



The Influence of Human Resource Empowerment and Competence on Employee Performance at the Office of Public Works and Spatial Planning of Sikka Regency

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Abstract. This research is grounded on the issue of employee performance seen from quality aspects of employees at the Public Works and Spatial Planning Office of Sikka Regency has not been maximized. This research aimed to: (1) determine the description of employee performance, human resource empowerment, and competence (2) analyze the influence of human resource empowerment and competency on employee performance either partially or simultaneously. The population in this research was 56 employees of the Public Works and Spatial Planning Office of Sikka Regency. Due to limited population, this research was conducted through census or saturated sampling. Data were collected through questionnaires and analyzed using descriptive methods and inferential statistics, namely multiple linear regression. Hypothesis testing was done through the F-test and t-test. The results of descriptive statistical analysis showed that the response perception and employee performance variables, human resources empowerment, and competency were categorized as good. The results of the t-test showed that partially the human resource empowerment variable had a positive and significant influence on employee performance. The results of the F test showed that the variables of human resource empowerment and competency simultaneously significantly affected employee performance. The results of the determination analysis showed that the two independent variables in this research were able to explain the fluctuation of employee performance at the Public Works and Spatial Planning Office of Sikka Regency by 31.2% .

Keywords : Competence, Empowerment of Human Resources, Employee Performance

1. BACKGROUND

The Public Works and Spatial Planning Agency of Sikka Regency is a supporting element of the regional government in the field of public works and spatial planning . Based on the Sikka Regency Regional Regulation number 13 of 2016 concerning the formation and composition of the Sikka Regency regional apparatus and the Sikka Regency Regional Regulation and the Sikka Regent Regulation number 30 of 2016 concerning the position, organizational structure, duties and functions and work procedures of the Sikka Regency Public Works and Spatial Planning Agency. The Sikka Regency PUPR Agency has 5 fields, including the water resources sector, highway construction sector, creative works sector, spatial planning sector and construction attorney. In carry out duties as the organizer of government affairs in the field of public works, infrastructure development and housing for the Sikka Regency area.

The success of regional government administration cannot be separated from the quality of human resources of government apparatus, this is important because reliable and qualified apparatus will have knowledge, skills, and abilities in carrying out their work responsibilities, so that it will have an impact on improving the performance of the apparatus, education and training are able to provide increased abilities, skills, apparatus in carrying out their work responsibilities. Mocodompis, (2015:1)

Human resource management is one of the areas of general management that includes aspects of planning, organizing, implementing, and controlling. Human resources are considered increasingly important because in achieving organizational goals, various experiences and research results in the field of human resources are systematically collected with what is called human resource management. The term management means a collection of knowledge about how to manage human resources. Human resources in an organization are workers who occupy a position or people who have the responsibility to carry out tasks or work in a particular organization. Nuralmasari & Karimah (2020:34).

A good organization is an organization that strives to improve the capabilities of its human resources, because it is a key factor in improving employee performance. Improving employee performance will bring progress to the company or organization to be able to survive in an unstable work environment competition. Therefore, efforts to improve employee performance are the most serious management challenges because success in achieving goals and the survival of the organization, the institution depends on the quality of the performance of the human resources in it Istiantara, (2019:95).

Bernardin and Russel (2015) in Lebi (2023 : 131) stated that performance is a benchmark used to determine whether a job is done well or not. based on six indicators, namely, *Quality, Quantity, Time Lines, Cost Effectiveness, Need for supervision and Interpersonal impact* .

Table 1. Pre-survey Result Data

No	Indicator	STS (1)		TS (2)		KS (3)		S (4)		SS (5)		Total score	Ideal Score	%
		F	N	F	N	F	N	F	N	F	N			
1	<i>Quality (quality)</i>	0	0	2	4	10	30	25	100	3	15	149	200	74.50
2	<i>Quantity</i>	0	0	0	0	3	9	28	112	9	45	166	200	83.00
3	<i>Time Lines (time)</i>	0	0	1	2	1	3	27	108	11	55	168	200	84.00
4	<i>Cost Effectiveness (cost effectiveness)</i>	0	0	0	0	5	15	25	100	10	50	165	200	82.50
5	<i>Need For Supervision (supervision)</i>	0	0	0	0	4	12	27	108	9	45	165	200	82.50
6	<i>Interpersonal Import</i>	0	0	0	0	0	0	25	100	15	75	175	200	87.50
Amount												988	1200	82.33
SS: Strongly Agree (Score 5), S: Agree (Score 4), KS: Less Agree (Score 3), TS: Disagree (Score 2), STS: Strongly Disagree (Score 1), F: Frequency, N = Frequency x Score, Number of Respondents: 15 people, Number of Statements: 12, Actual Score = Total number of answers from all respondents (total N), Ideal Score = Highest score x Number of respondents, Total Score = (Actual Score/Ideal Score) x 100%														

