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Employee Empowerment Strategy and Strengthening Competence in Improving Employee Performance

Nita Kanya[1], Feby Ariel Handrian[2], Ahmad Johan[3]

[1,2,3] *Universitas Langlangbuana, Indonesia*

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ABSTRACT

The purpose of this study was to examine the effect of Employee Empowerment and Competence on Employee Performance. This study uses a census of 44 employees who work at PT Ricky Putra Globalindo Tbk using descriptive and verification methods. The data collection technique used by researchers is to use primary and secondary data sources in the form of questionnaires given to employees at PT Ricky Putra Globalindo Tbk. The analysis used is path analysis with the help of the SPSS program and hypothesis testing the results of this study indicate that the Employee Empowerment variable is rated fairly well, Competence is rated fairly well and Employee Performance is rated fairly well. The verification results obtained the results that Employee Empowerment affects Employee Performance, Competence affects Employee Performance and there is an influence of Employee Empowerment and Competence on Employee Performance at PT Ricky Putra Globalindo Tbk.

INTRODUCTION

In the era of globalization and rapid market changes, the role of HR is increasingly crucial in maintaining the excellence and sustainability of company operations. HR is no longer just a personal administration organizer, but also has a strategic role in planning, managing, and maximizing individual contributions to achieve organizational goals. Employee performance is the main focus because it is a crucial factor in achieving operational success and achieving organizational goals. Two important factors that influence employee performance are employee empowerment and individual competence. Employee empowerment includes organizational efforts to provide authority, responsibility, and trust to employees to make decisions and complete their tasks independently. In other words, empowerment can increase employee ownership, motivation, and commitment to the organization. On the other hand, competence describes the combination of knowledge, skills, and attitudes possessed by employees to carry out tasks effectively. Employees who have high competence tend to be more adaptive to change, are able to complete work with high standards, and make real contributions to the company.

Employee performance is a very crucial factor for companies because it is the main indicator in measuring operational effectiveness and achieving organizational goals (Utin & Yosepha, 2019). Optimal performance from each individual will contribute directly to increased productivity, service quality, time efficiency, and customer satisfaction. Conversely, low employee performance can hamper business processes, increase operational costs, and reduce the company's competitiveness in the market (Atatsi & Stoffers, 2019; Diamantidis & Chatzoglou, 2019). Therefore, companies need to actively identify and develop factors that can

Corresponding author:
**email address: nitakanya@unla.ac.id*

improve employee performance sustainably, including through empowerment and competency improvement. Several previous studies have examined that employee performance is influenced by various internal and external factors, such as work motivation, work environment, leadership, empowerment, and individual competency. Research by Kuswati (2020) shows that employee empowerment has a positive relationship with increased performance, because employees feel appreciated and trusted in carrying out their duties.

Although his research by shows that employee empowerment has a positive relationship with increased performance because employees feel appreciated and trusted, most of the studies conducted still focus on certain industrial contexts. This causes the generalization of research results to be limited, especially when applied to sectors or organizations with different characteristics (Paais & Pattiruhu, 2020). In addition, there is still minimal research that simultaneously examines the role of employee empowerment and individual competency in influencing performance. In fact, competence is also an important factor that determines the extent to which empowerment can be optimally utilized by employees (Almulaiki, 2023). Therefore, research is needed that is able to integrate both variables in a broader and more relevant context, so that it can provide a more comprehensive understanding of the factors that influence employee performance.

In this case, employee competence plays an important role in determining the quality and effectiveness of task implementation. Competence includes a combination of knowledge, skills, and attitudes possessed by individuals to carry out work optimally (Tingo & Mseti, 2022). Employees who have high competence tend to be more independent, able to make the right decisions, and more adaptive to changes and job demands. With adequate competence, employees can not only meet the set work standards but are also able to provide innovation and real contributions to achieving organizational goals. Therefore, increasing competence through training, self-development, and work experience is one of the important strategies in efforts to improve employee performance as a whole. Through field observations, it was revealed that there was a gap between management expectations regarding employee performance and reality, such as lack of target achievement, increasing absenteeism, and low productivity. (Irfan, 2022).

