

HR DEVELOPMENT: Empowerment Strategy in Improving Employee Performance

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ABSTRACT

Empowerment of human resources is very significant, strategic and comprehensive for each process of organizational activity in realizing the performance as expected. This study aims to identify, analyze and examine the practice of employee empowerment strategies implemented by PT. Jaya Initiative. Thus this research uses qualitative research methods through observation, interviews, documentation studies and FGD. Processed data was obtained from secondary data obtained from internet sites from credible institutions/institutions while primary data was obtained from observation, in-depth interviews and documentation. The results showed the employee empowerment strategy in an effort to improve employee performance at PT. Jaya Prakarsa has not run optimally, empowerment is only limited to developing competence, developing organizational culture and giving authority so that it needs to be studied more deeply.

Keywords: Qualitative Methods, Empowerment Strategies, Employee Performance, Human Resources, Productive

INTRODUCTION

Human resource management is a strategic area of the organization in which there are policies and practices in determining aspects of human resources in management positions including recruitment to termination of employees. Human Resources is the most important element in the organization, the existence of human resources is not only as assets only but capital which must be continuously maintained and developed (Ekayanti, 2022). Various strategies must be carried out as an employee development effort that aims to increase optimal productivity.

Employee empowerment has a broader meaning than the term employee participation. In empowerment, there is delegation of authority given to certain employees in making decisions as long as they do not deviate from organizational policies. For example, when the leader is unable to coordinate work team meetings in his unit, he can delegate to someone who is deemed appropriate (has managerial and leadership skills) to lead a meeting or it can be in the form of delegation to the head of a

particular sub-unit work team to arrange, organize activities and work schedules (Deni & Riswanto, 2019).

Thus, it is clear that employee empowerment has implications for certain employees' freedom and ability to make decisions and commitments; No just share information and suggestions. Empowerment concerns the authority and strengthening the authority of certain employees.

Empowerment of human resources is very significant, strategic and comprehensive for every process of organizational activity in realizing the expected performance (Bulqiyah & Sukarno, 2022). There are various strategies used by organizations to develop and update the capabilities and expertise of employees in dealing with various organizational problems. Empowerment is one way of developing employees through employee involvement, namely by giving authority and responsibility enough to complete tasks and decision-making.

Many factors affect organizational commitment, one of which is employee empowerment, which has been carried out (Shafira, 2019) "employee empowerment in manufacturing companies". The results of the study show that companies that focus on empowering employees have a significant effect on company reputation, employee commitment and overall company performance. Employees can be said to be empowered (improved) if you already believe in your potential to work, by having the awareness that within you there is the ability and strength to do something for the sake of a common goal, then all problems will be resolved, by solving all these problems indirectly employee performance will become more effective.

Empowerment is the same as delegating authority, there are two characteristics that make empowerment unique, firstly employees are supported to use their own initiative and secondly, empowering employees is not only limited to giving authority, but also resources so that they are able to make decisions and have the power to implement.

At this time the development of the industry packaging / packaging is the right choice to maintain economic resilience in conditions of global crisis. Packaging business(packaging) needs to be developed because this industry has great potential in making a significant economic contribution in creating a positive business climate, building the nation's image and identity, based on resource renewable resources, creates

innovation and creativity which are the competitive advantages of a nation, and provides a positive social impact.

In the packaging industry (packaging) in Indonesia in the past decade experienced rapid growth and with new technology combined with a growing population it is hoped that it will grow even further. The need or product packaging is increasing every day, along with the growing number of entrepreneurs in Indonesia, making packaging makers, especially cardboard boxes, much sought after (Zulkarnain, et, al., 2019). This is a great business opportunity as well as profitable. The importance of formulating an employee empowerment strategy is due to the large growth in the manufacturing industry which is not matched by the added value obtained compared to the added value obtained by the industry and the loss of competitiveness of human resources in other countries.

According to (Apriliani & Sriathi, 2019) stated that empowerment apart from having an effect on improving performance, can also cause employees to have no desire to end their assignments or leave the organization. Individuals who are satisfied with their jobs tend to stay in the organization, while individuals who are not satisfied with their jobs will choose to leave the organization.

