

The Influence of Leadership on Human Resource Empowerment and Job Satisfaction in Improving Employee Performance

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Abstract: *The effect of leadership on empowering human resources, (2). The influence of leadership on employee satisfaction, (3). The effect of empowering human resources on satisfaction, (4). Influence of satisfaction on employee performance, (5). The influence of leadership on employee satisfaction through empowering human resources. The population in this study was Konawe Regency Government Employees with the characteristics of Civil Servants (PNS) in all OPDs within the Konawe Regency Government as many as 6,196 people. The sampling technique is stratified random sampling with a sample of 152 people. Data analysis technique to answer the problem in this research hypothesis is a quantitative analysis that is supported by Qualitative through two stages, namely statistical descriptive analysis and Structural Equation Modeling (SEM) analysis. The results showed that the relationship between leadership and human resource empowerment in this study was directly proportional; leadership had a positive and significant effect on employee satisfaction while Human Resources empowerment had a positive but not significant effect on job satisfaction. Job satisfaction has a positive and significant effect on employee performance has a positive but not significant effect on job satisfaction. Furthermore the empowerment variable does not significantly mediate the relationship between the leadership variable and job satisfaction variable*

Keywords: *Empowerment; Leadership; Satisfaction; Employee Performance*

1. INTRODUCTION

The success of the implementation of community development is very dependent on the role of the government and the community, both of which must be able to create synergies. Without involving the community, the government will not be able to achieve optimal development results. Development will only give birth to new products that are not meaningful to society, not in accordance with the needs. Likewise, without an optimal role from the government, development will run irregularly and without direction, which in turn will cause new problems. Apart from requiring community involvement, development also requires the right strategy to be more efficient in terms of funding and effective in terms of results. The choice of development strategy is important because it will determine where the role of the government is and where is the role of the community, so that both parties can play an optimal and synergistic role.

Improving the quality of human resources is fundamental to an effort to achieve success, including improving employee performance. Based on the existing phenomena, it shows that improving the quality of human resources cannot be separated from the factors that affect employee performance. Efforts made so far are mainly related to improving organizational designs, systems, procedures, internalization of organizational values and culture, personnel management, training and reward and punishment. So basically, bureaucratic reform involves three main aspects, namely institutional / organizational, management or business processes and increasing the capacity of apparatus resources. This means that even though the efforts made so far have been comprehensive (overall) and simultaneous in many fields, but only touch things that appear on the surface. Has not touched on the most basic and essential things. Organizational Behavior is applied to make organizations move more effectively and specifically focuses on ways to increase productivity, reduce employee turnover, increase job satisfaction, reduce absenteeism, increase Organizational Citizenship Behavior (OCB) and reduce Workplace Deviant Behavior (WDB) (Robins and Judge, 2008).

The results of previous research stated that organizational commitment, job involvement, and job satisfaction are important segments in the public sector or government in improving performance. A model that investigates work characteristics and work experience variables that together influence effective organizational commitment, job satisfaction and job involvement. At the same time, these findings enhance our understanding of affective commitment and job satisfaction in the public sector and provide ideas for action for department managers on how to safeguard employee values. Overall there is a strong relationship between Organizational Commitment, job involvement and job satisfaction in important segments of the public sector workplace for information technology employees in State government. (Reid et al. 2008).

Research conducted by Ibrahim Garba Muhammad and Haim Hilman Abdullah (2016) states that empowerment and compensation have a significant and positive effect on overall organizational performance mediated by commitment. Although previous researchers also linked empowerment and performance, an interesting contribution from this study was to establish an effect mechanism. In addition, this study reaffirms the social linkages that exist in organizations where organizations provide empowerment and compensation and lead to the emergence of leadership organizational commitment to improving overall organizational performance. Therefore organizations need to implement effective work patterns and be able to stimulate their leaders to conform to the desired behavior so that it has a positive impact on organizational performance.

