

## **EMPLOYEE PERFORMANCE IMPROVEMENT THROUGH EMPLOYEE EMPOWERMENT AND EMPLOYEE ORGANIZATION LEARNING IN SEMARANG TENGAH DISTRICT, SEMARANG CITY**

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### **ABSTRACT**

Optimal public service activities that will be carried out by local government organizations such as sub-districts require qualified state civil servants. This study aims to analyze the effect of employee empowerment and organizational learning on employee performance. The population of this research is employees in Semarang Tengah District, Central Semarang as many as 158 people, the number of samples is 113 people who are selected by using proportional random sampling. The analysis technique used is multiple linear regression with SPSS Version 22. The results show that employee empowerment and organizational learning have a significant effect on employee performance. This study contributes to understanding the employee empowerment, organizational learning, and employee performance.

**Keywords:** employee empowerment; organizational learning; employee performance.

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### **INTRODUCTION**

Public services are one of the most tangible benchmarks of local government performance, so that every regional apparatus organization must be able to provide more optimal public services to the community, so that its impact can be felt directly by the people in the area (Putra et al., 2017). Every optimal public service activity that will be carried out by local government organizations such as sub-districts requires quality human resources or state civil servants (Natili, 2018).

For a state civil servant, performance will be very important, because the resulting performance can be useful for enforcing rules in the implementation of their main duties and functions. The existence of the performance appraisal also provides benefits for the state civil apparatus itself, the community, as well as the nation and state (Nurwahidah et al., 2018). The performance of a state civil servant can be influenced by various factors, including employee empowerment and organizational learning.

Empowerment is basically a process of helping other people to make decisions or take actions for themselves or the organization according to their abilities in all factors to influence work results. Empowerment is important to do, because it can increase the capacity or ability of employees, both functionally and conceptually. Employee empowerment is carried out in order to improve professionalism which is still not high in the organization's work environment. Therefore, it is important for a local government organization such as a sub-district to empower employees to improve their performance (Habeahan & Khardalin, 2020).

Employees in an organization must learn from the organization on a regular basis, so that employees can work more effectively so that their performance is higher. Organizational learning is a process provided by stakeholders within the organization to help the organization continue to grow in the face of a rapidly changing environment so that it can continue to meet the expected interests and goals of the organization. Organizational learning can help employees to strive to be able to generate ideas to do better, more effective and efficient jobs.

This shows that the better the application of learning in an organization will improve employee performance, which will indirectly affect the increase in the performance of the organization itself (Srimulatsih, 2021).

Previous research on the effect of employee empowerment and organizational learning on employee performance still shows differences in research results. Research conducted by Rasjid & Maramis (2017), Charli et al. (2019), Fitria & Bindarto (2019), Aslichatin (2020), and Habeahan & Khardalin (2020) concluded that employee empowerment had a positive and significant effect on employee performance, while research conducted by Arifudin et al (2018) concluded that employee empowerment had a positive and significant effect on employee performance. Research conducted by Hadi et al. (2018), Mohamad & Nawawi (2020), Srimulatsih (2021) Wardani et al., (2021), and Wiyana & Sriathi (2021) prove that organizational learning has a positive and significant effect on employee performance, while research conducted by Astuti & Al-Fansury (2020) concluded that organizational learning has no positive and significant effect on employee performance.

At this time, efforts to improve performance are still encountering various kinds of problems that have an impact on performance achievements that are not yet optimal. The implementation of general government and public services in the Central Semarang District and its Kelurahan has not been able to run optimally. This is because in 2020 the Covid-19 Pandemic emerged so that it became an obstacle for state civil servants in working, and made them unable to work optimally. Empowerment that is less than optimal also makes the competence of employees unable to experience an increase, while in 2020 every work carried out is based on technology, while there are still many employees who have not been able to master the technology used so that their performance is less than optimal. Another problem is the lack of learning carried out within the organization, considering that the pandemic has resulted in restrictions on program activities. This has made the civil apparatus unable to develop the capabilities and quality of their work, and result in decreased performance. This study aims to examine and analyze the the effect of employee empowerment and organizational learning on employee performance.

## **LITERATURE REVIEW**

### **The Effect of Employee Empowerment on Employee Performance**

Employee empowerment as a process carried out by the leadership in order to improve the ability and quality of employees who can master and utilize science and technology through giving responsibility and authority to employees which is later expected to enable employees to achieve higher performance. Empowerment for an employee is an important thing to do, especially to increase the capacity or ability of the employee, so that capacity is functionally and conceptually. Therefore, with an increase in capacity and ability, the employee will have more control and be able to carry out each task well, so that it will directly have an impact on improving its performance.

