

Effects Employee Empowerment, Work Motivation And Organizational Changes On Employee Performance In The Scope Of Government Of Bombana Regency

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Abstract— This research aims to determine and analyze the effects of employee empowerment, work motivation and organizational changes on employee performance in the scope of the government of Bombana Regency. The research samples were 97 employees. This research used multiple linear regression analysis. Results of the research show that (1). employee empowerment, work motivation and organizational changes have positive ad significant effects on employee performance. (2) employee empowerment has positive ad significant effects on employee performance. (3) work motivation has positive ad significant effects on employee performance. (4) organizational changes have positive ad significant effects on employee performance on the scope of the government of Bombana Regency.

Index Terms— Employee Empowerment, Work Motivation, Organizational Changes and Employee Performance.

1 INTRODUCTION

An organizational success in achieving its goals is inseparable from the role of human resources in the organizational management in order to realize the desired goals by applying management functions including planning, organizing, setting in motion and controlling (Siagian, 2000). Application of the management functions in an organization is seen as leader responsibility which synergizes with its members in the organization. For ability of organizational leaders in communicating organizational operational vision, mission and strategy, then it is necessary for human behavior approach.

An organizational activity or work is a collectivity so in each completion on an employee series of work is required to cooperate, have mutual relation and have no willingness for self-release with other employees in the organization. In an organization, the main concern is how to create the harmony and suitability in each work activity implementation so it can give implication to the improvement of employee performance. Based on the findings of previous studies, it describes that motivation, work environment and employee empowerment has effects on the employee performance.

The first factor giving effects on the employee performance is employee empowerment. Although there are many theories and conceptualizations of the empowerment, basically empowerment can be defined in two major groups, namely empowerment in the relational construct and empowerment in the motivational construct. First, regarding the empowerment as a relational construct, in the management literature and so-

cial influence literature, power is formulated as a relational concept used to describe the perception of power or control owned by an actor or an organizational unit over other parties (Pfeffer in Mawartin, 2013).

The second factor giving effects on the employee performance is work motivation. Motivation serves an essential role on the management if they want each employee to make positive contribution to the achievement of company goals. Because through motivation, an employee will have high enthusiasm in carrying out any tasks assigned to him. Without motivation, an employee cannot fulfill his duties according to the standard or even exceed the standard because his motive and motivation in working is not fulfilled.

The third factor giving effects on the employee performance is organizational change. Basically, all changes by an organization lead to an increase in organizational effectiveness in order to improve organizational ability to adapt to environmental changes and changes in organizational members' behavior (Robbins, 2006, 763). Furthermore, Robbins stated that organizational change can be carried out in a structure including strategy and systems, technology, physical arrangement and human resources.

Based on pre-studies taken by researcher, it can determine that currently there was a low level of employee work empowerment in the scope of the Government of Bombana Regency. It can be seen from different employee characteristics. The differences may be influenced by employee knowledge.

Based on pre-research conducted by the researcher, it was

known that currently there was a low level of employee empowerment in the Government of Bombana Regency. This can be seen from different employee characters. These differences may be influenced by employees in terms of knowledge, skills, attitudes, discipline and other factors. Such situation led to differences in employee abilities in carrying out their duties. So there were varied employee performances. The following challenge faced by the Government of Bombana Regency was that there was the absence of employees' concern to their jobs and responsibilities, reluctance of employees to be involved in any work, slow response in providing services from leadership orders.

Based on the empirical phenomenon above, the author is interested in conducting research which is further outlined in a scientific paper with the title: "The effects of work empowerment, work motivation and organizational changes on employee performance in the scope of the Government of Bombana Regency".

Based on the background description, the problem in this study is formulated namely whether work empowerment, work motivation and organizational changes have effects on employee performance in the Government of Bombana Regency.

