



# Strategy to Improve Employee Performance Through Strengthening Empowerment, Teamwork and Job Satisfaction (Empirical Study Using Survey Method and Path Analysis Technique on Employees of Bogor City Environmental Service)

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**Abstract.** The purpose of this study was to determine the Strategy for Improving Employee Performance through Strengthening Empowerment, Teamwork and Job Satisfaction at the Bogor City Environmental Service. The study population was 280 people with a sample size of 165 people calculated using the Slovin formula. Data collection for each variable studied using a questionnaire with a rating scale. Data analysis techniques using descriptive statistical analysis techniques and path analysis techniques. The results showed (a) there is a positive direct effect of empowerment on job satisfaction, with a path coefficient value of  $\beta_{zx1} = 0.155$ , a t-value of  $1.998 > t$  table value of  $1.654$  (b) there is a positive direct effect of teamwork on job satisfaction, with a path coefficient value of  $\beta_{zx2} = 0.415$ , and a t-value of  $5.167 > t$  table value of  $1.654$  (c) there is a positive direct effect of job satisfaction on performance, with a path coefficient value of  $\beta_{zy} = 0.415$ , and a calculated t-value of  $5.167 > t$  table value of  $1.654$  (d) there is a positive direct effect of job satisfaction on performance, with a path coefficient value of  $\beta_{zy} = 0.209$ , and a calculated t-value of  $2.722 > t$  table value of  $1.654$ . (e) there is a positive direct effect of empowerment on performance, with a path coefficient value of  $\beta_{yx1} = 0.470$ , and a calculated t value of  $4.149 > t$  table value of  $1.654$ . (f) there is a positive direct effect of teamwork on performance, with a path coefficient value of  $\beta_{yx2} = 0.466$ , and a calculated t value of  $5.599 > t$  table value of  $1.654$ . (g) there is a positive indirect effect of empowerment on performance through job satisfaction, with a regression coefficient value of  $0.891$  and  $0.238$ , and from the calculation of the Sobel test, the z-count value is  $10.241 > 1.96$ . (h) there is a positive indirect effect of teamwork on performance through job satisfaction, with a coefficient value of  $0.706$  and  $0.238$  and from the calculation of the Sobel test, the z-count value is  $8.115 > z$ -table  $1.96$ . Thus, it can be concluded that by strengthening empowerment, teamwork and job satisfaction, employee performance in the organization can be improved.

**Keywords:** Empowerment, Teamwork, Job Satisfaction, Employee Performance

## 1. INTRODUCTION

Human resources are an important factor in organizations, with humans being a strategic factor in carrying out organizational activities. Problems related to the performance of State Civil Apparatus (ASN) employees at the Bogor City Environmental Service are that many employees have not maximized the quantity and quality of work. Surveys show that there are still various problems that affect employee performance, including the inability to analyze work, complete tasks on time, and make maximum contributions to the organization. Therefore, direction and guidance are needed so that employees can achieve the performance targets that have been set for the success and achievement of the organization.

An initial survey of employee performance at the Bogor City Environmental Agency shows that there are various problems that affect employee performance. As many as 55% of employees have not been able to analyze and carry out work with quality results according to

standards. As many as 31% of employees have also not been able to complete assigned tasks or follow superior orders properly. In addition, some employees (39%) have not completed work on time and are inefficient in producing work reports according to plan. There are also employees (49%) who have not been able to make maximum contributions to the organization and have not been able to prioritize urgent work properly.

## **2. LITERATURE REVIEW**

Empowerment is the action or behavior of leaders in providing opportunities and encouragement to employees through delegation of power and responsibility from higher levels in the organizational hierarchy so as to teach employees to make decisions, accept responsibility for results, be able to maintain quality, skills and how to employ employees effectively and efficiently.

The strong relationship between Empowerment and Performance is proven by the results of previous research conducted by Pinandita et al (2020) to improve employee performance, of course, teamwork is needed because with good teamwork in the organization, all work tasks and responsibilities can be completed properly. Teamwork can improve cooperation and interaction between employees goes well, so employees will feel part of the organization. Indirectly, employees will contribute more to the organization so as to improve employee performance.

According to the results of research conducted by Rahma and Mas'ud (2016), the findings of Teamwork have a positive and significant effect on performance with the result that team work has a positive and significant effect on employee performance so that strengthening teamwork is predicted to improve performance.

