



Effects of Empowerment, Work Climate and Job Satisfaction on Employee Performance of Transportation Office of Klungkung Regency

Luh Kadek Budi Martini and A. A. Dwi Widyani

Faculty of Economics and Business Management Study Program Universitas Mahasaraswati
Denpasar, Bali-Indonesia
wisalawulan87@gmail.com

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Abstract-To achieve maximum work results and satisfy, empowerment is needed by an employee in carrying out their duties so that employee performance can be improved. In addition, the work climate also affects employee performance. An open organizational climate encourages employees to express their interests and dissatisfaction without fear of retaliation and attention. In addition to the work climate, job satisfaction also affects employee performance, job satisfaction as a pleasant or positive emotional state that arises results from research on a job. The sample under this study was 63 employees at the Transportation Office of Klungkung Regency. The determination of the sample used the slovin method. The method in this recent study is quantitative approach and the analytical instrument used was multiple linear regression analysis; multiple correlation, determination, t test and F test. The results showed that the empowerment variable had a positive effect on employee performance as indicated by the significance value of $0.026 < 0.05$. Work climate variable had a positive effect on employee performance as indicated by the significance value of $0.014 < 0.05$. Job satisfaction variable also had a positive effect on employee performance as indicated by the significance value $0.007 < 0.05$. Thus, it can be concluded that Empowerment, Work Climate and Job Satisfaction simultaneously had a positive effect on Employee Performance of Transportation Office of Klungkung Regency.

Keywords: empowerment, employee performance, job satisfaction, and work climate.

INTRODUCTION

Transportation Office of Klungkung Regency has an important role in the development and construction of various transportation facilities and infrastructure, especially in Klungkung Regency. In order to achieve these objectives, reliable resources are needed. In organizations the role of humans is the basic capital in determining whether or not the objectives of the organization which have been established are achieved. Every company will always try to improve the performance of its employees in order to achieve the objectives set by the company. To achieve these objectives requires employees who have good performance.

Likewise, with the Transportation Office of Klungkung Regency, it is a government agency engaged in the field of community service. Whereas on a daily basis, the priority is the best service that must be shown by employees to serve the community. However, based on data on the realization of the performance of transportation service performance in 2017 there was a decrease in service performance which caused the realization of all targets every year. The realization of the use of the strategic plan has fluctuated every year and the highest realization occurred in 2013 which was 90.61% with a target of achieving 100%, while the lowest percentage of realization occurred in 2017 which was 60% with a 100% target of

achieving.

To achieve a maximum work results and satisfy, empowerment is required owned by an employee in carrying out his duties so that employee performance can be improved. According to (Sударusman, 2004), empowerment as granting autonomy, authority, trust, and encouraging individuals in an organization to develop regulations in order to complete work. Based on job descriptions by each employee in the Transportation Office of Klungkung Regency starting from the head of Office to the general subdivision. Civil servants with non-degree education levels basically have an individual level of readiness that is still inadequate to the needs of carrying out official tasks and functions, especially outside of office administration and administrative matters, such as planning, controlling, evaluating. These conditions reflect that the need for increased empowerment work within the Klungkung Regency Transportation Office is highly needed, both the need for higher education and the need for technical and functional education and training.

Besides the empowerment capabilities, however the work climate also affects employee performance. Each organization will have a different work climate. An open organizational climate encourages employees to express their interests and dissatisfaction without fear of retaliation and attention. Thus the work climate is a tool to solve problems (solutions) that can consistently run well for a particular group or institution in dealing with external and internal problems. The low working climate of employees in providing services to the community that affects the performance of employees, it can affect the decline in employee performance (Sugiyono, 2008).

In addition, job satisfaction also affects employee performance, a statement that reinforces the relationship between job satisfaction and employee performance by (Sunarto, 2003) stated that employees will feel satisfied at work if there are colleagues who gave support. Low employee job satisfaction at the Klungkung District Transportation Office is indicated by the lack of discipline and lazy attitude to work, then higher levels of work tend to be more satisfied than employees who occupy lower levels of work, and nonattendance (absent) of employees for illogical reasons and subjective. In carrying out the duties and functions of the Klungkung Regency Transportation Office, the support of

the quality of apparatus resources is a must. Therefore, we need human resources who have empowerment and a high work climate as well because both of these will be able to support increased employee job satisfaction.

