questionnaires require simple responses such as "yes," "no," or "I don't know." Many other surveys use questionnaires with Likert scales for measurement. The use of nominal scales makes it easier for workers to understand, while Likert scales allow researchers to analyze data more flexibly, whether for categorical or interval data compared to nominal data.

Other job satisfaction questionnaires include the Minnesota Satisfaction Questionnaire (MSQ), Job Satisfaction Survey (JSS), and Faces Scale (Khalilzadeh et al., 2018). MSQ measures job satisfaction based on aspects such as working environment, career opportunities, freedom in self-assessment, intrinsic rewards in doing a good job, and motivation for achievement. JDI evaluates five aspects: (1) job, including responsibilities, interest, and development opportunities, (2) quality of supervision, including technical support and assistance from supervisors, (3) relationships with coworkers, (4) promotion opportunities and career development, and (5) financial rewards, including adequate salary and perceived fairness compared to others.

2. RESEARCH METHOD

The type of research conducted is survey research with an explanatory survey or descriptive survey approach. According to Nasir (2018), survey research is an investigation aimed at collecting facts about existing phenomena and seeking factual explanations related to social, economic, or political institutions of a group or region. This research is carried out simultaneously on a number of individuals or units, either through a census or a sample. The explanatory survey approach not only describes variables or relationships between variables in general but also examines causal relationships or influences between variables and the extent of these influences.

To analyze the data in this study, the researcher uses SmartPLS software. According to Sarwono & Narimawati (2019), the partial least squares (PLS) regression procedure is used to predict partial least squares regression models, also known as projections on latent structures. PLS is an alternative to ordinary least squares (OLS) regression, canonical correlation, or structural equation modeling (SEM). Moreover, PLS is highly effective when predictor variables have very high correlations with each other, or when the number of predictors exceeds the number of cases. PLS combines features of principal component analysis (PCA) and multiple regression. The use of PLS is carried out in two stages. The first stage involves the extraction of a number of latent factors that can explain as much covariance between the dependent variables as possible, with the decomposition of independent variables.

3. RESULTS AND DISCUSSION

3.1. Validity Test Result

Table 1. Validity Test Result

Quesioner No.	Employee Empowerment	Policy Implementation	Quality Of Public Services	Job Satisfaction	Description
1	0.829	0.713	0.729	0.706	
2	0.842	0.763	0.801	0.727	
3	0.736	0.831	0.741	0.741	
4	0.776	0.785	0.844	0.744	
5	0.720	0.798	0.865	0.825	Valid > 0.7
6	0.893	0.796	0.777	0.829	
7	0.816	0.810	0.850	0.886	
8	0.790	0.726	0784	0.790	
9			0.837		

Source: (Research Evidence, 2025)

Based on the data obtained above, in table 1 of the Validity Test Results, it can be seen that in each statement of employee empowerment, policy implementation, quality of public services, and job satisfaction are above 0.7 which means all statements are valid (Hair, 2019).

3.2. Reliability Test Result

Table 2. Reliability Test Results

Variable	Nilai Cronbach's Alpha	Koefisien Cronbach's Alpha	Description
Employee Empowerment	0.885		
Policy Implementation	0.891	0.6	Reliable
Quality Of Public Services	0.931		
Job Satisfaction	0.909		

Source: (Research Evidence, 2025)

Based on the results above in table 2, it can be seen that all variables have a Cronbach's Alpha value above 0.6 which indicates that all variables are reliable.