Job satisfaction is an employee attitude that reflects pleasant or unpleasant emotional feelings towards work, workplace and relationships with fellow workers. Job satisfaction is assessed through indicators (1). The work itself, (2). Salary, (3). Promotion, (4). Supervisor, (5). Coworkers, (6). Work environment. Research conducted by Fitriah and Sudibya (2015) good empowerment within the company such as providing encouragement, enthusiasm and autonomy in the development of work for employees will increase job satisfaction. employees related to a sense of comfort and security at work and satisfaction in exploring the ability of employees to do work content.

The relationship between Teamwork and Job satisfaction is proven by research conducted by Devina (2018) teamwork is able to influence job satisfaction, teamwork has a positive effect on employee job satisfaction. there is a positive relationship between Teamwork and Job satisfaction where the application of good teamwork will increase the value of the resulting work improvement. So it will lead to the achievement of job satisfaction in the employee work environment.

### 3. METHODS

The method used in this research is a survey method with a quantitative approach. The influence between each independent variable and the dependent variable is presented in the constellation of problems as in the following figure.

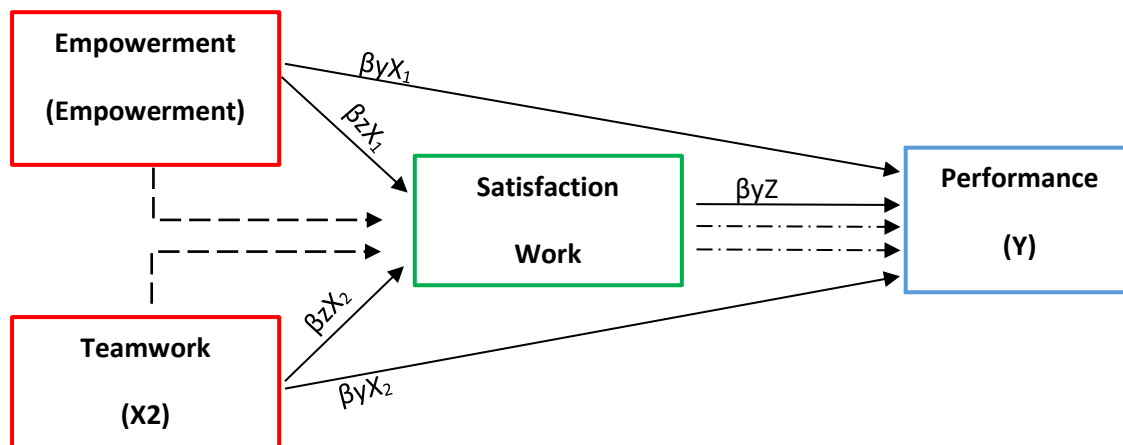


Figure 1

The population in this study were the State Civil Apparatus (ASN) of the Bogor City Environmental Service who had staff status. The number of employees based on the Employee Information System (SIMPEG) amounted to 280 ASN employees, a sample of 165 non-leadership employees with ASN staff status. Furthermore, from a sample of 165 people, the *Proportional Random Sampling* technique was carried out based on the existing fields in the Bogor City Environmental Agency.

#### 4. RESULTS

Dimensional analysis is used to determine the effect between dimensions of independent variables, namely empowerment and teamwork with intervening variables, namely job satisfaction and to determine the effect of independent variables and intervening variables with the dependent variable, namely performance. Dimensional analysis is presented in the following table:

Table 1 Analysis matrix between dimensions of variables X1 and X2, with variable Z

VARIABLES		Z				
		Z1	Z2	Z3	Z4	Z5
X1	X1.1	0,153	0,049	0,046	0,181	0,182
	X1.2	0,015	0,038	0,118	0,153	0,153
	X1.3	0,057	-0,012	0,116	0,207	0,162
	X1.4	0,152	0,073	0,062	0,210	0,258
X2	X2.1	0,593	0,366	0,379	0,409	0,521
	X2.2	0,364	0,357	0,268	0,264	0,332
	X2.3	0,358	0,391	0,577	0,393	0,451
	X2.4	0,439	0,315	0,524	0,440	0,462
	X2.5	0,416	0,319	0,380	0,402	0,482
	X2.6	0,514	0,365	0,433	0,378	0,540
	X2.7	0,350	0,217	0,342	0,317	0,430