Furthermore, Tersia Nel et al (2015) in their research stated that statistically there is a significant correlation between the variables of leadership, psychological empowerment, job involvement and employee satisfaction. Leadership has a direct effect on psychological empowerment and employee satisfaction. In addition, this study also found that satisfaction is positively influenced by psychological empowerment. Furthermore, positive leadership has an indirect effect on life satisfaction through psychological empowerment. Other researchers Choi et al (2016) stated that empowerment mediates the effect of transformational leadership on job satisfaction in nursing. Employee empowerment is not only indispensable for increasing job satisfaction but also mediates the relationship between transformational leadership and job satisfaction among nursing staff.

Farland (in Wijaya, 2012: 7) argues that leadership is a process in which the leader is described as giving orders or influence, guidance or the process of influencing the work of others in selecting and achieving predetermined goals. Pfiffner (Thoha, 2002: 9; Jabarullah et al., 2019; Khan et al., 2019) argues that leadership is the art of coordinating and giving direction to individuals or groups

to achieve the desired goals. Sutisna (Kartono, 2003: 10; Arshad et al., 2020; Balakrishnan et al., 2019) suggests that leadership is the ability to take initiative in social situations to create new forms and procedures, design and organize actions, and by doing so generate cooperation towards achieving goals. Webster in Sedarmayanti (2012: 59), the meaning of empowerment is that the word Empower has two meanings. The first meaning is to give power or authority to, and the second meaning means to give ability to or enable. In the first sense, it is defined as giving power, transferring power or delegating authority to other parties. Whereas in the second sense, it is defined as an effort to provide ability or empowerment. Empowerment is a process that requires thorough planning, in-depth thinking about monitoring mechanisms and continuous improvement.

Allen and Meyer (1996) identified three components of Organizational Commitment, consisting of affective commitment, normative commitment "refers to the employee's feeling of obligation to remain with the organization". Normative commitment is related to feelings, rational commitment (continuance commitment), namely: "a tendency to engage in consistent lines of activity based on the individual recognition of the cost (or lost side bets) associated with discontinuing the activity." Rational commitment is related to commitment based on employees' perception of the losses they will get if they do not continue their work in the organization. Therefore, employees who have a strong rational commitment will stay in the organization because they really need (Luthans, 1995; Abbas et al., 2020; Ahmad et al., 2018). Wexley and Yukl (1977) define job satisfaction as "the way an employee feels about his or her job". This means that job satisfaction is the way employees feel themselves or their jobs. Based on this opinion, it can be seen that job satisfaction is a feeling that supports or does not support an employee who is related to work or his condition. Bernandin & Russell in Koesmono (2005: 175) defines performance as "the record of outcomes produced on. A specified job junction or activity during a specified time period", (records of outcomes resulting from the function of a particular job or activity during an a certain period of time).

2. RESEARCH METHOD

The research location is in the Konawe District Government of Southeast Sulawesi Province with the object of research being civil servants. The research period is 3 months. The population is Konawe Regency Government Employees with the characteristics of being Civil Servants in all OPDs within the Konawe Regency Government. The current number of employees in the Konawe District Government of Southeast Sulawesi Province is 6,196 people. The sampling technique used in this study is a stratified random sampling technique. This technique is used because the Konawe District Government civil servant population is not only homogeneous and stratified but also disproportionate in terms of educational characteristics, length of work, age, and between the number of staff and those who are in groups I, II, III and IV. The number of respondents of Civil Servants was 152 people. Furthermore, for the distribution of samples in each OPD in Konawe District Government, it was carried out on a proportional basis with the sample allocation for each office, which can be seen in the distribution of the research samples in Table 1 below.

Table 1. Distribution of Research Samples

No	Type	Population		Sample	
1.	IV	1.264		$1.264/6.196 \times 152$	31
2	III	3.708		$3.708/6.196 \times 152$	90
3	II	1.208		$1.208/6.196 \times 152$	30
4	I	16		$16/6.196 \times 152$	1
Total		6.196		152	

Source: BKD and Dikawe District Konawe, 2020

Data analysis method used in this research is descriptive analysis and analysis of causal relationships or a series of interdependent relationships between variables such as this, it requires a multivariate analysis technique that is able to explain the causal relationship simultaneously, namely structural equation modeling.

