

Antecedent Model of Empowerment and Performance of Aceh Government With Motivation as the Intervening Variable

Em Yusuf Iis*

Ph.D Student at Management Science of Syiah Kuala University, Aceh-Indonesia, Malikussaleh University, Aceh-Indonesia

Mukhlis Yunus

Lecturer in Post Graduate Studies with Economics Faculty at Syiah Kuala University, Aceh-Indonesia

Muhammad Adam

Lecturer in Post Graduate Studies with Economics Faculty at Syiah Kuala University, Aceh-Indonesia

Hizir Sofyan

Lecturer in Post Graduate Studies with mathematic and natural science Faculty at Syiah Kuala University, Aceh-Indonesia

Abstract

The concept of "Performance" becomes a significant concern to academics and practitioners as it plays an important role in creating and maintaining organizational behavior. This study uses descriptive quantitative analysis where the data is analyzed through Structural Equation Modeling (SEM). The sample size is 390 employees. The data are collected by conducting interviews and distributing questionnaires. This study uses reputable reference articles related to performance, empowerment, work environment, talent, and motivation. Several studies have discussed the relationship between performance and empowerment and also outlined the performance dimension, this research is for Aceh government development in the future.

Keywords: Empowerment; Work environment; Talent; Motivation; Performance.



CC BY: Creative Commons Attribution License 4.0

1. Introduction

Performance is a key driver of the organization's reputation which refers to employees for service that the Aceh government can create and deliver services and services that satisfy the desires of the community. One of its ways to achieve goals is by influencing the perceptions and attitudes and behavior of employee towards the organization. Therefore, public organizations must have a high commitment. Creating and maintaining employees and organizations based on organizational talent can improve organizational performance in long-term relationships, empowerment, workplace, talents, employee motivation, performance and the success of public organizations in general.

Employee performance is related to empowerment, work environment, employee motivation, and talent. refers to the competitive competition received by society after using the important variables in increasing employee commitment. The high value will create satisfaction for the community. Syafii *et al.* (2015) public sector performance, Lin and Lee (2011) said that empowerment can be identified as an antecedent of empowerment and employee performance. Satisfaction of community can be seen by the happy feeling after comparing the performance of employees with the hope of public service. Satisfying the community will generate profits for the organization, which refers to an important element in improving public services.

In addition, employee talent is also an important thing for organizational profitability because it is the actual employee motivation. The organization must create and maintain a comfortable working environment in order to improve the performance of employees, reduce the gaps of Aceh government organizations, both in improving service and competitive career. Motivation can improve performance (Gneezy and Uri, 2003) (Maslow, 1998). The concept of the Aceh government is the concept of development that fully embraces the long-term prosperity of society through empowerment program. Many factors affect the success or failure of performance improvements, such as leadership, the motivation of a comfortable working environment and employee talent as a strategy. Another factor is the lack of understanding of HR managers on organizational activities consisting of a strategy that has no relationship which is closely linked to the HR strategy with the organization's strategy. The non-strategic HR planning process will have an impact on the non-functioning of human resources in an organization so as not to provide added value to the organization. This study refers to a model ;(1) the role of Human Resource Management as a strategic partner, (2) the role of Human Resource Management as a change agent, (3) the role of HR as an employee champion, and (4) the role of Human Resource Management as administrative experts to be used to build the strategic role of HR management in accordance with the Aceh government organization.

2. Literature Review of Performance

Armstrong (2015) says that performance is influenced by four factors, namely; personal factors, work system factors, and internal and external factors. Furthermore, the low level of performance of a person is influenced by; lack of knowledge and skills, lack of incentives, less supportive work environments such as leadership styles and individual internal factors such as lack of motivation. Experts such as Syafii *et al.* (2015), Albrecht *et al.* (2015), Phillips *et al.* (2012), Al-Sulaiti and S. (2015) and Spreitzer G. M. (1997), Spreitzer G. *et al.* (2012) and Sharif *et al.* (2013) and Muogbo (2013) and Marghany (2015), they are more focused on the internal factors of individuals as a major factor affecting performance. While the experts focus more on external factors as variables that affect individual performance. Graves *et al.* (2013), Employee performance is a record of the work/activity that is achieved during a certain period of time. The dimension and indicators are used as follows: Output Quality, Output Quantity, Timing Assessment, Effectiveness, Needs, Supervision, Interpersonal Effect. Graves *et al.* (2013), claim that employee performance is a record of the work/activity that is achieved during a certain period of time. The dimensions and indicators are used as follows: Output Quality, Output Quantity, Time Determination, Effectiveness, Needs, Supervision, Interpersonal Effect. Researchers use eight employee performance indicators: (1) Quantity of work, i.e the amount of work performed by Aceh Government employees within a specified period of time, the amount of value generated in the form of a number of activities completed in each unit. The result of work, size: Level of output quantity produced by the employee. (2). Quality of work, which is the quality of work achieved by Aceh Government employees based on the terms of their suitability and readiness. The process of the outcome of a perfect activity, carrying out an activity with an idea in accordance with the intended purpose. indicators: Quality of work, by size: The level of output quality produced by employees. (3). Creativeness, which is the authenticity of the ideas raised by Aceh Government employees and actions to resolve the emerging issues. (4). Cooperation, which is the willingness of Aceh Government employees to cooperate with other members of the organization. (5). Dependability, ie awareness, and trustworthiness by Aceh Government employees in terms of attendance and completion of work. (6). Initiatives, which is the spirit of initiative by Aceh Government employees to carry out new tasks and in enlarging their responsibilities. (7). Job knowledge, which is the breadth of knowledge about work and skills. (8). Personal qualities, ie concerning personality, leadership, hospitality and personal integrity.