Table 2 Analysis matrix between dimensions of variables  
X1, X2, and Z with variable Y

VARIABLES		Y				
		Y1	Y2	Y3	Y4	Y5
X1	X1.1	0,153	0,049	0,046	0,181	0,182
	X1.2	0,015	0,038	0,118	0,153	0,153
	X1.3	0,057	-0,012	0,116	0,207	0,162
	X1.4	0,152	0,073	0,062	0,210	0,258
X2	X2.1	0,593	0,366	0,379	0,409	0,521
	X2.2	0,364	0,357	0,268	0,264	0,332
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	X2.4	0,439	0,315	0,524	0,440	0,462
	X2.5	0,416	0,319	0,380	0,402	0,482
	X2.6	0,514	0,365	0,433	0,378	0,540
	X2.7	0,350	0,217	0,342	0,317	0,430
Z	Z1	0,203	0,189	0,091	0,213	0,234
	Z2	0,227	0,291	0,153	0,221	0,231
	Z3	0,139	0,125	0,326	0,217	0,259
	Z4	0,123	0,070	0,150	0,181	0,167
	Z5	0,190	0,145	0,207	0,288	0,295

Table 3 Correlation Coefficient and Level of Relationship Strength

Correlation Coefficient	Relationship Level
0.00 - 0.199	Very Low
0.20 - 0.399	Low
0.40 - 0.599	Medium
0.60 - 0.799	Strong
0.80 - 1.000	Very Strong

Source: Sugiyono (2017; 235)

### **1. Empowerment Variable (X1) with Job Satisfaction (Z)**

- a. From table 4.34, it can be seen that Indicator (X13) "Self Determination" has a very low and unidirectional correlation (-0.012) with indicator (Z2) "Salary". This indicator shows that the work / task arrangements of each employee are not related to the salary received.

### **2. Teamwork Variable (X2) with Job Satisfaction (Z)**

- a. Indicator (X2<sub>7</sub>) "Group Cohesiveness" has a low correlation (0.217) with indicator (Z<sub>2</sub>) "Salary". This indicator shows that cohesiveness in working neatly and orderly between employees is not influenced by the salary received by employees.

### **3. Empowerment Variable (X1) with Performance (Y)**

From table 2, it is known that the "Self Determination" indicator has a low correlation (-0.012) with "Quantity of Work". The amount of work completed on time is related to the employee's ability to manage their duties. Training is needed to improve employee performance and the organization as a whole.

### **4. Teamwork Variable (X2) with Performance (Y)**

From table 2, the correlation between "Commonality of Purpose" and "Quality of Work" is 0.593, indicating that the quality of work is influenced by commonality of purpose. Meanwhile, the correlation between "Homogeneity of Group Membership" and "Work Effectiveness" is 0.264, indicating that work effectiveness is influenced by the similarity of the type, nature, or character of group members. This is important for organizational leaders to pay attention to in order to improve performance in the work environment.

### **5. Variable Job Satisfaction (Z) with Performance (Y)**

The indicator "Promotion" has a low correlation (0.326) with "Timeliness", showing the effect of promotion on the accuracy of work completion. Periodic promotions are needed to improve employee performance. The indicator "Supervisor" has a very low correlation (0.070) with "Quantity of Work", indicating a lack of supervision over the amount of work to be completed. Immediate improvements are needed to improve performance in the work environment.

## 5. DISCUSSION

Empowerment has a positive direct effect on job satisfaction based on the results of the study with a path coefficient  $\beta_{zx1}$  of 0.155. There is a very low correlation between empowerment indicators and job satisfaction. There are several factors that affect job satisfaction, such as employee factors and work factors. In the second hypothesis, it is proven that teamwork has a positive direct effect on job satisfaction with a path coefficient  $\beta_{zx2}$  of 0.415. Although the correlation between teamwork indicators and job satisfaction is moderate and low, there is an influence of teamwork on job satisfaction. Teamwork is a work activity carried out collaboratively by individuals in groups to achieve organizational goals effectively and efficiently. Job satisfaction reflects employees' emotional feelings towards work, work environment, and relationships with fellow employees. .

