

Influence of Empowerment, Satisfaction and Working Involvement on Performance of Civil Servant at Dines Pariwisata Dan Kebudayaan Kabupaten Mona

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Abstract: *The importance of employee performance because of its impact on organizational performance and competitiveness. Empowerment, job satisfaction and job involvement are the determining factors in improving the performance of employees, therefore this study aims to analyze the effect of empowerment, satisfaction and job involvement in improving employee performance. This research was conducted by survey method on 42 civil servants of tourism and culture of Muna district, using multiple linear regression analysis found result that empowerment, job satisfaction and job involvement have positive and significant effect to employee performance.*

Keyword: *Empowerment, job satisfaction, job involvement, employee performance*

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I. Introduction

Human resources are the main drivers of all organizational activities in achieving the goal, namely the success or failure of an organization in maintaining its existence starting from the business of managing human resources, especially in improving the effectiveness and efficiency of work optimally. This means that the performance of the organization is strongly influenced on the quality and competitive ability of human resources it has. Therefore organizations should be able to provide protection to their members against any kind of unwanted circumstances, provide a sense of security and peace, and improve employee skills in the work, so that employees can work comfortably and productively.

Empowerment according to Caudron (1995) is one way of employee development through employee involvement that is by giving authority and responsibility enough to complete the task and decision making. In empowerment there is a power distribution process, so the leader is required to have an awareness of the distribution of power and authority as a process of regeneration and continuous improvement of human resource capacity, so that optimum productivity and performance will be achieved.

Luthans (2006) argues that empowerment is the authority in making decisions in a person's responsibility without seeking the consent of others and capable of making decisions and having the power to implement. With empowered employees will be able to optimize its capabilities that ultimately can improve its performance.

Job involvement is equally important in achieving employee performance. Factors of work involvement, indicated as factors in improving performance (Chungtai, 2008). High levels of job involvement play a role in shaping performance, increasing the quality and quantity of work, high work efficiency. Research Results proposed by Rizwan and Khan (2011), states that job involvement has a significant positive effect on performance.

Improving employee performance is not only influenced by empowerment and employee engagement, but there are other factors that play a role in improving the performance of employee satisfaction. This is in line with the results of Reid et al. (2008) examines job satisfaction in important segments in the public or government sectors, finding that employee performance may decrease due to employee dissatisfaction at work. Therefore, according to Reid et al. (2008) employee performance can increase if employees work with pleasure because they feel satisfied and feelings of satisfaction increased employees will make employee performance increases.

The above study clearly states that improving empowerment, job satisfaction and employee involvement are important factors that can be done in an organization's efforts to improve the performance of its employees, but this is slightly different from the phenomenon that existed in dinas pariwisata dan kebudayaan

kabupaten Muna shows that at the level of the field ie echelon III, generally not yet optimal. This is reflected in the tupoksi activities that should be done but the leadership has not fully given the confidence to manage the various activities, even the empowerment of employees is sometimes submitted to lower levels of head section (echelon IV), and involves staff who can not categorized managers, so this creates self-distrust by echelon III. The incompatibilities employees receive due to equality of treatment even though the different echelons make some high-echelon employees feel dissatisfied, and employees feel excluded from activities that should involve them so they feel their lack of involvement.

Referring to the theoretical and empirical studies and phenomena that exist in the object of research, researchers are interested in conducting research entitled "The influence of empowerment, satisfaction and employee involvement on the performance of civil servants at dinas pariwisata dan kebudayaan kabupaten Muna".

II. Literature Study and Hypothesis

This research was conducted to find out the influence of empowerment, satisfaction and employee involvement on the performance of civil servants of dinas pariwisata dan kebudayaan kabupaten Muna, therefore as a basis to understand how empowerment, job satisfaction and employee involvement can improve the employee performance in dinas pariwisata dan kebudayaan kabupaten Muna then in this section is explained by referring some theories and previous studies relevant to this research.

The effect of empowerment, satisfaction and employee involvement on employee performance in this study is described as follows:

1.1. The influence of empowerment, satisfaction and employee involvement on employee performance

Tjiptono (2003) argues that "Good human resource empowerment provides autonomy, authority and trust to every individual in an organization to improve employee performance". Cutterbuck (1995) explains that empowerment means encouraging and allowing human resources to take personal responsibility to improve the way they work and increase their contribution to the organization.

