
ANALYSIS OF THE INFLUENCE OF WORK MOTIVATION, WORKLOAD AND COMPETENCY ON EMPLOYEE EMPOWERMENT IN IMPROVING THE PERFORMANCE OF THE STATE CIVIL APPARATUS IN THE DEPARTMENT OF DEVELOPMENT AND SPATIAL PLANNING OF WEST JAVA PROVINCE

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ABSTRACT

This research aims to find out, analyze and examine work motivation, workload, competence and determine its influence on employee empowerment and its implications for the performance of the State Civil Apparatus at the West Java Province Department of Highways and Spatial Planning.

The research method used is descriptive and verification analysis. Data collection used was interviews using questionnaires accompanied by observation techniques and literature. Sampling used proportional *cluster random sampling*. Data collection in the field was carried out in 2020. The data analysis technique uses *the Structure Equation Model (SEM)*.

The research results show that in general work motivation, workload, competence, employee empowerment and the performance of the State Civil Service are in poor criteria. There is an influence of work motivation, workload and competence on employee empowerment, both simultaneously and partially, and employee empowerment has an influence on the performance of the State Civil Apparatus at the West Java Province Highways and Spatial Planning Service.

Keywords: Workload, Performance of State Civil Apparatus, Competency, Work Motivation, Employee Empowerment.

INTRODUCTION

Employee performance is basically related to education, skills, discipline, work ethics and work environment. Thus, employees are the main and dynamic performance factor which has the ability to produce something that exceeds previous results. Apart from that, the target is aimed at the organization's ability to continuously improve the way it works.

Human resources in the West Java Province Department of Highways and Spatial Planning are the main assets of an organization who are planners and active actors of every organizational activity. They have heterogeneous thoughts, feelings, desires, status, educational background, age and gender that are brought into an organization, unlike machines, money and materials which are passive and can be controlled and managed completely to support the achievement of organizational goals. Capable, capable and skilled human resources do not guarantee good work productivity if work morale and discipline are low. They are only useful and can support the realization of organizational goals if they have a high desire to achieve. Inadequate, incompetent and unskilled human resources, one of which results in work not being completed optimally quickly and on time.

Employee performance is the work result that can be achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities, in order to achieve the goals of the organization in question legally, without violating the law and in accordance with morals and ethics. Employee performance is more directed at the level of employee work performance (Prawirosentono, 2011:104). Organizational performance is the result of complex interactions and aggregation of the performance of a number of individuals in the organization. To find out the factors that influence (determinants) individual performance, it is necessary to study performance theory. In general, physical and non-physical factors are very influential. Various physical environmental conditions greatly influence employees' working conditions. Apart from that, physical environmental conditions will also influence the functioning of non-physical environmental factors. On this occasion, our discussion will focus on the non-physical environment, namely conditions that are actually very attached to the company's managerial system.

The conditions above are thought to be related to the empowerment of human resources and ineffective employee performance. Based on these problems, it is clear that human resource factors are the starting point, the factors referred to by researchers are workload, competence and motivation of employees who carry out their duties responsibly, efficiently and successfully according to plan, that is why researchers are interested in research further regarding the empowerment of human resources in relation to efforts to improve employee performance as material for preparing a dissertation with the title:

" Analysis of Work Motivation, Workload and Competency on Employee Empowerment in Improving the Performance of State Civil Apparatus at the Department of Highways and Spatial Planning of West Java Province "

Identification of problems

Based on the explanation of the background of the problem above, the problems that will be studied can be limited to:

1. Employee performance is not optimal.
2. Employees' knowledge and skills in carrying out their duties are still lacking.
3. Employee discipline and commitment in carrying out their main duties and functions is still relatively low.
4. The level of apparatus presence is still relatively low.
5. The number of employees who take part in education and training is still insufficient.
6. Insufficient service to service needs/demands for facilities and infrastructure.
7. The number of planning documents and reports completed is sometimes not on time.
8. The workload given is not in accordance with the standard of work carried out.
9. Achievement of strategic targets/objectives has not been implemented effectively and efficiently
10. Lack of ability to master technical skills related to technological developments.
11. Employee motivation to realize the Department's vision and mission is still low.
12. There are still many ASNs who do not understand their main duties and functions well.
13. The work process has not been fully implemented in accordance with the specified standard operating procedures (SOP) .
14. There are still employee competencies that do not fully support the duties/positions they hold.
15. ASN knowledge and skills in general are still limited.
16. The workload is high due to the insufficient number of existing ASN .
17. The number of ASN over the last five years has decreased to around 30 % .
18. Organizational changes have not been fully followed by meeting the need for competent employees to fill existing positions .
19. Existing human resources have not been managed optimally to support the implementation of the Department's main duties and functions.