3.3. Results of Hypothesis Tests

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
POLICY IMPLEMENTATION -> QUALITY OF PUBLIC SERVICES	0.691	0.695	0.063	10.912	0.000
POLICY IMPLEMENTATION -> JOB SATISFACTION	0.656	0.650	0.077	8.520	0.000
JOB SATISFACTION -> QUALITY OF PUBLIC SERVICES	0.254	0.250	0.075	3.376	0.001
EMPLOYEE EMPOWERMENT -> QUALITY OF PUBLIC SERVICES	0.042	0.044	0.048	0.875	0.382
EMPLOYEE EMPOWERMENT -> JOB SATISFACTION	0.297	0.304	0.078	3.809	0.000

Figure 1. Path Coefficients Result

	Original Sa...	Sample Me...	Standard D...	T Statistics (...	P Values
EMPLOYEE EMPOWERMENT -> JOB SATISFACTION -> QUALITY OF PUBLIC SERVICES	0.075	0.074	0.026	2.908	0.004
POLICY IMPLEMENTATION -> JOB SATISFACTION -> QUALITY OF PUBLIC SERVICES	0.167	0.164	0.058	2.883	0.004

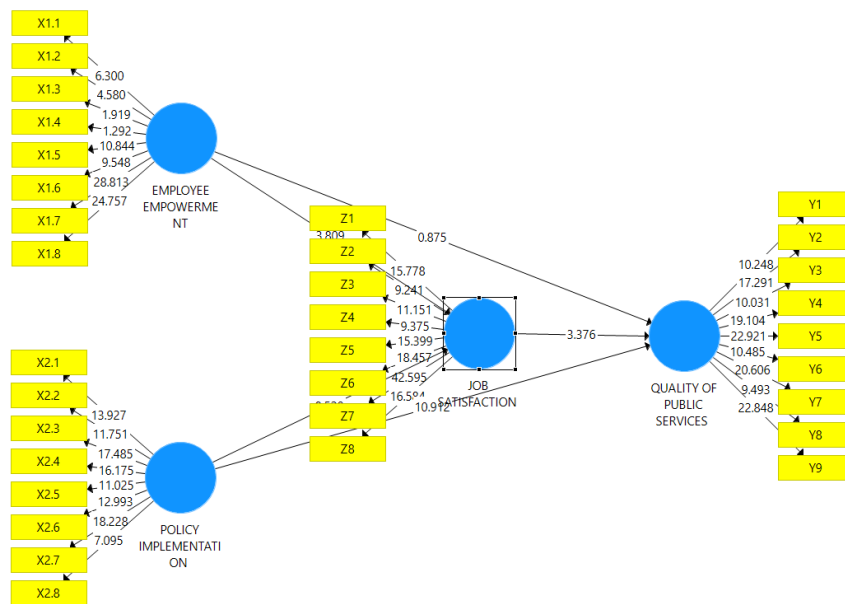Figure 2. Spesific Indirect Effect Result

Figure 3. Bootstrapping Result

3.4. Discussion

3.4.1. The Influence of Employee Empowerment on Public Service Quality

Based on the results above, the p-values are greater than 0.05, and the t-statistic is less than 1.98238, indicating that there is no significant influence of employee empowerment on the quality of public services. The absence of the effect of employee empowerment on the quality of public services at the Indonesian Quarantine Agency may be caused by various factors. One possibility is that the empowerment efforts are not effective or have not been optimally implemented, thereby not providing a significant impact on improving service quality. This could happen if empowerment is merely formal without a real increase in skills, work autonomy, and employee motivation. Additionally, in bureaucratic organizations like the Indonesian Quarantine Agency, structural and regulatory factors often dominate the determination of service quality compared to individual employee initiatives. Therefore, even if empowerment is provided, if the system and work culture remain hierarchical and bureaucratic, its impact on the quality of public services is minimal. Previous studies show that the effectiveness of employee empowerment depends on how much the organization provides freedom in decision-making and adequate support for employees to improve their competencies. However, in the context of government bureaucracy, research such as that by Fernandez & Moldogaziev (2018) found that empowerment often does not have a significant impact if not accompanied by structural changes that support it. Additionally, factors such as leadership, resource availability, and incentive systems can also be major determinants in improving the quality of public services (Giauque et al., 2018). Therefore, in the case of the Indonesian Quarantine Agency, the absence of the influence of employee empowerment on public service quality can be attributed to structural and administrative barriers that limit the effectiveness of empowerment in improving service performance.