This is supported by the results of research by Rasjid & Maramis (2017) which states that employee empowerment has a positive impact on improving employee performance. The results of research from Charli et al., (2019) which states that employee empowerment has a positive influence on increasing employee performance. Research results from Fitria & Bindarto (2019) stated that higher employee empowerment will have a positive impact on employee performance. This is reinforced by the results of research Aslichatin (2020) and Habeahan & Khardalin (2020) state that employee empowerment has a positive and significant impact on employee performance. From this description, the proposed hypothesis is:

H1: Employee empowerment has a positive and significant effect on employee performance.

## **The Effect of Organizational Learning on Employee Performance**

Organizational learning as a process of joint learning activities in an organization that is carried out to create, acquire, interpret, develop and expand self-ability and capacity by modifying mental models, ways thinking and behavior so as to improve performance. Employees become an important asset in the organization, which determines whether or not the organization is carrying out its goals, so it is important for the organization to increase the knowledge of these employees. Organizational learning also has a very close relationship with employee performance, this is because process learning in organizations can increase the knowledge and insight of employees which will directly have an impact on improving their performance.

This is supported by the results of research from Hadi et al., (2018) which states that organizational learning will have a positive impact on improving employee performance. The results of research from Mohamad & Nawawi (2020) state that an increase in organizational learning will be able to improve employee performance. The results of Srimulatsih's research (2021) also state that increasing organizational learning will have an effect on increasing employee performance. This is reinforced by the results of research by Wardani et al., (2021) and Wiyana & Sriathi (2021) which state that organizational learning will have a positive and significant impact on employee performance. From this description, the proposed hypothesis is:

H2: Organizational learning has a positive and significant effect on employee performance.

## **RESEARCH METHODS**

### **Population and Sample**

The population used in this study were all employees working in Semarang Tengah District with a total of 158 people, which were divided into various work offices. The number of samples in this study can be determined by the formula Slovin, obtained a number of 113 respondents. The sampling technique of this study uses *proportionate random sampling*, this technique is used when the population has members/elements that are not homogeneous and proportionally stratified (Sugiyono, 2017).

### **Measurement**

Employee empowerment is measured by indicators of responsibility, freedom to participate, delegation of authority, providing opportunities, and self-development. Organizational learning explained with system indicators thinking, mental models, personal skills, cooperation team, skills to share a common vision, and dialogue or communication skills. Employee performance is measured by indicators of work quality, work quantity, timeliness, effectiveness, and independence. The questionnaire answers were in the Likert scale with a range of 1 for strongly disagreeing to 5 for strongly agrees.

### **Data Analysis Technique**

The instrument test was conducted to determine the quality of the primary data that had been collected through the questionnaire, including validity and reliability tests. Analysis of research data using multiple linear regressions with SPSS version 22.

## **RESULTS AND DISCUSSION**

### **Results**

Table 1 shows that most of the respondents are male (57.5%), most of them are 51-55 years old (25.7%), have a bachelor's degree (57.5%), and have worked for more than 20 years (46.9%). This is because the work task that is charged is in the field, so it requires male workers. Employees have a very experienced age with the assigned work tasks. Employees have high education so that they are expected to have better quality and ability as well as

work skills. Senior employee have a very long experience making it easier to carry out work tasks.

Table 2 shows that each indicator used in each variable has an r-value greater than r-table ( $r\text{-count} > 0.374$ ), so that all indicators of each research variable can be said to be valid. This means that the indicators in the questionnaire can measure the variables used in the study. Table 3 explains that all variables have *cronbachs.* values *alpha* is greater than 0.70, so it can be said that all measuring concepts of each variable are reliable. These results also mean that the answers given by the respondents are consistent.

The results of the *Kolmogorov -Smirnov test* in Table 4 show that the magnitude of the significance value is seen from the *Asymp value. Sig* is of 0.063, and the value is greater than 0.05, i.e.  $0.063 > 0.05$ . It can be concluded that the distribution of data in the model is normally distributed, meaning that the resulting regression model has met the assumption of normality.

Multicollinearity test in Table 5 show that the variables of employee empowerment and organizational learning each have a *tolerance value* greater than 0.10 and a VIF value less than 10. This means that in the resulting linear regression model there is no correlation between the independent variables, so that it can be concluded that the regression model does not have symptoms of multicholinerarity.

Glejser test results in Table 6 shows that each variable of employee empowerment and organizational learning has a significance value (sig.) greater than 0.05 (sig.  $> 0.05$ ). So from these results it can be concluded that the linear regression model produced in this study does not occur heteroscedasticity.