Restricting the problem

Paying attention to the background and identification of the problem, researchers limit the study of writing problems to:

1. The research focuses on work motivation, workload and competency towards employee empowerment and its implications for the performance of the State Civil Service.
2. The research approach is quantitative explanatory.
3. The research uses a sampling technique (*proportional stratified random sampling*)
4. The data analysis used is SEM (*Structure Equation Model*).
5. Locus of research for the West Java Province Department of Highways and Spatial Planning.

Formulation of the problem

Based on the identification of the problem, in this writing the problem is formulated as follows:

1. What is the work motivation, workload and competency of ASN in the West Java Province Department of Highways and Spatial Planning.
2. How to empower ASN in the West Java Province Department of Highways and Spatial Planning.
3. How is the performance of ASN in the West Java Province Department of Highways and Spatial Planning.
4. How much work motivation, workload and competence simultaneously influence the empowerment of ASN in the Department of Highways and Spatial Planning of West Java Province.
5. How much does work motivation influence the empowerment of ASN in the Department of Highways and Spatial Planning of West Java Province?
6. How much does the workload affect the empowerment of ASN in the Department of Highways and Spatial Planning of West Java Province?
7. How much influence does competence have on the empowerment of ASN in the West Java Province Department of Highways and Spatial Planning.
8. How much does employee empowerment influence the performance of ASN in the West Java Province Department of Highways and Spatial Planning.

Framework

Human resources have a very determining role in the continuity and progress of an organization, because even though all other resources are available, if there is no readiness of human resources, then the organization will certainly not run well. Therefore, human resources must be managed well so that they have high work motivation which will ultimately have an impact on performance.

According to Martoyo (2012: 152), factors that influence employee work performance or employee performance are motivation, job satisfaction, stress level, commitment, attitude, empowerment, workload, compensation system, economic aspects, technical aspects, and other behavior. Davis (2012:62) states that the factors that influence employee performance are abilities: intelligence and skills, motivation is influenced by behavior and organizational climate which includes leadership attitudes, work situations and communication climate. Likewise, according to Lower and Porter in Indra Wijaya (2013), the factors that influence work performance are motivation, empowerment and ability.

Basically, human activity in a work system structure can be classified into physical work (muscles) and mental work (brain). This physical and mental activity has the consequence of increasing workload. The workload of each employee should be evenly distributed so that organizational units can be avoided that have too much activity and organizational units that have little activity (Sutarto, 2010). If the worker's abilities are higher than the job demands, a feeling of boredom will arise. On the other hand, if the worker's abilities are lower than the demands of the job, excessive fatigue will appear.

Aamound (in Nur Afrahmiati, 2011:69) stated that if employees experience work as a workload so that employees experience tension at work because their abilities do not match the demands of the organization, this will have an impact on the behavior displayed by employees, namely ineffective behavior at work, such as laziness, avoiding tasks or low motivation.

Davis and Newton in Meeusen et al, (2011:305) state that the work environment in an organization can influence the workload and work motivation of its members. The work environment can be interpreted as the psychological environment felt by each member of the organization so that they have different assessments in feeling, perceiving and appreciating the atmosphere of the work environment felt at work. This shows that there is a connection between the work environment and workload. Employees who feel a conducive working atmosphere will realize their work results through high discipline in completing their tasks and reducing complaints made to their workplace.

Hoy and Hannum (2011) found that an organizational work environment where the sense of togetherness among employees is high, support from adequate facilities, high organizational targets, appropriate workload and stable organizational integrity as an institution supports the achievement of better employee work motivation. Sweetland and Hoy (2010) also stated that an appropriate workload and an organizational work climate where employee empowerment is a priority are very essential for organizational effectiveness which ultimately influences employee work motivation as a whole.

The theoretical basis used to examine the entire problem which is the object of research in this study and is the order of writing, is starting from the general theory (*Grand Theory*), namely *management* and organization theory, complemented by the intermediate theory (*Middle Range Theory*) which is related to resource management, human resources and organizational behavior. Then it is also supported by application theory (*Applied Theory*) which is applied through work motivation, workload, competence, employee empowerment, and performance employee.

