

RINGKASAN

PEMBERDAYAAN KARYAWAN DAN PENGARUHNYA TERHADAP KINERJA PEGAWAI DI BIRO KEPEGAWAIAN SEKRETARIAT DAERAH PROVINSI JAWA TIMUR

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Selama ini unsur kepemimpinan pada Biro Kepegawaian Sekretariat Daerah Propinsi Jawa Timur masih belum optimal dalam memanfaatkan potensi karyawan. Hanya sebagian kecil saja yang terlibat dalam perencanaan strategis. Salah satu strategi untuk menghadapi perubahan dan permasalahan tersebut adalah menciptakan kondisi kerja yang demokratis adalah dengan pemberdayaan karyawan. Pemberdayaan karyawan salah satunya dengan metode implementasi peran *strategic partner*, *administrative expert*, *employee champion*, *change agent*.

Tujuan penelitian ini adalah menganalisis pengaruh pemberdayaan melalui implementasi peran *strategic partner*, *administrative expert*, *employee champion*, *change agent* terhadap kinerja karyawan dan menganalisis pengaruh yang dominan peran *strategic partner*, *administrative expert*, *employee champion*, *change agent* terhadap kinerja pegawai pada Biro Kepegawaian Sekretariat Daerah Propinsi Jawa Timur.

Penelitian ini menggunakan metode survey. Responden penelitian adalah karyawan di Biro Kepegawaian Pemerintah Propinsi Jawa Timur sejumlah 132 responden. Variabel bebas adalah *strategic partner*, *administrative expert*, *employee champion*, *change agent* dan variabel tergantug adalah kinerja karyawan. Analisis data yang digunakan adalah uji regresi linier berganda.

Hasil penelitian menunjukkan ada pengaruh variabel *strategic partner*, *administrative expert*, *employee champion*, dan *change agent* secara bersama-sama dan signifikan terhadap kinerja karyawan. Dari hasil tersebut maka H_0 ditolak dan berarti H_a diterima. Besarnya perubahan variabel Y yang dapat dijelaskan oleh variabel bebas yang terdiri dari *strategic partner*, *administrative expert*, *employee champion*, dan *change agent* terhadap variabel terikat adalah sebesar 78,2%. Sedangkan sisanya yaitu 21,2 % disebabkan oleh variabel lain yang tidak masuk dalam model. Berdasarkan angka ini menunjukkan bahwa pemberdayaan karyawan besar pengaruhnya terhadap kinerja karyawan. Pengujian secara parsial menunjukkan ada pengaruh yang signifikan antara variabel *strategic partner* (X_1), variabel *administrative expert* (X_2), variabel *employee champion* (X_3), variabel *change agent* (X_4), terhadap kinerja karyawan. Variabel – Variabel tersebut berpengaruh positif terhadap peningkatan kinerja karyawan. Variabel *strategic partner* merupakan variabel yang berpengaruh dominan terhadap kinerja karyawan.

SUMMARY

EMPLOYEE EMPOWERMENT AND ITS INFLUENCE ON THE EMPLOYEE'S PERFORMANCE AT PERSONNEL BUREAU, REGIONAL SECRETARIAT, EAST JAVA

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Leadership at Personnel Bureau, Regional Secretariat, Province of East Java, remains less optimal in using the potentials of its employees. Only a small number of them who involve in strategic planning. One of the strategies to challenge changes is to create a democratic working condition by empowering the employees themselves. Employee empowerment can be achieved by the implementation of strategic partner, administrative expert, employee champion, change agent methods.

The objective of this study was to analyze the influence of empowerment by the implementation of the role of strategic partner, administrative expert, employee champion, and change agent on the employee's performance and to analyze the predominant effect of strategic partner, administrative expert, employee champion, and change agent on the employee's performance at Personnel Bureau, Regional Secretariat, the Government of the Province of East Java.

This study used survey method. Respondents were 132 employees at Personnel Bureau, Regional Secretariat, The Government of the Province of East Java. The independent variables were strategic partner, administrative expert, employee champion, and change agent, while the dependent variable was employee's performance. Data were analyzed using multiple linear regression test.

Results revealed simultaneous and significant influence of the variables of strategic partner, administrative expert, employee champion and change agent on the employee's performance. The proportion of change in the latter variable due to the effect of the independent variables of strategic partner, administrative expert, employee champion and change agent was 78.2%, while the remaining 21.2% was due to other variable(s) not included in the model. This proportion showed that employee empowerment has a remarkable effect on employee's performance. Partial test revealed significant influence of the variables of strategic partner (X_1), administrative expert (X_2), employee champion (X_3) and change agent (X_4) on the employee's performance. These variables had positive influence on the increasing performance of the employees. Strategic partner was found to be the predominant variable that affected the employee's performance.

ABSTRACT

EMPLOYEE EMPOWERMENT AND ITS INFLUENCE ON THE EMPLOYEE'S PERFORMANCE AT PERSONNEL BUREAU, REGIONAL SECRETARIAT, EAST JAVA

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The objective of this study was to analyze the influence of empowerment by the implementation of the role of strategic partner, administrative expert, employee champion, and change agent on the employee's performance and to analyze the implementation pattern of the role of strategic partner, administrative expert, employee champion, and change agent applied at Personnel Bureau, Regional Secretariat, East Java.

This study used survey method. Respondents were 132 employees at Personnel Bureau, Regional Secretariat, The Government of the Province of East Java. The independent variables were strategic partner, administrative expert, employee champion, and change agent, while the dependent variable was employee's performance. Data were analyzed using multiple linear regression test.

Results revealed no simultaneous and significant influence of the variables of strategic partner, administrative expert, employee champion and change agent on the employee's performance. Partial test revealed significant influence of the variables of strategic partner (X_1), administrative expert (X_2), employee champion (X_3) and change agent (X_4) on the employee's performance. These variables had positive influence on the increasing performance of the employees. Strategic partner was found to be the predominant variable that affected the employee's performance.

Keywords: strategic partner, administrative expert, employee champion, change agent, employee performance