Dience (2007) shows that empowerment has a significant influence simultaneously on the effectiveness of employees. While the relationship of job involvement to performance is revealed by Chunghtai (2008), that high work involvement will improve performance. Other results of research presented by Widiyati (2011) showed that the factors affecting job content plateauing are job involvement. Based on the above description, it can be concluded that job involvement is an employee's commitment to his job which is characterized by high awareness of the job, the feeling of being psychologically bound to the work done and strong confidence in his ability in completing the job. Based on the explanation, the proposed hypothesis 1 is:

Hypothesis 1: Empowerment, satisfaction and job involvement simultaneously have a significant effect on the employee performance on dinas pariwisata dan kebudayaan kabupaten Muna.

1.2. The influence of empowerment on employee performance

Empowerment is one strategy to improve human resources by providing responsibility and authority to those who are expected to enable them to achieve higher work performance. According to Cook and Steve (translated by Sedarmayanti, 2001), "Empowerment will provide practical philosophy and means of change to help improve both customer and employee satisfaction, and thus help improve organizational effectiveness. Empowerment is an ongoing interpersonal relationship to build trust between employees and management "(Suwatno and Priansa, 2011).

Wibowo (2008) argues that: "empowerment increases confidence in doing something, which in the past never believed, may be employed for the organization, empowerment will improve the performance of the organization and individuals can carry out their talents in full". The result of Eman's research (2008) shows that the effect of empowerment on employee performance has a positive and significant effect. In line with Betty (2012) that the more empowered employees then employees will contribute more to the performance. Based on this, the proposed 2nd hypothesis is:

Hypothesis 2: Empowerment has a positive and significant effect on employee performance on dinas pariwisata dan kebudayaan kabupaten Muna

1.3. The influence of satisfaction on employee performance

According to Robbins (1996), there are five things that can affect job satisfaction, namely: Work that is mentally challenging, Rewards are appropriate, Supportive working conditions, Coworkers support, Personality and job suitability. In essence, people whose personality types are congruent (with the work they choose) should find that they have the right talents and abilities to meet the demands of their work. Thus it will be more likely to succeed at the job, and because of this success, it has greater probability to achieve high satisfaction from within their work.

Previous research according to Choi et al (2016) that empowerment mediates the influence of transformational leadership on job satisfaction in nursing. Employee empowerment is not only indispensable for improving job satisfaction but also mediates the relationship between transformational leadership and job satisfaction among staff nurses. Furthermore Moynihan & Pandey, (2007) that managers have varying degrees of influence in different aspects of work motivation, the greatest influence is on job satisfaction and the smallest effect is on job involvement. Based on this, the proposed hypothesis 3 is:

Hypothesis 3: Satisfaction has a positive and significant effect on employee performance on dinas pariwisata dan kebudayaan kabupaten Muna

1.4. The influence of employee involvement on employee performance

Patchen (in Srivastava, 2005) states that someone who has a high work involvement will show a high sense of solidarity towards the company and have a high internal work motivation. Individuals will have low work involvement if they have low work motivation and feel sorry about their work. That is, individuals with low work involvement are individuals who view work as an unimportant part of their lives, have less pride in the company, and less participation and less satisfaction with their work.

The research conducted by Ouyang (2009) supports that partial work involvement has a positive and significant effect on performance. Other research results proposed by Rizwan and Khan (2011) states that job involvement has a significant positive effect on performance. Based on this, the proposed hypothesis 4 is:

Hypothesis 4: Employee involvement has a positive and significant impact on employee performance odinas pariwisata dan kebudayaan kabupaten Muna

III. Methodology

This type of research is descriptive research with the aim of explaining the relationship between the variables studied. Data collection method used is survey method conducted on 42 civil servants sispil department of tourism and culture of Muna district. The analysis tool used is multiple linear regression analysis with the help of SPSS 23 program.

IV. Results

Summary of the results of multiple linear regression analysis in this study can be seen in Table 5.1 as follows:

Table 5.13. Summary of Results of Multiple Linear Regression Analysis

No	Independent Variabel	Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Standart Error	Beta		
	(Constant)	-10,539	4,854		-2,171	0,036
1.	Empowerment	0,544	0,089	0,404	6,138	0,000
2.	Satisfaction	0,488	0,154	0,221	3,173	0,003
3.	Involvement	1,575	0,212	0,508	7,417	0,000
R		= 0,943				
R Square (R ²)		= 0,888				
F		= 100,744				
F _{sig}		= 0,000				
Standar Error		= 1,85729				

Based on the result of multiple linear regression analysis shown in Table 5.13 above, the result can be explained as follows:

1. R value of 0.943 or 94.3 percent indicates that the correlation between empowerment variables, satisfaction, and employment involvement with employee performance is very strong, this is because the value of R produced close to 1 or above 0.50.
2. The value of determination coefficient (R²) of 0.888 shows that 88.8 percent variation of the dependent variable of employee performance is explained or explained by the independent variable; empowerment, satisfaction, and job involvement. The value of 0.112 or 11.2 percent other explained by other variables that are not included in the model.