Based on the previous description, a model can be developed using the research paradigm in Figure 1 as follows ;

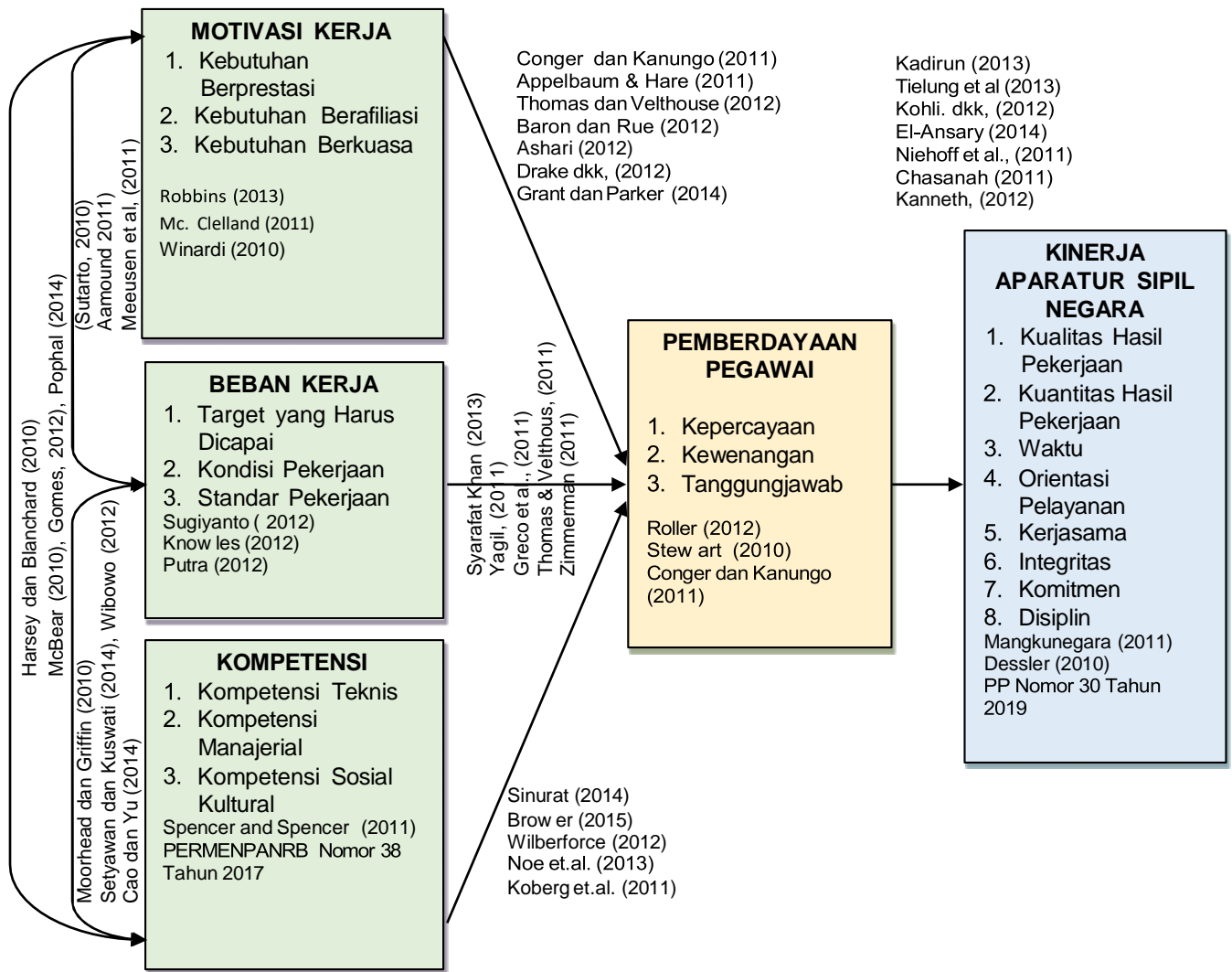


Figure 1
Research paradigm

Research Hypothesis

Based on the description of the framework above, the hypothesis in this research is as follows:

1. Work motivation, workload and competence influence employee empowerment .
2. Work motivation influences employee empowerment .
3. Workload influences employee empowerment .
4. Competency influences employee empowerment .
5. Employee empowerment influences employee performance.