3.4.2. The Influence of Policy Implementation on Public Service Quality

Based on the results above, the p-values are less than 0.05, and the t-statistic is greater than 1.98238, indicating a significant influence of policy implementation on public service quality. Policy implementation has a significant impact on the quality of public services at the Indonesian Quarantine Agency because the policies implemented determine the operational standards, work procedures, and effectiveness in delivering services to the public. Well-designed policies ensure that every service process runs efficiently, transparently, and accountably, thus increasing public satisfaction as service users. Moreover, the success of policy implementation highly depends on factors such as coordination between units, human resource capacity, and technological support for operational services. In the case of the Indonesian Quarantine Agency, policies related to quarantine inspection procedures, animal and plant traffic supervision, and digital-based licensing systems can directly contribute to improving public service quality by reducing waiting times and increasing the accuracy of inspections. Several studies show that effective policy implementation can enhance public service quality by ensuring the alignment between designed policies and the operational conditions in the field (Hill & Hupe, 2019). According to the policy implementation theory by Van Meter and Van Horn in Lumbantobing (2021), the effectiveness of implementation depends on factors such as the clarity of policy objectives, available resources, and support from the involved actors. In the context of public services, research by Lipsky (2020) on street-level bureaucracy also highlights the importance of the role of employees in translating policies into real actions that impact public services. Thus, well-structured policy implementation at the Indonesian Quarantine Agency will contribute to improving public service quality, especially if supported by clear regulations, adequate technology, and strict supervision of its execution.

3.4.3. The Influence of Employee Empowerment on Job Satisfaction

Based on the results above, the p-values are less than 0.05, and the t-statistic is greater than 1.98238, indicating a significant influence of employee empowerment on job satisfaction. Employee empowerment has a significant impact on job satisfaction because it gives employees a sense of ownership, control, and trust in carrying out their tasks. Empowerment includes dimensions of meaning, competence, self-determination, and impact, which can increase employees' intrinsic motivation. When employees feel they are given freedom in decision-making and receive support from management, they are more likely to be satisfied with their work. A study by Thomas & Velthouse (2020) showed that empowerment can increase feelings of competence and autonomy, which contributes to increased job satisfaction and overall organizational performance. Furthermore, research by Laschinger et al. (2021) showed that structural empowerment, such as access to information, support, resources, and opportunities for development, is strongly correlated with higher job satisfaction. This empowerment creates a more positive work environment where employees feel valued and motivated to contribute better. When organizations implement effective empowerment strategies such as training, involvement in decision-making, and constructive feedback, employee job satisfaction increases, ultimately impacting workforce retention and productivity (Conger & Kanungo, 2018). Therefore, employee empowerment not only enhances individual well-being but also strengthens the organization's competitiveness.

3.4.4. The Influence of Policy Implementation on Job Satisfaction

Based on the results above, the p-values are less than 0.05, and the t-statistic is greater than 1.98238, indicating a significant influence of policy implementation on job satisfaction. Clear, fair, and transparent policies create a conducive work environment, thereby increasing employee motivation and well-being. Good policy implementation includes effective communication, employee involvement in decision-making, and clarity in goals and work procedures. When policies are implemented consistently and according to employee needs, they will feel valued and have a sense of certainty in their work. Research by Tummers & Bekkers (2019) showed that the success of policy implementation, especially in terms of flexibility and adaptability, can improve job satisfaction and reduce stress levels in the workplace. Additionally, policies supporting work-life balance are also crucial in enhancing job satisfaction. Policies regarding work flexibility, workload management, and fair reward systems play a role in creating employee satisfaction and loyalty to the organization. When policies are implemented with attention to employees' needs, they are more likely to feel motivated and committed to their work. A study by Guest (2017) also revealed that policy implementation focused on employee welfare can increase productivity and strengthen relationships between employees and management. Therefore, good policy implementation not only affects individual satisfaction but also supports the overall effectiveness of the organization.