3. RESULT

3.1. SEM analysis with smartpls

Analysis of the data used in this study is to use SmartPLS version 2.0 M3. There are two stages of testing orevaluation, namely testing the measurement model (Outer Model) which aims to test the validity and reliability of eachindicator on each variable, and testing the structural model (Inner Model) which aims to test the research hypothesesproposed in this study.

By using the SmartPLS 2.0 M3 program, the loading results are on the full model. The Structural Equation Model using the Warp Partial Least Square (WarpPLS) approach is first tested or evaluated by the empirical research model. Testing the Goodness of Fit structural model on the inner model uses the predictive-relevance (Q2) value. The R2 value of each endogenous variable in this study can be seen in Table 2 below

Table 2. R²value of endogenous variables

Endogenous Variables	R-square
HR Empowerment (Y1)	0.41
Job Satisfaction (Y2)	0,87
Employee Performance (Y3)	0.65

Source: Primary data processed, 2020

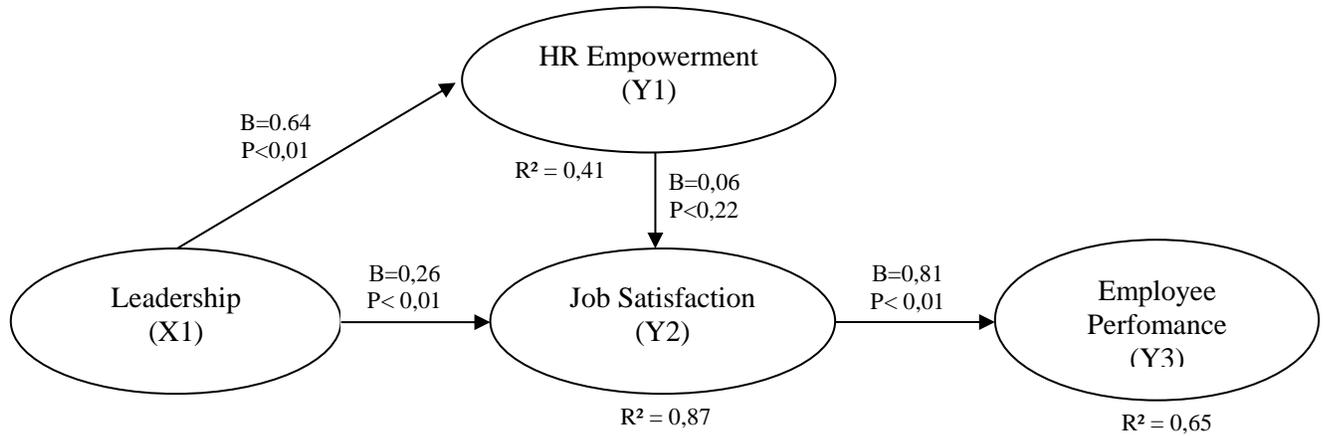


Fig. 1 Research analysis model
 Source: Results of the WarpPLS analysis output

The results of the above calculations show the predictive-relevance value of $0.85.95 > 0$), meaning that 85.96% of the variation in the employee performance variable (dependent variable) is explained by the independent variable of leadership with the mediation of HR empowerment, commitment and job satisfaction used. Thus the model is said to be worthy of having relevant predictive value or having a strong contribution

Table 3 .Value of Outer Loading Research Variables

Variables	Indicator	Outer Loading	p-value
Leadership (X1)	X1.1	0.863	0,001
	X1.2	0.948	0,001
	X1.3	0.894	0,001
HR Empowerment (Y1)	Y1.1	0.877	0,001
	Y1.2	0.747	0,001
	Y1.3	0.856	0,001
Job Satisfaction (Y2)	Y2.1	0.858	0,001
	Y2.2	0.831	0,001
	Y2.3	0.870	0,001
	Y2.4	0.841	0,001
	Y2.5	0.901	0,001
Employee Performance (Y3)	Y3.1	0.756	0,001
	Y3.2	0.755	0,001
	Y3.3	0.660	0,001
	Y3.4	0.640	0,001
	Y3.5	0.757	0,001
	Y3.6	0.833	0,001

	Y3.7	0.775	0,001
	Y3.8	0.777	0,001

The results of empirical analysis using the Warp Partial Least Square (Warp PLS) model show that the loading value of the leadership variable indicator factor significantly forms the leadership variable and social awareness indicators are obtained as a dominant indicator as a measure of leadership variables.