Employee performance plays a very important role in honing and optimizing the competencies needed to achieve organizational success. In this context, competency reflects the skills and knowledge that characterize the level of professionalism in a particular domain, which is a key factor or advantage in that field, supported by a work culture that encourages superior performance by employees. (Adilase & Subrata, 2022). PT Ricky Putra Globalindo Tbk, is currently facing increasingly tight competition in the Indonesian textile industry. To anticipate business competition, the company really needs productive human resources. Therefore, PT Ricky Putra Globalindo needs to increase employee empowerment so that they have a high commitment to the company.

LITERATURE REVIEW

Employee Empowerment and employee performance

Anjum et al., (2025Employee empowerment is defined as the process of giving employees authority, responsibility, and freedom to make decisions related to their work. This empowerment aims to increase employee engagement, motivation, and job satisfaction (Alasmari et al., 2025). In the context of human resource management, employee empowerment is a strategic approach used to improve organizational effectiveness. Through empowerment, employees are given the trust to be more active, creative, and responsible in carrying out their daily work. Khan & Muktar (2024) explain that employee empowerment consists of four main dimensions: meaning, competence, self-determination, and impact. The meaning dimension indicates the extent to which individuals feel that their work is meaningful and in line with their personal values. Organizations that encourage open communication, provide appropriate training, and implement a participatory leadership style are generally able to create an empowering work climate (Amrutha & Geetha, 2024). The positive impact of empowerment is not only felt at the individual level but also collectively, it can improve employee performance.

H_1. Employee Empowerment has a positive impact on employee performance.

Employee competency and employee performance

Employee competency refers to the combination of knowledge, skills, and attitudes possessed by an individual to carry out their duties and responsibilities effectively (Otoo, 2024). Competence not only reflects technical abilities but also includes soft skills such as communication, leadership, problem-solving, and adaptability to change (Naim et al., 2024). Employee competency is crucial in improving employee performance because it is the primary basis that determines the extent to which an employee is able to carry

Corresponding author:
**email address: nitakanya@unla.ac.id*

out their duties and responsibilities effectively and efficiently (Wijayanti & Sari, 2023). Competence, which encompasses knowledge, skills, and work attitudes, enables employees to understand their jobs well, make appropriate decisions, and complete tasks according to organizational standards. Competent employees are also more adaptive to change, able to face work challenges, and demonstrate a high level of professionalism in their work (Daniali et al., 2022). With adequate competency, employees tend to be more confident, more motivated, and more productive, thus directly impacting improved performance both individually and as a team. Therefore, organizations need to invest in competency development through training, mentoring, and ongoing performance assessments to create superior and competitive human resources.
H2. Employee competence has a positive effect on employee performance.

METHODS

The methods used in this research are descriptive research methods and verification research methods. The population in this study were all employees of PT Ricky Putra Globalindo Tbk, totaling 44 people. Because the entire population is classified as employees, this research is an employee researcher or census. The independent variable is employee performance, and the dependent variable is employee empowerment and competence. The data collection technique used is a research questionnaire with a Likert scale type. The data analysis used is path analysis using SPSS v.25 software.

RESULTS AND DISCUSSION

Table 1. Characteristics of Respondents by demographic

Gender	**Frequency**	**Presentation %**
Man	31	70,45%
Women	13	29,55%
Age	**Frequency**	**Presentation %**
20-25 year	8	18,18%
25-30 year	9	20,45%
31-35 year	10	22,73%
36-40 year	14	31,82%
>40 tahun	3	6,82%
Last Education	**Frequency**	**Presentation %**
Senior High School	34	77,27%
D III	3	6,82%
S1	7	15,91%
Length of Work	**Frequency**	**Presentation %**
3-5 year	8	18,18%
6-8 year	15	34,09%
> 8 years	21	47,73%

Source*:* data processed (2024)

The table above is a recapitulation of the characteristics of respondents, it can be seen that 70.45% of employees are male, and 29.55% are female, which shows that PT. Ricky Putra Globalindo Tbk is dominated by male employees because the average employee works in the production department. When viewed from age, PT Ricky Putra Globalindo Tbk is dominated by employees with an age range of 36-40 years, which is an age with work experience and loyalty to their work so that the company retains employees who have these characteristics.