By following this training program is expected to increase employee competence. Employees who have high competence can be seen from the increasing work attitude, knowledge, skills, responsibilities in work and work discipline. The Government of Aceh in order to improve the performance of employees, prioritize career development and work motivation as a focus in employee empowerment. Despite the fact that these two approaches have not had a significant impact on employee performance on the Aceh government. People who believe in government organizations in service as partners. Russell *et al.* (2015), say that the Government is an organization that has the knowledge and ability to meet the demands of society whether public organizations can be trusted for the welfare of society. Maslow (1998) Motivation becomes one of the most important variables in determining one's performance and productivity, including work behavior. Human resource effectiveness includes job satisfaction/dissatisfaction, organizational responsibility, productivity, quality, and service. Ayobami (2013), Shahzadi *et al.* (2014), Tajuddin *et al.* (2015) Helfen *et al.* (2017), Muogbo (2013), Woo (2014). Dobre (2013), their results Tutar *et al.* (2011), found that significant empowerment of employee performance significantly. The same results were also found by Meyerson and Dewettinck (2012). Nzuve and Bakari (2012), Dobre (2013) claim that human resource is an asset for people, organizations, political parties, media achievement goals.

Organizational performance is part of organizational performance based on predictors of commitment, loyalty in improving the performance where Luthans *et al.* (2007) also claim that organizational performance is the key to maintaining long-term working relationships within the Aceh government. Venkateswaran (2012), Lacey *et al.* (2014), Wahyuningtyas (2015), In, (2014) , Imran *et al.* (2015) Roseman *et al.* (2017), Mohd *et al.* (2014), Shahzadi *et al.* (2014), Malik *et al.* (2011) The concept of empowerment and sub-process as the organization's reputation. Muogbo (2013) and, Sharif *et al.* (2013), said that performance as a predictor of the desire of a record of work during a certain period.

2.1. The Relationship between Performance and Empowerment and References That Explain the Impact of Performance on Empowerment, Work Environment, Talent, and Motivation. It Can Be Seen the Following Table

Table-1. Relationship between performance and empowerment

No	Sources	Relationship
1	(Armstrong, 2015)	performance is influenced by four factors, namely; personal factors, work system factors, and internal and external factors
2		employee performance is a record of specific work/activity achieved over a given period of time
3		performance of someone is influenced by the interaction among abilities
4		performance management of a continuous communication process is conducted according to the commitment of the employee with the direct superior
5		commitment-based organizational performance and loyalty in improving

		performance
6		Performance is the quantity or quality of something produced or services provided by a person
7	Maslow (1998)	Motivation as a process need that plays a role in intensity, individual effort toward the achievement of target

Some references above indicate that there is a direct and indirect relationship between performance, motivation, empowerment, work environment, and talent. The performance of variables is also an important element in creating community service.

3. Antecedents of Performance

Performances of variables appear easily but are formed from several sub-variables. For more details can be seen in the following table.

Table-2. Antecedents of Performance

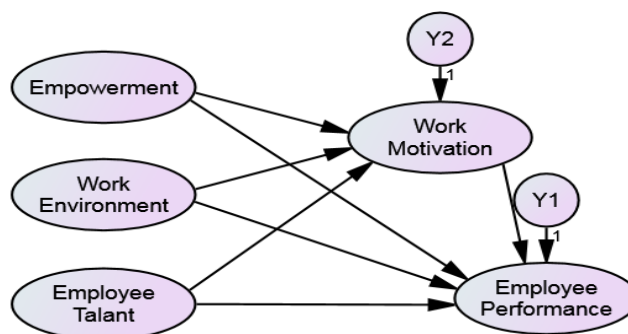
No	Source	Antecedents				
		Performance	Motivation	Empowerment	Work Environment	Talent
1		✓	✓		✓	
2	Tutar <i>et al.</i> (2011)	✓		✓		
3		✓	✓		✓	
4		✓		✓	✓	
5		✓		✓		
6		✓		✓		
7		✓	✓		✓	
8	Muogbo (2013)	✓			✓	
9	Tajuddin <i>et al.</i> (2015)					✓
10	(Wahyuningtyas, 2015)	✓				✓
11	Venkateswaran (2012)	✓				✓
12	Syafii <i>et al.</i> (2015)	✓	✓			
13	Graves <i>et al.</i> (2013)		✓		✓	
14	Al-Sulaiti and S. (2015)	✓		✓		