METHOD

Based on the research objectives stated previously, this research is descriptive and verification in nature. Descriptive research is research that aims to obtain a description of a research variable, namely work motivation, workload, competence, employee empowerment and performance of the State Civil Service . Meanwhile, the nature of verification research basically wants to test the truth of a hypothesis which is carried out through collecting data from the field. Considering that the nature of this research is descriptive and verification carried out through data collection in the field, the research methods used are the *descriptive survey method* and the *explanatory survey method* .

The analysis used consists of two types, namely: (1) descriptive analysis, especially for qualitative variables, and (2) quantitative analysis in the form of hypothesis testing using statistical tests. The first part , data analysis with a "qualitative" approach, which is based on data extracted from the field. The second part, data analysis using a quantitative approach, namely by using *Structural Equation Modeling (SEM)* which is based on the type of data collected and its relevance to the research objectives.

RESULTS AND DISCUSSION

The Influence of Work Motivation, Workload and Competency on Empowerment and the Implications for the Performance of State Civil Servants

Based on the path analysis calculations, the overall results of the analysis can be described as follows:

Table 4.50
Recapitulation of Data Processing Results

Information	Variable	Results
Path coefficient value of exogenous versus endogenous variables	$\xi_1 \rightarrow \eta_1$	0.345
	$\xi_2 \rightarrow \eta_1$	0.239
	$\xi_3 \rightarrow \eta_1$	0.396
	$\eta_1 \rightarrow \eta_2$	0.895
The influence of exogenous variables on endogenous variables	$\xi_1 \rightarrow \eta_1$	26.58%
	$\xi_2 \rightarrow \eta_1$	18.31%
	$\xi_3 \rightarrow \eta_1$	32.42%
R ²	$\xi_1, \xi_2, \xi_3 \rightarrow \eta_1$	77.31%
	$\eta_1 \rightarrow \eta_2$	80.10%

Source: Data processed by researchers (2020)

1. Influence work motivation towards employee empowerment is 26.58% .
2. Influence workload on employee empowerment is 18.31% .
3. Influence competency towards employee empowerment is 32.42% .
4. Motivation work , workload and competency towards employee empowerment in the West Java Province Department of Highways and Spatial Planning is 77.31%. This means that apart from the three variables above, there are other variables which also have an influence on employee empowerment, namely 22.69 % , in other words, employee empowerment is influenced by variables outside the research model by 22.69% .
5. Performance The State Civil Service is influenced by employee empowerment by 80.10%. This value also indicates that there are still other factors that influence the performance of the State Civil Service apart from the employee empowerment factor , which is indicated by the error variance, amounting to 0.199 or 19.90% .

Conclusion

1. An overview of work motivation, workload and competency of Civil Servants (ASN) at the West Java Province Highways and Spatial Planning Service is as follows:
 - a. The work motivation of employees at the West Java Province Department of Highways and Spatial Planning is in the low to high criteria. The need for power dimension provides the highest description while the dimensions the need for achievement gives the lowest picture.
 - b. The workload of employees at the West Java Province Department of Highways and Spatial Planning is in the low to high criteria. The standard dimensions of work provide the highest description while the dimensions the target that must be achieved provides the lowest picture.
 - c. The competency of employees at the West Java Province Department of Highways and Spatial Planning is in the criteria of not good to good. The socio-cultural competency dimension provides the highest description, while the managerial competency dimension provides the lowest description.
2. Empowerment of employees at the Department of Highways and Spatial Planning of West Java Province is in the criteria of not good to good. The trust dimension provides the highest description while the authority dimension provides the lowest description.
3. The performance of employees at the Department of Highways and Spatial Planning of West Java Province is in the criteria of poor to good. The integrity dimension provides the highest description, while the quality of work results dimension provides the lowest description.
4. Work motivation, workload and competency simultaneously influence the empowerment of Civil Servants (ASN) in the West Java Province Department of Highways and Spatial Planning , where simultaneously work motivation, workload and competency can determine variations in employee empowerment.
5. Work motivation has a positive and significant effect on employee empowerment . This indicates that if employee work motivation is getting better, then employee empowerment will be better too, conversely if employee work motivation is getting worse, then employee empowerment will be getting worse too.
6. Workload has a positive and significant effect on employee empowerment . This indicates that if the workload is managed better, then employee empowerment will be better, conversely, if the workload is managed less well, then employee empowerment will be even worse.