In this case the company PT. Jaya Prakarsa is a manufacturing company engaged in packaging especially cardboard and cardboard boxes. Companies engaged in the packaging industry are also currently implementing employee empowerment as one of its steps for organizations to participate more effectively and make things work.

Empowerment teaches how employees make decisions and accept responsibility for the results of what they do. With empowerment, it is ensured that the organization will be able to get and retain employees who have the quality, skills, knowledge and abilities as well employ employees effectively and efficiently (Sulistiasih, 2019).

THEORETICAL BASIS

Human Resource Management

Humans have different traits, various levels of intelligence, heterogeneous social backgrounds so that they have various behaviors. For this reason, a concept or theory is needed on how to manage the human element in an organization so that they can be optimally empowered to support the achievement of organizational goals.

HR can also be referred to as personnel, workforce, employee workers, human potential as an organizational driver in realizing its existence, or potential that is an asset and functions as non-material capital in a business organization, which can be realized into real potential physically and non-physically in realizing existence of the organization, (Asnawi, 2020).

Strategy Management

Strategic management is used to match market conditions and ever-changing competitive structures with the company's constantly evolving resources, capabilities, and competencies (strategic input sources). Effective strategic actions carried out in the context of carefully integrated strategic formulation and implementation will produce the desired strategic output (strategic outcome).

According to (Setyowati, 2023) strategy is defined as a process of determining plans for top leaders that focus on the long-term goals of the organization, as well as preparation of a way or effort to achieve these goals. A well-formulated strategy will help organize and allocate the company's resources into a unique and sustainable form. A good strategy is prepared based on the company's internal capabilities and weaknesses, anticipation of changes in the environment, as well as the unity of movements made by competitors.

Empowerment

Empowerment is one strategy to improve human resources by giving responsibility and authority over them which is expected to enable them to achieve employee performance.

(Ichsan & Setiadi, 2022) states "Empowerment is motivation intrinsic and *self-efficacy* from people affected by leadership behavior, job characteristics, organizational structure, and their own needs and values." Based on the above understanding, it can be said that employee empowerment is a form of implication of development for subordinates. Leaders are aware that work really needs the help of others, so leaders must have the courage to delegate authority. Empowered employees are the key to the success of a work that can create effective behavior.

Performance

Employees who have high performance are a dream for every organization, because the higher the employee's performance, the higher the chances of the organization in

achieving goals properly. The success of the organization as a whole is an accumulation of the work of outstanding employees.

According to (Gayatri & Onsardi, 2020) that: "Employee performance is a term used to designate a combination of understandings of 3 things, namely work behavior, potential as an internal employee factor that allows the appearance of work behavior and the work itself". In addition, employee performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Setiawan, 2021).

SWOT analysis

SWOT analysis is the identification of various factors to formulate corporate strategy. This analysis is based on logic that can maximize strength (strengths) and opportunities (opportunities), but simultaneously can minimize weaknesses (weaknesses) and threats (threats). Corporate strategic decisions need to consider internal factors which include strengths and weaknesses as well as external factors which include opportunities and threats (Sakeru, et, al., 2019). Therefore it is necessary to have important considerations for a SWOT analysis.

If it can be said that SWOT analysis is a powerful instrument in conducting strategic analysis, this efficacy lies in the ability of the company's strategy makers to maximize the role of strength factors and take advantage of opportunities so that they act as a tool to minimize weaknesses in the company's body and reduce the impact of threats that arise. and must be faced.

METHOD

This study uses a qualitative approach because it is in research that the resulting data is in the form of descriptive information obtained from data in the form of writing, words and documents originating from sources or informants who are researched and can be trusted.

According to (Sartika & Lubis, 2019) research design is a necessary process in planning and conducting research. Research design is a design that is used as a guide in carrying out the research process.

Data analysis is the process of organizing and sorting data into patterns, category and basic description units so that themes can be found and working hypotheses can be

found as suggested by the data (Hondro, et, al., 2021). After the data has been collected both come from an in depth *interview* (in-depth interview) of the management of PT. Jaya Prakarsa, the author tries to interpret it using qualitative methods. Data analysis was carried out from the data collection process to the end. Then next in this research is the data analysis stage using SWOT. The SWOT analysis will then be analyzed using a qualitative approach, namely the SWOT matrix qualitative approach.