Based on the last education, it can be seen that 15.91% have the last education of S1, 6.82% of the last education of D3, and 77.27% of the last education of SMA. This shows that the average employee of PT Ricky Putra Globalindo Tbk has a high school / equivalent education, based on the policies and qualifications of PT Ricky Putra Globalindo that employees with high school / equivalent graduates are considered capable of completing work in accordance with the position and qualifications that have been determined. Looking at the characteristics of respondents based on the length of work, it can be seen that 18.18% of employees work with a span of 3-5 years, 34.09% work with a span of 6-8 years, and 47.73% work with a span of more than 8 years. So, the average length of service for employees of PT Ricky Putra Globalindo Tbk is 8 years.

Based on the explanation of the characteristics of respondents accompanied by complementary data above, it shows that the respondent's profile is in accordance with the previously mentioned inclusion criteria,

Corresponding author:
**email address: nitakanya@unla.ac.id*

namely employees of PT Ricky Putra Globalindo Tbk, male or female with a minimum work period of 3 years, and a minimum high school education / equivalent.

Table 2. Results for the Validity test of employee empowerment variables

Instrument item no	R_{count}	r_{table}	Information
1	0,359	0,297	Valid
2	0,441	0,297	Valid
3	0,454	0,297	Valid
4	0,400	0,297	Valid
5	0,435	0,297	Valid
6	0,461	0,297	Valid
7	0,433	0,297	Valid
8	0,304	0,297	Valid
9	0,425	0,297	Valid
10	0,359	0,297	Valid

Source*:* data processed (2024)

The table shows that the average value of r count is greater than r table, which means that most of the instrument items stating the employee empowerment variable are valid.

Table 3. Result for Validity test of competence variables

Instrument item no	R_{count}	r_{table}	Information
1	0,421	0,297	Valid
2	0,308	0,297	Valid
3	0,422	0,297	Valid
4	0,461	0,297	Valid
5	0,360	0,297	Valid
6	0,411	0,297	Valid
7	0,360	0,297	Valid
8	0,321	0,297	Valid
9	0,438	0,297	Valid
10	0,430	0,297	Valid

Source: data processed (2024)

The table shows that the average value of rcount is greater than rtable, which means that most of the instrument items stating the competency variable are valid.

Table 4. Employee performance validity test results

Instrument item no	rcount	r_{table}	Information
1	0,379	0,297	Valid
2	0,528	0,297	Valid
3	0,412	0,297	Valid
4	0,480	0,297	Valid
5	0,484	0,297	Valid
6	0,386	0,297	Valid
7	0,330	0,297	Valid
8	0,375	0,297	Valid
9	0,330	0,297	Valid
10	0,497	0,297	Valid

Source: data that has been processed by the author (2024)

Corresponding author:
**email address: nitakanya@unla.ac.id*

The table shows that the average value of rcount is greater than rtable, which means that most of the instrument items stating employee performance variables are valid.

Table 5. Result for Reabillity test

Instrument	rcount	r_{tabel}	Information
Employee empowerment	0,605	0,6	Reliable
Competence	0,670	0,6	Reliable
Employee performance	0,714	0,6	Reliable

Source: data that has been processed by the author (2024)

The reliability coefficient in each statement item on the questionnaire that has been tested sequentially shows that the employee empowerment variable produces a value of 0.605, the competency variable produces a value of 0.968, and the value of the employee performance variable is 0.670. The reliability value of the three variables is higher than 0.714, this indicates that each statement item in the questionnaire that has been tested has a greater reliability that can measure the three variables so that it can be said to be suitable for testing to the next test.