7. Competency has a positive and significant effect on employee empowerment . This indicates that if employee competence is getting better, then employee empowerment will be better too, conversely if employee competence is getting worse, then employee empowerment will be getting worse too.
8. Empowerment has a positive and significant effect on the performance of Civil Servants (ASN) . This indicates that if employee empowerment is getting better, then employee performance will be better too, conversely if employee empowerment is getting worse, then employee performance will be getting worse too.

Suggestion

1. In relation to the smallest indicators of work motivation, workload and employee competency at the West Java Province Highways and Spatial Planning Service :
 - a. The work motivation of employees at the West Java Province Department of Highways and Spatial Planning is in the low to high criteria. Work motivation that is already high needs to be maintained, while work motivation that is still low needs to be increased by implementing policies, especially in terms of providing *rewards* for employees who excel and *punishment* for employees who perform poorly or make mistakes.

Awards for employees who have carried out their duties well and excelled can be given based on Law Number 5 of 2014 concerning State Civil Apparatus (ASN) articles 82 and article 83, where awards can be given through various events such as exemplary employees with *performance* indicators best, awarding honors, special promotions and providing opportunities to develop competencies through formal and informal education.

The important thing that must be considered when giving awards/ *rewards* is that the form of award/ *reward* must be appropriate to the needs and work performance of the employee who will receive the award/ *reward* .

Regarding punishment *for* employees whose performance is not good or makes mistakes, its implementation can be guided by Government Regulation no. 53 of 2010 concerning Civil Servant Discipline which regulates the provisions for enforcing civil servant discipline.

The important thing that needs to be considered when administering *punishment* is how this *punishment* can be implemented consistently and firmly, so that it reflects a sense of justice.

Another thing that can be done to increase employee work motivation is to emphasize the importance of interpersonal relationships, *both* between superiors and subordinates and between colleagues in the service. This can be done, among other things, by including employee participation in decision making and other official events.
 - b. The workload of employees at the West Java Province Department of Highways and Spatial Planning is in the low to high criteria. The most prominent problem related to workload is the inadequate number of employees compared to the existing workload.

To reduce this high workload, it is necessary to review the workload in each position, especially in the Spatial Planning Sector and Construction Services Sector, where the number of employees is inadequate compared to the workload.

To overcome this problem of high workload, and considering that employee recruitment that has been carried out so far has not been able to meet needs, the current human resources need to have their capabilities improved and optimized to be able to carry out official duties.

For this reason, it is necessary to review the workload in each work unit, considering that from the research results, workload has a positive and significant effect on employee empowerment, meaning that it is still possible for existing employees to be further empowered, namely by providing additional workload.

If we look at the current profile of Civil Servants (ASN), most of whom are of productive age (31 years – 40 years) and have bachelor's and master's degrees, it is very possible to empower employees by providing additional workload.

However, things that need to be considered in optimizing the use of human resources in relation to workload are first, carrying out human resource planning through 3 approaches, namely organizational, job analysis and administrative, secondly making the supervision system effective so that employee expectations for guidance and supervision good and objective results from their superiors are fulfilled, third, giving appropriate authority to employees in accordance with their duties and responsibilities, fourth, handing over some of the possible tasks to third parties (outsourcing) and fifth, recruiting non - PNS casual daily workers to help carry out routine tasks.

Due to the existence of employees who are very busy with work, agencies/departments need to re - socialize the main duties and functions of each position at the start of employees being placed in certain positions, remembering that the main duties are the main guidelines that employees must know and understand from the moment they receive the position. so that it is hoped that it can facilitate the completion of the tasks given.
 - c. The competency of employees at the West Java Province Department of Highways and Spatial Planning is in the criteria of not good to good. Good employee competencies, especially socio-cultural

competencies, need to be maintained, while those that are not good, namely managerial competencies, need to be improved, especially related to employees' ability to analyze data for use in decision making. From the research results, it is known that the competency variable has the greatest and most significant influence on employee empowerment when compared to work motivation and workload variables, so agencies/departments need to prioritize efforts to increase employee competency.

To improve employee competency, this can be done, among other things, by holding formal and informal education and training programs (training), which include knowledge and skills related to the tasks assigned.

Another thing that can be done to increase employee competency is to provide opportunities for every employee who has the ability and skills to develop their potential, for example by giving promotions to these employees, so that they have high efficiency for the Institution/Department.

2. Empowerment of employees at the Department of Highways and Spatial Planning of West Java Province is in the criteria of not good to good. Employee empowerment that is good, especially the trust dimension, needs to be maintained, while what is not good, namely the authority dimension, needs to be improved, including by giving employees freedom to carry out their work so that they have autonomy to determine how to work. Agencies/Departments should carry out employee empowerment routinely and continuously, so that employee performance can be maintained and monitored well.