There are several types of sub-variables to form variable of performance, motivation, empowerment, work environment and talent, namely; performance dimensions and indicators used as follows: Output Quality, Output Quantity, Timing, Effectiveness, Needs, Monitoring, Interpersonal Effect and relevance.

4. Research Methodology

This research is a quantitative research and the data used is primary data sourced questionnaires distributed to 390 Aceh government employees. The data analysis is analyzed using Structural Equation Modeling (SEM). This article is a literature review in which the author reviews 37 articles by analyzing the relationship between variables that exist in the article and see the existing research gap.

4.1. Research Framework



5. Conclusion

Based on the above description it can be concluded that this research is important and categorized as a new research from the variables used including talent which is very rarely used in research related to its impact on performance. This study is predicted to be able to make a new contribution to a development model in the field of human resources of Aceh government. The results of this article review conclude that the performance of employees needs to be supported through empowerment, good work environment, work motivation and talent for the success of Aceh government organization.

6. Suggestion

This review can be useful for the future, performance is a major support in creating and sustaining performance such as empowerment, talent, work environment and satisfied motivation that will have implications for organizational success such as long-term organizational development. The future researchers should have a purpose for integrating performance with empowerment and other concepts such as a competitive work environment, motivation, talent and organizational performance, suggested by Armstrong (2015). Nayak (2015). Performance is formed by several sub-variables and commonly used dimensions. Employee performance is a record of the work/activity that is achieved during a certain period of time. Researchers used eight employee performance indicators: Quantity of work, Quality of work, Creativeness, Cooperation, Dependability, Initiative, Job knowledge, Personal qualities.

References

- Al-Sulaiti, M. and S., A., 2015. "Antecedents of Structural Empowerment and the Relationship Between Structural Empowerment and Performance. In Proceedings of 9th Asia-Pacific Business Research Conference." pp. 1–23.
- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., Saks, A. M. and Albrecht, S. L. (2015). Employee engagement , human resource management practices and competitive advantage An integrated approach. Available: <http://doi.org/10.1108/JOEPP-08-2014-0042>
- Armstrong, M. (2015). Opening Access To Resarch. 125: 1-30. Available: <http://doi.org/10.1111/ecoj.12254>
- Ayobami, P. (2013). Influence of Extrinsic and Intrinsic Motivation on Employees' Performance. *Dept. of Business Administration*: 1–14.
- Dobre, O. (2013). Employee motivation and organizational performance. *Economic Research*, 5(1): 53–60.
- Gneezy and Uri, R. M. N. A. (2003). Performance in competitive environments: gender differences. *The Quarterly Journal of Economics*: 1049–74.
- Graves, L. M., Sarkis, J. and Zhu, Q. (2013). How transformational leadership and employee motivation combine to predict employee proenvironmental behaviors in China. *Journal of Environmental Psychology*, 35: 81–91. Available: <http://doi.org/10.1016/j.jenvp.2013.05.002>
- Helfen, M., Nicklich, M. and Fortwengel, J. (2017). Enacting global competition in local supply chain environments: German Chemieparks and the micro-politics of employment relations in a CME. *International Journal of Human Resource Management*, 28(18): 2656–83. Available: <http://doi.org/10.1080/09585192.2016.1244106>
- Imran, R., Majeed, M. and Ayub, A. (2015). Impact of organizational justice , job security and job satisfaction on organizational productivity. *Journal of Economics, Business and Management*, 3(9): 840–45. Available: <http://doi.org/10.7763/JOEBM.2015.V3.295>
- Lacey, M. Y., Groves, K., Lacey, M. Y. and Groves, K. (2014). hypocrisy Talent management collides with corporate social responsibility : creation of inadvertent hypocrisy. *Journal of Management Development*, 33(4): 399-409. Available: <http://doi.org/10.1108/JMD-06-2012-0073>
- Lin, J. and Lee, P. (2011). Performance management in public organizations : A complexity perspective. *International Public Management Review*, 12(2): 81-96.
- Luthans, F., Youssef, C. M. and Avolio, B. J. (2007). Psychological capital Developing the human competitive edge. Diambil dar. Available: https://scholar.google.com/scholar?q=related:qV03XNzMDTWJ:scholar.google.com/&hl=id&as_sdt=0.5#0
- Malik, M. I., Ahmad, A., Gomez, S. F. and Ali, M. (2011). Full length research paper a study of work environment and employees ' performance in pakistan. *Journal of Business Management*, 5(34): 13227–32. Available: <http://doi.org/10.5897/AJBM11.1502>
- Marghany, M. (2015). Effects of Empowerment on Employee Performance in the Workplace. *See discussions, stats, and author profiles for this publication at* : Available: <http://doi.org/10.13140/RG.2.1.2884.9763>
- Maslow, A. H. (1998). Motivation.
- Meyerson, G. and Dewettinck, B. (2012). Effect of empowerment on employees performance abstract. *Advanced Research in Economic and Management Sciences*: 40–46.
- Mohd, O., Anip, H., Faridatul, W., Wan, A. and Rashdi, M. (2014). Conducive Business Environment. *Local Government Innovative Work Behavior*, 129: 214–20. Available: www.sciencedirect.comhttp://doi.org/10.1016/j.sbspro.2014.03.669
- Muogbo, U. S. (2013). The impact of employee motivation on organisational performance (a study of some selected firms in anambra state nigeria) by. *International Journal of Engineering and Science*, 2((1964)): 70–80.