Table 6. Correlation between research variables

Correlations

		employee empowerment	Competency	employee performance
employee empowerment	Pearson Correlation	1	,517**	,338*
	Sig. (2-tailed)		,000	,025
	N	44	44	44
Competency	Pearson Correlation	,517**	1	,479**
	Sig. (2-tailed)	,000		,001
	N	44	44	44
employee performance	Pearson Correlation	,338*	,479**	1
	Sig. (2-tailed)	,025	,001	
	N	44	44	44

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Source: data processed (2024)

The correlation value of the employee empowerment variable (X1) with the employee performance variable (Y) is 0.338, the correlation value is positive, which means that there is a unidirectional relationship between variable X1 and Y. This means that the greater the employee empowerment provided, the better the performance produced by employees, and vice versa. Based on the provisions for the interpretation of the correlation coefficient, the value of 0.338 is included in the interval 0.20-0.399 which has a low level of relationship.

The correlation value of the competency variable (X2) with the employee performance variable (Y) is 0.479, the correlation value is positive, which means that there is a unidirectional relationship between variable X2 and Y. That is, the greater the competence of employees, the better the performance produced by employees, and vice versa. Based on the provisions of the interpretation of the correlation coefficient, the value of 0.479 is included in the interval 0.40-0.559 which has a moderate level of relationship.

The correlation value of the employee empowerment variable (X1) with the competency variable (X2) is 0.517, the correlation value is positive, which means that there is a unidirectional relationship with variable X1 and variable X2. This means that the lower the employee empowerment provided by the company, the lower the employee competence, and vice versa, the higher the employee empowerment provided, the higher

Corresponding author:
**email address: nitakanya@unla.ac.id*

the employee competence. Based on the provisions of the interpretation of the correlation coefficient, the value of 0.517 is included in the interval 0.40-0.599 which has a moderate level of relationship.

Table 7. Path coefficient of employee empowerment and competence on employee performance

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,143	1,603		10,070	,000
	employee empowerment	,342	,058	,411	5,940	,000
	Competency	1,274	,079	,449	6,649	,000
a. Dependent Variable: employee performance						

Source: data processed (2024)

The table above states that the path coefficient value for the employee empowerment variable (pyx1) is 0.411, the path coefficient value for the competency variable (pyx2) is 0.449.

Table 8. Recapitulation of direct and indirect effects

Variable	**Path coefficient**	**Direct effect (%)**	**Indirect effect** (through) in **%**		Indirect effect	**Total effect**
			X1	**X2**		
X1	0,41	16,89	-	16,65	16,65	32,94
X2	0,44	20,16	16,65	-	16,65	36,21
Total effect						**69,15**

Source: data processed (2024)

The results of the equation above state the effect of employee empowerment which directly impacts employee performance with a percentage value of 0.1689 or 16.89%, the percentage value through the correlation relationship with employee performance is 0.1665 or 16.65%, then to find out the effect of employee empowerment on employee performance partially can be known by totaling the direct and indirect effects, from the above calculations, the total effect result is 0.3294 or 32.94% which means that employee empowerment partially affects employee performance by 32.94%.

The results of the above equation state the magnitude of the influence of competence which directly impacts employee performance with a percentage value of 0.2016 or 20.16%, the percentage value through the correlation relationship with employee performance is 0.1665 or 16.65%, then to find out the impact of competence on employee performance partially can be known by totaling the direct and indirect effects, from the above calculations, the total effect result is 0.3621 or 36.21% which means that non-financial compensation partially affects employee performance by 36.21%.

Table 9. Simultaneous coefficient of determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,933[a]	,870	,864	1,508

Corresponding author:
[*]email address: nitakanya@unla.ac.id

a. Predictors: (Constant), Unstandardized Residual, employee empowerment

Source: data processed (2024)

The table above states the results of the coefficient of determination test which is 0.870 or 87.00%, it can be interpreted that the variables of employee empowerment and competence contribute to employee performance by 87.00%, for the contribution value of other variables outside this study which is 13.00%.