Based on table 1, it can be seen that the performance of the employees of the Public Works and Spatial Planning Office of Sikka Regency not yet optimal. This can be seen from the total score obtained of 988 from the ideal score of 1200 or with a percentage of 82.33%. Thus there is a Gap of 17.67% (100% -82.33) which is a problem of employee performance at the Office of Public Works and Spatial Planning of Sikka Regency.

Furthermore, the performance variables of employees of the Public Works and Spatial Planning Service of Sikka Regency consists of six indicators where the three lowest indicators are: 1) *Quality* (74 , 50 %) , 2) *Cost Effectiveness* (82.5 0%) . *Need for supervision (supervision)* : (82.50 %), and 3) These results are in accordance with the interview results which showed that there were several the employee is not yet capable meet the specified quality standards , besides that there are several employees have not been able to complete the work according to the time standards specified in the supervision. The interview results also showed that several employees have not been able to use the budget effectively.

Employee performance problems do not occur by themselves but are determined by many factors. In this study, the first factor that greatly determines the high and low employee performance is human resource empowerment . According to Khan (2007:54), resource empowerment is one of the efforts that must be made to create quality human resources. have the ability to utilize, develop and master science and technology, and management skills, improving the quality of human resources to be able to meet the challenges of increasingly rapid development, efficient, and productive, must be done continuously so that it continues to make human resources productive.

In general, the understanding of human resource empowerment is an individual who works as a driver of an organization, both institutions and companies and functions as an asset that must be trained and developed. If their performance is not appreciated, the level of employee competence towards the organization will be low, conversely, if their performance is appreciated, the level of employee competence towards the organization will be high and of course will benefit the organization. Research results in Kamila & Arwiyah, (2019:121) provides the same conclusion that increasing human resource empowerment can improve employee performance.

Based on observations/interviews with the Secretary of the Public Works and Spatial Planning Service of Sikka Regency regarding the empowerment of human resources, the activities and programs in the infrastructure sector of the Public Works and Spatial Planning Service of Sikka Regency are so many and are not supported by competitive technical personnel, empowerment of human resources as a factor The most important thing in regional

government organizations is to always be in the learning process so that the potential of human reason can be developed optimally. The development of regional government apparatus resources must be directed at creating a government apparatus that is able to compete in the era of globalization . According to Arifin (2011:113), defines competence as a unique integrated network of knowledge, skills, attitudes and values reflected in thought patterns and action patterns. This means that personality aims to show a group of an individual's behavior to be able to act, know, think and feel specifically when he is in contact with other people or when he is facing a problem/situation. The character in question is a person's personality *and* habits (*behavior*) in carrying out work or a person's attitude (*performance*) when facing a certain situation. Madar & Buntat (2011:9) state that industry looks at technical expertise/ *hard skills* , as well as work skills/ *soft skills* when looking for workers. In addition, industry prefers competent workers who have the ability. Curtis & Mc.Kenzie (2002:51) group competencies into 3 domains and 3 general abilities, namely the main ability domain in the form of basic abilities and the use of information technology; the domain of intellectual abilities, namely the ability to think, contextual understanding, and the ability to organize; and the last is the domain of personal traits, namely the ability to continue learning, work nature and attitude, and interpersonal skills. On Vocational High School, competencies studied.

Based on several opinions regarding the definition of competence above, it can be concluded that competence is a complex ability possessed by a person which includes mastery of knowledge, skills and attitudes.