- Nayak, T. (2015). Quality of Work Life and Organizational Performance: The Mediating Role of Employee Commitment. *Health Management Research*, 17(3): 263–73. Available: <http://doi.org/10.1177/0972063415589236>
- Nzuve, S. N. M. and Bakari, T. H. (2012). The relationship between empowerment and performance in the city council of Nairobi. *Problems of Management in The 21st Century*, 5: 83–98.
- Phillips, D. R., Roper, K. O., Annunzio-green, N. D., Maxwell, G., Watson, S., Hughes, J. C. and Roper, K. O. (2012). A framework for talent management in real estate. Available: <http://doi.org/10.1108/14630010910940525>
- Roseman, M. G., Mathe-Soulek, K. and Krawczyk, M. (2017). The effect of psychological empowerment climate on restaurant food safety, food quality, and financial performance. *Journal of Human Resources in Hospitality & Tourism*, 16(2): 137–52. Available: <http://doi.org/10.1080/15332845.2016.1202726>
- Russell, Z. A., Ferris, G. R., Thompson, K. W. and Sikora, D. M. (2015). Human Resource Management Review Overqualified human resources, career development experiences, and work outcomes: Leveraging an underutilized resource with political skill. *Human Resource Management*: 1–11.
- Shahzadi, I., Javed, A., Pirzada, S. S., Nasreen, S. and Khanam, F. (2014). Impact of Employee Motivation on Employee Performance. *European Journal of Business and Management Online*, 6(23): 2222–839.
- Sharif, M. T., Ashraf, Z. and Khan, M. A. (2013). The impact of work life policies, empowerment and training and development on employee performance with the mediating role of organizational citizenship behaviour (OCB). *African Journal of Business Management*, 7(17): 1618–24. Available: <http://doi.org/10.5897/AJBM11.1951>
- Spreitzer, G., Porath, C. L. and Gibson, C. B. (2012). Toward human sustainability: How to enable more thriving at work. *Journal of Organizational Behavior*, 41: 155–62. Available: <http://doi.org/10.1016/j.orgdyn.2012.01.009>
- Spreitzer, G. M. (1997). Dimensional Analysis Spreitzer.pdf. 679–704.
- Syafii, L. I., Thoyib, A., Nimran, U. and Djumahir. (2015). The Role of Corporate Culture and Employee Motivation as a Mediating Variable of Leadership Style Related with the Employee Performance (Studies in Perum Perhutani). *Procedia - Social and Behavioral Sciences*, 211: 1142–47. Available: <http://doi.org/10.1016/j.sbspro.2015.11.152>
- Tajuddin, D., Ali, R., Hassan, R., Mara, U. T., Mara, U. T. and Mara, U. T. (2015). Using Theoretical Talent Strategy for Strategic SMEs in Malaysia. *Australian Journal of Basic and Applied Sciences*, 9(28): 235–40.
- Tutar, H., Altinoz, M. and Cakiroglu, D. (2011). The effects of employee empowerment on achievement motivation and the contextual performance of employees. *African Journal of Business Management*, 5(15): 6318–29. Available: <http://doi.org/10.5897/AJBM11.085>
- Venkateswaran, N. (2012). Strategies for Adopting Talent Management Issues in Software Companies. 1(2): 33–41.
- Wahyuningtyas, R. (2015). An Integrated Talent Management System. *Challenges for Competitive Advantage*, 1: 194–205.
- Woo, J. (2014). Digital game-based learning supports student motivation, cognitive success, and performance outcomes. *Educational Technology & Society*, 17: 291–307.