The results of the analysis in Table 7 show that the magnitude of the coefficient of determination seen from the *Adjusted R Square* is 0.562. It can be concluded that the variable employee empowerment and organizational learning can explain the variation of employee performance variables by 56.2 % ( $0, 562 \times 100\%$ ), while the remaining 43.8 % variation in employee performance can be explained by other variables outside the model, for example, variables such as work motivation, work discipline, leadership style, work environment, work experience, and other variables. From the results of the F statistical test in table 4.13 above, a significance value of 0.000 was obtained and it was less than 0.05. It can be concluded that the resulting regression model is fit and significant, so that the regression model is feasible to use.

Table 8 shows the t-value of the employee empowerment variable is 4.925 with a significance value of 0.000. From these results, it shows that the t-count value is greater than the t-table value, namely  $4.925 > 1.659$ , and the significance value is smaller than 0.05, namely  $0.000 < 0.05$ . So the decision taken is to accept the alternative hypothesis ( $H_a$ ), which means that employee empowerment has a positive and significant effect on work behavior. It can be concluded that the first hypothesis which states that employee empowerment has a positive and significant effect on employee performance is statistically acceptable. Value of t count variable organizational learning is 4.852 with a significance value of 0.000. From these results, it shows that the calculated t value is greater than the t table value, namely  $4.852 > 1.659$ , and the significance value is smaller than 0.05, namely  $0.000 < 0.05$ . So the decision taken is to accept the alternative hypothesis ( $H_a$ ), which means that organizational learning has a positive and significant effect on work behavior. It can be concluded that the first hypothesis which states that organizational learning has a positive and significant effect on employee performance is statistically acceptable.

**Table 1.** Research Respondent Identity

Characteristics	Amount	Percentage
<b>Gender</b>		
Man	65	57.5
Woman	46	42.5
<b>Total</b>	<b>113</b>	<b>100</b>
<b>Age</b>		
21 – 25 years old	11	9.7
26 – 30 years	5	4.4
31 – 35 years	4	3.5
36 – 40 years	9	8.0
41 – 45 years old	13	11.5
46 – 50 years	19	16.8
51 – 55 years	29	25.7
56 – 60 years	23	20.4
<b>Total</b>	<b>113</b>	<b>100</b>
<b>Education</b>		
Junior High School	6	5.3
SMA/SMK	22	19.5
Diploma	13	11.5
Bachelor	65	57.5
Postgraduate	7	6.2
<b>Total</b>	<b>113</b>	<b>100</b>
<b>Experience</b>		
01 – 05 years	15	13.3
06 – 10 years	6	5.3
11 – 15 years	11	9.7
16 – 20 years	28	24.8
> 20 years	53	46.9
<b>Total</b>	<b>113</b>	<b>100</b>

**Table 2.** Validity Test Results

Variable	r-count	r-table	Information
Employee Empowerment (X <sub>1</sub> )	0.769 - 0.825	0.374	Valid
Organizational Learning (X <sub>2</sub> )	0.639 - 0.826	0.374	Valid
Employee Performance (Y)	0.662 - 0.823	0.374	Valid

**Table 3.** Reliability Test Results

Variable	Cronbach's Alpha	Minimum Value	Information
Employee Empowerment	0.855	0.70	Reliable
Organizational Learning	0.812	0.70	Reliable
Employee Performance	0.832	0.70	Reliable

**Table 4. Normality Test Results**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
		113
Normal Parameters <sup>a,b</sup>	mean	0.0000000
	Std. Deviation	1.29688962
Most Extreme Differences	Absolute	0.106
	Positive	0.100
	negative	-0.106
Test Statistics		0.106
asymp. Sig. (2-tailed)		0.063 <sup>c</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

**Table 5. Multicollinearity Test Results**

	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Employee Empowerment	0.548	1.825
Organizational Learning	0.548	1.825

a. Dependent Variable: Employee Performance

**Table 6. Heteroscedasticity Test Results**

Independent Variable	t	Sig.
Constant	-0.815	0.417
Employee Empowerment	1.333	0.107
Organizational Learning	-1.261	0.104

Dependent: ABS\_Regression

**Table 7. Coefficient of Determination Results**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	. Error of the Estimate
	0.755 <sup>a</sup>	0.570	0.562	1.30863

- a. Predictors: (Constant), Organizational Learning, Employee Empowerment
- b. Dependent Variable: Employee Performance

**Table 8. Hypothesis Test Results**

Independent Variable	t	Sig.
constant		
Employee Empowerment	4.925	0.000
Organizational Learning	4.852	0.000

Dependent : Employee Performance

## Discussion

The results of the analysis conducted indicate that employee empowerment has a positive and significant effect on employee performance. This can be seen from the t-count value which is greater than t-table, and the significance value is smaller than 0.05. This means that with better employee responsibilities at work, there is freedom to participate, given the

authority to act, given the opportunity to work, and given the opportunity to develop a career, the performance of employees in the Central Semarang District Office will increase.