3.4.5. The Influence of Job Satisfaction on Public Service Quality

Based on the results above, the p-values are less than 0.05, and the t-statistic is greater than 1.98238, indicating a significant influence of job satisfaction on public service quality. Job satisfaction has a significant impact on public service quality, particularly in the government and public service sectors. When employees are satisfied with their work, they tend to have higher motivation, increased productivity, and a more positive attitude when interacting with the public. Factors such as a conducive work environment, fair reward systems, and effective leadership can increase job satisfaction, ultimately impacting service quality to

be more responsive, fast, and professional. On the other hand, low job satisfaction often leads to a lack of employee engagement, increased stress levels, and decreased commitment to providing optimal service to the public. Several studies have proven the positive relationship between job satisfaction and public service quality. According to Robbins and Judge (2017), employees who are satisfied with their work are more likely to deliver services at higher standards because they feel valued and motivated. Furthermore, a study by Parasuraman, Zeithaml, and Berry (2018) in the SERVQUAL model shows that service quality depends on factors such as reliability, responsiveness, assurance, empathy, and physical aspects, all of which are influenced by employee satisfaction in their work. Therefore, public organizations need to pay attention to factors that improve job satisfaction, such as skill development, welfare, and effective communication, to ensure quality service to the public.

3.4.6. The Influence of Employee Empowerment on Public Service Quality through Job Satisfaction

Based on the results above, the p-values are less than 0.05, and the t-statistic is greater than 1.96 in the Sobel test, indicating a significant influence of employee empowerment on public service quality through job satisfaction. Employee empowerment is a key factor in improving public service quality, especially when connected with job satisfaction levels. Empowerment, which includes skill enhancement, autonomy in decision-making, and recognition of employee contributions, can create a more positive work environment. Empowered employees tend to have a stronger sense of ownership over their duties and responsibilities, thereby increasing their motivation and job satisfaction. When job satisfaction increases, employees are more committed to providing quality, responsive services that meet public needs. The relationship between employee empowerment and public service quality through job satisfaction is supported by various studies. According to Spreitzer (1995), psychological empowerment, which includes meaning, competence, determination, and impact, has a positive relationship with job satisfaction. Additionally, research by Laschinger et al. (2021) showed that employees who feel empowered have higher job satisfaction, which ultimately leads to improved service quality. The SERVQUAL model developed by Parasuraman, Zeithaml, and Berry (2018) also affirms that service quality is greatly influenced by internal organizational factors, including employee satisfaction and empowerment. Therefore, public organizations must implement effective empowerment strategies to ensure that employees feel valued and have control over their work. Continuous training programs, participation in decision-making, and transparent reward systems can enhance job satisfaction, which ultimately improves the quality of public services. Without adequate empowerment, employees may feel undervalued and lose motivation, which risks reducing service effectiveness. Therefore, empowerment strategies not only contribute to employees' well-being but also directly improve the quality-of-service recipients' experience.