Based on observations/interviews with the Secretary of the Public Works and Spatial Planning Service of Sikka Regency, there is a lack of education, training and technical guidance for ASN as many as 56 people. If the Public Works Service Office... And the Sikka Regency Spatial Planning does not provide training and opportunities for some individual employees who may not have the skills and knowledge needed to carry out their duties properly, this can cause an employee's competence to fade towards the organization and will have an impact on the employee's performance.

Human Resource Empowerment and Competence greatly influence employee performance in an organization. However, based on several previous studies, there are differences in research results between human resource empowerment on employee performance and between Competence on employee performance . The differences in research results indicate *a research gap* that indicates inconsistency in research results as seen in the table following:

Table 2. Summary of *research gaps*

No	Variable Relationship	Research result	Researcher
1	The influence of human resource empowerment on employee performance	Positive and significant impact	Juliadi Saputra & Riche Fermayani (2019), Radiana Fitriati (2020) Siti Khadijah, Hardi Mulyono, Abd Rasyid Syamsuri (2021) The Goddess & The Setyowati (2022)
		Positive and insignificant influence	Octo Bayu son of Wongkar, Jantje L. Sepang, Sjendry SR Loindong (2018)
		Negative and significant impact	-
		Negative and insignificant impact	-
2	The influence of competence on employee performance	Positive and significant impact	The Last Supper (2018) Sudarmin Manik & Nova Syafrina (2018) Marliana Budhiningtias winanti (2019)
		Positive and insignificant influence	
		Negative and significant impact	Justisia Iriana Rudlia (2016)
		Negative and insignificant impact	-

The different results of previous research have created a *research gap*. Therefore, the differences in the research results need to be clarified again with empirical evidence findings on the extent to which human resource empowerment and competence influence employee performance . The inconsistency of the research results provides a gap for researchers to conduct further research.

2. THEORETICAL STUDY

Employee performance

Bernardin and Russel in Lebi (2023:136) stated that performance is one of the benchmarks used to determine whether a job is done well or not based on six indicators, namely, *Quality, Quantity, Time Lines, Cost Effectiveness, Need for supervision* and *Interpersonal impact*. The term performance comes from the word *job performance* or *actual performance* (work performance or actual achievement achieved by someone). Robbins (2008) in Wellem (2018:86) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job.

Human resource empowerment

Mulyadi (2012:135) stated that: "employee empowerment is a trend in human capital management in future organizations". Pradiansyah (2012:111) stated that "empowerment is trust". Yulk translated by Supriyanto (2010:15) stated: "empowerment is intrinsic motivation and self-efficacy of people who are influenced by leadership behavior, job characteristics, organizational structure, and their own needs and values". Meanwhile, Sedamaryanti (2014:123) stated that: "empowerment of human resources is one of the efforts that must be made to create quality human resources, have the ability to utilize, develop and master science and technology as well as management skills".

Tension competence

According to Wibowo (2007:110) competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. According to Veithzal (2003:298), competence is skill, ability, capability. The basic word itself is competent which means capable, able, skilled.

Research Hypothesis

- H1 : Human Resource Empowerment has a partial significant effect on Employee Performance.
- H2 : Competence has a significant partial effect on employee performance.
- H3 : Simultaneous empowerment of human resources and competence
Has a positive impact on employee performance.

3. RESEARCH METHODS

The population in this study were employees There are 56 offices of the Public Works and Spatial Planning Department of Sikka Regency . people . The sampling technique in this study is saturated sampling (*total sampling*) so that all members of the population are used as samples. Data were collected through questionnaires and to find out whether the questions in the questionnaire as a data collection tool were good and did not produce biased information, an instrument test was needed, namely the validity test. idity and reliability . The results of the validity and reliability tests showed that all statement items were valid and reliable. Furthermore, the data were analyzed using descriptive methods and inferential statistics, namely multiple linear regression. Hypothesis testing was carried out through the F test and t test.

4. RESULTS AND DISCUSSION

Descriptive Analysis

The results of the descriptive analysis show that: (1) the percentage of the total score for the Human Resource Empowerment variable is 79.76 % with a very good category; (2) the percentage of total score for the Competence variable is 85.63 % with a very good category ; (3) the total score percentage for the employee performance variable is 79.85 % with a good category.