2 LITERATURE REVIEW

2.1 Concept of Work Empowerment

Empowerment as delegation of authority or sharing of resources, "toenable" means increasing individual motivation by increasing individual confidence in his effectiveness. Empowerment is a management technique used by companies to increase the organizational effectiveness; by Conger and Kanungo (2017). Working in an empowered condition has positive effects on employees, namely increased feelings of self-confidence and job satisfaction, higher motivation, and lower physical / mental fatigue. Work situations in structural empowerment will seem to have more possibility for management practices which can increase employee feelings about trust in terms of organization and job satisfaction. Employee empowerment according to Brower (2017) can be measured through several indicators, namely: personal influence, meaning of work and employee contributions.

2.2 Concept of Work Motivation

Pamela & Oloko (2015); Work motivation is defined as the key to a successful organization to maintain work sustainability in the strong organizational ways and assistance to survive. Motivation means to give proper guidance or direction, resources and rewards so that they are inspired and interested in working in such a way that you desire. Chukwuma & Obiefuna (2014) said that motivation is the process of generating behavior, maintaining progress in behavior, and channeling specific behavioral actions. Thus, motives (needs, desires) encourage employees to act.

The indicators used in measuring motivation in this study refer to an opinion by Hasibuan in Yurizal (2017), namely: (a). The need for achievement, namely the attitude of employees in carrying out their duties properly by expecting achievement

of rewards; (b) The need for affiliation, namely the attitude of employees in carrying out working relationships with partners or outside parties by expecting to achieve maximum performance; and (c). The need for power, namely the attitude of employees in carrying out tasks responsibly and being able to apply the work to others.

2.3 Concept of Organizational Changes

The essence of a change is the improvement to better condition from the previous one. An organization can only have ability to survive if it can make changes. Each environmental change must be examined thoroughly since an organizational effectiveness depends on the level of organizational ability to self-adapt to the changes. Basically, all changes direct to improvement of organizational effectiveness by making efforts to improved organizational ability in self-adapt on environmental changes as well as changes on organizational member behavior (Robbins, 2003). Furthermore, Robbins stated that organizational changes can only be done in a structure covering strategy and system, technology, physical and human resource governance.

Wibowo (2007) said that there are three types of organizational changes named as development change, transitional change and transformational change. Development change reflects changes through existing changes on skills, methods, performance standards or conditions. In the development change, there are two assumptions namely one has ability to improve and to be better if they have appropriate reasons, resources, motivation and training. Transitional change is a response to a significant shift to environmental strength or market demands to lead to success. Transformational change is a radical shift from a condition to other significant ones if it requires cultural shift, behavior and thinking framework to make it successfully and in a long time.

2.4 Copyright Form

Definition of employee performance assessment based on the Regulation of Government of Republic of Indonesia Number 30 of 2019 concerning Assessment on Civil Servant Employee Work Achievement. The assessment of Civil Servant work achievement is an assessment systematically taken by assessors on the targets of employee work and work behavior. Based on the opinions of some experts and also the Regulation of Government of Republic of Indonesia Number 30 of 2019, it can be concluded that assessment of work achievement (performance) is an assessment process systematically taken to determine appropriately, give better responses in the future and as a basis to determine policy in terms of promotion and determination of rewards. The assessment of work achievement (performance) aims to improve or increase organizational performance in term of organizational human resources.

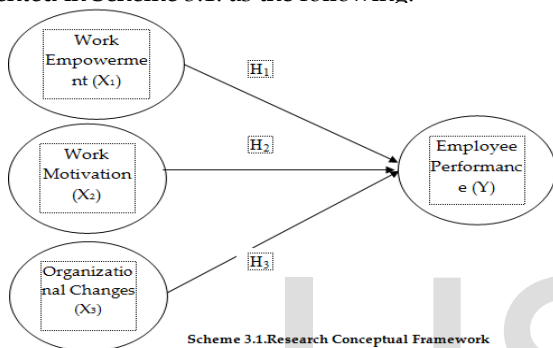
The performance assessment by using this SKP includes some aspects, namely quantity, quality, time and costs based on characteristics, property and types of activities of each institution. Furthermore, it is described that the aspects are designed by referring to technical standards of each activity in each institution. The assessment is taken by comparing the assessment aspects in the targets in initial year and the achieved realization in the end of the year.