These results indicate that employee empowerment is a very important factor that has a role in improving employee performance at the Central Semarang District Office, Semarang City. This is because if employee empowerment is expected to maximize the ability of each individual so that employees feel they will be better able to complete work tasks well. These results also indicate that if the Central Semarang District wants to improve the performance of its employees, it must optimize the employee empowerment that is carried out, because employees who are empowered properly and appropriately will be able to produce more optimal performance. Therefore, it is important for Central Semarang District to continue to empower its employees well, so that their performance increases.

These results also show that employee empowerment is getting better as measured by indicators of responsibility, flexibility to participate, delegation of authority, providing opportunities for employees, and self-development as a consideration to assess employee empowerment in Central Semarang District is optimal or still not optimal. From the results of descriptive analysis, it shows that the index value of respondents' responses gets a high value, and respondents who give good responses considering that many gave answers agree and strongly agree on each statement submitted. This means that if the employee empowerment carried out by the Central Semarang District is good, so it can improve the performance of its employees. These results support the research results of Rasjid & Maramis (2017) , Charli et al., (2019), Fitria & Bindarto (2019), Aslichatin (2020) and Habeahan & Khardalin (2020) which state that employee empowerment has a positive and significant effect on performance. employee.

The results of the analysis conducted indicate that organizational learning has a positive and significant effect on employee performance. This can be seen from the t-count value which is greater than t-table, and the significance value is smaller than 0.05. This means that the better the employee's thinking system at work, having a strong mentality, being able to improve work skills, teamwork, expertise in sharing a common vision, and being able to communicate with colleagues, the performance of employees in the Central Semarang District Office will increase.

These results indicate that organizational learning can be an important factor that plays a role in improving employee performance at the Central Semarang District Office, Semarang City. This is because if organizational learning can provide opportunities for employees and encourage employees in Central Semarang District to continue to learn and expand their capacity or abilities and skills. This indicates that the better organizational learning, the better the performance of its employees, so it is important for Central Semarang District to provide organizational learning for employees if they want their performance to be more optimal.

These results indicate that organizational learning is getting better as measured by indicators of systems thinking, mental models, personal skills, teamwork, expertise in sharing a shared vision, and dialogue/communication skills can be considered in assessing organizational learning carried out in Central Semarang District is optimal. or not yet. From the results of the descriptive analysis, it shows that the index value of the respondents' responses has a high value, and the number of respondents who respond agrees to the statement submitted about organizational learning. This means that if the organizational learning in Central Semarang District is good, so it can improve the performance of its employees. These results support the research results of Hadi et al., (2018) , Mohamad & Nawawi (2020), Srimulatsih (2021), Wardani et al., (2021), and Wiyana & Sriathi (2021) which state that organizational learning has a positive and negative effect on organizational learning. significant to employee performance.

## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the results of research on the effect of employee empowerment and organizational learning on employee performance in the previous chapter, it can be concluded that employee empowerment has a positive and significant effect on employee performance in Central Semarang District. This means that with better employee responsibilities at work, there is freedom to participate, given the authority to act, given the opportunity to work, and given the opportunity to develop a career, the performance of the employees of the Central Semarang District Office, Semarang City will increase. Organizational learning has a positive and significant effect on employee performance in Central Semarang District. This means that the better the employee's thinking system at work, having a strong mentality, being able to improve work skills, teamwork, expertise in sharing a common vision, and being able to communicate with colleagues, the performance of the Central Semarang District Office employees will increase.

### Recommendation

Based on the conclusions, the suggestions given by the researchers include that the leadership of the Central Semarang District, Semarang City should increase the empowerment of their employees so that their performance is more optimal. This is mainly to increase the responsibility of employees at work, considering that this indicator gets the lowest rating compared to other indicators, so it needs to be improved so that they are more ready to accept and carry out any work assignments. For example, by improving their ability and work skills through education and training so that they will be more responsible and better prepared to face every work assignment. The leadership of the Central Semarang District of Semarang City must improve organizational learning to its employees. This is mainly related to increasing the willingness of employees to share a common vision, considering that this indicator has the lowest respondent response index value compared to other indicators. For example, by implementing a work culture that not only favors the organization but also sided with its employees, providing support to employees both in terms of supporting their work performance and level of welfare.

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