Partial Hypothesis Test (t-Test)

Partial Hypothesis Test (t-Test) is used to test the significance of the influence of each independent variable, namely: human resource empowerment variable (X1) and competence (X2). partially on the dependent variable of employee performance (Y) . The results of the analysis of the t-test hypothesis test using the SPSS program, obtained the results shown in the following table:

Table 3. Partial hypothesis test (t-test)

Model	t count	Sig.	Information
Human Resource Empowerment	3,196	0.002	Significantly Influential
Competence	2,783	0.007	Significantly Influential

Source: Data Analysis Results 2023

Based on data analysis in table 3. above, the partial hypothesis test (t-test) for each independent variable against the dependent variable is as follows:

- Human resource empowerment variable (X1):

The results of the statistical test show that the calculated t value is 3.196. with a significant value of 0.002 . This significance value is smaller than the alpha level used of 5% (0.05), so the decision is to reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a), that partially the variable human resource empowerment (X_1) has an effect on significant to the Employee Performance variable. This means that if the variable The more human resource empowerment is increased, the more employee performance will increase with a non-significant increase .

- Competence Variable (X_2):

k statistic test show that the calculated t value is 2.783 with a significant value of 0.007. This significance value is smaller than the alpha level used 5% (0.05), then the decision is to reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a), that partially the Competence variable has a significant effect on the Employee Performance variable. This means that if the Competence variable increases , Employee Performance will increase by significant improvement .

Simultaneous Hypothesis Testing (F Test)

Simultaneous hypothesis testing (F test) aims to simultaneously test the influence of the independent variables of human resource empowerment (X1) and competence (X2) together on the dependent variable of Employee Performance (Y) . The results of the F-test hypothesis test analysis using the SPSS program, obtained the results shown in the following table:

Table 4. Simultaneous hypothesis test (F test)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	524,906	2	262,453	12,016	0,000
	Residual	1157,648	53	21,842		
	Total	1682,554	55			
a. Predictors: (Constant), Human Resource Empowerment , Competence						
b. Dependent Variable: Employee Performance						

Source: Data Analysis Results 202 3

of the statistical test based on the Anova calculation show a calculated F value of 12,016 with a significance value of 0.000 . This significance value is smaller than the alpha level used, namely 5% or 0.05, so the 2 independent variables in this study simultaneously have a significant influence on Employee Performance. (Y), meaning the rise and fall of Employee Performance values is very much determined by the rise and fall of the 2 independent variables in this study, namely: Human Resource Empowerment (X₁) and Competence (X₂) simultaneously has a significant effect on Employee Performance (Y).

Coefficient of Determination (R²)

The coefficient of determination (R²) is used to measure how far the model's ability to explain the variation of the dependent variable. The results of the analysis using the SPSS program, obtained the R2 results shown in the following table:

Table 5. Coefficient of determination (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.559	0.312	0.286	4.67359
a. Predictors: (Constant), Human Resource Empowerment , Competence				
b. Dependent Variable: Employee Performance				

Source: Data Analysis Results 202 3

Based on the results of data analysis in table 5. above, it can be seen that the determination coefficient value (R²) is 0.312, which means that the 2 independent variables in

this study, consisting of: human resource empowerment and competence, are able to explain the variation in n. The decline in employee performance at the Public Works and Spatial Planning Office of Sikka Regency was 53.3 % . While the remaining 53.3 % was explained by other variables not included in this research model.

The Impact of Human Resource Empowerment on Employee Performance

The results of the t-test indicate that the human resource empowerment variable has a positive and significant effect on the performance of employees at the Office of Public Works and Spatial Planning of Sikka Regency. A positive effect can be interpreted that if human resource empowerment is improved better, employee performance will increase. A significant effect can be interpreted that if human resource empowerment is improved, the performance of employees at the Office of Public Works and Spatial Planning of Sikka Regency will increase with a significant increase. The results of this study support the first hypothesis proposed, namely: human resource empowerment partially has a significant effect on the performance of employees at the Office of Public Works and Spatial Planning of Sikka Regency.

The results of this study are in line with several empirical evidences from previous studies related to the influence of human resource empowerment on employee performance, including research conducted by: 1) Juliadi Saputra & Riche Fermayani (2019). 2) Siti Khadijah, Hardi Mulyono, Abd Rasyid Syamsuri (2021).