RESULT

From the results of proposition (a) it can be concluded that employee empowerment at PT. Jaya Prakarsa has not run optimally. Empowerment is only carried out to the extent of developing competence, developing organizational culture and granting authority so that it needs to be studied more deeply and is necessary improved. "Empowerment of human resources is a process of business activities to better empower "human power" through the change and development of the man himself, in the form of ability, trust, authority and responsibility in the context of implementing organizational activities to improve performance as expected. In order for human resources to show "more power", it is necessary to have a more optimal empowerment model.

From the above statement it can be concluded that employee empowerment is not only limited to developing competence, organizational culture and giving authority which is mostly done at PT. Jaya Prakarsa, but this empowerment places more emphasis on "human power" itself through change and development in the form of ability, trust, authority and responsibility in an effort to improve performance.

Based on the results of interviews and observations with the director of PT. Jaya Prakarsa, the performance indicators in this company are divided into several sections, including:

1. Quality, namely the quality produced (whether or not)
2. Timeliness is whether or not according to the planned time.
3. Initiative, namely the ability of a person to act beyond what is required or required of the job.
4. Ability, namely the capacity of an individual to perform various tasks in a job.

5. Communication, namely a process in which a person or several people, groups, organizations and communities create, and use information to connect with the environment and other people.

From the results, it can be concluded that an employee empowerment strategy needs to be carried out in an effort to improve employee performance. One of the factors that can affect employee performance is employee empowerment. Empowerment besides influencing performance improvement, can also cause employees to have the desire to end their duties or leave the organization. Individuals who are satisfied with their jobs tend to stay in the organization, while individuals who feel dissatisfied with their jobs will choose to leave the organization.

In accordance with article (4) point (a) of Law No. 13 of 2003 concerning employment it is explained that "empowerment and utilization of manpower is an integrated activity to be able to provide the widest possible employment opportunities for Indonesian workers. Through this empowerment and utilization, it is hoped that Indonesian workers can participate optimally in national development, while upholding their human values."

Thus according to the explanation of the law above regarding employment, it is very appropriate that employee empowerment must be increased in order to achieve organizational goals. Empowerment carried out on employees will ultimately improve employee performance, it is necessary to increase human resources as a workforce through empowerment efforts. Empowerment makes someone feel important, excited and challenged by their job, seem like their job really matters and seem like they are part of a team.

This statement who argue that the stages in empowering employees are more optimal in an effort to improve employee performance, including:

1. Desire, the first stage in the empowerment model is delegation and involving workers.
2. Trust, the second stage is to build trust between management and employees.
3. Confident, the next stage after mutual trust is to generate employee confidence by appreciating the abilities possessed by the employees them selve.

4. Credibility, the fourth step is maintaining credibility with awards and developing a work environment that encourages healthy competition so as to create an organization that has high performance.
5. Accountability, the next stage in the empowerment process is accountability to the authority given.
6. Communication, the final step is open communication to create mutual understanding between employees and management. This openness can be realized by providing criticism and suggestions for the results and achievements made by employees.

CONCLUSION

Empowerment of employees at PT. Jaya Prakarsa has not run optimally, empowerment is only limited to developing competence, developing organizational culture and giving authority so that it needs to be studied more deeply. Employee empowerment is not only limited to competency development, such as organizational culture and authority granting, but empowerment places more emphasis on "human resources" itself through change and development in the form of ability, trust, authority, and responsibility in an effort to improve performance.

The results of employee performance are needed by top management in implementing empowerment or implementing other strategies, especially those related to human resources, because employee performance can be seen whether the employee has good or bad performance so that what strategy should be implemented will be known.

From the description of the SWOT analysis the position of staff and employees of PT. Jaya Prakarsa is in quadrant II on the S-T strategy, which indicates that employees are in a strong position but face big challenges. The strategy recommendations given are diversification strategies, meaning that the organization is in steady state but facing a number of tough challenges so that it is estimated that the wheels of the organization will have difficulty continuing to rotate if only relying on the previous strategy.

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