3.4.7. The Influence of Policy Implementation on Public Service Quality through Job Satisfaction

Based on the results above, the p-values are less than 0.05, and the t-statistic is greater than 1.96 in the Sobel test, indicating a significant influence of policy implementation on public service quality through job satisfaction. Well-designed policies, such as fair reward systems, a conducive work environment, and clear operational procedures, can improve employee job satisfaction in the public service sector. When policies are applied consistently and transparently, employees feel valued and have clarity in their tasks, which in turn increases their motivation and commitment to providing optimal services to the public. Conversely, ineffective policy implementation can lead to job dissatisfaction, which impacts productivity and the quality of public services. Various studies show that good policy implementation can enhance job satisfaction, which directly impacts the quality of public services. The effectiveness of policy implementation is heavily influenced by communication, resources, implementer disposition, and bureaucratic structure. When these factors are well-managed, employees will find it easier to understand the policies and feel more comfortable in performing their duties. Moreover, research by Wright & Davis (2023) shows that employees working in environments with clear policies supporting their well-being tend to be more satisfied and deliver more responsive, efficient, and customer-oriented services. Therefore, the government and public organizations need to ensure that policies are not only focused on outcomes but also consider employee well-being as a key factor in improving service quality. Measures such as regular policy evaluations, employee involvement in policy formulation, and performance-based incentive systems can improve job satisfaction and ultimately have a positive impact on public services. With a comprehensive, employee-welfare-oriented approach, policy implementation can be a central factor in creating high-quality, effective, and sustainable public services.

4. CONCLUSION

Based on the research findings, employee empowerment does not have a significant impact on the quality of public services at the Indonesian Quarantine Agency. This may be due to the empowerment not being optimally implemented, thus not producing tangible results in improving services. Additionally, the hierarchical bureaucracy and strict regulations are more dominant in determining the quality of services compared to individual employee initiatives. On the other hand, the implementation of policies has been

shown to significantly influence the quality of public services. Clear and effective policies ensure that service procedures run smoothly, improve efficiency, and meet the accountability standards required in public service delivery.

Employee empowerment has a positive impact on job satisfaction because it provides control, trust, and opportunities for employees to contribute more to their work. Effective empowerment creates a more positive work environment, enhances motivation, and strengthens employee engagement in the organization. Furthermore, policy implementation also influences job satisfaction, especially if the policies are applied transparently and fairly. Factors such as good communication, flexibility in policies, and support for employee welfare contribute to increased job satisfaction, which in turn strengthens employee loyalty and productivity in public service sectors.

Moreover, job satisfaction has been shown to influence the quality of public services, where employees who are satisfied with their work tend to be more motivated to provide quality services. Job satisfaction also acts as an intermediary factor linking employee empowerment and policy implementation to improved public service quality. Therefore, strategies for enhancing the quality of public services at the Indonesian Quarantine Agency should not only focus on effective policies but also on efforts to optimize employee empowerment to improve job satisfaction, which will ultimately have a positive impact on the overall quality of public services.

REFERENCES

Afandi, M. I., & Warjio, W. (2015). Implementasi Peraturan Daerah Kabupaten Asahan Nomor 11 Tahun 2011 Tentang Pajak Daerah Dalam Pencapaian Target Pajak Bumi Dan Bangunan Perdesaan Dan Perkotaan (Studi Deskriptif Di Kelurahan Bunut Barat Kecamatan Kota Kisaran Barat). Jurnal Administrasi Publik (Public Administration Journal), 5(2), 132–153. https://doi.org/10.31289/jap.v5i2.70

Agustino, L. (2022). Dasar-dasar kebijakan publik (Edisi Revisi).

Amanda Permatasari, I. (2020). Kebijakan Publik (Teori, Analisis, Implementasi Dan Evaluasi Kebijakan). TheJournalish: Social and Government, 1(1), 33-37.

Clutterbuck, David. (2018). The Art of HRD (Daya Pemberdayaan: Menggali dan Meningkatkan Potensi Karyawan Anda). Jakarta: Gramedia

Conger, J.A., Kanungo, R.N., Menon, S.T. and Mathur, P. (1997), Measuring Charisma: Dimensionality and Validity of the Conger-Kanungo Scale of Charismatic Leadership. Canadian Journal of Administrative Sciences / Revue Canadienne des Sciences de l'Administration, 14: 290-301. https://doi.org/10.1111/j.1936-4490.1997.tb00136.x

Fernandez, S. and Moldogaziev, T. (2013), Employee Empowerment, Employee Attitudes, and Performance: Testing a Causal Model. Public Admin Rev, 73: 490-506. https://doi.org/10.1111/puar.12049