These studies are able to prove that human resource empowerment has a positive and significant effect on employee performance both partially and simultaneously.

Based on the research results, there are still problems with employee performance at the Office of Public Works and Spatial Planning of Sikka Regency. According to Narimawati (2007:45) the problem of this study (employee performance) can be measured from the total percentage (100%) minus the percentage of respondent responses. The percentage of the total score of the Employee performance variable is 79.85%, so there is a gap of 20.15%. In order to reduce this gap, the Management of the Office of Public Works and Spatial Planning of Sikka Regency must be able to improve employee performance by improving the Human Resource Empowerment variable.

The Influence of Competence on Employee Performance

The results of the t-test show that the competency variable has a positive and significant effect on the performance of employees at the Office of Public Works and Spatial Planning of Sikka Regency. A positive effect can be interpreted that if competency is further improved, employee performance will increase. A significant effect can be interpreted that if competency is further improved, the performance of employees at the Office of Public Works and Spatial

Planning of Sikka Regency will increase with a significant increase. Based on this description, the results of this study accept the second hypothesis proposed, namely: competency partially has a significant effect on the performance of employees at the Office of Public Works and Spatial Planning of Sikka Regency.

The results of this study are in line with several empirical evidences from previous studies related to the influence of Competence on Employee Performance, including studies conducted by: 1) Eigis Yani Pramularso (2018) 2) Sudarmin Manik & Nova Syafrina (2018) 3) Marliana Budhiningtias Winanti (2011). These studies were able to prove that Competence has a positive and significant effect on Employee Performance both partially and simultaneously.

The Influence of Human Resource Empowerment and Competence on Employee Performance

The results of the F test show that the variables of Human Resource Empowerment and Competence simultaneously have a significant effect on the Performance of Employees at the Office of Public Works and Spatial Planning of Sikka Regency. Significant influence can be interpreted that if human resource empowerment and competence are managed better together (simultaneously), the Performance of Employees at the Office of Public Works and Spatial Planning of Sikka Regency will increase with a significant increase. Based on this description, the results of this study accept the third hypothesis proposed, namely: Human resource empowerment and competence simultaneously have a significant effect on the performance of employees at the Office of Public Works and Spatial Planning of Sikka Regency.

The results of this study are in line with several empirical evidences from previous studies related to the influence of human resource empowerment and competence simultaneously on Employee Performance, including research conducted by: 1) Radiana Fitriati (2020) 2) Dewi & Setyowati (2022) 3) Justina Iriana Rudlia (2016)

These studies are able to prove that human resource empowerment has a positive effect on employee performance, competence has a positive effect on employee performance both partially and simultaneously.

5. CONCLUSION

Based on the results of the analysis that have been discussed, the conclusions from the results of this study are as follows: The results of the descriptive analysis show that: (1) The percentage of the total score for the human resource empowerment variable is 79.76 % with a very good category; (2) The percentage of the total score for the competence variable is 85.63

% with a good category; (3) The percentage of the score The total for employee performance variables is 79.85 % with a good category. The statistical results of the t-test show that partially the human resource empowerment variable has a significant positive effect on employee performance variables , while the competence variable has a positive but insignificant effect on employee performance . The statistical results F test shows that simultaneously the variables Human resource empowerment and competence have a significant effect on employee performance . The results of the determination analysis show that the variables of human resource empowerment and competence are able to explain the variation in the rise and fall of Employee Performance at the Office of Public Works and Spatial Planning of Sikka Regency by 31.2 %.

6. SUGGESTION

Based on the conclusions of the results of this study, the following recommendations can be made: (1) To the Office of Public Works and Spatial Planning Sikka Regency Space is suggested to: Improve Employee Performance by improving human resource empowerment . Leaders must provide training to employees so that they can improve employee performance, in addition they can give assignments to employees so that employees can learn and can be directed directly by leaders. Improving Employee Performance by improving the competence of leaders in providing specific guidance to employees who do not yet have broad insight into the tasks assigned so that performance achievement can be improved. (2) For other researchers, if they wish to conduct similar research, it is suggested to involve other variables that influence employee performance that have not been included in this research, so that it can be used as reference material for the Office of Public Works and Spatial Planning of Sikka Regency in decision making.

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