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EMPOWERMENT AND ITS IMPACTS ON THE PERFORMANCE OF CIVIL SERVANTS

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ABSTRACT

This study aims to identify the impacts of empowerment on the performance of employees at the Palu City Environmental Service Agency. This study used a quantitative approach. The population of this study was all employees of the Palu City Environmental Service Agency with a total of 99 people. The sample was determined using the census technique so that the entire population was used as the sample. Data were collected by observation, questionnaires, and research documentation. Data analysis used simple linear regression. The results showed that empowerment affected the performance of the employees at the Palu City Environmental Service Agency. These results indicate that empowerment can predict employee performance and it indirectly indicates that the performance of employees in government organizations or institutions can be enhanced by empowerment as an effort to increase the knowledge, abilities, skills, and creativity of employees at work.

KEYWORDS: Empowerment, Employee, Performance.

1. INTRODUCTION

Employee performance can be influenced by some factors [1]–[4]. Previous studies showed that performance can be influenced by some variables, one of which is empowerment [5]. Employee performance is the results achieved by employees in carrying out their functions, which can be measured by the extent to which the related employees have carried out their functions professionally, especially in the context of the interaction of activities and tasks assigned. The success of a company can be determined by the high performance of employees which in turn provides a great influence on the company's productivity.

Bureaucratic organizations that can compete in the future are those that have knowledge-based human resources with various skills and expertise. Along with the development of science and technology as well as the demands of globalization, it is important to have human resources that have the capability, namely employees who can work effectively, efficiently, and productively and have the knowledge and skills to provide satisfactory performance [1].

Unsatisfactory performance can be caused by various aspects, for example, the absence of empowerment. Empowerment is encouraging individuals to become more involved in making decisions and activities related to work. Each individual in empowerment can make bigger and more decisions without having to refer to someone more senior. Empowerment allows others to make decisions in their work.

Empowerment can be in the form of giving responsibility to employees and consideration for making decisions [6]. Empowerment requires education and training as well as participation in goal setting. To achieve good governance, it is important to empower employees to make them have capabilities that are in accordance with their field [7]. Furthermore, empowerment is an important tool to improve employee performance so that the services provided to the community can run as expected. With empowerment, employees who feel empowered will be able to improve their personality, work performance, and work discipline.

The elaboration above shows that empowerment is important in improving the performance of employees. However, the field condition shows that empowerment has not provided maximum results as employees have not been fully trusted in their work. Besides, employees are less busy with their work so they work in a relaxed manner. This indicates that employees are not considered important for their main duties and functions. These things cause the performance of employees at the Palu City Environmental Service Agency to run less optimally and this affects the success of the Palu City Environmental Service Agency in solving the waste problem in this city. Therefore, this study aims to determine the effect of empowerment on the performance of the employees at the Palu City Environmental Service Agency. Employee empowerment in this study was analyzed based on the dimensions developed by Mcshane & Von Glinow covering self-determination, meaning, competence, and impact [8].

2. METHODS

This study used a quantitative approach. The quantitative approach focuses on certain characteristics in human life, which are called variables [9]. This study used an independent variable of empowerment and a dependent variable of employee performance. The population of this study was all employees of the Palu City Environmental Service Agency with a total of 99 people. The sample was determined using the census technique so that the entire population was used as the sample. Data were collected by observation, questionnaires, and research documentation.

Data analysis used simple linear regression that has been widely used. The results of the regression analysis were summarized in the conclusions of the study. The regression analysis involved significance tests (t-test, F-test), ANOVA, and hypothesis testing. The results of the regression analysis were in the form of a regression equation. This regression equation is a predictive function of variables that affect other variables. In this study, the simple linear regression test used the t-test by comparing the value of the t-count with the t-table in which if the t-count value is higher than the

t-table, then the null hypothesis is rejected (empowerment has no effect on the performance of the employees at the Palu City Environmental Service Agency) and the alternative hypothesis is accepted (empowerment affects the performance of the employees at the Palu City Environmental Service Agency)

3. RESULTS AND DISCUSSION

3.1 Results

The results of this study cover the results of validity and reliability testing, data normality testing, and hypothesis testing.

1) Validity and Reliability Testing

The results of the validity and reliability testing of the empowerment variable (X) and employee performance (Y) can be seen below. The validity determines that if the Corrected item-total Correlation value is higher than 0.3, then it is declared valid. Meanwhile, the reliability is seen from the Cronbach's Alpha value in which if it is higher than 0.7, then the questionnaire is declared reliable. As presented in the table, all values of Corrected item-total Correlation are higher than 0.3, and Cronbach's Alpha value is higher than 0.7. Thus, all items of the research questionnaire are declared valid and reliable.

Table 1. Results of Validity and Reliability Tests

Item-Total Statistics					Reliability Statistics	
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha	N of Items
QX01	41.1212	43.067	.622	.857	.871	12
QX02	41.0707	43.148	.580	.859		
QX03	41.2828	43.082	.537	.862		
QX04	41.4242	42.288	.713	.852		
QX05	41.3636	41.622	.660	.854		
QX06	41.6970	43.111	.491	.865		
QX07	41.4343	41.860	.654	.854		
QX08	41.3838	41.382	.645	.855		
QX09	40.9091	45.512	.393	.870		
QX10	40.9495	42.416	.462	.869		
QX11	40.8384	43.157	.528	.862		
QX12	40.8586	44.408	.454	.867		
QY13	36.8788	39.822	.739	.865	.884	11
QY14	36.6162	39.912	.800	.861		
QY15	36.5657	40.187	.715	.866		
QY16	36.0909	45.675	.337	.889		
QY17	36.1313	44.217	.303	.897		