Giauque, D., Anderfuhren-Biget, S., & Varone, F. (2013). HRM Practices, Intrinsic Motivators, and Organizational Performance in the Public Sector. Public Personnel Management, 42(2), 123-150. https://doi.org/10.1177/0091026013487121

Hernaman, I. ., Rochana, A. ., Andayaningsih, P. ., Suryani, Y. ., & Ramdhani, M. A. . (2015). Evaluation of in Vitro Digestibility of Dried Matter and Organic Matter of Solid Waste of Bioethanol Fermentation from Cassava by Trichoderma Viride and Saccharomyces Cerevisiae. Journal of Asian Scientific Research, 5(11), 513–521. https://doi.org/10.18488/journal.2/2015.5.11/2.11.513.521

Hupe, P., Hill, M., & Nangia, M. (2014). Studying implementation beyond deficit analysis: The top-down view reconsidered. Public Policy and Administration, 29(2), 145-163. https://doi.org/10.1177/0952076713517520

Kenneth W. Thomas and Betty A. Velthouse, 1990: Cognitive Elements of Empowerment: An "Interpretive" Model of Intrinsic Task Motivation. AMR, 15, 666–681, https://doi.org/10.5465/amr.1990.4310926

Khalilzadeh, J., Del Chiappa, G., Jafari, J. and Zargham Borujeni, H. (2013), "Methodological approaches to job satisfaction measurement in hospitality firms", International Journal of Contemporary Hospitality Management, Vol. 25 No. 6, pp. 865-882. https://doi.org/10.1108/IJCHM-05-2012-0067

Lipsky, M. (2020). Street-level bureaucracy: Dilemmas of the individual in public service. Russell Sage Foundation.

Locke, E. A. (1973). What is job satisfaction? Organizational behavior and human performance. Motivation in Work Organizations.

Lumbantobing, A. (2021). Pengaruh Pemberdayaan Pegawai Terhadap Kualitas Pelayanan Publik Di Kantor Kecamatan Medan Tuntungan. Jurnal Ilmu Sosial dan Politik, 1(1), 25-39. https://doi.org/10.51622/jispol.v1i1.324

Paimin. Napitupulu, (2017), Pelayanan Publik dan Customer Satisfaction, Prinsip Prinsip Dasar Agar Pelayanan Publik Lebih Berorientasi Pada Kepuasan dan Kepentingan Masyarakat. Bandung: Alumni.

Purnama, N. B. (2018). Manajemen kualitas perspektif global. Yogyakarta: Ekonisia.

Sarwono, J., & Narimawati, U. (2019). Partial Least Square SEM. Partial Least Square SEM.

Sinambela, Poltak, (2020), Reformasi Pelayanan Publik, Teori, Kebijakan dan Implementasi. Jakarta :Bumi Aksara

Spence Laschinger, Heather K. PhD, RN; Finegan, Joan PhD; Shamian, Judith PhD, RN; Wilk, Piotr MA. Impact of Structural and Psychological Empowerment on Job Strain in Nursing Work Settings: Expanding Kanter's Model. JONA: The Journal of Nursing Administration 31(5):p 260-272, May 2001.

Tummers, L., & Bekkers, V. (2013). Policy Implementation, Street-level Bureaucracy, and the Importance of Discretion. Public Management Review, 16(4), 527–547. https://doi.org/10.1080/14719037.2013.841978

Williamson, O. E., & Winter, S. G. (Eds.). (2023). The nature of the firm: origins, evolution, and development. Oxford University Press, USA.

Winarno, Budi, (2022). Kebijakan Publik (Teori, Proses dan Study Kasus), cet.1 Yogyakarta, CAPS

Younistalb. Ed, (2020), Implementation of Public Policy, Sydney, Dartmouth. Zainal Abidin. 2017. Kebijakan Publik. (Edisi Revisi). Jakarta: Pancur Siwah.