teamwork is an activity carried out collaboratively by individuals with diverse knowledge and skills. Testing resulted in a path coefficient value of  $\beta_{yx2} = 0.466$ , indicating a positive influence of teamwork on performance. The correlation between teamwork and performance is 0.593, a medium category. In addition, the direct effect of job satisfaction on performance is also positive, with a path coefficient of  $\beta_{zy} = 0.209$ . The correlation between job satisfaction and performance is 0.326. To increase job satisfaction, attention is needed to several things such as fair wages, appropriate placement, workload, work environment, work equipment, leadership, and the nature of work is monotonous or not. This can contribute to achieving organizational goals effectively and efficiently. There is a positive indirect effect of empowerment on performance through job satisfaction, with a regression coefficient value of empowerment on job satisfaction of 0.891 and a sig value. 0,000. The regression coefficient value of job satisfaction is 0.238 with sig. 0,007. The Sobel test results show a zcount of 10.241 which is greater than 1.96, confirming the existence of this influence. The sixth hypothesis is accepted. In addition, the seventh hypothesis is also proven, with a positive indirect effect of teamwork on performance through job satisfaction. The regression coefficient of teamwork on job satisfaction is 0.706 with sig. 0,000. The z-count value on the Sobel test is 8.115, greater than 1.96, which confirms the effect. Therefore, the seventh hypothesis is also accepted.

## 6. CONCLUSION

The first hypothesis shows a positive direct effect of empowerment on job satisfaction, with a tcount value of 1.998 greater than the t table of 1.654, so the first hypothesis is accepted. The second hypothesis is also accepted because teamwork has a positive effect on job satisfaction. The third hypothesis shows a positive direct effect of empowerment on performance, with a tcount value of 4.149 greater than the t table of 1.654. The fourth hypothesis is also accepted because teamwork has a positive effect on performance. The fifth hypothesis shows a positive direct effect of job satisfaction on performance, so the fifth hypothesis is accepted. The sixth hypothesis shows a positive indirect effect of empowerment on performance through job satisfaction, with a zcount value of 10.241 greater than ztable 1.96, so the sixth hypothesis is accepted. Finally, the seventh hypothesis is also accepted because there is a positive indirect effect of teamwork on performance through job satisfaction, with a zcount value of 8.115 greater than ztable 1.96. Thus, all hypotheses proposed in this study are accepted based on the results of path coefficient testing and Sobel test. Implication

Based on the positive direct effect of empowerment on job satisfaction, it implies to increase employee empowerment by providing opportunities and encouragement to employees through delegation of power and responsibility. This can help employees make decisions, accept responsibility for results, maintain quality, skills, and hire employees effectively and efficiently.

Research also shows a positive direct effect of teamwork on job satisfaction. The importance of teamwork in work is to make the best contribution in achieving organizational goals, using organizational resources effectively, and working with respect and mutual appreciation. Each employee needs to have a common goal, complement each other, actively participate, reward group performance, and group cohesiveness.

The positive effect of teamwork on performance also implies employee empowerment and increased work motivation. Thus, each employee will feel responsible for their work and motivated to do their best without violating organizational regulations. Employee performance can be improved with good teamwork.

To improve employee performance, it is important to pay attention to factors that affect job satisfaction such as salary, type of work, promotion opportunities, relationships with supervisors, and relationships with coworkers. This can make employees feel satisfied and motivated to make the best contribution to the organization. Employee empowerment also has an indirect effect on performance through job satisfaction. Therefore, it is important to create



job satisfaction through the selection of good teamwork. Good teamwork can be seen from common goals, homogeneity of group membership, complementarity, open interpersonal communication, active participation, appreciation of group performance, and group cohesiveness. Thus, job satisfaction and employee performance can increase significantly.

## **LIMITATION**

1. Empowerment training is needed for employees to have the courage to make decisions, accept responsibility for results, be able to maintain quality, skills and how to work effectively and efficiently.
2. The importance of forming teamwork in handling every job to give the best contribution in order to achieve good performance. Cooperation in a work team is a necessity in realizing successful performance and work achievements.
3. There needs to be an increase in job satisfaction, especially in the indicator of the job itself and employee performance on the quantity of work with a very weak relationship, it is advisable to increase job satisfaction on the indicator of wages or salaries and to improve employee performance on the indicator of time to complete work results at the Bogor City Environmental Service.

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