After the data were analyzed then obtained the model of regression equation as follows:

$$Y = 0,404 X_1 + 0,221 X_2 + 0,508 X_3$$

4.1. Hypothesis Testing Simultaneously

Hypothesis 1: Empowerment, satisfaction and job involvement simultaneously have a significant effect on the employee performance on dinas pariwisata dan kebudayaan kabupaten Muna.

The test results show that the calculated F value generated is 9.933 with a probability level (sig.) Of 0.000. The resulting probability level (Sig.) Is smaller than the specified level of significance (α) of 0.05.

Research that states “Empowerment, Satisfaction and job involvement simultaneously have a positive and significant effect on the employee performance on dinas pariwisata dan kebudayaan kabupaten Muna” is acceptable.

Based on the above it can be explained that the better Empowerment, Satisfaction and job involvement will improve employee performance on dinas pariwisata dan kebudayaan kabupaten Muna.

4.2. Hypothesis Testing Partially

Hypothesis 2: Empowerment has a positive and significant effect on employee performance on dinas pariwisata dan kebudayaan kabupaten Muna

The test results show that the value of t arithmetic for the empowerment variable is 6.138 with the regression coefficient of 0.404 and the probability value (sig.) Of 0.000. The resulting probability value is smaller than the specified level of significance (α) value of 0.05. These results indicate that the hypothesis that states the variable "empowerment has a positive and significant effect on employee performance on dinas pariwisata dan kebudayaan kabupaten Muna" is acceptable.

Based on the above, the findings can be explained that the better or higher the empowerment of employees on dinas pariwisata dan kebudayaan kabupaten Muna will improve the employee performance.

Hypothesis 3: Satisfaction has a positive and significant effect on employee performance on dinas pariwisata dan kebudayaan kabupaten Muna

The test results show that the value of t arithmetic for job satisfaction variables is 3.173 with the regression coefficient of 0.221 and probability value (sig.) Of 0.003. The resulting probability value is smaller than the specified level of significance (α) value of 0.05. These results indicate that the hypothesis that states the variable "Satisfaction has a positive and significant effect on the employee performance of employees on dinas pariwisata dan kebudayaan kabupaten Muna", is acceptable. Based on this case, this finding can be explained that the higher job satisfaction of employees in carrying out their work on dinas pariwisata dan kebudayaan kabupaten Muna then the employee performance will also increase.

Hypothesis 4: Employee involvement has a positive and significant impact on employee performance on dinas pariwisata dan kebudayaan kabupaten Muna

The test results show that the value of t arithmetic for the organizational environment characteristic variable is 7,417 with the regression coefficient of 0.508 and the probability value (sig.) Of 0.000. The resulting probability value is smaller than the specified level of significance (α) value of 0.05 and the regression coefficient value is positive. These results indicate that the hypothesis that states the variable "Job involvement has a positive and significant effect on employee performance at the Tourism and Culture Office of Muna Regency", is acceptable. Based on this case, this finding can be explained that the higher job involvement in the workplace of employees in carrying out their duties and work on dinas pariwisata dan kebudayaan kabupaten Muna will encourage the improvement of employee performance.

V. Limitations

This research has been done with maximum effort, but as ordinary human beings of course there are still things that have not been able to be produced in this research. Therefore, this study has limitations and the authors hope to be a consideration of future research in the future. The limitations are:

1. This research is a survey research with the help of questionnaire, where the instrument used will be the maximum result if the respondents fill it correctly and honestly, so the data produced still need to be equipped with some informant as comparison data. Therefore it is proposed for future research to do research using mix method in order to give better result.
2. This research is conducted only on civil servants whereas in the field shows the number of contract employees is much larger amount. Moreover, if it relates to empowerment and job satisfaction, therefore it is recommended that research should be done by including all employees on dinas pariwisata dan kebudayaan kabupaten Muna so that it can give a picture of total employee satisfaction .

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