Table 4. Hypothesis Testing Results Direct Effect

Independent Variable	Dependent Variable	Path Coefficient	<i>P</i> value	Information
Leadership (X1)	HR Empowerment (Y1)	0.64	0.001	Signifikan
Leadership (X1)	Job Satisfaction (Y2)	0,26	0.001	Signifikan
HR Empowerment (Y1)	Job Satisfaction (Y2)	0.06	0.22	No Signifikan
Job Satisfaction (Y2)	Employee Performance (Y3)	0.81	0.001	Signifikan

Table 5. Hypothesis Testing Results of Indirect Effect

Independent Variable	Dependent Variable	Variabel Mediasi	Path Coefficient	Information
Leadership (X1)	Job Satisfaction (Y2)	HR Empowerment (Y1)	0,038	No Signifikan

4. DISCUSSION

4.1. The Influence of Leadership on Human Resource Empowerment

The results of hypothesis testing prove that the relationship between leadership and human resource empowerment in this study is directly proportional where it can be said that the better the leadership in Konawe Regency will make the empowerment of human resources better.

4.2. The influence of leadership on employee satisfaction

The results of hypothesis testing on leadership which have a significant effect on employee satisfaction, in this study are directly proportional to where it can be said that the better the leadership in Konawe Regency will make the employee job satisfaction better.

4.3. Effect of Human Resources Empowerment on Job Satisfaction

The results of research on the effect of empowerment of human resources on job satisfaction indicate that empowerment of human resources has a positive but insignificant effect on job

satisfaction. Based on these results, the relationship between human resource empowerment and job satisfaction in this study is not directly proportional, where it can be said that although the empowerment of human resources in Konawe Regency is getting better, it cannot provide job satisfaction to employees.

4.4. The Effect of Job Satisfaction on Employee Performance

Job satisfaction in this study is known that the original sample estimate value between the effect of job satisfaction on employee performance is positive. This value indicates that job satisfaction has a positive and significant effect on employee performance, meaning that the relationship between job satisfaction and employee performance in this study is directly proportional where it can be said that the better job satisfaction of employees in Konawe Regency will make employee performance better.

4.5. Research Limitations

This study was conducted with several limitations, that the sample used was civil servants in Konawe District who might have a bias in their empirical implications, which might be different if adopted for business organizations and other public sector organizations. After this study only examines civil servants in Konawe District, it would be better if expanded to provincial and national coverage so that it can be studied more deeply about the role of empowerment and commitment in mediating the influence of leadership on the satisfaction and performance of local government employees. Researchers do not classify respondents based on the Office or institution, in particular the classification of services based on their respective duties and functions that may have different backgrounds and characteristics, and research in the form of a cross-section also gives limitations to this study because of its inability to observe in depth various aspects of the relationships and influences created during a certain period of time.

5. CONCLUSION

Leadership has a positive and significant effect on empowering human resources. Furthermore, leadership has a positive and significant effect on job satisfaction. The results showed that the effect of human resource empowerment on job satisfaction had a positive but insignificant effect on job satisfaction. Based on these results, the influence between empowerment of human resources and job satisfaction in this study is that although the empowerment of human resources in Konawe Regency is getting better, it still does not give job satisfaction to employees. The next hypothesis shows that job satisfaction has a positive and significant effect on employee performance, meaning that the influence between job satisfaction and employee performance in this study is that the better job satisfaction of employees in Konawe Regency will make employee performance better. The results showed that leadership had a positive and significant effect on human resource empowerment, but human resource empowerment had a positive but insignificant effect on job satisfaction. Based on these results, the influence between leadership on human resource empowerment and job satisfaction is that even though human resource empowerment and job satisfaction are included in the theory trimming (0) category, it is less able to provide job satisfaction to employees in Konawe Regency.

6. REFERENCES

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