3 CONCEPTUAL FRAMEWORK AND HYPOTHESES

3.1 Conceptual Framework

Based on the aforementioned definitions and theories in the literature review, then it develops a conceptual framework which will examine several variables, namely employee empowerment variable (X1), work motivation (X2), organizational change (X3) and employee performance variables (Y2). This study will examine and analyze the effects of employee empowerment, work motivation and organizational change on employee performance in the Government of Bombana Regency. The thinking framework in this study is developed based on the study problems and objectives, theoretical and empirical studies as a basis for formulating the hypotheses.

Based on the theoretical and empirical studies, the researchers formulated a conceptual framework in this study as presented in Scheme 3.1. as the following:



Scheme 3.1. Research Conceptual Framework

Research Hypotheses

Based on the aforementioned research conceptual framework, then the research hypotheses are as the following:

1. Employee empowerment has positive and significant effects on employee performance in the Government of Bombana Regency.
2. Work motivation has positive and significant effects on employee performance in the Government of Bombana Regency.
3. Organizational changes have positive and significant effects on employee performance in the Government of Bombana Regency.

4 RESEARCH METHOD

The research location was in the scope of the Government of Bombana Regency. The objects of this research are work empowerment, work motivation, organizational changes and employee performance in the Government of Bombana Regency. The populations in this study were all employees in the scope of the Government of Bombana Regency. The total number of employees in the Government of Bombana Regency was distributed in the Regional Secretariat, DPRD, KPU, Services, Other Technical Agencies / Institutions, Districts and Villages with a total of 3,257 employees.

Given the large population in this study and also limited time and cost, in this study, the sample size was determined using the Slovin formula (Husein Umar, 2000) with an error rate of 10%. Based on the formulation, it was obtained 97 respondents from 36 SKPDs.

The type of data used in this study is qualitative data, namely data in the form of respondents' perceptions of work empowerment, work motivation, organizational changes and employee performance. In addition, it was also used quantitative data, namely data in the form of numbers such as the respondents' age, years of service and level of education.

It was used inferential statistical analysis method as the analysis method with multiple linear regression models; the multiple linear regression formula is as the following:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \dots + \beta_nX_n + e \text{ (Supranto, 2001)}$$

Which:

Y = Dependent variables

β_0 = Constanta

X_1, \dots, X_n = The *i*th Independent variables ($i = 1, 2, 3, \dots, n$)

β_1, \dots, β_n = Regression coefficient of each of X_1 variable ($i = 1, 2, 3, \dots, n$)

e = error level

5 RESEARCH RESULTS AND DISCUSSION

5.1 Analysis Results

Testing Results of Partial Regression Model

To prove the research hypothesis proposed in this study, the multiple linear regression method was used with partial analysis results as follows:

Table 5.1. Results of Partial Regression Analysis

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
(Constant)	1,617	1,859		,870	,387	
1 X1	1,727	,173	,561	9,966	,000	
X2	,857	,130	,303	6,568	,000	
X3	,380	,115	,155	3,294	,001	

a. Dependent Variable: Y

Source: Processed Primary Data in 2021

Regression analysis results in table 5.1. above are interpreted as the following:

1. The significance of the effects of the variable X1 (work empowerment) on Y (employee performance) is obtained a significance value of 0.000, which means that it is smaller than the value of $\alpha = 0.05$. Therefore, the employee empowerment variable (X1) partially has significant effects on employee performance (Y). It is also on this basis that the work empowerment variable (X1) can be included as one of the estimating variables for employee performance in the scope of the Government of Bombana Regency.
2. The significance of the effects of the variable X2 (work motivation) is obtained a significance value of 0.000, which means that it is smaller than the value of $\alpha = 0.05$. Therefore the work motivation variable (X2) partially has significant effects on employee performance (Y). It is also on this basis that the work motivation variable (X2) can be included as one of the estimating variables for employee performance in the scope of the Government of Bombana Regency.