Employee placement should be adjusted to needs by considering the competencies possessed by the employee. The implementation of training should be followed by every employee according to their field of work, so as to improve the employee's abilities and skills in carrying out their daily duties and work.

The implementation of training should not only be attended by employees who have already had experience, because basically every employee has the same rights and opportunities to receive education and training. Training should be provided in stages and continuously according to the employee's career stage, so that the Institution/Department can continue to monitor the employee's abilities and skills, so that it is hoped that it can provide positive *outcomes* or *feedback for the Institution/Department*.

3. The performance of Civil Servants (ASN) in the Department of Highways and Spatial Planning of West Java Province is in the criteria of poor to good. The integrity dimension provides the highest description, while the quality of work results dimension provides the lowest description.

The most prominent thing that needs to be improved is cooperation with colleagues to complete work and completing work on time.

To overcome this problem, leaders need to facilitate and encourage a team work climate in carrying out/completing work, including by seeking to improve management which includes job analysis and evaluation, workload analysis and preparation of Standard Operating Procedures (SOP) *which* are guidance for each employee to carry out their duties/work.

Another thing that can be done to improve employee performance is to increase discipline and improve human resource management, including through the implementation of performance-based education and training, increasing discipline by applying regulations firmly and consistently, as well as integrating human resource information systems.

4. Work motivation has a positive and significant effect on employee empowerment .
Of the three dimensions used to measure work motivation, namely the need for achievement, the need for affiliation and the need for power, the need for achievement dimension has the lowest average value. Therefore, to increase employee empowerment, the Department needs to pay more careful attention to aspects of employee achievement needs which include job security for the future, opportunities to improve abilities and skills, opportunities to be creative at work, opportunities to do new things and provide rewards . (rewards) for employees who excel and *punishment* (punishment) for employees who make mistakes consistently.

5. Workload has a positive and significant effect on employee empowerment .
Of the three dimensions used to measure workload, namely targets that must be achieved, work conditions and work standards, the target dimension that must be achieved has the lowest average value.

Therefore, to increase employee empowerment, the Department needs to pay more careful attention to aspects of the targets that must be achieved, namely the number of employees which is not adequate when compared to the workload, work targets to be more measurable and clear and the existence of employee independence in doing different things from time to time.

6. Competency has a positive and significant effect on employee empowerment .
Of the three dimensions used to measure employee competence, namely technical competence, managerial competence and socio-cultural competence, the managerial competence dimension has the lowest average value.

Therefore, to increase employee empowerment, the Department needs to pay more careful attention to aspects of managerial competence, namely the availability of relevant and up-to-date data for use in work, the ability of employees to analyze data for use in decision making, the ability of employees to set specific, realistic work plans. and measurable, the employee's ability to anticipate changes in the future is linked to the organization's goals and the employee's ability to provide alternatives to solve each problem.

7. Empowerment has a positive and significant effect on employee performance.

Of the three dimensions used to measure employee empowerment, namely trust, authority and responsibility, the authority dimension has the lowest average value.

Therefore, to improve employee performance, the Department needs to pay more careful attention to aspects of authority, including the ability of employees to make decisions in every job they carry out, the authority and freedom given to employees in every work activity to get better results and documentation of tasks, authority and responsibilities outlined in writing in policies, procedures and job descriptions.

8. This research is only part of the factors that influence employee empowerment and performance at the Department of Highways and Spatial Planning of West Java Province.

If we look at the epsilon value, which is still relatively large, it indicates that there are still other factors that influence employee empowerment and performance. These factors include leadership. Therefore, in the future, this factor can be studied further by subsequent researchers.

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REGULATIONS (LAWS)

- Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus
- Republic of Indonesia Government Regulation Number 30 of 2019 concerning Civil Servant Performance Evaluation
- Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 38 of 2017 concerning Competency Standards for State Civil Service Positions
- Republic of Indonesia Government Regulation Number 11 of 2017 concerning Management of Civil Servants
- Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 39 of 2013 concerning Determination of Position Classes in Government Agencies
- Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 35 of 2012 concerning Guidelines for Preparing Standard Operational Procedures for Government Administration
- Republic of Indonesia Government Regulation Number 53 of 2010 concerning Civil Servant Discipline
- Head of BKN Regulation number 13 of 2011 concerning Guidelines for Preparing Competency Standards