Furthermore, the empowerment is another term for community empowerment. The term empowerment is quite popular in the field of management especially human resource management. Many interpretations of empowerment and one of the interpretations known by most of us is empowerment as the delegation of authority from superiors to subordinates. As for the element of empowerment namely; there is delegation of authority and responsibility to make decisions supported by adequate resources, there is control over the delegation of authority from management, the creation of an environment so that employees can make maximum use of their abilities or competencies to achieve organizational goals. In fact, besides the empowerment, work climate also is one important part to have a maximum work result. Hence, work climate is a term used to contain a set of behavioral variables that refer to values, beliefs and key principles that act as a basis for an organization's management system. Work climate is also a theory that explains the goals and procedures to achieve goals (Robbins & Coulter, 2010). Thus the work climate is a tool to solve problems (solutions) that can consistently run well for a particular group or institution in dealing with external and internal problems. The elements of work climate, namely Conformity: a type of social effect in which individuals change their attitudes and behavior to match existing social norms, Responsibility: a state that humans must do when doing something and must bear responsibility for what is done, Rewards: it can be defined as rewards, awards or gifts, and aims to make employees happy, enterprising, enthusiastic, and more diligent in working at the company, Intelligibility / Clearness (Clarity): associated with employees' feelings that they know what is expected of them is related to work, the role and goals of the organization.

Then, job satisfaction also is necessary to be discussed. As one of the crucial part, comprehensive job satisfaction is defined by Locke in (Luthans, Avey, Avolio, & Peterson, 2010) argues job satisfaction as a pleasant or positive emotional state that arises / results from research on a work or experience. Job satisfaction is a sense of satisfaction or pleasure because it has fulfilled the desires of

his heart because it has done something from someone who works at a particular institution by getting a salary or wage. According to (Mangkunegara, 2005) the variables that measure job satisfaction include the following firstly, Level of absence from work (absent): employees who are less satisfied tend to have a high level of attendance, they are often absent with illogical and subjective reasons. Secondly, Age: there is a tendency for older employees to feel satisfied than younger employees. Next, the level of work: employees who occupy a higher level of work tend to be more satisfied than employees who occupy a lower level of work, and the fourth is company size: the size of a company's organization can affect employee's job satisfaction.

Other crucial part that should be cared is performance. Performance means appearance or performance or achievement. (Martini, 2015) states that performance is the result of work achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the objectives of the organization concerned legally, is not against the law and in accordance with morals and ethics.

Empowerment of employees can improve morale and quality, which in turn is very influential on the performance of employees themselves, the existence of employees is one of the efforts to create a safe and comfortable work environment so that employees can make optimal contributions on the place where they work (Wibowo, 2007). After that, work climate can affect employee performance, climate affects it by forming employee expectations about the consequences that will arise from various actions (Davis & Newstrom, 2002). Truly, employees expect reward, satisfaction, frustration on the basis of their perception of the work climate. Dynamic management in implementing or implementing regulations will spur employees' interest in developing themselves to create, innovate and try to improve their abilities so that they will encourage to work better. Besides that, the influence of job satisfaction factors on the research employee's performance, it was found that on the job satisfaction factors including salary, leadership, the attitude of colleagues had a significant influence on employee performance. In this study also obtained results that the attitude of co-workers was a factor that has a dominant effect on employee performance.

Based on the explanation above, this research was carried out to find out the effect of Empowerment, Work Climate and Job Satisfaction simultaneously on Employee Performance at the Transportation Office of Klungkung Regency. Furthermore, each points of the deal above will be explained below.

CONCEPT AND HYPOTHESES

Empowerment as giving autonomy, authority, trust, and encouraging individuals in an organization to develop regulations in order to complete the work (Sударusman, 2004). According to (Davis & Newstrom, 2002) work climate as the personality of an organization that distinguishes from other organizations which leads to the perception of each member in looking at the organization. Employee Job Satisfaction can improve job performance through organizational commitment (Tsai, Liu, & Joung, 2010) in relation to employee work, job satisfaction is a general employee's feelings or attitudes towards the work environment, fair appreciation and communication with colleagues (Eslami & Gharakhani, 2012).