Table 10. Partial Test of Employee Empowerment and Competence on Employee Performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,143	1,603		10,070	,000
	employee empowerment	,342	,058	,411	5,940	,000
	competency	1,274	,079	,449	6,649	,000

a. Dependent Variable: employee performance

Source: data processed (2024)

According to the data in the table above, the t value of Employee Empowerment (X1) on employee performance (Y) is 5.940 with a probability value (sig) = 0.000. With the provisions on the t table, □ = 0.1 and df = (N-2) or 44-2 = 42, which is 1.682. Because the results of the acquisition of t count> t table (5.940> 1.682) with a significance figure of 0.00 <0.05. Then the decision is H0 rejected and H1 accepted. H1: pyx1 ≠ 0, meaning that partially Employee Empowerment has a positive and significant effect on Employee Performance.

According to the data in the table above, the t value of Competence (X2) on Employee Performance (Y) is 6.649 with a probability value (sig) = 0.000. With the provisions on the t table, □ = 0.1 and df = (n-2) or 44-2 = 42, which is 1.682. Because the acquisition of t count> t table (6.649> 1.682) with a significance level of 0.000 <0.05. Then the decision is H0 rejected and H1 accepted. H1: pyx2 ≠ 0, meaning that partially Competence has a positive and significant effect on Employee Performance.

Table 11. Simultaneous Test of Employee Empowerment and Competence on Employee Performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	623,607	2	311,803	37,184	,000[b]
	Residual	93,189	41	2,273		
	Total	716,795	43			

a. Dependent Variable: employee performance

b. Predictors: (Constant), Unstandardized Residual, employee empowerment

Source: data processed (2024)

According to the data in the table above, the F value is 37.184 with a probability (sig) = 0.000. The provisions in the f table are □ = 0.05 and dk = (n-k-1) or 44-2-1 = 41, which is 3.226. The results of the acquisition of Fhitung> Ftabel (37.184> 3.226) with a significance figure of 0.000 <0.05. Then the decision H0 is rejected

Corresponding author:
email address: nitakanya@unla.ac.id

and H1 is accepted. H1: pyx1 = pyx2 ≠ 0, meaning that together or simultaneously Employee Empowerment and Competence have a positive and significant impact on Employee Performance.

CONCLUSION

Employee Empowerment at PT Ricky Putra Globalindo Tbk is quite good, but there are still several indicators that are considered not good and the company needs to exert its attention regarding employees to determine priorities in work because this affects the sustainability of performance in the company. Competence at PT Ricky Putra Globalindo Tbk is quite good, but there are still several indicators that are considered unfavorable and need to be considered by the company regarding intellectual conditions, namely regarding employee participation in contributions to coworker discussions and this is quite influential on performance results in the company. Employee performance at PT Ricky Putra Globalindo Tbk is considered quite good as seen from the quality of work, but there are still indicators that are considered the lowest and need to be considered by the company, namely from the quantity factor or the achievement of targets and goals of each employee set by the company, because it will affect the company. Employee Empowerment has an effect on Employee Performance at PT Ricky Putra Globalindo Tbk. This means that if employee empowerment is well created, such as employees are always involved in company department activities, the level of employee performance will increase because they feel comfortable at work and get support from the company. Competence affects employee performance at PT Ricky Putra Globalindo Tbk. This means that if an employee is able to check the accuracy in processing information and solving every problem, the resulting performance will be maximized. This is because an employee realizes and knows what is his responsibility. Employee empowerment and competence affect employee performance at PT Ricky Putra Globalindo Tbk. When compared between employee empowerment and competence, the greater influence on employee performance is competence. This means that competence is a fundamental thing that must be possessed by an employee because lack of knowledge or competence will affect all activities which result in decreased employee performance.

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**email address: nitakanya@unla.ac.id*

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Corresponding author:
**email address: nitakanya@unla.ac.id*

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Corresponding author:
**email address: nitakanya@unla.ac.id*