Item-Total Statistics					Reliability Statistics	
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha	N of Items
QX01	41.1212	43.067	.622	.857	.871	12
QX02	41.0707	43.148	.580	.859		
QX03	41.2828	43.082	.537	.862		
QX04	41.4242	42.288	.713	.852		
QX05	41.3636	41.622	.660	.854		
QX06	41.6970	43.111	.491	.865		
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QX08	41.3838	41.382	.645	.855		
QX09	40.9091	45.512	.393	.870		
QX10	40.9495	42.416	.462	.869		
QX11	40.8384	43.157	.528	.862		
QX12	40.8586	44.408	.454	.867		
QY18	36.0202	44.244	.398	.886		
QY19	36.0404	45.019	.362	.888		
QY20	36.8384	40.443	.703	.867		
QY21	36.8687	40.217	.730	.866		
QY22	36.5859	40.163	.800	.862		
QY23	36.5758	40.328	.796	.862		

Source: SPSS Output, 2022.

2) Normality Data Testing

The normality test aims to assess the data distribution in a group of data or variables, whether the data are normally distributed or not. The normality test in this study used the Normal P-P Plot of Regression Standardized Residual graph. In this model, the data distribution is seen by observing the spread of data on the diagonal source on the Normal P-P Plot of Regression Standardized Residual graph. Data are declared normally distributed if the distribution of points is around the line and follows a diagonal line, then the value is normal too. Based on Figure 1, it can be concluded that the data in this study are normally distributed.

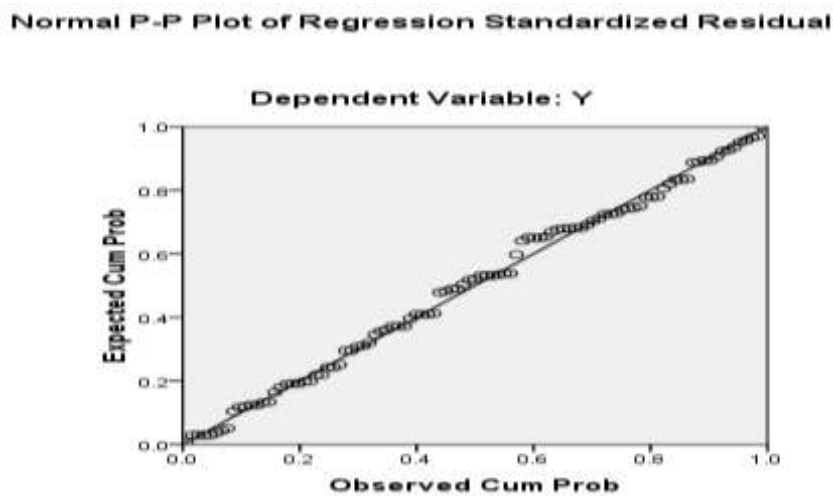


Figure 1. Normal P-P Plot of Regression Standardized Residual Graph

3) Hypothesis Testing

The hypothesis of this study was tested using simple linear regression by considering the t-value in the Coefficients^a table.

Table 2. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.304	2.098		.145	.885
	Empowerment	.886	.046	.890	19.215	.000

a. Dependent Variable: Employee performance

Table 2 shows that the t-count value is higher than the t-table value ($19.215 > 1.660$). If the t-count value is higher than the t-table value, then the null hypothesis is rejected (empowerment does not affect employee performance) and the alternative hypothesis is accepted (empowerment affects employee performance).

3.2 Discussion

Performance is the result of work produced by employees in accordance with their role in the organization. Employee performance is important in an organization to achieve goals so the organization needs to make efforts to improve it. Thus, it is important to provide capacity building for government employees as they are the main source in the implementation of public services so that they can carry out their duties and responsibilities properly and finally increase their performance increases. The demand to meet the needs of public services increases rapidly in line with the rapid development of technology. Therefore, empowering government employees is not only necessary but is very crucial.

This empowerment of government employees can only be realized with support from both the leadership and the organization. Employee empowerment covers two important issues in improving organizational performance, namely the concept of empowerment which is rooted in employee commitment and trust as a strategy in running the organization. Efforts to deal with challenges require an empowerment strategy in this case structural empowerment in which the efforts have to directly touch the root of the problem, namely increasing the ability to develop and work productivity by empowerment and guidance.

The results of the analysis in this study show that empowerment affects employee performance. Perceived empowerment factors through dimensions of self-determination, meaning, competence, and impact can improve and predict the employee performance of the Palu City Environmental Service Agency. All dimensions of empowerment in this study influence the employee performance of the Palu City Environmental Service Agency. This means that the employee performance of the Palu City Environmental Service Agency highly requires empowerment.

A study by Drake, Wong, & Salter indicates that the empowerment provided by organizations or agencies to their employees is through the flexibility to develop creativity in carrying out their tasks [10]. Agencies support employees with the confidence to develop innovative efforts in carrying out agency tasks. Agencies provide easy access to information related to work, respect the employee's creativity to enable them to complete their work, provide internal training for employees in improving skills, and provide resource support in terms of equipment and technology to develop the employee's creativity and performance. The results of this study are expected to contribute to the development of government organizations or institutions, especially in improving employee performance. Moreover, empowerment can be applied at various levels of the organization to support the implementation of the main tasks and functions of organizations or government institutions.

4. CONCLUSIONS

Empowerment is important for organizations or government agencies to support their predetermined goals. Empowerment can function to provide freedom for employees to be responsible for their main tasks and functions. The result of this study shows that empowerment affects the employee performance of the Palu City Environmental Service Agency. This indicates that the existence of empowerment can predict employee performance and it indirectly indicates that employee performance in government organizations or institutions can be improved through empowerment as an effort to increase employee knowledge, abilities, skills, and creativity at work.

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