The stronger the employee empowerment and the higher the work climate, the better the performance produced by the employee. Employee performance is very important to be considered and improved so that the quality of service is better than before. The researcher this time will examine the effect of empowerment, work climate and job satisfaction on employee performance.

Based on the problem above, the hypotheses could be formulated as follows:

1. Empowerment has a positive effect on employee performance of Transportation Office of Klungkung Regency.
2. Work climate has a positive effect on employee performance of Transportation Office of Klungkung Regency.
3. Job satisfaction has a positive effect on employee performance of Transportation Office of Klungkung Regency.
4. *Empowerment*, Work Climate and Job Satisfaction simultaneously have a positive effect on employee performance of Transportation Office of Klungkung Regency.

METHOD

The method in this research is quantitative method. The population under study were all employees of the Klungkung Regency

Transportation Office who were civil servants. So the population in this study were all employees that is 170. Then, the determination of the sample used the slovin method. The analytical instrument used was multiple linear regression analysis; multiple correlation, determination, t test and F test. Those sample was calculated based on the formula developed by Slovin. With population size = 170 and e = 10%, the sample size (n) of 62.96 was rounded up to 63 employees at the Klungkung Regency Transportation Office.

RESULT AND DISCUSSION

Multiple Linear Regression Analysis

Based on the above values, the multiple linear regression equation was:

$$Y = 3,720 + 0,495 X_1 + 0,327 X_2 + 0,758 X_3$$

A positive sign of the regression coefficient indicated a direct effect, where if Empowerment, Work Climate, and Job Satisfaction were improved, it would be followed by an improvement in Employee Performance at the Klungkung Regency Transportation Office, and vice versa.

Correlation Analysis and Determination

Based on the results of the multiple correlation coefficient (R) was 0.916. Based on the guidelines to provide correlation coefficient interpretation according to Sugiyono in Santosa (2016) that the multiple correlation coefficient of 0.916 was between 0.800 - 1,000 which meant a strong correlation. It was also obtained the coefficient of determination (R Square) was 0.839. This meant that the variation of effects between Empowerment, Work Climate and Job Satisfaction on Employee Performance was 83.9% while the remaining 16.1% was influenced by other variables outside Empowerment, Work Climate and Job Satisfaction that were not discussed in this study.

Test of Hypotheses

T-test

The significance of t for the Empowerment variable was $0.026 < 0.05$. This meant that statistically, Empowerment had a positive and significant effect on Employee Performance. It also showed that the hypothesis stating Empowerment had a positive effect on Employee Performance in the Klungkung Regency Transportation Office was accepted.

The significance of t for the Work

Climate Variable was $0.014 < 0.05$. This meant that statistically, Work Climate had a positive and significant effect on Employee Performance. It also showed that the hypothesis stating that Work Climate had a positive effect on Employee Performance in the Klungkung Regency Transportation Office was accepted.

The significance of t for the Job Satisfaction Variable was $0.007 < 0.05$. This meant that statistically, Job Satisfaction had a positive and significant effect on Employee Performance. It also showed that the hypothesis stating Job Satisfaction had a positive effect on Employee Performance at the Klungkung Regency Transportation Office was accepted.

F-test

Based on the results of calculations with SPSS obtained significance of F was $0,000 < 0.05$. This meant that the hypothesis stating that Empowerment, Work Climate and Job Satisfaction simultaneously had a positive effect on Employee Performance at the Klungkung Regency Transportation Office was accepted.

CONCLUSION

Based on the problem formulation and data analysis that had been done as well as the discussion presented in the previous chapter, the conclusions from this study could be drawn as, firstly, significance of the Empowerment variable was of $0.026 < 0.05$. This meant that Empowerment had a positive effect on Employee Performance of Transportation Office of Klungkung Regency. Significance of t for Work Climate Variable was $0.014 < 0.05$. This means that the working climate had a positive effect on Employee Performance of Transportation Office of Klungkung Regency. The significance of t for the Job Satisfaction Variable was $0.007 < 0.05$. This meant that Job Satisfaction had a positive effect on Employee Performance of Transportation Office of Klungkung Regency. The results of calculations with SPSS obtained the significance of F was $0.000 < 0.05$. This showed that Empowerment, Work Climate and Job Satisfaction simultaneously had a positive effect on Employee Performance of Transportation Office of Klungkung Regency.

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