3. The significance of the effects of the X3 variable (organizational change) is obtained a significance value of 0.001 which means that it is smaller than the value of $\alpha = 0.05$. Therefore, the organizational change variable (X3) partially has significant effects on employee performance (Y). It is also on this basis that organizational change (X3) can be included as one of the estimating variables for employee performance in the scope of the Government of Bombana Regency.

5.2 Discussion Of Research Results

5.2.1 The effects of Employee Empowerment on Employee Performance

Testing results in this research has proven that employee empowerment has significant and positive effects on employee performance in the scope of the Government of Bombana Regency. The positive effects coefficient means that good employee empowerment tends to improve employee performance. The research result can be concluded that work empowerment changes have positive and actual effects on employee performance improvement. It means that better employee empowerment applied by the scope of the Government of Bombana Regency will lead to higher level of employee performance in the scope of the Government of Bombana Regency. Changes on employee empowerment improvement have positive and significant effects on the employee performance improvement in the scope of the Government of Bombana Regency. Thus, the key for the success in the future is directed to improve the employee performance in the scope of the Government of Bombana Regency namely by improving employee empowerment.

This research result supports a theory stating that empowerment is a management technique used by companies to improve performance (Conger dan Kanungo, in Athar, 2017). According to Kanter, working in such empowered conditions will have positive impacts on the employees, namely improving the sense of self-confidence and job satisfaction, higher motivation, and lower physical / mental fatigue. Work situations in structural empowerment will seem to have more possibility for management practices which can increase employee feelings about trust in terms of organization and job satisfaction

Based on the discussion results above, it can be concluded that employee empowerment has significant and positive effects on employee performance in the scope of Government of Bombana Regency. Thus, the employee empowerment applied by the Government of Bombana Regency is in accordance with what employees expect. It means that that there is no gap between employee expectation and the perceived employee empowerment. Employees will have a high level of performance if the work empowerment provided is in accordance with their expectations and vice versa, employees will have a low level of effectiveness if they are not in accordance with the expectations given by the Government of Bombana Regency. Thus, logically, the scope of the Government of Bombana Regency is required to continue to improve the employee empowerment as expected by the employees because it will have effects on the employee performance in the scope of Govern-

ment of Bombana Regency. The theory put forward by Brown (1996) states that job involvement gives effects on personnel, job characteristics, message perceptions and supervisors. Based on this, we can determine that each indicator of work involvement should fulfill these four indicators, thereby it can improve productivity.

5.2.2 The effects of Work Motivation on Employee Performance

Based on the results of data analysis in this study, it obtained the regression coefficient value showing the positive and significant effects of work motivation on the employee performance in the Scope of Government of Bombana Regency. This shows that increased work motivation will be able to improve employee performance, this is because work motivation can spur employees to work better so that employee performance increases. Employees at the Scope of Government of Bombana Regency perceive excellence work motivation which will have implications for improving employee performance in the Scope of Government of Bombana Regency.

The results of this study are in line with an opinion expressed by Suharto and Cahyono in Hayun (2018) which states that there is one factor that give effects on performance, namely motivation factor, as motivation is a condition that moves someone to try to achieve goals or achieve any desired results. Rivai in Asrih (2017) showed that stronger work motivation will lead to higher employee performance. This means that any increase in employee motivation will provide very significant increase in employee performance in carrying out their work.

The results of this study are supported by the theory put forward by Mangkunegara in Yurizal, (2017) which states that motives are defined as a tendency to conduct activities, starting from inner impulses and ending with self-adjustment. Furthermore, the theory put forward by Stanton in Yurizal (2017) defines that motive is stimulated need with orientation to individual goals in achieving satisfaction. This shows that motivation is one of the factors that can improve employee performance, motivation also has effects on employee work behavior as evidenced by an increase in morale.

The results of this study are supported by previous research conducted by AdiSuryadharma, GedeRiana, DesakKetut (2016) which states that work motivation has effects on employee performance. Based on empirical phenomena and conditions in the field, employees in the Scope of Government of Bombana Regency have very high work motivation. This can be seen from the employee performance that gives effects on their work behavior and colleagues in carrying out work together with full responsibility. Motivation also focuses on improving and developing employee work ability.

5.2.3 The effects of Organizational Changes on Employee Performance

Based on the results of data analysis in this study, it obtained regression coefficient value showing positive and significant effects of organizational changes on employee performance in the Scope of Government of Bombana Regency. This shows that organizational changes will be able to improve the em-

ployee performance in the Scope of Government of Bombana Regency. According to the results of partial regression model testing, it can be known that organizational change has positive and significant effects on employee performance in the Scope of Government of Bombana Regency. This can be interpreted that better organizational changes will lead to better employee performance in the Scope of Government of Bombana Regency.

The results of this study are in line with an opinion expressed by Robbins (2006, 763) which states that basically all changes lead to increased organizational effectiveness directing to improve organizational ability to adapt to environmental changes and changes in organizational member behavior. Furthermore, Robbins stated that organizational changes can be carried out in a structure covering strategy and systems, technology, physical arrangement and human resources.

The results of this study are also in line with an opinion expressed by Sobirin (2005: 2) which states that there are two factors leading to changes, namely external factors such as technological changes and increasingly integrated international economy as well as internal organizational factors which cover two main things, namely (1) changes on organizational hardware (hard system tools) or what is commonly referred to as structural change, which includes changes in strategy, organizational structure and systems and (2) changes in organizational software (soft system tools) or cultural changes which include changes in human behavior in organizations, human resource policies and organizational culture. Every change can not only choose one structural or cultural aspect as a variable to be changed, but these two aspects must be managed simultaneously for optimal results. From the understanding put forward by the two figures above, organizational change is defined as changes in organizational components such as structure, strategy, systems and human behavior in order to increase company effectiveness.

5.3 Research Limitation

The research is aware that this research certainly has limitations, not only in terms of time and cost limitations, namely:

1. This research is a perception research so that the respondents' answers have subjectivity, so it is necessary to have in-depth interviews.
2. This research is limited by time, so it is a cross section (instantaneous data), namely, data collection is not only at the time of research, so it is necessary to collect data from time to time (time series) in order to reveal the full results.
3. In the data collection, the respondents still face doubt or psychological pressure in answering statements because they are still within the scope of their position as subordinates.

6 CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

Because Based on the results of research findings, problem formulation, research objectives, research hypotheses, data analysis results and discussion of research results, it can be

stated that the conclusions of this study are as follows:

1. Work empowerment has positive and significant effects on employee performance in the Government of Bombana Regency. Changes in work empowerment have positive and real direction towards improving employee performance.
2. Work motivation has positive and significant effects on employee performance in the Government of Bombana Regency. Changes in work motivation have positive and real direction towards improving employee performance.
3. Organizational changes have positive and significant effects on employee performance in the Government of Bombana Regency. Higher organizational change will lead to higher employee performance.

6.2 Recommendations

Based on the results of data analysis, discussion and conclusions of this study, it can give the recommendations as the following:

1. It is necessary for leaders in the Government of Bombana Regency to continuously improve work empowerment, especially indicator of employee contribution by increasing employee work contribution and leaders have to actively contribute so that employees can immediately adapt to any existing work environment in the organization.
2. It is necessary for leaders in the Government of Bombana Regency to continuously improve work motivation, especially indicator of the need for achievement by leaders who play more active role in motivating employees in order to provide quality service and employees must have a strong desire to provide good service so that there will be improved employee performance.
3. It is necessary for leaders in the Scope of the Bombana Regency Government to continuously improve organizational changes, especially indicator of structural by leaders who provide understanding to employees that any changes in authority relations are resulted by improving employee and leadership performance can facilitate coordination mechanisms in work in order to facilitate work completion.
4. It is necessary for leaders in the Scope of the Bombana Regency Government to continuously improve employee performance, especially indicator of time, by leaders who can impose sanctions on every employee who does not complete work on time and for employees who do not follow the work time set by the organization.
5. Further researchers are expected to be able to utilize and develop the results of this study by using different variables or indicators used in each variable

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